



DRAFT

**Strategic Plan
2005-2010**

MISSION STATEMENT

The Society exists to enable persons living with Acquired Immune Deficiency Syndrome and Human Immunodeficiency Virus to empower themselves through mutual support and collective action.

*From our personal struggles and challenges come our
courage and strength.*

OUR CORE VALUES AND BELIEFS

Our Mission Statement is our guide to all we do.

We are inspired by our unique history and honour the contributions of our founding members.

We are a member-driven society.

Confidentiality and privacy are paramount in the affairs of our Society.

Persons living with HIV/AIDS accept ownership of the virus in their bodies and take responsibility for dealing with it.

People living with HIV/AIDS, who are the soul of the Society, control and direct it.

The abilities, diverse life experiences, knowledge, and beliefs of persons living with HIV/AIDS are of value to the Society.

We promote healthy behavior, respectful and honest interaction, and safe, supportive environments for all.

We have a duty to foster, encourage and empower persons living with HIV/AIDS.

We respect the identities of all persons.

We believe in the value of giving and receiving support.

We view HIV/AIDS as a challenge rather than a defeat, and honour courage, bravery, and humour in the face of catastrophic tragedy.

HIV/AIDS is not a punishment.

People living with HIV/AIDS have the right to make choices with respect to the quality of their lives.

Persons living with HIV/AIDS have the right to death with dignity.

Adopted by the Board of Directors on January 13, 1999, incorporating subsequent minor amendments.

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EXECUTIVE SUMMARY

The BC Persons With AIDS Society's Strategic Plan, 2005-2010, will guide and inform the work of the Society over the next five years.

The Goals of the Strategic Plan are drawn from the Constitution & By-Laws of the Society, Article 2:

- To create a positive attitude and engender a feeling of hope in persons with HIV/AIDS.
- To provide support activities and facilities to members for the purpose of self-help and self-care.
- To maintain an organizational structure to act in an advocacy role for members relating to government and the community.
- To provide support services to members and non-members.
- To assist in creating a positive image of persons with HIV/AIDS to the community.
- To operate as a charitable institution (without profit to its members) to acquire, construct, provide, maintain, lease, own and manage real estate or any interest therein, including one or more low-rental housing projects for persons with HIV/AIDS.
- To raise funds for the above purposes.

The Objectives of the Society over the next five years have been grouped: firstly, by Department area and secondly, by the year in which they are to be undertaken. The main themes of the plan are as follows:

Provision of Services to Members

The vast majority of the Society's objectives over the period 2005-2010 speak to providing members with increased levels of service including lengthened hours of operation, the creation of satellite operations, improvements and extensions to current programs, and the establishment of entirely new programming.

Member Engagement

Over the next five years, the Society is committed not only to increasing its membership but also to increasing the level of member engagement in its governance, collective advocacy efforts, and programming.

Volunteer Development and Engagement

In virtually every area of the Strategic Plan can be found objectives which aim to engage volunteers, encourage volunteerism within the Society, and increase the number of training and development opportunities available to volunteers.

Collective Advocacy

BCPWA is a recognized leader in lobbying for changes in policies, laws, regulations, and practices, and in all matters of a public nature that are of concern to the Society's membership. Over the next five years, the Society is dedicated to extending its collective advocacy efforts on behalf of its membership



Glen Bradford, Chair

INTRODUCTION

Since 1986, the British Columbia Persons With AIDS Society (BCPWA) has been dedicated to empowering persons living with HIV disease and AIDS through mutual support and collective action. BCPWA is member-founded and member-driven and is unique among major HIV/AIDS agencies in Canada in that its Board of Directors is composed entirely of HIV positive members.

The Society grew out of a need to service the growing population of HIV positive individuals in the province of British Columbia, and that need is no less now than in 1986. In its first year of operation, it was estimated that the Society represented one-third of all HIV positive people in the province. In 1993, the Society numbered more than 2,500 HIV positive persons among its membership and in 2004, nearly 4,000 HIV positive persons are members of BCPWA. BCPWA is currently Western Canada's largest AIDS organization and provides support and advocacy services, treatment information and volunteer opportunities for its many diverse members.

The last time BCPWA generated a Strategic Plan was for the period 1995-2000 and enormous changes have taken place since that time. The epidemic of HIV infections has more than doubled and has become ever more diverse in its targets, the only apparent constant being social marginalization. Government health care and social development policies have undergone dramatic alterations and the need to provide more wide-ranging and comprehensive services to HIV positive people has increased.

All of these factors led the BCPWA Board of Directors in the Fall of 2003 to commence the creation of a new five-year Strategic Plan for BCPWA. The Plan is intended to cover the period April 1, 2005 through March 31, 2010. To ensure that it proves the best plan possible, BCPWA has encouraged the widest possible involvement of its members, volunteers, elected leadership and employees.

Starting at April 1, 2005, the Strategic Plan will guide BCPWA's work and development for the next five years. Please read Year 1 as 2005, Year 2 as 2006, Year 3 as 2007, Year 4 as 2008 and Year 5 as 2009.

FOR YOUR INFORMATION:

The following Plan is the full version of the Society's proposed Strategic Plan which contains all programming, organizational, operational and administrative objectives for the Society, along with their associated activities. This Plan is available from the Society upon request (phone 604.893.2292) and will also be made available on the Society's website at www.bcpwa.org.

Please note that this Plan does not represent a rigid and fixed document; it should be considered as a dynamic and flexible text that is informed and guided by the membership of the Society, and the emerging issues and ever-changing nature of the HIV/AIDS community.

ADMINISTRATION & OPERATIONS

The Board of Directors governs and is responsible for the long-term sustainability of the Society. Elected by and answerable to the membership, the Board's areas of responsibility include: collective advocacy, envisioning the future by setting goals and priorities; setting policy; developing links to the community; representing the Society; providing for the prudent management of the Society's resources; and risk management.

Operations has two major functions: (1) support and facilitate the governance work of the elected Board of Directors, including collective advocacy efforts and departmental governance through the standing committee system, and (2) maintain the financial and administrative infrastructure on the foundation of which all other BCPWA departments do their work and provide the services and activities for which BCPWA is known. These services include Information Technologies, the Internet Café, Membership, the Positive Gathering and Volunteer Coordination, Development, Training and Recognition.

MEMBERSHIP ENGAGEMENT

Objectives:

- A. Strike a Membership Engagement Standing Committee by the beginning of year 1 to facilitate the engagement of the membership in all aspects of the Society's work

Activities:

- Draft and approve Terms of Reference.
 - Coordinate with Volunteer Coordination to inform members of opportunities within the Society, including participation in governance activities.
 - House the Membership Standing Committee within Administration & Operations.
 - Determine which staff should be attached to the Committee.
 - Hold BCPWA information sessions/townhalls in various locations throughout the Province.
 - Working with Communications & Education, develop communication strategies/programs through which members can be heard and the Society can inform the membership.
- B. By the end of year 1, implement an on-site vocational rehabilitation program, either in partnership with one or more outside agencies or not.

Activity:

- Create modules to address the continuum of vocational rehabilitation, including volunteerism and return to paid employment.
- C. Increase the number of instances of services used by individual members by 10% by year 3.

Activities:

- Publicize the Society's various services through all available media.
- Develop strategies to promote the benefits of membership.
- Create a budget for such activities.

- Liaise with the Members' Lounge social activities coordinator.
- Identify possible grants/foundations interested in funding.
- Hold an open house for the membership twice a year.
- Consider hours of operation for service provision.

D. In collaboration with the Membership Registrar, Communications & Education and Information Technologies, by the end of year 1, generate an email list group incorporating 50% of the membership who have email addresses, rising to 75% by the end of year 3.

