



For People For Change

FAMILY SERVICE TORONTO

Community ● Compassion ● Connection

Family Service Toronto strengthens individuals, families and communities through counselling, education, social action, advocacy and community development, and works with partners to build a vibrant community social services sector.

Annual Report 2011-2012



2011–12 Year in Review

by Sharon Oosthoek

Family Service Toronto (FST) has a long and distinguished history of helping people face a wide variety of life challenges. For almost 100 years, we have helped families and individuals through counselling, community development, advocacy and education.

Over the last year, we continued to respond to emerging needs and to advocate for positive social change to benefit families and communities across the city. We expanded our work in developmental services, deepened our expertise in the area of abuse and violence in relationships and continued to build on our extensive relationships with newcomer communities.

Executive Director's Office

In a year during which the words austerity and belt-tightening were part of so many conversations, Family Service Toronto was not immune. Yet in looking back on 2011-12, we see it was also a time for creating fresh visions for investing in our community and new ways of generating revenue.

For example, we started our ambitious journey to find a new social enterprise that could eventually be a way to fund a new program and provide increased revenue. We recruited a staff champion to investigate three “big ideas” identified through an all-staff forum in May 2011. Possibilities included mediation services for separating and divorcing families, premium mental health services and concierge services for seniors. Research into these ideas was set to begin as the fiscal year drew to a close.

The year also brought recognition for our work, including the 2011 Pride Award from the City of Toronto for the David Kelley LGBTQ & HIV/AIDS Services team. The annual award, presented at a City Hall ceremony in December, was one of five Access, Equity and Human

“It was more than six months [that I was] living on the streets from couch to couch, stairwells, shelters and park benches. I’ve been very lucky to come here. It saved my life.”
(Supportive housing tenant, Pears Avenue)

Rights Awards presented to individuals and organizations. In addition, FST was recognized by Maytree – a private foundation that promotes equity and prosperity through leadership building – for our success in creating a board of directors that reflects the community we serve.

We also invested in our commitment to creating an environment that demands accountability, transparency, respectful inclusion and collaboration among ourselves and with diverse communities. All staff completed two days of cultural competency training, and post-training evaluations showed they are eager to incorporate what they learned into all aspects of their daily practice.

And finally, our IT department moved forward with a multi-year strategic

plan to help us work more collaboratively. The plan brings our systems onto a common platform, making it easier for staff to share information across programs and work together on projects. It is secure, reliable, and most importantly, client-focused.

Changing Lives and Family Violence

More than 10,000 lives were touched over the last 12 months through our counselling and educational programs as we assisted individuals, couples and families through life transitions and challenges.

Client feedback reflected positive experiences and included a range of encouraging comments. “The staff are warm and the environment is a welcoming



Vision, Mission, Values

one where everybody knows your name," wrote one client. "It puts the 'family' in FST."

"I depended on their sage and compassionate advice and friendly services to ensure we are all coping the best we can," added another client in our [Families in Transition](#) program which helps separating, divorcing and remarrying families.

In addition to delivering our core services, we launched our Healthy Families/Healthy Communities educational workshops and peer support groups in four communities (Afghan, Iranian, Somali and Tamil). Two women in each community were trained as peer-leaders, helping others to open up and tell their stories of abuse and violence. The project builds on the success of last year's If I Had Only Known program helping newcomers learn about Canadian laws and their rights and responsibilities

around violence and women. Peer leaders, along with a community facilitator, used the If I Had Only Known materials to help animate discussion in the four communities.

Our [Seniors team](#) was also busy and particularly focused on issues relating to the growing awareness of elder abuse. Building on the work of Healthy Families/Healthy Communities, we successfully applied for federal funding to partner with Toronto's Spanish-speaking and Somali-speaking communities to build their capacity to work with seniors experiencing abuse.

