



# Strategic Plan 2025-2029

**Published:**

Sept. 15, 2025

**SWAN Vancouver**

#325 - 1101 Seymour St, Vancouver, B.C.  
V6B 0R1

Charitable Registration Number:  
853176295 RR 0001

# STRATEGIC PLAN 2025-2029

# AT A GLANCE

## MISSION

To promote the rights, health, and safety of im/migrant women engaged in sex work through front-line service and systemic advocacy.

## VISION

Safety, rights, and freedoms for im/migrant women engaged in sex work.

## VALUES

- Intersectional feminism
- Self-determination
- Equity
- Safety
- Integrity
- Anti-Racism
- Rights-based practice

## STRATEGIC PRIORITIES

### HEALTHCARE

Im/migrant sex workers SWAN supports have access to gender-affirming sexual and reproductive health care (e.g., STBBI healthcare).

Continue offering person-centered and community-led services and programs.

Build strategic connections with healthcare institutions and healthcare-adjacent organizations.

Formalize SWAN's approaches to systems-level advocacy with government and health authorities.

### SERVICES

An increase in depth of services for SWAN's service-users who engage in sex work.

Provide high quality, low-barrier services and programs to our existing language-speaking communities.

Engage deeply and meaningfully with what is needed to ethically expand our mandate to be more gender inclusive.

Identify further gaps and expand to new geographical locations and/or language-speaking communities if capacity and funding allow.

### JUSTICE

Im/migrant sex workers that SWAN supports feel safer, have increased capacity, knowledge, and confidence to self-advocate while navigating the criminal legal system.

Increase im/migrant sex workers' access to legal expertise and support.

Create more resources and educational materials to ensure the community can make informed legal decisions.

Advocate for systemic change in our legal and criminal justice systems at all levels.

## ADVANCING EQUITY

Establish more equitable organizational policies, structures, and approaches, with a focus on increased sex worker safety, gender inclusivity, and accessibility.

Learn from values-aligned organizations, partners, and the community of service-users.

Increase the knowledge of staff, board, and volunteers.

Integrate learnings into organizational policy, structures, and approaches.

## COMMUNITY ENGAGEMENT

An increase in the numbers and types of community members, collaborators, participants, and other relevant parties engaged with the organization.

Expand opportunities at various levels for meaningful engagement with SWAN's work.

Establish consistent and effective fundraising activities, including monthly donor campaigns.

Evaluate existing forms of communications and adapt approaches as needed.

## SUSTAINABLE SYSTEMS

Updated and sustainable administrative systems, including website, staff and volunteer manuals, case management database, financial system, and stakeholder management and communication systems.

Integrate learnings on organizational equity, safety, accessibility, and inclusivity into SWAN's systems

Establish manuals, systems, and databases necessary to ensure sustainability of the organization.

Implement structures and processes to support smooth and values-aligned succession.

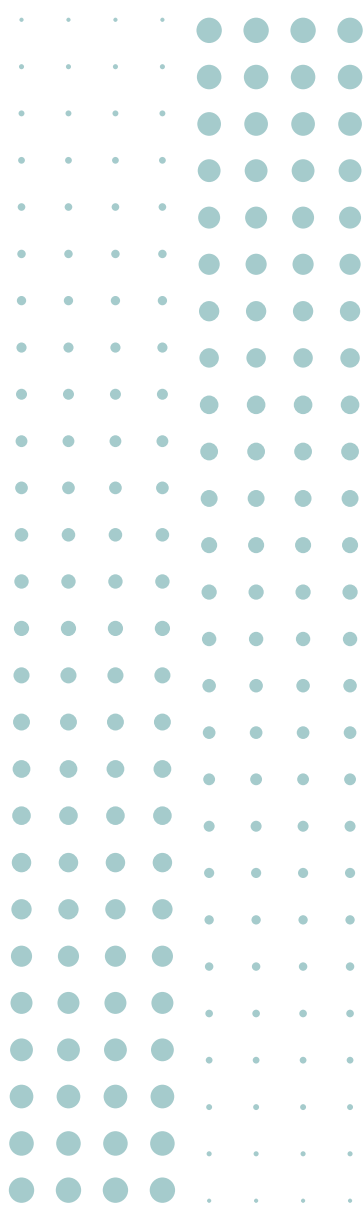
## PUBLIC PERCEPTION AND LEGITIMACY

SWAN and the issues it raises move from the margins to the centre among partner organizations and the broader community.

Establish organizational credibility and expand our reach as a subject-matter expert across sectors.

Establish SWAN as a go-to source for media and journalists.

Formalize SWAN's approaches to systems-level advocacy.



SWAN

