

# CEO Report 2020

carya

Without a doubt, 2020 was a year none of us could have predicted. As we look back on the past twelve months, I am proud and honoured to be serving as **carya's** interim Chief Executive Officer, and filled with gratitude for what this organization has achieved while facing significant challenges and uncertainty.

Outside of the upheaval brought about by the COVID-19 pandemic, **carya** experienced internal transition and change as we said goodbye to longtime CEO Sue Mallon and welcomed Monique Auffrey as her replacement. With best efforts put forward, Monique parted ways with **carya**. We continue to build upon our strong foundations of resiliency and innovation in partnership with community – uncovering strength together.

This report offers a glimpse into the leadership team's goals and progress throughout 2020 to deliver on the priorities of our 5 year strategic plan.

- *Theresa Watson, interim CEO*



## Our Impact

Over 30 programs in community impacting the lives  
of over 35,000 Calgarians

Assisted over 8,000 older adults navigating elderhood through  
counselling, activities, and elder abuse prevention

Over 18,000 individuals accessed supports and education through  
our community hubs, home support, trainings, and presentations

1,700 youth and their supports were impacted by  
youth engagement and empowerment programs

3,725 contacts were made in home and community, building family cohesion,  
parenting knowledge, and supporting families to cope with life's challenges

# carya during COVID-19

## Resilience, Community, and Connections

In 2020, our **carya** team dealt with many challenges and throughout it all we continued to be there for clients, participants, and colleagues. Our teams had to leave their worries at the door (or off the Zoom screen) to calmly hold space for people who were also experiencing life on the COVID-19 rollercoaster. They demonstrated so much resilience and adaptability, all while continuing to show compassion and care for the people who rely on **carya** to help them survive and thrive.

Here are a few highlights from **carya's** frontlines and support teams throughout the pandemic:

### **adapting to a new normal**

Our team began working from home, seeing clients and participants through a screen, or under the cover of a mask. They adapted to virtual staff interactions, changes to funding, leadership, and new everyday working habits.



### **everyone at the table together, online**



Although we had to cancel a sold out **eatt** fundraising event just a week before it was set to take place, we reimagined it into an online event with 310 attendees, raising \$3,214.

### **virtual family mental health**

Therapists were able to bring families together virtually who normally would not have been able to be together in person due to high conflict.

Our Adoptions Kinship team developed strategies to create engaging space for kids and parents through costumes and back drops, and moved Theraplay activities online to engage kids in virtual therapy.



Our therapists learned proximity to screen to create therapeutic rapport, creating safety and connection in the virtual space. Virtual counselling transformed living spaces in the home or car to spaces of healing and transformation.



### **streaming hope**

Mindful Moments and Theraplay videos put coping tools in the hands of community members. Our Mental Health Webinars reached hundreds, and touched the lives of those in several international communities who found hope and strength connecting from afar.



### **learning to thrive at home**

Our school team shifted an entire school-based program online, and developed physically distanced summer programming, games, and activities.

During online programming, they dropped activity kits off and checked in on kids and families, bringing basic needs to support youth to thrive.

### **supporting seniors**

Our system navigation work with older adults saw a significant shift to supporting seniors with basic needs and access to food, income supports, and technology being the main presenting needs. Along with shifting resources to distributing food and personal care hampers, PPE and technology, we also creatively delivered virtual tax clinics and supported seniors calls to 403-SENIORS.



### **interrupting isolation**

Social isolation grew exponentially around the world due to lockdowns and ongoing pandemic restrictions, but our community teams did an excellent job reaching out to isolated seniors and families in



Calgary through telephone check-ins, doorstep dining, virtual coffee & chats, engaging online content, and many outdoor opportunities.

### **learning and unlearning**

Community Development Learning Initiative successfully delivered numerous new activities in creative virtual ways, including advancing learning in the area of Anti-Racism and Decolonization.



