Looking to 2018

FST will return to its downtown Church Street site to occupy its office podium below Tridel’s stunning new Alter condominium tower.
Without exception, change, evolution and innovation are alive in every part of FST. Whether we are responding to externally-driven change or internal motivation for growth and improvement, every person is engaged in this dynamic period at FST.

Framing everything, our Strategy and Impact 2020 work, approved by the Board of Directors in June 2016, is taking hold as teams begin the creative process of operationalizing our theory of change.

We can feel the traction already as teams think about and shape their work to achieve our intended impact – that individuals and families in Toronto, destabilized by precarious mental health and/or socio-economic circumstances, will have achieved greater stability and resilience in more just and supportive communities. You will see stories about the tremendous impact of our many services and programs in this report.

In this pivotal year, we are literally strengthening foundations and building new platforms for our work and for the sector. We are pleased and proud to have been chosen as one of 62 anchor agencies by the United Way Toronto and York Region. We continue to be strong partners in many networks and planning tables across the city, provincially and nationally. Through our ongoing work with the Ontario Nonprofit Network and our emerging work to create and grow the fledgling Toronto Nonprofit Network, we are part of creating a stronger environment for all our work.

At the national level, the decades-long work of Campaign 2000 has seen once-in-a-lifetime results. The new Canada Child Benefit (CCB), modeled by C2000 several years ago, came into effect on July 1, 2016 and is projected to lift 300,000 children out of poverty. The C2000 team worked for months on media, partner strategizing and mobilizing and social media/web initiatives to create a very successful “No Clawback to CCB” campaign. As a result of our leadership in advocacy and mobilizing work at the national level, all provincial/territorial governments committed not to claw back any part of the newly-implemented CCB from families on social assistance.

FST was on the move again in 2016 as our seniors and VAW programs relocated to the Victoria Park Hub. There is great excitement about the potential for collaboration with other services and agencies there as the hub is a magnet for the community.

Our strategic investments in 355 Church, 128 Sterling Road and Integrated Workplace Solutions (Substance Abuse Program) are starting to bear fruit and will strengthen our organizational foundation. The new building at 355 Church is already many floors above ground and our space is taking shape. We have begun to develop plans for the café at 355 Church. We are excited by our collaboration with Common Ground Co-operative to consider how to work with people with developmental disabilities in the café.

**Our theory of change shapes focus for the future**

We are building new platforms for our organizational work which will strengthen our foundations and support our theory of change too.

We combined information technology with communications and marketing to create a new technology and communications unit and enhanced our digital capacity with a new website in 2016. We reimagined our Research, Evaluation and Planning work to be captured as Knowledge Building. Our Director of Finance now also leads the development of processes to improve our business technology. We are already beginning to see the benefits of these new collaborations which are intended to make us fit for the future.

**Our drive for future success would not be possible without the dedicated staff, committed board members, generous funders and donors and the volunteers and students who give of their time and talents to help FST make a difference in the lives of so many.**

Thank you for sharing our vision and joining with us as we continue to strive to make our work as vibrant and effective as it can be.

Ted Betts  
President

Margaret Hancock  
Executive Director

**“FST is a valuable resource that has saved my life!”**
ADVERSITY TO ADVOCACY

When Brenda moved to Toronto from Calgary in 2015, the situation was far from ideal.

Her rented apartment flooded, leaving her living in a room for rent with mould and mice, and later with a verbally abusive housemate. To make matters worse, she couldn’t find permanent work.

“I had a lot of things coming at me that I didn’t know what to do with. When I heard about Family Service Toronto’s Wednesday night drop-in counselling service, I decided to go,” she says.

“I felt like I was in a safe space to talk about things that I couldn’t tell my family and friends. When I got a full-time FST counsellor a few months later, it was a godsend. I wanted to dig deeper into the issues I was dealing with and they were such a phenomenal help.”

One of those issues was employment. Brenda found precarious work through a temporary agency which continues to employ her, but her hours are capped and she isn’t entitled to health benefits. “With my situation, the cost of counselling was a big fear… to be able to afford FST’s payment arrangement made me very happy.”