"I had peace of mind – seeing my child go places where they would succeed." (Parent of client, Passport, Building Inclusive Communities)

We also challenged ourselves to create new models for getting clients faster access to counselling. Our [David Kelley Services](#) team, which includes our Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) counselling program and our [HIV/AIDS counselling](#) services, came up with an effective strategy for cutting its HIV/AIDS waiting list. Staff contacted everyone on the list, with the result that 42 per cent indicated they no longer needed service. All remaining clients were subsequently interviewed, allowing staff to help those needing immediate service. The second stage involved booking appointments

Vision

Family Service Toronto (FST) envisions a City of Toronto where:

- People live with dignity in thriving neighbourhoods and inclusive communities, which are free of violence
- Public policy is grounded in social and economic justice
- Programs and services are accessible to all, especially to those who face barriers
- Individuals and families navigate life transitions successfully and enjoy effective personal relationships

Mission

FST strengthens individuals, families and communities through counselling, education, social action, advocacy and community development and works with partners to build a vibrant community social services sector.

Values

We are committed to:

- deepening our understanding of diversity and acting on this knowledge
- grounding our work in the lived experience of clients and the community
- ensuring access and equity in all of our endeavours
- using an inclusive definition of family (*i.e., a family consists of two or more people, whether living together or apart, related by blood, marriage, adoption or commitment to care for one another*)
- pursuing quality, excellence and innovation
- improving through reflection, evaluation and research
- acting with integrity and fairness
- working collaboratively
- creating opportunities for individual and organizational learning
- maintaining transparency in our relationships and communications
- holding ourselves accountable for achieving our mission and living our values
- celebrating successes.



2011–12 Year in Review

with new clients, expediting referrals and providing immediate service for those with urgent issues. The team is now focusing on creating faster access to LGBTQ services.

Meanwhile, our [counselling program](#) team designed a new booking model to address the issue of clients who fail to show for appointments. The model, which requires the simultaneous booking of seven clients for six counsellors, allows for an additional counsellor to be available as a back-up in case all scheduled clients show for their appointment.

Building Inclusive Communities

It was a busy year for staff at FST's [Passport program](#) as they prepared to take on

“I have learned so much about my abusive relationship and it has helped me come to terms with it.” (Client, Violence Against Women)

the Special Services at Home program formerly run by the province. The Passport program is one of three distinct programs FST offers in partnership with individuals with developmental disabilities, their families, friends and communities.

It provides opportunities for young people with developmental disabilities and who have left school to find more ways to participate in their communities. The program now includes the province's Special Services at Home program which funds respite care. The provincial program's shift to FST brought almost 1,800 new Passport clients increasing the total number served to 2,421 as we started the 2012-13 fiscal year.

[Community and Neighbourhood Development](#) staff teamed up with youth and service providers in Crescent Town to deliver a variety of youth programs, including a four-day weekly summer program for neighbourhood youth to create programming for their peers. In addition, new funding was obtained to support youth through projects to encourage entrepreneurship and employment.

Family Services Employee Assistance Programs

fseap Now we're talking.

Almost 30,000 clients were served in 2011-12 through our [FSEAP division](#), which partners with business clients

“We were looking for a provider that shares our values and priorities. FSEAP is a ‘good fit’ for us. They get our culture and they are completely committed to our vision for workplace health. I like that FSEAP sees the big picture – not just the fiscal bottom line, but also the needs of our employees and their families, our supervisors, our unions and the community.” (Client, FSEAP)

to provide a broad range of services and is Canada's only national non-profit provider of employee and family assistance programs.

Though the challenges of a highly competitive and mature market led to the loss of a couple of clients over the year, there was progress on several fronts.

We embarked on a new business development and marketing strategy to increase our competitiveness, which included changing our pricing model and enhancing our industry presence and product portfolio. The move paid dividends with the addition of six new clients late in the fiscal year. Four of the six signed on for our Substance Abuse Professionals (SAP) Services program.

We also saw strong growth in our SAP services through existing relationships. We continue to build on our SAP

program and have included more educational tools to offer an even greater array of client services.

FSEAP has also focused efforts on developing more robust online tools to make our materials and services more accessible. We created a suite of e-learning tools and e-books, launched a Twitter account to provide health and wellness materials tips and partnered with LifeSpeak to offer clients a library of video training modules on a wide variety of health, wellness, personal and professional development and family topics.

Social Reform

Our [Social Reform](#) team continued its efforts to raise awareness of poverty and inequality and recommend practical solutions.

