



FAMILY SERVICE TORONTO

For People. For Change.

STRATEGIC PLAN 2009-2012

VISION, MISSION AND VALUES

Build Capacity Through Research and Evaluation ● Diversify Social Advocacy

Enhance Accessibility of Programs and Services ● Strengthen Financial Sustainability



Deepen the Learning Organization ● Employee Assistance Programs

Promote Operational Excellence ● Foster a Healthy Community Social Services Sector

SEPTEMBER 17, 2008

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INTRODUCTION

In the winter of 2008 Family Service Toronto (FST) embarked on an energizing process to renew its vision, mission and values as well as establish new strategic directions to guide the organization's work over the next three to four years. Our goal was create an inspirational plan for the future through an inclusive process. Opportunities for meaningful dialogue and input were created that involved more than 150 individuals representing community partners, funders, staff and board in grappling with how the City of Toronto is changing and how FST can best respond to address existing and emerging needs.

Using an Appreciative Inquiry methodology, FST contemplated the very best of the organization's work and built on this to create our collective vision for the future. We challenged ourselves to think beyond existing structures and processes to imagine how together we could make a deep impact on the lives of our clients and in the city's neighbourhoods.

This report documents the new strategic plan and the process used to generate it. The new vision, mission and values will ground our work. The new strategic directions challenge us to excel and innovate in service delivery and in operations, in advocacy on behalf of our clients and for the community-social services sector, in building inclusive communities.

FST VISION, MISSION AND VALUES

Vision

Family Service Toronto 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.

FST STRATEGIC DIRECTIONS 2009 -2012¹

1. Enhance Accessibility and Responsiveness of Programs and Services

In keeping with FST's commitment to serve individuals and families who face barriers to inclusion, FST programs and services are located in neighbourhoods across Toronto in response to residents' needs. FST staff are a part of the planning and development of community hubs in the priority neighbourhoods, and in other neighbourhoods as well, where the needs are great and FST's services are essential. FST staff work in multi-program teams with the mix of programs involved being based on the needs of the neighbourhood and the strengths of partner organizations involved in each endeavour. Some team members are co-located while others are itinerant. Strategies for ensuring good communication and support across locations are in place.

FST is rigorous in assessing and improving the accessibility of our programs and services. We pay particular attention to being accessible to individuals and families that face barriers to inclusion. Accessibility includes models of service, wait times, languages, locations, physical facilities, fees and when service is offered.

FST's staff, management and board membership is reflective of the diversity of Toronto.

2. Diversify Social Advocacy

FST is a leader in advocating for social change on a broad range of issues identified through our work. FST advocates for public policy grounded in social and economic justice. Having built solid relationships with community leaders, activists, academics, government, policy makers and media, FST is sought out as a strong and credible voice on community and social issues.

FST has an active Social Reform Advisory Group comprised of board, staff and community members that provides advice to the Social Reform Unit. Clients, community members, staff and board have capacity to take action on public policy issues, supported by the Social Reform Unit.

3. Cultivate a Resilient FSEAP

Extending the mission of FST by delivering counselling, coaching and specialized behavioural programs designed to build resiliency and create healthy workplaces to thousands of individuals and families, it also provides financial support for FST's community programs. Family Service Employee Assistance Program (FSEAP) is innovative, agile and responsive to the ever-changing needs of business, anticipating trends and holding itself accountable to demonstrate results. The

¹ Note: The strategic directions are written as "provocative propositions", an Appreciative Inquiry method that describes strategic directions as a future state – what would exist if the strategic direction were realized.

learning from this work is useful to all FST programs, providing insight and reflection on emerging trends and issues in the community-at-large.

FSEAP is a successful social enterprise. Recognized internationally for the quality of its programs, FSEAP meets the needs of its business partners while building capacity in the community which FST serves.

4. Foster a Healthy Community Social Services Sector

As a city-wide organization, FST recognizes its responsibility to be a leader in building a healthy community social services sector through being a strong partner in planning and coordination initiatives. FST works with partners to build upon the strengths of organizations, identify gaps in service and collaborate on how best to fill them. For the community, this results in more responsive and accessible programs and services.