“FST charges fees on a sliding scale, based on total household income before tax and family size.

In February 2017, FST arranged for Brenda to speak out about the plight of people with precarious employment. “I know I’m not the only one going through this situation. Precarious employment means you can’t afford to get sick or take a break.”

“I want the Province to make employers accountable for a decent wage and coverage for health care and other incidents that affect people’s lives,” she told CBC’s Metro Morning listeners.

Brenda is feeling better about her future, thanks in part to her growing self-confidence. “I am starting to feel that optimism coming back.”

JOURNEY TO PEER LEADERSHIP

Abdulahi came to Canada in 2016 from Somalia the hard way—as a refugee, travelling to Brazil and literally walking north through the Americas.

“When I arrived, I didn’t know a lot of people or things about Canada,” says Abdulahi. So when he was approached to join Family Service Toronto’s Healthy Families Healthy Communities (HFHC) program, he was interested.

Funded by Immigration, Refugee & Citizenship Canada, the HFHC program runs for seven weeks and is geared towards newcomers. It combines educational workshops with peer-led support groups for participants to learn about Canadian healthcare, immigration and education systems, and to explore such complex emotional issues as trauma in a safe space.

“The topics were meaningful to me,” says Abdulahi. “Plus, I got a community and I understood the culture and what Canada has to offer. It changed my life.”

Abdulahi credits the program with helping him feel a sense of belonging, which is why he decided to become a program peer leader in 2017. “One thing I really like is that it’s a knowledge exchange,” he says.

He notes the elders in Somalia often sat in similar circles passing a cane to speak and be heard. “Everyone has something to give and listens, which is fundamental to the peer model. It validates the speaker and makes them feel important.”

As a poet, he uses his art to engage the young adults in his groups. “We talk about ‘Who are you? Where do you fit in society?’ It helps you understand more about yourself and how to deal in the community. And when you have control of yourself, the rest is easy.”

SEXUAL ASSAULT

A new focus on the most vulnerable

Experiencing sexual assault is a devastating occurrence. Navigating the emotional consequences can be a long and complex journey, especially for intellectually or developmentally disabled women who are among the most vulnerable groups to experience gender-based violence.

“Most of the women I see aren’t in romantic relationships,” says Vania Sukola, who has counselled women with intellectual disabilities in FST’s Violence Against Women (VAW) program for a decade.

“We are looking to connect the women with peer mentors – other women who have also experienced violence but are further along in their recovery,” says Vania, who will lead the program. “The program will also support the peers, providing an honorarium and training on how to help participants understand their rights and how to heal.”

Participants and peers will be exposed to a variety of tools, including mindfulness, expressive art therapy and narrative therapy.

“...what an amazing difference FST has made in my life. The two therapists I’ve had were so comforting and competent. I am so thankful for this service.”

“Weft our prior work has shown that one aspect of post-trauma resilience is giving back to the community. Peer mentors will have this opportunity. And the initiative will build a sense of connection and community for the women who have experienced trauma, so they don’t always have to rely on counsellors or paid supports,” says Vania. “We want each of these women to feel resiliency.”

VISION, MISSION, VALUES

OUR VISION
Family Service Toronto envisions a city in which individuals, families and communities are resilient and thriving.

OUR MISSION
Family Service Toronto works with individuals and families in Toronto, destabilized by precarious mental health and/or socioeconomic circumstances, to achieve greater resilience and stability in more just and supportive communities.

We achieve this through our direct service work of intervention and prevention which includes counselling, peer support and education; knowledge building and exchanging activities; and system-level work including social action, advocacy, community building and working with partners to strengthen the sector.

OUR VALUES
We are committed to:
- Grounding our work in the lived experience of clients & the community.
- Exchanging activities; and system-level work including social action, advocacy, which includes counselling, peer support and education; knowledge building and exchanging activities; and system-level work including social action, advocacy, community building and working with partners to strengthen the sector.
- Our developmental services programs, including Options, Passport and Person-Directed Planning, work in partnership with individuals with developmental disabilities and their families, friends and communities.
- Our developmental services programs, including Options, Passport and Person-Directed Planning, work in partnership with individuals with developmental disabilities and their families, friends and communities.
- Integrated Workplace Solutions, our social enterprise, is Canada’s leading Substance Abuse Professional Services Program. It provides high impact interventions to help people stay safe, live and work at their best. It assists people living with HIV/AIDS.