With our [Campaign 2000](#) partners, we led a project

called Bringing in Women's Voices. Its goal was to ensure that low-income women (especially single mothers) were heard in public discussions on economic issues affecting their daily lives. We held 11 workshops in nine communities and continued contact with many participants through Facebook and e-mail. We also shared their key messages with Frances Lankin, one of two commissioners overseeing the review of provincial social assistance.

With both a federal and provincial election, it was a busy year for our team. During the Ontario campaign, we took the lead on organizing a Pathways to Affordable Housing Forum which provided a public opportunity for candidates to address housing issues.

In November, we celebrated a milestone with the release of the 20th annual report card on child and family poverty in Canada. The 2011 report revealed that about one in 10 children



The 2011-12 List

“Being a member of the Neighbourhood Youth Alliance has allowed me to develop into an outgoing and confident leader.” (Youth participant, Community and Neighbourhood Development)

live in poverty, according to the most recent figures from Statistics Canada. The data showed that during a decade of unprecedented economic growth beginning in 1998, there was only a slight decline in the rate of child and family poverty. The report also showed employment does not guarantee an exit from poverty. Recent figures showed that about one in three low-income children had at least one parent who was working full-time but they were still living in poverty.

Shortly after releasing the report, we co-sponsored a breakfast on Parliament Hill for MPs and Senators to discuss issues experienced by low-income women.

Research, Evaluation and Planning

The results of our 2011 workplace survey were encouraging as staff gave the organization favourable marks in a number of areas.

Forty of 53 statements (76 per cent) received agreement ratings that exceeded benchmarks. Staff gave the highest agreement ratings to the following statements: I feel I have the knowledge and skills to act in a way that respects human diversity at work (99 per cent); the work I do clearly fits with the mission and values of FST (96 per cent); I have an overall understanding of FST’s programs and services (95 per cent); I understand what is expected of me at work (95

per cent); and I am proud to work at FST (94 per cent).

FST continued to use the Outcome Rating Scale (ORS) and Session Rating Scale to measure whether our Changing Lives and Family Violence programs are producing good outcomes for clients. The results showed client outcomes improved as a result of counselling. The ORS scores for new clients showed FST had exceeded the benchmark compared to 30,000 clients in other organizations.

Summary

We are fortunate to be able to look back on a year filled with so many achievements and successes. But we are reminded again that it has also been a year of

challenges across our sector as governments at all levels realign priorities and reduce spending in a period of austerity and profound global change. At this critical time, we welcome our engagement with the Ontario Nonprofit Network (ONN), which has continued its efforts to strengthen communication and co-ordination among non-profit organizations working for public benefit and to drive a transformation in how the provincial government works with the sector.

As we look ahead to the last half of 2012 and beyond, we renew our commitment to joining with our partners to make our shared work as vibrant, dynamic and effective as it can be.



1	Unifying mission
4	Websites
12	Service locations
17	Languages of service
24	Community programs
172	Skilled and talented staff
180	Generous donors and funders
200	Average information and referral calls daily *
365	Dedicated volunteers, trainees and students
33,558	People served by Family Services Employee Assistance Programs (FSEAP)
35,796	People served through Family Service Toronto (FST) programs
88,463	Visitors to FST’s main website
105,379	Hours of service provided
110,160	Service contacts with clients registered in counselling programs **

*Calls to FST’s Service Access Unit and FSEAP’s Call Centre

** Service contacts may include interviews, group sessions, telephone counselling



Our work

Family Service Toronto clients who come for counselling and education programs speak more than 31 languages and represent more than 70 different ethno-racial backgrounds. About 40 per cent earn less than \$25,000 annually and 24 per cent are not working for wages. They come to us with issues of abuse (39%), adult relationships (17%), mental health (15%) and separation adjustment (12%).

Participants in our community and neighbourhood development activities come from every one of Toronto's 13 priority neighbourhoods and represent youth, newcomers, young families, seniors, alternative affordable housing residents and individuals from every ethno-racial background in the city. In our developmental services programs, including Options, Passport and Person-Directed Planning, we work in partnership with individuals with developmental disabilities and their families, friends and communities.

Social reform activities involve a wide range of partner organizations representing low-income people, faith communities, health, housing and child-care advocates, food banks, unions, social planning councils and many others across Ontario and the rest of Canada.