FST works with partners to bring boards of community social service organizations together to develop strategies for preserving and enhancing the sector as a critical part of civil society. Together the boards advocate with a powerful voice for a healthy sector with all levels of government.

5. Deepen the Learning Organization

FST exemplifies the ideal learning organization. An atmosphere of trust and risk-taking enables creativity and innovation in programming and operations. Ongoing reflection provides opportunities to learn and improve. Open and ongoing communication within teams and across teams produces many examples of cross-team collaboration. Individuals provide input into the decisions that affect them and decision-making processes are transparent. Opportunities for learning and improvement are identified by all stakeholders. Staff have challenging work assignments and opportunities to exercise individual leadership on behalf of the organization.

6. Build Capacity through Research and Evaluation

FST bases its work on knowledge gleaned from ongoing research and evaluation. A well-defined research program involves academic and community partners in generating knowledge that advances the work of the community social services sector and social reform. Research and evaluation projects include the voices of clients and community participants. Outcomes are identified and measured for FST's work with clients and communities. Results of research and evaluation projects are disseminated within FST and in the community, ensuring knowledge translation.

FST monitors results in all aspects of its work using identified indicators. With a comprehensive picture of whom we serve, we know that our efforts to improve accessibility and responsiveness are successful and that we are serving the residents of Toronto who need us most.

7. Promote Operational Excellence

FST does not rest on its laurels – it is always looking for ways to ensure that its operations are effective and efficient in support of its work to strengthen individuals, families and communities. Program and service environments are accessible, welcoming and safe for clients and staff. FST is successfully accredited and uses participation in accreditation as an opportunity for learning and improving in relation to systems and practices across the organization. FST is an employer of choice, attracting and retaining an exceptionally talented and diverse work force.

8. Strengthen Financial Sustainability

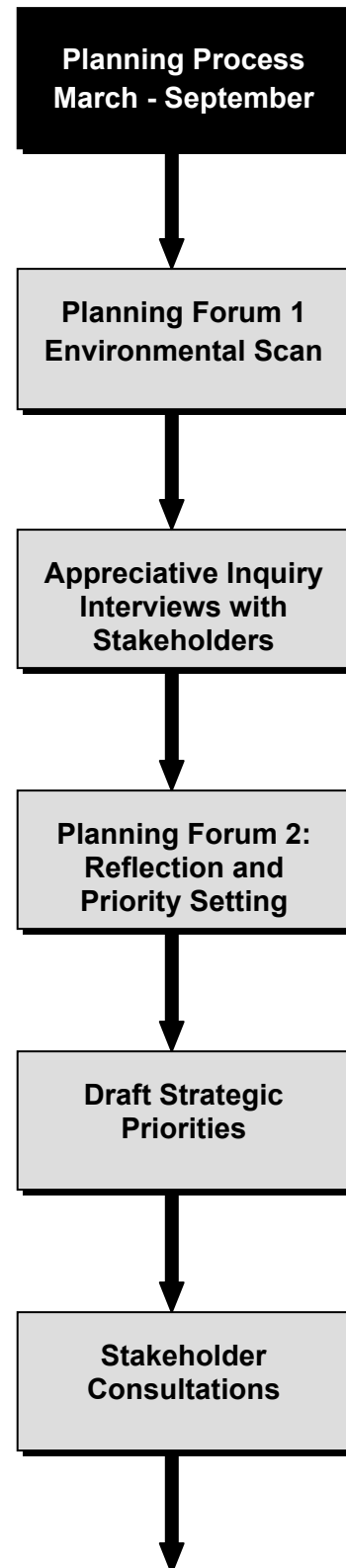
FST explores innovative ways of delivering programs, services, social reform and administration, making effective and efficient use of its funds. FST's financial sustainability is supported by a culture of philanthropy, a burgeoning endowment and an operating budget with appropriate levels of core funding from all funders.

STRATEGIC PLANNING PROCESS

In March 2008, FST launched a new strategic planning process with a **planning forum** aimed at creating a shared understanding of the environment within which FST works. Three dynamic panels addressed how the City is changing, how services are responding and the best role for City-wide organizations. The day finished with a presentation on thriving in challenging times. Between the panels, the 112 community partners, staff and board members attending generated a total of 405 opportunities for FST emerging from the presentations. Formal evaluation results and verbal feedback about the day were very positive with 98% indicating they had a better understanding of what is happening in Toronto as a result of attending the forum and 99% indicating they believe the ideas presented at the forum provided a solid foundation for FST to discuss strategic directions.

