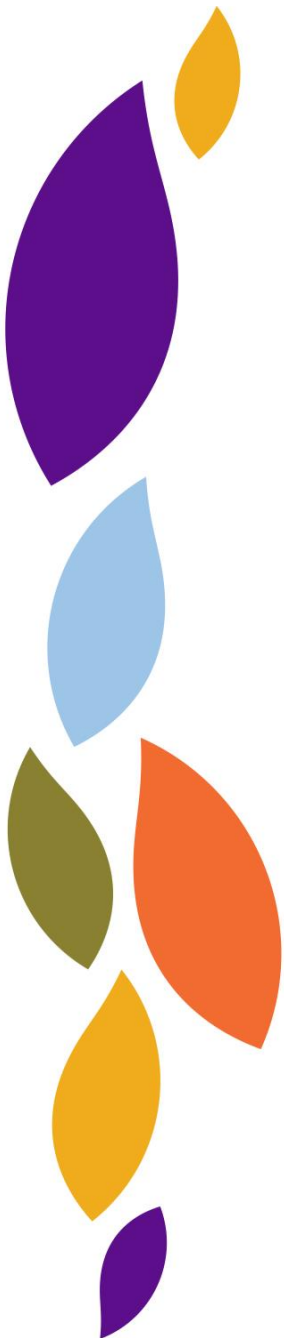Strategic Plan – 2013 Forward

A Living Document

Carya

Engaging strong families and communities for generations

Carya continues a 105 year legacy of caring for the Calgary Area Community. Our vision is 'Strong Families and Communities for Generations' and we are committed to realizing the vision of our communities being "inclusive and welcoming" and every one being able to "fulfill their potential and to benefit from our thriving social, economic and cultural life". We endeavor to create a plan that supports the City of Calgary's Family and Community Support Services (FCSS) Social Sustainability Framework's vision of "Calgarians' working together to create and sustain a vibrant, healthy, safe and caring community". This is a forward focused plan; one that will support us in continuing to be responsive to community needs. Our plan is based on the most current research around social development. Supporting changes in the lives of individuals and families is what we endeavor to do and we are committed to the continuation of community

values of respect, dignity, stewardship, Integrity and professionalism. We are also committed to take action aligned with our Guiding Principles of Community Impact, Focus on Prevention, Supporting Across the Lifespan, Collaboration, Innovation & Responsiveness, Research-Informed Practice, Continuous Improvement and Learning; while recognizing our supporters.

Carya seeks to lead the way forward with an integrated and living approach to caring and support that will nourish our existing community and those of generations to come.

For more than 100 years Carya has offered quality human services and worked tirelessly to build strong families and communities for generations. In our current context of increased complexity and continuous change, in many ways our work has just begun.

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Executive Summary

Carya engages Calgary's citizens along with their families and communities helping build strength and resiliency so that all might realize their potential. To support our mission, we embraced our Values and aligned with our Guiding Principles throughout out the strategic planning process

In different ways and to different degrees, we explored, researched and included the diverse voices of individuals and families within the community, our government, our partnering agencies, our funders, our clients, our staff, our management and our Board to ensure that we yielded a quality, focused and inspiring plan.

Our Aspirational Outcomes are:

1) Strong families & individuals experiencing emotional health and wellbeing
2) A dynamic organization sustainably building capacity and enabling important work
3) Engaged citizens participating and contributing within vibrant communities
4) Thriving continuing care through social enterprise and collaborative partnerships
5) Clients and staff living, working and learning safely together in the community

Our Five Strategic Focus Areas are:

1) Offering Quality Human Services
2) Growing Organizational Capacity
3) Building Sector and Community Capacity
4) Strengthening Financial Sustainability
5) Ensuring Quality Improvement & Safety for All

In a time when the needs of individuals and families in the Calgary Area are getting increasingly complex, these five core strategic focus areas will guide us to stay focused, maintain priorities, implement effectively and continue to offer timely and transformative supports and services. This plan ensures that we are moving toward a brighter future where our vision is a reality – a time when our Calgary Area community is thriving and most importantly, individuals and families in our city area are fulfilling their potential and are strong for generations.

Carya
Working for impact

105 years of service and counting

engaging strong families and communities for generations

Vision

Strong Families and Communities for Generations

Mission

Engaging individuals, families and communities to realize their potential.

Values

Community — Our work deepens community when we:

- Build relationships and nurture shared purpose.
- Encourage, create, and support connections.
- Express generosity and share strengths and talents.

Respect & Dignity — Our work nurtures respect and dignity when we:

- Communicate openly and listen deeply.
- Celebrate difference and diversity.
- Trust and support others.
- Honour the right and responsibility of individual choice making.
- Solicit input from the people we support about what respect and dignity is for them.

Stewardship — Our work is aligned with stewardship when we:

- Contribute to the wellbeing of the communities that we serve.
- Act responsibly with all resources and relationships.
- Protect others from harm and support a safe and healthy workplace.
- Hold ourselves and each other accountable for our work.
- Look for opportunities to champion change as community needs evolve.

Integrity — Our work demonstrates integrity when we:

- Honour who we are and recognize our limitations.
- Recognize personal bias and seek impartiality.
- Are courageously authentic.

Professionalism— Our work is professionally aligned when we:

- Respond to a changing world with flexibility, creativity, and innovation.
- Achieve excellence through quality and ethical practices.
- Welcome external scrutiny of our practice.
- Apply our skills and knowledge to all that we do.
- Commit to ongoing learning and development.

Our Supports

Our Community: The people in the Calgary Area and their needs are the reason we exist.

Our People: Each member of our staff and volunteer corps is essential to the success, sustainability and vibrancy of our organization.

Our Partners: We rely on our funders, donors, partnering agencies, and supporters of all kinds, for their contributions of energy, time, expertise, advocacy, funding, and belief in us and our work.

Our Programs & Services: Our diverse and broad range of quality services are developed, delivered, sustained and continuously improved in ways that respond to diverse community needs.

Our Guiding Principles

Focus on Prevention

Carya has a comprehensive prevention strategy that works to ensure that long-term difficulties in families are mitigated. The focus of the strategy is to establish a strong foundation for individuals and families through building capacity and resilience. Successful prevention programs result in self-reliant individuals and families which lead to stronger communities.

Support across the Lifespan – A Unique Role in the Community

Carya offers a broad spectrum of services to children, youth, adults, families, and older adults. The programs are designed to enhance individual and family relationships and functioning, to help children reach their full potential; to engage older adults in contributing to their communities, and to assist vulnerable citizens to maintain their dignity and respect. Serving people through all of the milestones in life is a unique defining characteristic of the agency.

Innovative and Responsive

Carya attributes its impact in the community to its ability to be responsive to community needs. The organization is committed to ensuring that people have access to much needed services in their communities. To this end, Carya utilizes an outreach model that brings highly skilled professionals and community development workers into the community. This model focuses on reducing barriers for people in need of service, such as transportation, language/cultural issues, and childcare, while at the same time creating opportunity for new ways of engagement.

Community Impact

It is the collective goal of all organizations in the human services sector to enable the development and maintenance of strong communities that are capable of supporting healthy growth for individuals and families. Carya collaborates and works closely with funding bodies to achieve positive outcomes in the community. A wide variety of strategies are used to engage, support and develop families, individuals and communities and produce measurable outcomes.

Collaborative

Carya constantly seeks opportunities to work with others. The organization has a long history of working collaboratively, and it is understood that only by working with others will complex issues be addressed. As issues become more complex, the organization can build on its existing network of partners to address these issues. By working with community partners, Carya also ensures that its resources are maximized and that the community has access to well-coordinated services.

Leadership

Carya is recognized as a leader in the sector, building strong partnerships and collaborations, working with other organizations, and striving to ensure that an integrated continuum of community care exists and that agencies work in cooperation rather than competition. Carya continues to be forward thinking, inclusive, and coordinated in its actions.

Research Informed Practice

As a learning organization, Carya is committed to ensuring that all programs and services are evidence based and that staff have access to the most recent and relevant research, best practice, and evaluation information. Carya also works to assess staff and management practices through conducting research and evaluations, contributing to promising practices information, and engaging in debates around service effectiveness. As a result, Carya is able to respond to growing and complex community challenges. Current efforts are aimed at building strong partnerships with institutions of which have an interest in conducting neuroscience research. Of particular interest is the growing body of research on neuroscience which links effective outcomes with the capacity to influence brain development at critical times throughout the lifecycle. These partnerships leverage the skills in the community and bring about needed wisdom, based on evidence, to inform current practice.

Continuous Improvement and Learning

Carya is committed to continuous improvement and learning to ensure the highest quality of programs, services and organizational practices are offered to the community. We actively support our staff to engage in on-going professional development. Research, knowledge sharing, and collaborative projects will yield opportunities for new insights, improvements and enhancements to be discovered and shared within the community through integrating them into our organization's program models, services and practices.

Environmental Context

Factors

Carya has identified a number of different elements of the environment in which it operates that can have a direct and significant impact on the organization.

While 2013 began with many economists still predicting that Alberta would lead Canadian economic growth in 2013 and beyond one cannot ignore the vulnerability of Alberta's economy to any set of circumstances that could reduce the demand for Alberta's resources. This highlights the uncertainty that has been an ever-present condition of life in Alberta. However, the nature of this uncertainty has changed. It is not just about trying to predict the beginning or end of the next "boom" or "bust", it now encompasses the "unknown unknowns". It is a degree of uncertainty that defies prediction of the future, regardless of the amount of resources dedicated to that end. Despite this degree of uncertainty, an optimistic outlook about Alberta's prospects is reflected in a recent population growth rate in Calgary similar to that for 2007 during the last boom (2.68% April 2011 - April 2012, 2012 Calgary Civic Census). The areas of the cities experiencing the greatest growth are new communities on the outskirts of the city, as the city's footprint continues to expand.