OUR WORK
Family Service Toronto clients come for counselling on a wide range of issues, help with abusive relationships and education programs. They speak more than 32 languages and represent more than 175 different ethno-racial backgrounds. About 35 per cent earn less than $25,000 annually and 25 per cent are unemployed. The top issues for which clients seek support are partner abuse (33%), mental health including stress, anxiety and depression (23%), adult relationships (12%) and separation adjustment (11%).

Participants in our social action and community building programs 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 developmental services programs, including Options, Passport and Person-Directed Planning, work in partnership with individuals with developmental disabilities and their families, friends and communities.

Integrated Workplace Solutions, our social enterprise, is Canada’s leading Substance Abuse Professional Services Program. It provides high impact interventions to help people stay safe, live and work at their best. It assists people living with HIV/AIDS.

CLIENT SATISFACTION
A majority of clients provided positive feedback about their FST experience through a survey conducted in the spring of 2016.

About 500 clients from several programs in our Changing Lives and Family Violence division participated in the survey which evaluated service accessibility, staff communication, quality, impact, and overall satisfaction.

The survey showed high satisfaction with service, counsellor relationships and FST’s welcoming environment.

FST evaluates services every three years. Programs involved in the 2016 survey were David Kelley Services, Families in Transition, Next Steps, Seniors and Caregivers Support Services, Violence Against Women, Counselling Services and Walk-In.

Survey Percentages:

- Accessibility of Services: 80%
- Staff Communication: 92%
- Perceived Impact: 86%
- Would you refer family & friends to FST: 89%
- Are you satisfied with the services at FST: 90%

PROGRAMS AND SERVICES

<table>
<thead>
<tr>
<th>CHANGING LIVES DIVISION</th>
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<tbody>
<tr>
<td>Changing Lives</td>
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<tr>
<td>Counselling Services</td>
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<tr>
<td>Connecting Families</td>
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<tr>
<td>David Kelley Services</td>
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<tr>
<td>Families in Transition</td>
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<tr>
<td>Seniors and Caregivers</td>
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<tr>
<td>Support Services</td>
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<td>Violence Against Women</td>
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<td>Healthy Families</td>
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<td>Healthy Communities</td>
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<td>Seniors Community</td>
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<td>Next Steps/Partner Abuse</td>
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<tr>
<td>Pat's Place</td>
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<tr>
<td>West End Services for</td>
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<tr>
<td>Sexual Assault Initiative</td>
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<tr>
<th>SOCIAL ACTION &amp; COMMUNITY BUILDING DIVISION</th>
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<tr>
<td>Social Action &amp; Community Building Division</td>
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<tr>
<td>Campaign 2000</td>
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<tr>
<td>Tower Neighbourhood Renewal Initiative</td>
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<tr>
<td>Lawrence Heights Inter-Organizational Network</td>
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<tr>
<td>Growing Up Healthy Downtown</td>
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<tr>
<td>Social Action &amp; Community Building Division</td>
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<tr>
<td>Options, Passport, and Person-Directed Planning Initiative</td>
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<tr>
<td>Commercial Division</td>
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<tr>
<td>Integrated Workplace Solutions</td>
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<tr>
<td>Canada’s leading Substance Abuse Professional Services program &amp; Structured Relapse Prevention program</td>
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LIVES TOUCHED

<table>
<thead>
<tr>
<th>Changing Lives</th>
<th>Social Action &amp; Community Building</th>
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<tbody>
<tr>
<td>9,901</td>
<td>7,611</td>
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<tr>
<td>Options &amp; Passport</td>
<td>Integrated Workplace Solutions</td>
</tr>
<tr>
<td>6,202*</td>
<td>621</td>
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<tr>
<td>Family Violence</td>
<td></td>
</tr>
<tr>
<td>4,382</td>
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TOTAL = 28,717

