



POSITION PROFILE

Organization: Fred Victor
Position Title: Vice President, Programs and Services
Reports to: Chief Executive Officer
Location: Toronto, Ontario

THE ORGANIZATION

Since its inception in 1894, [Fred Victor](#) has been a vital, community-driven charitable organization that has fostered long-lasting and positive change in the lives of the homeless and low-income people living across the city. Each day, more than 2,000 people use its many services and programs, located at 21 different locations throughout the GTA, including:

- Affordable and supportive housing in four locations;
- Emergency respite and transitional shelter in four locations;
- Mental health and addiction case management services;
- Court diversion services;
- Employment and training services including a variety of traineeship, peer and supported employment programs;
- Specialized services for women including a 24-hour drop-in centre;
- Housing First services including housing access and mental health support services;
- A wide variety of community services including food services, a social purpose enterprise, art and recreational programs and drop in services;
- Safe consumption and treatment services.

Governed by a volunteer Board of Directors, Fred Victor has over 400 staff, an operating budget of \$38M, and capital assets worth approximately \$70M. Well-regarded by clients and other stakeholders alike, including other agencies, funders, donors and municipal, provincial and federal governments, Fred Victor is committed to ending homelessness in Toronto.

Our Vision: is for healthy and thriving communities where every person has a home and access to opportunity

Our Mission: is to improve the health, income and housing stability of people experience poverty and homelessness

Our Values:

- **Respect:** Fred Victor advocates for human rights and recognizes the dignity of all people who use, provide, or support our services. We value diverse cultural and ethnic backgrounds, life experiences, perspectives, orientations and abilities.
- **Equity:** Fred Victor creates opportunity for individuals and communities. We work from an anti-oppression perspective to reduce systemic discrimination and inequities for people experiencing poverty and homelessness. We further promote equity through harm reduction, recovery, and community development approaches to service.
- **Self-Determination:** Fred Victor values and supports people’s right to self-determination by fostering individual capacity and recognizing individuals’ abilities to make their own choices.
- **Service Excellence:** Fred Victor is committed to providing excellent programs and services by being accountable to the people who use our services, meeting or exceeding our program goals, and monitoring our progress against stakeholders’ requirements. We seek to collaborate, integrate and develop new partnerships to enhance services to our clients.



THE OPPORTUNITY

Fred Victor has grown significantly in recent years, both in type and size of programs, and today is one of the leading organizations dedicated to serving the needs of those who are vulnerable and marginalized as well as advocating for broader systems change to address determinants of health, income and housing stability. The diversity of programs and services offered are a core strength, along with its ability to be creative and responsive, and building its capacity in research and planning will further its ability to be both a “thought leader” and a “system leader”.

The external environment continues to present many challenges and opportunities for the organization, including the emergence of Ontario Health Teams, partnerships and integrations within and across sectors, and potential fluxes to funding including program growth. In very recent years, there also have been dramatic changes to populations being served with both the housing and opioid crises fundamentally affecting the nature of front-line work across the city and region. Internally, Fred Victor and Toronto Christian Resource Centre (CRC) have embarked upon integration, and the organization is developing a new strategic plan that will focus on several important key directions to improve health, income and housing as well as to enhance the quality of work and the organization’s capacity to do more.

Within this context, the organization has initiated the search for the new Vice President, Programs and Services. A member of the senior management team, the Vice President reports to the CEO and is responsible for strategic and operational leadership and oversight of all Fred Victor programs and services.

The Vice President plays a lead role in organizational planning, leadership activities, stakeholder relations and development and implementation of service related policies/procedures. In so doing, they ensure the organization meets the needs of service users, tenants and residents in a manner consistent with the mandate and values of Fred Victor thought high quality service, meeting funder expectations and quality indicators, and maintain and enhancing Fred Victor’s leadership position in the provision of community-based health, housing and homelessness services. ***For a detailed outline of key job responsibilities, please see Appendix A.***

In assuming this leadership position, the new Vice President will want to focus on the following key priority areas:

- As a trusted and credible leader, gain the confidence of and manage relationships with a diverse group of stakeholders, internal and external;
- As a member of the senior management team, play a lead role in finalizing and implementing the new strategic plan;
- Assess and develop appropriate organizational structure, leadership capacity, systems and process to support change and growth;
- Ensure successful integration with Toronto CRC, capitalizing on the strengths of each organization;
- Lead and/or participate in system-wide initiatives to advance longer-term solutions to poverty and homelessness;
- Solidify Fred Victor’s role in the new Ontario Health Team structure to ensure issues of poverty and homelessness are addressed;
- Develop strong relationships with government funders and sector partners;
- Provide leadership and mentorship to the team of Directors to prioritize, build capacity and strengthen horizontal teamwork in a demanding work environment;
- Support and personify a culture of care, wellness and resilience to ensure staff have the support and resources they need to continue to do great work.

