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2025 Annual Report



Message from Leadership

This past year at Fraserside has reaffirmed that when people experience stability, new possibilities emerge. Secure housing, reliable supports, and meaningful community connections open new doors for the people we serve, whether a family moving beyond crisis or a person gaining the confidence to shape their own health journey. These transformations reflect the values that guide our work and the direction of our organization.

Over the year, we strengthened operational systems, deepened partnerships, and advanced housing and health initiatives aligned with both community priorities and systemic needs. Guided by the 2025–2026 Strategic Plan, with a focus on Service Excellence, Community Engagement, and Organizational Resilience, we remained grounded while embracing new possibilities.

Just as we encourage individuals to envision lives beyond survival, we envision an organization that continues to adapt, grow, and lead with purpose.

Together, we are building a future where stability fosters independence, connection creates opportunity, and resilience makes lasting change possible.



Executive Director
Kam Jugpal

We acknowledge that Fraserside works and resides on the traditional and unceded territory of Coast Salish Peoples, including the Qayqayt, Kwikwetlem, Tsleil-Waututh, Katzie, Semiahmoo, Kwantlen, and Tsawwassen First Nations.



Who We Are. What We Do.

Our Mission

We provide a foundation of stability for individuals and families facing complex barriers, including challenges with housing, mental health, developmental disabilities, and substance use.

Through tailored support, holistic care, and integrated services, we foster pathways to sustained well-being.

What We Aspire to Be.

Our Vision

We envision a community where every person has the stability, support, and agency to navigate life's challenges and pursue meaningful opportunities

Strategic Direction #1

Service Excellence

Deliver high-quality, integrated, and accessible services that address the complex needs of individuals and families.



Housing with Integrated Supports

Fraserside recognizes that stable housing must be accompanied by holistic support. By embedding wraparound services and referrals, we position housing as a foundation for stability, healing, and long-term personal growth.

Embed Wraparound Supports

Integrate mental health, food security, and healthcare into housing environments.

Formalize Referral Pathways

Establish clear inter-agency protocols for timely access to services.

Engage Partners

Involve allied professionals, such as health staff, in housing supports to strengthen stability and reduce evictions.

Advancing Supportive Housing Solutions

Fraserside will design and pilot new housing and service delivery models that address gaps in the housing continuum and reflect the evolving needs of the community.

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Formalize Referral Pathways

Establish clear inter-agency protocols for timely access to services.

Engage Partners

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Proactive Service Model

Shift from reactive, crisis-driven responses to a proactive, prevention-focused service model that promotes early intervention, long-term planning, and seamless transitions.

