



FAMILY SERVICE TORONTO

For People. For Change.

Strategic Plan: 2021 - 2026

Open Hearts 
Healthy Minds 
Strong Communities 

Q1 Service and Financial Report

September 22, 2021



Open Hearts, Healthy Minds, Strong Communities

We want compassionate hearts that are open to the many different needs and experiences of Toronto's residents.

We want minds that are healthy and that can thrive despite past traumas and adversity.

We want communities that are strong because their members are connected, active and resilient.

We want individuals and families in Toronto to have greater stability and resilience in more just and supportive communities.

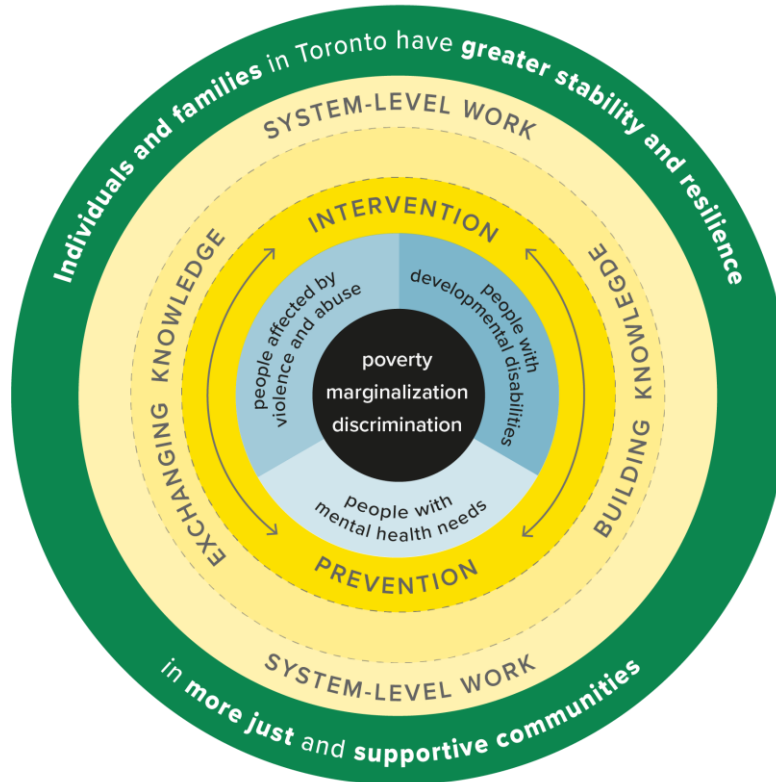
To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:

- Our theory of change provides an integrated way of understanding the organization's activities and focus on the underlying forces of poverty, marginalization and discrimination that FST works to alleviate.
- Our three core service areas — mental health, family violence and developmental disabilities — remain exceptionally relevant and will remain the focus of our work.
- Our commitment to research and advocacy provides the organization with a distinctive public policy capacity that contributes to systemic change

Over the next five years, FST will pursue four strategic directions:

1. Significantly increase access to counselling and mental health services across Toronto.
2. Significantly reduce systemic barriers for women seeking justice and healing and increase community supports for families impacted by violence including those who use violence.
3. Deliver on the Passport 'promise' to enhance the quality of life for people with developmental disabilities and their caregivers, and lead the evolution of individualized account services within developmental services and beyond.
4. Become an indispensable source for applied research and social action that strengthens the community sector and helps us to understand and impact the root causes of poverty, discrimination and marginalization.

Theory of Change



Foundational Strategies

We know that our ability to achieve our strategic directions depends on our ability to build strong foundations that support this work. Over the next five years, every FST team member will play a part in helping us to strengthen these foundations and deliver these commitments.

People	Culture	Systems	Funding	Community
We will cultivate the skills that allow each of us to be more agile and adaptive	We will reward innovation that responds to the needs of our communities	We will invest in our HR systems and supports	We will aggressively pursue opportunities that allow us to diversify and increase our revenues	We will ensure that a community development ethos is at the heart of our services
We will support professional development and personal growth	We will strengthen our ability to collaborate to achieve our shared goals	We will invest in our business platforms to create more efficient and intuitive systems	We will manage our assets to support and expand our services	We will work to engage our service users and communities to ensure that our services are responsive and appropriate
We will hold one another accountable for our mission, impact and actions	We will stand up as a leader in the community sector to better support our partners and beneficiaries	We will implement metrics that allow us to better evaluate our impact and improve our services	We will introduce new social enterprise models that help to expand our service offering	We will support individuals and communities to take action on the issues that matter to them



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

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

Section 1: Strategic Directions

Strengthening the FST Team

Year 1: 2021-2022

Lead: Executive Director and Strategy Team

Programs: All

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none"> Work more collaboratively towards shared goals Strengthen internal communications Share ownership and responsibility for performance Actions <ul style="list-style-type: none"> Focus on staff engagement and meaningful client participation and peer work Invest in internal and external communications Strengthen IT systems for improved service delivery 	1. Create more collaborative channels for internal communications to enhance staff engagement.	➔	Enhanced and focused communication is expected to enhance access to opportunities for all staff
	2. Increase communications and promotion of volunteer program internally and externally.	➔	Enhanced and focused communication with volunteers is expected to lead to a more diverse volunteer community at FST with access to more diverse opportunities
1. Recommendations to improve internal communications will be a key component of the EEWG recommendations. 2. Volunteer Resources will continue to strengthen internal and external communications through the Volunteer Resources newsletter, attending team meetings to promote the volunteer program and participating in cross-team initiatives.			

