

Carya Society of Calgary Strategic Plan 2018-2023



Carya Society of Calgary
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Introduction



At **carya**, we value relationships. Relationships are the WHY we do our work and the HOW we do our work. We simply need each other - to be healthy, happy - to be well. Relationships are especially significant in the dynamic and fast paced world in which we live. Social connections and strong natural supports are life sustaining, energy creating, and essential to strong families and communities. At **carya**, this has been our mission for over a century.

carya is unique in Calgary, in that we work with people of all ages and stages of life from birth to older adulthood. We are also about family - the people you identify as your family. Families and their broader network of natural supports are at the heart of our work. We believe that individuals, families, support networks and communities have the skills, strengths and capacity to problem solve, act creatively, and work for the benefit of each other. Through our integrated continuum of strategies, we work to strengthen these capacities, especially the capacity to be resilient, to have strong social connections, and to have the knowledge, social and emotional skills that are the essential building blocks to fulfilling one's own potential.

Today, more than ever before, we have a large body of knowledge regarding how to support families and strengthen communities based on research, best-practice information, family and community experiences and feedback as well as our own activities and initiatives. We draw on this knowledge to adapt, mobilize resources, and advocate for system and policy change. We also use this knowledge to adjust and build new strategies in collaboration with others to respond to complex social changes.

We know that we can't stand still; the world is dynamic and we operate in a very complex and rapidly changing environment. Here we need each other too. At **carya** we are bridge builders and collaborators. It is in relationship with others, building upon our collective strengths, resources and networks, that our goals will be achieved. We will continue to be reflective, innovative, courageous and agile in this ever changing world and we will continue to examine and modify our approaches with flexibility and determination. Only through our collective adaptive capacity will we continue to respond to our community effectively and with impact.

We are proud of our history, and the work of staff and volunteers. Indeed, we attribute our success and longevity to our ability to creatively respond to the changing needs of our communities combined with our organizational effectiveness and strong board governance. **carya's** Board is made up of highly skilled volunteers who provide meaningful oversight and support the maintenance of a culture of excellence, innovation and accountability. Our Board leadership, along with the passion, knowledge and professional experience of our staff, continue to make **carya** a vital community asset. We honour the work we do with families and communities and are committed to continuing to serve in a responsible, respectful and effective manner.

Context



As one of the largest social service agencies in the city of Calgary, **carya** offers over 40 programs for people at every age and stage of life, from babies to older adults. Annually, **carya** impacts the lives of over 40,000 Calgarians. However, like all forward thinking and adaptive organizations, we understand that to continue to be successful, we need to build on what is working, boldly address our challenges and build strategic opportunities for future success. The core strength of **carya** is our ability to be adaptive and responsive; and this adaptive culture and openness to change allows us to innovate to better serve the community. Beyond this core ability, we have also identified the following strengths, challenges and opportunities going forward.

Strengths	Challenges	Opportunities
<p>Quality Programs We provide evidence informed programs and emerging innovation with specialized expertise in unique areas.</p>	<p>Limited Resources We operate in an increasingly challenging environment in terms of sustainable funding, funder expectations, and increasingly complex community demands.</p>	<p>Diversified Revenue We have an opportunity to expand our revenue streams, in particular with social enterprise efforts and avoid dependency on specific funders and donors.</p>
<p>Experience and Longevity For over a century, carya has been offering quality human services and working tirelessly to build strong families and communities.</p>	<p>Brand Awareness We continue to be challenged by the breadth of our work impacting our ability to communicate to wider community audiences about who we are and what sets us apart from others in the community.</p>	<p>Increased Brand Awareness We have a unique opportunity to increase our brand strength and to show a distinct value proposition to our current and future donors.</p>
<p>Reputation and Partnerships We are recognized as a leader in the sector, building strong partnerships and collaborations.</p>	<p>Constant Change We are challenged to keep pace with the rate of change happening externally, both in terms of the political landscape as well as community issues and challenges.</p>	<p>Sectoral Leadership We are known for and sought out as experts in the sector which situates carya to provide expanded leadership to create system and policy change.</p>
<p>People and Passion We have highly skilled and professional staff who deliver effective programs and services, and build strong collaborative relationships with external stakeholders.</p>	<p>Staff Recruitment and Retention We must find ways to recruit and retain skilled staff within an environment of limited resources and decreasing flexibility.</p>	<p>Innovation in Human Resources We are a leader in providing a strong workplace culture. It is time to elevate this to ensure we are providing the most innovative and effective HR practices in the sector.</p>

Strategic Direction



Vision: Strong families and communities for generations

Mission: Engaging individuals, families and communities to realize their potential

Values: We work together through relationship, as champions of connectedness and community to support sustainable change for individuals, families, our community, and the community of **carya**. The following values guide our work:

Relational Reciprocity and Collaboration

We do all of our work by participating in reciprocal relationships, nurturing shared purpose and collaborating for change with people we work with, their families, our communities, and the community of **carya**. We look for opportunities to work with others to champion change as an integral part of addressing increasingly complex challenges.

