

Executive Summary

A STRATEGIC PLAN FOR THE TORONTO PEOPLE WITH AIDS FOUNDATION 2002-2005

During the Fall of 2001, the Toronto People With AIDS Foundation (the Foundation) initiated a planning process to identify a clear set of strategic directions to 2005. A Strategic Planning Committee drawn from the Board of Directors was charged with overseeing the exercise.

From March-May 2002, external stakeholders—funders, community leaders, clients, and other ASOs—were engaged through personal interviews, focus groups, and surveys to determine their perspectives on issues facing the organization. A review of demographic trends and the current policy/political environment was also initiated.

On May 22, 2002 a Planning Session was held with the Foundation Board and Staff, and a Strategic Issues Paper was subsequently prepared. A second Board/Staff Planning Session took place on May 31 to focus specifically on the development of a new Mission and Statement of Philosophy, and a final Session on July 12 worked through the preparation of a set of strategic directions to guide the Foundation over the next three years.

There are three major issues facing the Foundation:

1. **sustaining current initiatives while responding to changing client needs**
2. **relating to other organizations**
3. **clarifying our presence in the community**

Before moving on to strategic directions, the Foundation's strategic planning process revisited the mission and philosophical bases of the organization. The Board of Directors, at its September 2002 Meeting, confirmed these cornerstones of the organization:



MISSION STATEMENT: The Toronto People With AIDS Foundation exists to promote the health and well-being of all people living with HIV/AIDS by providing accessible, direct, and practical support services.

STATEMENT OF PHILOSOPHY: People living with HIV/AIDS play a crucial role in the governance and operation of The Toronto People With AIDS Foundation, but, most important, are its heart and soul. Although the Foundation seeks supportive partnerships in support of fulfilling its Mission, its response to HIV/AIDS is, more than anything else, inspired by the voices and experience of people living with HIV/AIDS.

Within the context of this refined Mission and Statement of Philosophy, the Foundation mapped out the strategic directions which will guide the organization during 2002-2005:

1. RESPONDING TO THE CHANGING NEEDS OF PEOPLE LIVING WITH HIV/AIDS
 - a. To continue to make its services available to all people living with HIV/AIDS and continue to focus on practical services
 - b. To continue efforts to improve access to treatment and treatment information for people living with HIV/AIDS
 - c. To promote the self-sufficiency and dignity of people living with HIV/AIDS through peer support, education, and skill development

2. DEVELOPING STRATEGIC ALLIANCES
 - a. To further develop and enhance our advocacy efforts, in concert with the Ontario AIDS Network, the Canadian AIDS Society, and other organizations
 - b. To develop new partnerships and alliances and to strengthen existing ones

3. STRENGTHENING OUR PRESENCE IN THE COMMUNITY
 - a. To develop a communications and marketing plan
 - b. To locate an improved, accessible space for service delivery
 - c. To diversify and broaden our fundraising strategies