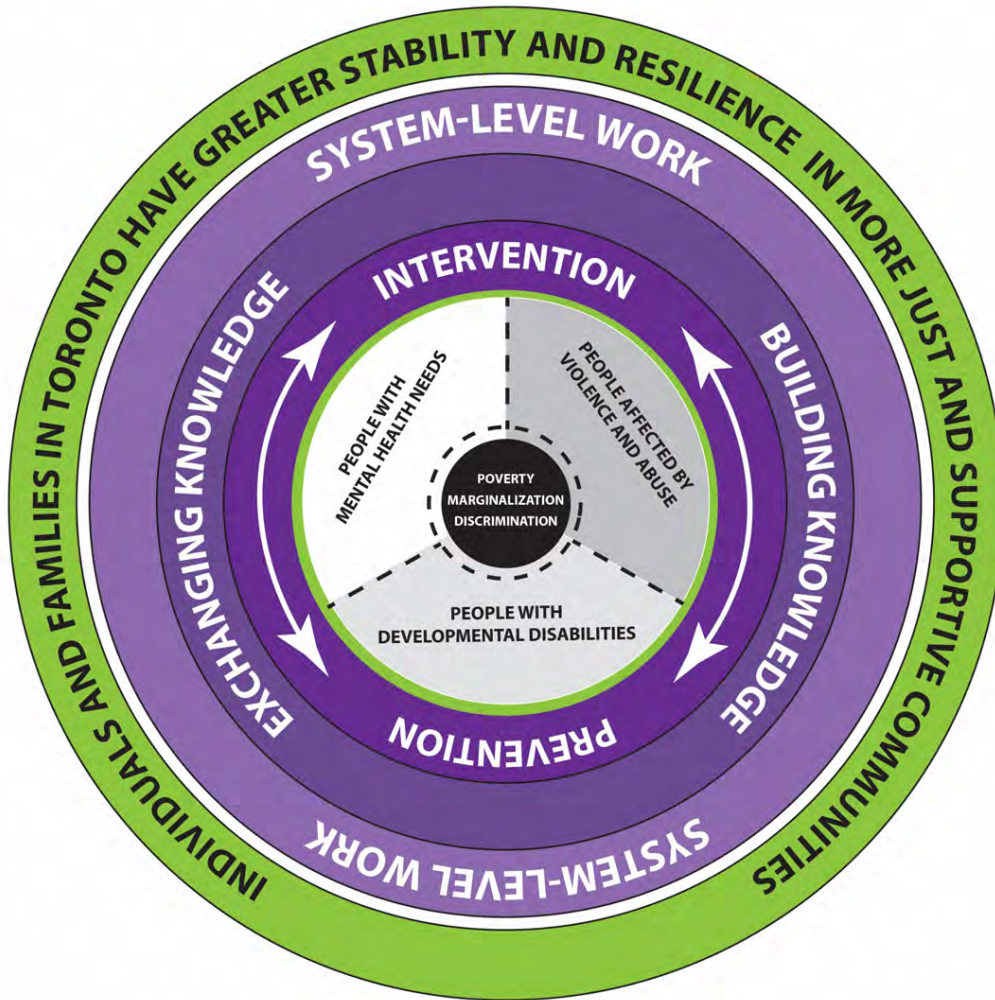


INTENDED IMPACT

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
For People. For Change.

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

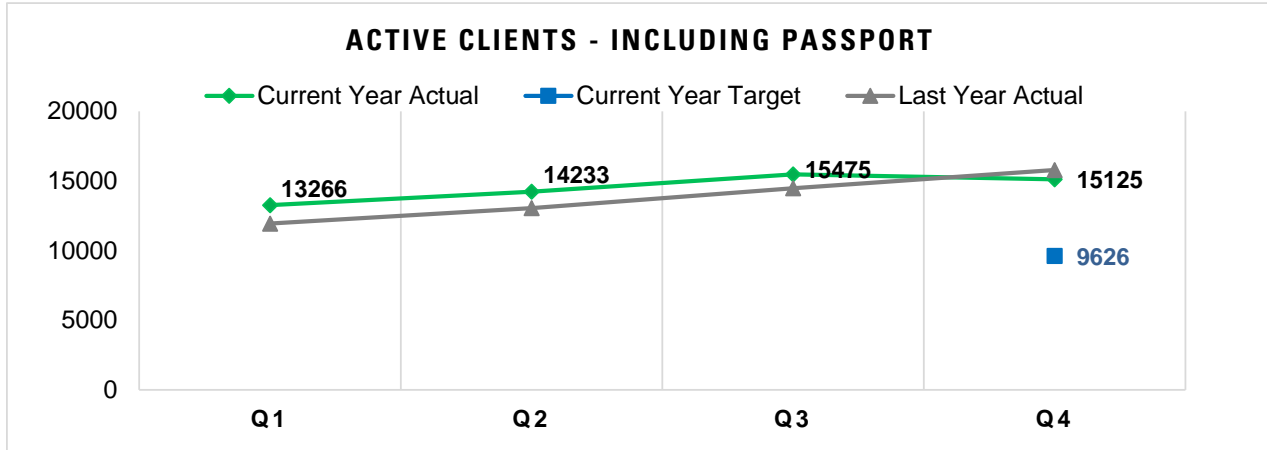
CORPORATE SERVICES

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

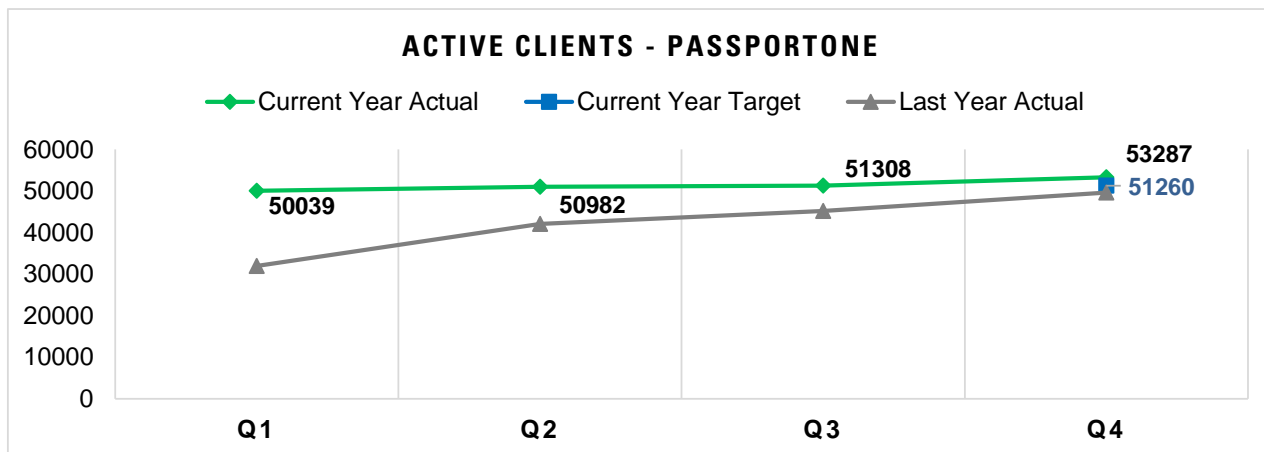


2020-2021 Q4 Service Report - Board of Directors DRAFT
Date: May 10, 2021

CLIENTS SERVED SNAPSHOT



FST has exceeded its service target for the year.



PassportONE has exceeded its service target for the year.

HIGHLIGHTED WORK



Seniors Friendly Chat Program
45 Served



Virtual Daily Walk-In Counselling
Clinic - 1047 Served



Group Peer Support and
Workshops Offered through
Community Engagement
Program - 318

SOCIAL ACTION



Group Meetings Convened and
Supported to Facilitate Action -
202



Individuals Engaged (not unique)
- 5587



FAMILY SERVICE TORONTO

For People. For Change.

