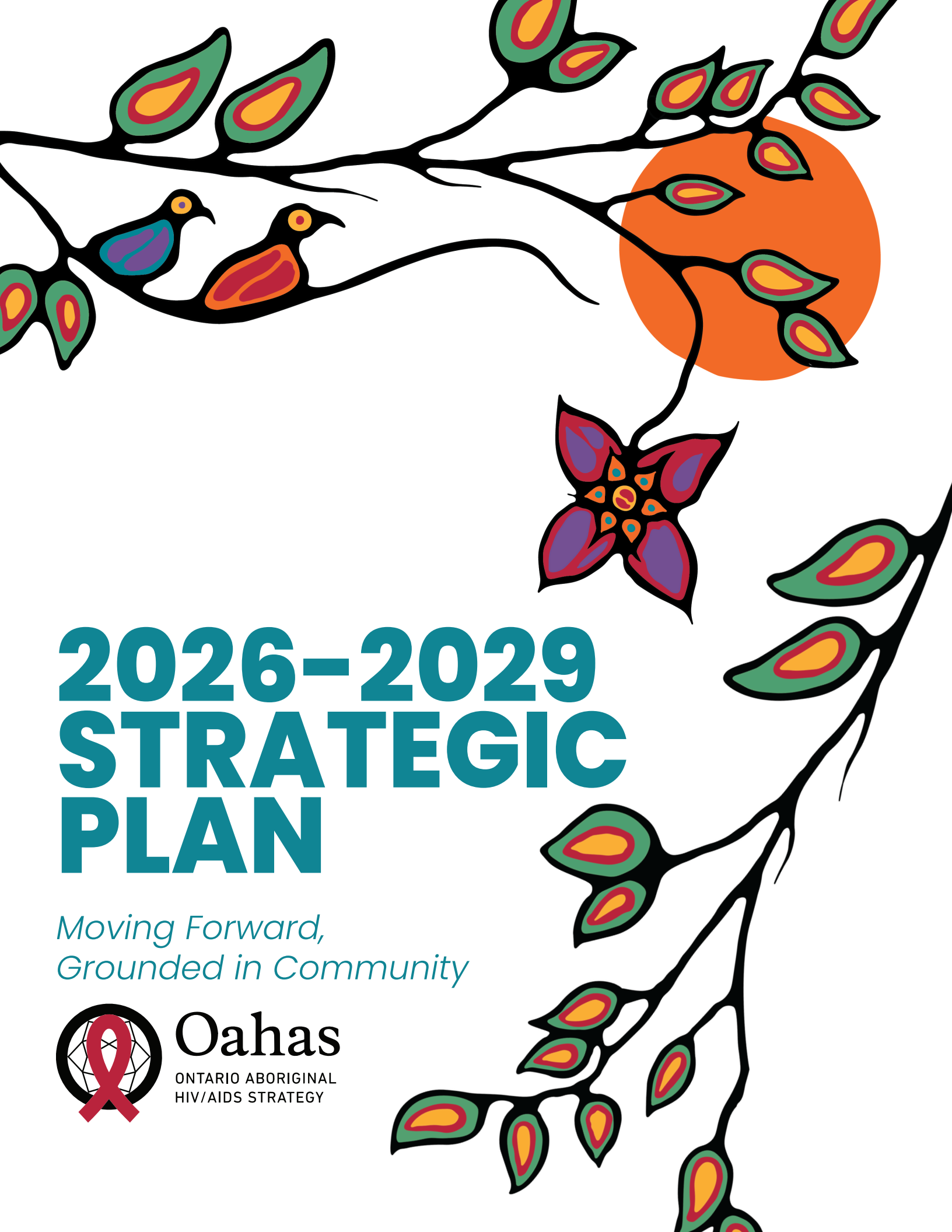




2026–2029 STRATEGIC PLAN

*Moving Forward,
Grounded in Community*



Oahas

ONTARIO ABORIGINAL
HIV/AIDS STRATEGY

ACKNOWLEDGEMENTS

Oahas is deeply grateful to the many individuals and organizations who contributed to the thoughtful and intentional strategic re-visioning and planning process. We extend our sincere thanks to the participants and communities who hosted local engagement sessions, and to the staff teams who shared their insights and valuable perspectives.

