



# FAMILY SERVICE TORONTO

For People. For Change.

Towards 2021 · Focus · Clarity · Impact

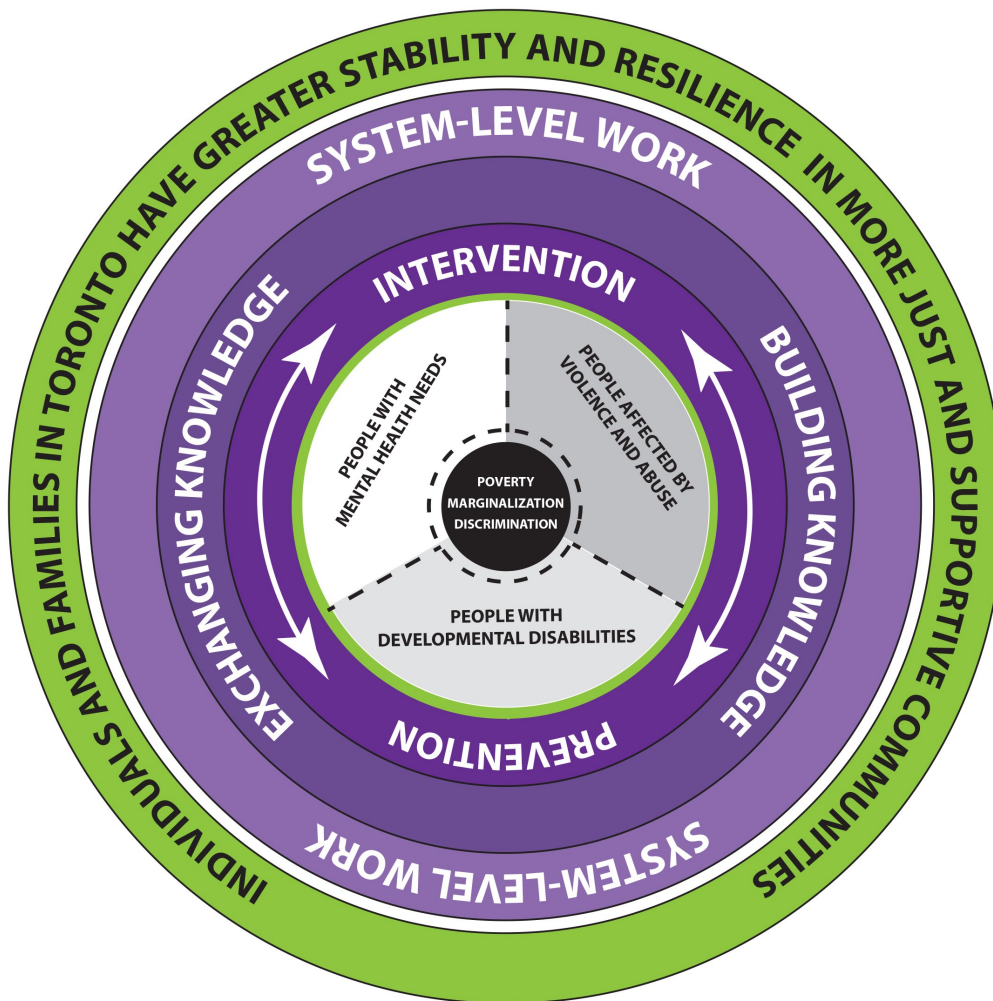


## Q3 Service and Financial Report

February 17, 2021

# INTENDED IMPACT

BY 2020, AS THE RESULT OF FST'S WORK, 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.



