



# FAMILY SERVICE TORONTO

For People. For Change.



## Executive Director Executive Brief



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## APPLICATION PROCESS & DEADLINE

Family Service Toronto has retained KCI (Ketchum Canada Inc.) to lead this search on their behalf. Inquiries and nominations should be directed to **Tara George, Partner / Lead, Search + Talent** via email at [FST@kcitalent.com](mailto:FST@kcitalent.com).

Candidates are asked to please submit both a resume and a letter of interest to the above email address by **January 23, 2019**.

*All inquiries and applications will be held in strictest confidence.*

*Family Service Toronto is committed to a policy of equity and inclusion. We strive to ensure that there is no discrimination on the basis of ethnicity, language, race, age, ability, gender, sexual orientation, income, political or religious affiliation in all aspects of our operation and at all levels of the agency.*





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## Executive Director

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### THE OPPORTUNITY

We are seeking an entrepreneurial and community-minded **Executive Director** to collaborate with our Board, staff, volunteers, and partners as we work towards a city in which individuals, families and communities are resilient and thriving.

Reporting to the Board of Directors, the Executive Director is accountable for Family Service Toronto's (FST) overall organizational performance and sustainability. Leading the senior management team, the Executive Director will foster the development of a professional culture of best practice, learning, innovation, strategic thinking, entrepreneurship and strategic risk-taking across the organization. The Executive Director will ensure that all programs and services are accessible and responsive to client and community needs.

As a champion for FST and the people we serve, the Executive Director will pursue synergies and partnerships, promoting collaboration and cross-fertilization across Family Service Toronto and within the wider community. The Executive Director will represent the organization by building and maintaining strong relationships with partners, funders, and all stakeholders. Fostering a strong not for profit sector in the City, the Executive Director will ensure the financial health and sustainability of Family Service Toronto while providing leadership to system-level work and advocating for the broader community.



### ABOUT FAMILY SERVICE TORONTO

Family Service Toronto is a city-wide, mission-driven organization that helps people face a wide variety of life challenges. For over 100 years we have been assisting families and individuals through counselling, community building, advocacy, and public education programs. Family Service Toronto's direct service work of intervention and prevention includes counselling on a wide range of issues, peer support, and education programs.

Widely recognized as an innovative sector leader, Family Service Toronto works with individuals and families destabilized by precarious socio-economic circumstances and/or mental health to achieve greater resilience and stability in more just and supportive communities. We serve thousands of individuals and families in need each year and advocate for people who are marginalized. Our services are available to everyone who lives or works in Toronto.



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Family Service Toronto has 80 full time staff, over 100 part time staff, and more than 100 volunteers. We have an annual operating budget of approximately \$15 million. In addition, we have flow through funds of approximately \$250 million, which FST administers for clients on behalf of the Government of Ontario and other Passport agencies.

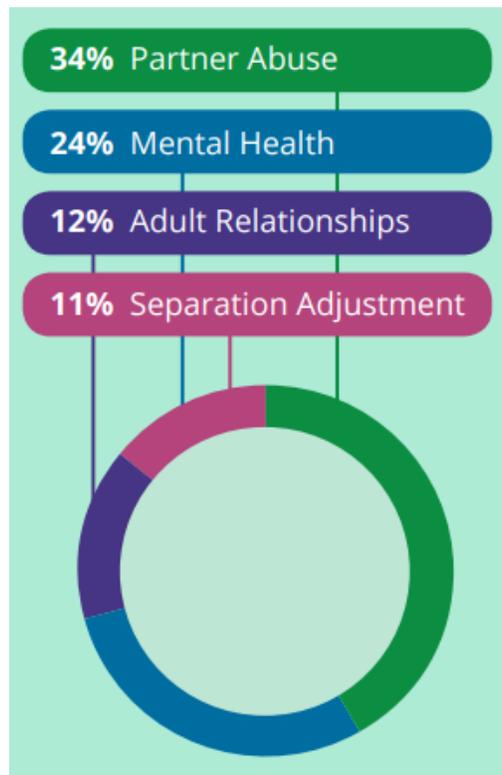
Our 26,000+ clients speak more than 32 languages and represent over 175 different ethno-racial backgrounds. About 56% earn less than \$25,000 annually and 35% are unemployed. Top issues that clients seek support for include partner abuse; mental health; adult relationships; and separation adjustment

The range of counselling and community support programs that Family Service Toronto provides are focused on helping people struggling to cope with many issues, including depression, abuse in all its forms, sexual orientation, relationships, disabilities and the challenges of getting older. Programs in our **Changing Lives Division** include: *Counselling Services; Connecting Families; David Kelley Services; Families in Transition; Healthy Families, Healthy Communities; Seniors and Caregivers Support Services; Violence Against Women and Partner Contact; Seniors Community Connections; Next Steps/Partner Abuse Response Program; Pat's Place; West End Services for Abuse and Trauma; and Sexual Assault Initiative.*

Family Service Toronto's **Social Action and Community Building Division** includes programs like *Campaign 2000, Growing Up Healthy Downtown, and Lawrence Heights Inter-Organizational Network.* Participants come from every one of Toronto's 13 priority neighbourhoods and represent youth, newcomers, young families, seniors, and individuals from every ethno-racial background in the city. The unit works with 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.