We are especially thankful to the members of our Strategic Planning Committee, who generously volunteered their time, expertise, and energy to help shape this work. We also thank our funders, Community Alliances and Networks (CAAN) and Gilead Sciences Canada through the GLOWS Indigenous Health Grant for providing us with the resources needed to undertake this critical process for our organization.

Finally, we offer our heartfelt gratitude to our thought partners and facilitators, **Shoreline Collaboratives**, for their time, expertise, and for bringing their Organizational Bridging Framework to life throughout this journey. Their support and collaboration have been invaluable.



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A MESSAGE FROM OUR BOARD OF DIRECTORS

This moment calls us to move forward together with clarity, alignment, and shared purpose.

Across the HIV and harm reduction sector, our communities continue to show strength, care, and resilience in the face of ongoing challenges. We are navigating the impacts of the toxic drug crisis, shifting and often hostile policies, and increasing pressures on community-based care. These realities are felt deeply, and they call on all of us to respond with intention and unity.

The past several years have been a period of change and reflection for Oahas. Through leadership transitions, organizational shifts, and the broader impacts of COVID-19, we have taken the necessary steps to listen, learn, and strengthen our foundation. This work has positioned Oahas to move forward with greater stability, accountability and purpose to serve our communities.

At the same time, we have reconnected with what has always grounded this organization: community leadership, cultural knowledge, and lived experience. Oahas was created by and for Indigenous people living with HIV, and this foundation continues to

guide us. This strategic plan is a reaffirmation of that commitment and a clear path rooted in community voices.

For over thirty years, Oahas has grown alongside community – as a service provider, a connector, and a leader in the sector. Our community partners and networks continue to shape our priorities and direction. This plan reflects that collective strength and shared vision.

As we look ahead, we are stepping forward with confidence. This plan strengthens our role in delivering life-saving services – advancing research, training, advocacy, health services, and impacting systems change. This is a call to continue building together; to strengthen our relationships, to centre community in all that we do and to take collective action towards systems that better serve our people.

We respond to this moment with movement – forward yet grounded in community, guided by lived experience, and renewed commitment to creating meaningful and lasting change.

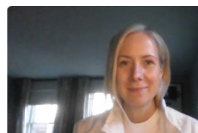
Oahas Board of Directors



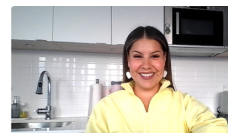
Albert Beck



J. Craig Phillips



Christie Johnston



Tee Copenace

A MESSAGE FROM THE COMMUNITY ADVISORY COMMITTEE



As members of the Community Advisory Committee, we know the realities our communities face because they are our realities too.

Community leadership is about recognizing that the people most affected by an issue, carry knowledge that cannot be found anywhere else. We know where systems are failing. We know what supports are missing. We know what helps people survive. Most importantly, we know what helps people feel seen, valued, and connected.

This knowledge is how Oahas was built. The priorities that shape Oahas today come from years of listening to community, responding to community, and walking alongside community.

At a time when too many people are being lost to the toxic drug supply, when too many people remain unhoused, isolated, or disconnected from support, we continue to see the importance of creating spaces where people feel welcome, accepted and cared for. We know that healing happens through relationships.

We know that culture is medicine. We know that it can be life changing when people connect with one another, to gather, to share knowledge, and to access support without judgment.

Our hope for the future is to see vibrant Indigenous communities where people have what they need not only to survive, but to thrive. We hope for communities where housing, food, healthcare, and cultural supports are accessible. We hope for stronger connections to language, ceremony, and traditional teachings. We hope for spaces where people feel a sense of meaning, belonging, and purpose.

We also hope that more people find their way to Oahas. There are still many people who do not know these supports exist. We want people in large cities, small towns, and remote communities to know they are not alone. There are people who understand and who are willing to walk alongside them.

The strength of Oahas has always come from community. We are proud that the path forward in this strategic plan continues that tradition, ensuring that lived experience remains at the heart of this work for generations to come.

*Community Advisory
Committee*

OUR STORY



Oahas was built by and alongside Indigenous communities impacted by HIV/AIDS. We carry a deep, abiding belief that Indigenous knowledges, cultures, and ways of being are vital to the path toward Indigenous healing and wellness.