STRATEGIC PRIORITIES

Intervention and Prevention

Building Knowledge and Exchanging Knowledge

System-Level Work

Service Excellence

Operational Excellence

Financial Stability

Cultural Competency

FOUNDATIONAL STRATEGIES



**FAMILY SERVICE TORONTO**  
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## **COMMUNITY PROGRAMS AND SERVICES**

### **Changing Lives and Family Violence**

Counselling Service  
Connecting Families  
David Kelley Services (DKS)  
Families in Transition (FIT)  
Seniors and Caregivers Support Services (SCSS)  
Service Access Unit (SAU)  
Next Steps  
Violence Against Women (VAW)  
Seniors Community Connections  
Healthy Families, Healthy Communities  
Growing Up Healthy Downtown (GUHD)  
Pat's Place

### **Building Inclusive Communities**

Options  
Passport  
PassportONE  
Person Directed Planning

### **Social Action and Community Building**

Social Action  
National Campaign 2000  
Ontario Campaign 2000

### **Knowledge Building**

Research, Evaluation and Planning  
Student Placement  
Accreditation  
Grant Writing

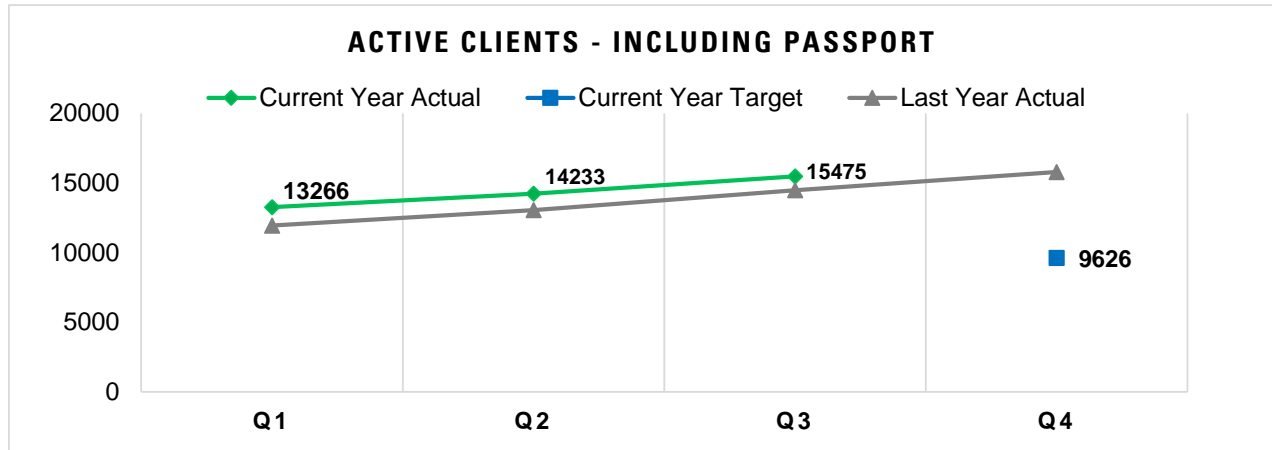
## **CORPORATE SERVICES**

Finance  
Human Resources and Volunteers  
Technology, Communications and Facilities  
Executive Director's Office

