

# CHRYSALIS STRATEGIC PLAN: 2026 - 2029

## Who We Are

Chrysalis is a standard-bearer in the Alberta disability services sector. For over 50 years, we have served as a catalyst for transformation and growth, providing personalized programs and services to individuals with developmental disabilities. We are more than a service provider; we are a community of advocates, facilitators, and partners dedicated to ensuring that every individual has the opportunity to lead a meaningful and self-directed life.

## Our Values

Our core values guide how we support the individuals we work with and for, how we conduct ourselves, and how we make decisions, both within the organization and in our communities.

- **Integrity** – Acting with honesty, fairness, transparency and making ethical choices.
- **Community** – Fostering a safe, welcoming environment for all and building purposeful relationships in the communities where we live and work.
- **Accountability** – Following through on our commitments and holding ourselves and others responsible for delivering on expectations and outcomes.
- **Respect** – Honouring every individual's rights, choices and contributions with dignity and civility.
- **Excellence** – Adopting continuous learning, development and quality improvement to achieve outstanding outcomes.

## Our Vision

A society where people with disabilities belong and are accepted as valued and respected individuals who contribute to our community.

## Our Mission

To be leaders in our community providing personalized, innovative programs and services to support people with disabilities in realizing their potential and achieving their goals.

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## Strategic Pillars

Our strategic plan is anchored by four key pillars:

1. **Programs and Services Leadership:** Driving evidence-informed, high-quality care.

2. **Organizational Excellence:** Building a strong internal culture and efficient infrastructure.
3. **Community and Stakeholder Engagement:** Strengthening our voice and partnerships.
4. **Fiscal Sustainability:** Diversifying and growing revenue to ensure long-term stability.

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## Strategic Pillar 1: Programs and Services Leadership

Chrysalis is a leader in implementing human-centred design across our programs and services. As we evolve, we are committed to keeping our program participants at the heart of our decisions, ensuring that program design and delivery responds to their specific needs and wishes. In the next three years, we will:

- Develop and implement a robust data system to collect and analyze measurable success indicators for all programs to ensure that the services we provide are responsive to the evolving needs of our program participants and community.
- Incorporate evidence-based innovation, leading research, best practices and stakeholder input to keep our programs and services at the forefront of the sector.
- Reimagine and expand our Annual Impact Report to increase transparency in our communication to staff, families, funders, and stakeholders.
- Modernize our intake processes to reflect the complex and multidimensional needs of individuals with disabilities.
- Cultivate partnerships with sector peers to champion best practices and drive collective excellence across the disability services landscape.

## Strategic Pillar 2: Organizational Excellence

Our people are our greatest asset. We are committed to providing the infrastructure, systems, and professional support our team members need to thrive, and cultivating a high-performance culture where every team member is recognized, supported, and inspired to lead. In the next three years, we will:

- Launch a transformative People & Culture Strategy that prioritizes transparency in professional development and open-book communication regarding organizational goals to foster a culture of continuous learning, development, and recognition that drives staff retention and standardizes service excellence across the organization.
- Modernize our tools and digital solutions across finance, quality assurance, and fund development to drive efficiencies, minimize risk, and safeguard the long-term reliability of our services.
- Establish a 10-year facility and asset strategy to fortify our infrastructure, ensuring our physical spaces remain safe, accessible, and fully aligned with the needs of our program participants and staff.

## Strategic Pillar 3: Community and Stakeholder Engagement

Community is our foundation. We intentionally foster meaningful relationships, cultivate purposeful partnerships, and expand our ecosystem of engagement in order to both break down barriers to inclusion and ensure our impact is visible and valued. Over the next three years, we will:

- Deploy a multi-channel communications framework, including the launch of a modernized website and the implementation of a sophisticated social media strategy, designed to amplify our narrative, deepen transparency, and broaden our reach within the community.
- Update our volunteer program and infrastructure to create a variety of pathways for individuals, civic groups, and corporate partners to contribute their time and talent to our mission.
- Increase engagement with core stakeholders to ensure a sophisticated understanding of our emerging service requirements, securing the long-term advocacy and support necessary for our program participants to thrive.

## Strategic Pillar 4: Fiscal Sustainability

In an era of economic volatility and a shifting funding landscape, we are committed to organizational resilience. We will achieve this by diversifying our revenue streams and scaling our philanthropic reach to ensure long-term fiscal health. In the next three years, we will:

- Leverage the success of Chrysalis' social enterprises to generate unrestricted revenue, providing the fiscal autonomy necessary to invest in participant-centred initiatives and program enhancements that exceed standard contract requirements.
- Execute a multi-year fund development plan focused on revenue diversification and driving sustainable revenue growth to increase organizational resilience.
- Exercise prudent fiscal management, maintain a healthy reserve fund and utilize rigorous audit processes to ensure maximum impact for every dollar spent.

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This strategic plan is our roadmap for the next three years. By focusing on these four key pillars, Chrysalis will continue to provide sector-leading programs and services, effectively champion the contributions of our program participants, and advocate for inclusion of people with disabilities. Together, we are building a community where potential has no limits.