2020-2021 Q4 Service Report - Board of Directors DRAFT

Date: May 10, 2021

PROGRAM PROFILE

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Changing Lives - Community Counselling & Mental Health Programs				
Clients	3,103	3,095	100%	Green
Participants	1,059	895	118%	Green
Contacts	27,472	25,200	109%	Green
Service Hours	19,259.10	22,369	86%	Red
FTEs (100% Target)	28.10	27.61	102%	Green
Family Violence Programs				
Clients	1,263	1,561	81%	Red
Participants	1,409	900	157%	Green
Contacts	14,265	13,565	105%	Green
Service Hours	9,734.95	10,552	92%	Yellow
FTEs (100% Target)	12.95	15.02	86%	Red
Community Engagement Programs				
Participants	4,155	5150	81%	Red
Service Hours	6,215	6205	100%	Green
Workshops/Peer Support Sessions	318	-	-	Green
Broadcast Listeners (Tamil only)	15,060			Green
FTEs (100% Target)	7.49	6.26	120%	Green
Building Inclusive Communities - Developmental Services Programs				
B1: PassportONE Active Clients	53,287	51,260	104%	Green
B2: FST Passport Clients	10,199	4,480	228%	Green
B3: Options/PDP/CSP Clients	573	490	117%	Green
B2 and B3: Participants	482	480	100%	Green
B2 and B3: Contacts	79,921	48,056	166%	Green
B2 and B3: Service Hours	19439.82	23,920	81%	Red
FTEs (100% Target)	92.17	81.82	113%	Green
Social Action				
Individuals Engaged - Participants (not unique)	5,587	4,300	130%	Green
Partners/stakeholders (unique)	-	-	-	Green
Website Traffic/Social media engagement*	16,707	-	-	Green
New partners representing marginalized groups	-	-	-	Green
Government relations - meeting with elected officials and public servants	33	-	-	Green



FAMILY SERVICE TORONTO

For People. For Change.

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Number of publications or government submissions for our work and the work of our partners	33	-	-	
Public presentations	-	-	-	
Group meetings convened (to facilitate action)	202	-	-	
Service Hours	3,510.41	3,120.00	113%	
FTEs (100% Target)	3.51	4	88%	
Service Access Unit				
Call Volume	29,391	-	-	
FTEs (reported above in CL Mental Health)	-	-	-	
Other FTEs				
Corporate Services	12.27	11.88	103%	
Knowledge Building	2.67	2.3	116%	
Students and Volunteers				
Students	10	20	50%	
Student Hours	2,159.5	-	-	
Volunteers	45	60	75%	
Volunteer Hours	2,325	3,048.00	76%	

* Website Traffic/Social media engagement currently includes website visits only

Status Legend:

	On Target (Actual is on target or above target planned)
	Below Target (Actual is below target by less than 10%)
	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

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

1.Strategic Priority: Intervention and Prevention

Strategic Priority Lead: Service Oriented Program Directors

2021 Program Goal: 80% of individuals receiving services are part of one or more beneficiary groups

1A. 2019-2021 Program Goal: Staff have a deeper understanding of their client population AND intersectionality and its application to the work*

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
Changing Lives, Family Violence (CL/FV) Building Inclusive Communities (BIC)	<ol style="list-style-type: none"> 1. Full implementation of AIM Reboot: including the equity-based client demographics, ability to track membership in beneficiary group(s), data entry, analysis, reporting, management. 2. Evaluation of the implementation of the equity-based demographics – including the staff training. 3. Revisit and revise as needed our outreach methods and materials, especially for members of beneficiary groups who face multiple barriers in accessing services. 4. Continue to deepen our understanding and application of working in an evidence-informed manner with clients belonging to more than one beneficiary group. 	<ol style="list-style-type: none"> 1. Revised reports provide us with a better understanding of who are our clients and what factors are associated with their need for services. 2. A deepening of our work with beneficiary groups, with particular attention to intersectionality. 3. Clients' intersectionality is reflected in the client demographic documentation. 	<ol style="list-style-type: none"> 1. Full implementation of the new demographic questions and AIM data base improvements. 2. Strategy in place to ensure our work focuses on the target populations. 3. Client Demographics Reports. 4. Staff report being comfortable explaining the rationale for the demographic questions to clients. 5. Improved completion rate for demographic information across FST. 	<ul style="list-style-type: none"> • Equity-based demographic data collection on hold until implementation of the new Electronic Client Record system (ECSR). • The Queer and Connected program for LGBTQ2S+ youth 16-29 launched with a strong social media presence • Group programming is continuing virtually • Mental health virtual walk-in is piloted as gateway to ongoing counseling • Support Access Program for women at high risk for violence/abuse implemented in partnership with the Assaulted Women's Help Line and Red Door Shelter • BIC is completing virtual support group for caregivers supporting children with developmental disabilities. The project is scheduled to end May 2021. 	<p>↘</p> <p>↗</p> <p>↗</p> <p>↗</p> <p>↗</p> <p>↗</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ↗ Delay achieving activity ↘ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

Strategic Priority: Intervention and Prevention

Strategic Priority Lead: Service Oriented Program Directors

2021 Program Goal: 80% of individuals receiving services are part of one or more beneficiary groups

1B. 2020 -2021 Program Goal: Social Action Community Building will have a stronger engagement with the multiple issues facing the beneficiary groups

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
Social Action (SA) Previously Social Action Community Building (SACB).	<ol style="list-style-type: none"> Build relevant partnerships internally at FST and externally to improve knowledge of issues facing our beneficiaries. Working with staff and external partners, learn how to involve beneficiary groups respectfully in media work and making their stories public. Identify various engagement opportunities for the beneficiary groups. 	<ol style="list-style-type: none"> Stronger visibility of relevant beneficiary groups in advocacy work. 	<ol style="list-style-type: none"> Narrative on the work completed. Number of clients/participants of the beneficiary groups engaged in media and/or other engagements. 	<ul style="list-style-type: none"> Campaign 2000 (C2000) continues to increase the number of partners from the North in campaign activities. This year was the first time in Campaign 2000's history that we supported partners in two territories to write and release report cards: NWT and YK. Partners in the NWT had the highest amount of media presence during this year's 'report card release 	<p>➔</p> <p>➔</p> <p>➔</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ➤ Delay achieving activity ➥ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

Strategic Priority: Intervention and Prevention

Strategic Priority Lead: Service Oriented Program Directors

2021 Program Goal: Peer support programs are an intrinsic part of our work

1C. 2020 -2021 Program Goals: Understand how peer support programming contributes to the work; build on and expand peer support work

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
Changing Lives, Family Violence (CL/FV)	1. Continue to deepen our understanding of peer support work and its applicability at FST.	1. An understanding of who benefits from peer support.	1. Narrative on the work completed.	<ul style="list-style-type: none"> BIC has recruited peers to host workshops as part of the Stay Calm and Connected United Way Project The DKS program started a peer based social connections program in this time period Indicators for SA are being developed under the framework of the 2021-2026 strategic plan 	↗
Building Inclusive Communities (BIC)	2. Understand which teams are best positioned to support peer work	2. Teams best placed to support peer work have one or more proposals in place to secure funding/redirect resources	2. Supports (e.g. volunteers, human resources; financial supports from grants) are in place to support peer work.		↗
Social Action (SA)	3. Explore the appropriate application of peer support work to SA and additional BIC Programs.	3. Increase in number of peer support programs.	3. Number of peer support programs being developed.		↗
	4. Share the knowledge gained from current peer support work at FST.	4. Reduced isolation for and where appropriate enhanced independence and connections for participants in peer support programming.	4. Number of peer support programs in place.		
	5. Implement a strengths-based approach and expand peer leadership capacity (SA).		5. Number of clients/ participants/ community members in peer support programs.		
			6. Indicators to be developed for Social Action (SA)		

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ↗ Delay achieving activity ↘ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

2.Strategic Priority: Knowledge Building and Exchanging

Strategic Priority Lead: Director Knowledge Building

2021 Program Goal: We are a Centre of Excellence in Our Program Areas*

2A. 2020 – 2021 Program Goals: Increased understanding of all aspects of our work; optimize funding from government, foundations and other sources