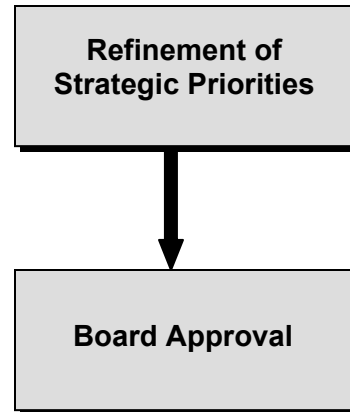
An important part of the strategic planning process has been the use of the innovative **Appreciative Inquiry** (AI) methodology. AI identifies what is working well within organizations and builds upon these strengths. Twenty-two board members and staff from across the organization were oriented to AI and how it can be used to gather input from a variety of stakeholders. These individuals then interviewed 89 clients, community partners, staff and board members. This feedback informed a second meeting of interviewers to identify themes from the interviews.

A **second forum** in April 2008 provided 104 community partners, board and staff members with the opportunity to reflect on what we'd learned in the strategic planning process. Groups met to further develop the themes emerging from the planning process and reported back on the potential for FST to move forward on each theme. A "dotmocracy" vote was used to prioritize themes people believed hold most potential for FST.



Based on all of the information collected, a document containing proposed strategic directions as well as a new vision, mission and values formed the basis for a series of **consultations** in the summer of 2008. A total of 88 staff and managers participated in six consultation meetings. Board members were invited to provide feedback. In addition, 13 community partners were consulted. Themes emerging from these consultations have been incorporated in this document.

Throughout the process, a **working group** of community partners, board, staff and management provided excellent guidance.



STRATEGIC PLANNING PHASES

ACTIVITIES	STAKEHOLDER ENGAGEMENT
Phase 1: Organize Strategic Planning Working Group September – December 2007	
<ul style="list-style-type: none"> • Board approved terms of reference for working group • Select board, staff and community members² • Select chair of working group • Develop work plan for board approval December 12, 2007 	<ul style="list-style-type: none"> • Board meeting Sept. 19 • Working group meeting Dec. 3 • Board meeting Dec. 12
Phase 2: Situational Analysis January – February 2008	
<ul style="list-style-type: none"> • Review documentation of 2003 strategic planning process • Review literature and demographics (e.g., Strong Neighbourhoods Task Force, Colour of Poverty Campaign, Three Cities) • Collect information on FST programs and services – who we serve, what services we provide, etc. 	<ul style="list-style-type: none"> • Circulated key documents to working group members • Working group meeting Jan 31 to plan forums
Phase 3: Appreciative Inquiry Interviews February – March 2008	
<ul style="list-style-type: none"> • Train selected board, staff and students in Appreciative Inquiry and the art of interviewing • Conduct Appreciative Inquiry interviews • Meet with interviewers to discuss the results of the interviews and identify themes 	<ul style="list-style-type: none"> • 22 board, staff and students trained in Appreciative Inquiry and conducted interviews (all sites and units represented) • 89 interviews with community partners, clients, board members and staff³ • interviewers' meeting to analyse and synthesize the results of the interviews
Phase 4: Implement Forums March – April 2008	
<p>Purpose of Forum 1:⁴</p> <ul style="list-style-type: none"> • To launch FST's planning process by bringing people together to talk about what's changed in the city since 2004 (when FST did its last strategic planning process) and what these changes mean for FST. Trends to be considered include demographics, funding, philanthropy and services. • To bring external voices to our planning process to share their knowledge about the environment. • To provide an opportunity for community partners to learn about the latest research on trends in the city. • To present information on what FST is currently delivering in terms of programs and services. • To identify gaps in service within the City for FST to consider 	<ul style="list-style-type: none"> • Working group feedback on detailed plan for forums • 112 community partners, staff and board members attended forum 1 • 104 community partners, staff and board members attended forum 2 • Evaluations of the each forum synthesized, analysed and reviewed to identify opportunities for improvement

² Appendix A is a list of Strategic Planning Working Group members.