Status Key: On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

Expanding Community Counselling and Mental Health Services

Year 1: 2021-2022

Lead: Director, Changing Lives/Family Violence

Programs: David Kelley Services, Families in Transition, General Counselling, Seniors and Caregivers Support, Violence Against Women

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none"> Rethink approach to counselling services Double access to counselling services Introduce more group and virtual options Actions <ul style="list-style-type: none"> Create new service models Establish partnerships to build access Pursue health funding and other revenues 	1. Conduct a review of FST's mental health counselling services: <ol style="list-style-type: none"> Develop an understanding of the application of evidence-informed practice within community mental health – including criteria for short and long-term counseling delivery Enhance the number, types and modes of service delivery – educational and counselling supports 	➔	Deeper understanding of the type and range of issue equity seeking groups present with at FST and the range of modalities that FST can effectively utilize to support clients will and is key to this review.
	2. Work with the Downtown East Ontario Health team to increase access to mental health counselling supports.	➔	Social determinants of health will be key to this work.
1. Internal and External Advisory Committees for FST's Counselling Model review formed and initial meetings held. Review of work pre-pandemic; during the pandemic and key considerations for post-pandemic work discussed. 2. FST is part of the Downtown East Toronto Ontario Health Team planning group on highly prevalent mental health conditions. A major focus of this work attempts to align counselling and psychotherapy supports offered by organizations across the Downtown East into a stepped care model of service. Key activities in this quarter have been the development and distribution of surveys for three groups: family physicians, counsellors and psychotherapists and clients. Results will be used to continue to develop step care model.			

Status Key: On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

Reducing Violence Against Women/Gender-Based Violence

Year 1: 2021-2022

Lead: Director, Changing Lives/Family Violence

Programs: Growing Up Healthy Downtown (GUHD), Healthy Families Healthy Communities (HFHC), Next Steps Partner Assault Response (PAR), Partner Contact, Illahee and Seniors Community Connections, Violence Against Women

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none"> Challenge the status quo Engage with men Strengthen supports to women's shelters Actions <ul style="list-style-type: none"> Convene system actors Develop new programs for men Strengthen advocacy 	1. Implement skills-based group programming to work with men who have used or are at risk of using violence/abuse in close personal relationships.	➔	The curriculum for this group will be developed taking into account the individual needs of clients who have experienced sexual abuse, including their strengths and areas of focus for skills-building.
	2. Build a partnership framework for Community Engagement Programs at FST.	➔	The partnership framework will include the voices of staff who work in the communities that FST works with as well as the partners that we engage with, and where appropriate, participants in programming.
1. Preliminary work being done on the development of a skills-based group for male survivors of sexual abuse. This group will be advertised to male-identified people, including clients who have completed FST's Next Steps partner assault response program. We will also reach out to other PAR programs with information about the group. It will also be available to other FST clients and members of the public. 2. Initial conversations have been had about components of a partnership framework, based on work done for a grant submission to Ministry of Immigration, Refugees, and Citizenship Canada (IRCC).			

Status Key: On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

Enhancing Developmental Disability Services

Year 1: 2021-2022

Lead: Director, Building Inclusive Communities

Programs: Coordinated Service Planning (CSP), Options Adult, Option Children, Person Directed Planning (PDP), Passport, PassportONE

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none"> Refine the Passport model Strengthen program accountability Provide stewardship Actions <ul style="list-style-type: none"> Invest in the model Communicate findings Expand administrative platform 	1. Enhance and develop communications and information materials for staff, clients and other stakeholders.	→	Timely and consistent communication to clients we serve using plain language.
	2. a. Increase staffing resources in Passport program b. Expand capacity building through professional development	→	
	3. Expand and formalize external partnerships.	→	Passport recruitment strategies and peer programming and agency partnerships will ensure our stakeholders diverse views/needs are reflected in the work of FST staff.
	4. Case Management Program Development: a. Develop program guidelines for Options and PDP b. Pilot Dual-Diagnosis Case Management (Options Adults) c. Pilot an after-care program for discharged case management clients d. Develop Peer Support models for all BIC programs	→	Short term case management and aftercare programming to support all client needs and not just those in crisis or who can self advocate.
1. Client communication group established with membership including MCCSS/Passport Agencies, Partners 4 Planning (P4P) and My Direct Plan (MDP). FST (PassportONE) has partnered with York Support Services Network (YSSN) and P4P to develop communication materials and online training to support Passport recipients with the new Program Guidelines, new Purchase of Service Forms and electronic submission. An Accessibility lunch and learn was hosted internally for FST staff with individuals with lived experience who supported in planning and preparing the event (including questions and structure). We are considering an Advisory panel to oversee some of the peer projects in BIC.			

