



## STRATEGIC PLAN - 2023-2028

We are a social impact agency deeply rooted in the Calgary community and dedicated to creating strong families and communities for generations.

### Our Mandate

Since 1910, **carya** has been cultivated and shaped by the evolving social needs of the Calgary community. As one of Calgary's largest social impact agencies, we support thousands of community members through comprehensive low- or no-cost programs and services that support mental health, strengthen family functioning, improve living conditions, and enhance social connections.

### Our Mission

Engaging individuals, families, and communities to realize their potential.

### Our Approach

As leaders in the social sector, we walk alongside our community and agency partners to deliver high-quality evidence-based programs that meet the unique and evolving needs of our community.

## OUR VALUES

### How We Interact

**Respect:** We demonstrate a true appreciation for different perspectives and all that they bring to conversations, ideation, and solutioning. We are committed to treating others with dignity and valuing all contributions.

**Kindness:** We treat one another with kindness, empathy, and compassion. We connect deeply, listen actively, and talk to each other as equals, always.

### How We Work

**Creativity:** We have the courage to disrupt the status quo for the good of **carya** and those we serve. Looking at things differently, recognizing there are new ways to do things, dreaming big, and having an open mind are core to how we work and why we are unique.

**Collaboration:** We believe that cooperation across our organization, our network, and with those we serve can be transformative. Together is how to do things better.

### How We Care for Each Other

**Belonging:** We know that our work at **carya** is bigger than ourselves. We foster a sense of belonging, ensuring our team and the community we serve feel included, heard, seen, and valued.

**Wellness:** We believe that having a positive quality of life and strong sense of well-being helps us to thrive. We encourage the process of making choices towards a healthy, fulfilling life and support each other as we change and grow together.



# OUR STRATEGIC PRIORITIES



## **PRIORITY 1: Provide exceptional, high-quality social services to individuals and families.**

### **CORE ACTIONS**

Conduct regular evaluations and continually enhance our programs to ensure they are meeting the needs of those we serve.

Implement innovative and emerging practices to deliver impactful services resulting in better outcomes.

Collaborate with community partners to improve the quality and accessibility of social services to all who need them.



## **PRIORITY 2: Enhance our financial stability and diversify our revenue.**

### **CORE ACTIONS**

Increase diversification of funding sources by identifying new grant opportunities, partnerships, and investors.

Analyze sector and investor funding trends to identify opportunities for growth which are aligned with our mission.

Research and implement new revenue-generating initiatives, such as social enterprise and fee-for-service programs.

Facilitate effective fiscal stewardship by reviewing and enhancing processes and procedures.



## **PRIORITY 3: Build our organizational, community, and sector capacity to address complex social issues.**

### **CORE ACTIONS**

Increase carya's presence and impact at sector, municipal and provincial levels.

Effectively advocate for policies and resources that support the sector's ability to address social issues.

Foster collaboration and increase our impact across the sector by sharing best practices and tackling emerging issues collectively.



## **PRIORITY 4: Maximize our potential and offer an exceptional employee experience.**

### **CORE ACTIONS**

Nurture a workforce that embraces and values diversity, equity, inclusion, and accessibility.

Provide a clear and competitive employee value proposition to guide retention and recruitment.

Cultivate an exceptional employee experience that supports organizational performance and individual satisfaction.

Implement a formalized internal communications strategy.