Respect and Inclusion

We listen deeply without judgment, honouring difference and creating a safe space where people feel seen, heard, understood and included. We act with integrity, empathy, clarity and congruence, trusting and supporting others while honouring the right and responsibility of their choices.

Courage and Agility

Bringing our strength of leadership and professional expertise together, we are responsive leaders in the sector - agile, adaptive and forward thinking in order to address increasingly complex challenges. We are brave in our willingness to innovate within a culture that values learning and where the need for changing course is understood and at times necessary to reach our common vision. We strive to have the courage to challenge the status quo, bring our expertise to community conversations with openness to other perspectives and ask tough questions of ourselves and others. We are transparent and act responsibly with all resources and in all relationships.

Inclusive Communities

We work for impactful and sustainable change by encouraging and supporting connections between people and communities, fostering interdependence and reciprocity. We share our assets and expertise to uncover strengths together. We are champions of transformative change for individuals, families, communities and our environment.

How We Work



Strengthening Families: We look at every person we work with from the lens of family - family as they define it. We understand that there are key protective factors¹ that mitigate the risks of adversity in its many forms and we build on five of these key protective factors:

- individual and parental resilience
- social connections
- knowledge of development (childhood and adult development)
- concrete support in times of need
- social emotional competence.

Natural Supports: Throughout our many ways of working, we are guided by the importance of cultivating and strengthening natural support networks as a cornerstone of sustaining positive change and ensuring that people at all stages of life have the supportive, stable and responsive relationships that will enhance their physical and mental wellbeing.

Collaboration: We understand that complex issues will be addressed by working with others. We constantly seek opportunities to work with others to ensure that an integrated continuum of community care exists. However, we must move beyond just ensuring the services exist; we also must be able to demonstrate the impact our interventions have at an individual, family and community level. As such, we work closely with funding bodies and other stakeholders to effectively measure and report on the positive outcomes in the community.

Prevention: Building on people's strengths and resiliency can help prevent issues from arising in the future. We have developed a comprehensive prevention strategy that works to prevent and ameliorate the long-term and costly difficulties faced by many individuals and families in our community. Our interventions cross the lifespan, including a broad spectrum of services and community engagement with children, youth, adults, older adults and their families and support networks.

Evidence Informed Practice: As a learning organization, we are committed to working in ways that are informed by research and to providing staff with access to the most recent and relevant research and evaluation information. We engage in continuous improvement and learning to support the highest quality of programs, services and organizational practices.

Resident Engagement and Community Development: We work to create conditions that allow people to come together and use their collective knowledge, skills and assets to strengthen communities.

¹ (Adapted from the Strengthening Families Framework)

Strategic Goals



Strategic Goal 1: Provide quality social services to support individuals and their families.

OUTCOME: Individuals including their families and support networks have healthy, stable and responsive relationships that build capabilities and conditions to thrive across the lifespan.



OBJECTIVE 1.1: Strategically develop and implement programs/services where issues are emergent or needs are under served.



OBJECTIVE 1.2: Use research, evidence informed practice, training/development and performance metrics to continue to deliver social impact.

Strategic Goal 2: Demonstrate leadership and build sector and community capacity to more effectively address complex social issues.

OUTCOME: Through sharing of professional knowledge, skills and leadership communities, policies and systems are transformed.



OBJECTIVE 2.1: Enhance partnerships and collaborations on local and provincial levels.



OBJECTIVE 2.2: Increase **carya's** influence on system and policy decisions.



OBJECTIVE 2.3: Multigenerational community development and engagement.

Strategic Goal 3: Grow organizational capacity to effectively respond to community needs.

OUTCOME: A dynamic organization sustainably building capacity and enabling important work.



OBJECTIVE 3.1: Effectively use technology and information management to inform service delivery and decision making.



OBJECTIVE 3.2: Strive for innovation in human resource management.



OBJECTIVE 3.3: Create meaningful volunteer engagement opportunities.



OBJECTIVE 3.4: Support internal collaboration and service integration.

Strategic Goal 4: Enhance organizational sustainability in order to support an effective continuum of services.

OUTCOME: **carya** is a respected sector leader with diversified and sustainable funding that enables the organization to play a key role in an integrated community continuum of care supporting strong families and inclusive communities for people to thrive.



OBJECTIVE 4.1: Develop a comprehensive external relations strategy including communications and brand management, philanthropy and advocacy.



OBJECTIVE 4.2: Build the capacity of the organization to implement social enterprise initiatives.



OBJECTIVE 4.3: Enhance the coordination & stewardship of resources.