Labour Dynamics

When the subject of attracting, retaining, developing, and engaging a skilled workforce is raised, the response is a familiar one—while employees may be drawn to the not-for-profit sector by the opportunity to make a meaningful difference in their community, inadequate compensation is a major contributor to employee turnover. The volatile and increasingly uncertain nature of the Alberta economy, and by extrapolation the Calgary economy, and an aging workforce create further pressures on the ability of the sector to effectively manage its labour requirements. If on the other hand, Alberta continues to experience solid economic and employment growth, this will invariably be accompanied by upward pressure on salaries. The not-for-profit sector could find itself competing for workers on a playing field that is far from level. If, on the other hand, there is a downward trend in the demand for Alberta's resources for any reason, Alberta's economy will be negatively impacted. Although a softer Alberta economy may loosen labour supply constraints for the not-for-profit sector, it could also reduce the funding available to the sector, while at the same time increasing demand for services.

Triple Growth Forecast for Aging Population

In 2011, older adults (65+) represented 9.8% of the population of the Calgary metropolitan area, a ratio lower than the national average, but still an increase of 4.0% from 2006, the date of the previous Statistics Canada Census. While Calgary remains a relatively young city (median age of 36.4 years) compared to the rest of Canada (national median age of 40.6 years), Calgary will not be immune to the aging baby boomer population, the eldest of whom turned 65 in 2011. The older adult population in Calgary is expected to increase from 10% in 2011 to almost 15% by 2021 (City of Calgary, Corporate Economics, Population Projections 2021). The growth in the older adult population is expected to be almost triple the growth rate of the total population of Calgary. Compared to previous generations, the next generation of older adults will have more education, live longer, have higher incomes and savings, be more culturally diverse, have higher expectations of services, work longer and be more technologically skilled. Despite these changes, poverty, social isolation, reduction of citizen engagement and physical and cognitive disabilities will be growing areas of concern as the number of older adults living in Calgary increases.

Calgary Mosaic

The results of the Statistics Canada 2011 Census illustrate how cultural diversity is increasingly becoming part of the Canadian story. The net international migration (the difference between immigrants and emigrants) accounted for two-thirds of Canada's population growth during the last 10 years. According to Citizenship and Immigration Canada's (CIC) 2012 Annual Report to Parliament on Immigration CIC plans to admit a total of 240,000 to 265,000 new permanent residents in 2013 resulting in the highest sustained level of immigration in Canadian history for 7 years running. Calgary continues to be a destination of choice for a large percentage of those immigrants; immigrant languages were spoken by 25% of Calgary's population in 2011, almost a 20% increase in the past 5 years. This statistic is projected to grow to 38% in the next 20 years. While immigration numbers will remain strong, the practice of welcoming parents and grandparents of immigrants changed dramatically a year ago when CIC stopped accepting applications for immigration sponsorships of parents and grandparents until 2014. The new Parent and Grandparent Super Visa allows members of that group to visit their families in Canada on a temporary basis for up to two years, renewable for up to a further 8 years for those applicants who meet the income and private health care coverage requirements for the visa.

Urban Aboriginal Population

The 2006 Statistics Canada Census contains the most recent population profile of Calgary's Aboriginal population aside from labour force statistics. There continue to be significant gaps in the quantity and quality of information collected about the Aboriginal population, regardless of location. This gap is particularly evident in determining the health status of Aboriginal people.

The Statistics Canada 2012 Labour Force Survey information, although current, comes with a caution about sample size. With the exodus of many First Nations people from the reserves, the Aboriginal population is becoming increasingly urban and is much younger than the non-Aboriginal population. The unemployment rate for working-age Aboriginals in Calgary in September 2012 was almost triple that for the non-Aboriginal population, although the Métis population rates are much closer to the non-Aboriginal rates than the First Nations rate. The impact of poverty on health of all populations has been clearly established. This link is reflected in a higher incidence of acute and chronic health problems. There are also family violence, victimization, more single-parent families, increased need for child protection and increased admission to probation and correctional facilities in the Aboriginal population ("Aboriginal People in the Calgary Area: A Statistical Profile of the Aboriginal Population of the City of Calgary and the Calgary CMA", The Calgary Urban Aboriginal Initiative, 2009). In 2006, 2.5% of the Calgary's population identified themselves as Aboriginal.

Continuing Health Care System Challenges

The media continues to highlight many of the challenges experienced by Albertans seeking access to treatment and services that are part of a publicly funded health care system. The percentage of patients who occupied hospital beds in Calgary while waiting for supportive care or long-term care facilities almost tripled between 2006 and 2009. In 2009 for the 1 in 6 Calgarians who reported an unmet need for service, medical services ranked as the greatest unmet need (City of Calgary).

Alberta Health Services and Alberta Health and Wellness continue to explore opportunities to streamline and improve access to services while maintaining quality and respecting the role that individuals and families play in making decisions about healthcare options. Strategies such as *Aging in the Right Place* and *Destination Home* predict a growing, innovative and responsive homecare system that can enable positive outcomes for these initiatives. An overall emphasis on quality, commitment, safety and personal choice within the continuing care system is influencing the standards and approaches required both today and into the future.

Growing Mental Health Needs

Mental illness is the fastest-growing cause of short and long-term disability. Twenty percent of Canadians will personally experience a mental illness in their lifetime. Mental illness affects people of all ages, educational and income levels, and across cultures. Research has shown that 70% of mental illness in adulthood begins in childhood and is often the result of multiple adverse experiences for a child that trigger a toxic stress response and ultimately leads to compromised mental health throughout that child's life.

Once depression is recognized, help can make a difference for 80% of people who are affected, allowing them to resume regular activities. Yet, in Canada, only 1 out of 3 adults and 1 in 4 children who need mental health services actually receive them.

In 2011 the cost of dementia for Canadians was estimated at $33 billion per year. Without intervention, this number is anticipated to increase almost five-fold in one generation. The burden of the disease is not only borne by the person with dementia. For every person diagnosed with dementia, another 10-12 people are directly impacted including spouses, children, grandchildren, co-workers and friends. Dementia is not a part of the aging process for everyone, however, an aging population in Calgary may mean that the number of people suffering from dementia could outstrip the rate of population growth on a percentage basis, this would have a significant impact on our society including the human services providers that are trying to cope with the increasing complexity citizens' needs.

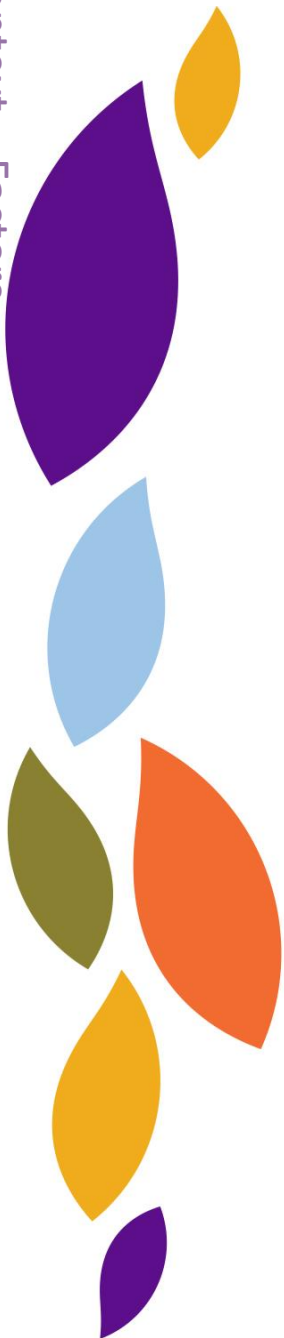## Community Expectations Regarding Technology

Information technology is the way information is collected, created, stored and used. It has an increasing influence on society and on the way organizations conduct their business – regardless of the type of organization and the sector of society being served. Research conducted by the City of Calgary indicates that Calgarians are among the most Web-connected in North America. There is an expectation that organizations maximize use of technology available to streamline processes and reduce the person hours formerly required to handle many tasks. Technology can be leveraged to enhance program delivery, and improve connections with specific sectors within the community, utilizing such techniques as multiple websites, each one targeting a specific sector within a community. Effective use of information technology can also be used as a way to increase the sense of connection within organizations that operate out of more than one location.

Social Enterprise Challenges

The 2012 Calgary Chamber of Voluntary Organizations Alberta Non-profit Survey indicates that while there has been some stabilization of funding, the limited or lack of funding increases has resulted in increased attention being given to social enterprise as a source of revenue. The majority of reported social enterprises have been operating for more than ten years. While a successful social enterprise can generate profits to other program areas, we operate in a very competitive environment where we compete not only with local organizations but also with large for profit national or international companies which can take advantage of large economies or scale not available to local organizations. This was emphasized in May 2103 with the AHS reduction of homecare providers in the province from 42 to 13 with large for profit companies being awarded contracts and several not for profit organizations including Carya losing their contracts. Even if a social enterprise is established alignment with mission and Canadian tax legislation, staffing, space, and maintaining profits are ongoing challenges that are faced. Given the loss of Home Care social enterprise and the above challenges, establishing a new social enterprise at CFS will not be a key focus area.

Local Changes in Economic Trends

In 2012, funding for the non-profit sector appeared to be stabilizing. However, 75% of the organizations reporting on the 2012 Calgary Chamber of Voluntary Organizations Alberta Non-profit Survey indicated that government grants are either decreasing or remaining the same. While across the sector, larger organizations tend to be better positioned financially, the subsector of social services organizations show a widening gap between revenues and increasing costs driven by growing operational costs coupled with swelling service needs. The 2012 Alberta Non-profit Survey concluded that this trend for social service agencies is persisting across economic cycles and may suggest that the long-term sustainability of the sector is at risk.