Status Key: On-track → Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

2. Passport Program received approved business case from MCCSS in May 2021. Upon completion of a Passport staff time study conducted with Knowledge Building, hiring is scheduled for July 2021.
3. FST has greatly strengthened and built on its existing partnerships:
 - a) Ontario Passport Agency Network (OPAN) – seeking a co-chair position;
 - b) The TDSB and Developmental Services Ontario (DSO) to co-present to their students/families at least twice a year;
 - c) Holland Bloorview Kids Rehabilitation Hospital to enhance client services; we participated in cross agency job shadowing and collaborated with Two Spirits; the latter included a ‘case share’ to support the new agency.
 - d) Surrey Place: to assist clients with obtaining Covid vaccinations, access technology.
4. Options Program Guidelines were completed for Options Adults, Children and Person Directed Planning Programs.

Aftercare program has Identified clients who could utilize the service and gaps to support. We are creating a tool/resource list to support and create opportunities for as needed touch points and document support, such as a ‘drop in’ to get support with forms.

For the Peer Support Model, we developed caregiver and lived experience peer support groups, with staff and volunteer peer facilitators through the UW project. Due to the success of the groups and desire from members to continue, the groups have been moved to Options Adult staff for oversight.

Options Children’s Program has taken the lead Taken the lead for Advocates for a Better Future (ABF) group.

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

Public Policy

Year 1: 2021-2022

Lead: Directors, Social Action & Knowledge Building

Programs: Social Action and Knowledge Building

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none">• Renew networks• Develop new calls• Strengthen connection to programs Actions <ul style="list-style-type: none">• Integrate research and advocacy functions• Identify and pursue new policy goals• Supply applied research expertise	1. Through the work on the SSHRC and the Sustainable Development Goals (SDG) grants, we center client and community lived expertise at the center of program and policy development.	➔	1. Lived expertise, participatory community action research skills and ability to research, analyse & develop policy from a participatory and intersectional feminist, anti-racist, anti-ableist and anti-oppression framework prioritized in job description and hiring process.
	2. Social Action and Knowledge Building will meet quarterly to develop a process map to achieve the integration of service, research and advocacy functions for FST as a whole and to identify indicators of success.	➔	
1. Work on the Canada wide meeting to determine best practices to work with people labeled with intellectual and/or developmental disabilities has started. National connections are being made; tentative meeting date March 2022. FST and United Way have re-established the Sector Research Leadership Group. A first meeting has been held and constructive approaches to collaboration brought forward.			

Status Key: On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

Section 2: Foundational Strategies

Our People

Year 1: 2021-2022

Lead: Director, Human Resources and Volunteers

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none">• We will cultivate the skills that allow each of us to be more agile and adaptive• We will support professional development and personal growth• We will hold one another accountable for our mission, impact and actions	1. Enhance staff development through the Volunteer Program.	➔	Organization wide staff development will open up opportunities for a more diverse staff, including those who traditionally have less access to advanced opportunities
	2. Develop an internal and external communications plan for the Volunteer Program.	➔	
Narrative: <ul style="list-style-type: none">1. Volunteer Resources will continue to attend team meetings to promote volunteer supervision as a staff development tool and will develop tools to support program staff who supervise volunteers.2. A preliminary communications plan has been created and will be further developed in Q2.			

Status Key: On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

Our Culture

Year 1: 2021-2022

Lead: Executive Director and Director, Human Resources and Volunteers

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none">• We will reward innovation that responds to the needs of our communities• We will strengthen our ability to collaborate to achieve our shared goals• We will stand up as a leader in the community sector to better support our partners and beneficiaries	1. Review and prioritize recommendations from the Employee Engagement Work Group (EEWG) work Plan.		
	2. Develop implementation plan based on EEWG Recommendations.		
Narrative: Minimal to explain the status. barriers and enablers as needed. N/A for no report			

Status Key: On-track → Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

Our Systems

Year 1: 2021-2022

Lead: Directors, IT, Communication and Facilities, Human Resources and Volunteers & Knowledge Building

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none">We will invest in our HR systems and supportsWe will invest in our business platforms to create more efficient and intuitive systemsWe will implement metrics that allow us to better evaluate our impact and improve our services	1. New Electronic Client Record System deployed and managed with full user support and external hosting before year-end.	➔	
	2. Technology Plan developed to identify future information management strategies, infrastructure system changes and model for user support.		
	3. Ensure relevant HR Information System (HRIS) features are utilized, emphasizing applicant tracking and performance management.	➔	
	4. Improve reporting capabilities of HRIS/Payroll system.	➔	
	5. Program evaluation outcomes, metrics and recommendations will be integrated into existing reporting processes for service improvements.		
	6. Improve external marketing and communications through a refreshed website, expanded social media activity.		
<div>1. The contract to begin the work on configuration and implementation of the new ECRS was signed June 15 and kick-off meeting held June 24 with key stakeholders and staff subject matter experts.</div> <div>2. Technology Plan development scheduled for later in the year.</div> <div>3. We began tracking of performance appraisals in system.</div> <div>4. We generated new management reports and trained number of managers on preparing repots.</div> <div>5. Website/social media work on hold pending communications resourcing.</div>			

