

Executive summary

June 22, 2017

Dear Friends,

Fraserside has made significant strides towards achieving our vision this past year. Our vision, 'To create communities of belonging where the diversity of all people is welcome' has been brought to life through our strategic directions. Our values are evident in all that we do. Diversity, integrity, communities of belonging, compassion and social responsibility are the Fraserside values, which form the essence of Fraserside.

The theme of Fraserside's 2016-17 year has been building infrastructure. It's not razzle-dazzle but it is incredibly important. This past year Fraserside invested time, energy and resources into its infrastructure. Over the 44 years of Fraserside's existence, it has grown exponentially. With limited investments, we knew it would be a challenge to refurbish the infrastructure – the systems that support everything we do.



We are confident we are positioned to grow as an organization, expand our capacity and, perhaps most importantly, improve and expand our practices that support communities and persons served. Only with the strong and dedicated leadership of Fraserside's employees, leadership and board of directors has this momentous accomplishment become possible.

Fraserside began by learning from the data we collected from various sources including plans of persons served, site inspections, incident reports and surveys. With reliable and accurate data, we learned from our strengths and our challenges. For example:

- An employee survey conducted last year asked what type of professional development employees wanted. Bullying and harassment, conflict resolution and suicide assessment and prevention were the top three responses. This resulted in these three Training and Orientation modules being developed and implemented.
- In the 2015 bi-annual employee survey, employees told us they wanted more communication from management and maintenance improvements to some facilities. We listened and implemented action plans that addressed these issues. This past year we conducted the survey a second time and the overall results of the responses to questions on the survey improved by 13-23%.

Fraserside set five strategic directions to achieve its vision 'to create communities of belonging where the diversity of all people is welcome.' The following provides the highlights regarding how we did and our plans for the upcoming year.

Strategic Directions

1. People belong when they have a home.



- 353 housing related goals that persons served established to find and maintain homes, 335 (95%) were achieved. That's 95% goal attainment related to housing.
- In the coming year, a comprehensive evaluation and needs assessment of Fraserside's real estate portfolio will be implemented. The portfolio real estate assessment will evaluate our facility assets against the needs of the persons served and potential development opportunities.
- We will evaluate Fraserside's housing portfolio both now and into the future and determine its level of alignment with our values, needs of persons served

and the larger housing context. The project will also assess and improve Fraserside's organizational readiness for decision making around real estate development.

2. People belong when they make a contribution

- The partnership with Fraserworks Co-op allows us to fulfill our second strategic direction. In addition, Fraserside identifies and sets outcomes with persons served to make a contribution. Of the 456 contribution related outcomes set by persons served, 385 or 84% were achieved.
- Fraserside re-joined Inclusion BC and we will investigate the feasibility of Fraserside participating in Inclusion BC's Clothes Drop Bin enterprise, an exciting and profitable social enterprise.

3. People belong when they are in relationship with one another and participate in community



1,515 outcomes set regarding relationships and community participation
1,270 or **84%** outcomes achieved

- This year 1,515 outcomes were set by persons served regarding relationships and community participation. Of those, 1270 or 84% were achieved. This includes attending professional appointments, participating in community and program events, feeling safe and belonging and engaging in daily contacts with an employee.
- This upcoming year we will be focusing on goals that involve participation in relationships and in the community, in ways that are inspiring and supportive to the unique interests of the persons served.

We plan to hold generative conversations, set targets and facilitate exciting opportunities. It is essential that the goals be owned and determined by the persons served.

4. A social profit organization achieves its vision when it is sustainable

- A significant aspect of the infrastructure development relates to Fraserside's sustainability. We set outcomes, collected data, assessed the results and implement changes. We developed systems that institutionalize the learning processes. We created and implemented plans for health and safety, risk management, occupational health and safety, facilities and technology.
- This year we will develop a Fund Development plan. Increased diversity of finances will improve the sustainability for Fraserside.

5. A social profit organization achieves its vision when it fosters the development of its most valuable asset: the employees and volunteers

- We created and conducted frequent and regular training including first aid, non-violent crisis training, overdose response and abuse and trauma informed practices.
- We conducted orientation sessions with new employees.

• To revitalize Fraserside's once active Diversity Committee and to achieve vision, we involved the agency in a diversity project utilizing an appreciative inquiry process. As a result, the committee created a Diversity, Inclusion and Accessibility Plan that will inform and guide Fraserside in the future.

49%

**decrease in
days absent
due to workplace
related injuries**

• The number of days absent due to work place injuries of employees decreased from 37 days in 2015-16 to 19 days in 2016-17. We also saw a reduction in the turnover rate of employees from a 20% turnover rate in the previous year to 16.4% in the current reporting period.

• Fraserside is planning two initiatives this coming year: develop a Succession Plan and attract and engage talented people willing to contribute their skills and expertise toward positive change as 'knowledge philanthropists.'

It is an exciting time for Fraserside because opportunities are coming to us. With a strong infrastructure, we can now consider how we want to develop into the future.

I look forward to your response to this report. How well do you think we are living into our values? What do you want to tell us that would help us to learn how we can achieve our vision? What is the essence of Fraserside from your perspective? Fraserside is an evolving and transformative project that involves change on everyone's part. Thank you for taking the time to read about Fraserside. I appreciate your interest in the Fraserside endeavor.

Sincerely,



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