Impact on the Organization

This section examines the implications of the environmental context for Carya when charting its course for service delivery for the next few years.

Increased Need for Change Agility

As an organization celebrating more than 100 years of service, Carya has shown itself as very responsive to change. The agency cannot, however, rest on its laurels. The vulnerability of the Calgary economy to both anticipated and unanticipated events, the rapidly changing Calgary demographics, and the rate of technological change are just a few of the signals that Carya cannot just be good at doing what it is doing now, it must be excel at learning how to do new things. The agency must know when to act and when to pause and always maintain the nimbleness required to not only manage, but to embrace and thrive under conditions of ambiguity and uncertainty that will only grow in magnitude. Carya will continue to ensure that in today's environment of constant change its work is informed by up-to-date research, experience, and knowledge and market intelligence to enable the organization to have a measurable, meaningful, and sustainable impact on the communities it serves.

Increased Community Demand for Services

Community demand for the services that Carya provides is expected to continue to grow exponentially while funding levels remain constant. This is an ongoing challenge that is faced by organizations in the human services sector. While economic growth may contribute to stabilization of funding, it does not usually translate into funding increases that are sustainable. Based on the experience of the sector during the last recession, if economic growth projections fail to materialize and Calgary experiences another recession, the demand for services will increase (City of Calgary Social Outlook – 2011-2016) while funding remains static or possibly decreases.

Increased Need for Strategic Workforce Planning

Carya is always competing for talent, both within its own sector and in other sectors, many of which are able to offer significantly higher financial compensation. Having innovative responses to constant change and finding ways to manage through economic volatility and shifting funder priorities are critical to ensuring Carya continues to attract and retain the talent it requires to be a leader in the not-for-profit sector. The opening of Alberta Health Services new South Health Campus will exacerbate the situation with the increased demand for qualified human services and health care professionals and paraprofessionals. This is a chronic condition, requiring the ongoing focus and careful management by the

organization's leadership. The rising proportion of the population comprised of immigrants, an aging population, the departure of many of the "baby boomer" generation within the next ten years, and the continued urbanization of Aboriginals will also inform Carya workforce plan and recruitment strategy.

Need for a Health and Safety Management System

The expanding footprint of the city and the increasing demand for service means that community-based services continue to expand their reach. Enabling clients to access the services of Carya requires that employees travel farther, work alone, and work later hours. The increasing complexity of client needs includes difficult behaviours. All of these factors create the potential for employee safety being compromised in their work to further the agency's mission, and mandate the requirement for a robust health and safety management system.

Need for Increased Connection within the Organization

Calgary's expanding footprint requires that Carya be in various locations throughout the city. The isolation of employees from their colleagues has been a chronic challenge, and the agency continues to look for ways to increase the feeling of connectedness among the staff. Staff must be regularly engaged to provide feedback on actions to improve connection, assessing which of these actions are working, and determining ways in which connection can be improved. Information technology needs to be leveraged in ways that support connection and complement face-to-face interaction among staff.

Need for Communication through Social Media

Social media is now recognized as a critical and integral tool for organizations seeking to develop a strong online presence. We are living in a society in which the demand for instant information is growing and Carya must respond to that need. Strategic, well-managed use of social media is a way to engage an organization's stakeholders and strengthen programs and services. With the increasing demand for services, Carya must ensure that it has a clear, broad-reaching, and timely message for the wider community about the services offered and how to access those services. The number of referrals to Carya that do not fit within its service mandate highlights the need for this communication. Social media is a very powerful tool, but very resource-intensive. The communication must be managed and updated. In today's society, messages become "old" very quickly. If poorly managed, it can be very destructive to organizational reputations. However, the reputation of organizations that fail to embrace social media will also suffer, as they may increasingly be seen as fearful of change and out of touch, and possibly more challenging to access across an expanding geographical area.

Need to Nurture Collaboration across Sector and Community

As a large agency offering a broad suite of services, Carya has the capacity to both lead and/or play a supporting role in collaborations as appropriate to ensure the

success of those partnerships.

There are services offered by organizations in the not-for-profit sector that can complement services offered by other non-profit organizations. Collaboration among agencies in the sector can enhance the service offering, while also minimizing redundancy. The net result is a higher return on investment to improve the wellbeing of the wider community.

Need for Resources to Address Increasing Complexity of Client Needs

Many clients who contact Carya for services have needs beyond those that can be met by an agency primarily focused on preventive approaches. The high prevalence of mental illness and lack of access to the required services will present challenges to Carya until the mental health system experiences significant improvement. The primary issue for a client may be within a particular program's mandate, but lack of services or long waiting lists for treatment of secondary issues compromise the ability of Carya to most effectively assist the client with the primary issue. Additional challenges arise when trying to assist a client with an issue when the client's most basic needs (housing, food, transportation, etc.) are not being met. Carya frequently finds itself trying to assist the client in dealing with those basic needs, while also trying to provide the assistance with the more complex issues. The fact that the onset of the majority of mental illness in adulthood is in childhood has implications for many of the services that Carya provides to families and youth.

Need for More Consistent and Sustainable Funding

Both the United Way and Family and Community Support Services are currently engaged in reinvesting their funds. This task assumes that programs that have been funded and producing client value for a period to time are being reassessed for their community impact, outcomes, or collaborative approach. This development signals a desire by funders to increase their stewardship of funds and also ushers in a period in which Carya can partner with funders to reassess the use of monies granted to the agency. The risks for negative impacts to vulnerable citizens will need to be mitigated through creative client-centred solutions that Carya develops to re-engage funders in meeting existing and ongoing community needs.

The majority of the revenue for the agency's social service programs is in the form of government and community grants. These grants have remained at the same level over the last three years, while operational costs and the need for services have increased. This situation is resulting in reduction of services and staffing of programs, which are strongly reliant on these grants.

Given the challenges associated with current funding sources and the loss of our home care contracts, Carya will need to develop additional sources of funding to ensure sustainability.

5 Key Strategic Focus Areas
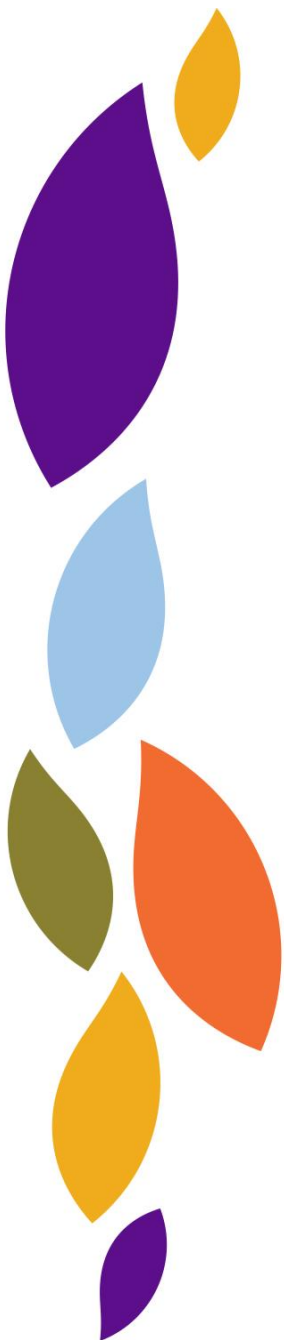
Current Work Summary

Offering Quality Human Services

Building Sector and Community Capacity

Growing Organizational Capacity

Strengthening Financial Sustainability

Ensuring Quality Improvement and Safety for All

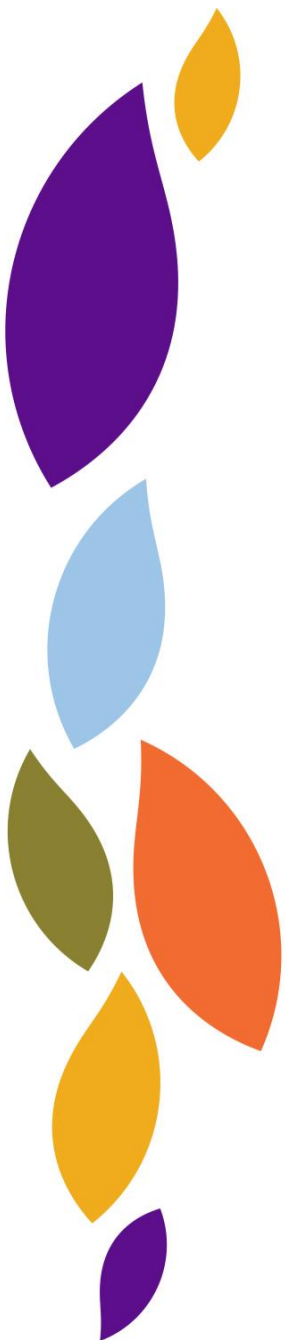# Strategic Focus # 1 - Offering Quality Human Services

Outcome: Strong Families and Individuals Experience Emotional Health and Wellbeing

The agency offers preventative services across the lifespan. Early childhood programs increase family cohesion, decrease toxic stress, increase community connections, and set the stage for improved outcomes for children throughout their lives. We are committed to helping parents form relationships that support infants to grow and develop healthy minds and bodies. Calgary Family Services offers the following programs to families with young children:

- In Sync: Play-based learning that enhances parent-child attachment.
- Urgent Family Care: In-home support to maintain family cohesion in times of medical crisis.
- Inner City Community Resource Centre: Provision of basic needs and connection to formal and informal community resources.
- Prime Time: In-home support for young families with children 0-2 years of age including
- Coaching, mentoring, and connecting.
- Adoption Program: Counselling with parents and children to develop positive relationships and improved attachment.

