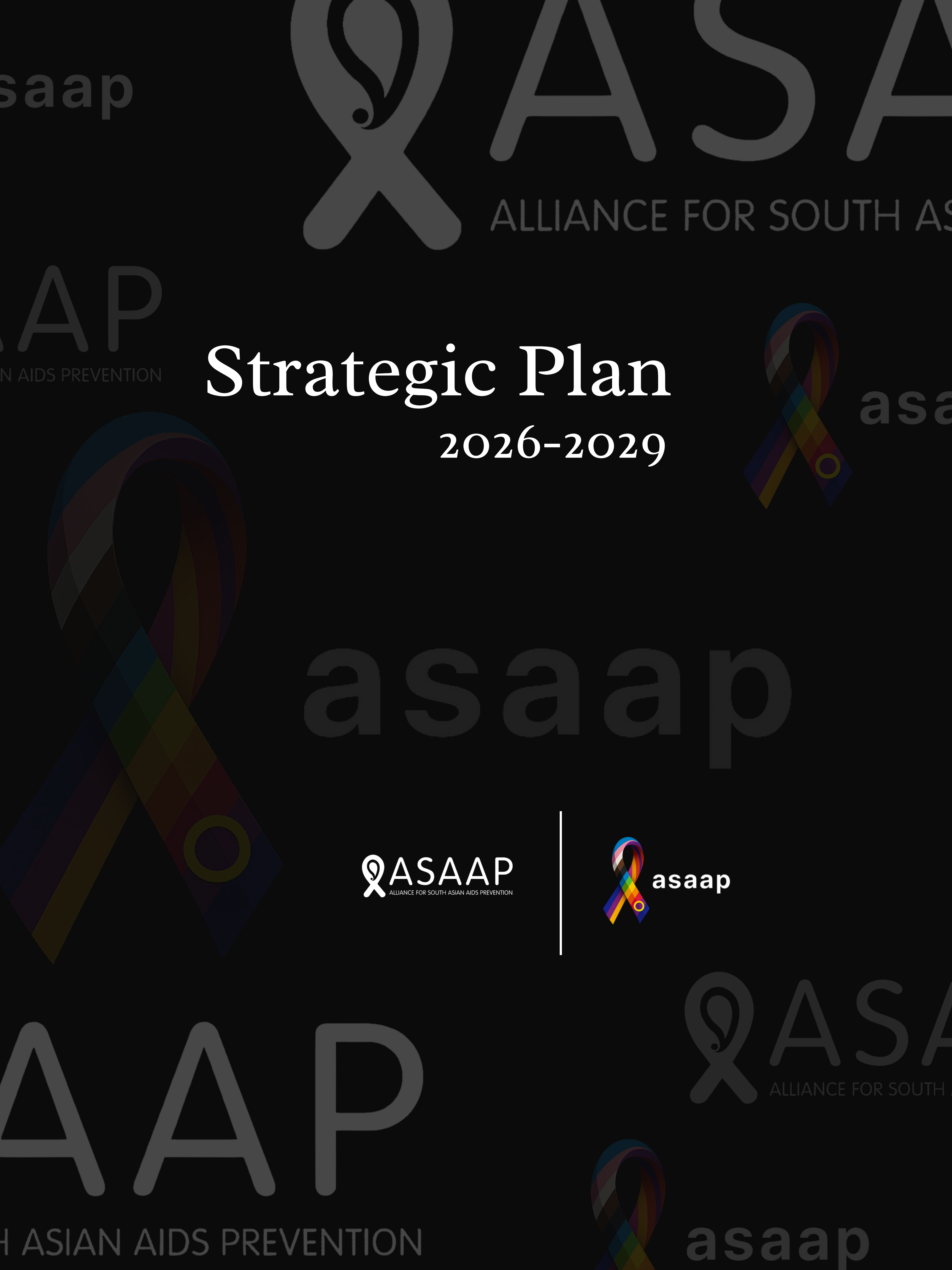




Strategic Plan

2026-2029



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Introduction

ASAAP was born out of community activism in 1989, when a South Asian couple died unable to access HIV related services in their own language and cultural context. Khush, a group of South Asian queer activists came together and with support from ACT (formerly the AIDS Committee of Toronto) formed the South Asian AIDS Coalition.