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status												
Changing Lives, Family Violence (CL/FV)	1. Build on the 'Story of our Work' work with five teams to develop a limited number of important indicators.	1. Five teams have a deeper understanding of their programs' outcomes and processes	1. Narrative on the work completed.	<ul style="list-style-type: none"> Internally, we have discussed the Resilience Status report. Since working remote, staff have not included a resilience assessment in their practice. Next steps on hold until further decisions on practice are made. Since working remote, 'The Story of Our Work' work, is on hold. For Q3-Q4 we have received \$ 343,000 in new funding of which \$ 113,000 was related to the COVID-19 response. We also applied for and received \$ 124,000 in renewals. Outstanding is \$ 2,797,000 in new funding requests 	↘												
Building Inclusive Communities (BIC)	2. Complete/update program logic models for all programs.	2. Staff adapt strategies when needed to achieve desired outcomes.	2. The number of programs that have identified relevant indicators.														
Social Action (SA)	3. Enhance reliability of the client data bases: entry, management, analysis, reporting.	3. Good data: reliable and meaningful information is used for evidence-informed programming.	3. The number of programs that apply the 'resilience tool' in CL/FV programs.														
Knowledge Building (KB)	4. Develop an integrated 'Story of our work – Logic model' for SA	4. More efficient and effective responses to calls for proposals.	4. SA (integrated Social Action and Community Building) Logic Model in place.														
	5. Implementation of the resilience tool in one additional CL and in the Violence Against Women (VAW) program.	5. Stronger understanding of the concept of resilience in different client populations at FST.	5. The number of new and renewed program grants received as a percentage of grants submitted.														
	6. Explore the implementation of a tool to examine resilience in the Options program in BIC.		6. The number of research/ evaluation grants received.														
	7. Draft a research proposal related to the work on Peer support for people with intellectual and or developmental disabilities (ID/DD) who have been sexually abused.																
	8. Generate new funding sources.																

* Cross referenced with foundational strategies 'Generating Collective and Community Impact' and 'Strong Research and Evaluation Practice'.

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected → Progress towards achieving activity ↗ Delay achieving activity ↘ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

3.Strategic Priority: System Level Work

Strategic Priority Lead: Director Social Action (previously Social Action and Community Building)

2021 Program Goal: Solutions to the destabilizing impact of socio-economic precarity, especially relating to housing, are embedded in our system-level work*

3A. 4 2021 Program Goals: Advocacy for policy proposals for precarity/housing begins; all system level change is linked to the beneficiaries

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
Changing Lives, Family Violence (CL/FV)	1. Develop internal systems to carry out the system level work.	1. Priority areas are selected.	1. Narrative on the work completed, including work on policy changes.	<ul style="list-style-type: none"> The Director, CL/FV programs, as co-chair of the Toronto Region Violence Against Women Coordinating Committee is working with MCCSS to define a new system level model for coordination of VAW services in Toronto Staff have not been trained in advocacy work. The Toronto Nonprofit Network has requested FST act as an administrative platform and “home” Social Action and Campaign 2000 continue to strengthen the visibility of anti-poverty issues and to respond to emerging issues in a large variety of initiatives. Some examples are: In November 2020 we convened a roundtable with over 40 diverse women and non-binary people, women’s housing organizations, the Community Housing Transformation Centre and CMHC VPs. The purpose was to discuss support for diverse women through the new federal Rapid Housing Initiative. We had a follow up meeting with CMHC. We also participated in several national housing roundtables organized by MP Jenny Kwan. At the local level, the Executive Director and Director, Social Action were invited to meet with senior staff, Deputy City Managers, Interdivisional Encampment Table members, and members of the community supporting local encampments to facilitate dialogue and collaboration. 	➔
Building Inclusive Communities (BIC)	2. Train staff in in conducting advocacy in a charitable organization.	2. Service delivery teams and SA involved in policy change.	2. Collaboration between service delivery programs and SA has been implemented and priority areas agreed upon.		➔
Social Action (SA)	3. Build on visibility of the issue.	3. FST participates at the most relevant and influential tables.	3. Based on analysis of the service planning and strategy tables that FST participates in, strategic decisions about participation at tables are operationalized		➔
	4. Respond to emerging opportunities.		4. Number of staff trained in social advocacy work		
	5. Continue work on poverty.				
	6. Ensure participation at relevant tables.				

*Cross-referenced with foundational strategy ‘Enhanced communication’

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ➤ Delay achieving activity ➥ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

4. Foundational Strategy: Service Excellence

Strengths-Based Work Lead: Director Changing Lives/Family Violence and Director Building Inclusive Communities

2021 Organizational Goal: A strengths-based framework is at the centre of all our work with clients, staff, and the community

4A. 2020 – 2021 Goals: An organization-wide baseline understanding of strengths-based work; development of a framework for practice

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All direct service delivery programs	<ol style="list-style-type: none"> Embed identified strengths-based framework and principles in programs/services and in how we relate to one another. A work plan is in place to move forward on FST's work to become a trauma-informed organization (or is this referring to services to certain clients) BIC program developing Individual Service Plan (ISP) templates that will assist with strength-based assessment and supports. 	<ol style="list-style-type: none"> Shared understanding of the strengths-based concept A cross-functional, cross-team steering committee is in place to carry out elements of the action plan. Shared understanding of what it means to be a trauma--informed organization. 	<ol style="list-style-type: none"> Number of staff and teams reporting that they conduct their practice in a strengths-based framework Number of work plan items that have been activated Completed ISP templates that supports a strength-based approach to goal development 	<ul style="list-style-type: none"> Work within a strengths-based framework is ongoing within CL/FV programs. Materials developed and presented to the Executive Director by a student intern on what it means to be a trauma informed organization. Other actions pending further discussion BIC is developing program guidelines, especially the Individual Service Plan document for Options programs. Guidelines to be completed by April 2021. BIC incorporated Psychiatric Sessionals to build staff capacity for dual diagnosis. FST partnered with several agencies to respond to MCCSS RFP for the Ontario Autism Program. BIC will be leveraging the expertise of both PassportONE and the case management services if successful in this competition. 	<p>↗</p> <p>➔</p> <p>↗</p> <p>↗</p> <p>↗</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ↗ Delay achieving activity ↘ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

4. Foundational Strategy: Service Excellence

Generate Community and Collective Impact Lead: Director Knowledge Building

2021 Organizational Goal: Generate community and collective impact*

4B. 2020- 2021 Goals:

Programs	2020-2021 Activities	2021 Outcomes	2020-2020 Indicators

* Cross referenced with strategic priority 'Knowledge Building and Exchanging' and the foundational strategy 'Strong Research and Evaluation Practice'.

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ↗ Delay achieving activity ↘ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

Foundational Strategy: Service Excellence

Advance a Resilient Community and Social Services Sector Lead: Executive Director

2021 Organizational Goal: Advance a resilient community and social services sector*

4.C 2020- 2021 Goals: Intentional and proactive participation in system-level sector work

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> Promote intentional and proactive participation by creating a community of practice. Develop/apply criteria to assess opportunities for system-level participation. Support individuals and teams to participate in system-level work Participate in leadership roles: support staff to develop leadership capacities for this work. Develop tools to evaluate impact of system-level work at sector tables. FST involved in sector wide Developmental Services (DS) case management and advocacy committees' initiatives aimed at ensuring consistency in processes across providers. 	<ol style="list-style-type: none"> Intentional and proactive participation has been promoted. Criteria to assess opportunities for system-level participation have been articulated and applied. Individuals and teams have identified relevant opportunities in which they can participate. Staff have been able to participate in leadership roles in the broader community and social services sector, outside of FST. 	<ol style="list-style-type: none"> Opportunities for system-level participation by staff have been implemented. The number of staff who are participating at relevant sector tables is tracked and regularly analysed. Opportunities for staff to develop system level leadership skills are in place. Tools to evaluate impact are being used. FST is a sought-after participant in system level initiatives 	<ul style="list-style-type: none"> Please see Section 3A (System Level Work) and 5 (Enhanced Leadership and Staff capacity). 	↗

*Cross-referenced with Strategic Priority: System Level Work

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ↗ Delay achieving activity ↘ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

5. Foundational Strategy: Operational Excellence

Leadership and Staff Development Lead: Executive Director

2021 Organizational Goal: Enhanced leadership and staff capacity

5.A 2020- 2021 Goals: Development and implementation of practices for engaged; collaborative system (organizational) leadership