Activities:

- Liaise with the Membership Registrar, Communications & Education and Information Technologies to compile the list.
- Create means by which to obtain email addresses from those members interested, eg: through *living* ⊕ Magazine and the website home page (include online registration for participation in, for example, collective advocacy activities).
- Amend the membership change of address form to include email address.
- Re-design the membership form to include whether or not member wishes email contact, and provide information on which services would be available by email.
- Educate the membership as to why we would like to have their email addresses.
- Ensure that we are in compliance with the Privacy Act.
- In collaboration with the Membership Registrar, Communications & Education and Information Technologies, create a subscription tool to generate an email list group of members who wish to participate.

E. Increase AGM attendance to 5% of membership by end of year 3.

Activities:

- Consider attendance per diem or incentives (eg: door prizes).
- Create a social/informative event around the AGM (eg: open house, tour).
- Review the Strategic Plan yearly as a standing agenda item at the AGM.
- Introduce recognition/appreciation of members who have been attending AGM faithfully.
- Consider using video conferencing for the AGM.
- Link the AGM to other special events.

F. In collaboration with Information Technologies, collect all identifying statistics for 50% of the membership by the end of year 3 and 75% by the end of year 5, including sex and sexuality, mode of transmission, ethno-cultural identity and mortality.

Activities:

- Review nominal mortality records from Vital Statistics Canada.
- Within year 1, conduct a mail out of a vital statistics form with stamped return envelope.
- Re-design the membership form to enable the collection of all relevant statistics.
- Run a lottery with a substantial prize drawn from among those members who have filed complete membership information.
- Provide electronic means for members to update their statistics, eg: through the website.

- G. At the end of year 5, ensure that the ratio of the provincial statistics for the epidemic to date (eg: by gender, population, etc) and the BCPWA membership statistics be within 10% of each other in each instance.

Activities:

- Liaise with Communications & Education to create higher levels of general public awareness of the Society and its services.
- Work with Communications & Education to develop a membership drive.

BOARD & VOLUNTEER DEVELOPMENT

Volunteer Capacity Building & Administration:

Objectives:

- A. Increase volunteer capacity by hiring volunteer development staff in year 1.

Activities:

- Analyze the volunteer recruitment and training implications of the Strategic Plan.
 - Establish recruitment and training priorities.
 - Analyze, select and plan volunteer recruitment strategies.
 - Plan the timetable, sourcing (in-house/outside capacity) and development of training curriculum.
 - Analyze job skills and human resources requirements.
 - Make a recommendation to the Board of Directors.
- B. All lead volunteers will create a Procedures, Timelines and Contacts manual for their job by the end of year 2.
- C. Increase the aggregate of hours worked per week by volunteers by 15% at the end of year 3, and 25% at the end of year 5.

Activities:

- Conduct an in-service training for Departmental supervisory staff regarding volunteer participation.
- Determine levels of volunteer participation in programs, assist each Department to construct an inventory of volunteer placement opportunities, and increase the number of volunteer jobs.
- Design a program concerning more incentives for volunteers.

Volunteer Engagement & Development:

Objectives:

- A. Conduct not fewer than one skillsbuilding course (public speaking, etc) for volunteers per year.

Activities:

- Identify presentation skills requirements in each program area, including Communications & Education, Treatment Information & Advocacy (TIAD), Support Services and Positive Prevention.
- Develop common component curriculum.
- Assist each Department to develop specific curriculum.
- Coordinate and deliver training modules.
- Identify those volunteers and staff within the Society with research skills.
- Develop the capacity to train volunteers in community-based research skills.

B. In coordination with Collective Advocacy, identify, recruit, train and deploy five skilled activists per year, including one to the Canadian Treatment Action Council (CTAC).

Activities:

- Recruit non-Board members.
- Train Board and non-Board members.
- Advertise in *living* ⊕ Magazine, through the website, through outreach activities (eg: community forums), through leafleting and through an email list inviting members to get involved.
- Produce specific articles in *living* ⊕ Magazine which pertain to relevant collective advocacy issues.
- Create and implement an advocacy techniques training manual/program.
- Identify HIV positive activists in other organizations.
- Conduct at least one skillsbuilding exercise per year for the Collective Advocacy Standing Committee and other interested members.

C. In coordination with Treatment Peer Counselling, identify, recruit, train and deploy at least five new treatment counsellors per year.

Activities:

- Recruit population-specific volunteers from outside groups.
- Advertise the Treatment Information Program (TIP) through various media and outreach programs to reach potential volunteers.
- Recruit as volunteers those accessing the Treatment Information Program (TIP).
- Complete work on the treatment information fact sheets.
- Involve current volunteers as much as possible in the training/mentoring of new volunteers.

D. In coordination with Positive Prevention, train ten new positive volunteers interested in prevention issues per year, representing various populations.

Activities:

- Identify specific skillsets such as public speaking, writing and languages.
- Identify volunteer opportunities for new volunteers.
- Create job descriptions and advertise.
- Identify partnership opportunities in the community.
- Provide necessary training, including train-the-trainer.

- E. Patterned on the successful model maintained in Support Services, foster the implementation of volunteer-based administrative and program support in each Department by the end of year 1.

Activities:

- Describe the model.
- Work with the Departments to adjust the model as appropriate.
- Assist the Departments to implement.

- F. During year 1, work with Communications & Education to complete the implementation of a website volunteer team charged with all aspects of the maintenance and regular updating of the website.

Activities:

- Write job descriptions and update and revise annually as required.
- Research jobs needed.
- Provide training as necessary.
- Conduct targeted recruitment.

- G. Collaborate with Communications & Education to develop a roster of trained public speakers able to speak generally about the Society and its work by the end of year 1.

Activities:

- Ensure that all new Board Members go through Board & Volunteer Development speaker training augmented by the Communications & Education's Speaker's Bureau training.
- Recruit and train other speak volunteers as advisable.

- H. In coordination with the Program Coordination Team, Communications & Education and Treatment Outreach, develop a multi-level (beginner, intermediate, senior) volunteer speaker's bureau training program by the end of year 1.

Activities:

- Develop/revise training module.
- Review "Leadership Training" module.
- Investigate the possibility of including speaks on the website.
- Videotape/document speaks.
- Recruit volunteers by advertising in *living* ⊕ Magazine, community newspapers and the general media.
- Speaker's Bureau Coordinator to partner with interested internal and external parties.
- The program will be ongoing, and not limited.
- Investigate possible training provision by outside agencies.
- Ensure effective mentoring, training and support.
- Prioritize HIV positive speakers if available.
- Speaks should be paired with a positive and non-positive person.

- I. By the end of year 1, in coordination with Information Technologies, develop a team of well-trained volunteers skilled in data management and data mining techniques.

Activities:

- Draft the requisite volunteer job descriptions.
- Construct an ongoing training course in conjunction with Information Technologies.
- Recruit volunteers.
- Train and deploy volunteers.
- Find a suitable space to house volunteers.

J. By the end of year 2, in coordination with Information Technologies, create a volunteer IT training team.

Activities:

- Draft the requisite volunteer job descriptions.
- Construct ongoing training courses and associated manuals in conjunction with Information Technologies.
- Recruit volunteers.
- Train and deploy volunteers.
- Find a suitable space to house volunteers.
- Provide support and incentives to volunteers.

K. In coordination with Support Services, develop a sustainable volunteer cadre for the Complementary Health Fund (CHF) by the end of year 2.

Activity:

- Liaise with Support Services on a regular basis.

L. In coordination with Support Services, develop a sustainable volunteer cadre for Polli & Esther's Closet by the end of year 2.