Initially run by volunteers working out of a makeshift workspace in a garage, to being housed at ACT, the South Asian AIDS Coalition became the Alliance for South Asian AIDS Prevention (ASAAP) in 1995 after being incorporated as an independent HIV-related service organization.

It has been over three decades since ASAAP came into existence and the need for ethno-cultural and linguistically diverse HIV supports remains just as crucial today. Globally and locally, ASAAP and the communities we serve are navigating complex social, economic, and political realities. Significant shifts are happening in federal and provincial health and immigration policy and funding. Organizations in the HIV sector are faced with an increasing need for support while trying to sustain their services, programs and operations. Racism, islamophobia, homophobia, transphobia, xenophobia, and hate crimes are on the rise across Canada and globally.



ASAAP's work is focused on areas that many individuals from South Asian, Middle Eastern, and Indo-Caribbean cultures find uncomfortable facing, such as sexuality, sexual health and homophobia. The shame and guilt associated with conversations on sexual health impede access to information and fuel our work even today. And in an environment where our community members are constantly faced with stigma and threats to safety, ASAAP's work becomes even more important. Despite all challenges, ASAAP continues to situate HIV within a culturally responsive framework because we know that it is vital for delivering meaningful and impactful prevention education and support services to SAMEIC communities.

At ASAAP, we are committed to working towards a better tomorrow. We remain a catalyst for positive change. Keeping this in mind, ASAAP's Board of Directors initiated a strategic planning process in the spring of 2025. We learned more about the environment within which we do our work, identified our strengths, challenges, opportunities and risks, and collectively developed a strategic plan for our work over the next three years.

As we work to achieve our strategic directions and objectives over 2026-2029, we ask for your continued support and encouragement so that we can build on our strengths, become more sustainable and grow our reach to support more SAMEIC communities across Ontario.

OUR MISSION

ASAAP is committed to providing culturally responsive holistic health promotion and support services for SAMEIC (South Asian, Middle Eastern, and Indo-Caribbean) communities who are living with, at risk of, or affected by HIV and related health conditions.

OUR VISION

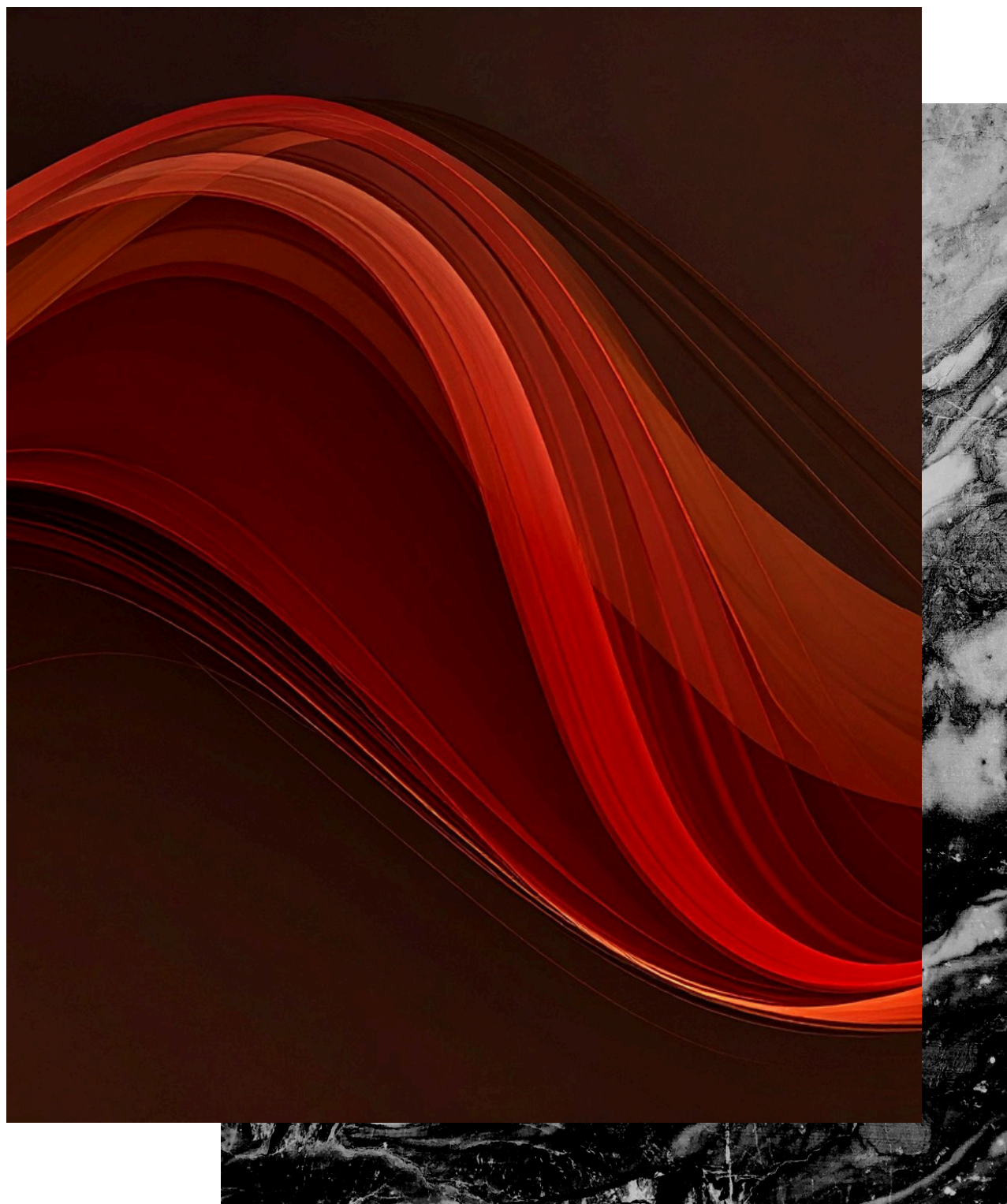
A world where communities of SAMEIC (South Asian, Middle Eastern, and Indo-Caribbean) heritage come together to determine their health and well-being, free from stigma and discrimination.