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> 1. Develop capacity for organizational leadership. 2. Build understanding for test-learn-adapt model for new ideas and learning. 3. Build support for strategic risk-taking. 4. Create dedicated time to learn. 5. Make the TOC learning agenda the main guide for learning and development. 	<ol style="list-style-type: none"> 1. Teams indicate an enhanced capacity and confidence as reported to and assessed by managers. 	<ol style="list-style-type: none"> 1. A plan for organizational leadership has been developed. 2. FST leadership understand the test-learn-adapt model for new ideas and change management. 3. The TOC learning agenda is being implemented across FST (and as relevant for specific staff and leadership groups). 	<ul style="list-style-type: none"> • We have identified Leadership Development programs at Ontario Universities that will develop the skills required of leadership across FST and will support personal and career growth. • The Employee Engagement Workgroup is undertaking foundational work required to develop more targeted leadership and staff capacity development. • The management team has been trained in Core Competencies which lays the foundation for strengthening staff development and recruitment and retention policies and practices. 	<p style="text-align: center;">➔</p> <p style="text-align: center;">➔</p> <p style="text-align: center;">➔</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ➔ Delay achieving activity ➔ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

5. Foundational Strategy: Operational Excellence

Organizational Intelligence Systems Lead: Directors – Finance and Director Technology, Communications and Facilities

2021 Organizational Goal: Good data informs good business decisions*

5B. 2020- 2021 Goals: Client data and related business processes improved

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> Continue aligning FST's technology infrastructure with changing business needs. Continue acting on recommendations of 2018 network assessment. Ensure upgraded AIM meets our business criteria when going live. Continue to improve workflow processes in programs with business technology solutions. Host the AIM database in the cloud for better business continuity and support. Identify cloud-hosting opportunities for other applications. Update reports in Reports Manager (based on AIM data); ensure focus on data quality. Business Technology solutions support PassportONE processes and Passport agencies across the province. Explore external opportunities to share/maximize our business technology solutions and knowledge – NFP sector Review IT strategy 	<ol style="list-style-type: none"> Enhanced experience with client data management Enhanced confidence in data. IT aligned with business needs. Maximized return on investment in business solutions. Improved use of resources (staff time, printing) Firewalls meeting standards. 	<ol style="list-style-type: none"> Increased staff satisfaction with the use of AIM. Fewer AIM performance issues Reduced time spent on inefficient processes for CL/FV staff. Equity-Plus-based demographic data collection has been implemented and evaluated for accuracy and improved completion rates. Number of incidents of a threat of spam/virus attacks Passport Agencies are satisfied with PassportONE system Fewer IT tickets with full deployment of Windows OS 10 on computers/laptops across all sites by early 2020 with analysis over next 12 months Improved timelines for interim financial reporting to budget holders – within ten business days. 	<ul style="list-style-type: none"> AIM to be discontinued Equity based Demographic data collection delayed until new ECRS in place. An RFP for the new Electronic Client Record System was issued in early January. Six vendors submitted proposals and three were selected to demonstrate their solution via a virtual presentation. As of March 31, consensus focused on one vendor who was scheduled for a second presentation in April with a final decision scheduled for mid-month. IT tickets remained at a 30% increase in Q4 from pre-pandemic levels. Quarterly meetings with budget holders to review interim financial results are facilitated by Finance. The goal to review within ten business days hasn't been achieved yet. 	<p>↘</p> <p>↘</p> <p>→</p> <p>→</p> <p>→</p> <p>→</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected → Progress towards achieving activity ↗ Delay achieving activity ↘ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

5. Foundational Strategy: Operational Excellence

Communication Lead: Director, Technology, Communications and Facilities

2021 Organizational Goal: Enhanced Communication*

5.C 2020- 2021 Goals: Communication initiatives will build program visibility, support advocacy efforts, expand internal/external outreach and dialogue

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> Continue to focus advocacy efforts through mainstream/social media channels. Identify and deploy new tool for measuring traffic to social media channels and refine Google Analytics data analysis of FST website traffic. Review need for change in staff engagement/ internal communication strategies as per results of Staff Engagement Survey. Selective relevant summary evaluation reports are posted in a user-friendly format on the FST intranet and internet. Explore potential for use of case stories in development of new Strategic Plan 2025. 	<ol style="list-style-type: none"> FST is engaged with relevant users on news/social media channels. Internal and external visibility rises for targeted campaigns or other advocacy initiatives. Workplan for internal communication through the intranet is implemented. 	<ol style="list-style-type: none"> Narrative on the work completed. Advocacy issue identified by Campaign 2000 for monitoring purposes. Number of advocacy-related posts on FST social media channels. Traffic on FST website and related sites. Level of staff engagement in and satisfaction with internal communications reflected through Staff Engagement Survey. Number of summary reports posted on 1. Intranet and 2 Internet. New Strategic Plan incorporates personal stories. 	<ul style="list-style-type: none"> Through the work of the Employee Engagement Work Group (EEWG), development of a collaborative platform for internal communications continued during Q4. EEWG recommended continuation of the weekly staff updates initiated during COVID-19. Social media posts remained slightly lower than planned due to pandemic limitations. Future communications initiatives have been identified in the new Strategic Plan. Campaign 2000 has been monitoring a number of advocacy issues including CERB repayments, the updated and Northern Market Basket Measures (MBMs), implementation of the federal poverty reduction strategy, funding of national childcare system, and access to the Canada Child Benefit (CCB) for parents with irregular immigration status. 	<p>↗</p> <p>→</p> <p>→</p> <p>↗</p> <p>↗</p>

* Cross referenced with Strategic Priority: System Level Work

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected → Progress towards achieving activity ↗ Delay achieving activity ↘ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

5. Foundational Strategy: Operational Excellence

Strong Research and Evaluation Lead: Director Knowledge Building

2021 Organizational Goal: *Research and/or evaluation frameworks included in relevant grant proposals

5D. 2020- 2021 Goals:

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	1. Include research and/or evaluation frameworks in relevant grant proposals	1. Stronger organizational focus on evaluation and integration of evaluation findings in ongoing program development	1. Number of grants with a relevant research/evaluation framework included 2. Number of programs with active research/evaluation activities.	• All grants submitted in Q3-4 include a focused evaluation component.	➔
				• We conducted an evaluation of the impact of COVID-19 on clients and staff in the Violence Against Women program. An abstract for presentation at an international conference was accepted. The full report will be finalized in April.	➔
				• An IRCC funded project to examine the impact of the HFHC program on the Arab-Speaking, Afghan, Iranian, Tamil and Somali communities has been completed and the report submitted.	➔
				• The first partnership meeting to develop strategies on how best to support women with a developmental disability who have been sexually abused has taken place. The conference is planned for March 2022.	➔

*Cross referenced with Strategic Priority: Knowledge Building and Exchanging' and Foundational Strategy: Generating Community and Collective Impact

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ➤ Delay achieving activity ➥ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

Foundational Strategy: Financial Sustainability

6.Strong Financial Foundation Lead: Director of Finance and Director Technology, Communication and Facilities

2021 Organizational Goal: Strong financial foundation

6A. 2020- 2021 Goals: United Way funding compression; balanced budget for community programs; successful business entrepreneurship

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> 1. Lease 4th Floor of 355 Church Street. 2. Optimize office space and organizational resources. 3. Generate revenues from room rentals. 4. Finalize and implement business opportunities for Café. 5. Target and explore alternative funding sources related to specific beneficiary groups with a focus on mental health needs. 6. PassportONE is insulated from FST Core Business programs (Payroll, rental agreements, financial statements etc.) 7. Investments reviewed, including investment in joined venture 	<ol style="list-style-type: none"> 1. Increased cash reserves. 2. Alternative funding sources for core work. 3. Self-sustained 355 Café. 4. A good understanding of service users experience and needs for improvement with financial tools and support. 	<ol style="list-style-type: none"> 1. Actual cash reserve. 2. Overall amount of dollars of alternative funding through grants. 3. 355 Café operational and breakeven (Within 10%) 4. Percentage of total expense attributed to administrative expense. 5. Generate \$30-50K in room rental revenues. 6. Successful ongoing support for and operation of PassportONE. 7. PassportONE identified as a successful provider (flow through) of funding for Passport clients across the province. 8. Board approval of financial investment strategy 	<ul style="list-style-type: none"> • FST is on target to have another modest surplus at the end of F20-21. Final results are pending the completion of the annual audit. • We advanced the compression schedule by taking a \$50K reduction in 2019/20, reducing the 2022/23 planned reduction • Rental revenue for the year is around \$160K • Quarterly variance reporting and analysis involving managers/directors/ED now in place • F21-22 Budget anticipates further reduction of UW funding of approximately 10% 	<p>↗</p> <p>↗</p> <p>↗</p> <p>↗</p> <p>↘</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected → Progress towards achieving activity ↗ Delay achieving activity ↘ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 20-21 Q4 Narrative

