



Letter from the Executive Director

Positive Living Niagara has grown over the term of our last Strategic Plan which focused on transforming the agency into a vibrant and effective service organization serving those at risk and affected by HIV. Through the guidance of the Board of Directors, the staff and volunteers of the agency have worked diligently at improving operations and services of the organization. This new plan is the culmination of months of careful research and consultation to determine what key areas of work we need to focus our energy on. With a refreshed vision and mission we have been able to develop more action oriented goals for the agency and expand our scope of practice into Hepatitis C and other Sexually Transmitted and Blood-Borne Infections. Taking the time to reflect on our values as an organization was also an important part of this process. Our staff now have a clear understanding of our common agency beliefs and what we need to measure our work by. This new plan will allow the agency to build on our previous work while adapting to the evolving service climate and the changing needs of our clients and community. We look forward to the implementation of our plan in the years ahead!

Glen Walker
Executive Director

The Planning Process

In July 2015, Positive Living Niagara launched the development of a new Strategic Plan to guide the agency for the next four years. The project included the establishment of an Advisory Group to guide the strategic planning process. An eight-person Strategic Planning Advisory Group was assigned to lead the process and consisted of representations from management, board members, staff, clients and volunteers all actively assisting in the formulation of this new Strategic Plan. Positive Living Niagara committed to an inclusive approach that involved staff, stakeholders, funders and volunteers participating in face-to-face meetings, consultations and web-based surveys. The engagement process culminated in the strategic retreat of staff and board members where valuable input, feedback and inspiring ideas shaped the new strategic directions outlined in this report. The comprehensive four-year Strategic Plan was designed to guide decision-making, inclusion of key stakeholders, ensure quality assurance capacity, and develop strategic directions to guide Positive Living Niagara moving forward.

Vision

Creating an adaptive community that
accepts and supports those affected
by HIV, HCV and STBBIs



Mission

Providing a continuum of innovative and proactive approaches to harm reduction, prevention and a person-centered focus on support and education for those at risk and affected by HIV, HCV and STBBIs



Values

- **RESPECT AND DIGNITY** – we treat clients with the utmost respect and consideration while being sensitive to the diversity of their background and experiences in a confidential manner
- **EMPOWERMENT** – to empower our clients to achieve their life goals
- **SUPPORT** – to offer a unique set of individualized supports.
- **MEANINGFUL INVOLVEMENT** – to promote meaningful involvement of our clients and agency partners within our community and organization
- **INNOVATION** – to continually strive towards providing innovative supports for our clients and community
- **BEST PRACTICE** – we believe in being on the cutting edge of research, current practices in education, and staff development
- **TEAMWORK** – we value collaborative teamwork within our organization and community
- **QUALITY** – to develop and support the highest quality standard of services

New Strategic Directions



1.To develop more innovative and robust prevention and harm reduction services

2.To develop and implement Population Based Strategies

3.To review and realign programs and services to effectively meet the emerging needs of individuals affected by HIV, HCV and STBBIs

Strategic Directions

Goal:

To develop more innovative and robust prevention and harm reduction services

Objective:

- Conduct a review of the current range of prevention and harm reduction programming to examine strengths and areas for future growth and further development of existing strategies
- Explore partnerships and funding models that will promote and advance these strategies
- Design the programs through stakeholder input and review
- Implement and promote the programs
- Track, monitor and evaluate program outcomes and revise strategies accordingly



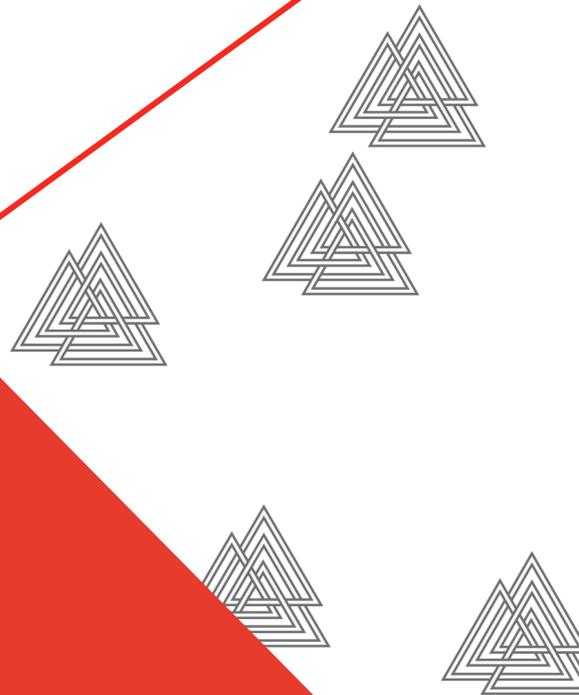
Strategic Directions

Goal:

To develop and implement Population Based Strategies

Objectives:

- To identify and prioritize at-risk groups in the Niagara Region
- To research best practices, evaluate, update and develop programs to service prioritized at-risk groups
- To assess organizational capacity and realign resources
- To train and/or acquire staff to implement specific strategies
- To implement, track, monitor and evaluate the progress of programs and services



Strategic Directions

Goal:

To review and realign programs and services to effectively meet the emerging needs of individuals affected by HIV, HCV and STBBIs

Objective:

- Continue the consolidation of our three current support programs to address the needs of our client base
 - Review all other agency programs and activities to address the evolving client needs to ensure they align with both provincial and federal strategies
 - Strengthen community partnerships to address issues that impact the health and treatment of target populations
 - Develop and implement a strategy to communicate changes with all stakeholders (staff, volunteers, clients, partners, funders)
- Evaluate staffing skills, revise training plans and shape recruitment needs to meet service demands
- Track, monitor and evaluate the progress of implemented programs and services

Acknowledgements

The Board of Directors would like to thank the many individuals and organizations who participated in our strategic planning process. By giving of their time and sharing their knowledge, wisdom and experience, the clients, volunteers, community partners, funders, staff, management and board members made Positive Living Niagara's 2016-2020 strategic plan possible.

A special thank you goes to the Strategic Planning Task Group and Advisory Committee.

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