### **doing drama digitally**

The Act Out team moved an entire trauma drama program online. Through script writing, animation, sound effects, and acting skills, the virtual space and stage engaged youth to process difficult topics and experiences.

# Strategic Goals

**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.*

**2** Demonstrate leadership and build sector and community capacity to effectively address complex social issues

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

**3** Grow organizational capacity to effectively respond to community needs

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

**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. This 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.*

## Mission

Engaging individuals, families, and communities to realize their potential

## Values

Relational Reciprocity and Collaboration

## Vision

Strong families and communities for generations

Courage and Agility

Respect and Inclusion

# Priorities, Projects and Progress

While the COVID-19 pandemic and leadership changes did cause significant challenges and delays in accomplishing targets from the 2020 Operational Plan, **carya** displayed resiliency and innovation in responding to these challenges and has seen success or progress in a number of areas. As we emerge from the pandemic and continue our search for a permanent CEO, and gain staff stability, **carya** will be able to refocus on our remaining priorities and goals.

## Build a Community Hub in East Village

The development, construction and delivery of Village Commons has been the greatest focus of our organization throughout 2020 and we look forward to fully opening in 2021.

Designed for maximum community value, Village Commons will have something for everyone – a community kitchen, family centre, art studio, and a host of programs, counselling, and community development resources.

As we've navigated the planning of our opening throughout COVID-19, we are offering transitional programming online, we have continued to explore partnerships, awareness of carya's activities and successfully secured \$897,106 in grants, casino funding and donations for the space.



### Media Mentions

[CTV News](#)

[Journal of Commerce](#)

[Village Commons Milestone Video](#)

Sarah Woodgate  
@sjwoodgate

Wowzers! This is something to celebrate & look forward to. The well designed inclusive community hub in East Village Place- Village Commons is complete! Take a tour of this new place for community building. See you here soon Calgary! @caryacalgary @DruhFarrell @CalgaryMLC

Calgary Housing Company @CalgaryHouseCo · May 6

Take a virtual peek inside the new Village Commons at CHC's East Village Place! Construction has wrapped up and @caryacalgary has moved in! We're looking forward to a Grand Opening later this year as soon as it is safe to gather together again.  
[youtu.be/ommoLloVT68](https://youtu.be/ommoLloVT68)

2:53 PM · May 6, 2021 · Twitter for Android

5 Retweets 20 Likes

## Build Capacity for Social Enterprise Model at Village Commons

*(as a sustainable and diverse revenue source)*



The COVID-19 pandemic has impacted our ability to move forward social enterprise plans due to the impact on the event industry.

In the meantime, we have developed new charitable objectives for approval to prepare for moving forward with social enterprise in the future.

## **Develop Comprehensive External Relations and Fund Development Strategy**

*(to support carya's revenue sustainability)*

To create the foundation for this work, consultants were retained to produce a competitive scan, conduct leadership engagement and planning, produce a final development plan, and recruit a new Director of Philanthropy and Community Relations.

The consultants produced foundational processes, policies and procedures, conducted a successful fall direct response campaign, and planned the eatt online event series.



## **Develop and Implement a Government Relations Strategy**

*(to advocate for more efficient and effective coordination and implementation of services between government and nonprofit sector)*

Launch of the CORE (Collaborative Online Resources and Education) Alberta website to support community-based seniors serving agencies to most effectively support Older Adults across the province.

Senior staff leaders are engaged with Ministers of Children's Services and Seniors and Housing.

**carya** continues to be actively involved in the FCSS Sustainability Committee to advocate with other organizations on the important role FCSS plays in Calgary.

A pilot project is under way with Primary Care Network in Calgary to best serve older adults through The Way In.



### **Performance Measurement System**

Delayed due to change in funder priorities. Existing resources realigned to move this area of work forward in 2021.

### **Review and Update Employee Performance Management System**

Performance measurement programs were not completed due to leadership and staff changes, but have resumed.

### **Develop Leadership for succession planning and sustainability**

Wellness of staff and leaders was emphasized throughout the pandemic as was prioritizing leadership through our organizational transition.