7. Foundational Strategy: Cultural Competency

Cultural Competency Lead: Executive Director

2021 Organizational Goal: Cultural competency is integrated in all aspects of our work

7A. 2020- 2021 Goals: All staff and volunteers reflect communities we serve; concepts of cultural competency are embedded throughout our training

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> 1. See strategic priorities work and the strengths-based foundational strategy. 2. Promote recruitment practices to strengthen diversity. 3. Review and refine cultural competency concepts to fit FST and embed into all aspects of the learning agenda. 4. Deepen the conversation to ensure the policy and work on equity and inclusion is relevant and supports best practices 	<ol style="list-style-type: none"> 1. Service reports reflect the emphasis on the targeted beneficiary groups. 2. Recruitment report prepared. 3. A deepened understanding of equity and inclusion concepts and practices amongst all staff. 	<ol style="list-style-type: none"> 1. Recruitment practices, including hiring, reflect a strong focus on diversity. 2. Relevant equity, diversity and inclusion concepts are embedded into all aspects of our learning agenda as reflected in the learning agenda. 	<ul style="list-style-type: none"> • Initiated Confronting Anti-Black Racism (CABR) review, starting with the Next Steps/PAR program and expanded out to staff members of Labour-Management Committees and all managers/directors • The Employee Engagement Workgroup is developing a workplace culture statement that will encompass/embed EDI concepts 	<p>➔</p> <p>➔</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ➤ Delay achieving activity ➥ Complete ✓



FAMILY SERVICE TORONTO
For People. For Change.

March 31, 2021 (Q4) Financial Report

Prepared by: Financial Services
Date: May 10, 2021

Summary

For the year, ended March 31, 2021, FST recorded total revenue of \$17.2M and total expense of \$16.9M before revenue and expenses for Purchase of Services. Pending the results of the annual external audit, Net Excess of Revenue over Expenses at the end of the year was \$259K and could be attributed to property rental revenue, general donations and other revenues earned by FST as unrestricted income.

The segmentation of this report and all the reports going forward is different from previously presented. Community Programs section includes Changing Lives and Family Violence, Knowledge Building and Social Action, Building Inclusive Communities has a section of its own and Corporate Programs covers IT, Facilities, HR, ED Office Finance and Communications. There is no change to PassportOne segment of Income Summary.

Community Programs

Community Programs revenues from all sources for the year are \$5M compared to budgeted amount of \$4.9M. Overall variance of \$36K in revenue is attributed to higher revenue from the government that includes some one-time grants for COVID-19 spending which was partially offset by reduction of UW revenue this year as well as lower client fees collected in some programs.

Total expenses for the year, including ACA, were \$5M with a budget of \$4.9M. Higher than budgeted spending in salaries and professional services was offset by lower expenses on transportation and other expenses.

Building Inclusive Communities.

Total revenue for Building Inclusive Communities was \$3.5M, \$477K below the budget of \$3.9M. Total expenses for the year, including ACA, were \$3.5M.

PassportONE

Revenues and expense under PassportOne were \$7.4M or \$84K below the budgeted amount. During the year PassportOne was spending more on professional services related to a number of projects carried out at the request of MCCSS. Higher spending on professional services was offset but lower spending in almost every other category.

Corporate Services:

Revenues for the year were \$1.3M with a budget of \$1.4M. Most of the variance comes from lower revenue from United Way as a result of decrease in funding as well as the use of some of this finding

for purchase of capital assets during the year (primarily laptops for staff to support work from home). Rental income from 355 Church and sublease at 128 Sterling Rd was \$157K, \$22K above the annual budget. Expenses for the year were \$2.1M or \$456K below the budgeted amount. Most of the savings come from lower building and occupancy expenses.

Family Service Toronto
Consolidated Income Summary
For the Twelve Months Ending March 31, 2021

	<i>YTD</i>	<i>YTD</i>	<i>Over/(Under)</i>		<i>Annual</i>	<i>Annual</i>	<i>Prior Year</i>	<i>Over/(Under)</i>	
	<i>Actual</i>	<i>Budget</i>	<i>Actual v Budget</i>		<i>Budget</i>	<i>Budget Remaining</i>	<i>Actual</i>	<i>Prior Year vs Current Year</i>	
			<i>\$</i>	<i>%</i>				<i>\$</i>	<i>%</i>
REVENUES									
Government	13,019,802	13,370,445	(350,643)	(2.6%)	13,370,445	350,643	11,451,159	1,568,643	13.7%
United Way - Base Allocation	3,338,604	3,583,795	(245,191)	(6.8%)	3,583,795	245,191	3,406,526	(67,922)	(2.0%)
United Way - Other	2,835	5,000	(2,165)	(43.3%)	5,000	2,165	4,226	(1,390)	(32.9%)
Foundations and Other Agencies	407,676	493,126	(85,450)	(17.3%)	493,126	85,450	707,091	(299,416)	(42.3%)
Fees									
EAP			0	0		0		0	0
Client	62,868	143,000	(80,132)	(56.0%)	143,000	80,132	138,745	(75,878)	(54.7%)
Memberships, Donations & Bequests	78,365	28,500	49,865	175.0%	28,500	(49,865)	99,558	(21,193)	(21.3%)
Investment Income	56,721	34,800	21,921	63.0%	34,800	(21,921)	277,563	(220,842)	(79.6%)
Property Rental Income	157,448	134,600	22,848	17.0%	134,600	(22,848)	14,950	142,498	953.2%
Other Revenue	49,679	36,800	12,879	35.0%	36,800	(12,879)	56,608	(6,929)	(12.2%)
	17,173,997	17,830,066	(656,068)	(3.7%)	17,830,066	656,068	16,156,427	1,017,571	6.3%
EXPENSES									
Salaries	9,782,012	10,067,214	(285,201)	(2.8%)	10,067,214	285,201	7,991,945	1,790,068	22.4%
Employee Benefits	1,804,183	1,983,241	(179,058)	(9.0%)	1,983,241	179,058	1,454,411	349,772	24.0%
Funded Contracted Services	193,209	305,499	(112,290)	(36.8%)	305,499	112,290	1,483,366	(1,290,157)	(87.0%)
Professional Services	3,259,485	2,930,460	329,025	11.2%	2,930,460	(329,025)	2,649,254	610,231	23.0%
Building Occupancy	1,076,089	1,168,942	(92,854)	(7.9%)	1,168,942	92,854	764,916	311,173	40.7%
Office and supplies	681,766	1,009,151	(327,385)	(32.4%)	1,009,151	327,385	950,651	(268,885)	(28.3%)
Transportation	4,033	120,059	(116,026)	(96.6%)	120,059	116,026	103,764	(99,732)	(96.1%)
Promotion	30,870	20,800	10,070	48.4%	20,800	(10,070)	10,464	20,406	195.0%
Education and Conferences	41,233	109,115	(67,882)	(62.2%)	109,115	67,882	30,984	10,249	33.1%
Amortization			0	0		0		0	0
Other Expenses	42,330	113,358	(71,028)	(62.7%)	113,358	71,028	97,824	(55,495)	(56.7%)
	16,915,209	17,827,839	(912,630)	(5.1%)	17,827,839	912,630	15,537,580	1,377,629	8.9%
Excess of Revenue over Expenses before ACA	258,788	2,227	256,562	11522.6%	2,227	(256,562)	618,847	(360,059)	(58.2%)
ACA	0	0	(0)	(100.0%)	0	0	0	0	0
Net Excess of Revenue over Expenses	258,788	2,226	256,562	11524.0%	2,226	(256,562)	618,847	(360,059)	(58.2%)
Revenue - client purchase of service	289,752,033	459,986,256	(170,234,223)	(37.0%)	459,986,256	170,234,223	347,302,131	(57,550,098)	(16.6%)
Expense - client purchase of service	289,752,033	459,986,256	(170,234,223)	(37.0%)	459,986,256	170,234,223	347,302,131	(57,550,098)	(16.6%)
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	258,788	2,226	256,562	11524.0%	2,226	(256,562)	618,847	(360,059)	(58.2%)