Status Key: On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

Our Funding

Year 1: 2021-2022

Lead: Executive Director & Director, IT, Communication and Facilities

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none"> • We will aggressively pursue opportunities that allow us to diversify and increase our revenues • We will manage our assets to support and expand our services • We will introduce new social enterprise models that help to expand our service offering 	1. Generate rental income and continue ongoing work with commercial real estate broker.	➔	
1. Four of five licensing agreements with non-profit organization tenants signed by June 30 with full rental occupancy of Church Street second floor slated for summer.			

Status Key: On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FST Operational Plan 2021-2022 – Year 1 Strategic Plan – Q1 – 21/22- 7 September 2021

Our Community

Year 1: 2021-2022

Lead: Directors, Social Action, Knowledge Building, and IT, Communications and Facilities

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none">• We will ensure that a community development ethos is at the heart of our services• We will work to engage our service users and communities to ensure that our services are responsive and appropriate• We will support individuals and communities to take action on the issues that matter to them	1. Develop a communications strategy that facilitates community engagement with FST’s work, especially Campaign 2000.	➔	
	2. Developing and piloting diverse approaches to client input from people with developmental disabilities into program development and evaluation.	➔	
	3. Examine effectiveness of new programs developed during the pandemic, i.e. virtual walk-in and phone services from a client experience and access perspective.	➔	
	4. Improve external marketing and communications through a refreshed website and expanded social media activity.		
<div>1. A small study to examine the experiences of clients and staff in the VAW program during the pandemic has been completed and results have been presented at an international conference of Social Work – June 15 2021</div> <div>2. In the evaluation of the Options Peer Support program, we used both interview and survey approaches to facilitate program participant participation</div> <div>3. Canada Summer Jobs position approved and filled for an 8-week Communications Specialist with Campaign 2000. Work will focus on updating website, membership survey and developing efficient list management process to support external communications. Challenge is that this is a very short contract with no resources to extend position.</div> <div>4. Website/social media work on hold pending Communications resourcing.</div>			

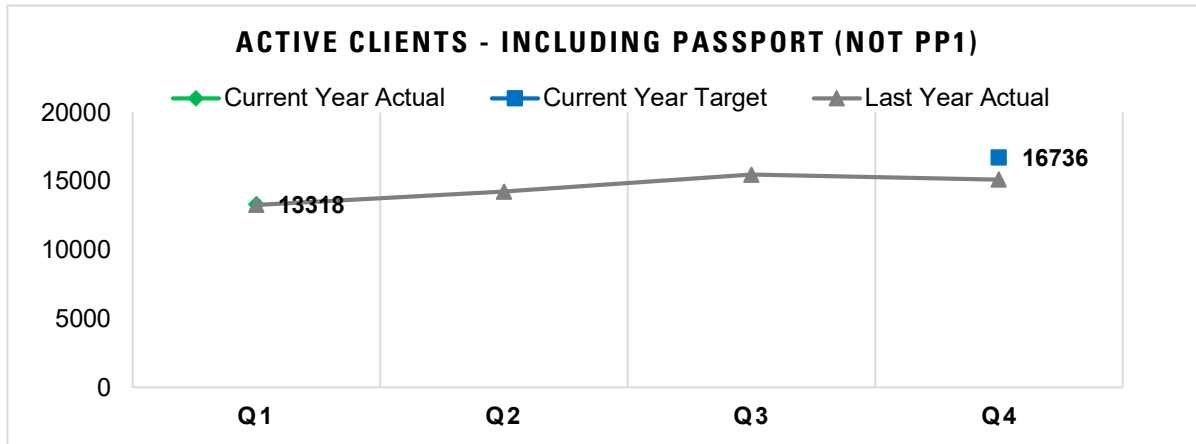
Status Key: On-track → Ahead ↗ Delayed ↘ Complete ✓