Activity:

- Liaise with Support Services on a regular basis.

M. In coordination with the Prison Outreach Program (POP), identify, recruit, train and deploy ten new prison outreach volunteers by the end of year 2.

Activities:

- Undertake an advertising campaign in coordination with the Prison Outreach Program (POP).
- Further develop community links for volunteers.
- Write job descriptions.

COLLECTIVE ADVOCACY/PROVINCIAL LEADERSHIP***Collective Advocacy Engagement & Capacity Building:*****Objectives:**

A. In year 1, create a mechanism by which to prioritize and regulate the issues acted upon by collective advocacy.

Activities:

- Develop a filter and establish criteria by which issues are acted upon.
- Examine the list of collective advocacy issues at each meeting and determine the priorities.
- Create an external authority to list collective advocacy items in priority order.
- Create a new agenda item “parking lot” where less urgent items can sit.
- Create a database of information on each issue which lists what has been done to date in each area.
- Strike an ad-hoc sub-committee to examine these options and report back to the Committee.

B. Create mechanisms by the end of year 1 through which members are actively engaged in collective advocacy.

Activities:

- In collaboration with Communications & Education, and to encourage volunteerism for collective advocacy, put the collective advocacy meeting schedule in *living* ⊕ Magazine and on the website.
- In collaboration with Communications & Education, and to encourage volunteerism for collective advocacy, advertise in *living* ⊕ Magazine, on the website and through an email list encouraging members to volunteer and get involved in collective advocacy.
- Hold a collective advocacy workshop for the membership.
- Create a collective advocacy volunteer internet program modeled after that of the Arthritis Society of Alberta.
- The Collective Advocacy Volunteer internet program is to be administered through the Collective Advocacy Coordinator and Communications & Education.
- In collaboration with Information Technologies, use enhanced technologies such as video conferencing to engage members.
- In collaboration with the Prison Outreach Program (POP), determine means (eg: printed materials) by which inmates can become engaged in collective advocacy.
- Hold community forums on different collective advocacy issues in conjunction with Treatment Information & Advocacy (TIAD) as appropriate.
- Present to other agencies who can help to disseminate the information.
- Develop a Speakers’ Bureau for collective advocacy issues.
- Create an HIV positive collective advocacy team to take issues into the community (eg: to the Pacific AIDS Network (PAN)) and report back.
- Bring in members regarding specific issues.

C. Hire a full-time collective advocacy coordinator by the end of year 2.

Activities:

- Identify sources of funding for this position
- Consider job title and develop job description

Collective Advocacy Development:**Objectives:**

A. Develop a Society position statement on HIV disclosure and appropriate legal sanctions in the event of inappropriate non-disclosure in light of the Currier and Williams decisions by the end of year 1.

Activities:

- Track and identify any decisions based on the Currier and Williams decisions to keep current (consult with agencies such as the Canadian HIV/AIDS Legal Network (CHALN) and the Canadian AIDS Society (CAS)).
- Undertake appropriate research in order to create the position statement.
- Include disclosure issues in the needs assessment survey.
- Undertake an advocacy campaign, securing which allies seem best advised, for the purpose of securing amendments to the Criminal Code.

- B. Secure an independent comprehensive needs assessment for HIV positive people living in British Columbia by the end of year 2.

Activities:

- Identify possible sponsors and/or funders (eg: the BC Centre for Excellence – add questions to their membership survey).
- Determine which services HIV positive British Columbians need in their own areas.
- Pressure identified funding sources to provide support (eg: the AIDS Community Action Program (ACAP)).
- Include the needs assessment as part of a community-based research initiative.
- Liaise with relevant agencies (eg: the Department of Indian Affairs).
- Use a post-approval surveillance model (BCPWA retains control, work is contracted out).
- The Executive Director and the Communications & Education Department will spearhead the assessment.

- C. Secure a doubling of the provincial funding for HIV medications and access to drugs for persons in marginalized populations through the BC Centre for Excellence (BCCFE) by the end of year 2.

Activities:

- Form an ad-hoc committee with other HIV/AIDS organizations and the BC Centre for Excellence (BCCFE) to tackle this issue.
- Undertake appropriate research in order to assemble arguments.
- Conduct a letter-writing campaign.
- The Chair of the Society will network with the BC Centre for Excellence (BCCFE).
- Seek news media exposure.
- Advocate for a community advisory board for the BC Centre for Excellence (BCCFE) which consists of community leaders as well as consumers.

- D. Secure a doubling of the provincial funding directly to community-based AIDS services by the end of year 2.

Activities:

- Strike an ad-hoc committee to tackle this issue.
- Manoeuvre within existing coalitions to make this a priority issue.
- Link with other HIV/AIDS organizations.
- Undertake appropriate research in order to assemble arguments.
- Seek news media exposure.

- E. By the end of year 4, satisfactorily resolve the issue of timely approval by Health Canada of new HIV/AIDS and related medications.

Activity:

- Partner with the Canadian Treatment Action Council (CTAC) and other disease consumer groups and seniors groups.

- F. By the end of year 4, satisfactorily resolve the issue of appropriate pricing by the Patented Medicine Prices Review Board (PMPRB) of new HIV/AIDS and related medications.

Activities:

- Partner with the Canadian Treatment Action Council (CTAC) and other disease consumer groups and seniors groups.
- Ensure consumer participation within the Patented Medicine Prices Review Board (PMPRB).
- Work with United States and international activists.
- Communicate with industry.
- Promote the issue through the media.
- Conduct a letter-writing campaign.
- Lobby MPs and provincial government MLAs serving on the Health Caucus.

- G. By the end of year 4, satisfactorily resolve the issue of coverage by the provincial pharmacare formulary of approved HIV/AIDS and related medications.

Activities:

- Undertake the appropriate research.
- Partner with the BC Centre for Excellence (BCCFE) and other relevant organizations.
- Develop a relationship with Pharmacare.
- Lobby the provincial health and finance ministers.
- Partner with physicians.

- H. By the end of year 4, satisfactorily resolve the issue of access to life-saving interventions.

Activities:

- Undertake the appropriate research.
- Partner with the BC Centre for Excellence (BCCFE) and other relevant organizations.
- Lobby the provincial health and finance ministers.
- Partner with physicians.
- Partner with the BC Transplant Society.
- Advocate regarding dental health, mental health, addiction services, and aboriginal/ethnocultural issues.
- Conduct advocacy around microbicides and vaccines.
- Conduct advocacy around organ transplantation.

- I. Secure the opening of five Safe Injection Sites by appropriate agencies in places like Vancouver, New Westminster, Cranbrook, Surrey, Victoria, Prince Rupert, Campbell River, Prince George, Kelowna, Kamloops, and correctional facilities by the end of year 5.

Activities:

- Identify those agencies currently promoting Safe Injection Sites effectively and use those as best practice models.
- Partner with these organizations and offer support.
- Develop a shortlist of the five most appropriate locales for Safe Injection Sites in British Columbia.

J. Secure a national Pharmacare Program by the end of year 5.

Activities:

- Strike an ad-hoc committee to tackle this issue.
- Manoeuvre within existing coalitions to make this a priority issue.
- Link with other disease consumer groups and seniors groups.
- Undertake appropriate research in order to assemble arguments.
- Seek news media exposure.

K. By the end of year 5, secure consumer seats on the Patent Medicines Prices Review Board (PMPRB) and the Common Drug Review.

Activity:

- BCPWA representative to the Canadian Treatment Action Council (CTAC) will take this issue forward.

L. Secure a definition of disability that includes addiction for the purposes of Persons With Disabilities (PWD) designation and federal Canadian Pension Plan (CPP) benefits by the end of year 5.