**Family Service Toronto
Community Programs Income Summary
For the Twelve Months Ending March 31, 2021**

	<i>YTD Actual</i>	<i>YTD Budget</i>	<i>Over/(Under) Actual v Budget</i>		<i>Annual Budget</i>	<i>Annual Budget Remaining</i>	<i>Prior Year Actual</i>	<i>Over/(Under) Prior Year vs Current Year</i>	
			<i>\$</i>	<i>%</i>				<i>\$</i>	<i>%</i>
REVENUES									
Government	2,557,872	2,390,841	167,031	7.0%	2,390,841	(167,031)	2,810,893	(253,021)	(9.0%)
United Way - Base Allocation	2,293,521	2,331,926	(38,405)	(1.6%)	2,331,926	38,405	2,426,229	(132,708)	(5.5%)
Foundations and Other Agencies	75,906	58,126	17,780	30.6%	58,126	(17,780)	77,086	(1,180)	(1.5%)
Fees									
Client	62,868	143,000	(80,132)	(56.0%)	143,000	80,132	138,745	(75,878)	(54.7%)
Memberships, Donations & Bequests	24,012	25,500	(1,488)	(5.8%)	25,500	1,488	77,815	(53,803)	(69.1%)
Investment Income		30,000	(30,000)	(100.0%)	30,000	30,000		0	0
Other Revenue	1,750		1,750	0		(1,750)	4,855	(3,105)	(64.0%)
	5,015,929	4,979,393	36,536	0.7%	4,979,393	(36,536)	5,535,624	(519,695)	(9.4%)
EXPENSES									
Salaries	3,678,041	3,542,700	135,341	3.8%	3,542,700	(135,341)	3,639,520	38,521	1.1%
Employee Benefits	698,534	697,912	622	0.1%	697,912	(622)	716,705	(18,171)	(2.5%)
Funded Contracted Services	166,916	172,910	(5,994)	(3.5%)	172,910	5,994	228,338	(61,422)	(26.9%)
Professional Services	115,019	72,400	42,619	58.9%	72,400	(42,619)	85,185	29,834	35.0%
Building Occupancy	96,571	71,100	25,471	35.8%	71,100	(25,471)	88,067	8,504	9.7%
Office and supplies	92,809	79,059	13,751	17.4%	79,059	(13,751)	104,893	(12,083)	(11.5%)
Transportation	3,060	73,575	(70,515)	(95.8%)	73,575	70,515	71,266	(68,206)	(95.7%)
Promotion	30,521	12,500	18,021	144.2%	12,500	(18,021)	4,729	25,792	545.4%
Education and Conferences	13,644	7,100	6,544	92.2%	7,100	(6,544)	15,948	(2,304)	(14.4%)
Other Expenses	6,219	65,425	(59,206)	(90.5%)	65,425	59,206	65,660	(59,442)	(90.5%)
	4,901,333	4,794,681	106,652	2.2%	4,794,681	(106,652)	5,020,310	(118,976)	(2.4%)
Excess of Revenue over Expenses before ACA	114,595	184,712	(70,116)	(38.0%)	184,712	70,116	515,315	(400,719)	(77.8%)
ACA	114,596	113,342	1,254	1.1%	113,342	(1,254)	151,225	(36,629)	(24.2%)
Net Excess of Revenue over Expenses	(1)	71,370	(71,371)	(100.0%)	71,370	71,371	364,089	(364,090)	(100.0%)
Revenue - client purchase of service	127,571	137,766	(10,195)	(7.4%)	137,766	10,195	123,177	4,393	3.6%
Expense - client purchase of service	127,571	137,766	(10,195)	(7.4%)	137,766	10,195	123,177	4,393	3.6%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	(1)	71,370	(71,371)	(100.0%)	71,370	71,371	364,089	(364,090)	(100.0%)

Family Service Toronto
Building Inclusive Communities Income Summary
For the Twelve Months Ending March 31, 2021

	<i>YTD</i> <i>Actual</i>	<i>YTD</i> <i>Budget</i>	<i>Over/(Under)</i> <i>Actual v Budget</i>		<i>Annual</i> <i>Budget</i>	<i>Annual</i> <i>Budget</i> <i>Remaining</i>	<i>Prior Year</i> <i>Actual</i>	<i>Over/(Under)</i> <i>Prior Year vs Current Year</i>		
			<i>\$</i>	<i>%</i>				<i>\$</i>	<i>%</i>	
REVENUES										
Government	3,157,036	3,539,900	(382,865)	(10.8%)	3,539,900	382,865	2,917,965	239,071	8.2%	
Foundations and Other Agencies	331,770	435,000	(103,230)	(23.7%)	435,000	103,230	521,204	(189,434)	(36.3%)	
Fees										
Memberships, Donations & Bequests			0	0		0	500	(500)	(100.0%)	
Other Revenue	8,346		8,346	0		(8,346)	7,500	846	11.3%	
	3,497,151	3,974,900	(477,749)	(12.0%)	3,974,900	477,749	3,447,168	49,982	1.4%	
EXPENSES										
Salaries	2,155,782	2,484,327	(328,545)	(13.2%)	2,484,327	328,545	2,018,919	136,863	6.8%	
Employee Benefits	400,837	489,413	(88,575)	(18.1%)	489,413	88,575	387,230	13,607	3.5%	
Funded Contracted Services	13,093	112,249	(99,156)	(88.3%)	112,249	99,156	196,651	(183,558)	(93.3%)	
Professional Services	2,427	30,460	(28,033)	(92.0%)	30,460	28,033	8,508	(6,081)	(71.5%)	
Building Occupancy	486,428	267,256	219,172	82.0%	267,256	(219,172)	286,444	199,983	69.8%	
Office and supplies	56,172	161,752	(105,580)	(65.3%)	161,752	105,580	97,821	(41,649)	(42.6%)	
Transportation	801	41,984	(41,183)	(98.1%)	41,984	41,183	30,576	(29,775)	(97.4%)	
Promotion		600	(600)	(100.0%)	600	600	581	(581)	(100.0%)	
Education and Conferences	9,150	29,015	(19,865)	(68.5%)	29,015	19,865	7,418	1,732	23.4%	
Other Expenses	7,587	1,583	6,004	379.3%	1,583	(6,004)	8,444	(857)	(10.2%)	
	3,132,277	3,618,639	(486,362)	(13.4%)	3,618,639	486,362	3,042,591	89,686	2.9%	
Excess of Revenue over Expenses before ACA	364,874	356,261	8,612	2.4%	356,261	(8,612)	404,577	(39,703)	(9.8%)	
ACA	359,395	356,261	3,133	0.9%	356,261	(3,133)	395,808	(36,413)	(9.2%)	
Net Excess of Revenue over Expenses	5,479	0	5,479	4565775.0%	0	(5,479)	8,769	(3,290)	(37.5%)	
Revenue - client purchase of service	1,930,486	2,685,902	(755,416)	(28.1%)	2,685,902	755,416	2,674,303	(743,817)	(27.8%)	
Expense - client purchase of service	1,930,486	2,685,902	(755,416)	(28.1%)	2,685,902	755,416	2,674,303	(743,817)	(27.8%)	
	0	0	0	0	0	0	0	0	0	
Net Excess of Revenue over Expenses	5,479	0	5,479	4565775.0%	0	(5,479)	8,769	(3,290)	(37.5%)	




Family Service Toronto
PassportOne Income Summary
For the Twelve Months Ending March 31, 2021