### **Agency Wide Training to Improve Organizational Capacity**

Agency-wide training for the Natural Supports Framework (collaboration with Catholic Family Service) and Core Brain Story were rolled out to all staff.

### **Enhancements to I.T. Security to Mitigate Threats to Information**

Learning Management system was distributed to all staff. Completion rate is 82%. New staff are enrolled on hire. Three successful Phishing campaigns have been launched followed by remedial training. Vulnerability Scanning and Dark Web monitoring in place and ongoing.

### **Accreditation**

Successfully attained with CCA as planned. This change was required to maintain certain funding.

# Statement of Operations

Year ended December 31, 2020

	GENERAL OPERATING FUND	PROGRAM & TECHNOLOGY FUND	CAPITAL RESERVE FUND	TOTAL DECEMBER 31, 2020	TOTAL DECEMBER 31, 2019
<b>Revenues</b>					
United Way Grant	\$ 2,060,030	\$ -	\$ -	\$ 2,060,030	\$ 2,123,615
United Way Donor	200	6,325	-	6,525	26,064
Federal Government	20,725	-	-	20,725	746,067
Provincial Government	748,271	-	-	748,271	1,079,221
Family Community Support Services	5,390,126	-	-	5,390,126	4,956,290
Child and Family Services	797,749	-	-	797,749	643,707
Client fees	76,293	-	-	76,293	140,224
Memberships	-	130	-	130	210
Charitable donations	740,279	59,170	-	799,449	339,677
Casino	68,392	-	-	68,392	47,030
Other	371,906	45,669	-	417,575	858,264
Interest	11,301	20,257	3,688	35,246	66,196
	\$ 10,285,272	\$ 131,551	\$ 3,688	\$ 10,420,511	\$ 11,016,565
<b>Expenditures</b>					
Amortization	\$ 278	\$ 36,938	\$ -	\$ 37,216	\$ 19,584
Benefits	1,196,602	43	-	1,196,645	1,174,191
-					
Building occupancy	516,285	4,028	-	520,313	760,457
Community relations	29,277	1,807	-	31,084	35,063
Contracted services	961,478	154,936	-	1,116,414	1,152,503
Office expenses	468,886	1006	-	469,892	245,511
Program expenses	243,514	367	-	243,881	244,943
Recruitment	-	-	-	-	2,045
Salaries and wages	6,654,422	-	-	6,654,422	7,080,077
Staff development	63,660	1578	-	65,238	109,895
Travel	150,870	-	-	150,870	268,324
	\$ 10,285,272	\$ 200,703	\$ -	\$ 10,485,975	\$ 11,092,593
<b>Excess of revenue over expenditures</b>	\$ -	\$ (69,152)	\$ 3,688	\$ (65,464)	\$ (76,028)

