



Strategic Plan

2025-2028

*Rooted in Stability Growing
Through Resilience
Embracing Possibility*



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Introduction

Fraserside Community Services Society continues to deepen its impact as a resilient, values-driven organization dedicated to supporting people navigating complex life circumstances. With deep roots in the community and decades of experience delivering responsive services, we remain committed to adapting in ways that reflect the evolving needs of the individuals and families we serve.

Over the past year, Fraserside has made important progress in strengthening its organizational foundation. Improvements in financial systems, human resources practices, and service delivery structures have enhanced our ability to operate effectively, respond with greater agility, and support the staff who carry out this work every day. As we move forward under renewed leadership, we are also strengthening how we listen and learn from the people we serve. Their lived experience and feedback are essential to shaping our programs and ensuring our services remain responsive to community needs.

Our 2025–2028 Strategic Plan is organized around three interconnected pillars: **Service Excellence**, **Community Engagement**, and **Organizational Resilience**. Together, these priorities reflect our belief that meaningful impact requires both high-quality services and a strong, sustainable organization. By investing in service quality, strengthening partnerships, and building internal capacity, Fraserside is positioning itself to meet emerging needs while maintaining the stability required for long-term impact.

This plan also affirms the clarity and alignment of our mission, vision, and values. Our mission reflects a commitment to comprehensive, integrated support that fosters sustained well-being. Our vision provides shared direction for the future, while our values guide how we approach our work each day. Together, they form a cohesive foundation for decision-making, service design, and organizational growth.

The implementation framework provides a clear structure for translating strategy into action while remaining responsive to new opportunities and community needs. Progress will be monitored through ongoing evaluation, collaboration with staff and partners, and meaningful input from persons served to ensure our efforts remain focused on what matters most to the communities we serve.

Mission & Vision



Our mission defines who we are, the work we do, and the impact we aim to make. It guides our decisions, programs, and partnerships in service of the individuals and communities we support.

"Fraserside Community Services Society provides 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."



Our vision statement is a clear direction for Fraserside, defining the future we are working toward. It reflects our commitment to breaking down barriers and creating pathways for people access the support and opportunities.

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

"It is what difference we have made to the lives of others that will determine the significance of the life we lead." – Nelson Mandela

Our Values

Self-Determination

We believe in empowering individuals to make choices that align with their unique needs, aspirations, and goals. By honoring autonomy, we create a foundation for personal growth and meaningful change.

Stability as a Catalyst

Stability is essential for breaking cycles of survival. By providing secure housing and comprehensive support, we enable individuals and families to move beyond crisis and envision a brighter future.

Inclusion & Opportunity

We are dedicated to ensuring that every individual we serve, including those living with a developmental disability, facing mental health challenges or substance use disorder, or at risk of homelessness, has access to the care, resources, and respect they need to succeed. By centering their unique experiences, we strive to create pathways for personal growth.



Holistic Support

We recognize the interconnectedness of housing, health, and community. Our wraparound services address the complex needs of those we serve, fostering well-being and resilience.

Community Connection

We believe in the power of connection through both supportive relationships and strong linkages to community services. By building inclusive networks and collaborating across sectors, we help individuals and families access the full range of resources.

Expanded Possibilities

When people are supported with stability and care, their perspectives broaden, and they can see possibilities beyond survival. We nurture that hope by building trust, celebrating progress, and creating space for people to imagine a different future.

Input & Engagement

Persons Served and Stakeholders

Fraserside recognizes that the individuals and communities we serve are essential partners in shaping our services and organizational direction. Consistent with our commitment to person-centered practice, the organization is strengthening mechanisms to ensure that individuals with lived experience and program participants have meaningful opportunities to inform our planning and improvement processes.

As new leadership continues to stabilize and strengthen operations, Fraserside is prioritizing direct engagement with the people we serve. Through ongoing conversations, feedback mechanisms, and program-level engagement, the organization is actively gathering insights from clients and other stakeholders regarding what is working well and where improvements are needed.

Input gathered from persons served and stakeholders will be regularly shared internally and used to inform:

- **Strategic priorities & service design**
- **Organizational policies & procedures**
- **Quality improvement initiatives**
- **Program evaluation & performance management**



Strategic Insights

This SWOT analysis informed the development of our strategic actions. It was developed through a reflective process that examined both organizational and sector-wide insights.