Our **Building Inclusive Communities Division**, including *Options, Passport, Person-Directed Planning and PassportONE*, works in partnership with individuals with developmental disabilities and their families, friends and communities. PassportONE was created by the Ontario government and Passport agencies to improve the Passport Service experience by making invoice processing and reimbursements for direct funding faster and more efficient. This new approach to Passport payment processing consolidates the back office financial functions associated with Passport into a newly created entity called PassportONE. Family Service Toronto was selected by the Ministry of Children, Community and Social Services (MCCSS) through an open and transparent selection process to administer PassportONE for all Passport clients across the province.

Family Service Toronto's **Commercial Unit** oversees innovation and social enterprises. Key priorities in the coming year will be the development of a social enterprise café, as well as continued management and leverage of real estate holdings.



## FAMILY SERVICE TORONTO LOCATIONS

Our primary locations include 128A Sterling Road, 355 Church Street, and 1527 Victoria Park Avenue.

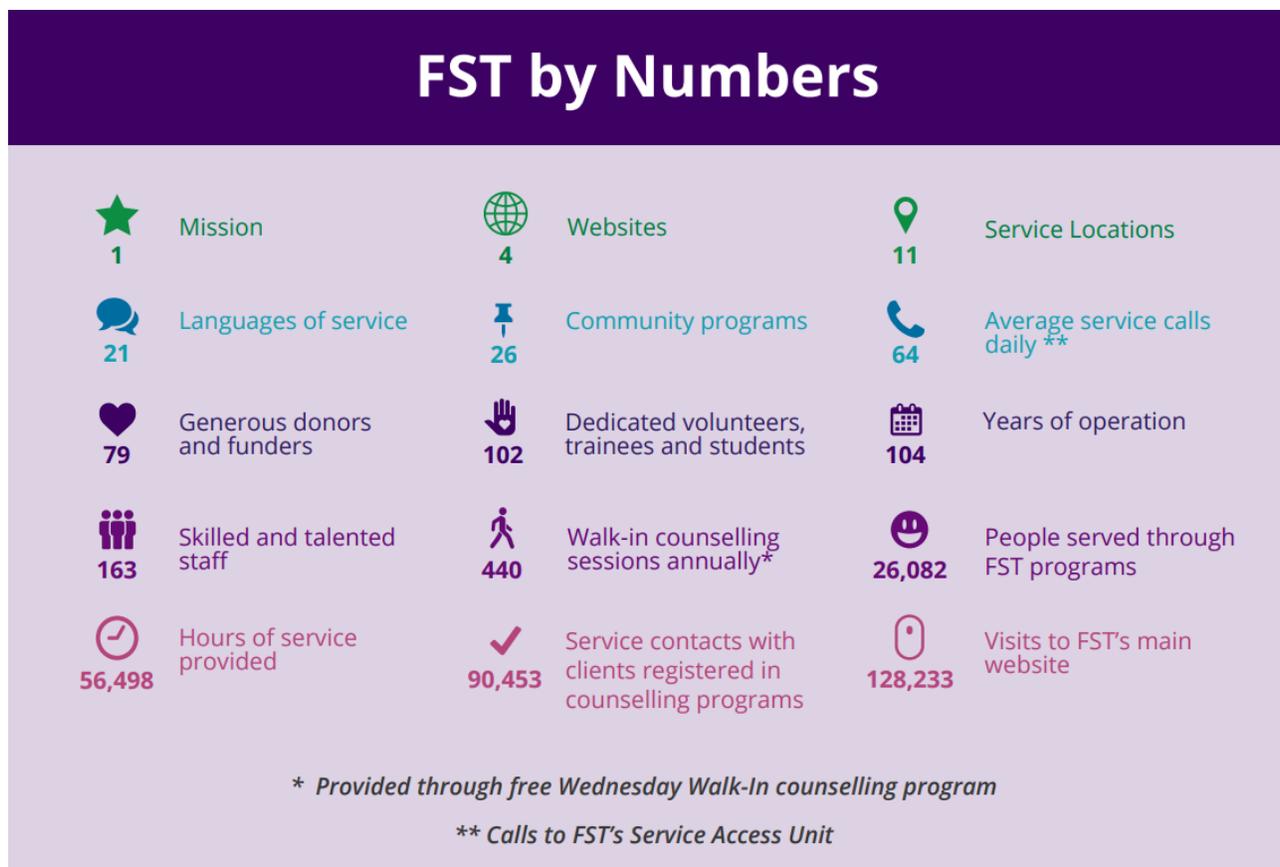
In addition, we have co-located service at the following sites:

- Bathurst-Finch Hub
- LAMP Community Health Centre
- Leonard Avenue
- Pears Avenue
- Rexdale Community Health Centre
- Sudbury Street

## FOR MORE INFORMATION

- Family Service Toronto: <https://familyservicetoronto.org/>
- Programs & Services: <https://familyservicetoronto.org/our-services/programs-and-services/>
- Strategy & Impact 2020: <https://familyservicetoronto.org/FST-Strategy-and-Impact-2020.pdf>
- Board of Directors: <https://familyservicetoronto.org/about-us/board-of-directors/>
- 2017-2018 Annual Report: <https://familyservicetoronto.org/2017-annual-report-digital.pdf>
- 2017-2018 Financial Statements: <https://familyservicetoronto.org/Financial-Statements.pdf>
- History: <https://familyservicetoronto.org/about-us/history/>
- Client Demographics: <https://familyservicetoronto.org/Demographic-Report-Summary-Feb-2018.pdf>

## FST BY THE NUMBERS



## THE IDEAL CANDIDATE

The ideal candidate will be an empowering delegator who nurtures the development of leadership, strategy, and business expertise in others across the organization. The successful candidate will motivate, align and mobilize our staff and volunteers. Challenging and inspiring each person to reach their full potential, the Executive Director will provide vision, guidance and direction to the senior team.

The successful candidate will be an open communicator who deals with tough issues through frank, pragmatic, and timely dialogue. Demonstrating skillful handling of meaningful challenges, the Executive Director will be a big-picture thinker who is adaptable, resilient, and resourceful. The ideal candidate will continue a strong working relationship with the Board, embracing the skills, experience, and perspectives of the Board. In addition to a strong grasp of governance systems and processes, the Executive Director will proactively support the Board in being effective at the strategic governance level.

The ideal candidate will understand the core business of a human service organization, and will effectively steer the organization through emerging opportunities and change. Visionary and innovative, the Executive Director will possess the ability to build, launch, and scale new initiatives, programs, and partnerships. The successful candidate will be a calculated risk taker who brings well-balanced strategic, operational, and external skills.

Possessing strong financial and business acumen, the new incumbent will strategically and creatively leverage FST's assets to expand our reach and impact. The successful candidate will have previous executive leadership experience in large, complex, multi-site organizations that have multiple funders and partners. The ideal candidate will also possess an understanding of how to integrate and leverage technology to support the evolution of FST's services and operations.

The Executive Director will make the time and effort to truly get to know our staff and volunteers and is an open-minded listener who is approachable, consultative, will model transparency and keep others informed. The new incumbent values learning and champions the education agenda related to the Theory of Change and supports the organization-wide efforts around learning and development. Open to the ideas, experience, and perspectives of others, the ideal candidate will nurture a strong sense of community and togetherness across the organization. Thoughtful and kind, the Executive Director will be appreciative of others, and will demonstrate this in small ways.

Passionate about changing the system and making a meaningful difference in people's lives, the ideal candidate will be emotionally sensitive and trauma-informed, and will care deeply about the people we serve. Committed to inclusive values for all people, the successful candidate will bring a strong appreciation of anti-oppression, inclusion, and reconciliation.

A skilled connector and networker, the ideal candidate will be comfortable taking an active role in driving both partnerships and revenue. The Executive Director will be astutely aware of the unique needs and objectives of each of our funders, and will deftly navigate complex relationships with external stakeholders.

Respected and credible, the Executive Director will rally people around common issues, needs, and opportunities with the various communities of Toronto. The ideal candidate will possess the courage, skills, and understanding to advocate for our clients at all levels of government, to ensure their voices are heard. Confident and articulate, the successful candidate will be a strong public speaker who can effectively share the FST story, and how FST drives change and positive outcomes in our community.