Activities:

- Strike an ad-hoc committee to tackle this issue.
- Manoeuvre within existing coalitions to make this a priority issue.
- Link with other relevant organizations.
- Undertake appropriate research in order to assemble arguments.
- Seek news media exposure.

M. Secure the legalization of medicinal marijuana by the end of year 5.

Activities:

- Strike an ad-hoc committee to tackle this issue.
- Manoeuvre within existing coalitions to make this a priority issue.
- Link with other relevant organizations.
- Undertake appropriate research in order to assemble arguments.
- Seek news media exposure.
- Conduct a letter-writing campaign.
- Encourage members to procure medicinal marijuana licences.
- Investigate whether or not BCPWA can become a designated grower/distributor for more than 3 members.

INFORMATION TECHNOLOGIES

Objectives:

- A. By the end of year 1, implement a rolling three year replacement of hardware and software, such that one-third is replaced each year as necessary.

Activities:

- Construct and maintain an inventory of current hardware and software.
- Project anticipated costs.
- Rank all existing inventory according to priority for replacement.
- Take advantage of sales opportunities as they arise.

- B. By the end of year 1, consolidate and document the structure and operations of the Project Talk, Advocacy and Membership databases, and thereafter any substantial new databases constructed.

Activities:

- Document existing modules of the databases.
- Document the design and development of new modules of the databases.
- In conjunction with Volunteer Coordination, recruit and train a volunteer team to assist.

- C. By the end of year 2, develop and enable appropriate levels of online access from remote sites to the Society's network.

Activities:

- Update Information Technologies and Human Resources policies.
- Identify the hierarchy of appropriate security levels.
- Ensure secure access.
- Provide hardware and software support for remote access.
- Train staff and volunteers on security and access issues.
- Examine and report on the feasibility of implementing a system that permits recipient tracking of a direct deposit payment system for Complementary Health Fund (CHF).

- D. By the end of year 3, secure and implement a video conferencing capacity.

Activities:

- Investigate hardware and software requirements and alternatives, including costs.
- Investigate needs and potential usage levels of equipment or services.

- E. By the end of year 3, review and, if advisable, implement an Internet Protocol (IP) alternative to the current telephone system.

Activities:

- Undertake the requisite research.
- Draft a report with recommendations for the Board of Directors.
- Implement Board decision.

PERSONNEL

Objectives:

A. By the end of year 1, a program for fostering staff morale will be effected.

Activities:

- The Personnel Committee will meet with the union to identify issues impeding staff morale, determine how to address those issues, and further foster morale.
- Any recommendations carrying a significant budgetary or programmatic component will be submitted to the Board of Directors for approval.
- Human Resources will implement the approved morale-building program.

B. By the end of year 1, review all job descriptions with a view to creating a generally balanced workload as among them.

Activities:

- Analyze Department work plans arising from the approved Strategic Plan.
- Establish Department-specific ongoing consultative processes with Department staff and lead volunteers.
- Seek input from Department staff on re-alignment of job functions.
- In collaboration with Department Heads/Division Managers, allocate program/job functions equitably among Department/Division staff.
- Develop draft revised job descriptions for review, including wage grid cost implications.
- Present proposed job descriptions for consideration and approval by Personnel Standing Committee.

C. By the end of year 1, and annually thereafter, design and implement compulsory skillsbuilding courses for Department Heads and Division Managers in the following areas of volunteer management: (1) incorporation of volunteers at all levels of the Departments'/Divisions' work; (2) volunteer management; (3) effective supervision; (4) performance management/appraisal; (5) discipline; and (6) work planning skills.

Activities:

- Analyze volunteer recruitment and training implications of the Strategic Plan on the workload of paid staff.
- Establish training priorities.
- Plan the timetable, sourcing and development of training curriculum.
- Design and develop training modules.
- Resource, schedule and coordinate training delivery.
- Evaluate training.

D. By the end of year 1, and annually thereafter, design and implement compulsory skillsbuilding courses for Department Heads and Division Managers in the following areas of employee management: (1) employee management; (2) effective supervision; (3) performance management/appraisal; (4) discipline; and (5) work planning skills.

Activities:

- Determine the training needs of paid staff.
- Establish training priorities.
- Plan the timetable, sourcing and development of training curriculum.
- Design and develop training modules.
- Resource, schedule and coordinate training delivery.
- Evaluate training.

E. All employees will create a Procedures, Timelines and Contacts manual for their job by the end of year 2.

Activities:

- In consultation with Department Heads, develop a Procedures, Timelines and Contacts manual template.
- Schedule and undertake Department-specific trainings.
- Establish first draft completion dates.
- Human Resources will review drafts to ensure compliance with Collective Agreement.
- Provide feedback to Departments with recommended changes.
- Approve revisions.
- Hold copies in Human Resources folder on p: drive.

POSITIVE GATHERING**Objective:**

A. Produce the Positive Gathering in years 1 (2005), 3 (2007) and 5 (2009).

Activity:

- Include a multi-level hierarchy of workshops (beginner, intermediate and advanced) that will be offered within each of the learning streams.

OPERATIONS***Hours of Operation:*****Objectives:**

A. By the end of year 1, conduct a survey of members regarding their needs for expanded hours of operation, and thereafter expand the hours of operation accordingly (eg: Monday 9-5; Tuesday to Thursday 9-9; Friday 9-5; Saturday 12-5).

Activities:

- Investigate opening the Seymour site on Saturday to ease access.
- Investigate Saturday/weeknight opening of the building by mail out survey to ease access for employed PWAs.
- Investigate budget and staffing implications.

Physical Space:**Objectives:**

A. By the end of year 1, improve Internet Café services and physical environment.

Activities:

- Create better ventilation in the space.
- Install new lighting in the space.
- Initiate more training for volunteers, members and staff in coordination with Departments and programs.
- Explore alternative sites.

B. By the end of year 3 have secured funding and physical space for satellite operations in one of the Fraser Valley, Downtown Eastside and West End, and in all three by the end of year 5.

Activities:

- Canvass the pertinent Health Authorities for support.
- Actively seek community partnerships in the areas.
- Secure funding.
- Find groups operating in these areas who may have facilities available.
- Investigate funding sources.
- Partner with other societies/explore how other agencies operate in these areas.
- Investigate the needs of the HIV positive community.
- Determine the administrative structure of the satellites.
- Engage in a volunteer drive specific to these populations.
- Determine the reasons for positive persons not accessing the current site.

Evaluation:**Objectives:**

A. Effect an internal audit of BCPWA programs and services, starting in year 1.

Activities:

- Secure funding.
- Hire an appropriate consultant.
- Work in conjunction with the consultant to develop an evaluation tool.

B. Effect an external evaluation of BCPWA by the end of year 1.

Activities:

- Secure funding.
- Identify the sequence of programs to be audited.
- Refine Project Talk and data collection to more effectively inform BCPWA in regards to its programs and services.
- Hire an appropriate consultant and/or secure unpaid post-secondary student assistance.

- Work in conjunction with the consultant to develop an evaluation tool.
- Review existing stated program outcomes and amend as appropriate.

Program Coordination Team:

Objective:

- A. By the commencement of year 1, establish a Program Coordination Team consisting of Department Heads, Division Managers, the Chairs of Standing Committees and such other very few persons as are required to assist in meeting the overall objective of general program integration and communications – especially as regards special or ‘theme’ cross-departmental projects - including the coordination of an agency-wide speakers bureau function.

Activities:

- Create Terms of Reference (include the Executive Committee if appropriate).
- Create an evaluation tool to evaluate the Program Coordination Team.
- Facilitate improved relationships between Fund Development and other Departments and their programs to increase revenues from foundations and grants.