1 Strengths

Comprehensive Services

Broad range of programs addressing housing, mental health, developmental disabilities, and emergency family support.

Integrated Approach

Holistic, wrap-around services that meet complex and varied community needs.

Diverse Workforce

Inclusive, non-judgmental team that reflects the communities we serve.



2 Weaknesses

Crisis-Driven Approach

Reactive service delivery limits proactive, sustainable planning.

Efficiency Over Engagement

Operational focus can reduce responsiveness to personalized and community-driven needs.

Workforce Sustainability

Anticipated challenges in recruiting and retaining qualified staff.

3 Opportunities

Strategic Expansion

Reassessing programs for realignment, growth, or restructuring for maximum impact.

Digital Engagement

Leveraging social media and digital platforms to increase access and awareness.

Cross-Sector Partnerships

Strengthening collaboration with government and funders to enhance service delivery.

Client & Lived Experience Feedback

Strengthening mechanisms for client and lived-experience feedback to inform service design and policy development.



4 Threats

Misaligned Resource Use

Risk of investing in programs that lack clear community need.

Conflicting Agendas

External pressures that may undermine self-determined approaches.

Shifting Political Climate

Potential backlash against DEI, harm reduction, or progressive service models.

Crisis Events

Disasters and health emergencies that disrupt services and operations.

5 Accomplishments

Operational Efficiency Implemented new technology to streamline workflows and improve data management.

Elevated Profile Increased visibility and credibility through program growth, community impact, and social media presence.



6 Trends

Digital Accessibility Expanded technology use to improve service access, communication, and internal processes.

Equity and Inclusion Strengthened efforts to ensure equitable access for marginalized groups across all services.



Implementation Plan:

Priorities, Goals, Strategies & Actions

We are proud to share the next phase of our strategic direction through the lens of 3 core priority areas. The 20 strategies outlined below are aligned with specific goals identified in our implementation plan. Each goal provides a focused framework to guide our work. Collectively, the strategies described in this upcoming section will position Fraserside to lead with purpose, accountability, and innovation.

Progress toward strategic priorities will be reviewed regularly by leadership and shared with staff. Feedback from persons served, community partners, and staff will be incorporated into ongoing service improvements and updates to organizational policies and procedures.

1

Service Excellence

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

Actions/ Strategies

Embedded Supports
Formalized Referrals
Engaged Partners
Business Case Plans

Pilot Initiatives
Advocacy
Supported Journeys
Lived Expertise

2

Community Engagement

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

Actions/ Strategies

Collaboration
Strategic Partnerships
Service Mapping

Government Allyship
Informed Policy Makers

3

Organizational Resilience

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

Actions/ Strategies

Professional Development
Interdisciplinary Connections
Performance Management
Program Design

Targeted Resource Allocation
Social Enterprise
Process Optimization

Service Excellence

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

Goal 1 - 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.

Identified Actions

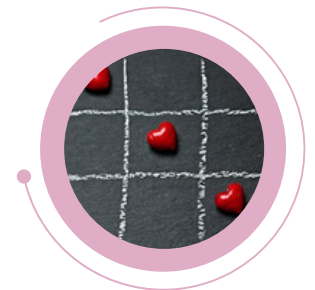


Embedded Support

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

Formalized Referrals

Establish clear referral systems and inter-agency protocols for timely access to community-based resources.



Engaged Partners

Involve partner organization staff, such as LPNs, in housing support strategies to increase stability and reduce evictions.

Service Excellence

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

Goal 2 - 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. By focusing on transitional and second-stage housing, we aim to generate actionable insights, develop scalable models, and strengthen our role in reimagining supportive housing in BC.

Identified Actions



Business Case Plans

Develop a business case and secure municipal alignment for expanding second-stage housing in New Westminster. Also, identify and assess viable housing development sites.

Pilot Initiatives

Pilot a first-stage family shelter in Surrey using a residential home model informed by best practices and service gaps.



Advocacy

Use program data to advocate for inclusive, flexible housing models that serve underserved populations, such as families with older children, newcomer families, men with dependents, and multigenerational households.

Service Excellence

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

Goal 3 - Proactive Service Model

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

Identified Actions



Supported Journeys

Design a “Second Stage Continuum” that guides early engagement, proactive intervention, and long-term planning throughout the client journey.