During the school-age years, in addition to working with their families and their communities of learning, Calgary Family Services supports children in their quest to rely on their skills, talents, and judgments in order to be successful. We work with other organizations to prevent school dropout, criminal activity, early pregnancy, social isolation, addiction, and distressful relationships. Calgary Family Services offers the following programs to school-aged children and their families.
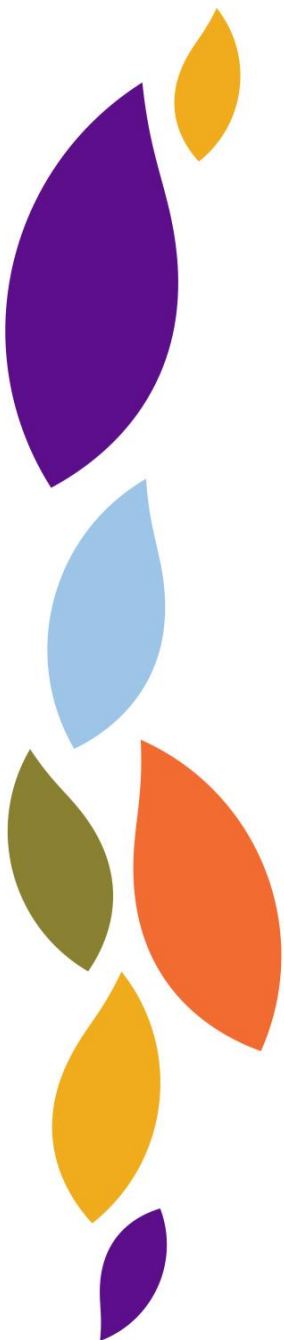
- Child/Youth/Family Counselling: Counselling and group education opportunities at offices throughout Calgary.
- Starburst/Spirit: School-based programming for junior high girls that supports emotional and social development.

- Functional Family Therapy: Counselling children at risk of criminal involvement within their families and community.

- Aboriginal Outreach: Culturally-attuned counselling.

- School-Based Child and Youth Emotional Well-Being Program: Counselling, classroom presentations, and groups offered in selected schools.

- Family Connectors/Calgary Learning Village: Engaging and referring of families connected to elementary schools in Forest Lawn communities to resources.

- Odyssey: After-hours school-based programming for boys.

- Starbright: After-hours school based programming for girls.

- Act Out!/Creative Classrooms: Drama-based programming in schools to help youth develop strategies.
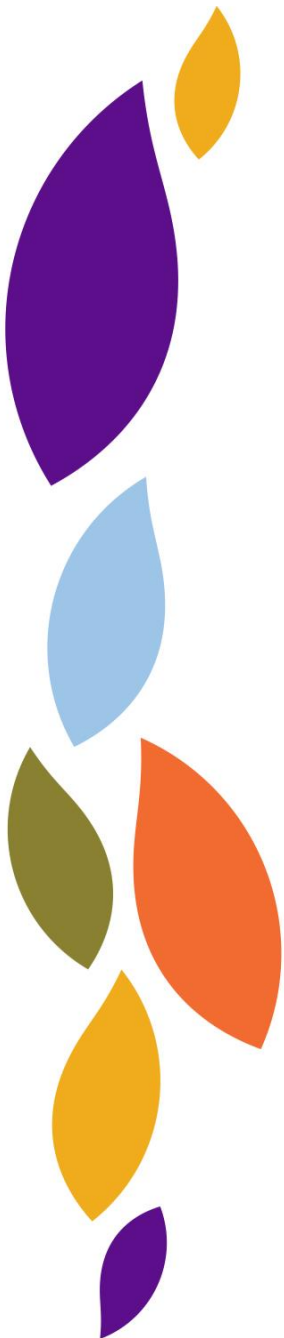
During the adult years, Calgary Family Services supports low-income Calgarians to become more knowledgeable, aware, emotionally connected, responsive contributors in their roles as partners, parents, and community members. We seek to prevent family disruption, ameliorate the impact of mental health symptoms, like anxiety and depression, and enhance the parent–child relationship. We offer the following services to adults:

- General Counselling: Counselling and group education that strives to decrease the emotional distress experienced by individuals, couples, and families, which can be a result of toxic or conflictual relationships currently or in the past, physical and/or mental health concerns arising from difficult childhoods, past addictions, traumatic incidents, extraordinary loss and grief, or insufficient support and resources.

- Language- and Cultural-Specific Counselling: Counselling provided in Chinese, Vietnamese, Spanish, and Polish.

- Nurture Yourself: Group education opportunities that address or change long-held behaviour patterns and beliefs of participants that impede success in family and work by increasing knowledge and teaching valuable life skills; these services are currently offered to women, men, youth, and expectant parents in 5 languages—English, Chinese, French, Punjabi, and Arabic.

- Group Programs: Group education and support to decrease the stresses of family conflict, relationship difficulties, and mental health struggles by connecting people with similar problems and providing facilitated discussions.

- Public education forums: Parents are supported with affordable

legal, financial, and parenting information to help guide families through separation and divorce.

- Older adults also experience challenges with poverty, social isolation, mental health, and family concerns. We work in many ways to increase social connection, reduce poverty, relieve emotional distress, and prevent financial, emotional, and physical abuse.

- Older Adult Counselling: Groups and non-crisis counselling.

- Senior Support: In-home practical supports and companionship for low-income, isolated, older adults.

- Making Room: Providing education, support, and consultation for older adults and families struggling with hoarding and extreme clutter.

- The Way In: Providing case management, information, referral, assistance with benefits, supportive counselling, and group learning opportunities to vulnerable older adults who live in north, west, and central Calgary.

- Elder Abuse Response Team: Educating and supporting the victims of elder abuse with social work, medical, police, and community resources.
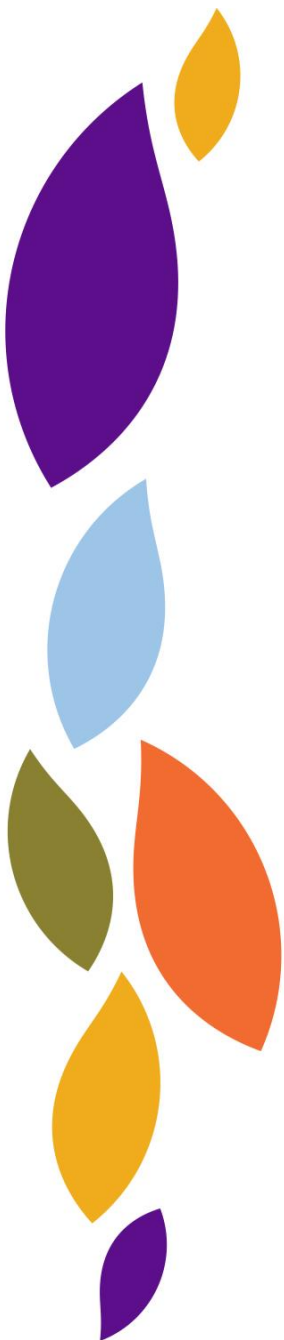
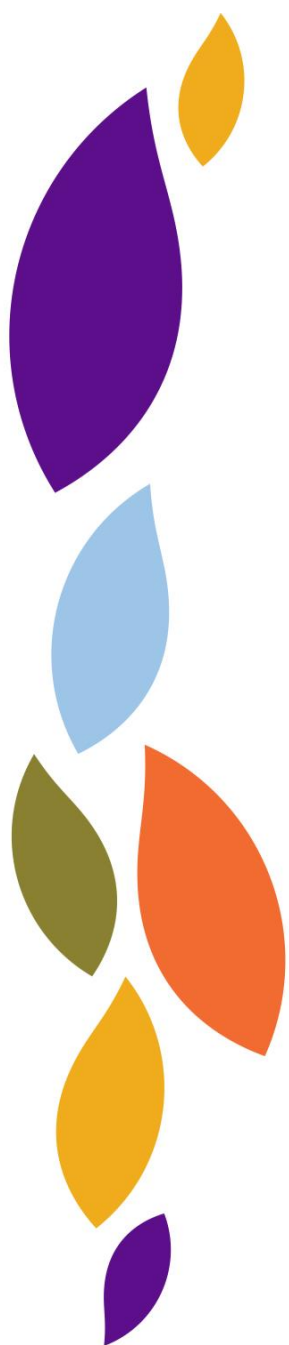# Strategic Focus # 2 – Building Sector and Community Capacity

Outcome: Engaged Citizens Participating & Contributing within Vibrant Communities

Throughout life, individuals gain satisfaction by giving to others and by being active citizens in creating better communities. Immigrants find volunteering a valuable way to integrate into the Canadian culture. Calgary Family Services offers numerous opportunities for people to share their gifts and talents with others. Remaining socially engaged throughout the lifespan helps to prevent social, emotional, and health problems in the elder years. The following programs provide opportunities for citizens to engage and participate in society:

- Ready 4 Learning: Engagement of community in enhancing school readiness and success through improvement of early literacy practices and conditions.

- Grow Your Heart – Volunteer Program: Providing meaningful volunteer opportunities for people of all ages to use their unique skills to impact their community.

- Elder Service Corps: Engaging older leaders to learn community and group development skills and provide leadership for defined projects with community site partners.

- Community Development for Older Adults: Providing opportunities for older adults to contribute and take leadership roles in community projects.

- Compass for Caregivers: Training and supporting volunteer caregivers to lead support groups for family caregivers.

- Micro Local Community Groups: Encouraging older adults who live within walking distance of each other to gather in small groups.

- Multi-Cultural Elder Brokers: Employing immigrant older adults to link others in their diverse communities with The Way In services.