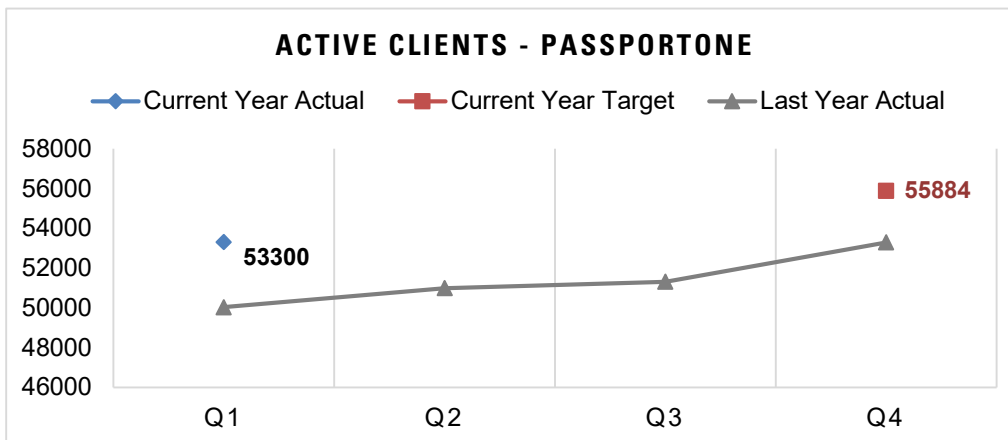
2021-2022 Q1 Service Report - Board of Directors

Date: September 3, 2021

CLIENTS SERVED SNAPSHOT



Because of carry-over of clients from 20/21, all programs are close to reaching their annual target.



PassportONE has almost already met its service target for the year with a total of 95% by end of Q1.

HIGHLIGHTED WORK



Seniors Friendly Chat Program
16 Served



Virtual Daily Walk-In Counselling Clinic - 344 Served



Group Peer Support and Workshops Offered through Community Engagement Program - 68

SOCIAL ACTION



Group Meetings Convened and Supported to Facilitate Action - 67



Individuals Engaged (not unique) - 1198



2020-2021 Q1 Service Report - Board of Directors
Date: September 3, 2021

PROGRAM PROFILE

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Changing Lives - Community Counselling & Mental Health Programs				
Clients	1,416	2,905	49%	
Participants	171	1467	12%	
Contacts	7,173	25,200	28%	
Service Hours	5,023.42	20,514	24%	
FTEs (100% Target)	29.45	24.45	120%	
Family Violence Programs				
Clients	764	1,518	50%	
Participants	155	900	17%	
Contacts	5,187	13,624	38%	
Service Hours	2,960.75	10,233	29%	
FTEs (100% Target)	11.32	11.09	102%	
Community Engagement Programs				
Participants	1,238	5251	24%	
Service Hours	1,209	7030	17%	
Workshops/Peer Support Sessions	68	-	-	
Broadcast Listeners (Includes Social Media)	120,000	-	-	
FTEs (100% Target)	7.31	7.08	103%	
Building Inclusive Communities - Developmental Services Programs				
B1: PassportONE Active Clients	53,300	55,884	95%	
B2: FST Passport Clients	10,690	11,818	90%	
B3: Options/PDP/CSP Clients	448	495	91%	
B2 and B3: Participants	60	23	261%	
B3: Contacts	7,467	27,597	27%	
B2 and B3: Service Hours	5272.75	26,531	20%	
FTEs (100% Target)	121.46	88.35	137%	
Social Action				
Individuals Engaged - Participants (not unique)	1,198	2,800	43%	
Partners/stakeholders (unique)	-	-	-	
Website Traffic/Social media engagement*	2,859	-	-	
New partners representing marginalized groups	-	-	-	
Government relations - meeting with elected officials and public servants	1	-	-	
Number of publications or government submissions for our work and the work of our partners	0	-	-	
Public presentations	-	-	-	
Group meetings convened (to facilitate action)	68	-	-	
Service Hours	-	N/A	-	
FTEs (100% Target)	3.10	4	78%	
Service Access Unit (Waiting for actual # served)				
Call Volume	-	-	-	
FTEs (reported above in CL Mental Health)	-	-	-	

Services with no Direct Clients Served				
	Actual # (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Other FTEs				
Corporate Services	12.38	0	0%	
Knowledge Building	2.88	0	0%	
Students and Volunteers				
Students	1	20	5%	
Student Hours	161.0	-	-	
Volunteers	42	18	233%	
Volunteer Hours	511	1,116.00	46%	

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

Status Legend:

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

Program Portfolios:

Seniors and Caregivers Support Service, Sexual Assault Initiative, Walk-in Clinic, West End Sexual Assault Team. Also includes FTEs for General
Family Violence Programs: Next Steps - Partner Assault Response, Partner Contact, Violence Against Women
Senior Community Connections. Also includes FTEs for Neighbourhood and Friends, New Horizon Seniors
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
For People. For Change.

June 30, 2021 (Q1) Financial Report

Prepared by: Financial Services
Date: September 13, 2021

Summary

As of June 30, 2021, FST recorded \$4.78M of revenue compared to YTD budget of \$4.56M. The increase in revenue is primarily linked to higher expenses in government funded programs, mainly PassportOne.

Overall expense in Q1 was \$4.71M compared to YTD budget of \$4.56M. The variance of \$154K is a net result of higher staffing expenses in PassportOne and lower program related expenditures in many other programs as FST continues to deliver its services remotely.