Lived Expertise

Incorporate lived experience and peer feedback in planning, service design, and evaluation to ensure services are community-informed and responsive.



Community Engagement

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

Goal 1 - Proactive Service Model

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

Identified Actions



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 Partnerships

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.

Community Engagement

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

Goal 2 - 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. By cultivating strong, ongoing relationships and aligning our initiatives with shared priorities, we will build influence and open new pathways for collaboration.

Identified Actions



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 (e.g., OCP 2035).

Informed Policy Makers

Lead trilateral discussions (e.g., FraserSide–Fraser Health–Municipality) to advance housing and health initiatives. Share impact data and case studies with decision-makers to influence housing and service policies.



Organizational Resilience

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

Goal 1 - Strengthen and Sustain a Empowered Workforce

Fraserside is committed to building a skilled, accountable, and empowered workforce by aligning staff strengths with organizational goals, ensuring access to the right resources, and fostering a culture of growth and performance.

Identified Actions



Professional Development

Develop and implement individualized staff growth plans that prioritize leadership development. Conduct a staff skills inventory to assess alignment with program needs and offer targeted training, including NVCI, de-escalation, WorkSafeBC standards, and Tenancy Act compliance, along with ongoing education and certification opportunities.

Interdisciplinary Connections

Document and map team roles to build a multi-faceted structure that supports interdisciplinary collaboration, aligns internal growth with program expansion, and promotes integrated teamwork across the organization.



Performance Management

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

Organizational Resilience

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

Goal 2 - 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.

Identified Actions



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, reinvesting in scalable initiatives, and demonstrating added value through measurable outcomes to expand contract opportunities aligned with system priorities.



Social Enterprise

Implement a performance management system with clear expectations, regular check-ins, and outcome tracking, supported by skills assessments and tailored development plans.

Organizational Resilience

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

Goal 3 - Improve Operational Efficiency (Completed in 2024)

Fraserside has streamlined internal systems and processes to enhance productivity, accountability, and service delivery. By leveraging technology, improving workflows, and building team capacity, we have ensured that operational systems align with strategic priorities.

Identified Actions



Process Optimization

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

Guiding Ideas

Our strategy concludes by reaffirming the outcomes we aim to achieve and the approaches we use to get there. These guiding ideas keep our work relevant and impactful, and they will continue to shape future program development and strategic planning.

Intended Outcomes

Best Approaches

Individuals



Individuals are empowered, experiencing stability while being guided by a sense of agency over their future

Individualized support that recognizes each person's strengths and lived experiences, respects personal choices, and adapts to unique needs and aspirations

Holistic and integrated strategies that connect individuals to the opportunities and resources

Families



Families are resilient and committed to charting a path that reflects their priorities

Facilitate supported transitions, informed decision-making, and customized solutions to meet families' unique needs

Government



Government is a partner with Fraserside, leveraging its expertise to drive shared success and enhance community well-being

Collaborate as trusted partners to leverage expertise, pilot forward-thinking solutions, and co-create meaningful solutions

Communities



Communities have available, accessible, and integrated services rooted in local solutions to address their needs

Collaborate through mutually beneficial partnerships to address community-specific needs and bridge service gaps

Staff



Staff are values-driven, prioritizing empathy and impact to cultivate a culture of excellence

Lead with integrity, accountability, and expertise through a compassionate systems leadership approach



Final Reflections

Summary

This strategic plan reflects Fraserside's commitment to fostering sustained well-being through a focus on housing, health, and integrated community supports. Grounded in our mission, guided by our values, and informed by the voices of staff, leadership, board members, partners, and the people we serve, the plan outlines a clear path forward that connects purpose with action.

By aligning our efforts across Service Excellence, Community Engagement, and Organizational Resilience, we are strengthening the foundation for meaningful and lasting impact. Through tailored supports, holistic care, and deep-rooted community partnerships, we remain focused on creating possibilities beyond survival—where every person has the agency, opportunity, and support to shape their future.

Together, we move forward with clarity, compassion, and a shared commitment to strengthening communities and expanding pathways to stability, well-being, and hope.

Sincerely,

Kam Jugpal

Kam Jugpal
Interim Executive Director