COMMUNICATIONS & EDUCATION

The Communications & Education Department seeks to inform the membership of the Society, persons living with HIV/AIDS, and the broader community of current issues facing those infected and affected by HIV/AIDS. This is accomplished through various means such as the BC HIV Electronic News List, *living* ⊕ Magazine, the Positive Living Manual and the website. Communications & Education ensures that the voices of PWAs are heard in the community by maintaining a high profile for BCPWA in the media. In addition, Communications works internally with all the departments of BCPWA to provide them with communications support such as print materials.

Media & Membership Relations:

Objectives:

A. Annually review the structure and utilization of the website and overhaul as necessary.

Activities:

- Ensure that the following information is available on the website: Individual Advocacy bulletin page; Treatment Advocacy bulletin page; monthly updates from Department Heads; visual learning tools, including interactive games; recognition of non-Pharmaceutical sponsors and/or donors; a link to AIDS Education Global Information System (AEGiS); news flashes; online polling; etc.
- Utilize the website in such a way that Individual Advocacy information/training can be given on a provincial-wide basis.
- Approach post-secondary institutions specializing in web design for practicum students.
- Actively solicit visitor feedback through a prominent online survey.
- Investigate creating an intranet for staff.
- Block staff Internet Protocol (IP) numbers from being counted in the website statistics.
- At least once a year, and for publication on the website, the PARC library is requested to provide a listing of all periodical publications it makes available.

B. Implement an ongoing program to support and encourage health care providers to inform positive persons about BCPWA and benefits of membership by year 1.

Activities:

- Distribute general BCPWA and Membership brochures to health clinics, physicians and GPs' offices, AIDS Service Organizations (ASOs) and other pertinent organizations province-wide.
- Assemble a list of target offices and individuals.
- Liaise with the ABC's of HIV Treatment and Care Coordinator.
- Liaise with the BC Centre for Excellence (BCCFE), the BC Centre for Disease Control (BCCDC), the College of Physicians & Surgeons of BC, and various government agencies to produce and distribute information kits for MDs, GPs and their newly diagnosed patients.
- Expand the Society's information tables at events and health fairs around the province and promote/market BCPWA.

- C. In year 1, finalize the guide governing Society spokespersons and train such spokespersons as necessary.

Activity:

- In coordination with Volunteer Coordination, ensure that media policies are incorporated into Board & Volunteer Development Committee speaker training.

- D. Work with Collective Advocacy to create a mechanism by the end of year 1 through which the Communications & Education Department will inform the membership regarding collective advocacy issues.

Activities:

- Create an advocacy bulletin section on the website.
- Create a collective advocacy page in *living* ⊕ Magazine and recruit writers.
- Institute an email distribution list.
- Create a collective advocacy bulletin board in the Members' Lounge dedicated to collective advocacy issues.
- Create a voicemail box/advocacy alert which contains recorded information on collective advocacy issues.

- E. By the end of year 2, raise general public awareness of the Society and its work such that, at the end of the campaign, general public contact exceeds current levels of contact by 15%.

Activities:

- Create new user-friendly signage and display board.
- Create outreach materials for distribution with unique phone number and email address in order to evaluate effectiveness of the campaign.
- Liaise with other BCPWA Departments.
- Assure that the Society has a high profile branding at all of its events (eg: AIDS Walk, AccolAIDS, the Positive Gathering, Theatre Positive, ABC's On the Road), and at booths, meeting displays, etc.
- Develop means of advertising and marketing the Society to the greater community of British Columbia, including all mass communications media.
- Determine current levels of contact by the public.

Print Media:

Objectives:

- A. Identify, recruit and deploy four new writers for *living* ⊕ Magazine per year, at least two of whom should be members.

Activities:

- Create job descriptions.
- Place ads in *living* ⊕ Magazine.
- Advertise in the Members' Lounge and through the newslist.

- Post notices in universities, BC Institute of Technology (BCIT), colleges, and other relevant places.
- Present at least one writing/research skillsbuilding course for HIV positive writers per year.
- Develop guidelines for engaging positive members and post these on the website.

B. Solicit paid subscriptions to *living* ⊕ Magazine by libraries and post-secondary educational institutions in British Columbia on a cost recovery basis, by the end of year 1.

Activities:

- Obtain ISBN numbers.
- Recruit a volunteer and develop a job description.
- Liaise with the PARC library to obtain lists of, and data relating to, relevant institutions.
- Assess the budget for printing and mailing out the magazine.

C. Publish an eight-page supplement for each issue of *living* ⊕ Magazine, rotating among Spanish, Mandarin and Punjabi, by the end of year 3.

Activities:

- Recruit team members/writers in each language group.
- Liaise and conduct outreach with relevant language and community groups.
- Identify designated persons and/or team to coordinate the supplements.
- Create a team leader structure within *living* ⊕ Magazine.
- Ensure that relevant parties have the ability to typeset and design the supplement in the relevant language.
- Investigate, in each instance, alternative distribution strategies.

D. Designate one page in *living* ⊕ Magazine for low literacy articles by the end of year 3.

Activities:

- Create job descriptions.
- Develop a comic strip, contingent on volunteers being recruited to draw and convert the strip into a computer image.
- Recruit volunteers to write low literacy articles.
- In conjunction with Treatment Information & Advocacy (TIAD) and Positive Prevention, define “low literacy” for working purposes.

E. Translate five lead brochures into Spanish, Mandarin and Punjabi by the end of year 3, in conjunction with the forging of the partnerships necessary to permit service provision by either BCPWA or its partners in the languages published.

Activities:

- Create a measurement tool to determine effectiveness.
- Create volunteer job descriptions and assemble a volunteer team to assist.
- Ensure all draft brochures are vetted for language and cultural appropriateness.
- Consider translating the Prison Outreach Program (POP) brochure into Vietnamese.
- Review the production and distribution of brochures every two years and update as necessary.

- F. Negotiate and effect partnerships necessary to permit service provision by either BCPWA or its partners in the languages in which BCPWA brochures are published by the end of year 3.

Activities:

- Partner with relevant BCPWA Departments.
- Foster linkages with agencies such as MOSAIC.
- Research the province-wide multilingual AIDS Service Organizations (ASOs), health clinics, etc.
- Develop relationships with existing cultural/gender/religious/poverty/issue organizations outside the HIV/AIDS community.
- Tailor standard brochures in light of services available and cultural differences.

- G. Produce and distribute the 4th edition of the Positive Living Manual by the end of year 4, including prevention and medical treatment updates, a section on available resources, and ensure that the design of the manual allows for inexpensive updates.

Activities:

- Create a critical path for conception to completion.
- Create a committee by the end of year 2.
- Collaborate with printers and the art director to determine the most appropriate structural design for updates.
- Investigate alternative formats (eg: CD-ROM).
- Liaise with other BCPWA Departments.
- Prepare an insert/tear-out page for completion by consumers.

- H. Effect free national distribution of *living* ⊕ Magazine to any HIV positive person wishing it by year 5.

Activities:

- Investigate funding sources.
- Liaise and/or partner with other AIDS Service Organizations (ASOs) and other relevant organizations to develop a distribution list.
- Explore funding options which would be earmarked for advertising *living* ⊕ Magazine in alternative publications.
- Create a new email address and phone number for tracking purposes.
- Determine the potential market for *living* ⊕ Magazine on a national basis.