Excess of Revenue over Expenses for the same period was around \$63K and was a result of rental and other unrestricted type of revenue

Community Programs

Revenue in Community Programs in Q1 was \$1.18M compared to the budget of \$1.33M. Most of the variance is coming from lower Government and United Way revenue, partially offset by revenue from donations and other one-time grants related to COVID-19.

Total spending in Q1, including ACA, was \$1.18M with the budget of \$1.33M. Almost all expense categories had lower than budgeted amounts as FST continues providing its services remotely.

Building Inclusive Communities.

Total revenue for Building Inclusive Communities in Q1 was \$982K, \$53K below the budget of \$1.03M. Total expenses for the quarter, including ACA, were \$982K.

PassportONE

PassportOne revenues and expenses in the first quarter of the year were \$2.3M or \$459K above the budgeted amount. Most of the variance is coming from increased spending on Salaries and benefits as PassportOne has additional staffing this year required to process increased number of claims. Some of the increased spending is offset by lower expense on Office and Supplies since FST staff continues to work from home.

Corporate Services:

Revenue from all sources under Corporate Services was \$307K, compared to the budget of \$347K. Most of the variance comes from lower rental revenue in Q1 as some of FST's new tenants moved in after June 30, 2021.

Total expense for the quarter, before ACA, was \$585K compared to the budget of \$648K. Increased spending on Professional Services was offset by lower expenses in Building Occupancy and other expenses.

ACA in Q1 was higher than budgeted by \$41K, the increase is directly linked to higher spending in PassportOne program.

Family Service Toronto
Consolidated Income Summary
For the Three Months Ending June 30, 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	3,843,691	3,483,263	360,428	10.3%	13,986,266	10,142,575	2,944,604	899,087	30.5%
United Way - Base Allocation	743,517	795,652	(52,135)	(6.6%)	3,230,416	2,486,899	687,285	56,232	8.2%
United Way - Other	29,138	1,290	27,848	2158.8%	5,159	(23,980)	10,010	19,128	191.1%
Foundations and Other Agencies	32,900	143,115	(110,215)	(77.0%)	572,457	539,557	69,778	(36,878)	(52.9%)
Fees									
Client	26,665	25,752	913	3.5%	103,000	76,335	2,165	24,500	1131.6%
Memberships, Donations & Bequests	54,765	7,500	47,265	630.2%	30,000	(24,765)	6,461	48,304	747.6%
Investment Income	2,731	5,451	(2,720)	(49.9%)	21,800	19,069	28,425	(25,694)	(90.4%)
Property Rental Income	45,823	91,050	(45,227)	(49.7%)	364,200	318,377	7,749	38,073	491.3%
Other Revenue	3	8,349	(8,346)	(100.0%)	33,400	33,397	2,900	(2,897)	(99.9%)
	4,779,233	4,561,422	217,811	4.8%	18,346,698	13,567,464	3,759,378	1,019,855	27.1%
EXPENSES									
Salaries	2,835,088	2,653,818	181,270	6.8%	10,615,214	7,780,126	2,135,707	699,381	32.7%
Employee Benefits	549,599	494,472	55,127	11.1%	1,977,913	1,428,313	439,934	109,665	24.9%
Funded Contracted Services	21,410	74,985	(53,575)	(71.4%)	299,926	278,516	40,359	(18,949)	(47.0%)
Professional Services	842,995	695,598	147,397	21.2%	2,883,326	2,040,331	707,520	135,475	19.1%
Building Occupancy	251,023	251,541	(518)	(0.2%)	1,006,160	755,137	287,333	(36,311)	(12.6%)
Office and supplies	162,094	272,229	(110,135)	(40.5%)	1,088,611	926,517	100,268	61,826	61.7%
Transportation	47	25,920	(25,873)	(99.8%)	103,662	103,615	(7,463)	7,510	(100.6%)
Promotion	379	16,581	(16,202)	(97.7%)	66,315	65,936	12,715	(12,336)	(97.0%)
Education and Conferences	40,207	20,439	19,768	96.7%	81,767	41,560	653	39,553	6055.1%
Other Expenses	12,951	55,839	(42,888)	(76.8%)	223,213	210,262	18,002	(5,052)	(28.1%)
	4,715,792	4,561,422	154,370	3.4%	18,346,107	13,630,314	3,735,029	980,763	26.3%
Excess of Revenue over Expenses before ACA	63,441	0	63,441	0	591	(62,850)	24,349	39,092	160.6%
ACA	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	63,441	0	63,441	0	591	(62,850)	24,349	39,092	160.6%
Revenue - client purchase of service	33,801,743	89,497,641	(55,695,898)	(62.2%)	357,990,551	324,188,809	74,611,759	(40,810,017)	(54.7%)
Expense - client purchase of service	33,801,743	89,497,641	(55,695,898)	(62.2%)	357,990,551	324,188,809	74,611,759	(40,810,017)	(54.7%)
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	63,441	0	63,441	0	591	(62,850)	24,349	39,092	160.6%

Family Service Toronto
Community Programs Income Summary
For the Three Months Ending June 30, 2021