- Sounds of Home: Connecting elders across cultures and generations through structured sharing of stories and music.
- East Village Men's Den: Engaging older men living in the East Village to connect, participate in community events, and document vibrant Village life.
- East Village Vaudeville Spectacular: Engaging the East Village citizens in a musical, digital, and artistic event, bringing to life the history of the neighbourhood.
- Elder Friendly Communities Program: Creating neighbourhood- and culturally-based contribution programs that aim to bond neighbours and bridge cultural and community differences.

Strategic Focus # 3 – Growing Organizational Capacity

Outcome: Dynamic Organization Sustainably Building Capacity and Enabling Important Work
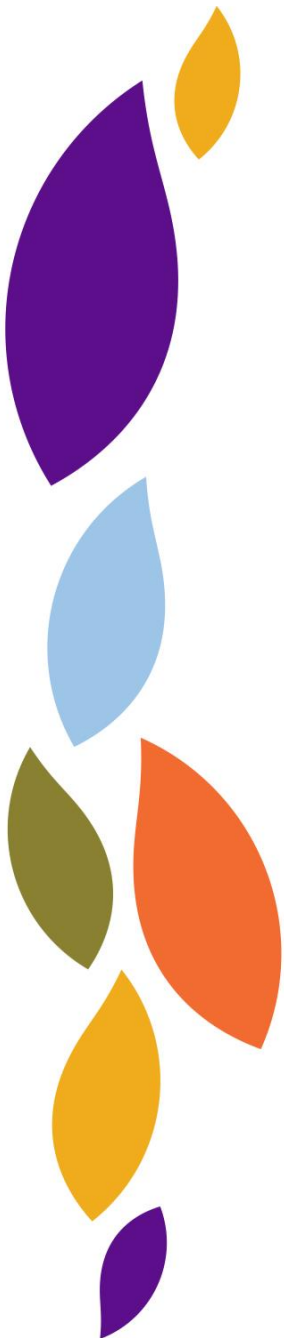
Calgary Family Services is committed to building capacity internally at the agency as well as in the community at large.

We are building our internal capacity through:

Human Capital: Our people create the value at the agency, and it has never been more important to enable the people who work at Calgary Family Services to develop their skills and passions in the service of others. Each year, our organization allocates financial resources towards supporting staff to grow and develop. Emerging leaders are recognized and given specific opportunities to attend courses or seminars that add management and leadership skills to their repertoire. In 2012 one senior manager will complete her Master's degree in Leadership and another manager has commenced his Masters in Community Economic Development. Future leaders are a critical part of our future.

Human Resources Strategy: Calgary Family Services recognizes the need for a robust workforce management system to help the organization manage and maintain its workforce. Some of the goals of such a system include streamlining processes such as payroll, recruitment, and time and attendance; reducing errors; and providing employees and managers with self-service access to human resources systems. Calgary Family Services will be implementing an integrated, up-to-date, accurate, and comprehensive workforce information system to support the organization with workforce planning strategies and ensure the organization is making the most effective use of it resources.
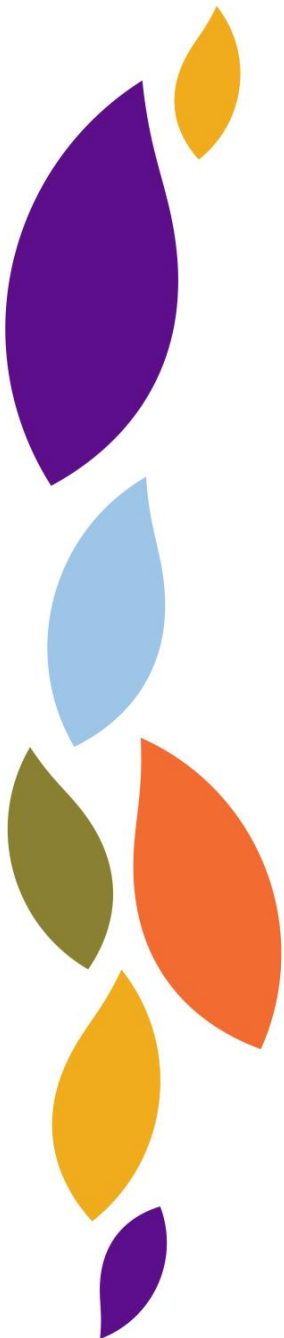
By streamlining many of the transactional aspects of the human resources function, a more robust workforce management system will support the development, execution, and measurement of a more responsive Calgary Family Services human resources strategy. This strategy must find a balance between focus and flexibility to support the other strategic pillars and be responsive to change in economics, demographics, funder priorities, and community demand.

Workers' Safety: By early 2013 Calgary Family Services anticipates the launch of a new Human Resources Information System – one that will significantly reduce our time- and labour-intensive activities in the human resources sector. In addition, the agency will launch a mobile system to enable field staff to access work schedules while they are in the field and to increase the safety of workers who work alone in the community.

Space: A donor has come forward, offering to provide a rent-free facility for the Inner City Resource Centre to house their operations in Inglewood. This will reduce the strain of too many staff sharing one facility and will provide a better outreach capacity to citizens requiring service.

Board Governance: The Board of Directors is shifting their governance practice. Originally, focused only on fiduciary responsibilities, the Calgary Family Services Board is now shifting to a 'Governance as Leadership' model that includes: fiduciary, strategic and generative functions. The Board serves as a source of expertise, creativity and social capital dedicated to ensuring the organization's continued growth, development and sustainable success in serving citizens of Calgary and area.

Strategic Focus # 4 – Strengthening Financial Sustainability

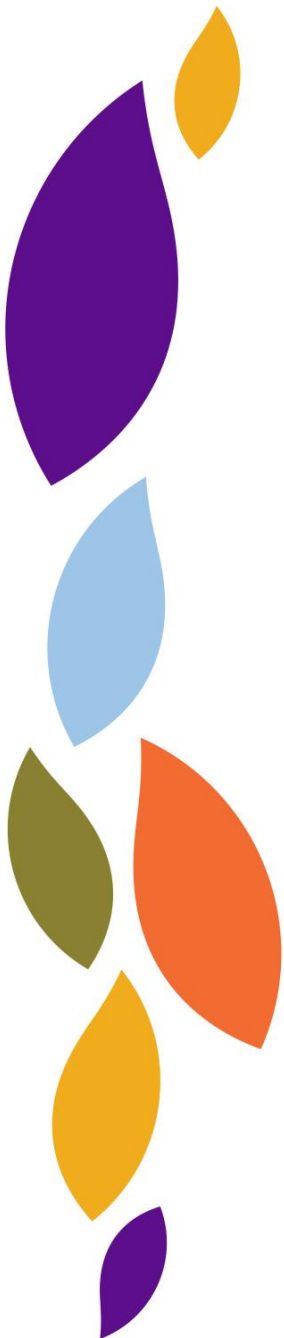## Outcome: Thriving Continuing Care with Sustainable Funding

We are strengthening financial sustainability through collaborative partnerships by:

Offering Our Strength and Expertise: As has been our practice, Calgary Family Services is generous in sharing expertise with others working in the community. Training is provided on a number of fronts, including young children, adoptions, CD with older adults, servant leadership, and mental health issues such as hoarding to name but a few. The agency values its role in the community and will continue to encourage staff and management to learn from others while sharing the expertise they have.

Participating in Umbrella Organizations: There are many issues that arise within the Calgary community that require a joint voice or effort to effectively influence outcomes. The staff at the agency are contributing members of a number of overarching endeavours aimed at improving the overall community. Some such investments include the following: Seniors Serving Agency Network, Calgary Chamber of Voluntary Organizations, Family and Community Support Services Sustainability committee, United Way committees focused on children and youth, as well as national organizations promoting excellence in leadership such as Family Service Canada. Contributions to such efforts increase the capacity of the community to hear the voice of those with whom we work to build a community in which we all thrive.

Collaborating with Funders: The issues and needs in the Calgary Area are becoming increasingly complex. Funding organizations continue to explore how to best utilize and disperse their resources to make the greatest measurable difference. Calgary Family Services, as one of the larger not-for-profit organizations, will engage in productive partnerships with funders to align our work with the highest level outcomes sought for the community.

Communicating Our Impact: It is easy for the inclusive nature of the agency's work to go unnoticed in the community. We have numerous
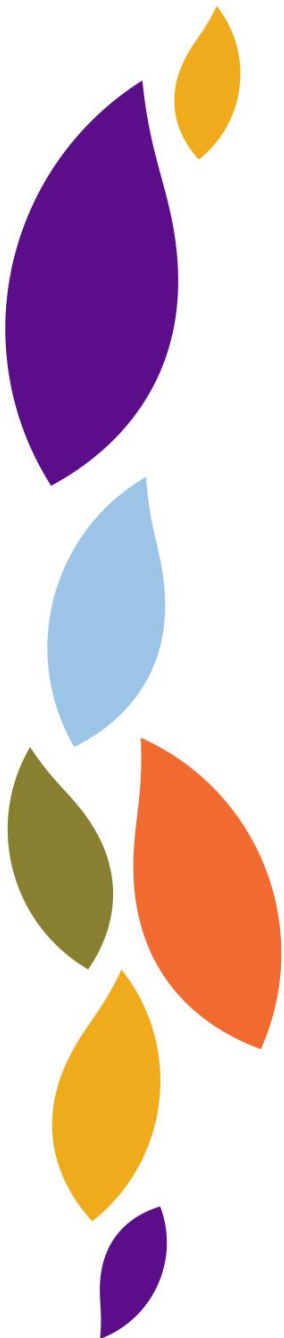
funders across our programs and while one individual funder may be knowledgeable about the work performed with specific dollars, that funder may not be aware of related and complementary work being done utilizing other dollars. We are committed to take proactive steps to ensure the scope and effectiveness of all work is known and understood. In this way Calgary Family Services can be seen as a "go to" agency to collaborate with to participate in new and innovative programming across the community.