FUND DEVELOPMENT

The Fund Development Department coordinates a number of events and initiatives to assist in financing the programs and services provided by BCPWA. Signature special events including AIDS Walk (established in 1986) and the AccolAIDS awards banquet (established in April, 2002) represent the primary sources of revenue during the year. Other initiatives include a direct mail program, planned giving and in memoriam giving, and community and third party special events that promote awareness of BCPWA while raising funds for the organization. In addition, organizational programs and services are supported through a range of grants and proposals submitted within the corporate sector and to selected foundations.

Objective:

- A. Increase annual gross fundraising revenue to \$1 million by the end of 3 years and \$1.2 million by the end of 5 years.

Administration Activity:

- Hire more staff.

Events:

AccolAIDS:

- By the end of year 3, AccolAIDS becomes bi-annual and rotates with a third signature event.
- Investigate the possibility of new partnerships/locations.
- By the end of year 5, AccolAIDS event to gross \$100,000.

AIDS Walk:

- Explore the possibility of creating a Corporate Advisory Council.
- Review and expand the current Team Coach job descriptions.
- In conjunction with Communications & Education, increase BCPWA's public identity around AIDS Walk.
- Work with Communications & Education to ensure publicity around entertainment at AIDS Walk.
- Work with Communications & Education to create 'issue hooks' to attach to AIDS Walk.
- Enhance the AIDS Walk site to engage the general public (eg: AIDS Walk and Festival).
- Increase on-site revenue generating possibilities.
- Increase promotion by word of mouth (eg: outreach public speaking events).

Corporate Support:

- Cultivate relationships with existing corporate sponsors to ensure maintenance of support levels and facilitate increases.
- Research and cultivate new corporate sponsors.
- Review and modify consolidated pharmaceutical industry sponsorship grid with the goal of increasing levels.
- Review sponsorship benefits for the pharmaceutical industry.
- Review corporate and media sponsorship benefits with the goal of increasing levels.

- Participate in the development of a national AIDS Walk strategy, with participation contingent on the ultimate form of that strategy.
- Secure \$200,000 gross AIDS Walk cash corporate sponsorship by the end of year 3.
- Secure \$265,000 gross AIDS Walk cash corporate sponsorship by the end of year 5.

Individual Walkers:

- Increase the number of walkers by 25% by the end of year 3, and by 50% by the end of year 5.
- Increase the number of corporate teams by 50% by the end of year 3, and by 100% by the end of year 5.
- Increase the amount of money spent on marketing and advertising initiatives.
- Increase the use of in-kind marketing and advertising initiatives.
- Undertake a needs assessment of the incentive prize program, revamp, and increase or decrease as necessary.
- Secure \$300,000 gross AIDS Walk walker revenue by the end of year 3.
- Secure \$375,000 gross AIDS Walk walker revenue by the end of year 5.

Community & Third Party Events:

- Promote the Society as potential recipients of third party events.
- Develop and capitalize on third party events that are more personal in nature.
- Research the feasibility of attaching individual events to specific programs.
- Explore the potential for wedding sponsorship.
- Secure \$10,000 gross in revenue from community/third party events by the end of year 3.
- Secure \$15,000 gross in revenue from community/third party events by the end of year 5.

Third Signature Fundraising Event:

- By the end of year 3, AccolAIDS becomes bi-annual and rotates with a third signature event.
- Explore the possibility of holding a benefit concert.
- Explore the possibility of creating a Corporate Advisory Council.
- By the end of year 5, third signature event to gross \$100,000.

Grants, Funding & Planned Giving:

Foundations & Grants:

- Develop improved relationships with other Departments and their programs to increase revenues from foundations and grants.
- Fund Development will review the final version of the Strategic Plan to determine which programs could access funding from foundations and/or grants.
- Review the structure of the grant-writer position.
- In particular, work with the Positive Gathering Standing Committee to target the Positive Gathering for foundation and/or grant revenues.
- Secure \$45,000 gross from foundation/grant funding by the end of year 3.
- Secure \$60,000 gross from foundation/grant funding by the end of year 5.

Gaming Commission Funding:

- Continue to foster the relationship with the Gaming Commission.

- Undertake an education campaign with the Gaming Commission to demonstrate the essential and non-duplicative nature of BCPWA services and their applicability to Gaming Commission funding guidelines.
- Continually evaluate programs attached to Gaming Commission monies.
- Secure \$220,000 gross from the Gaming Commission by the end of year 3.
- Secure \$250,000 gross from the Gaming Commission by the end of year 5.

Planned Giving Program:

- Develop a planned giving program.
- Set up a restricted fund so that the principal amount of any planned gifts received will remain intact and BCPWA will benefit from investment interest.
- Develop and begin to institutionalize a planned giving message.
- Develop a planned giving brochure.
- Begin marketing the planned giving program to lawyers, estate planners, etc.
- Begin marketing the planned giving program to existing direct mail donors.
- Begin marketing the planned giving program to members.
- Secure \$5,000 gross from planned giving by the end of year 3.
- Secure \$10,000 gross from planned giving by the end of year 5.

Individual Giving:**Revenue Objectives:**

- Secure \$75,000 in gross revenue from individual the giving campaign by the end of year 3, comprised of \$60,000 from “Friends of BCPWA” (gifts under \$250); \$10,000 from major gifts (gifts of \$2,500 or more); and \$5,000 from in memoriam gifts.
- Secure \$150,000 in gross revenue from the individual giving campaign by the end of year 5, comprised of \$75,000 from “Friends of BCPWA” (gifts under \$250); \$20,000 from major gifts (gifts of \$2,500 or more); and \$10,000 from in memoriam gifts.

Individual Donors Activities:

- Undertake donor research.
- Undertake targeted mailings to these donors and carry out a personal follow-up.
- Explore alternatives to the monthly giving theme of the spring direct mail campaign.
- Undertake performance assessments of donor acknowledgement procedures and policies.
- Research feasibility of attaching individual major donors to specific programs.
- Educate donors as to the full range of services that BCPWA provides.

In Memoriam Gift Campaign Activities:

- Develop an in memoriam gifts program.
- Market the in memoriam gifts program to existing direct mail donors.
- Market the in memoriam gifts program to long-term AIDS Walk donors.
- Market the in memoriam gifts program to BCPWA members.

Major Gifts Program Activities:

- Develop a Major Gifts program.
- Undertake donor research by tracking the giving history of long-term direct mail and AIDS walk donors.

- Cultivate relationships with donors by engaging them more fully with the Society (eg: hold cultivation events, one-on-one meetings, etc).
- Develop a long-range planning summary and share, along with highlights of the Strategic Plan, with specified long-term donors.
- Research the feasibility of attaching individual major donors to specific programs.
- Ensure member follow-up with major gift donors.

POSITIVE PREVENTION

As the Society's newest department, Positive Prevention seeks to support positive people in their efforts at risk reduction and help positive people maintain the best-possible physical and psychological health. To this end, Positive Prevention is involved in designing and implementing social awareness campaigns, producing literature and other types of media related to positive prevention, engaging in outreach activities such as support groups and workshops, conducting training on positive prevention, and promoting the concept of positive prevention through conference presentations, lectures and collaboration with other agencies.

Social Marketing:

Objectives:

- A. Beginning in year 1, develop, implement and evaluate a series of sequential campaigns targeted to HIV positive persons and prevention issues.

Activities:

- Determine target populations through research such as focus groups and needs assessments.
- Determine types of campaigns required, eg: social marketing, health communication, social communication, etc.
- Determine funding requirements.
- Coordinate with Communications.
- In collaboration with marginalized communities, develop appropriate messaging for the campaigns.
- Develop peer leadership.
- Hold focus groups to test the messaging that is developed.
- Identify opportunities for partnerships.
- Identify opportunities for the development of 'Risk Menu' brochures/booklets/resources for positive persons.
- Continue to collaborate with existing erotica site(s) to convey subtle prevention and treatment information messages.
- Explore the potential benefits to positive prevention of providing a dating service for positive people.