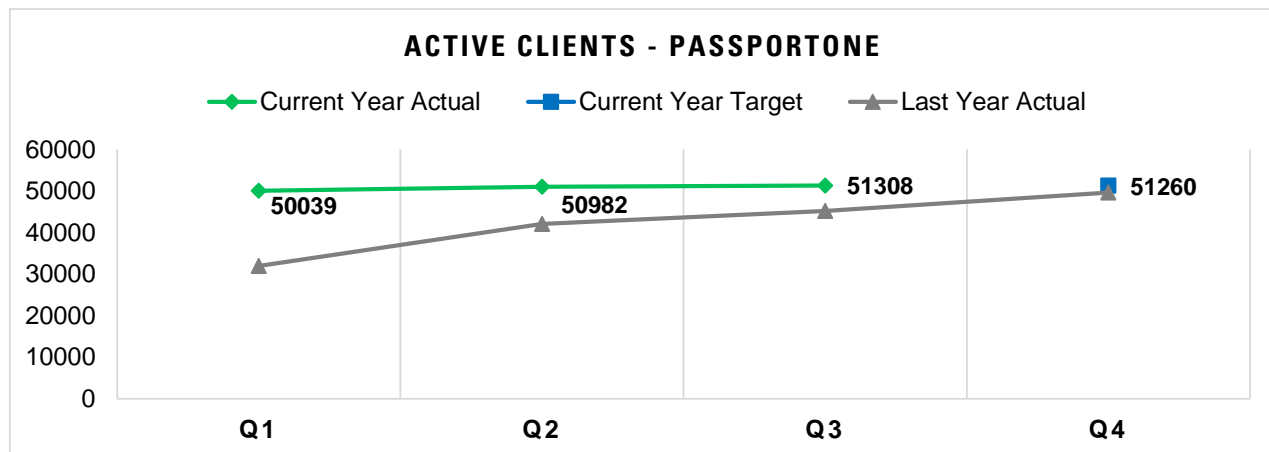


## 2020-2021 Q3 Service Report

### CLIENTS SERVED SNAPSHOT



This chart shows that FST has already served more clients than it has targeted to serve over the entire year.



PassportONE has met its service target for the year by end of Q3.

### HIGHLIGHTED WORK



**Seniors Friendly Chat Program**  
45 Served



**Virtual Daily Walk-In Counselling Clinic** - 747 Served



**Group Peer Support and Workshops Offered** - 246

### SOCIAL ACTION



**Group Meetings Convened and Supported to Facilitate Action** - 140



**Individuals Engaged (not unique)** - 4409





# FAMILY SERVICE TORONTO

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## 2020-2021 Q3 Service Report

### PROGRAM PROFILE

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
<b>Changing Lives - Community Counselling &amp; Mental Health Programs</b>				
Clients	2,495	3,095	81%	
Participants	771	895	86%	
Contacts	20,406	25,200	81%	
Service Hours	14,096.26	22,369	63%	
FTEs (100% Target)	27.15	27.61	98%	
<b>Family Violence Programs</b>				
Clients	989	1,561	63%	
Participants	1,183	900	131%	
Contacts	9,516	13,565	70%	
Service Hours	6,824.16	10,552	65%	
FTEs (100% Target)	12.48	15.02	83%	
<b>Community Engagement Programs</b>				
Participants	2,837	5150	55%	
Service Hours	5,051	6205	81%	
Workshops/Peer Support Sessions	246	-	-	
Broadcast Listeners (Tamil only)	14,780			
FTEs (100% Target)	7.28	6.26	116%	
<b>Building Inclusive Communities - Developmental Services Programs</b>				
B1: PassportONE Active Clients	19,230	51,260	38%	
B2: FST Passport Clients	9,615	4,480	215%	
B3: Options/PDP/CSP Clients	477	490	97%	
B2 and B3: Participants	90	480	19%	
B2 and B3: Contacts	59,527	48,056	124%	
B2 and B3: Service Hours	14080.85	23,920	59%	
FTEs (100% Target)	89.10	81.82	109%	
<b>Social Action</b>				
Individuals Engaged - Participants (not unique)	4,409	4,300	103%	
Partners/stakeholders (unique)	-	-	-	
Website Traffic/Social media engagement	2138*	-	-	
New partners representing marginalized groups	-	-	-	
Government relations - meeting with elected officials and public servants	20	-	-	



## FAMILY SERVICE TORONTO

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	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Number of publications or government submissions for our work and the work of our partners	28	-	-	
Public presentations	-	-	-	
Group meetings convened (to facilitate action)	140	-	-	
Service Hours	3,052.75	3,120.00	98%	
FTEs (100% Target)	4.17	4	104%	
<b>Service Access Unit</b>				
Calls Received	-	-	-	
FTEs (reported above in CL Mental Health)	-	-	-	
<b>Other FTEs</b>				
Corporate Services	11.61	11.88	98%	
Knowledge Building	2.27	2.3	99%	
<b>Students and Volunteers</b>				
Students	10	20	50%	
Student Hours	1478.5	-	-	
Volunteers	42	60	70%	
Volunteer Hours	1873.5	3,048.00	61%	

*\*Website Traffic/Social Media Engagement: Q3 update unavailable at this time*

### Status Legend:

<b>Green</b>	On Target (Actual is on target or above target planned)
<b>Yellow</b>	Below Target (Actual is below target by less than 10%)
<b>Red</b>	Below Target (Actual is below target by 10% or more)