- We are committed to creating and sustaining safer spaces for those we serve.
- We adopt a holistic view of health that includes mind, body, spirit, and relationship to community.
- We work to maintain sex-positive, queer-positive, and trans-inclusive environments.
- We work within an anti-oppression framework to promote social justice and equity.

OUR VALUES & PRINCIPLES

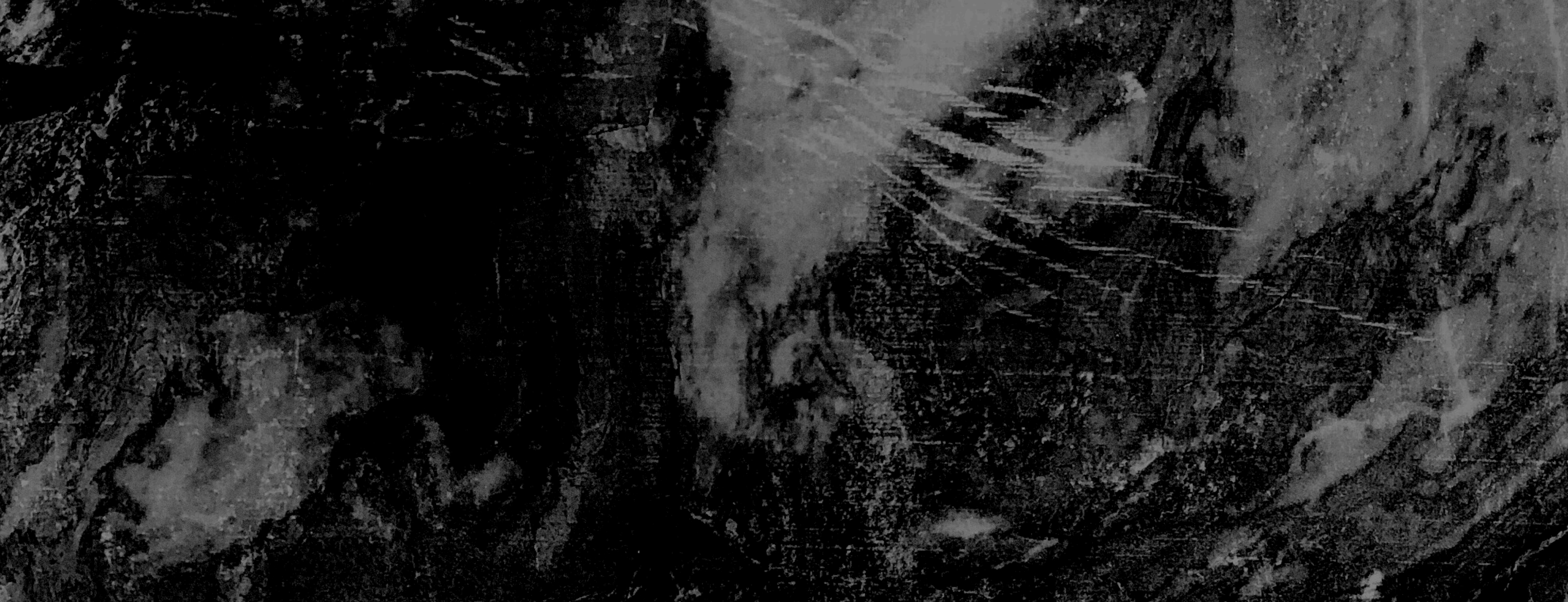
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- We respect the confidentiality and privacy of the people engaged with us.
- We are committed to the Greater and Meaningful Involvement of People living with HIV/AIDS (GIPA/MEPA) in all aspects of our work.
- We work from a client-centered perspective and recognize the social, economic, and cultural factors that determine individual health.