- B. Beginning in year 1, work with the Board of Directors and other BCPWA programs to integrate positive prevention modules where appropriate.

Activities:

- In coordination with the Prison Outreach Program (POP) Coordinator, prepare and present, review and update prevention modules for prison inmates and staff.
- In coordination with the Prison Outreach Program (POP), establish a positive prevention program within prisons.
- Publish at least one prevention-oriented article in each issue of *living* ⊕ Magazine.
- Design and present in-service trainings at least once per year for Treatment Information Program (TIP) and other peer counselling volunteers on prevention issues.

- In coordination with the website team, develop website information on prevention, including a dialogue page.
- In coordination with the appropriate Support Services Teams, work to incorporate prevention programming in Theatre Positive, evening support groups, Boys R Us and other such programs.
- In collaboration with Support Services' anticipated West End Lounge, deliver prevention information.
- In coordination with the Support Services Retreat Team, prepare and present, review and update a prevention module at each major Retreat.
- Engage in ongoing re-evaluation and re-defining of what constitutes the meaning of "positive prevention".
- Develop, in collaboration with other BCPWA programs, prevention modules for Safe Injection Site (SIS) information provision.
- Develop workshops and supporting print materials which are population sensitive dealing with communication skills such as disclosure issues, barebacking issues, the legal implications of disclosure, and self esteem and coping strategies.
- Prepare the positive prevention section in each successive edition of the Positive Living Manual.

Outreach:

Objectives:

- A. Beginning in year 1, work with external agencies to develop and deliver positive prevention modules where appropriate.

Activities:

- Assist the AIDS Vancouver HelpLine to respond appropriately to positive prevention-related calls.
- Develop a program which attracts HIV positive men for an HIV-specific Body Electric workshop with specific prevention content built in.
- Seek cost-effective partnerships with the six health authorities for the provision of positive prevention programming.
- Publish one article per year in an external publication.
- Consider such program ideas as: support groups; presence in Pride Parade; peer support and counselling; awareness campaigns; outreach to sero-discordant and the newly diagnosed; and empowerment around issues of sexuality, including sexual addiction support, party drugs and safe sex.
- Collaborate with Board and Volunteer Development, Collective Advocacy, Support Services and current Safe Injection Sites (SIS) to provide HIV positive peer counseling and positive prevention services in-site.

- B. Create a Prevention On the Road Outreach Program by the end of year 3.

Activities:

- Offer to present and/or facilitate annually at the Pacific AIDS Network (PAN) General Assembly and Forum.
- Prepare and present, review and update a prevention module for the Community Outreach Workshops and Forums.

- Create a prevention module that could be used by other outreach programs, such as ABC's On the Road.
- Investigate alternative formats to provide the information, eg: technology.
- Collaborate with Communications & Education and Information Technologies to develop the program.
- Investigate interpersonal methods of delivering information.
- Determine funding/human resources available to develop and deliver all programs.

Research:**Objectives:**

- A. Review and update the environmental scan of other positive prevention programs around the world annually.

Activities:

- Liaise with other positive prevention programs around the world.
- Develop a database of other positive prevention programs and provide access through the internal office computer network (p: drive).

- B. Between years 1 and 5, undertake not fewer than two community-based research projects, alone or in collaboration with other organizations, and such other research activity as may be advisable.

Activities:

- Identify those volunteers and staff within the Society with research skills.
- Develop capacity to train volunteers in community-based research skills.
- Continue to encourage community-based research within the larger community.

SUPPORT SERVICES

The Support Department offers programs and services designed by members which enhance social support networks, improve quality of life, promote self-care and enable peer-driven activities to operate in safe, respectful environments. The Department provides information and referral to BCPWA programs for members and administers a wide range of support programs including: Average Joe's Social Evening, the Christmas program, the Complementary Health Fund (CHF), the Complimentary Ticket Program, Income Tax Assistance, the Lunch Voucher Program, the Member's Lounge, Member's Retreats, Polli & Esther's Closet and Theatre Positive.

Support Programming Research:

Objectives:

- A. Conduct a needs assessment for employed PWAs by the end of year 1, with consequent programming initiatives to be effected by the end of year 2.

Activities:

- Investigate Saturday/weeknight opening of the building by mail out survey to ease access for employed PWAs.
- Investigate services which would be appropriate in lengthened hours.
- Ensure that other organizations are aware of the lengthened hours of opening through the website, pamphleting, and other forms of communication.
- Determine numbers of volunteers available for these shifts.

- B. By the end of year 2 and in coordination with Treatment Information & Advocacy (TIAD), create a feasibility study that includes the Complementary Health Fund (CHF), Treatment Information Program (TIP), naturopathy, homeopathy, bodywork, and the space for a health centre.

Activities:

- Find a student and/or volunteer to undertake the feasibility study.
- Determine member interest in this proposal.
- Determine how Complementary Health Fund (CHF) dollars would be used in the health centre .
- Detach this program from Complementary Health Fund (CHF) and administer it separately.

- C. By the end of year 2, conduct a needs assessment regarding support groups for specific populations (the newly-diagnosed, sexual abuse survivors, women, long-term survivors, middle and late middle-aged populations, transgendered sex trade workers and female sex trade workers).

Activity:

- Secure personnel to conduct the needs assessment.

- D. By the end of year 3, secure qualified facilitators and other resources needed for each of the support groups, the need for which is identified pursuant to the immediately preceding objective.

Support Programming:**Objectives:**

- A. By the end of year 1, develop recreational/social activities for delivery in or through the Members' Lounge.

Activities:

- Recruit a volunteer and create a job description for a social/recreational team leader.
- Consult the membership as to their desires in regard to activities.
- Create a list of activities.

- B. By the end of year 1, present a theatre and writing workshop at least once annually.

- C. By the end of year 2, present a Theatre Positive production or productions in one venue other than a traditional theatre space.

Activities:

- Theatre Positive to participate in other BCPWA events, for instance the Christmas dinner and volunteer recognition events.
- Theatre Positive to specifically target schools and prisons as venues for presentation.

- D. By the end of year 2, present two fun/social events that year, one of which will be the annual Christmas dinner and, by the end of year 4, expand that to up to four fun/social events, one of which will be the Christmas dinner; fun/social events may include dances and cultural themes.

Activities:

- Investigate low-cost activities (eg: bring your own picnic, day trips, short camping trips).
- Average Joe's to potentially become involved in organizing these events.
- Survey the membership to determine what is desired in terms of social events and list possible options.
- Engage a practicum student/volunteer who could work out of the Members' Lounge and organize recreational/social events.
- Hold post-retreat reunions.

- E. In coordination with Volunteer Coordination, the Prison Outreach Program (POP), Treatment Information & Advocacy (TIAD), Positive Prevention and other Support teams, create a new and improved peer counselling program, including culturally appropriate marketing and referral functions in the envisaged satellite operations, by the end of year 3.

Activity:

- Develop a program of generic peer counseling skills to train volunteers.

- F. Develop the capacity to present at least one population-specific and/or issue-specific (eg: sero-divergent couples) retreat per year in addition to the three retreats currently presented annually, by the end of year 3.

Activities:

- Survey the membership to determine which issue and/or population-specific retreats are desired.
- Investigate funding sources for the additional retreat.
- Maintain a staff person attending all retreats.

G. Investigate feasibility of satellite operations located in the Fraser Valley, Downtown Eastside and the West End and, if feasible, by the end of year 3, open satellite operations in the Fraser Valley, by the end of year 4, open satellite operations in the Downtown Eastside and by the end of year 5, open satellite operations in the West End.