# Statement of Financial Position

Year ended December 31, 2020

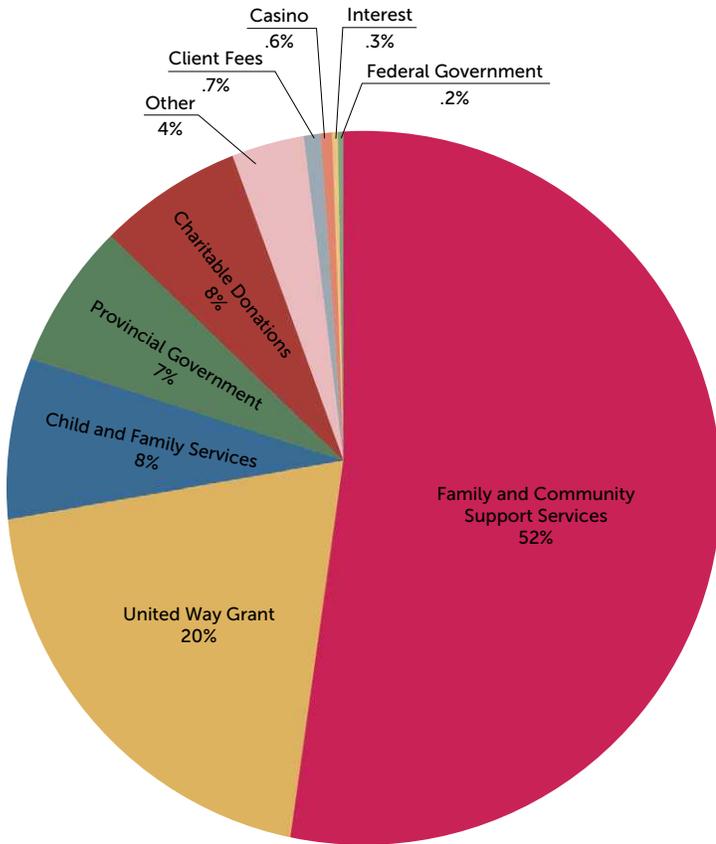
	GENERAL OPERATING FUND	PROGRAM & TECHNOLOGY FUND	CAPITAL RESERVE FUND	TOTAL DECEMBER 31, 2020	TOTAL DECEMBER 31, 2019
<b>Assets</b>					
<b>Current</b>					
Cash and cash equivalents	\$ 1,445,333	\$ 408,163	\$ -	\$ 1,853,496	\$ 612,764
Investments	-	1,217,772	282,228	1,500,000	2,000,000
Accounts receivable	210,391	-	-	210,391	461,546
Prepaid expenses	102,655	-	-	102,655	147,438
	\$ 1,758,379	\$ 1,625,935	\$ 282,228	\$ 3,666,542	\$ 3,221,748
Rent deposit	78,782	-	-	78,782	78,782
Property and equipment	129,282	-	-	129,282	166,498
	\$ 1,966,443	\$ 1,625,935	\$ 282,228	\$ 3,874,606	\$ 3,467,028
<b>Liabilities</b>					
<b>Current</b>					
Accounts payable and accrued liabilities	\$ 334,224	\$ -	\$ -	\$ 334,224	\$ 426,109
Deferred revenue	1,632,219	-	-	1,632,219	1,114,176
Deferred contributions related to rent	-	219,698	-	219,698	172,814
	\$ 1,966,443	\$ 219,698	\$ -	\$ 2,186,141	\$ 1,713,099
<b>Fund balances</b>	-	1,406,237	282,228	1,688,465	1,753,929
	\$ 1,966,443	\$ 1,625,935	\$ 282,228	\$ 3,874,606	\$ 3,467,028

# Statement of Changes in Fund Balance

Year ended December 31, 2020

	GENERAL OPERATING FUND	PROGRAM & TECHNOLOGY FUND	CAPITAL RESERVE FUND	TOTAL DECEMBER 31, 2020	TOTAL DECEMBER 31, 2019
<b>Balance, beginning of year</b>	\$ 8,295	\$ 1,467,094	\$ 278,540	\$ 1,753,929	\$ 1,829,957
Inter-fund allocation	(8,295)	8,295	-	-	-
Excess of revenue over expenditures	-	(69,152)	3,688	(65,464)	(76,028)
<b>Balance, end of year</b>	\$ -	\$ 1,406,237	\$ 282,228	\$ 1,688,465	\$ 1,753,929

# Revenue



# Key Funders and Partners

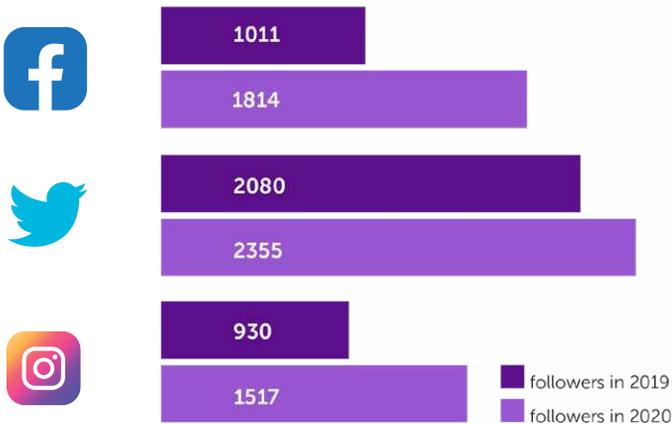
**carya** is proud to be part of a strong and resilient community of partners, and it was due to a combined effort that we have been able to respond to community need throughout this pandemic:

FCSS, Calgary Housing Company, City of Calgary, AGLC, Children’s Services, AHS, Catholic Family Service, Calgary Seniors’ Resource Society, The Calgary Foundation, Government of Alberta, Government of Canada, United Way of Calgary and Area, Bowness Community Resource Centre, Financial Empowerment Partners, The Way In Network, Bowmont Seniors Assistance, Society for Healthy Child Development, Families Matter, YWCA, Centre for Sexuality, Calgary Board of Education, The Immigrant Education Society, Calgary Catholic Immigrant Society, Woods Homes.

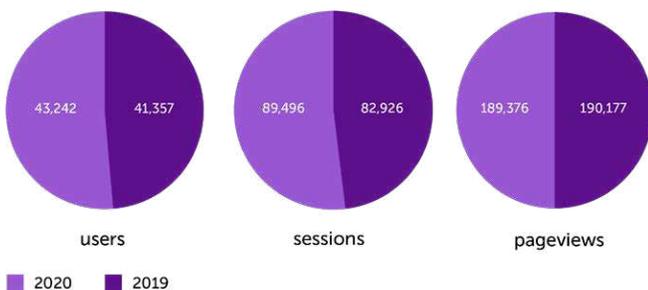
In the face of extraordinary circumstances, special one-time funding was contributed by: Calgary Foundation (Emergency Community Support Fund, Pandemic Recovery Program), United Way (Community Response Recovery Fund), City of Calgary and Government of Alberta (Social Services Response Fund), Community Foundation of Canada (Emergency Community Support Fund)

In addition to our core funders, United Way of Calgary and Area and Family and Community Support Services (FCSS), we acknowledge the many donors, funders and partners in our community that help us achieve our impact. Thank you.

## by the numbers ... social media



## by the numbers ... caryacalgary.ca



# Fundraising

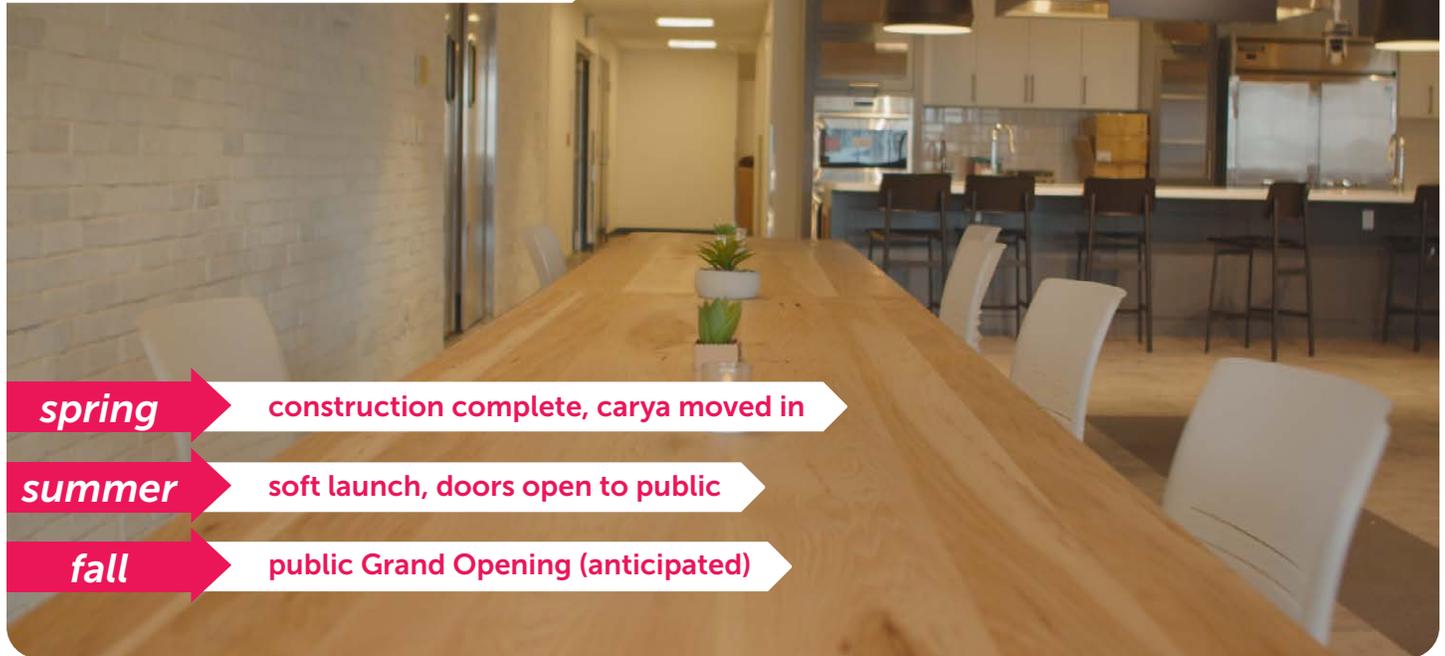
Total funds raised (received, non-donation and gift-in-kind):  
**\$557,117.06**