## KEY ACCOUNTABILITIES

Reporting to Family Service Toronto's Board of Directors the Executive Director will be responsible for the overall vision, leadership, management, and operation of the organization. Key areas of responsibility include:

### Vision and Strategy

- Build a shared vision, theory of change and strategy across the organization, articulated in multi-year strategic priorities. Lead the implementation of the strategic work.
- Advise and support the Board of Directors in its various roles, especially in formulating and evaluating strategic directions and plans, and developing and interpreting policy.
- Provide leadership, direction and guidance to senior management in the planning, development, evaluation and delivery of programs and organizational services.
- Ensure that risks are identified and managed.
- Anticipate and manage change.

### Knowledge Building

- Ensure that the organization's work is grounded in best practices, research and evaluation, using processes which include and value the voices of clients and community participants.
- Foster a culture of learning, evaluation and innovation within and across the organization that contributes to knowledge creation, learning and improvement.
- Pursue opportunities to learn from the experiences, research and evaluation efforts of others on topics relevant to the work of the organization.
- Ensure that data collected in all departments is used to inform decision-making, to provide useful reports for funders and the board and to improve quality of service.
- Ensure that there is a practice of coordinated policy development and review for the organization through a consultative process.

### External Relationships

- Build and maintain strong relationships with partnering organizations, community networks, government agencies, current and potential funders, other stakeholders, and the broader community.
- Act as chief staff spokesperson with media, government agencies, community groups and other relevant publics.
- Increase the profile of Family Service Toronto through development and implementation of effective marketing, public, and media relations strategies that support both the fundraising efforts and the ongoing work of the organization.
- Pursue program opportunities and promote collaboration as the organization's most visible staff member in the social services community,
- Foster an organizational culture which provides nimble response and support with minimal bureaucracy to opportunities.

### Operations

- Ensure the effective management and utilization of all organizational resources, including financial, information technology, and facilities.
- Ensure the development and implementation of effective systems of communication throughout the organization.
- Lead the development and implementation of the organization's annual operational and capital plan and budget, ensuring an inclusive process and a plan that is aligned with the organization's strategic priorities.
- Ensure that the achievement of the organization's operational and capital plan and budget is monitored, reporting results as required.



## Human Resource Management

- Ensure the development and implementation of human resources practices that embrace a policy of equity and inclusion, ensure a healthy work environment, the development of staff and volunteers and the successful management of the organization.
- Develop and maintain a constructive working relationship with the union, including the successful negotiation of the collective agreement.
- Hire and supervise the staff who report directly to the executive director.
- Ensure that the organization maintains its accreditation status.
- Ensure that client complaints are considered, records kept and reports generated consistently in accordance with the policy.
- Ensure that confidentiality of client records and information is maintained.
- Work with the co-ordinator of volunteer resources to develop volunteer opportunities.

## QUALIFICATIONS & COMPETENCIES

- Graduate degree or its equivalent.
- A proven track record of success as a senior manager, ideally within a diverse, multi-stakeholder organization.
- A big-picture, systems-thinker with excellent senior management skills, including strategic and operational planning, human resources management, and financial management skills.
- An inspirational and strategic leader with the requisite vision and personal qualities to anticipate and manage ongoing change in a complex, multi-service organization.
- An entrepreneurial and strategic risk-taker to advance the organization's theory of change and sustainability.
- Experience in working with a board of directors is required.
- Experience in the social services or not-for-profit sectors as well as knowledge of the public policy process.
- An understanding of marketing and fundraising.
- Strong government and community relations experience, with demonstrated experience in developing effective working relationships and partnerships with government bodies, politicians, other human service agencies, and the broader community.
- A demonstrated commitment to access, equity and inclusion.
- Advocacy skills to affect change in social policies.
- Strong team and relationship building skills are essential, with the demonstrated ability to work collaboratively with all levels of staff, the Board of Directors, volunteers, and other stakeholders.
- Excellent oral and written communication skills.
- The ability to communicate effectively both within and on behalf of the agency.
- A commitment to service excellence and innovation.