As Ontario's only province-wide organization dedicated specifically to Indigenous people affected by HIV and other sexually transmitted and blood-borne infections (STBBI), we hold the critical responsibility and profound privilege to show up every day for the communities we walk along side.

Our programming is grounded in harm reduction principles and is designed to reduce barriers to care, while building spaces that are safe, inclusive, and culturally affirming.

We provide:

- HIV and STBBI education and prevention services
- Harm reduction and outreach, HIV & hepatitis C testing, care navigation, and support culturally-grounded community wellness
- Peer support and service referrals

Beyond direct service, Oahas plays a meaningful role within Ontario's broader HIV sector as a connector, collaborator, and capacity builder.

We walk alongside Indigenous and non-Indigenous partners across the province to strengthen culturally safe approaches to HIV prevention, harm reduction, and care.

Through training, advocacy, and relationship-building, we work to support health systems and AIDS Service Organizations in becoming better equipped to serve Indigenous communities with the respect and care our people deserve.

Community-based governance ensures that Oahas remains grounded in the realities, rights, and self-determined priorities of the people we walk alongside. Oahas is governed by an Indigenous-majority Board of Directors. Our work is further informed by a Community Advisory Committee made up of Indigenous People Living with HIV/AIDS (IPHAs), people diagnosed with Hepatitis C, and people who use drugs.



OUR SITES

We operate across five delivery sites: Toronto, London, Sudbury, Sault Ste. Marie, and Thunder Bay, as well as our central administration office in Barrie. Each site is shaped by the local territory, peoples, and lands it is rooted in. The lands, waters, and communities we are connected to actively inform how we show up and who we serve.



Our community-based leadership is the root of our work. This is what “nothing about us without us” looks like in practice.

Thunder Bay

- Team Supervisor
- 2 Community Prevention Workers

London

- Team Supervisor
- 2 Community Prevention Workers

Sault Ste. Marie

- Team Supervisor
- 2 Community Prevention Workers
- Peer Engagement Coordinator
- Peer Program

Barrie

- Executive Director
- Director, Operations & Administration
- Director, People & Culture
- Director, Programs & Services
- Director, Finance
- Provincial Lead, Research & Evidence Integration
- Community & Culture Coordinator

Sudbury – Programs & Services

- Team Supervisor
- 2 Community Prevention Workers

Sudbury – Training & Resource Development Team

- Team Supervisor
- Visual Informal Specialist
- Facilitator & Resource Developer
- WHAI Coordinator

Toronto

- Team Supervisor
- Peer Engagement Coordinator
- Harm Reduction Support Worker
- Peer Program
- 2 Community Prevention Workers

**FOR THE
LOVE
OF OUR
PEOPLE**



OUR STRATEGIC PLANNING PROCESS

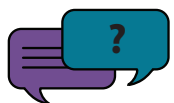


Like all of Oahas' work, developing the strategic plan and revamping our mission, vision, and values was done through leadership and contribution from community members, IPHA, people who use our services, community partners, and our team. We engaged in a process learning of continuous feedback to ensure the plan reflects the needs and realities of those connected to Oahas.



Project Oversight

The strategic planning process was supported by a Committee of Board, staff, and management, with the guidance of Shoreline Collaboratives



Organizational and Context Assessment

A document review and interviews with community partners, staff, Board members, and IPHA leaders identified key trends, organizational strengths, and emerging challenges



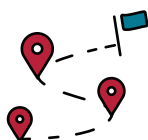
Community Engagement

We engaged stakeholders through a staff, board, and community partner survey; visioning session during our All Staff Gathering; two in-person engagement sessions with people who use our services; and consultations with the Community Advisory Committee



Organizational Bridging Framework

As facilitated and guided by Shoreline Collaboratives and their Organizational Bridging Framework, we re-imagined and envisioned the interconnectedness between our vision, mission, values and strategic pillars.



Strategic Development

Learnings from all of the above were brought to the Committee and Senior Leadership to determine strategic pillars and objectives, with support from the Community Advisory Committee and Board of Directors

OUR RENEWED MISSION & VISION

Through our community engaged and centred process, Oahas is proud to launch our new vision, mission, and values, which represent a realignment to our work and commitment to our communities' futures.