	<i>YTD</i> <i>Actual</i>	<i>YTD</i> <i>Budget</i>	<i>Over/(Under)</i> <i>Actual v Budget</i>		<i>Annual</i> <i>Budget</i>	<i>Annual</i> <i>Budget</i> <i>Remaining</i>	<i>Prior Year</i> <i>Actual</i>	<i>Over/(Under)</i> <i>Prior Year vs Current Year</i>		
			<i>\$</i>	<i>%</i>				<i>\$</i>	<i>%</i>	
REVENUES										
Government	7,301,144	7,439,703	(138,559)	(1.9%)	7,439,703	138,559	5,722,301	1,578,843	27.6%	
Investment Income	54,796		54,796	0		(54,796)	272,196	(217,399)	(79.9%)	
	7,355,940	7,439,703	(83,763)	(1.1%)	7,439,703	83,763	5,994,497	1,361,444	22.7%	
EXPENSES										
Salaries	2,920,281	3,047,090	(126,809)	(4.2%)	3,047,090	126,809	1,399,129	1,521,152	108.7%	
Employee Benefits	547,900	600,277	(52,377)	(8.7%)	600,277	52,377	212,085	335,815	158.3%	
Funded Contracted Services	4,656	5,000	(344)	(6.9%)	5,000	344	1,054,795	(1,050,138)	(99.6%)	
Professional Services	2,848,916	2,475,000	373,916	15.1%	2,475,000	(373,916)	2,150,004	698,912	32.5%	
Building Occupancy	285,412	255,000	30,412	11.9%	255,000	(30,412)	247,589	37,823	15.3%	
Office and supplies	69,028	345,000	(275,972)	(80.0%)	345,000	275,972	383,182	(314,154)	(82.0%)	
Transportation		3,000	(3,000)	(100.0%)	3,000	3,000	664	(664)	(100.0%)	
Promotion			0	0		0	755	(755)	(100.0%)	
Education and Conferences	10,184	30,000	(19,816)	(66.1%)	30,000	19,816	2,319	7,865	339.2%	
Other Expenses	841	3,000	(2,159)	(72.0%)	3,000	2,159	(979)	1,820	(185.9%)	
	6,687,219	6,763,367	(76,148)	(1.1%)	6,763,367	76,148	5,449,543	1,237,676	22.7%	
Excess of Revenue over Expenses before ACA	668,722	676,337	(7,615)	(1.1%)	676,337	7,615	544,954	123,767	22.7%	
ACA	668,722	676,337	(7,615)	(1.1%)	676,337	7,615	544,954	123,767	22.7%	
Net Excess of Revenue over Expenses	0	(0)	0	0	(0)	0	0	0	0	
Revenue - client purchase of service	287,693,976	457,162,588	(169,468,612)	(37.1%)	457,162,588	169,468,612	344,504,651	(56,810,675)	(16.5%)	
Expense - client purchase of service	287,693,976	457,162,588	(169,468,612)	(37.1%)	457,162,588	169,468,612	344,504,651	(56,810,675)	(16.5%)	
	0	0	0	0	0	0	0	0	0	
Net Excess of Revenue over Expenses	0	(0)	0	0	(0)	0	0	0	0	

**Family Service Toronto
Corporate Services Income Summary
For the Twelve Months Ending March 31, 2021**

	YTD	YTD	Over/(Under)		Annual	Annual	Prior Year	Over/(Under)	
	Actual	Budget	Actual v	Budget	Budget	Remaining	Actual	Prior Year vs Current Year	
			\$	%				\$	%
REVENUES									
Government	3,750	0	3,750	0	0	(3,750)	0	3,750	0
United Way - Base Allocation	1,045,083	1,251,869	(206,786)	(16.5%)	1,251,869	206,786	980,297	64,786	6.6%
United Way - Other	2,835	5,000	(2,165)	(43.3%)	5,000	2,165	4,226	(1,390)	(32.9%)
Foundations and Other Agencies			0	0		0	108,802	(108,802)	(100.0%)
Memberships, Donations & Bequests	54,353	3,000	51,353	1711.8%	3,000	(51,353)	21,243	33,110	155.9%
Investment Income	1,925	4,800	(2,875)	(59.9%)	4,800	2,875	5,368	(3,442)	(64.1%)
Property Rental Income	157,448	134,600	22,848	17.0%	134,600	(22,848)	14,950	142,498	953.2%
Other Revenue	39,583	36,800	2,783	7.6%	36,800	(2,783)	44,252	(4,669)	(10.6%)
	1,304,977	1,436,069	(131,092)	(9.1%)	1,436,069	131,092	1,179,137	125,840	10.7%
EXPENSES									
Salaries	1,027,909	993,096	34,813	3.5%	993,096	(34,813)	934,377	93,532	10.0%
Employee Benefits	156,912	195,640	(38,728)	(19.8%)	195,640	38,728	138,391	18,520	13.4%
Funded Contracted Services	8,543	15,340	(6,797)	(44.3%)	15,340	6,797	3,582	4,961	138.5%
Professional Services	293,124	352,600	(59,476)	(16.9%)	352,600	59,476	405,558	(112,434)	(27.7%)
Building Occupancy	207,678	575,586	(367,908)	(63.9%)	575,586	367,908	142,816	64,862	45.4%
Office and supplies	463,756	423,340	40,416	9.5%	423,340	(40,416)	364,755	99,001	27.1%
Transportation	172	1,500	(1,328)	(88.6%)	1,500	1,328	1,259	(1,087)	(86.4%)
Promotion	349	7,700	(7,351)	(95.5%)	7,700	7,351	4,400	(4,051)	(92.1%)
Education and Conferences	8,255	43,000	(34,745)	(80.8%)	43,000	34,745	5,300	2,955	55.8%
Amortization			0	0		0		0	0
Other Expenses	27,683	43,350	(15,667)	(36.1%)	43,350	15,667	24,699	2,984	12.1%
	2,194,379	2,651,152	(456,773)	(17.2%)	2,651,152	456,773	2,025,136	169,243	8.4%
Excess of Revenue over Expenses before ACA	(889,402)	(1,215,083)	325,681	(26.8%)	(1,215,083)	(325,681)	(845,999)	(43,403)	5.1%
ACA	(1,142,713)	(1,145,940)	3,227	(0.3%)	(1,145,940)	(3,227)	(1,091,987)	(50,725)	4.6%
Net Excess of Revenue over Expenses	253,310	(69,144)	322,454	(466.4%)	(69,144)	(322,454)	245,989	7,322	3.0%




Part A: Recommended High Risks

	Risks	Risk Severity	Board Reporting and Risk Control Activities	Q4 Update	Status
1.	Adequate liquid reserves	High Risk	<ul style="list-style-type: none"> Audited Financial Statements Operating fund doesn't rely on Capital and Learning Fund for day to day operations FAC developing a multi-year financial plan In the strategy and impact document 	<ul style="list-style-type: none"> No major liabilities for FST As of March 31, 2020, General Fund had a surplus of \$486,214 (deficit of 429,407 as of March 31,2019) Consolidation of offices at 355 Church Street completed by March 31, 2021 and most of the 2nd floor is rented out to maximize rental revenue from existing space. Multi-year financial plan will be revised post COVID-19 pandemic. 	
2.	Fraud	High Risk	<ul style="list-style-type: none"> Segregation of duties as much as possible in financial areas Internal controls and financial policies are reviewed by FAC every year Crime insurance coverage up to \$500K No profit motive to falsify the books Annual code of conduct sign-off by all staff and board 	<ul style="list-style-type: none"> Plan to implement external audit recommendations is in place. PassportONE internal controls and systems were audited by KPMG in June 2020 and recommended improvements are being implemented by the management. FST engaged KPMG to do internal audit for F20-21 which will start in June 2021 with final report to FAC/Board in July. 	
3.	Loss/reduction of core funding (United Way)	High Risk	<ul style="list-style-type: none"> ED report to the board Confirmed letter from UW TYR Budget assumptions Budget to compress \$ Possibility of revenue contraction 	<ul style="list-style-type: none"> Compression schedule has been moved up. UW allocated a 10% reduction in F21-22. UW hasn't advised if there will be further compression in F22-23. 	

