



BOYLEstreet
COMMUNITY SERVICES

2026-2030 **STRATEGIC**
PLAN



WHO WE ARE – OUR UNIQUE WAY OF BEING

We operate in balance, harmonizing Indigenous ways of knowing and being and non-Indigenous ways for the benefit of those we serve.

We are grounded by our values, *sîtôskam iyiniwatsiwin*, and best practice in person-centered, harm reduction and trauma informed care to help us discover this balance

OUR PURPOSE & MISSION – OUR UNIQUE ROLE

We walk in relationship with those who are excluded, creating connections and pathways to *miyo-pimâtisiwin* (the good life).

WHO WE WALK WITH

We walk alongside people of all ages and cultures who experience the deepest forms of exclusion in our society. We honour the strengths they carry and support their journey toward belonging through relationship and reconnection to community, family, home, land, and traditional ways.

HOW WE FULFILL OUR PURPOSE

We curate spaces that provide a set of core services in health, basic needs, *keeoukaywin* (visiting), culture and ceremony, housing, and reunification of kin.

These core services are necessary for *miyo-pimâtisiwin*, but not enough. When grounded in relationship, connection and ceremony, our work supports people to share their gifts, build capacity, give voice to their spirit, have safety, and ultimately belong.

For those we walk alongside, it is the combination of this deeper work, support in our core services and a commitment to radical hospitality that creates connections and pathways to *miyo-pimâtisiwin*.

AREAS OF FOCUS FOR THE NEXT FOUR YEARS

1. *okimaw peyesew kamik* lives in the vision of a world-leading service delivery and community activation hub
2. Core services reflect our purpose and unique way of being
3. Deepening relationships with First Nations, Métis and Inuit communities
4. Influence change through partnerships and sector collaboration
5. Social enterprise
6. Demonstrating our impact
7. Growing our internal capacity

OUR FOCUS

okimaw peyesew kamik LIVES IN THE VISION OF A WORLD-LEADING SERVICE DELIVERY AND COMMUNITY ACTIVATION HUB

VALUES:

- Each member of our community is deserving of a full measure of dignity, support and respect.
- At the heart of our work, we listen, care and empower our clients in order to assist them to find solutions to their challenges.

STRATEGIC PRIORITIES:

- Daily community-led and/or co-created programs and activations that include roles and responsibilities for natural helpers, volunteers, and staff.
- Treaty and reconciliation come together in okimaw peyesew kamik for the benefit of those we serve and the broader community.
 - Community members have consistent and barrier-free access to culture, ceremony, and connection with their home Nations.
 - There are multiple ceremony spaces and Knowledge Keepers to activate them.
 - Elders have a consistent presence onsite offering guidance and support to community members and staff.
 - Nations are operating out of okimaw peyesew kamik and can connect directly with their members.
- Trinity Manor is working in partnership with okimaw peyesew kamik and other Boyle Street programs.
- okimaw peyesew kamik is a catalyst for community development, research, training, and partnership.
- okimaw peyesew kamik provides core services across health, basic needs, culture, ceremony, housing, and reunification of kin through interdisciplinary teams and an integrated service delivery model.



CORE SERVICES REFLECT OUR PURPOSE AND UNIQUE WAY OF BEING

VALUES:

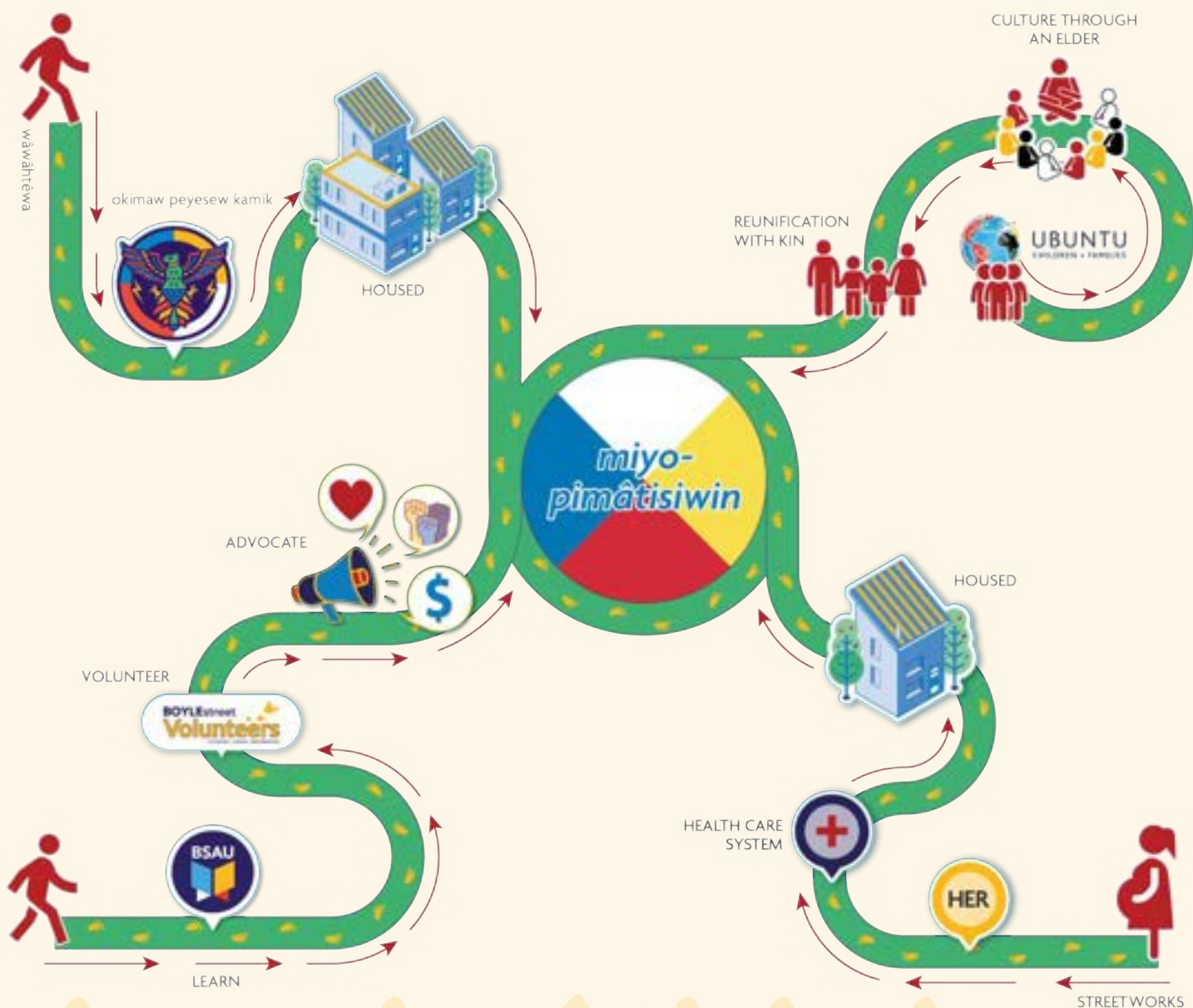
- Despite great challenges we believe unhealthy cycles can be broken, new opportunities created, and, through healing, health restored.
- We stand with our community members, side by side, patiently and for as long as they want – a constant and consistent caring force.

STRATEGIC PRIORITIES:

- Guided by Elders, Knowledge Keepers, and our community members, develop a miyo-pimâtisiwin framework that becomes our organizational theory of change.
- Offer specific health services along a continuum of care to support wellbeing in the Four Realms (spiritual/cultural, mental, emotional, physical).
- Operationalize radical hospitality as practice across Boyle Street sites.
- Strengthen and clarify the role of culture and ceremony in our organization so all programs operate in balance.
 - Indigenous wisdom leads the direction and is strengthened and supported by clinical practice.
 - Community and staff together have opportunities to learn from Elders and are offered regular engagement in ceremony and/or experiential teachings related to Indigenous culture.
 - We have a diverse Elders Council with representation from across Treaty 6, 7, 8, First Nation, Métis, and Inuit territories who are inclusive towards people who use substances, are neurodivergent, are members of the two-spirited and queer communities, and are newcomers.
- Formalize and improve avenues for community voice and lived-experience leadership by building a network of natural helpers and establishing a Community Advisory Circle that guides programming and organizational direction.
- Community members have access to welcoming, intentional day spaces that foster connection, relationship, and keeoukaywin (visiting). Spaces are accessible across the city, delivered by us and/or partners.



EXAMPLES OF PATHWAYS TO *miyo-pimâtisiwin*



miyo-pimâtisiwin
the good life

FOUR

DEEPENING RELATIONSHIPS WITH FIRST NATIONS, MÉTIS, AND INUIT COMMUNITIES

VALUES:

- We are many nations, many beliefs, many walks of life coming together, seeking to understand each other, accepting each other and enjoying each other for what we are and for where we are at.
- The Creator is with us, the spirits soar within us and the culture of the First Peoples surrounds and protects us. We value our history as an agency and reflect on our past for guidance in moving forward – we value the experience and wisdom of our community elders.

STRATEGIC PRIORITIES:

- BSCS is a trusted partner to First Nations, Inuit, and Métis communities, honouring our role in reconciliation, collaboration, and duty to consult:
 - We know the people we serve and where they come from. We support them in connecting to core services, keeoukaywin (visiting), culture and ceremony, and reunification with kin.
 - We collaborate to braid Indigenous ways of knowing and being with non-Indigenous person-centered, harm-reduction, and trauma-informed approaches in support of those we collectively serve.
 - We honour Nation sovereignty by supporting Indigenous-led services for children, youth, adults, and families, upholding C-92.
- Build and maintain relationships with First Nations, Inuit, and Métis communities in a way that honours reconciliation and Treaty principles of mutual respect and shared responsibility.