### Program Portfolios:

**Changing Lives - Community Counselling & Mental Health Programs:** David Kelley Services, General Counselling, Families in Transition, Seniors and Caregivers Support Service, Sexual Assault Initiative, Walk-in Clinic, West End Sexual Assault Team. Also includes FTEs for General Reception and Support, and Service Access Unit

**Family Violence Programs:** Next Steps - Partner Assault Response, Partner Contact, Violence Against Women

**Community Engagement Programs:** Healthy Families Healthy Communities, Growing Up Healthy Downtown, Illahee Community Connections, Senior Community Connections. Also includes FTEs for Neighbourhood and Friends, New Horizon Seniors

**Building Inclusive Communities - Developmental Services Programs:** Coordinated Service Planning, Options Children, Options Adult, Passport, PassportONE, Person Directed Planning

**Corporate Services:** Communications, Executive Office, Facilities, Finance, Human Resources, Technology, Volunteer Services

**Social Advocacy:** Campaign 2000 and Ontario Campaign 2000, FST Social Action and Community Building

**Knowledge Building:** Evaluation, Grant Writing, Operational and Strategic Planning, Research, Students



**FAMILY SERVICE TORONTO**  
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## **December 31, 2020 (Q3) Financial Report**

Prepared by: Financial Services  
Date: February 8, 2021

## **Summary**

At the end of Q3 of F20-21 FST recorded revenue of \$12.4M and total expense of \$12.2M before revenue and expenses for Purchase of Services. Net Excess of Revenue over Expenses at the end of the quarter was \$175K and could be attributed to property rental income, general donations and other revenues earned in the first nine months of the year.

## **Community Programs**

### **Revenues:**

Community Programs revenues from all sources were \$7.03M compared to budgeted amount of \$7.8M. Most of the budget variances come for revenues from Government (\$546K), United Way (\$83K), Foundation and Agencies (\$99K) and Client Fees (\$67K). Lower than expected revenues are a direct result of lower expenses with the exception of Client Fees. FST continues to operate in remote/work from home mode, as a result, we are unable to offer face to face cash collection of fees from the clients in certain programs.

At the end of Q3, rental revenue was able to hit and exceed YTD budgeted amount (for the first time). FST is on track to exceed total rental revenue budgeted for F20-21.

### **Expenses:**

Total expenses at the end of Q3 were \$7.3M before ACA compared to the budget of \$8.3M. Most of the variance in expense comes from Salaries and Benefits (\$242K and \$100K respectively), Funded Contracted Services (\$118K), Professional Service (\$87K) and Office and Supplies (\$112K). Lower than anticipated spending is attributed to some temporary vacancies during the first three quarters and the fact that FST continues to operate in work from home mode.

## **PassportONE**

### **Revenues:**

Revenues under PassportOne program at the end of Q3 were at \$5.4M compared to the budgeted amount of \$5.5. Lower than budgeted revenues are directly linked to lower expenses in the first three quarters as PassportOne is a fully funded program.



**Expenses:**

Total direct program expenses were at \$4.9M compared to the budget of \$5M and ACA of \$489K and budget of \$507K. Lower than budgeted expenses on Salaries and Benefits and Office and Supplies are partially offset by higher spending on Professional Services.

During the first nine months of the year, PassportOne program, at the request of MCCSS, implemented a number of improvements to its systems. These improvements required additional spending and caused the bulk of the variance in Professional Services line.

Family Service Toronto  
FAMILY SERVICE TORONTO  
For the Nine Months Ending December 31, 2020