Total donations received:  
**\$234,685.39**

Total non-receipted revenue (grants, sponsorships, events, third party giving sites):  
**\$302,431.67**

# 2021 Look Forward

## Village Commons



spring

construction complete, carya moved in

summer

soft launch, doors open to public

fall

public Grand Opening (anticipated)

## Reconciliation

**carya** is committed to moving towards a vision of reconciliation. To sit with truths of colonial history, we have embarked on a transformative journey through an Intercultural Humility and Relational Learning Series with Dr. Gabrielle Lindstrom. Our goal is to enhance our ability to provide culturally safe services and supports to Indigenous individuals and families.

## AHS Partnership

**carya** is excited to partner with AHS and the Acute at Home program through providing Functional Family Therapy to support young people and their families who present at the emergency department or the new Child and Adolescent Mental Health Center.

## Philanthropy

A key strategic priority moving into 2021 will be to continue tell our story and demonstrate our impact in order to grow engagement, commitment and contributions from existing supporters while connecting with and attracting prospective supporters to bring them closer to our mission through the work of our newly developed Philanthropy & Community Relations team.

## Risk Management

A committee is developing educational risk assessment and management documents, and will engage staff in an ongoing process. This will improve **carya's** ability to achieve goals, and build stakeholder confidence.

## HR Modernization

Our people are our most valuable asset and we are working towards better showing how we value their efforts. We want to be the employer of choice in our sector.

# 2021-2022 Board of Directors

**David Granger**  
Chair

**Krista Ring**  
Chair, Nominating

**Jennifer Santry**  
Vice Chair

**Barry Taylor**  
Chair, Philanthropy

**Nina Vaughan**  
Secretary

**Christian Hamuli**  
Director

**Brendan Blair**  
Treasurer &  
Chair, Finance/Audit

**Ahmed Iqbal**  
Director

**Allison Kuntz**  
Chair, Governance

**J.P. Gerritsen**  
Director

*We would like to thank our outgoing Board members  
**Carreen Unguran** and **Ray Chartier**.*