Vision – the future we're building

Rooted in the leadership and wisdom of Indigenous People Living with HIV, Oahas envisions a future beyond HIV and STBBI transmission and stigma – a future abundant in the rights, ceremonies, and knowledges of Indigenous peoples.

Mission – how we're getting there

We walk alongside Indigenous people and communities impacted by HIV, STBBI, and harmful drug policies by offering low-barrier services, and advocating for systems change.

Guided by Indigenous harm reduction principles, we provide lifesaving and necessary services including space for culture, connection, and belonging.



VALUES

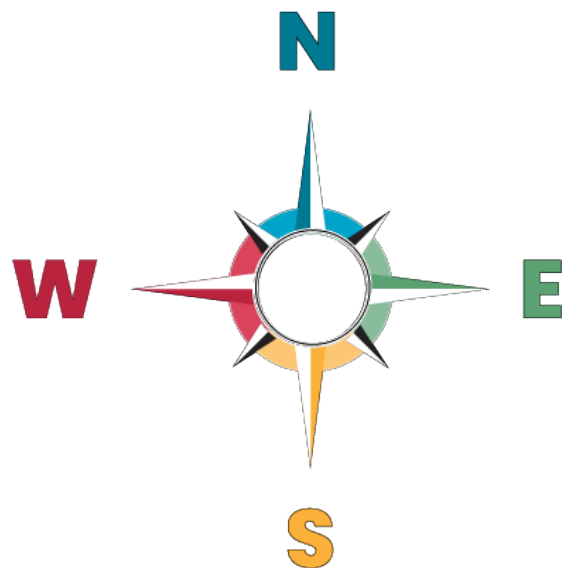
These values were collectively developed through a multi-year, multi-stakeholder process that centred the input and experience of staff, IPHA, and the wider community connected to Oahas.

The values guide how Oahas functions as an organization, works within community, and shows up as a team.

As an organization these values inform structure, policies, ways of working and organizational culture. They serve as accountability tools shaping what we prioritize, how we operate, and how decisions are made

With our communities these values guide program development, resource allocation, and service delivery. They shape how we build relationships, engage with the people we serve, and nurture partnerships across communities we are part of.

As team members these values shape how we walk within the organization. They act as a foundational framework that informs daily actions, individual decision making, and how we relate to one another.



**AUTONOMY &
SELF-DETERMINATION**

HOPE

CONNECTION

JUSTICE

INNOVATION

ACCOUNTABILITY

ACCESSIBILITY

STRATEGIC PILLARS 2026–2029

The plan is organized by four strategic pillars, each holding an essential part of the bridge between where Oahas stands today and our future:

PILLAR ONE

Enhance our revenue generation for stability & sustainability

PILLAR TWO

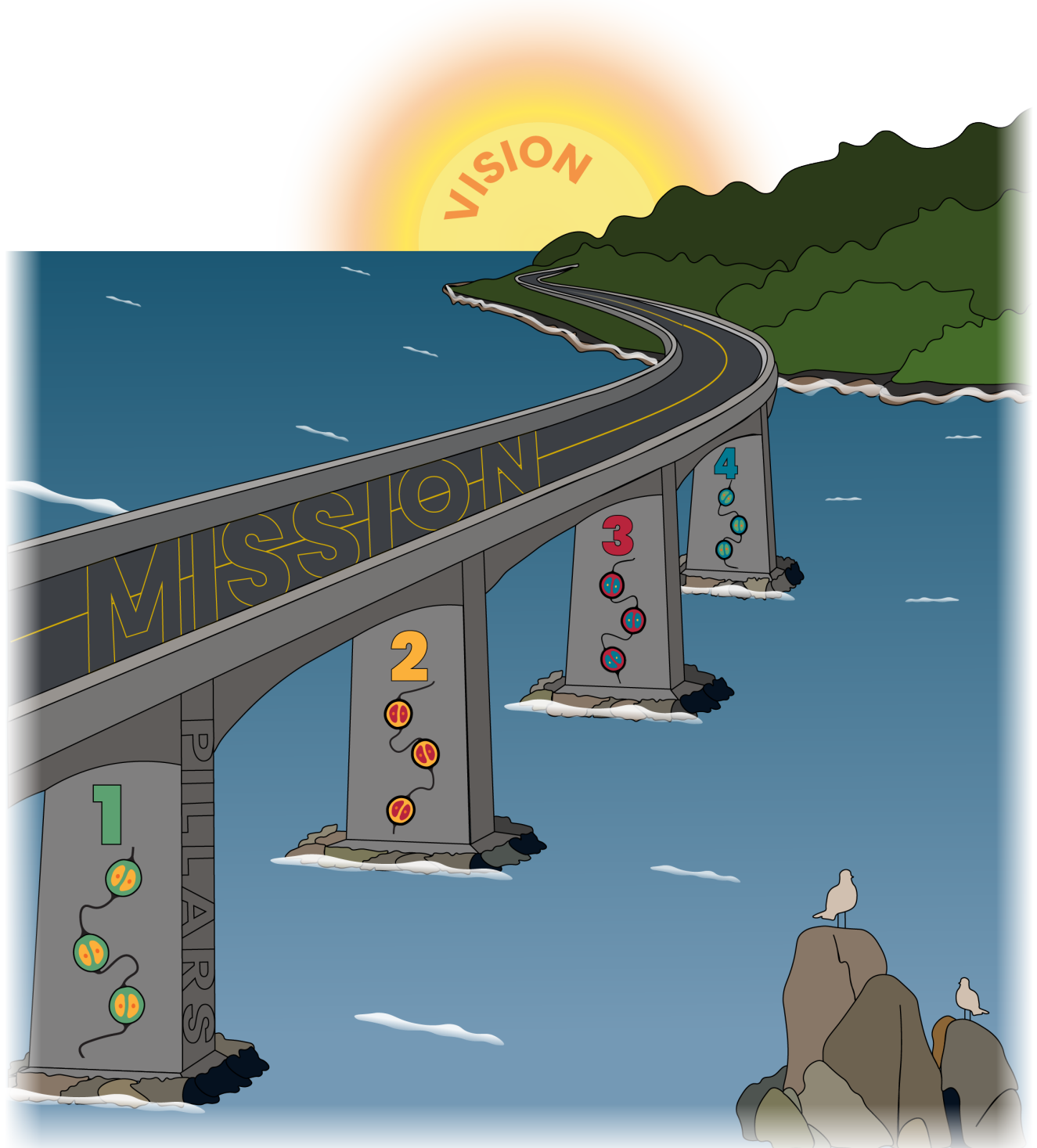
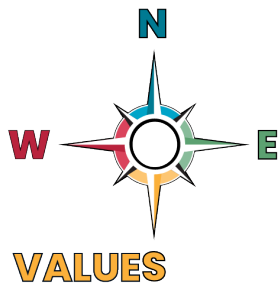
Amplify how we support, grow and care for our entire team

PILLAR THREE

Advance Oahas' knowledge leadership and strategic role through research, education & advocacy

PILLAR FOUR

Chart the pathway to Oahas' role in direct health care provision



PILLAR ONE



Enhance our revenue generation for stability & sustainability

In a challenging funding environment, we will build the infrastructure and diverse revenue streams needed to protect the continuity of our work, including stronger financial systems, expanded fee-for-service offerings, and fundraising tools that tell the full story of Oahas.

Pillar Objectives

Increase capacity & build internal infrastructure for revenue generation

Create clear plans to explore new and enhanced revenue streams

When we achieve this goal, we will have increased resilience to changing political and funding priorities.

PILLAR TWO



Amplify how we support, grow and care for our entire team

Oahas recognizes that the strength of our services depends on the wellbeing of our people. This pillar focuses on staff wellness, alongside investments in leadership development, compensation equity, internal communication, and governance stability.

Pillar Objectives

Improve connection points and feedback systems to enhance communication, trust, and transparency across Oahas

Enhance leadership capacity through collaboration, training, and on-the-job learning

Strengthen supports and resources for staff wellbeing

Strengthen our community-based governance

When we achieve this goal, we will experience increased team stability and we feel connected, valued, and people have space to grow in the organization.

PILLAR THREE



Advance Oahas' knowledge leadership and strategic role through research, education and advocacy

Oahas will deepen our role as a leader and convener, strengthening internal research and evaluation capacity, establishing wise practices across program sites, expanding knowledge mobilization, and driving systemic change.