	<b>YTD</b>	<b>YTD</b>	<b>Over/(Under)</b>		<b>Annual</b>	<b>Annual</b>	<b>Prior Year</b>	<b>Over/(Under)</b>	
	<b>Actual</b>	<b>Budget</b>	<b>Actual v Budget</b>		<b>Budget</b>	<b>Budget</b>	<b>Actual</b>	<b>Prior Year vs Current Year</b>	
			<b>\$</b>	<b>%</b>		<b>Remaining</b>		<b>\$</b>	<b>%</b>
<b>REVENUES</b>									
Government	9,230,504	9,990,334	(759,830)	(7.6%)	13,370,445	4,139,941	8,018,729	1,211,775	15.1%
United Way - Base Allocation	2,604,039	2,687,846	(83,807)	(3.1%)	3,583,795	979,756	2,647,609	(43,570)	(1.6%)
United Way - Other	39,729	3,750	35,979	959.4%	5,000	(34,729)	2,762	36,967	1338.4%
Foundations and Other Agencies	271,064	369,844	(98,780)	(26.7%)	493,126	222,062	439,350	(168,286)	(38.3%)
Fees									
Client	40,568	107,250	(66,682)	(62.2%)	143,000	102,432	112,511	(71,943)	(63.9%)
Memberships, Donations & Bequests	28,145	21,375	6,770	31.7%	28,500	355	45,577	(17,432)	(38.2%)
Investment Income	50,836	26,100	24,736	94.8%	34,800	(16,036)	228,523	(177,687)	(77.8%)
Property Rental Income	106,091	100,950	5,141	5.1%	134,600	28,509	9,400	96,691	1028.6%
Other	42,618	27,600	15,018	54.4%	36,800	(5,818)	13,437	29,181	217.2%
	<b>12,413,594</b>	<b>13,335,049</b>	<b>(921,455)</b>	<b>(6.9%)</b>	<b>17,830,066</b>	<b>5,416,472</b>	<b>11,517,898</b>	<b>895,696</b>	<b>7.8%</b>
<b>EXPENSES</b>									
Salaries	7,167,908	7,550,410	(382,502)	(5.1%)	10,067,214	2,899,306	5,725,382	1,442,526	25.2%
Employee Benefits	1,344,552	1,487,430	(142,878)	(9.6%)	1,983,241	638,689	1,108,240	236,312	21.3%
Funded Contracted Services	110,929	229,124	(118,195)	(51.6%)	305,499	194,570	1,199,975	(1,089,046)	(90.8%)
Professional Services	2,295,344	2,113,920	181,424	8.6%	2,930,460	635,116	1,836,448	458,896	25.0%
Building Occupancy	827,468	876,707	(49,239)	(5.6%)	1,168,942	341,474	506,956	320,512	63.2%
Office and supplies	424,063	756,864	(332,801)	(44.0%)	1,009,151	585,088	783,548	(359,485)	(45.9%)
Transportation	(1,113)	90,044	(91,157)	(101.2%)	120,059	121,172	69,024	(70,137)	(101.6%)
Promotion	17,913	15,600	2,313	14.8%	20,800	2,887	8,017	9,896	123.4%
Education and Conferences	21,065	81,836	(60,771)	(74.3%)	109,115	88,050	25,001	(3,936)	(15.7%)
Other Expenses	30,464	85,019	(54,555)	(64.2%)	113,358	82,894	46,987	(16,523)	(35.2%)
	<b>12,238,593</b>	<b>13,286,954</b>	<b>(1,048,361)</b>	<b>(7.9%)</b>	<b>17,827,839</b>	<b>5,589,246</b>	<b>11,309,578</b>	<b>929,015</b>	<b>8.2%</b>
Revenue - client purchase of service	173,577,490	344,989,692	(171,412,202)	(49.7%)	459,986,256	286,408,766	201,840,286	(28,262,796)	(14.0%)
Expense - client purchase of service	173,577,490	344,989,692	(171,412,202)	(49.7%)	459,986,256	286,408,766	201,840,286	(28,262,796)	(14.0%)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Excess of Revenue over Expenses</b>	<b>175,001</b>	<b>48,095</b>	<b>126,906</b>	<b>1.0%</b>	<b>2,227</b>	<b>(172,774)</b>	<b>208,320</b>	<b>(33,319)</b>	<b>(0.4%)</b>

Family Service Toronto  
FAMILY SERVICE TORONTO  
For the Nine Months Ending December 31, 2020