Strategic Plan | 2026-2029

- We strive to be transparent and accountable to all our stakeholders.
- We are committed to increasing representation and access for underserved populations, including women, youth, trans, gender non-conforming and non-binary people, as well as newcomers, non-status individuals, and those with precarious employment and housing.



ASAAP is committed to providing culturally responsive, holistic health promotion and support services for people from SAMEIC (South Asian, Middle Eastern, Indo-Caribbean) and other related communities who are LGBTQ+ and/or living with, at risk of, or affected by HIV and related health conditions. Our services are offered in English, Tamil, Hindi, Urdu, Punjabi, Gujarati, Bengali, Nepali, Arabic, Farsi, and Turkish. Support in other languages may be available based on the availability of staff and/or volunteers.

SAMEIC (South Asian, Middle Eastern, Indo-Caribbean) is more than a geographical identity. We recognize that throughout history, South Asian, Middle Eastern, and Indo-Caribbean individuals and families have been relocated across the globe. Our community members are from countries including but not limited to Afghanistan, Bangladesh, Bhutan, India, Myanmar, Nepal, Pakistan, Sri Lanka, Tibet, Syria, Iran, Egypt, Lebanon, Jordan, Barbados, Belize, Dominican Republic, French Guiana, Grenada, Guadeloupe, Guyana, Haiti as well as other South Asian diaspora with roots in places such as Fiji, Maldives, and Mauritius. We recognize the richness and diversity within these communities and offer our services from a culturally and linguistically responsive lens.

We serve youth, including LGBTQ+ youth. We serve those who are struggling with substance use.



Communities We Serve

STRATEGIC PLANNING PROCESS

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In May 2025, the ASAAP Board and Executive Director engaged the Ontario Organizational Development Program (OODP) to provide valuable guidance and support for our strategic planning process. We established a five-member Strategic Planning Committee (SPC) comprising of ASAAP's Board Co-Chairs, Board directors, Executive Director and Director of Programs and Initiatives.

In summer 2025, we onboarded John Saunders as a consultant to help us gain a comprehensive understanding of ASAAP's current environment. In addition to the environmental scan, we undertook an analysis of Political, Economic, Social, and Technological (PEST) factors to better understand the context for ASAAP's current and future work. Applying an assets and strengths-based perspective, we organized our learnings into a SCOR framework (Strengths, Challenges, Opportunities, and Risks) to help us keep a focus on learning and development. The environmental scan also helped to identify strategic questions to guide and inform the development of ASAAP's strategic priorities and future direction.

Our environment scan and PEST analysis included information gathered through external and internal document reviews, in-depth interviews with seven (7) ASAAP Board and leadership team members, survey responses from 19 Board and staff members, and focus groups with 20 ASAAP clients, specifically people living with HIV/AIDS, newcomers, and trans and non-binary people.

In December 2025, we held a Strategic Planning Retreat with ASAAP Board and staff members. Participants at the retreat shared their reflections on the environmental scan and collectively reviewed and analysed our key SCOR findings.

Guided by the strategic questions and issues emerging from our environmental scan, we determined four (4) strategic directions for ASAAP to prioritize in the 2026-2029 period. We also developed S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-oriented) objectives that will help us make progress on the strategic directions we have identified.

The Board of Directors approved and adopted ASAAP's 2026-2029 Strategic Plan at the April 27, 2026, Board meeting.