Developing Talent through Shared Learning: The concept of sharing our learnings finds its origins in the 70:20:10 model for organizational learning proposed in the 1980s by researchers Morgan McCall, Robert Eichinger, and Michael Lombardo. The 70:20:10 model includes three categories: learning from on-the-job experiences (70%), learning from others (20%), and learning from formal courses (10%). Rather than being a recipe for learning, this model is most effective as a guideline on the use of different categories of developmental experiences for organizational learning and talent management. Learning from others is more than formal feedback and coaching sessions; it includes learning through virtual and online networking, communities of practice, and knowledge sharing with peers.

Developing Board to Board Relationships: The Calgary Family Services Board recognizes the need for more Board-to-Board interactions, partnerships and shared learning. In the coming years, efforts will increase to connect with, share with, learn from and collaborate alongside with other not-for-profit organizations' Board of Directors within the Calgary Area to increase awareness, build social capital, expand possibilities, and maximize community impact.

Communications, Social Marketing and Fund Raising: Calgary Family Services is renewing its focus on how best to communicate its values, both in the community and to funders, and how to ensure its brand is inclusive of all the work being done across the age spectrum. The agency is also working to determine if and how more formal fund raising efforts should be undertaken.

Strategic Focus # 5 – Ensuring Quality Improvement & Safety for All

Outcome: Living, Working & Learning Safely Together in the Community
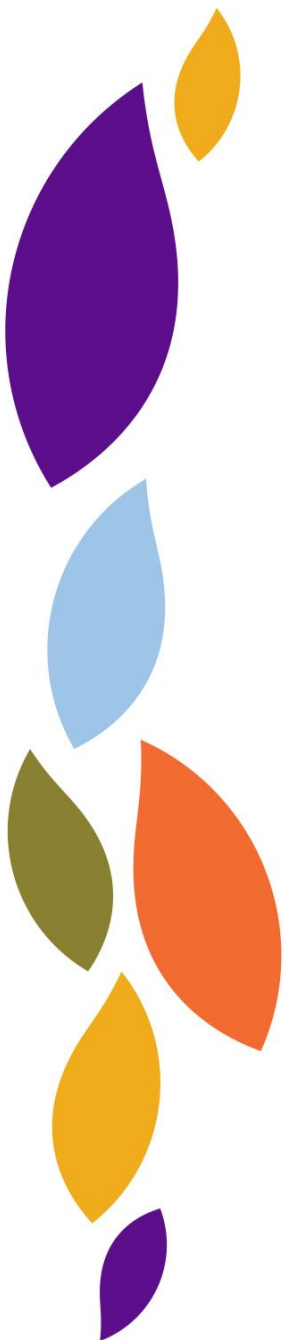
We are ensuring Quality Improvement and Safety for All by:

Working with an Outreach Model: Calgary Family Services brings highly skilled professionals and community development workers together within the community. This model helps to reduce barriers for people who need to access our services. It creates opportunities for new ways of engagement and thus, addresses common issues such as language, childcare and transportation.

Collaborating with Community Partners: Calgary Family Services continues to build its' network of partners. It collaborates with partner organizations in order to ensure the ability to meet client needs as they become increasingly complex. Collaborating ensures that the community has access to well-coordinated services in a way that maximizes resources.
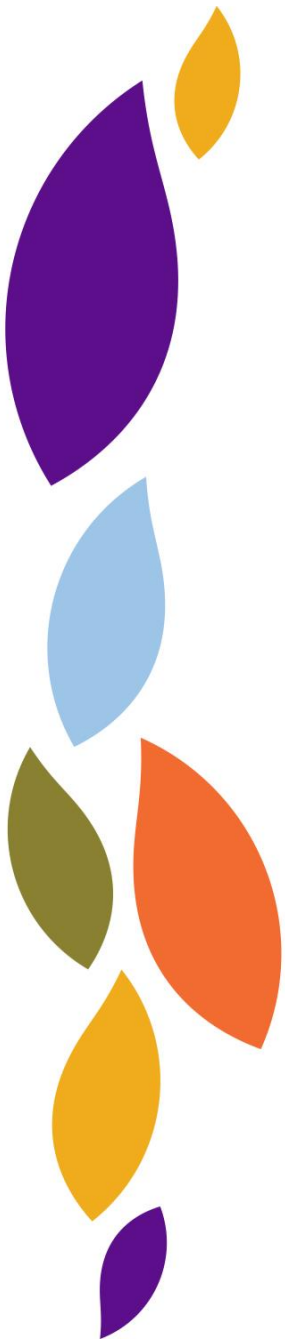
Continuous Improvement of Staff and Management Practices: Calgary Family Services works to use best practices in its assessment of staff and management service effectiveness through conducting research and evaluations. Using this data, the organization is able to respond with more agility to the growing complexity of community challenges.

Offering Learning through Preventative Programs and Services in the Community: Calgary Family Services offer a collection of preventative programs and services within the community that promote safety and provide learning opportunities. This learning is linked to outcomes such as increased family cohesion and decreased toxic stress. A few examples of our programs and services include: In Sync- Play based learning that enhances parent-child attachment; Urgent Family Care- In home supports during times of medical crisis; the Inner City Resource Centre –Providing basic needs and connection to formal and informal community resources; Functional Family Therapy- Counseling children at risk of criminal involvement within their families and community, and; the Elder Abuse Response Team- Educating and supporting victims of elder abuse with social work, medical, police, and community resources.

Strategic Focus Areas

Framework for Moving Forward

Strategic Focus #1
Offering Quality Human Services

OUTCOME: Strong Families & Individuals Experiencing Emotional Health and Wellbeing

Strategy #1 – Champion the central role of the family in individual and community wellbeing.

- Integrate approaches for family system work within agency.
- Build capacity for family system work through training, staffing, and supervision.
- Articulate value of family health for community wellbeing.
- Advocate for the voice of family (at all tables).

Strategy #2 – Strengthen existing programs with the aim to increase social connections, social capital, and family cohesion.

- Align program measurement tools to capture valid outcomes for diverse populations
- Use database tools (e.g., ABCD) to capture data and to assist in analysis.
- Review all program logic models and delivery methods to align with this strategy.

Strategy #3 – Strengthen the agency's capacity to respond to the mental health needs of citizens when there are critical incidents or disasters in the community requiring the knowledge and expertise of particular populations (e.g., children or older adults).
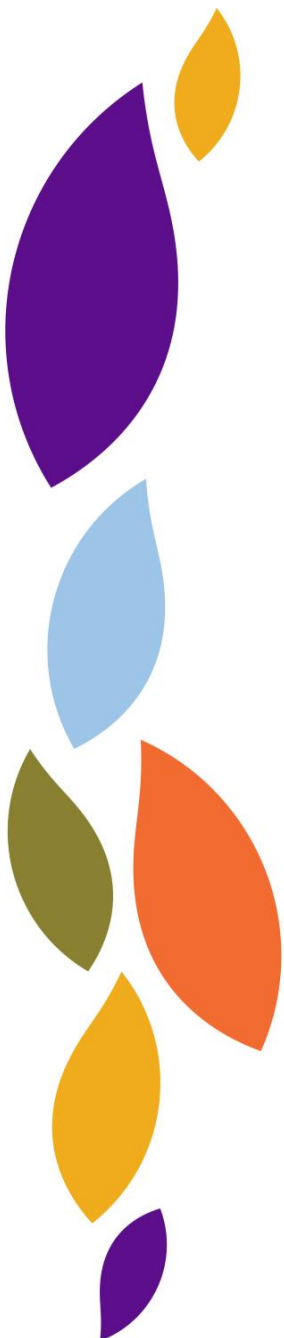
- Pursue funding for this work and acknowledgement of our contributions.
- Assign responsibility to a cross-department team to outline protocols and conduct staff training as required.

Strategy #4 – Seek opportunities to collaborate on new program development.

- Collaborate with Catholic Family Services and City of Calgary Youth Services division and submit proposals to increase counselling positions for the Functional Family Therapy Project.
- Develop a provincial funding for outreach network.
- Review all possible and evolving funding collaborative possibilities.

Strategy #5 – Strengthen organizational effectiveness in reaching clients and in program delivery.

- Pursue provincial funding for 'The Way In' Intake.
- Realign resources to strengthen client service coordination within the agency and across agencies and initiatives.
- Develop and implement a plan to effectively market psycho-educational groups to citizens and communities.

Strategic Focus #2
Building Sector and Community Capacity

OUTCOME: Engaged Citizens Participating and Contributing within Vibrant Communities

Strategy #1 – Reframe and align basic needs and support programs as building blocks for civic engagement.
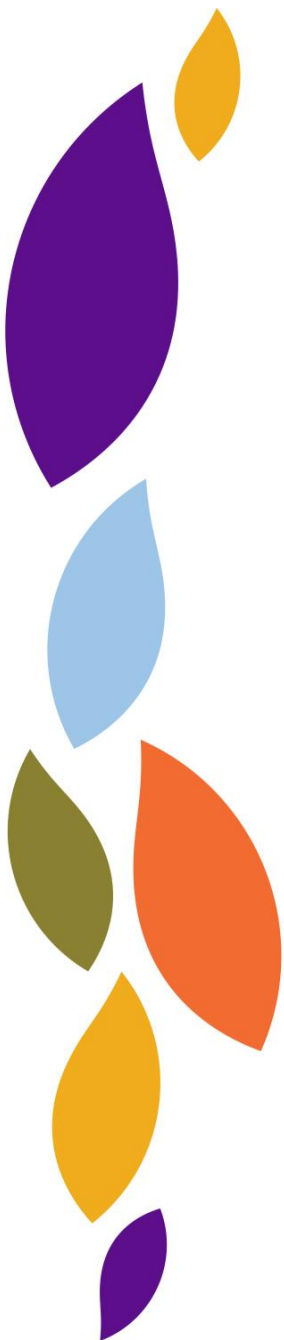
- Articulate the strengths of citizens using our services.