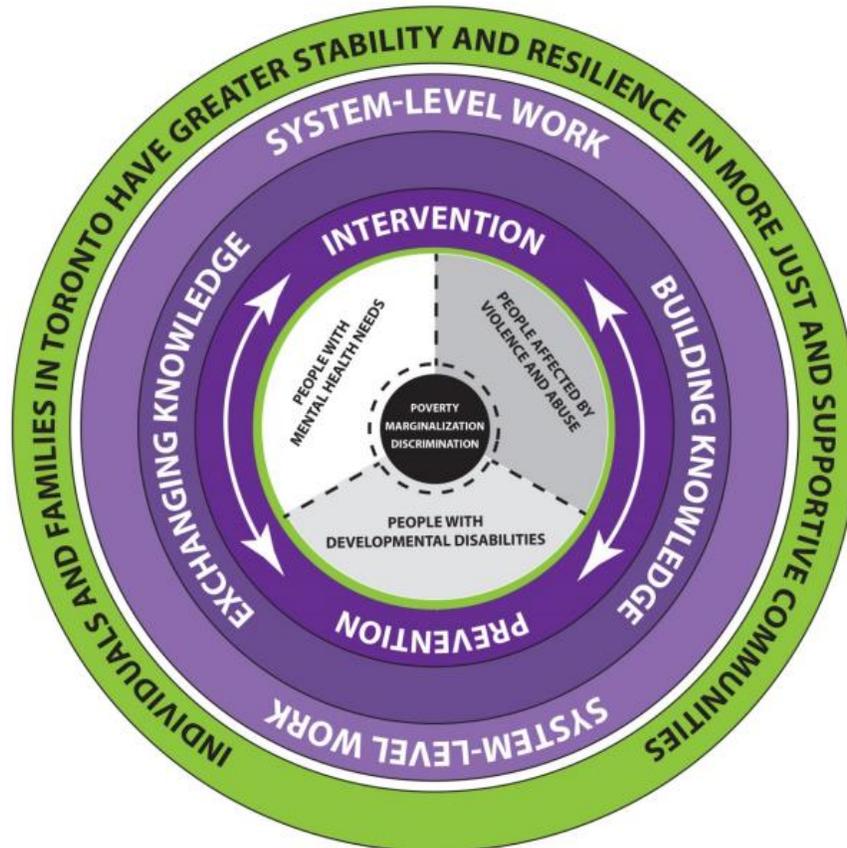
## FAMILY SERVICE TORONTO THEORY OF CHANGE

### Ultimate Impact

A city in which individuals, families and communities are resilient and thriving.

### Intended Impact

By 2020, as the result of Family Service Toronto's work, individuals and families in Toronto, destabilized by precarious mental health and/or socioeconomic circumstances, will have achieved greater stability and resilience in more just and supportive communities.



### Foundational Strategies

#### Service Excellence:

- Strength based approach
- Generate community and collective impact
- Advance a resilient Community and Social Service Sector

#### Operational Excellence:

- Leadership development
- Staff development
- Organizational intelligence systems
- Communication
- Strong research and evaluation practice

#### Financial Stability:

- Strong financial foundation

#### Cultural Competency:

Working respectfully and professionally with clients from diverse communities and within our diverse work environment. Requires critical understanding of power dynamics and social location; practicing principles of accountability, personal reflection and transparency.



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## FAMILY SERVICE TORONTO BOARD OF DIRECTORS

### Board Of Directors

**Terrie Tucker, President**

Health Information Management and Health Services  
Management Instructor, Ryerson University

**Danny Anckle, Vice-President**

Executive Director, Cecil Community Centre

**Ian Wintrip, Treasurer**

Managing Director, Wintrip Consulting Inc.

**Margaret Hancock, Secretary**

Executive Director, Family Service Toronto

### Board Members

**Amanda Bartley**

Shopper and E-Commerce Insights Manager  
Unilever Canada

**Mahmoud Ghazzaoui**

Managing Director, Internal Audit, Royal Bank of  
Canada

**Almerinda Rebelo**

Retired  
(former Executive Director, Four Villages Community  
Health Centre)

**Andrew Thomson**

Chief of Government Relations, University of Toronto

**Andrea Westbrook**

Clinical Social Worker and Mental Health Counsellor,  
Sherbourne Health Centre

**Ted Betts**

Partner, Gowlings WLG

**Anna Lippman**

Community Housing Worker  
Homes First Society

**Thomas Rigby**

Founding Partner, Callosum Marketing Inc.

**Aida Sijamic Wahid**

Assistant Professor, Accounting & Management,  
University of Toronto

### Ex-Officio Members

**Erin Hout**

Partner, Blake, Cassels & Graydon LLP

## FAMILY SERVICE TORONTO SENIOR LEADERSHIP TEAM

**Margaret Hancock**

Executive Director

**Erin Kelly**

Director, Building Inclusive Communities (on leave)

**Lisa Manuel**

Director, Changing Lives and Family Violence

**Kevin Forrest**

Interim Director, Building Inclusive Communities

**Maria Hujibregts**

Director, Knowledge Building

**Anita Khanna**

Director, Social Action and Community Building

**Brian Porter**

Director, Technology, Communications and Facilities

**Vani Visva**

Director, Finance and Business Technology



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# ORGANIZATIONAL CHART

