



ROOTED *and* Growing



Strategic Plan to 2016

Table of Contents

4 About Us

6 Strategic Planning Process

7 Strategic Directions

10 Acknowledgements

11 Get Involved

About Us

The AIDS Committee of York Region (ACYR) is the only local non-profit organization providing desperately needed and life changing supports to people infected and affected by HIV/AIDS in York Region.

We advocate and provide innovative programs that bring those affected by HIV/AIDS in from the margins, so that they can reclaim their role as engaged and valued members of our community.

We champion inclusivity by including those affected by HIV/AIDS in our governance practices and program delivery. In addition, we deliver a unique platform of relevant services that are educational and prevent the spread of HIV.

For the past 20 years, we have played a critical role in improving the lives of people living with and affected by HIV in our Region. We have grown from a small committee to a community-based, non-profit organization that delivers free and confidential services. We are proud of our leadership and the difference we have made in the lives of the people in our community. The work we have done and continue to do is guided by our vision, mission, values and beliefs.

Vision The AIDS Committee of York Region envisions an informed and compassionate society, which is supportive of people living with HIV/AIDS who are striving to overcome social, economic and service challenges, working with them towards a healthy and empowered lifestyle.

Mission The AIDS Committee of York Region is a community-based, non-profit organization, which embraces the GIPA* principles, provides support, and offers education which promotes the development of a caring and compassionate society, as well as access to dignified care for people affected and infected by HIV/AIDS.

*GIPA = Greater Involvement of People with HIV/AIDS (UNAIDS).

Values and Beliefs

- We value and believe in the greater involvement of people living with HIV/AIDS at all levels of the organization
- We value the practice of anti-oppression and anti-racism in our provision of equitable service to diverse communities affected by HIV/AIDS
- We value and respect people, and believe in their ability to succeed
- We believe in a holistic approach to wellness that encompasses physical, emotional, mental, and spiritual aspects characterized by respect for human dignity and diversity
- We believe in the encouragement of self-empowerment by enhancing an individual's ability and opportunity to make informed choices
- We believe in an individual's right to information, access to service, and education
- We value the confidentiality of all people living with, or impacted by, HIV/AIDS who use our services
- We value collaboration of individuals; families, communities and agencies in support of those affected by HIV/AIDS
- We believe that Harm Reduction and Risk Reduction approaches are legitimate strategies and choices for support of individuals and families



Strategic Planning Process

May 2012 To renew and energize our work, in May 2012 the AIDS Committee of York Region embarked on a planning process to develop a new strategic plan. A Strategic Planning Committee comprised of Board members, staff and management, including people living with HIV/AIDS, directed the process.

June/July 2012 An environmental scan and an analysis of the ACYR's strengths, weaknesses/challenges, opportunities and threats (SWOT) were conducted in June and July 2012. This scan and analysis process embodied the ACYR's anti-oppressive practice and was inclusive. It engaged, through interviews and focus groups, individuals inside and outside of the ACYR, such as service users, volunteers, staff, management, Board members, funders and community partners. The process also included a review of internal and external documents that provided information on HIV/AIDS, demographics, emerging issues, trends and the ACYR's performance.

August 2012 All of the information gathered was used by the ACYR Board, management and staff at a retreat in August 2012 where three (3) strategic directions were identified to guide the organization to 2016. A workplan and timeline will be developed to implement the strategic directions.

Strategic Directions

1. Foster Resiliency

The AIDS Committee of York Region has provided a range of programs and services to meet the diverse needs of our service users. We are recognized for providing outstanding care. We have delivered education, outreach, client support services and a volunteer program alongside our Women and HIV Initiative. Our service users depend on us and at times, the demand exceeds our capacity. We need to better balance expectations with what we can do while maximizing our resources and impact. To foster resiliency, we will:

- Apply the Greater Involvement of People living with HIV/AIDS (GIPA) principles and our anti-oppressive practice to engage our service users to more actively lead and participate in the life of the organization.
- Evaluate and refine our programs and services to ensure they are evidence-informed, targeted and adaptable to address the priority needs of our community within our available resources.
- Explore opportunities to establish partnerships and collaborations based on identified gaps and our organizational needs.



Strategic Directions

2. Sustain Our Organizational Wellness

Over the past few years, the AIDS Committee of York Region has grown. We have added to our staff, expanded the scope of our work and increased our budget. We have nurtured an organizational culture that we are proud of – one that is inclusive, respectful and self-reflective. We have developed systems and structures to guide us and we have supported the development of our staff and Board members. We need to reinforce and build on these gains. To sustain our organizational wellness, we will:

- Establish mechanisms to better manage change, risk and succession.
- Position our Board to provide strategic leadership as it carries out its roles and responsibilities.
- Equip our staff, management and volunteers with the tools and support they need for further development as they deliver our quality programs and services.
- Review our systems, structures and practices to ensure their continued relevance, usefulness and alignment with our values and beliefs.



Strategic Directions

3. Strengthen Our Financial Health

The AIDS Committee of York Region has achieved some financial success. We have been able to grow our operating budget even in times of economic constraints. Our success has been tempered, however, as some of the growth was attributed to time-limited funding and our few fundraised dollars. With an uncertain economic climate and shifting funder priorities, we need to intensify our efforts to increase our funding from various sources. To strengthen our financial health, we will:

- Create a fund development plan that targets current and potential funders and donors from the public and private sector.
- Implement the fund development plan with the support and involvement of staff, management, Board members, volunteers and service users as well as existing and potential partners.
- Align our communication plan and social media activities with our fund development plan to clearly articulate the need to support the fight against HIV/AIDS and the efforts of the ACYR.



Acknowledgements

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A special thank you goes to the Strategic Planning Committee:

- Joanne Anderson, *Board Member*
- Radha Bhardwaj, *Staff*
- Camille Griffith, *Staff*
- Brent MacKinnon, *Board Member*
- Precious Maseko, *Board Member*
- Marnie Sigmar, *Board Member*
- Haran Vijayanathan, *Staff*

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Get Involved

There are many ways you can support the important work of the AIDS Committee of York Region. Here's how:

Volunteer We rely on the generosity and dedication of our volunteers to provide critical support to our programs and services. We believe volunteering is a form of community development and active citizenship. When our volunteers become engaged, they are making a statement about their interest and support of HIV/AIDS, and its impact on our local communities.

For more information, please call 905-953-0248 or email admin@acyr.org

Donate You can directly support the work of the AIDS Committee of York Region through a tax-deductible, financial contribution. We welcome and greatly appreciate all donations.

Donate online at www.acyr.org or www.CanadaHelps.org

By Phone: 905-953-0248

By Email: send an email to admin@acyr.org and we will contact you.

By Postal Mail: 194 Eagle St. East, Newmarket, ON, L3Y 1J6

Become a monthly donor: call us at 905-953-0248 or send an email to admin@acyr.org and we will contact you.

Take Action Visit our website to learn more about what we do and how you can help us in promoting the development of a caring and compassionate society, as well as access to dignified care for people affected and infected by HIV/AIDS.

Visit us online at www.acyr.org.



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We're here to help:

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All calls are completely confidential.

For information about events, programs,
volunteer opportunities and outreach:

www.acyr.org