	YTD Actual	YTD Budget	Over/(Under) Actual v Budget		Annual Budget	Annual Budget Remaining	Prior Year Actual	Over/(Under) Prior Year vs Current Year	
			\$	%				\$	%
<b>REVENUES</b>									
Government	3,901,661	4,448,056	(546,395)	(12.3%)	5,930,741	2,029,080	4,019,333	(117,672)	(2.9%)
United Way - Base Allocation	2,604,039	2,687,846	(83,807)	(3.1%)	3,583,795	979,756	2,647,609	(43,570)	(1.6%)
United Way - Other	39,729	3,750	35,979	959.4%	5,000	(34,729)	2,762	36,967	1338.4%
Foundations and Other Agencies	271,064	369,844	(98,780)	(26.7%)	493,126	222,062	439,350	(168,286)	(38.3%)
Fees									
Client	40,568	107,250	(66,682)	(62.2%)	143,000	102,432	112,511	(71,943)	(63.9%)
Memberships, Donations & Bequests	28,145	21,375	6,770	31.7%	28,500	355	45,577	(17,432)	(38.2%)
Investment Income	1,471	26,100	(24,629)	(94.4%)	34,800	33,329	25,336	(23,865)	(94.2%)
Property Rental Income	106,091	100,950	5,141	5.1%	134,600	28,509	9,400	96,691	1028.6%
Other Revenue	42,618	27,600	15,018	54.4%	36,800	(5,818)	13,437	29,181	217.2%
	<b>7,035,386</b>	<b>7,792,771</b>	<b>(757,385)</b>	<b>(9.7%)</b>	<b>10,390,362</b>	<b>3,354,976</b>	<b>7,315,315</b>	<b>(279,929)</b>	<b>(3.8%)</b>
<b>EXPENSES</b>									
Salaries	5,023,317	5,265,093	(241,776)	(4.6%)	7,020,124	1,996,807	4,846,992	176,325	3.6%
Employee Benefits	937,065	1,037,223	(100,158)	(9.7%)	1,382,964	445,899	969,819	(32,754)	(3.4%)
Funded Contracted Services	107,088	225,374	(118,286)	(52.5%)	300,499	193,411	191,204	(84,116)	(44.0%)
Professional Services	207,934	295,170	(87,236)	(29.6%)	455,460	247,526	361,602	(153,668)	(42.5%)
Building Occupancy	627,590	685,457	(57,867)	(8.4%)	913,942	286,352	341,328	286,262	83.9%
Office and supplies	385,648	498,114	(112,466)	(22.6%)	664,151	278,503	404,473	(18,825)	(4.7%)
Transportation	(1,113)	87,794	(88,907)	(101.3%)	117,059	118,172	68,539	(69,652)	(101.6%)
Promotion	17,913	15,600	2,313	14.8%	20,800	2,887	7,326	10,587	144.5%
Education and Conferences	13,496	59,336	(45,840)	(77.3%)	79,115	65,619	22,683	(9,187)	(40.5%)
Other Expenses	30,375	82,769	(52,394)	(63.3%)	110,358	79,983	48,286	(17,911)	(37.1%)
	<b>7,349,313</b>	<b>8,251,930</b>	<b>(902,617)</b>	<b>(10.9%)</b>	<b>11,064,472</b>	<b>3,715,159</b>	<b>7,262,252</b>	<b>87,061</b>	<b>1.2%</b>
<b>Excess of Revenue over Expenses</b>	<b>(313,927)</b>	<b>(459,159)</b>	<b>145,232</b>	<b>(31.6%)</b>	<b>(674,110)</b>	<b>(360,183)</b>	<b>53,063</b>	<b>(366,990)</b>	<b>(691.6%)</b>
ACA	(488,928)	(507,252)	18,324	(3.6%)	(676,336)	(187,408)	(155,259)	(333,669)	214.9%
<b>Net Excess of Revenue over Expenses</b>	<b>175,001</b>	<b>48,093</b>	<b>126,908</b>	<b>263.9%</b>	<b>2,226</b>	<b>(172,775)</b>	<b>208,322</b>	<b>(33,321)</b>	<b>(16.0%)</b>
Revenue - client purchase of service	1,364,822	2,117,751	(752,929)	(35.6%)	2,823,668	1,458,846	1,959,519	(594,697)	(30.3%)
Expense - client purchase of service	1,364,822	2,117,751	(752,929)	(35.6%)	2,823,668	1,458,846	1,959,519	(594,697)	(30.3%)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Excess of Revenue over Expenses</b>	<b>175,001</b>	<b>48,093</b>	<b>126,908</b>	<b>263.9%</b>	<b>2,226</b>	<b>(172,775)</b>	<b>208,322</b>	<b>(33,321)</b>	<b>(16.0%)</b>