Risk increase  Risk decrease  Risk stabilizing 

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Q4 Risk Report – March 31, 2021

4.	Loss/reduction of other program/project funding	High Risk	<ul style="list-style-type: none"> • ED report • Budget assumptions to include only confirmed funding • Contract staff for new projects • Quarterly financial statements and variance analysis • Apply for new grant opportunities with the assistance of grant writer 	<ul style="list-style-type: none"> • Ontario government F20-21 funding flatlined (no cuts) • PassportOne F20-21 contract is in the process of negotiation with MCCSS 	
5.	PassportONE project	New		See PassportONE Risk Report	
6.	355 Café	High Risk	<ul style="list-style-type: none"> • Sound business idea and business plan 	<ul style="list-style-type: none"> • To be developed post COVID-19 pandemic. F21-22 Budget assumes zero impact. 	
7.	Delay in leasing 4 th floor at 355 Church after 12 months	High Risk	<ul style="list-style-type: none"> • Budget • Quarterly financial reports • ED report 	<ul style="list-style-type: none"> • Contracted with a broker specialized in the not for profit sector and search in progress. • Risk Management Working Group should assess additional risks associated with the leasing activities at 355 Church St. 	

Risk increase  Risk decrease  Risk stabilizing 

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8.	Cyber security breaches and virus impacting privacy and confidentiality of sensitive information	High Risk	<ul style="list-style-type: none"> • Incident reports • Quarterly compliance report to the board • Business continuity and disaster recovery plan in place • All data backed up nightly to cloud through managed service level agreement with PFI. • Regular system patches, new antivirus/malware installed, strong password, screen time-out, role- based access and information sharing on a need to know basis • Confidentiality/privacy & security policies in place • Procedures and protocols followed Controlled access to sensitive information 	<ul style="list-style-type: none"> • Several servers have been upgraded with additional memory and other security enhancements following deployment of enhanced firewall devices with additional security in the previous fiscal year. A new server has been deployed at our Sterling Road location to improve reliability and performance for both FST and PassportONE operations. • New VPN licenses are being purchased to create redundancies. 	
9.	Impacts of Pandemic	High risk	<ul style="list-style-type: none"> • ED report • Compliance reports • Status update at meetings • Guidelines developed to address working from home and working in the office • Return to work planning underway following guidelines for employers issued by the provincial government 	<ul style="list-style-type: none"> • The pandemic generates risks for FST in almost all dimensions including staffing, funding, service beneficiaries, facilities, legal risks, etc. • FST has managed the first year of the pandemic with all programs and services operational. • There are a multitude of risks to be identified as FST moves into the next phases of pandemic planning 	

Risk increase  Risk decrease  Risk stabilizing 

Part B: Recommended Moderate Risks

	Risks	Risk Severity	Board Reporting and Risk Control Activities
1.	Executive director and board understand their distinct roles to support effective working relationship	Moderate	<ul style="list-style-type: none"> • Governance policies clearly delineate roles. • Board recruitment process and annual orientation emphasize role differentiation. • Executive Director position description emphasizes role differentiation. • Regular ED performance appraisal in place
2.	Adverse publicity – issue specific	Moderate	<ul style="list-style-type: none"> • Centralized media calls and use of website/social media to clarify and provide dialogue
3.	Operational losses	Moderate	<ul style="list-style-type: none"> • Budgets and forecasts • Quarterly reporting of variances to ST and Board • Monthly financial reports to managers • Reports to funders • Funding agreements dictates what is allowed and not allowed.
4.	Accurate and reliable financial information, budgeting and reporting	Moderate	<ul style="list-style-type: none"> • Segregation of duties • Budget to actual, last year to actual comparison • Managers review their respective cost centre financials • Funders limitations on acceptable expenses • No profit motive
5.	Loss or corruption of data	Moderate	<ul style="list-style-type: none"> • New backup solution means all data backed up nightly to cloud through managed service level agreement with vendor. IT infrastructure documented, updating disaster recovery plan. • Satellite offices – procedures reviewed • Insurance coverage
6.	Staff morale	Moderate	<ul style="list-style-type: none"> • Regular staff satisfaction provides information on morale and brings needs to the surface • Management considers results of survey and develops action plan in consultation with staff • Annual staff day provides opportunity for staff to get together and celebrate the year • Employee Engagement Workgroup is underway

Risk increase  Risk decrease  Risk stabilizing 

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Q4 Risk Report – March 31, 2021



			<ul style="list-style-type: none"> • Annual service achievements and retirements are celebrated by the organization • Collective agreement is mature and embeds best practice i.e. three-year collective agreement.
7.	Poor service to clients if staff are not culturally competent	Moderate	<ul style="list-style-type: none"> • Foundational strategies exist for cultural competency and leadership/staff development to support ongoing learning and growth in this capacity • Interviews for recruitment include assessment of cultural competency • Complaints process provides opportunity to be made aware of service issues and to identify improvements as needed • Board receives annual report on client complaints
8.	Not meeting the legal compliance requirements	Moderate	<ul style="list-style-type: none"> • On-going monitoring; quarterly compliance reports to board • Annual compliance with legislation report to board
10.	Acceptable client wait times	Moderate	<ul style="list-style-type: none"> • Manage wait time • Seek ST approval to close wait list • Teams have ways of prioritizing • Process to respond urgent calls • Trying new models of service i.e. walk in, initial needs assessments, group-based intake/assessment

Risk increase  Risk decrease  Risk stabilizing 

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PassportONE Project Risk Mitigation Plan



Q4 risk Report – March 31, 2021

	Risks	Potential Impact	Reporting and Risk Control Activities	Progress Update	Status
1.	DSCIS integration Recommend removing risk from the list	<p>Workload for PAs</p> <p>Duplicate process and confusion for PAs</p> <p>Cost of developing interface between CRM and DSCIS</p>	Addressing issues and impact to MCCSS and seeking future direction	<p>DSCIS team has been meeting with all PAs to gather the business requirements to design their system to support the non-financial functions for PAs. The issue of duplication has been alleviated by various changes to original DSCIS integration plan.</p> <p>With the implementation of DSCIS/CRM Phase 1 integration on Nov. 30, the client data will be generated from DSCIS and imported directly to the PassportONE system, this will eliminate the data entry errors. The Excel migration template is still required for limited number of clients due to the process requirement, but the mandatory fields have been reduced to minimum.</p>	
2.	MDP -third party application integration Recommend removing risk from the list	<p>Clients be able to submit invoices online through this third-party application and get notifications</p> <p>Avoid manual data entry by PassportONE staff and decrease need FST staff to support high volume of claims submitted</p>	Interface completed April 2019	Risk to PassportONE has increased because the lower the number of MDP users the higher the volume of staff required to process invoices.	

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PassportONE Project Risk Mitigation Plan

Q4 Risk Report – March 31, 2021

3.	Additional funding to support new clients over these three years Recommend removing risk from the list	Delays in payments to clients as operational and system capacity is based on 24,000 client population	In consultation with MCCSS	Annualized funding has still not been secured by Passport agencies. Discussions with MCCSS are ongoing. Annualized funding to support the new client approvals has still not been secured by FST. Negotiations continue.	
4.	Cashflow allocation for client payments	Not enough cash in hand for client payments Delays in payments	Closely monitoring advising MCCSS Ongoing weekly cash flow forecast submitted to MCCSS	PassportONE 2020/2021 successfully negotiated. MCCSS is getting the PassportONE contract in place. Regular cashflows received from MCCSS are based on spending trends.	
5.	PAs- PassportONE relationship	Continued tension due to temporary guidelines changes and workload for PAs .	Weekly MCCSS updates and quarterly OPAN meetings for feedback ORG Meetings take place monthly. MCCSS initiating regular check in with OPAN chairs and PassportONE. Partnership with PassportONE and PAs on projects	Regular project meetings: ongoing improvements and incorporating feedbacks; continued training in use of CRM system occurs at both Passport Agency level and TPA level. OPAN operational working group (ORG Operational Reference Group) created to address some ongoing operational issues and create consistency of practice between PAs. CRM community of practice working group also has been created to share and learn from each other.	