	YTD	YTD	Over/(Under)		Annual	Annual	Prior Year	Over/(Under)	
	Actual	Budget	Actual v	Budget	Budget	Budget	Actual	Prior Year vs Current Year	
			\$	%		Remaining		\$	%
REVENUES									
Government	577,354	721,359	(144,005)	(20.0%)	2,883,662	2,306,308	623,680	(46,326)	(7.4%)
United Way - Base Allocation	506,632	550,353	(43,721)	(7.9%)	2,203,110	1,696,478	511,170	(4,538)	(0.9%)
United Way - Other	29,070		29,070	0		(29,070)	9,760	19,310	197.8%
Foundations and Other Agencies	10,832	24,504	(13,673)	(55.8%)	98,015	87,184	12,132	(1,300)	(10.7%)
Fees									
Client	26,665	25,752	913	3.5%	103,000	76,335	2,165	24,500	1131.6%
Memberships, Donations & Bequests	33,000	5,001	27,999	559.9%	20,000	(13,000)	2,667	30,333	1137.3%
Investment Income		5,001	(5,001)	(100.0%)	20,000	20,000		0	0
Other Revenue			0	0		0	240	(240)	(100.0%)
	1,183,552	1,331,970	(148,418)	(11.1%)	5,327,787	4,144,235	1,161,813	21,738	1.9%
EXPENSES									
Salaries	910,937	972,945	(62,008)	(6.4%)	3,891,749	2,980,813	852,379	58,558	6.9%
Employee Benefits	184,576	177,483	7,093	4.0%	709,966	525,390	184,733	(157)	(0.1%)
Funded Contracted Services	3,387	42,927	(39,540)	(92.1%)	171,699	168,312	39,529	(36,142)	(91.4%)
Professional Services	13,350	5,547	7,803	140.7%	22,200	8,851	12,101	1,249	10.3%
Building Occupancy	18,611	25,368	(6,757)	(26.6%)	101,465	82,854	23,271	(4,660)	(20.0%)
Office and supplies	8,794	25,263	(16,469)	(65.2%)	101,003	92,209	5,902	2,892	49.0%
Transportation	17	14,046	(14,029)	(99.9%)	56,168	56,152	(7,668)	7,684	(100.2%)
Promotion	379	14,505	(14,126)	(97.4%)	58,015	57,636	13,135	(12,756)	(97.1%)
Education and Conferences	1,353	1,335	18	1.3%	5,352	3,999	144	1,208	836.8%
Other Expenses	8,819	19,221	(10,402)	(54.1%)	76,852	68,033	(15,400)	24,219	(157.3%)
	1,150,222	1,298,640	(148,418)	(11.4%)	5,194,470	4,044,248	1,108,127	42,095	3.8%
Excess of Revenue over Expenses before ACA	33,330	33,330	0	0	133,317	99,987	53,687	(20,357)	(37.9%)
ACA	33,330	33,330	0	0	133,317	99,987	59,278	(25,948)	(43.8%)
Net Excess of Revenue over Expenses	0	0	0	0	(0)	(0)	(5,591)	5,591	(100.0%)
Revenue - client purchase of service	27,855	35,607	(7,752)	(21.8%)	142,430	114,575	26,844	1,011	3.8%
Expense - client purchase of service	27,855	35,607	(7,752)	(21.8%)	142,430	114,575	26,844	1,011	3.8%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	0	0	0	0	(0)	(0)	(5,591)	5,591	(100.0%)

Family Service Toronto
Building Inclusive Communities Income Summary
For the Three Months Ending June 30, 2021

	YTD	YTD	Over/(Under)		Annual	Annual	Prior Year	Over/(Under)	
	Actual	Budget	Actual v	Budget	Budget	Budget	Actual	Prior Year vs Current Year	
			\$	%		Remaining		\$	%
REVENUES									
Government	963,453	915,729	47,724	5.2%	3,662,901	2,699,448	724,845	238,608	32.9%
United Way - Other		1,041	(1,041)	(100.0%)	4,159	4,159		0	0
Foundations and Other Agencies	18,779	118,611	(99,832)	(84.2%)	474,442	455,663	43,548	(24,769)	(56.9%)
Fees									
Other Revenue			0	0		0	2,659	(2,659)	(100.0%)
	982,232	1,035,381	(53,149)	(5.1%)	4,141,502	3,159,270	771,052	211,180	27.4%
EXPENSES									
Salaries	580,721	644,013	(63,292)	(9.8%)	2,576,039	1,995,318	469,826	110,895	23.6%
Employee Benefits	118,045	116,031	2,014	1.7%	464,108	346,062	97,819	20,227	20.7%
Funded Contracted Services	13,744	26,997	(13,253)	(49.1%)	107,986	94,243	120	13,624	11353.1%
Professional Services	1,442	13,881	(12,439)	(89.6%)	55,526	54,084	69	1,374	2005.5%
Building Occupancy	127,755	50,562	77,193	152.7%	202,252	74,497	128,142	(388)	(0.3%)
Office and supplies	8,180	37,623	(29,443)	(78.3%)	150,475	142,294	8,217	(37)	(0.4%)
Transportation		10,740	(10,740)	(100.0%)	42,994	42,994	205	(205)	(100.0%)
Promotion		150	(150)	(100.0%)	600	600		0	0
Education and Conferences	33,452	7,104	26,348	370.9%	28,415	(5,037)	144	33,308	23130.3%
Other Expenses	700	29,229	(28,529)	(97.6%)	116,921	116,221	(294)	994	(337.8%)
	884,039	936,330	(52,291)	(5.6%)	3,745,315	2,861,277	704,247	179,791	25.5%
Excess of Revenue over Expenses before ACA	98,193	99,051	(858)	(0.9%)	396,186	297,993	66,805	31,389	47.0%
ACA	98,955	99,051	(96)	(0.1%)	396,186	297,231	89,066	9,889	11.1%
Net Excess of Revenue over Expenses	(762)	0	(762)	0	0	762	(22,261)	21,500	(96.6%)
Revenue - client purchase of service	349,470	731,772	(382,302)	(52.2%)	2,927,074	2,577,604	301,485	47,985	15.9%
Expense - client purchase of service	349,470	731,772	(382,302)	(52.2%)	2,927,074	2,577,604	301,485	47,985	15.9%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	(762)	0	(762)	0	0	762	(22,261)	21,500	(96.6%)