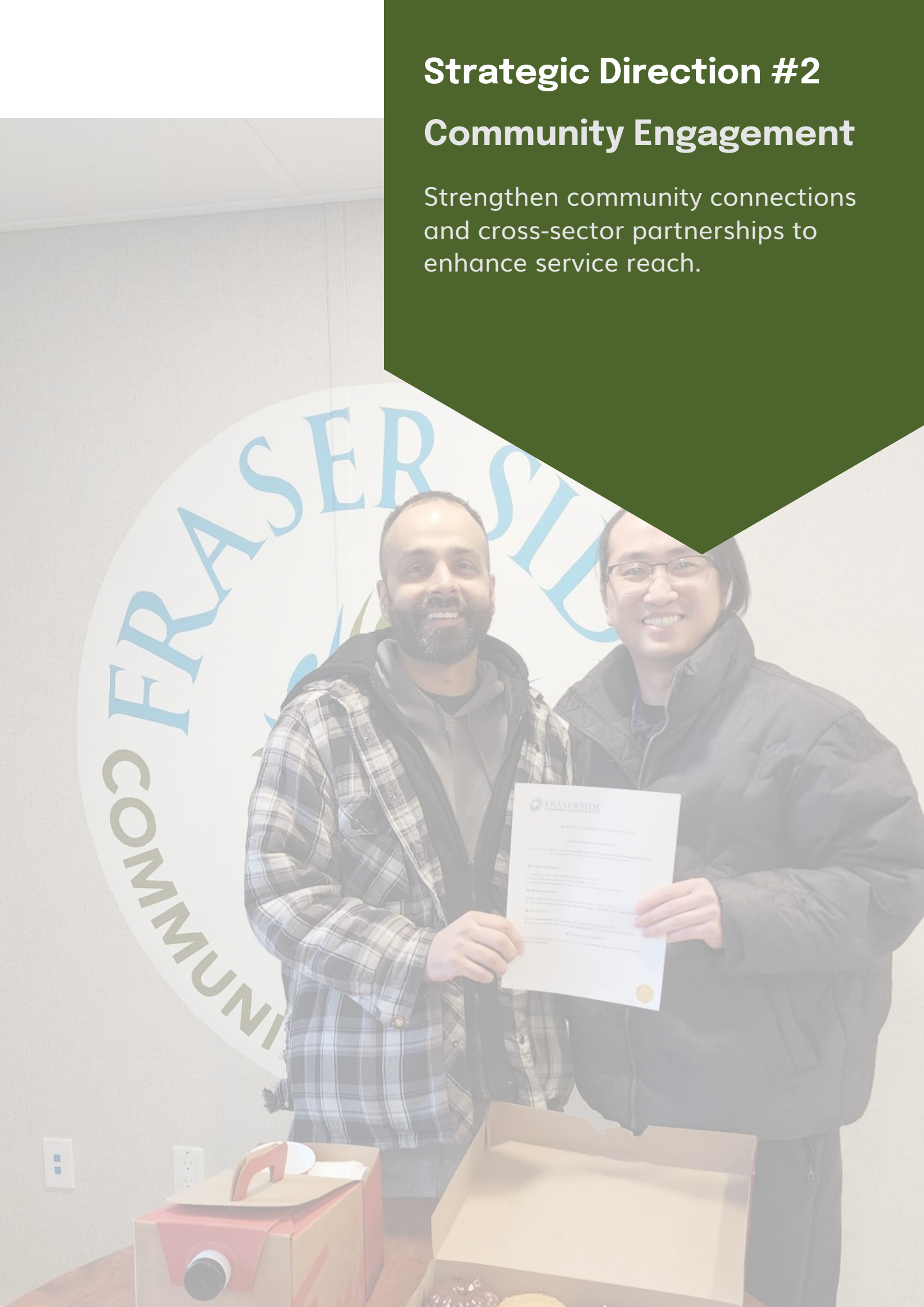
Shift to Proactive Services– Focus on prevention, early intervention, and long-term planning rather than crisis response.

Center Lived Expertise – Integrate feedback from people with lived and living experience into planning, design, and evaluation.

Strategic Direction #2

Community Engagement

Strengthen community connections and cross-sector partnerships to enhance service reach.



Proactive Service Model

FraserSide will strengthen place-based relationships to ensure services reflect community priorities, lived experiences, and local context.

Collaboration

Facilitate regular community roundtables, co-design sessions, and planning forums with residents and local organizations to inform service design, reduce stigma, and build trust.

Strategic Partnership

Build and sustain partnerships with aligned organizations to expand inclusive, accessible programming.

Service Mapping

Conduct service mapping and environmental scans to identify gaps, reduce duplication, and guide collaborative opportunities.

Enhance Engagement with Government

FraserSide will enhance its engagement with all levels of government by recognizing their role not only as funders but also as key partners in shaping service delivery, systems change, and long-term sustainability.

Government Allyship

Establish structured, ongoing engagement with all levels of government as both funders and policy partners. Align strategic initiatives with municipal and provincial planning timelines and frameworks.

Informing Policy

Lead trilateral discussions to advance housing and health initiatives. Share impact data and case studies with key social policy ministries.

Strategic Direction #3

Organizational Resilience

Ensure financial stability, workforce development, and operational resilience to sustain and grow Fraserside's impact.



Strengthen and Sustain a Empowered Workforce

Fraserside is committed to building a skilled, accountable, and empowered workforce.

Professional Development

Prioritize individualized staff growth plans, staff skills inventory and offer targeted training,

Interdisciplinary Connections

Interdisciplinary collaboration that promotes integrated teamwork across the organization.

Performance Management

Implement a performance management system with clear expectations, regular check-ins, and outcome tracking.

Sustainability and Innovation

Fraserside will build long-term financial resilience by diversifying revenue streams, leveraging owned assets, and investing in innovative service models that respond to community needs.

Program Design

Develop new services in response to community trends and unmet needs, supported by strong business cases and funding proposals.