Family Services Employee Assistance Programs (FSEAP) partners with business clients to provide a broad range of services for supporting employee health and productivity. The majority of clients face challenges that are addressed through short-term counselling. FSEAP also reaches employees through work-life, wellness and training programs and other workplace interventions.



Lives Touched

5,429 Social Reform

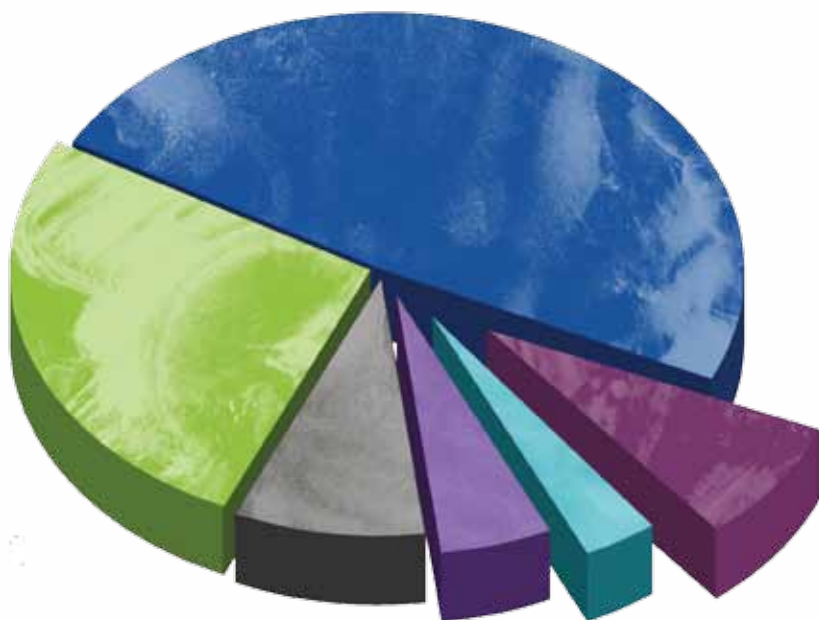
6,079 Changing Lives

2,302 Options and Passport

18,525 Community & Neighbourhood Development

3,461 Family Violence

33,558 Family Services Employee Assistance Programs (FSEAP)



69,354 Total

Programs and Services

Changing Lives Division

Counselling Services:

- Individual, family and group
- Connecting Families

- Parent education and support

David Kelley Services:

- Supportive counselling for the LGBTQ (Lesbian, Gay, Bisexual Transgender, Queer) community and people living with HIV/AIDS

Families in Transition:

- Help for separating, divorcing and remarrying families

Seniors and Caregivers Support Services:

- Support to help navigate the process of getting older

Violence Against Women:

- Help for women in abusive relationships

Next Steps/Partner Abuse Response Program

- Services to reduce violence in intimate relationships

Pat's Place

- A safe haven for abused older persons

Sexual Assault Initiatives

Social Reform Unit

Social Action

Campaign 2000

Provincial and national anti-poverty coalitions

Building Inclusive Communities Division

Options program, Passport, and Person-Directed Planning Initiative

- Planning and support for inclusive living for people labelled with intellectual disabilities

Community and Neighbourhood Development

- Capacity building with grassroots groups of youths, newcomers, seniors, parents and other individuals in marginalized communities and neighbourhoods

- Supportive Housing Projects (partnerships proving housing and supports for individuals who were homeless or hard to house): Leonard Avenue, Pears Avenue, Sudbury Street, Ossington Avenue

Commercial Division

Family Services Employee Assistance Programs (FSEAP)

Wellness and behavioural health services for organizations, employees and their families

Integrated workplace solutions

Ana Vicente: She always put client relations first

by Lyna Nguyen



Ana Vicente addresses staff and guests at February reception.

Her vision. Her patience. Her humility and commitment to human service. Her sharp political acumen. And her elegance.

Those were just some of the qualities listed by staff, clients and external colleagues when asked what they would miss most about Ana Vicente as she prepared to retire in March 2012 after 21 pioneering years at Family Service Toronto.