## Executive Leadership Team

**Theresa Watson**  
Interim Chief Executive Officer

**Linda Tickner**  
Chief Financial Officer

**Carolyn Frew**  
Director, Special Projects

**Leanna Craig**  
Director, Human Resources

**Susan Herman**  
Director, Strong Families in Community

**Lisa Stebbins**  
Director, Multigenerational Wellness in Community

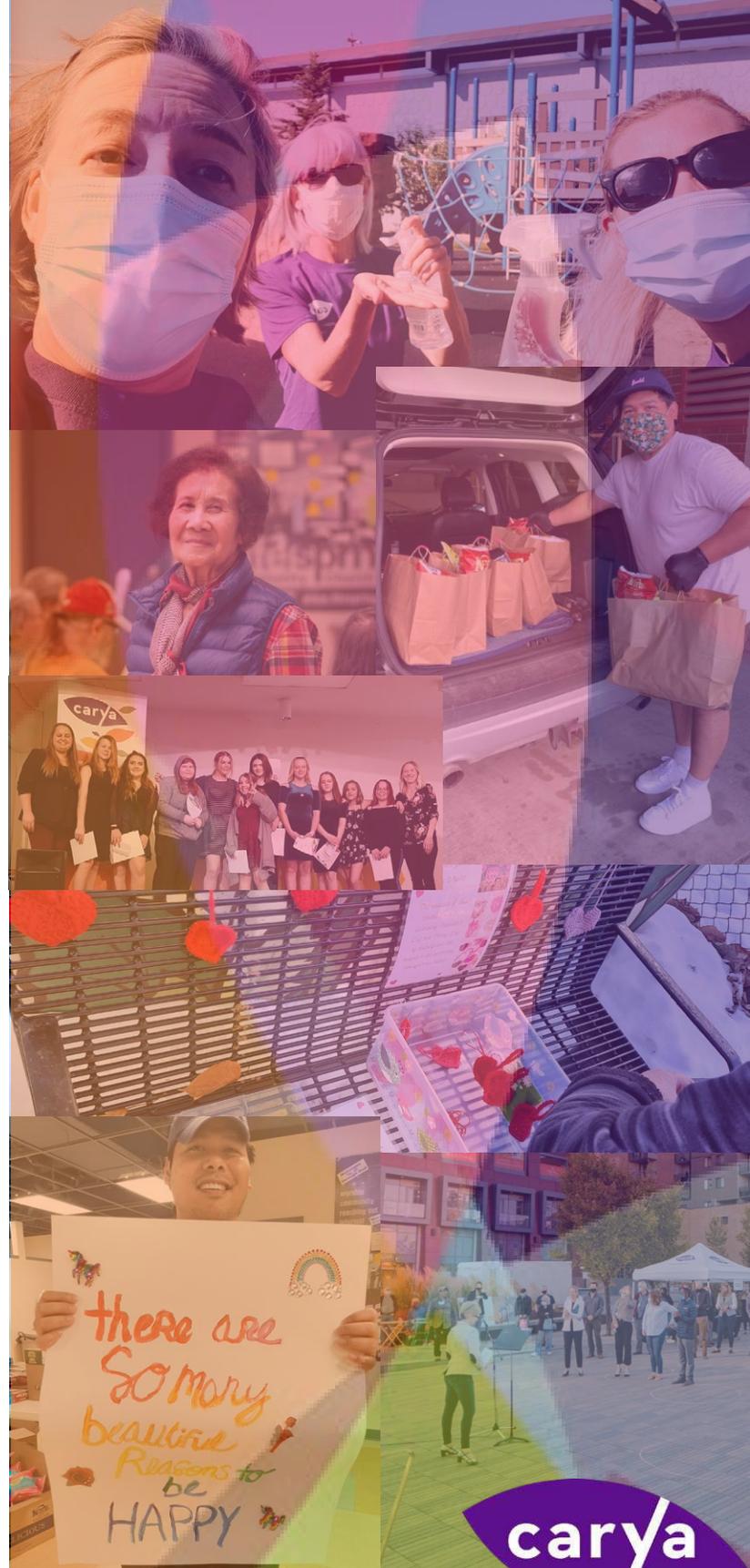
**Erika Scott**  
Director, Philanthropy and Community Relations

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