³ Appendix B is a list of community partners interviewed.

⁴ Appendix C is the agenda for Forum 1.

<p>as it continues its strategic planning process.</p> <ul style="list-style-type: none"> • To consider the role of a city-wide agency in meeting existing and emerging needs. • To generate enthusiasm about our work and ideas <p>Purpose of Forum 2:</p> <ul style="list-style-type: none"> • To use open space planning to discuss major themes identified in the planning process to date and discuss what role, if any, FST could play in relation to the themes. • To prioritize themes that could be strategic directions for FST. • To review FST's mission, vision and values. 	
<p>Phase 5: Develop Draft Strategic Directions and Revised Vision, Mission, Values May - June 2008</p>	
<ul style="list-style-type: none"> • Synthesize information from forums, key informant interviews, document review, FST data • Review EAP business review findings and integrate in strategic planning • Write draft 	<ul style="list-style-type: none"> • Working group meetings May and June to review and provide feedback on drafts • Leadership Team meeting to provide feedback on draft (June)
<p>Phase 6: Consultations with Clients, Staff, Board, Community Partners July – Aug. 2008</p>	
<ul style="list-style-type: none"> • Get feedback on draft strategic directions; vision, mission and values 	<ul style="list-style-type: none"> • 88 staff and managers attended one of six consultations held to gather feedback • 13 community partners were interviewed to obtain their feedback • Draft circulated to the board for their feedback
<p>Phase 7: Finalize Draft August – September 2008</p>	
<ul style="list-style-type: none"> • Revise draft based on themes from feedback 	<ul style="list-style-type: none"> • Working group meeting to review and provide feedback on revised document • Finalize document
<p>Phase 8: Board Review and Approval of Strategic Plan September 2008</p>	
<ul style="list-style-type: none"> • Present draft document to board at orientation • Board approval 	<ul style="list-style-type: none"> • Board orientation Sept. 11 • Board meeting Sept. 17
<p>Phase 9: Develop Operational Plan and Evaluate Process September 2008 to February 2009</p>	
<ul style="list-style-type: none"> • Strike working groups on selected strategic directions • Incorporate planning to address strategic directions in operational planning process 	<ul style="list-style-type: none"> • Working groups struck with broad representation • Revise operational planning process in light of new directions • Evaluation of process

ENVIRONMENTAL SCAN

A vital part of FST's strategic planning process was ensuring that staff, board and community partners had a shared understanding of the context for our work – a shared understanding of how the city is changing and how this might have an impact upon service providers, including FST. This was accomplished via the first forum and the sharing of selected reports. A very brief overview of some of the research considered is described below.

The Three Cities

Research being conducted by the Centre for Urban and Community Studies, and shared by Alan Walks at Forum 1, indicates that Toronto's neighbourhoods fall into three categories:

- City #1, representing 20% of the city, are neighbourhoods where the average income increased significantly between 1970 and 2000. These neighbourhoods are mostly located in the centre of the city and along subway lines. Residents are largely white (84%) with only 10% of City #1 being Black, Chinese or South Asian. Incomes increased more than 71% in this part of the city between 1970 and 2000, with 14% of individuals having annual incomes of \$200,000 or more.
- City #2, representing 43% of the city, are neighbourhoods where there has been little change between 1970 and 2000. The average individual incomes went up or down by less than 20%. These neighbourhoods are located between the other two groups of neighbourhoods and they closely resemble the City of Toronto average in terms of ethnicity.
- City #3, representing 36% of the city, are neighbourhoods where the average incomes of the population decreased between 1970 and 2000. These neighbourhoods are located in the northern half of the city outside the central corridor along Yonge Street and the Yonge Street subway. In City #3, 43% of the residents are Black, Chinese or South Asian. Incomes declined by 34% for residents between 1970 and 2000. In 2001, 62% of the population of City #3 was not born in Canada.

The three cities research demonstrates a concentration of wealth in the city and a growing disparity between the rich and the poor. Whereas in 1970, 66% of the census tracts had incomes close to the average for the city, in 2000 only 32% of the census tracts fit in this middle income category. At the same time, the proportion of low and very-low income neighbourhoods increased from 19% to 50%. "Middle income neighbourhoods are now a minority and half of the city's neighbourhoods are low-income."⁵ The Three Cities research indicates this trend is likely to continue.