Pillar Objectives

Expand sector-wide Indigenous knowledge mobilization informed by research data

Enhance internal research and evaluation frameworks and policies

Create consistent, standard wise practices across Oahas program sites, and increase internal knowledge sharing

Re-affirm Oahas as a strategic leader, convener, and systems change advocate on issues related to HIV/AIDS, Hep C, and PWUD

When we achieve this goal, we will be known as leaders in research and practice, influencing policy and service delivery across the sector.

PILLAR FOUR

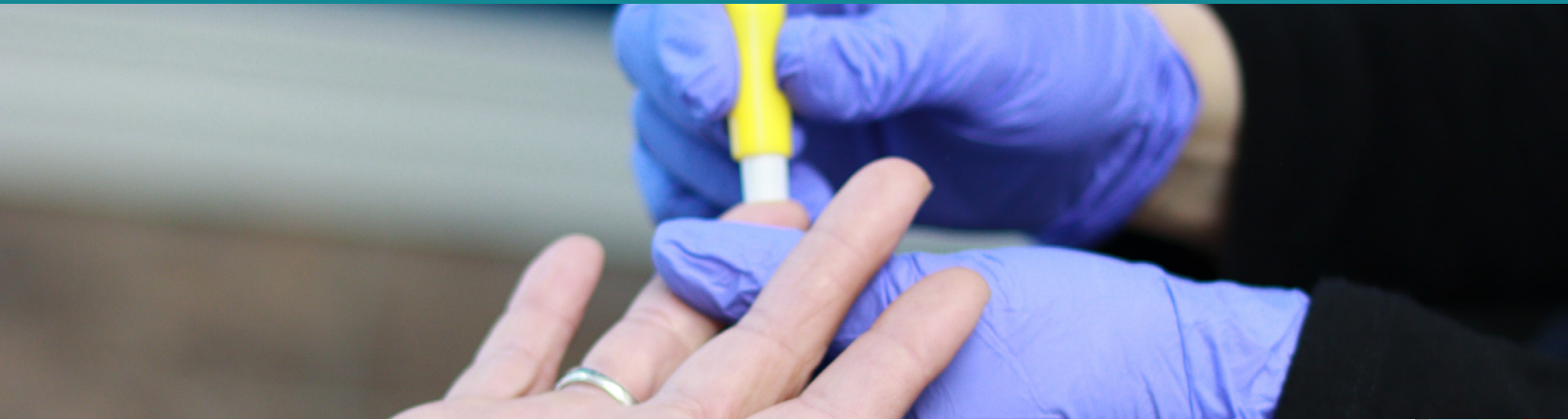


Chart the pathway to Oahas' role in direct health care provision

This pillar represents an area of emerging direction: Oahas will investigate moving beyond navigation and referral toward directly providing health care services. This includes information-gathering, relationship-building, and piloting a proof-of-concept model.