Activities:

- Find groups operating in these areas who may have facilities available.
- Investigate funding sources.
- Partner with other societies/explore how other agencies operate in these areas.
- Investigate the needs of the HIV positive community.
- Determine the administrative structure of the satellites.
- Engage in a volunteer drive specific to these populations.
- Determine the reasons for positive persons not accessing the current site.
- Open the Seymour site on Saturday to ease access.
- Open dialogue and create links with specific ethno-cultural groups to create safe and supportive environments for PWAs.

TREATMENT INFORMATION & ADVOCACY

The Treatment Information & Advocacy Department (TIAD) maintains several programs including Individual Advocacy, Treatment Information, the ABC's of HIV Treatment and Care Program, and the Prison Outreach Program (POP). Individual Advocacy provides one-on-one advocacy services to persons living with HIV which include securing disability income and benefits, securing health and medical benefits, debt management and relief, and legal referrals. Treatment Information provides individuals with up-to-date information on therapies and treatments for HIV and AIDS. The ABC's of HIV Treatment and Care On the Road Program provides workshops and presentations on treatment issues throughout the province. The Prison Outreach Program (POP) provides peer support, counseling and treatment information to HIV positive inmates and ex-inmates and conducts regular visits to federal and provincial correctional facilities.

Individual Advocacy Program:

Objectives:

A. Beginning in year 1, review Action Kits annually and update as needed.

Activity:

- Maintain the practicum student program which supports the updating of the Action Kits and the Individual Advocacy Program.

B. By the end of year 1, develop the capacity to provide advocacy training across the Province.

Activities:

- Continue to develop Action Kits and distribute accordingly.
- Coordinate with Information Technologies regarding technology in order that Individual Advocacy can conduct video/web conferencing sessions.
- Hire another advocate.
- Determine the cost implications of hiring another advocate.
- Conduct an external needs assessment and an internal capacity assessment.
- Utilize the website to provide advocacy information on a provincial-wide basis.
- Utilize *living ⊕ Magazine* to provide advocacy information.
- Link with other community groups currently undertaking province-wide work (eg: the BC Coalition of People with Disabilities (BCCPD)).
- Revise the training manual.

C. By the end of year 1, develop a capacity to advise, and partnerships with which to advocate, regarding long-term disability (LTD) termination up to, but not including, court action.

Activities:

- Explore the possibility of retaining a lawyer to deal with private sector long-term disability (LTD) issues.
- Provide skillsbuilding opportunities for the Advocates on an ongoing basis.

- Collaborate with Collective Advocacy on long-term disability issues.

D. When appropriate, integrate advocacy issues into the Community Forums and Prison Outreach Program (POP), beginning in year 2.

Activities:

- Conduct a needs assessment to determine the appropriate forum.
- Conduct completely separate advocacy seminars.
- Link with other organizations.
- Promote the advocacy program through the Community Forums, ABC's On the Road Program, etc.

E. By the end of year 3, and in coordination with the satellite operations established by the Society, offer regular advocacy clinics.

Activities:

- Assess the impact this may have on services.
- Determine what is required by the community.
- Explore partnerships.
- Consult with other agencies.
- Review staff resources and explore volunteerism.

Treatment Outreach Program:

Objectives:

A. Following an evaluation of the 2004 pilot project, and so varied appropriately, produce and air at least one cable TV program or video conference yearly, beginning in year 2.

Activities:

- Conduct major media promotion of the program.
- Determine the yearly budget and funding for promotion of the program.
- Develop evaluation tools.
- Recruit student volunteers.
- Liaise with agencies such as YouthCO and AIDS Vancouver.
- Define the target audience appropriate to the project.
- Include a positive prevention component.

B. By the end of year 2, present not fewer than four Community Forums, and by the end of year 4, up to six.

Activities:

- Increase volunteer and staff involvement in speaking and in coordinating events.
- Aim to make the Community Forums available through satellite and/or videotape throughout the province.
- Cross-promote the Community Forums with the Treatment Information Program (TIP).

ABC's of HIV Treatment and Care On the Road Program:**Objectives:**

- A. By the end of year 2, maintain and develop ABC's on the Road presentation modules such as hepatitis C virus (HCV), hepatitis B virus (HBV), cancer, newly-diagnosed, AIDS 101 and others as appropriate.

Activities:

- Utilize ABC's On the Road modules in the Community Forums.
- Determine priority issues for ABC's On the Road module development (eg: population and/or issue specific).
- Recruit volunteers from other specific populations for module development.

Prison Outreach Program (POP):**Objectives:**

- A. By year 2, make the Prison Outreach Program into its own department.

Activities:

- Re-establish the Prison Outreach Program (POP) Standing Committee.
- Develop appropriate programming as identified.

- B. By the end of year 2, have positive peer groups in each of two different CSC institutions.

Activities:

- Further develop the existing peer counseling education programs already in existence.
- Further develop existing relationships with Correctional Service Canada (CSC) program directors.
- Create a peer recruitment tool for use within prisons and identify key team leaders.
- Heighten visibility of the Prison Outreach Program (POP) among inmate populations
- Conduct HIV positive peer-delivered orientation training in prisons, with materials updated every two years.

- C. Develop appropriate programming for population-specific groups within prisons by the end of year 2 (eg: aging, pensions, tattooing, compassionate release, etc).

Activities:

- Coordinate with federal and provincial justice systems in developing appropriate programming.
- Conduct a needs assessment based on the literature review and environmental scan.
- Secure the establishment of a safe tattoo site in a federal institution.
- Secure the establishment of a safe injection site/needle exchange program in prisons.
- In coordination with Positive Prevention, establish a positive prevention program within prisons.
- Enhance advocacy and support in prisons regarding illness/death/the dying process.
- Advocate on a political level for harm reduction in prisons.
- Maintain continued pursuit of access to medications for inmates.

- Develop the capacity and resources for supporting human rights and access to health care, including co-infection issues, for inmates.

D. By the end of year 3, increase active inmate involvement in Prison Outreach Program (POP) activities by 25% over year 1 (measured by hours).

Activities:

- Continue existing peer education programs.
- Recruit inmates in partnership with the Correctional Service Canada (CSC) program coordinator.
- Devise inmate participation measurement tool.

Treatment Peer Counselling:

Objectives:

A. By the end of year 1, review job descriptions with the objective of defining the role of treatment information counsellors and their various tasks.

Activities:

- Re-visit job descriptions annually and undertake annual evaluations.
- Identify volunteers for varied tasks.
- Determine what the membership requires from treatment information counsellors.
- Write a resource tree to aid access to information.

Treatment Advocacy Program:

Objectives:

A. By the end of year 2, produce and distribute a position paper on the benefits of integrative medicine in the context of HIV.

Activities:

- Collaborate with the Centre for Integrative Healing on HIV-specific healing.
- Recruit a volunteer project leader and other volunteers.
- Collaborate with like-minded social organizations

B. By the end of year 3, develop a treatment individual advocacy program, including train-the-trainer resources.

Activities:

- Define the meaning of “treatment individual advocacy”.
- Create job descriptions.
- Determine placement of the program within BCPWA.
- Conduct a best practices review for train-the-trainer resources.
- Conduct volunteer training.

- C. Partner with Support Services to develop treatment advocacy specific support groups (eg: lipodystrophy/lipoatrophy) by the end of year 3.

Activities:

- Determine the membership's interests and needs.
- Train facilitators.
- Write job descriptions.

- D. By the end of year 4, present treatment activism modules at two conferences per year.

Activities:

- Identify volunteers interested specifically in treatment activism.
- Conduct a best practices review.
- Develop modules for presentation.