⁵ Centre for Urban and Community Studies, University of Toronto. The Three Cities within Toronto: Income polarization among Toronto's neighbourhoods, 1970 to 2000, 2007.

The Colour of Poverty

The Colour of Poverty Campaign has highlighted the racialization of poverty in Ontario with startling force. Angela Robertson addressed this topic at Forum 1, indicating:

- ethno-racial minority group members (people of colour) make up over 13% of Canada's population; by the year 2017, this number will rise to 20%
- by the year 2017, more than half of Toronto's population will be people of colour
- nearly one in five immigrants experiences a state of chronic low income, which is more than twice the rate for Canadian-born individuals
- between 1980 and 2000, while the poverty rate for the non-racialized (i.e., European heritage) population fell by 28%, the poverty among racialized families rose by 361%.

Because they are more often poor, racialized people have more challenges in terms of maintaining their health and well-being. People of colour experience risks in relation to other aspects of their lives as well, in relation to such determinants of health as education, housing and employment.⁶

Strong Neighbourhoods

In 2005, the Strong Neighbourhoods Task Force, sponsored by City of Toronto and United Way Toronto, identified that Toronto's poorest residents are living in neighbourhoods that lack much needed social and community services and infrastructure. Bluntly put: the people who need social supports most live in neighbourhoods where the services typically do not exist. The Task Force called for coordinated investment to address the needs of these neighbourhoods:

“The neighbourhood strategy we are recommending addresses one of the most deeply troubling developments in Toronto: patterns of social exclusion based on geography that constitute a threat to the health, well-being and prosperity of everyone in our city.”

The Task Force had a vision: “neighbourhoods foster civic participation and inclusion”; “strong neighbourhoods mean safer streets, engaged, active residents, and ultimately a more prosperous economy.”⁷

Since the report was released, the City and United Way have developed planning bodies and have worked with other partners to invest in the priority neighbourhoods identified through the Task Force's work. Currently, there are eight community hubs in priority neighbourhoods at various stages of development. The lead agency in each hub has called upon other service providers, such as FST, to partner in hub development, either as anchor partners (i.e., organizations who will rent offices within the hub and locate staff there) or

⁶ The Colour of Poverty Campaign. Fact Sheets #1 and #2, 2007. www.colourofpoverty.ca

⁷ City of Toronto and United Way Toronto. Strong Neighbourhoods: A Call to Action, 2005, p.3.

itinerant partners (i.e., organizations who will offer services occasionally at the hub site).

Heads up Ontario!

This report describes the worsening conditions of Ontario's not-for-profit community services sector and makes recommendations for addressing the sector's challenges. The report states:

“The ‘perfect storm’ facing community service organizations results from the confluence of three trends: an increased reliance by governments upon the sector as a deliverer of services, persistent under-funding of the sector's program and administrative infrastructure, and the pressing requirement for increased service and community-building initiatives to address the impact of growing inequality, poverty and discrimination in our communities.”⁸

Funding cutbacks and the project nature of funding have created a situation where organizations are seriously under funded at the same time as clients served by the sector have increasingly complex needs and the administrative burden on organizations has grown tremendously. The working conditions in the sector have not kept pace with inflation. The report calls on community social services organizations and funders to raise awareness about the value of the sector and the conditions it is facing, and to advocate for solutions.

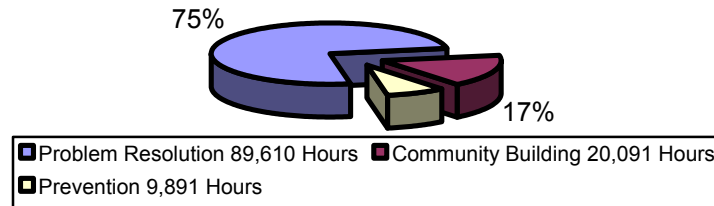
FST Client and Service Data

Family Service Toronto has been providing community social services in the City of Toronto since 1914. The programs and services provided have changed as the needs of the city's residents change. Currently, FST provides individual and group counselling, education, information and referral services to individuals and families experiencing a range of challenges. Staff are also active in community building and prevention activities. FST advocates for systemic change (e.g., Campaign 2000, a national campaign to end child poverty). Programs include: Service Access Unit (assessment, information and referral); Counselling; COPE (parenting groups in high-risk communities); David Kelley Services (counselling for the LGBTQ community); Families in Transition (counselling for families experiencing separation or divorce); Seniors and Caregivers Support Services; Violence Against Women Program; Partner Abuse Response Program; Options and Passport (supports for persons with developmental disabilities).

