

The background of the entire page is a solid orange color. Overlaid on this is a large, faint network diagram. It consists of numerous small, light-orange circular nodes arranged in a roughly circular pattern. These nodes are interconnected by thin, light-orange lines, creating a complex web of connections that fills most of the page's area.

# AVI

## STRATEGIC PLAN

### 2018-2021

# INTRODUCTION

AVI works to prevent HIV, hepatitis C and the harms related by substance use and promoting health and well-being for all those affected, including their families. Over 30 years ago, AVI was founded by five gay men who identified an important community need – that of providing accurate and up-to-date information and services relating to HIV/AIDS. Our legacy of responding to community need continues to this day, with AVI's services evolving to meet the needs of the people we serve and working tirelessly to find opportunities to have a positive impact.

Over 10 years ago, we expanded our vision and mission to include hepatitis C in order to reflect the growing prevention and support services we were providing in this area, as well as the fact that some people living with HIV/AIDS are also affected by hepatitis C. And in this new strategic plan we have updated our vision and mission to reflect our harm reduction and overdose prevention work. We have been working to reduce the harms related to substance use since our needle exchange first opened in the late 1980s and it was time to officially reflect our leadership on the topic of harm reduction and the services that we offer to people who use illicit drugs.

Through this process it has become evident that at the core of what we do is our ability, and commitment to, creating meaningful connections. Every day, we strive to create meaningful connections between clients and staff, between peers, between staff members, between organizations, between communities, and between funders and impactful programs. We do this by providing meaningful employment, building partnerships, providing referrals and accompaniment, and through our relational and non-judgemental approach.

The following strategic plan will help guide us to build on the foundations of our successes and to align our activities around our renewed vision and mission. It outlines the strategic directions our organization will take in the next three years to ensure that we work effectively to reach our goal of focusing our work so that we can continue to have positive impact in the communities we serve across Vancouver Island.

# HOW WE DEVELOPED THE STRATEGIC PLAN

The goals of the strategic planning process were to engage the Board of Directors, staff, volunteers, clients and key stakeholders in the renewal of our vision and mission, guiding approaches and values, and to develop clarity around organizational identity and priorities for organizational development.

The Board of Directors engaged an external consultant to undertake the following activities:

- An on-line survey for board, staff and volunteers
- A full-day retreat with the board and senior staff
- Key informant interviews
- Staff engagement
- Develop a framework for client engagement, which included staff and board-led focus groups and a paper survey

A key part of the process for developing the plan was an environmental scan conducted by the external consultant and the articulation of AVI's impact advantages, asset and execution advantages, and the key strengths that lie at the organization's core. The strategic directions were developed with the intention of building on our successes and strengths, and to evolve so that we can implement a focused response to address the greatest areas of needs for clients and the community.



# VISION

AVI envisions a community where all people affected by HIV, HCV, or substance use have equitable access to the support and services necessary to experience optimal health and well-being.

# MISSION

AVI's mission is to promote health, dignity, and well-being for all people affected by HIV, HCV, and substance use by delivering sex-positive and harm reduction based education, prevention, and support service.

# APPROACHES & VALUES

AVI's values are rooted in our community-based origins and the principles of social justice, harm reduction, evidence-informed practice, and the right to sexual health by committing to:

- Recognizing and acknowledging the Indigenous territories on which we work and committing to on-going learning and efforts around decolonization;
- Being non-judgemental, valuing diversity, and treating everyone with dignity and compassion;
- Being actively engaged in creating a stigma-free community;
- Ensuring the valued, meaningful participation of people with lived experience (including people living with HIV, HCV and people who use drugs);
- Providing services based on the social determinants of health, that acknowledge the impacts of trauma, are culturally safe, and are gender and sexuality affirming;
- Cultivating a work environment that promotes health and where people feel their work has meaning and value;
- Advocating for an end to criminalization that affects the health and safety of the communities we serve;
- Collaborating and partnering to energize and strengthen our work; and
- Being accountable to the communities we serve and to donors, including transparent reporting and effective use of resources.

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# STRATEGIC DIRECTIONS

# 1.

## **ENHANCE AVI'S PROFILE AND ENGAGEMENT WITH THE NEW VISION AND MISSION**

Increase engagement and visibility, building stronger awareness for AVI's mandate and programs through targeted approaches at a regional level

Renew organizational communications and community relations strategies, building capacity to advocate on structural issues (such as criminalization, homelessness, stigma, colonization, etc.)

Continue to develop partnerships with funders and other organizations aligned with AVI's vision and mission

# 2.

## **STRENGTHEN AVI'S INTERNAL CAPACITIES TO ENSURE CONTINUED EFFECTIVENESS**

Conduct a review of AVI office spaces to ensure they are suitable for the provision of high quality programming and meet the needs of staff, clients, and volunteers

Build fundraising capacity and diversify funding to improve sustainability

Create internal processes and procedures across regions that meet the organization's current and future needs, including employing technology to share information and skills

Support the development and growth of staff through training, support, and renewed organizational structures at a local and island-wide level

Grow a positive culture of wellness and connectedness for staff across the island

Increase cultural diversity within the staff and Board reflective of the populations served

# 3.

## **PROVIDE ACCESS TO CULTURALLY SAFE HIV, HCV, SEXUAL HEALTH, HARM REDUCTION AND OVERDOSE PREVENTION SERVICES**

Build organizational capacity by continuing to engage in on-going learning and sincere efforts around decolonization, reconciliation, and cultural safety

Strive to provide access to culturally safe HIV, HCV, harm reduction, sexual health, and overdose prevention services

With the input of community partners and service users, develop a culturally safe process to engage clients in sharing knowledge on how AVI could better support Indigenous clients in their journeys

Continue to build relationships and partnerships with the First Nations Health Authority, Indigenous communities, and organizations, in order to coordinate, complement, and build on each others' efforts



# 4.

## **STRENGTHEN EXISTING PROGRAM DELIVERY AND CONTINUE TO BE A LEADER IN RESPONDING TO EMERGING ISSUES AFFECTING THOSE WE SERVE**

Engage in planning to determine how AVI's services for people living with HIV can evolve to meet the current and future needs of clients, taking aging into consideration

Respond to the impact of HIV, HCV and overdose on Indigenous communities, women and incarcerated individuals, and other affected populations

Ensure that self-identified MSM, (including gay, bi, two-spirited and trans men) have access to appropriate health promotion, disease prevention and support through AVI, continue to advocate for combination prevention (including PrEP) and to explore innovative ways to support men across the island

Connect to provincial and national research and advocacy efforts around improving access to evidence-based services for self-identified MSM, (including gay, bi, two-spirited and trans men)

Advocate for harm reduction-specific resources and services for youth and women

Review current HIV and HCV nutrition programming to ensure programs continue to meet client needs and are financially sustainable

Evolve HCV programming to respond to the new treatment reality, including supporting treatment access and a continued focus on prevention

Continue to excel in education activities with priority populations, communities, organizations and health professionals

Continue to develop programming for trans and non-binary individuals that is gender affirming and inclusive

Continue to be a harm reduction leader, building on successful needle exchange and overdose prevention services, innovating and sharing best practices

Develop and deliver community-based responses to the overdose crisis

Continue to develop a model for low barrier access to Opioid Agonist Therapy with wrap-around supports

Advocate for improved access to primary care and harm reduction housing in the North Island

Strengthen peer support options in the Central and North Island

Evolve the new Westshore services to meet the needs of the community and to ensure sustainability

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