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PRIORITY #1

Develop a diversified and sustainable fundraising strategy.

Why:

We recognize the changing funding and policy priorities of our immigration and health agency funders and partners. It is important for ASAAP to diversify our funding sources to continue providing our core services while addressing the complex challenges our communities face (e.g., housing, mental health, employment). The fundraising strategy will help ASAAP build staffing sustainability, grow our reserve of unrestricted revenue, and implement new or broadened programs and organizational goals.

Our Plan:

- a. By September 2026, we will engage a fundraising consultant to identify ASAAP's fundraising priorities and develop a strategy that helps us navigate by the changing funding landscape.
- b. We will implement the fundraising strategy over the next three years, ensuring that new and diversified funding is secured to support our other strategic priorities for 2026-2029.

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STRATEGIC PRIORITIES 2026-2029

PRIORITY #2

Demonstrate ASAAP's leadership and expertise in serving SAMEIC communities.

Why:

ASAAP is unique in its approach and focus on SAMEIC (South Asian, Middle Eastern, Indo-Caribbean) communities, offering culturally and linguistically diverse services and programming. We develop and deliver intersectional (gender, sexuality, ethno-cultural identity-focused) SAMEIC experience-specific programs and services. As an AIDS Service Organization (ASO) with this distinct expertise, we can share our knowledge with and help build the capacity of other organizations and service providers to improve health outcomes for SAMEIC communities.

Our Plan:

- a. By June 2026, we will develop knowledge mobilization and dissemination priorities for ASAAP.
- b. By September 2026, we will develop a knowledge transfer and exchange (KTE) plan, strategy and products.
- c. We will implement the KTE plan from December 2026 onwards focusing on capacity building of mainstream organizations and service providers that support SAMEIC communities.

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STRATEGIC PRIORITIES 2026-2029

PRIORITY #3

Increase ASAAP's geographic reach and impact.

Why:

The high cost of living is driving out SAMEIC communities from the Greater Toronto Area (GTA) to other parts of Ontario. Additionally, many SAMEIC newcomers and international students in Ontario live outside of the GTA. However, there are few or no ethno-cultural and linguistically diverse supports available to the community members in these regions. ASAAP is uniquely positioned to build a satellite or virtual presence outside of the GTA through strategic partnerships with organizations in various geographic areas across the province. In doing so, we can continue to reach and support our communities where they are at.

Our Plan:

- a. By March 2027, we will conduct community mapping of geographic areas across Ontario to expand ASAAP's reach through strategic organizational partnerships.
- b. By December 2028, ASAAP will formalize partnerships with 10 potential organizational partners identified through the community mapping.

STRATEGIC PRIORITIES 2026-2029

PRIORITY #4

Identify and develop ASAAP's research and advocacy agenda.

Why:

Given our unique expertise, ASAAP is positioned to lead and conduct primary community-based research for strategic data gathering on issues that impact the health and wellbeing of SAMEIC communities. Some of the priority research areas for ASAAP include HIV/STBBI prevention and support in a cultural/immigrant context, mental health, trans/non-binary/queer health, and newcomer data/trends related to SAMEIC communities. The research can also help ASAAP build and lead an advocacy agenda to strengthen culturally responsive programs and services for SAMEIC communities.

Our Plan:

- a. By December 2026, ASAAP will identify at least one community-based research priority and develop a research agenda.
- b. By December 2027, ASAAP will secure funding to lead or co-lead a community-based research project focused on SAMEIC communities.
- c. By April 2028, ASAAP will undertake a community-based research project focused on the identified research priority area.

STRATEGIC PRIORITIES 2026-2029

Acknowledgements

ASAAP thanks all those who contributed their time, effort and insights to support the development of our strategic plan. We deeply appreciate the following:

STRATEGIC PLANNING COMMITTEE

- David DK Soomarie, Co-Chair, Board of Directors
- Abishek Kaul, Co-Chair, Board of Directors
- Praney Anand, Executive Director
- Tyllin Cordeiro, Director - Programs and Initiatives
- Ashwin Kumar Madival, Member, Board of Directors

CONSULTANTS

Radha Nayar and Vibhuti Mehra from the Ontario Organizational Development Program (OODP) and John Saunders

ASAAP's clients, volunteers, staff and Board members for their time and thoughtful contributions

ASAAP is happy to share updates on our progress as well as any information you may need about our work.