- Build an invitation to community contribution into our direct service program models.

- Articulate and advocate for the value of vulnerable citizens as contributors to civic engagement at all tables.

Strategy #2 – Increase staff capacity to successfully implement community development approaches in conjunction with other individual "direct service" work.

- Explore and assess a range of community development strategies, including social capital building, asset-based community development, community mobilization, community economic development, grassroots citizen-led approaches, and ethno-cultural engagement.

- Assess the need for a consistent approach to community work across departments, while recognizing different populations will require unique approaches. Identify any next steps.

- Consider the engagement of Calgary Family Services program participants in an advisory capacity regarding program development.

- Build the capacity for community development work through training, staffing, and supervision.

- Re-vision volunteer engagement programs for community development processes and outcomes.

Strategy #3 – Become recognized leaders in "Community Development Squared" approaches (approaches that train and support citizens to lead community identified projects) for working with older adults.

- Write and promote an on-line book or series of articles by Spring 2014.

- Offer a training conference on Community Development Squared in Spring 2014.

- Explore and assess the expansion of the approach to young adults.

Strategy #4: Participate, initiate, and/or lead cross-organizational and/or cross-sectoral efforts to address community outcomes.
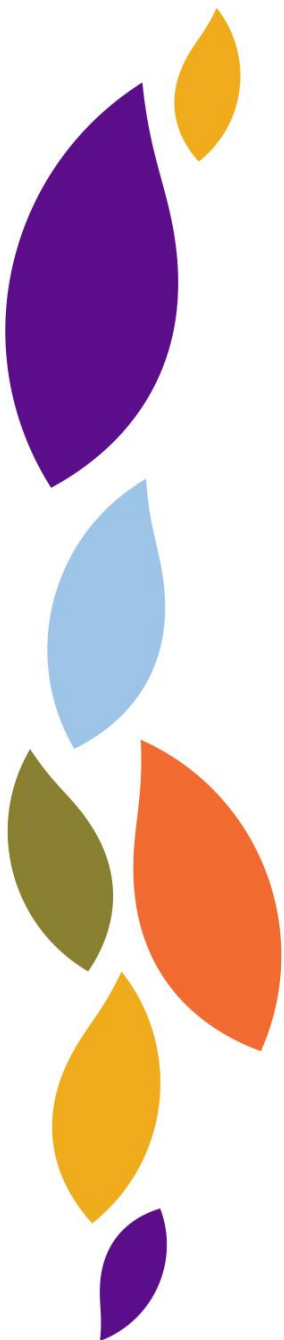
- Identify current collaborative engagement commitments.
- Participate in the development of "promising practices" for collaborative initiatives if such a review is undertaken for Calgary.
- Review collaborative commitments annually and prioritize agency commitments to fit staff capacity.
- Advocate with funders for recognition of the enhanced impact on client service work resulting from collaborative and system navigation work.

Strategy #5 – Develop and adopt models, pilots, and programs that contribute to vibrant communities.

- Explore and assess a range of strategies that contribute to community impact, including community capacity building, community participation and empowerment, community economic development, participatory planning, community mobilization, and community impact evaluation.
- Engage community development participants to give voice to their opinions on a broad range of community and social policy directions as opportunities arise.
- Utilize one-time focus groups and advisory committees for input to community engagement project development.
- Strengthen and capture the role of the Training Institute in contributing to vibrant communities.

Strategy #6 – Seek opportunities to enhance collaboration and expand community development programs.

- Scan all evolving funding and collaboration possibilities and pursue those that fit Calgary Family Services' mission, vision, and capacity.
- Continue participation in Community Development Networks and tables, such as the Poverty Initiative, that envision community development methodologies as potential interventions in the community.

Strategic Focus #3
Growing Organizational Capacity

OUTCOME: A Dynamic Organization Sustainably Building Capacity & Enabling Important Work

Strategy #1 – Ensure Calgary Family Services is able to recruit, engage, retain, and develop the staff required to support the achievement of organizational goals in a constantly changing environment.
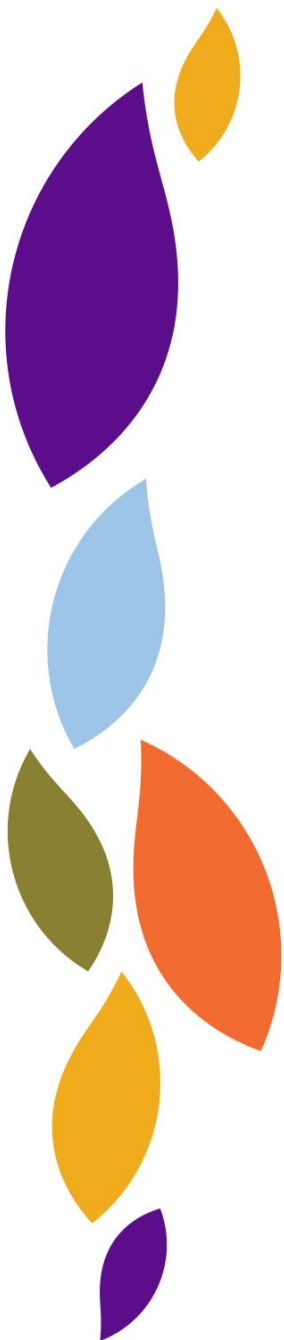
- Develop a workforce plan.
- Continue to develop and enhance a culture of safety.
- Execute annual employee engagement surveys and action plans.
- Review compensation on a regular basis to ensure market competitiveness.
- Identify skill requirements and implement training and development solutions.

Strategy #2 – Ensure technology, equipment, and space enhance the delivery of the agency's work.

- Implement an appropriate Human Resources Information System.
- Implement StaffConnect (i.e., mobile applications) fully operational across relevant work groups.
- Implement appropriate controls over property and equipment.
- Explore options for the use of technology in direct client service.
- Implement an appropriate Client Services database.
- Regularly evaluate relationship between space and function.
- Evaluate hardware and software enhancements on an on-going basis.
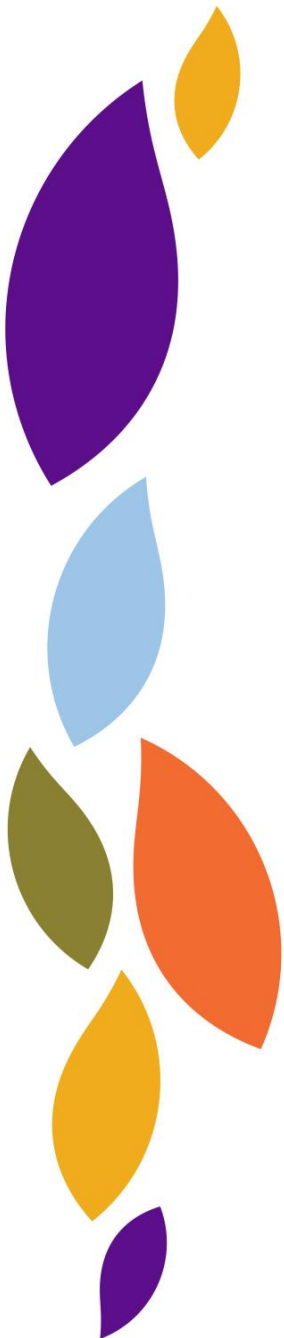- Maintain A Better Community Database (ABCD)

Strategy #3 – Employ various options, including technological solutions, to position Calgary Family Services as a leader in the social profit sector.

- Evaluate uses and benefits of social media and implement if appropriate.
- Assess the effectiveness of current branding.
- Develop internal and external communication plans with respect to program marketing.
- Maintain a vibrant interactive website for the agency as well as for specific target population groups (e.g., older adults or teenage girls in Starburst and Spirit).
- Explore options to resource program marketing.

Strategy #4 – Sustain, develop and strengthen organizational influence through Board Governance.

- Increase social capital through Board-to-Board connecting and collaborating
- Discover alternative funding possibilities through Board acquired social capital
- Board to expand Carya's presence related to social policy matters by recruiting or assigning a Board member to play the lead role in coordinating, communicating with and/or collaborating with other agency Boards to convene advocacy and collective action in speaking out and strategically exerting influence on key issues.
- Ensure that Carya voice is at every local and provincial table advocating for, informing and/or responding to policy development

Strategic Focus #4
Strengthening Financial Sustainability

OUTCOME: Thriving Continuing Care with Sustainable Funding & Collaborative Partnerships

Strategy #1 – Maximize efficiencies and effectiveness in the coordination of resources, programs and services.
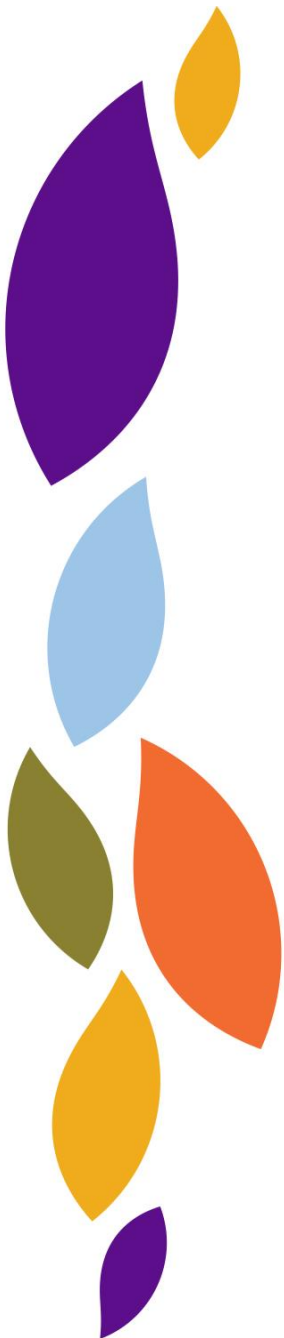
- Use innovative and effective business delivery models while leveraging technology in the delivery of services.
- Collect information and evaluate potential contract opportunities for complementary programs.
- Respond with proposals consistent with the agency goals and objectives.