Fred Victor is a trusted, well regarded, vibrant organization with strong relationships with funders and partners, sound financials, and an excellent reputation for innovation, stepping up to lead challenging initiatives, and delivering quality programs and services to vulnerable populations, including some who are



the hardest to serve. With housing and homelessness currently on the municipal, provincial and federal agendas, this is a wonderful opportunity to help lead an organization with committed and dedicated staff and Board, and play a leading role in addressing immediate needs for services while pursuing longer-term solutions. Although often challenging, the work of the organization and subsequent impact on people's lives is also immensely gratifying.

THE IDEAL CANDIDATE

The ideal candidate will demonstrate the following knowledge, experience, skills and attributes:

- Leadership experience in the non-profit, community-based sector with an awareness of relevant issues and trends affecting marginalized populations and an understanding of key sector program and services areas; experience in a unionized environment is an asset;
- Ability to lead a division of scale and complexity during times of growth, change, program integration and ambiguity; ensures organizational structure and processes continue to adapt;
- Effective at building and managing relationships with funders, donors, partners and other stakeholders;
- Effective at creating and working in coalitions and networks, and providing leadership, advocacy, systems perspective and support to the sector as a whole;
- Inspires innovative thinking and solutions with an appetite for calculated risk;
- Ability to provide competent financial oversight, meeting budget and achieving required results;
- Proactive and transparent communicator, internal and external;
- Strong problem-solving skills and ability to evaluate service and program effectiveness;
- A leader who mentors and builds leadership capacity in the team while embracing and harnessing their expertise and decision-making capability; an effective delegator of authority and responsibility;
- A collaborative decision-maker with strong commitment to team work;
- Able to provide calm and stabilizing leadership in times of crisis;
- High integrity; compassionate; genuinely committed to improving the lives of vulnerable and marginalized people;
- Demonstrates a strong understanding of and commitment to social justice issues, equity, anti-racism and anti-oppression practices.

Fred Victor strives to foster a workplace that reflects the diversity of the community it serves and welcomes applications from all qualified candidates. Fred Victor is also committed to developing an inclusive, barrier-free selection process and work environment. Please advise the search consultant if you require any accommodation measures to ensure you will be interviewed in a fair and equitable manner. Information received relating to accommodation requests will be treated with confidentiality.



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CONTACT INFORMATION

Should you have any questions regarding this important and meaningful opportunity, or wish to forward a cover letter and current resume for consideration, please contact:

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APPENDIX A – KEY JOB RESPONSIBILITIES

- Support and lead implementation of strategic priorities related to program and service areas.
- Supervise and ensure performance of direct reports (current 5 Directors).
- Provide sector(s) leadership and effectively link Fred Victor to development opportunities; inform leadership of key changes in funder/program environment.
- Oversee recruitment, hiring, training and supervision of Program Director Management, ensure workplans are developed and implemented by Directors and that they align with Fred Victor Strategic priorities.
- Oversee preparation of annual operating budgets for Program Departments and ensure program departments meet organizational and funder requirements/targets as outlined by VP Finance and IT.
- Work closely with VP Finance and IT to achieve financial management objectives.
- Work closely with Director of HR on HR issues emanating from Program Departments. Ensure Directors/Managers work closely with HR to ensure all employment practices are in compliance with all relevant legislation and the Collective Bargaining Agreement.
- Network in a highly effective manner with Health, Housing, Employment and Shelter sectors and stakeholders.
- Ensure appropriate engagement of VP position and Fred Victor program and service management with key sector groups/networks and associations such as Ontario Non Profit Housing Association, Canadian Housing and Renewal Association, the emerging Ontario Health Team structure, Addiction and Mental Health Ontario, etc. and position Fred Victor to access opportunities for learning, innovation, profile raising and partnerships.
- Establish and maintain key contacts and relationships with government funders to promote the work and reputation of Fred Victor.
- Prioritize service quality improvement and support organizational work in areas of output/outcome reporting, data gathering and analysis.
- Meet at least monthly with all direct reports and the CEO; attend Board meetings; attend Director/Management and staff meetings as required.
- Carry out any duties assigned by the CEO as required.