* Includes Person-Directed Planning
OUR FUNDERS

**Federal**
- Immigration, Refugees and Citizenship Canada
- Public Health Agency of Canada

**Provincial**
- Ministry of Community and Social Services
- Ministry of Attorney General
- Ministry of Health and Long Term Care
- Toronto Central Local Health Integration Network
- Ministry of Citizenship, Immigration and International Trade

**Municipal**
- City of Toronto

**Agencies**
- Aisling Discoveries Child and Family Centre
- Griffin Centre
- Family Services of Peel
- Malvern Family Resource Centre
- Stonegate Community Health Centre
- The Etobicoke Children’s Centre
- Toronto Central Community Care Access Centre
- United Way Toronto & York Region
- University of Manitoba

**Foundations**
- Atkinson Charitable Foundation
- Friends of the Greenbelt Foundation
- Harrison-Walker Family Foundation
- Laidlaw Foundation
- The Lawson Foundation
- The Lawrason Foundation
- Sisters of St. Joseph of The Diocese of London Foundation

**Royalties**
- Oxford University Press


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FINANCIALS

### REVENUE

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<tr>
<th></th>
<th>Fiscal 2016-17</th>
<th>Fiscal 2015-16</th>
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<tbody>
<tr>
<td>Government Revenues for Community Programs</td>
<td>$6,224,851</td>
<td>55.9%</td>
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<tr>
<td>United Way</td>
<td>3,858,342</td>
<td>34.6%</td>
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<tr>
<td>Earned Income</td>
<td>723,552</td>
<td>6.5%</td>
</tr>
<tr>
<td>Donations &amp; Non-Government Revenues</td>
<td>249,241</td>
<td>2.2%</td>
</tr>
<tr>
<td>Investment Income &amp; Other income</td>
<td>84,341</td>
<td>0.8%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$11,140,327</td>
<td>100%</td>
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### EXPENSES

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<thead>
<tr>
<th></th>
<th>Fiscal 2016-17</th>
<th>Fiscal 2015-16</th>
</tr>
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<tbody>
<tr>
<td>Individual, Family &amp; Community Programs &amp; Services</td>
<td>$8,399,814</td>
<td>75.4%</td>
</tr>
<tr>
<td>Employee Assistance Programs / Integrated Workplace Solutions</td>
<td>529,921</td>
<td>4.8%</td>
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<tr>
<td>Organizational Resources (includes IT, Finance, HR, ED, &amp; Communications)</td>
<td>2,211,073</td>
<td>19.8%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$11,140,808</td>
<td>100%</td>
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### CLIENT PURCHASE OF SERVICE*

<table>
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<tr>
<th></th>
<th>Fiscal 2016-17</th>
<th>Fiscal 2015-16</th>
</tr>
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<tbody>
<tr>
<td>Government &amp; Partner Agency Revenues</td>
<td>$30,761,981</td>
<td>99% from Government &amp; 1% through other agencies</td>
</tr>
<tr>
<td>Payments</td>
<td>30,761,981</td>
<td>100%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
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*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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GIFTS IN KIND

- Alan Meisner (QUANTACAN)
- Art Gallery of Ontario
- Blake, Cassels & Graydon LLP
- Canadian Centre for Policy Alternatives
- Canadian Federation of Students Ontario
- Childcare Resource and Research Unit
- Children's Aid Society (Toronto)
- Citizens for Public Justice
- Food Banks Canada
- Gowling WLG
- HolidayHelpers.org
- Income Security Advocacy Centre
- La Maison de Shoto Inc. - Jocelyne Tougas
- Maran Ravindran
- Royal Ontario Museum
- shoeboxproject.com
- Social Planning Toronto
- The Church of St. John the Evangelist, Ottawa
- Timbercreek Communities
- Unifor
- Unison Health and Community Services
- University of Manitoba, Faculty of Social Work
- Wellesley Institute
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Technology & Communications
Brian Porter

Finance & Business Technology
Vani Visva

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View exclusive online content such as feature stories, our annual numbers list, and donors list at: http://bit.ly/FST-AR

United Way
Toronto & York Region

FAMILY SERVICE TORONTO
For People. For Change.