

Executive Summary

July 2016

Dear friends,

As you know, Fraserside Community Services Society is a social profit organization dedicated to achieving its vision and mission. We achieve our vision and mission every year by adhering to our four values. One way Fraserside expresses our value of integrity is by being accountable for what we do, how we do it, and where we are going. This report, and the Annual Performance Review that produced it, do exactly that.

A theme has emerged in this year's annual performance review; a common thread connecting the achievements, learnings and plans of every Fraserside business function, program and service. More than any previous annual report, we can see that *Fraserside is actively becoming a "learning organization"* an agency that experiences achievements based on performance targets set from last year's review, and builds action plans based on lessons learned.

A learning organization believes that growth and change are possible for the people the organization serves, for the communities in which the organization belongs, and for the organization as a whole. In a learning organization, individuals and the entire organization develop skills, enhance talent and achieve goals as a single entity. By learning together we become open to the flow of a shared intelligence. This enables us to be nimble and adjust to our circumstances, rather than be dependent at the mercy of our environment. As a learning organization, Fraserside's culture allows all of us to learn from our mistakes, build on our strengths and realize our potential, both individually and collectively.

In the 2015/2016 fiscal year, **we have demonstrated ourselves as a learning organization in many ways.** For example, after analyzing our performance in 2014/2015, Fraserside's management team focused the agency's business functions on doing what we do and doing it well. This resulted in an action plan that prioritized Risk Management, Training and Orientation (TAO), and Communications. Each of these priorities aimed to fulfill our fourth and fifth strategic directions (to ensure financial sustainability, and to value our most important resource – our employees and volunteers) so that we better fulfill our first three strategic directions (people belong when they find and maintain a home; make a contribution; and are in relationship). Through these efforts, our programs and services achieved 79% of our 2015/2016 performance targets!

Another example of Fraserside actively becoming a learning organization is our effort this past year to extend *within* the agency our vision to create communities of belonging. Through activities such as the Fraserside Den, the Winter Celebration and the annual Summer Picnic, we aimed to build a strong sense of community amongst employees. We will measure the effectiveness, efficiency, accessibility and feedback of these efforts in 2016/2017.

We also aimed to create communities of belonging *outside* of the agency when Fraserside and Fraser Works won the New Westminster Chamber of Commerce’s “Not-For-Profit Business of the Year – Over \$1 Million” 2015 Platinum Award. We invited a diversity of employees, people served and their families to attend the Chamber’s Gala. We were thrilled to celebrate our collective accomplishment with the New Westminster business community and people who share an interest in Fraserside.

The above achievements would not be possible without the dedication of our employees. I have become particularly aware of this dedication through the Orientation Sessions hosted in the latter part of this year. But I have also become aware of a deeper alignment between the agency as a whole and employees. At the Orientation Sessions, each person who chooses to work at Fraserside shared with me their own unique values and vision. This has reaffirmed my belief that the agency’s values align with our employees’ values, creating a common pattern that is recreated in many different ways throughout the agency! Fraserside’s vision is not owned by any one of us; it is instead created from our collective visions. And that makes Fraserside a collective that is capable of great possibility. How exciting!

Further to my own learning, **we have collectively learned the following this year:**

1. Some performance targets were not achieved in some situations because they were not realistic. Revising these performance targets will likely ensure they are achieved.
2. The conditions in which we perform are changing, and so must our policies and procedures. Our policies and procedures are Fraserside’s infrastructure, the rules by which we operate and coordinate, and keeping them effective and strong requires them to be aligned with our reality.
3. Conditions over the last three years have changed in terms of management, financial sustainability and safety of our facilities. We now have the opportunity to invest more in our physical assets.
4. Efforts by the Management Team and the Occupational Health and Safety committee in areas of Risk Management, Occupational Health and Safety, and the Health and Safety Plans have demonstrated positive results.
5. The agency is strong in supporting diversity in each of our specific programs. We have an opportunity to learn from our own experiences, grow together into our vision and our value of diversity, and enhance Fraserside as its own community of belonging.
6. Employee participation in Fraserside Den taught us that there is an abundance of entrepreneurial energy and ideas within our agency, which could be leveraged to develop funding and strengthen our overall financial sustainability.
7. A firm belief that we can grow and enhance the experiences of our employees, just as we can strengthen our other infrastructure, has demonstrated positive results. We suspect more effort around supervision will help fully value the contribution of employees to the agency.
8. Fraserside’s brand is what people who share an interest in Fraserside think of when they hear our name, visit our website, see our logo, or receive our business card. It is also what they

think of when they engage with Fraserside employees, whether at one of our program sites or at an event in the community. To ensure all people who share an interest in Fraserside, both internally (employees, volunteers, board members, people served and their families) and externally (funders, donors and members of the greater community), have a clear, consistent sense of who we are and what we do, this knowledge needs to be applied and coordinated throughout the agency.

9. Efforts from the TAO project revealed that more *specific* training is desired by employees and needed for the healthy functioning of the agency over all.
10. Our internal efforts to involve employees in agency decisions and processes, as well as to build community within the agency, were generally well received by employees but official feedback would indicate more specifically what worked and what could be improved.

As a result of these learnings, **we plan to do the following in the 2016/2017 fiscal year:**

1. Enhance the process and experience of our performance review, both quarterly and annually.
2. Review and revise all our policies and procedures, complete our CARF survey in Spring 2017, and achieve accreditation.
3. Conduct building assessments to determine the best ways to invest in our facilities and to create a capital plan.
4. Continue to implement the plans for Risk Management, Occupational Health and Safety, and Health and Safety.
5. Engage all employees in an agency-wide dialogue around diversity and develop a Diversity, Inclusion and Accessibility Plan.
6. Develop a Fund Development Plan and foster a culture of entrepreneurialism.
7. Articulate a Supervision Plan including recruitment, hiring, probation, performance review, and supervision practices.
8. Develop the next stage of the Training and Orientation (TAO) project to enable employees' orientation and ongoing professional development.
9. Develop and implement the Communications Plan, including the Brand Guidelines and a Community Engagement Plan, through training and coordination throughout the agency, to clearly and consistently engage with all people who share an interest in Fraserside, both internally and externally.
10. Continue to engage employees in agency decisions and processes and build internal community through Fraserside events, namely the bi-annual Employee Recognition Event, the Summer Agency Picnic and the Winter Celebration. An employee survey will be conducted to measure the effectiveness of these efforts.

In conclusion, the accomplishments, lessons and plans named above are the highlights of this fiscal year. But the deepest expression of Fraserside becoming a learning organization is the details contained in the rest of this report. As a person who shares an interest in Fraserside, you are encouraged to read through the report in its entirety and consider:

What did you learn from our performance this past fiscal year?

You may wish to consider what you learned about, for example, the people we serve; our employees and volunteers; the conditions in which we operate; our programs, services and business functions; or our policies and procedures.

Please direct your thoughts about this question to one of the following:

- Employees – please speak with or email your direct supervisor or manager.
- People Served and Families – please speak with or email the supervisor of the program or service which you use most.
- Board Members – please speak with or email the CEO.
- Funders and Donors – please speak with or email the CEO.

Thank you for your continued commitment, support for and interest in Fraserside Community Services Society. Together, we are truly able to create communities of belonging where the diversity of all people is welcome. In particular, thank you to the employees and volunteers. I am truly honoured and privileged to join with you in our work. It gives such profound meaning to my life. I am truly grateful.

Sincerely,

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