⁸ Clutterbuck, Peter and Rob Howarth. Heads Up Ontario! Current Conditions and Promising Reforms to Strengthen Ontario's Nonprofit Community Services Sector, 2007.

Service Hours

119,592 Hours of Service Delivered to Clients and the Community in 2007-2008

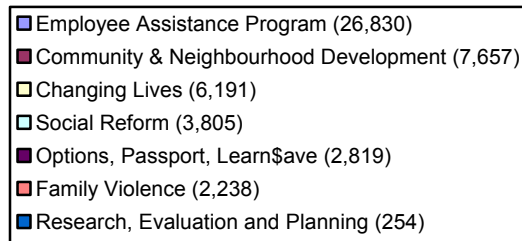
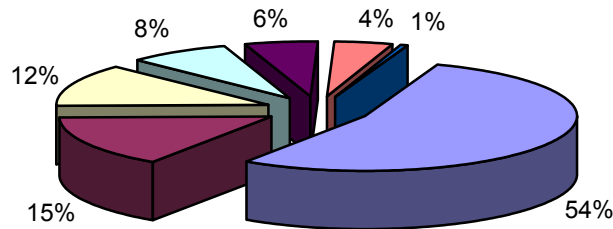


Problem resolution activities include individual and family counselling, advocacy on behalf of clients, group counselling, mediation, providing information and referrals. **Community building** activities include outreach, community planning, presentations, convening public meetings, capacity building with community groups and organizations, and advocating for change. **Prevention** activities include education workshops, service consultations and mutual support groups.

Abuse was the main reason that 29% of people sought out FST's community programs. This includes abuse by a partner, childhood sexual abuse and abuse of seniors. Clients of FST's community programs identified themselves by 31 different ethnic origins. After Canadian, ethnic origins most cited are Caribbean/West Indian, other European, South American, Tamil and Iranian.

Lives Touched

49,794 Lives Touched by FST
Programs and Services 2007-2008



FST touches lives through individual and family counselling, advocacy efforts, group programs, education workshops, outreach, conference presentations, convening public meetings, community planning activities, research interviews and focus groups.

APPENDICES

APPENDIX A

STRATEGIC PLANNING WORKING GROUP

Miriam DiGiuseppe	Board of Directors Family Service Toronto	Retired
Rick Eagan	Community Member	Community Development, St. Christopher House
Margaret Hancock	Executive Director	Family Service Toronto
Kim Hinton	Manager, Community and Neighbourhood Development	Family Service Toronto
Ron Johnson	Coordinator, Passport Initiative	Family Service Toronto
Anita Lapidus	Board of Directors Family Service Toronto	Vice President, The MIBRO Group
Janet McCrimmon	Director, Research, Evaluation and Planning	Family Service Toronto
Maneesh Mehta	Community Member	Managing Director, MESA Investments
Angela Robertson	Community Member	Executive Director, Sistering
Harlan Schonfeld	Board of Directors Family Service Toronto	President, Schonfeld Inc.
Asaf Zohar	Board of Directors Family Service Toronto	Associate Professor Business Administration, Trent University

COMMUNITY PARTNERS CONSULTED

The following 24 community partners were consulted through Appreciative Inquiry interviews and/or consulted on the draft strategic plan:

Pedro Barata	Outreach and Communications	Atkinson Charitable Foundation
Ekua Asabea Blair	Executive Director	Rexdale Community Health Centre
Chris Brillinger	Director, Community Resources	City of Toronto
Mario Calla	Executive Director	Costi Immigrant Services
Andrea Calver	Government and Communications Director	Ontario Coalition for Better Childcare
John Campey	Executive Director	Community Social Planning Council of Toronto
Debbie Douglas	Executive Director	Ontario Council of Agencies Serving Immigrants
Maureen Fair	Executive Director	St. Christopher House
Sara Farrell	Registered Nurse	Toronto Public Health
Russ Ford	Executive Director	LAMP Community Health Centre
Karen Goldenberg	Executive Director	JVS Toronto
Ed Graca	Executive Director	Abrigo Centre
Jon Harstone	Project Manager	St. Clare's Multifaith Housing Society
Allyson Hewitt	Director, Social Entrepreneurship	MaRS Discovery District
Rob Howarth	Coordinator	Toronto Neighbourhood Centres
Heather McGregor	Executive Director	YWCA
Colette Murphy	Community Program Director	George Cedric Metcalf Foundation
Monita Persaud	Regional Consultant and Provincial Multicultural Coordinator	Ontario Network for the Prevention of Elder Abuse
Angela Robertson	Executive Director	Sistering
Bruce Rivers	Chief Executive Officer	Toronto Community Living
Marsha Sfeir	Executive Director	Springtide Resources
Brian Smith	Executive Director	Woodgreen Community Services
Barbara Williams	Interim Executive Director	Woman Abuse Council of Toronto
Cindy Wilkey	Staff Lawyer	Income Security Advocacy Centre

FST STRATEGIC PLANNING FORUM		
MARCH 27, 2008 – Oakham House, Ryerson University		
WHAT	WHO	TIME
Welcome	Anita Lapidus, President, FST Board	9:00am
Purpose of the day and context	Margaret Hancock, FST Executive Director	9:05am
THEME #1 – THE CHANGING CITY		
This introductory session provided an environmental scan of the city that is the context for our work.		
Introduction to the Panel	Armine Yalnizyan, Centre for Policy Alternatives (Moderator)	9:15am
Presentation #1: The Three Cities within Toronto	Alan Walks, Centre for Urban and Community Studies	
Presentation #2: The Colour of Poverty	Angela Robertson, Executive Director, Sistering	
Presentation #3: Precarious Employment	Sonia Sing, Workers Action Centre	
Reaction to Panel and Thanks	Armine Yalnizyan	10:15am
Discussion at tables		10:30am
THEME #2 – THE SERVICE RESPONSE TO THE CHANGING CITY		
This session examined some of the key challenges and approaches used by community service organizations to meet the emerging needs of the city's most vulnerable citizens.		
Introduction to the Panel	Lorraine Duff, United Way (Moderator)	11:00am
Presentation #1: Best Practices in Responding to the Needs of Immigrants and Refugees	Debbie Douglas, Executive Director, OCASI	
Presentation #2: Building a Community Service Hub	Axelle Janczur, Executive Director, Access Alliance Multicultural Health and Community Services	
Presentation #3: For Youth Initiative and Best Practices in Serving Youth	Kosal Ky, Executive Director, For Youth Initiative	
Reaction to the Panel and Thanks	Lorraine Duff	12:00pm
Discussion at tables		12:15pm
THEME #3 – WHAT'S THE BEST ROLE FOR CITY-WIDE AGENCIES?		
Partner agencies and funders spoke about the value of city-wide agencies in the context of neighbourhood priorities.		
Introduction to the Panel	Joe Mihevic, City Councillor (Moderator)	1:30pm
Presentation #1:	Heather McGregor, Executive Director, YWCA	
Presentation #2:	Maureen Fair, Executive Director, St. Christopher House	
Presentation #3:	Waseem Syed, VP, Community Investment and Gillian Mason, VP, Strategic Initiatives and Community Partnership, United Way Toronto	
Reaction to Panel and Thanks	Joe Mihevic, City Councillor	2:30pm
Discussion at Tables		2:45pm
THEME #4 – THRIVING IN CHALLENGING TIMES		
With imagination, Toronto Community Housing responds to tenant needs with bold innovations that create sustainable communities.		
Introduction of Speaker	Harlan Schonfeld, FST Senior VP, Board of Directors	3:15pm
Learning from the Toronto Community Housing Experience	Derek Ballantyne, Executive Director, Toronto Community Housing	3:25pm
Reaction and Thanks	Harlan Schonfeld	3:45pm
CLOSING		
Wrap up and Evaluation	Margaret Hancock	4:00pm