Targeted Resource Allocation

Evaluate and refine programs by phasing out low-impact services while reinvesting in scalable initiatives.

Social Enterprise

Implement a performance management system with clear expectations, regular check-ins, and outcome tracking.

Improve Operational Efficiency

Fraserside is committed to streamlined internal systems and processes.

Process Optimization

Conduct a post-implementation review of the accounting system and operational changes to reduce overhead, and enhance cost-efficiency.



Our impact

Behind every number is a story of resilience and change.

It is a testament to the collective effort required to address complex challenges in our community.



1 Supportive Housing

Peterson Place is a 93-unit social housing community where 90% of residents remained housed for six months or longer. It is more than housing - It is a home.



2 Emergency Family Shelter

Supported 74 families, achieving 100% housing-related discharge outcomes and a 70% transition rate to independent or second-stage housing.



3 Substance Use Counselling

Perspectives supported 279 individuals, with an average of 147 active cases per month and a 15.8-day average wait time.

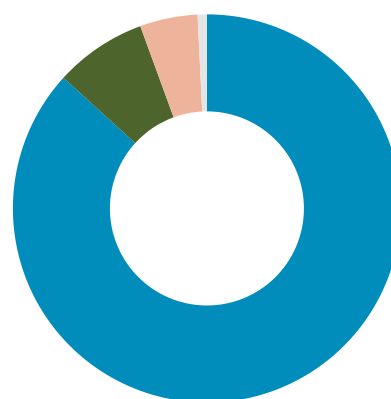
Financial Update





Fraserside Community Services Society manages a complex portfolio of housing, community living, counselling, and employment services funded primarily through government contracts and rental income. In 2024–25, Fraserside delivered over \$17.0 million in programs and services, while continuing to invest in staff, infrastructure, and long-term housing assets that support community stability. Below is a summary of audited financial statements for the year ended in March 31, 2025.

Revenue

Fraserside remains primarily funded through public sector partnerships, reflecting the organization's role as a trusted service provider across housing, health, and community living systems.

 **\$17.1 Million**

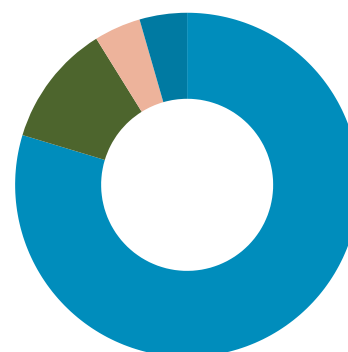


 Contract Revenue (86.75%)
 Rental Income (7.67%)
 Cost Recovery (4.82%)  Other Income (0.77%)

Expenses

Rising staffing, food, utilities, and property maintenance costs continued to place pressure on operating budgets, consistent with sector-wide inflationary trends.

 **17.4 Million**



 Salary & Benefits (79.67%)
 Support Services (11.47%)
 Rent & Utilities (4.39%)
 Program Supplies (4.46%)

Important Numbers



Operating Deficit Improved
by \$132,258



Available Cash
1.5 Million



Housing Investment
6.4 Million



Acknowledgements

From the Board President,

As President of the Board, I want to express my sincere appreciation to the people whose dedication and professionalism make Fraserside's work possible and whose efforts support the communities we serve.

I am deeply grateful to Fraserside's staff across housing, community living, counselling, employment, and administrative services. Their skill, compassion, and commitment ensure that individuals and families experience stability, safety, and respectful support each day.

Fraserside is governed by a volunteer Board of Directors who provide stewardship, oversight, and strategic guidance in support of the Society's long-term sustainability. I am thankful for the leadership of Anderlei Gerhardt Buzelli, Treasurer, and for the contributions of Directors Alexander Zang, Daniel Walsh, and Moshin Manji, whose expertise and perspective strengthen our governance and accountability.

I would also like to sincerely thank Thomas Fink and Robert Sider, who concluded their Board service after serving since 2019, for their commitment and service. I am pleased to welcome Rachel Sider and Jeremy Deaneas newly elected Directors and look forward to their contributions in the year ahead.

Finally, I extend my appreciation to Fraserside's funders, partners, and community allies whose collaboration enables integrated, responsive services across our communities.

With gratitude,

Gord Dosanjh
President, Board of Directors