Strategy #2 – Obtain sustainable funding and invest in programs and services to maximize community impact while demonstrating responsible stewardship.

- Nurture collaborative relationships with funding bodies in the agency's service sector.
- Identify potential new financial partners for programs and corporate services.
- Improve the current management reporting system.
- Seek to participate actively on tables examining the needs of specific age groups and/or communities where relevant.

Strategy #3 – Evaluate the feasibility of Calgary Family Services adopting a formal fund development capacity within the agency.

- Complete a fact-finding project with the aid of Nine Lions Consulting, and, if appropriate, develop a proposal for the Board of Directors recommending ongoing fund-raising activities the agency should undertake.
- Implement an agency capacity to seek funds for programs.

Strategic Focus #5
Ensuring Quality Improvement & Safety for All

OUTCOME: Living, Working & Learning Safely Together in the Community

Strategy #1 – Continuously improve programs and services.
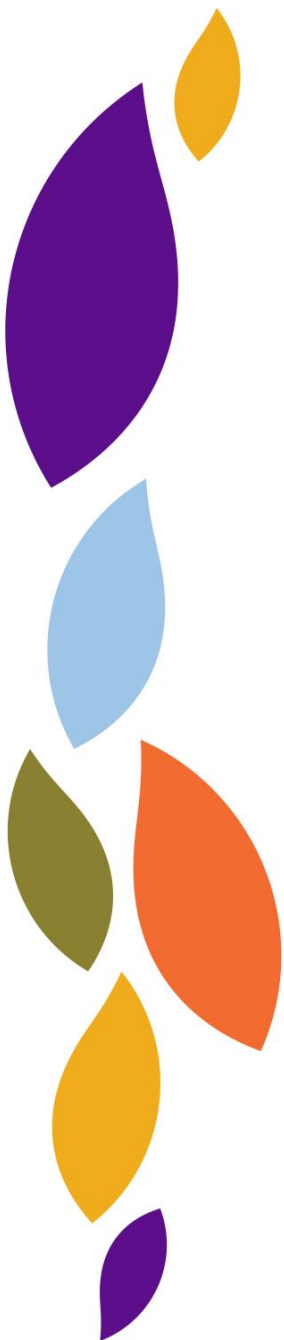
- Review all programs, services and practices regularly to ensure that they are aligned with CFSS values and guiding principles
- Evaluate programs, services and client satisfaction annually
- Revise programs, service and practices as needed in response to annual evaluation
- Align programs with the poverty reduction initiative.
- Ensure staff delivering programs and services have the highest quality knowledge, training and expertise
- Create a means for community to confidentially request and inform future CFSS topics, programs or services
- Integrate innovative and current research into service delivery, program development and best practices throughout the organization

Strategy #2 – Seek to continuously improve access to quality programs and services.

- Implement new on-line workshops, resources and services
- Continue and expand language services within priority programs and services
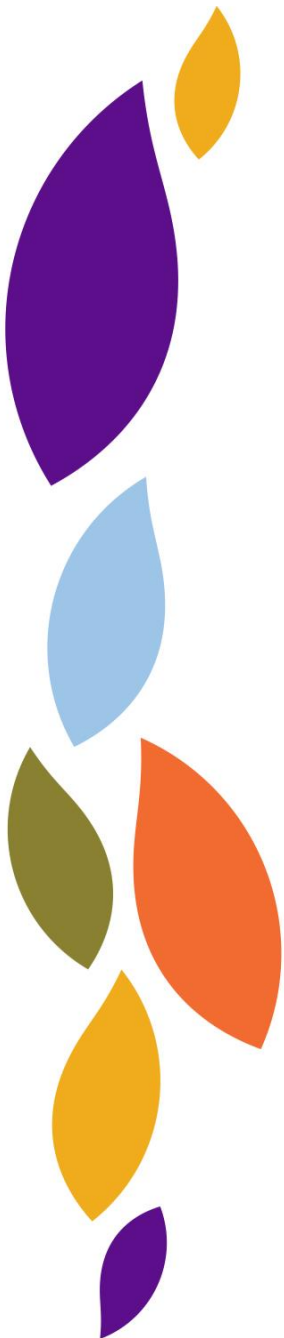- Align programs with the poverty reduction initiative.

Strategy #3 – Engage in on-going quality improvement through participating in the development and implementation of promising practices and other new social service research.

- Develop partnerships with post-secondary institutions and professional researchers.
- Host student research placements.
- Share learnings with other organizations.
- Support the application and dissemination of best practice and research in the sector.
- Ensure program effectiveness.
- Advocate for promising practices and new social service research.
- Incorporate neuroscience developments into program models.

Strategy #4 – Develop and nurture a culture of safety across the organization.

- Continue to develop a culture of safety with collaborators and clients
- Develop opportunities throughout the organization for on-going feedback and exchange of ideas amongst clients, staff, management, Board, funders and other community stakeholders
- Promote a culture of safety by encouraging the practice of giving and receiving feedback
- Implement a Human Resources Strategy
- Ensure increased employee safety by implementing a health & safety management system for social enterprise initiatives

Success Factors

Success Factors

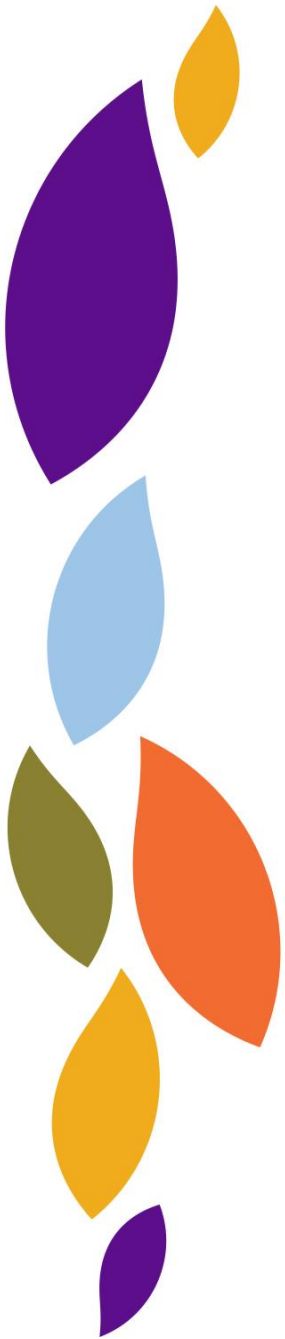|	
Offering Quality Human Services	• Ensuring Access • Quality Programs & Services • A Presence in the Community
Building Sector and Community Capacity	• Coordination of Resources • Collaboration • Knowledge Sharing
Growing Organizational Capacity	• A Culture of Safety • Learning & Development
Strengthening Financial Sustainability	• Sustainable Funding • Long Term Alternative Revenue
Ensuring Quality Improvement and Safety for All	• Research • Evaluation • Innovation • Integration into Practice

Keeping the Strategy Alive

Living Strategy

What	When	Who
Review Strategic Plan	January June	Board & CEO
Review Strategic Plan	Annual Review - Fall	Board & Management Team
Report Highlights to Board	Monthly Board Meetings	CEO
Include Strategic Plan in the Report to the Community	Annually at September Board Meeting	Board
Opportunity to hear the voice of the Community - Clients, Staff, Management, Board, Funders and other Community Stakeholders	Annual Client Surveys Focus Groups with clients & community – every 2 years	Board

Conclusion

PROVINCIAL VISION — Alberta Social Policy Framework

In Alberta, everyone contributes to making our communities inclusive and welcoming. Everyone has opportunities to fulfill their potential and to benefit from our thriving social, economic and cultural life.

MUNICIPAL VISION — Calgary Social Sustainability Framework

Calgarians working together to create and sustain a vibrant, healthy, safe and caring community.

CALGARY FAMILY SERVICES SOCIETY (CFSS) VISION

Strong Families and Communities for Generations

CALGARY FAMILY SERVICES SOCIETY (CFSS) MISSION

Engaging individuals, families and communities to realize their potential.

CFSS VALUES

Community   Respect & Dignity   Stewardship   Integrity   Professionalism

CALGARY FAMILY SERVICES SOCIETY (CFSS) GUIDING PRINCIPLES

Focus on Prevention

Support across the Lifespan

Innovative and Responsive

Continuous Improvement and Learning

Collaborative

Leadership

Research Informed Practice

Community Impact

DESIRED OUTCOMES	STRATEGIC DIRECTION
Strong Families & Individuals Experience Emotional Health and Well Being	Offering Quality Human Services
Engaged Citizens Participating and Contributing within Vibrant Society	Building Sector and Community Capacity
Dynamic Organizations Sustainably Building Capacity & Enabling Important Work	Growing Organizational Capacity
Thriving Continuing Care with Sustainable Funding & Collaborative Partnerships	Strengthening Financial Sustainability Enterprise
Living, Working & Learning Safely Together in the Community	Ensuring Quality Improvement & Safety for All

OUR SUPPORTS

Our Community   Our People   Our Partners   Our Programs & Services

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