As Director of FST's Building Inclusive Communities division, Ana led the expansion of the organization's work in developmental services and community and neighbourhood development. She won the respect of everyone for her humble and soft-spoken nature and her smart and decisive leadership.

"I will miss her remarkable ability to think outside the box," noted one colleague.

Ana had a previous career in social work in her native Argentina before emigrating to Canada and settling permanently in 1991. She joined FST one month after her arrival and credits teamwork for her division's steady growth and accomplishments.

"It was never one person," she said. "It was always a combination of talented staff that worked on projects and ensured we were in touch with the community and clients."

And it was clients and their success stories that were at the heart of her most powerful FST memories. She described one client who had completely shut down and refused to speak as a result of the trauma he had suffered while living in an abusive home.

"With our support, he became more independent and moved out of the home," she said. "He got involved in the community and his quality of life increased incredibly."

Maintaining that connection to clients while managing the heavy burden of administration was the key to her success as director, she said. "It is so essential to stay in touch with the families and individuals with whom we work."

As for her retirement plans, she looked forward to slowing down and relaxing for a change.

"At least for the first three months," she laughed. "After that I intend to reconnect to South America and stay active on a volunteer basis."

Indeed. Even before her departure, Ana's colleagues already knew she would add new meaning to the term "active retirement."

Key event highlights



December: Staff from David Kelley LGBTQ & HIV/AIDS Counselling Services join city councillors at Toronto City Hall after receiving the 2011 Pride Award. From left are Councillor Michael Thompson (Ward 37 Scarborough Centre), Michael Hazelton, DKS Manager Laurie Chesley, Val Takeda, Jamie Myslik and Councillor Kristyn Wong-Tam (Ward 27 Toronto Centre-Rosedale).



June: Neighbourhood Youth Alliance participants pose after a presentation to FST's 2011 Annual General Meeting. The youth are joined by staff of the Children's Peace Theatre and NYA co-ordinator Ellen Curtis (front row, far right).



February: Arash Paktin (left), client support worker, adds to a table drawing at the staff Strategic Planning Forum. Also at the table are FSEAP's June Lam and IT Director Oluwole Kolade.

Executive Message | Embracing our future: New strategic plan will lead the way



Fran Odette
President



Margaret Hancock
Executive Director

It is only natural to end one year and begin the next filled with hope and optimism for a brighter future. But this year, we have even more reason to believe that Family Service Toronto is well-positioned to meet the growing needs of our communities and embrace the opportunities and challenges that lie ahead.

We spent much of the last year preparing a new strategic plan that will take effect in April 2013 and lead us through the following three years to 2016.

That plan is the result of extensive collaboration with staff, board members, volunteers, clients and many external stakeholders. And as the 2011-12 fiscal year came to a close, it held the promise of exciting new strategic possibilities as we prepared to put the final touches to it and take it to our board for approval in June 2012.

The roots of our new strategy are planted deeply in cultural competency which is the foundation to ensure we provide effective, appropriate and respectful clinical



FST's 100for100 website

care and community services to clients and participants from marginalized communities.

This requires that everyone at FST has a critical understanding of the dynamics of power and social location in our society. And it demands personal reflection, accountability, transparency and respectful inclusion and collaboration among ourselves and with diverse communities as we carry out our mission.

We are proud that over the last year we were able to provide two days of cultural competency training for managers and staff as well as two sessions for board members. This groundwork will serve us well as we embrace our new strategic directions in the months ahead.

It will be particularly important as we prepare for a year of events and celebrations to mark our centennial in 2014. That preparation began over the last few months as we launched a 100th anniversary website to showcase our rich history, highlight our celebration plans and attract support for our programs and services. Please visit www.100for100.org and consider making a donation.

Finally, it needs to be said that all of the activities, events and accomplishments of the last year would not be possible without our dedicated staff, committed board members, the support of [United Way Toronto](#) and other generous funders, our supportive donors and the more than 350 volunteers and students who give of their time and talents to help FST make a difference in the lives of so many.

Special thanks go to Fran Odette, who brought her unique, warm and wise spirit to the role of President of [FST's Board of Directors](#) for the last two years. She will move to an ex-officio role as her term ends in June 2012.