INFLUENCE CHANGE THROUGH PARTNERSHIPS & SECTOR COLLABORATION

VALUES:

- We advocate and educate creatively and innovatively at many levels for justice for all.
- We share much in common and that connectedness of experience is strength to be recognized, celebrated and drawn on.

STRATEGIC PRIORITIES:

- BSCS is a leader in sector collaborations that drive meaningful, system-level change for the people we serve, with a deliberate focus on partnerships such as the Human Services Council (HSC), C5, and the Youth Agency Collaborative (YAC).
- BSCS establishes and is an active participant in coalitions to respond to emerging needs in our sector.
- Create a Youth in care network with measurable outcomes that adhere to national standards of supports, for youth transitioning out of government care.
- We recognize our leadership role in community development and facilitate external relationships for the benefit of those we serve.
 - Relationships are seen through a shared understanding of reciprocity, allyship, and advocacy.
 - Walking alongside everyone facilitating innovative opportunities to learn, nurture open discussion, and listen, helping them to understand the lived experiences of those we serve.
 - We have consistent and accessible structures in place for those that want to learn from or support our organization.



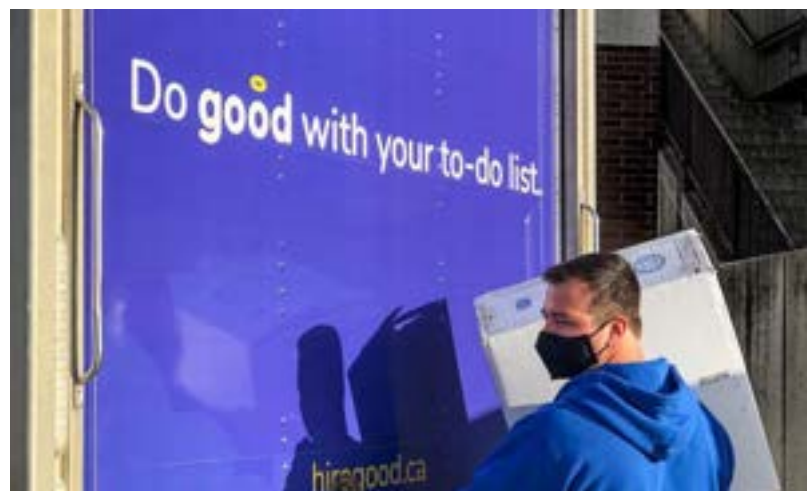
SOCIAL ENTERPRISE

VALUES:

- Giving and receiving is a two-way street at Boyle Street – our community members share many gifts with great generosity and open hearts.

STRATEGIC PRIORITIES:

- Social enterprises create wealth and support professional development for those we serve.
- Social enterprises operate in service of the charity by providing sustainability, risk protection, and asset growth.



DEMONSTRATING OUR IMPACT

VALUES:

- We honour our community's resilience and celebrate and recognize our individual strengths and uniqueness.
- Our work is always ongoing and that is OK.

STRATEGIC PRIORITIES:

- Programs and services are person-centered and supported by an integrated data system that connects information across all BSCS programs and touchpoints, ensuring those we serve receive coordinated and seamless care.
- Data collection across the organization, and through research partnerships, is carried out using a blend of Indigenous and non-Indigenous practices, incorporating storytelling, circles, and both quantitative and qualitative measures.
- 90-day plans are used and evaluated.
 - There is a seasonal, 90-day structure to our work, and we stick to it with only minimal changes. There is a shared understanding of these expectations, and the ownership of their delivery is shared by all.
- Practice from across the organization is celebrated, reflected on, and impact shared annually.

GROWING OUR INTERNAL CAPACITY

VALUES:

- We are there for our colleagues, supporting them, valuing their unique contribution to our community.
- Everything we do matters and the little things are just as important as the big ones – a small gesture can have a great impact on another's life.

STRATEGIC PRIORITIES:

- Establish a culture of continuous learning and development.
 - BSCS has a comprehensive training regime and staff have access to professional development and experiential learning opportunities related to their role/sector.
 - Managers are equipped with the training and skills required to lead their teams.
 - Formalized leadership development opportunities are available to staff who want to grow within the organization.
 - Relational accountability thrives in the organization.
 - Develop a workforce strategy(s) to recruit and retain Indigenous staff and those with lived experience.
- Administrative functions are refined and streamlined.
 - Single administrative portal to access all BSCS organizational materials, policies, and procedures.
 - BSCS fosters a culture of administrative professionalism and brand standards.
 - There is a robust system for strategic fund management that includes fund development, research, reporting, and evaluation.
- Develop an AI policy and operational strategy that supports staff to use AI in service of their work.
- Develop and implement a set of BSCS core standards informed by CAC Accreditation.
- BSCS governance is effective, accountable, and reflective of the communities we serve.
 - Board of Directors create a formal role for the Elder's Council in Boyle Street's governance framework.
 - BSCS leaders actively listen to community voices and use their feedback to guide decisions, ensuring governance is responsive and accountable to the people we serve.