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For the Nine Months Ending December 31, 2020

	<b>YTD</b>	<b>YTD</b>	<b>Over/(Under)</b>		<b>Annual</b>	<b>Annual</b>	<b>Prior Year</b>	<b>Over/(Under)</b>	
	<b>Actual</b>	<b>Budget</b>	<b>Actual v Budget</b>		<b>Budget</b>	<b>Remaining</b>	<b>Actual</b>	<b>Prior Year vs Current Year</b>	
			<b>\$</b>	<b>%</b>				<b>\$</b>	<b>%</b>
<b>REVENUES</b>									
Government	5,328,842	5,542,278	(213,436)	(3.9%)	7,439,703	2,110,861	3,999,397	1,329,445	33.2%
Fees						0			
Investment Income	49,365	0	49,365	0	0	(49,365)	203,188	(153,823)	(75.7%)
	<b>5,378,207</b>	<b>5,542,278</b>	<b>(164,071)</b>	<b>(3.0%)</b>	<b>7,439,703</b>	<b>2,061,496</b>	<b>4,202,585</b>	<b>1,175,622</b>	<b>28.0%</b>
<b>EXPENSES</b>						0			
Salaries	2,144,591	2,285,318	(140,727)	(6.2%)	3,047,090	902,499	878,389	1,266,202	144.2%
Employee Benefits	407,487	450,208	(42,721)	(9.5%)	600,277	192,790	138,420	269,067	194.4%
Funded Contracted Services	3,841	3,750	91	2.4%	5,000	1,159	1,008,771	(1,004,930)	(99.6%)
Professional Services	2,087,410	1,818,750	268,660	14.8%	2,475,000	387,590	1,474,846	612,564	41.5%
Building Occupancy	199,877	191,250	8,627	4.5%	255,000	55,123	165,628	34,249	20.7%
Office and supplies	38,415	258,750	(220,335)	(85.2%)	345,000	306,585	379,075	(340,660)	(89.9%)
Transportation	0	2,250	(2,250)	(100.0%)	3,000	3,000	484	(484)	(100.0%)
Promotion	0	0	0	0	0	0	691	(691)	(100.0%)
Education and Conferences	7,569	22,500	(14,931)	(66.4%)	30,000	22,431	2,319	5,250	226.4%
Other Expenses	89	2,250	(2,161)	(96.0%)	3,000	2,911	(1,298)	1,387	(106.9%)
	<b>4,889,279</b>	<b>5,035,026</b>	<b>(145,747)</b>	<b>(2.9%)</b>	<b>6,763,367</b>	<b>1,874,088</b>	<b>4,047,325</b>	<b>841,954</b>	<b>20.8%</b>
<b>Excess of Revenue over Expenses</b>	<b>488,928</b>	<b>507,252</b>	<b>(18,324)</b>	<b>(3.6%)</b>	<b>676,336</b>	<b>187,408</b>	<b>155,260</b>	<b>333,668</b>	<b>214.9%</b>
ACA	488,928	507,253	(18,325)	(3.6%)	676,337	187,409	155,259	333,669	214.9%
<b>Net Excess of Revenue over Expenses</b>	<b>0</b>	<b>(1)</b>	<b>1</b>	<b>(100.0%)</b>	<b>(1)</b>	<b>(1)</b>	<b>1</b>	<b>(1)</b>	<b>(100.0%)</b>
Revenue - client purchase of service	172,212,669	342,871,941	(170,659,272)	(49.8%)	457,162,588	284,949,919	199,880,767	(27,668,098)	(13.8%)
Expense - client purchase of service	172,212,669	342,871,941	(170,659,272)	(49.8%)	457,162,588	284,949,919	199,880,767	(27,668,098)	(13.8%)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Excess of Revenue over Expenses</b>	<b>0</b>	<b>(1)</b>	<b>1</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>1</b>	<b>(1)</b>	<b>(1)</b>