Thank you for sharing our vision and we look forward to working and celebrating with you as we approach our 100th birthday.

406 – the number of likes on FST's Facebook pages

6,827 – the number of coins collected annually in our Church Street parking lot

432,983 – the number of annual page views on the main FST website

Our generous donors

All efforts have been made to ensure that donors who gave between Apr. 1, 2011 and Mar. 31, 2012 are listed correctly. We invite you to contact us with any concerns or questions.

Changemakers (\$10,000+)

Ontario English Catholic Teachers Association
Sisters of St. Joseph of the Diocese of London, Ontario

Pioneers of Change (\$1,000 to \$9,999)

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Brumara Foundation
CEP Humanity Fund
Communication, Energy & Paperworkers Union
Canadian Institute of Chartered Accountants
Elementary Teachers' Federation of Ontario

Kathryn Kennedy
Lawrason Foundation
Ontario Secondary School Teachers' Federation
Sambenco Corporation

Beacons of Change (\$250 to \$999)

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Hydro One
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William Orr
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Dan Stapleton
Toronto Western Hospital
Xerox Canada
Micah Zarnke

Participants in Change (up to \$249)

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Our finances

REVENUE	Fiscal 2011-2012		Fiscal 2010-2011	
	Amount, in dollars	Percentage	Amount, in dollars	Percentage
Government Revenues for Community Programs	5,365,928	25.7%	5,383,097	27.4%
Government and Partner Agency Revenues for Client Purchase of Service* (97% from Government and 3% through partner agencies)	7,014,122	33.6%	5,639,065	28.8%
United Way	3,721,897	17.9%	3,701,908	18.9%
Earned Income (95% Employee Assistance Programs & Integrated Workplace Solutions; 5% individual client fees)	3,968,689	19.1%	3,964,836	20.2%
Donations and Non-Government Revenues	606,970	2.9%	777,477	4.0%
Investment Income and Other Income	172,545	0.8%	140,897	0.7%
Total	20,850,151	100%	19,607,280	100%

EXPENSES	Fiscal 2011-2012		Fiscal 2010-2011	
	Amount, in dollars	Percentage	Amount, in dollars	Percentage
Individual, Family and Community Programs & Services	7,971,482	38.4%	8,188,668	41.9%
Client Purchase of Service Payments *	7,014,122	33.8%	5,639,065	28.9%
Employee Assistance Programs /Integrated Workplace Solutions	3,679,342	17.7%	3,654,212	18.7%
Organizational Resources (includes IT, Finance, HR, ED, and Communications)	2,110,203	10.1%	2,049,864	10.5%
Total	20,775,149	100%	19,531,809	100%

* FST administers these funds for clients on behalf of the Government of Ontario and partner agencies. Clients are mostly individuals with a developmental disability, or their families, and they use the funds to purchase services to live independently and improve their quality of life. Clients also include seniors living in supportive housing and who experience a range of mental health and physical challenges.

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 Edward McFarlane
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 Long Term Care – Elderly
 Person Centres
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 Sherbourne Health Centre
 St. Clare's Multi-Faith Housing
 Society
 Stonegate Community Health
 Centre
 Toronto Central Local Health
 Integration Network
 Toronto Community Care Access
 Centre
 United Way Toronto
 West Hill Community Services
 Woodgreen Community Services
 Working Women Community
 Centre

Thank you to our volunteers

Volunteers are the lifeblood of any organization. We thank both our individual and corporate volunteers for helping us help others.

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*Resigned mid-term



Locations

355 Church Street

2 Carlton Street

700 Lawrence Avenue West

747 Warden Avenue

Co-locations

LAMP Community Health Centre

Leonard Avenue

Ossington Avenue

Pears Avenue

Rexdale Community Health Centre

Stonegate Community Health Centre

Sudbury Street

Victoria Park Hub



Websites

www.familyserVICEToronto.org

www.fseap.com

www.campaign2000.ca

www.100for100.org

Social Media

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Contact Us

Email: info@familyserVICEToronto.org

Voice: 416.595.9618 — Intake and Service Access

416.595.9230 — Administration

416.585.9985 — FSEAP

416.751.0635 — TTY for Abused Women

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