Pillar Objectives

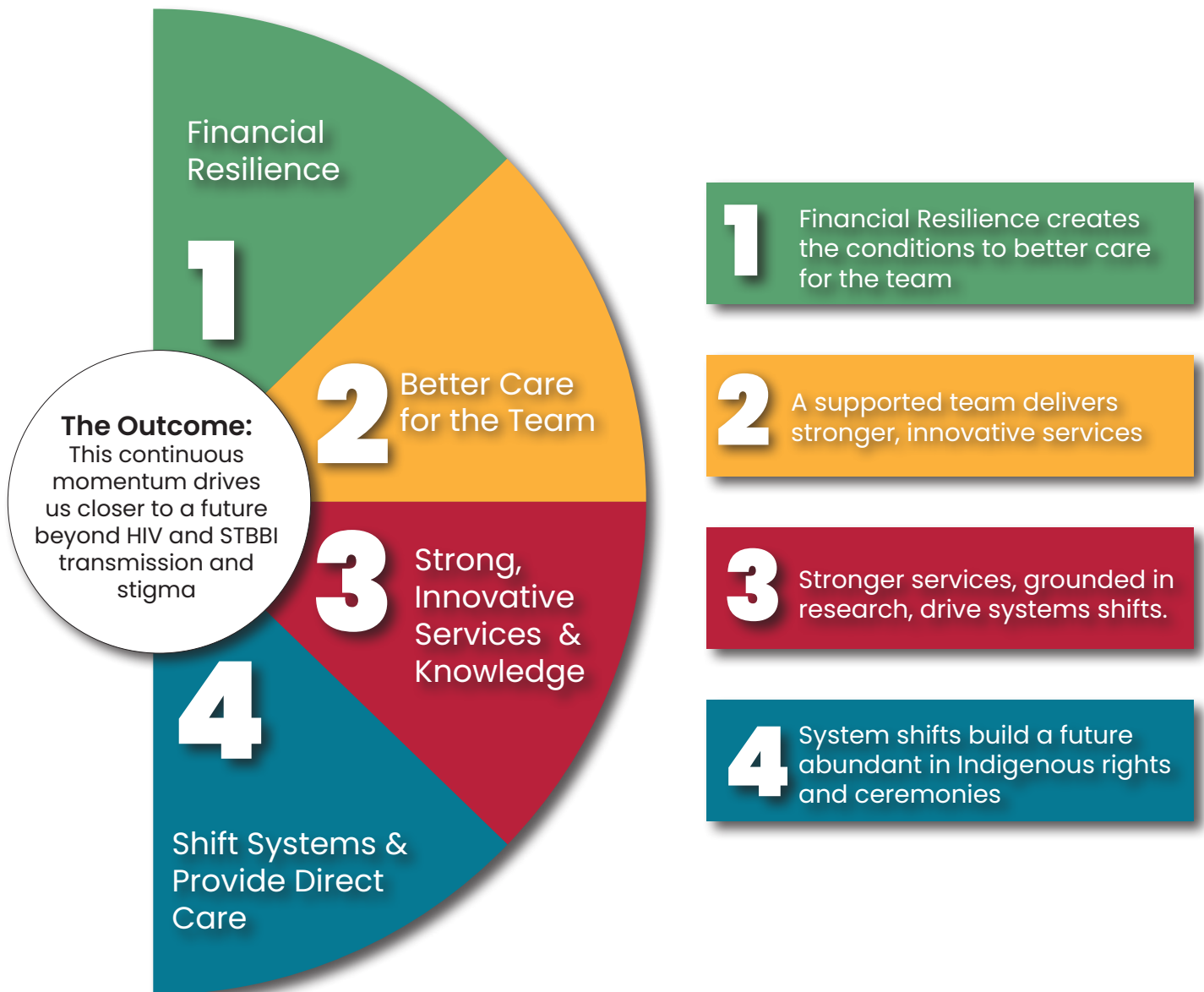
Explore and develop model for Oahas to directly provide health care

Secure resources and partnerships to test and pilot direct health care provision at Oahas

When we achieve this goal, we will have a clear understanding of our role in direct health care provision and how to achieve it.

OUR WAY FORWARD

Oahas enters this next evolution with hard-won capacity building efforts, deep community roots, and a clear sense of our direction forward.



These four pillars are not separate priorities—they are interconnected commitments that reinforce and amplify one another. Financial resilience creates the foundation to care for our team and respond more effectively to evolving community needs. A supported and valued workforce delivers stronger, more innovative programs and services.

Those services, grounded in research, lived experience, and wise practices, have the power to influence and transform systems. And as systems change, we move closer to realizing our vision: a future beyond HIV and STBBI transmission and stigma—a future rooted in abundance, where the rights, ceremonies, cultures, and knowledges of Indigenous peoples are honoured and upheld.

We recognize that the work ahead will require us to navigate a complex and evolving landscape shaped by shifting funding and policy environments, the ongoing toxic drug crisis, and reducing the impacts of colonialism on our communities. Yet, Oahas enters this moment with more than three decades of relationships, knowledge, and care, and strengths cultivated by and for the communities we walk alongside. These foundations, rooted in trust, reciprocity, and living experience, position us to meet emerging challenges with purpose, resilience, and a deep commitment to collective wellbeing.

This plan will be brought to life year to year by our staff, Board of Directors, Community Advisory Committee, community partners, and—above all—the Indigenous people whose lives, knowledge, and leadership are the reason Oahas exists. Our vision for the future is bold because it must be. We know that lasting change is built collectively and realized over time: through relationships rooted in trust, services grounded in care, and the systems changes that make health, dignity, and self-determination possible. Step by step, together, we are creating a future beyond HIV and STBBI transmission and stigma.