Family Service Toronto
PassportONE Income Summary
For the Three Months Ending June 30, 2021

	YTD Actual	YTD Budget	Over/(Under) Actual v Budget		Annual Budget	Annual Budget Remaining	Prior Year Actual	Over/(Under) Prior Year vs Current Year	
			\$	%				\$	%
REVENUES									
Government	2,302,884	1,846,175	456,709	24.7%	7,439,703	5,136,819	1,596,079	706,805	44.3%
Fees									
Investment Income	2,666		2,666	0		(2,666)	28,425	(25,759)	(90.6%)
Other Revenue	163		163	0		(163)		163	0
	2,305,713	1,846,175	459,538	24.9%	7,439,703	5,133,990	1,624,504	681,209	41.9%
EXPENSES									
Salaries	1,079,884	761,772	318,112	41.8%	3,047,090	1,967,206	588,681	491,203	83.4%
Employee Benefits	202,606	150,069	52,537	35.0%	600,277	397,671	119,143	83,463	70.1%
Funded Contracted Services	893	1,251	(358)	(28.6%)	5,000	4,107	725	169	23.3%
Professional Services	727,958	606,249	121,709	20.1%	2,475,000	1,747,042	673,717	54,240	8.1%
Building Occupancy	58,063	63,750	(5,687)	(8.9%)	255,000	196,937	84,941	(26,878)	(31.6%)
Office and supplies	26,607	86,253	(59,646)	(69.2%)	345,000	318,393	9,250	17,357	187.6%
Transportation		750	(750)	(100.0%)	3,000	3,000		0	0
Education and Conferences	93	7,500	(7,408)	(98.8%)	30,000	29,908	365	(272)	(74.6%)
Other Expenses		747	(747)	(100.0%)	3,000	3,000		0	0
	2,096,103	1,678,341	417,762	24.9%	6,763,367	4,667,264	1,476,822	619,281	41.9%
Excess of Revenue over Expenses before ACA	209,610	167,834	41,776	24.9%	676,336	466,726	147,682	61,928	41.9%
ACA	209,610	167,834	41,776	24.9%	676,337	466,726	147,682	61,928	41.9%
Net Excess of Revenue over Expenses	0	(0)	0	0	(0)	(0)	(0)	0	0
Revenue - client purchase of service	33,424,418	88,730,262	(55,305,844)	(62.3%)	354,921,047	321,496,629	74,283,430	(40,859,013)	(55.0%)
Expense - client purchase of service	33,424,418	88,730,262	(55,305,844)	(62.3%)	354,921,047	321,496,629	74,283,430	(40,859,013)	(55.0%)
	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 Three Months Ending June 30, 2021

	YTD	YTD	Over/(Under)		Annual	Annual	Prior Year	Over/(Under)	
	Actual	Budget	Actual v	Budget	Budget	Budget	Actual	Prior Year vs Current Year	
			\$	%		Remaining		\$	%
REVENUES									
Government	0	0	0	0	0	0	0	0	0
United Way - Base Allocation	236,885	245,299	(8,413)	(3.4%)	1,027,306	790,421	176,115	60,770	34.5%
United Way - Other	69	249	(180)	(72.3%)	1,000	931	250	(181)	(72.4%)
Foundations and Other Agencies Fees	3,290		3,290	0		(3,290)	14,099	(10,809)	(76.7%)
Memberships, Donations & Bequests	21,765	2,499	19,266	770.9%	10,000	(11,765)	3,794	17,971	473.7%
Investment Income	65	450	(385)	(85.6%)	1,800	1,735		65	0
Property Rental Income	45,823	91,050	(45,227)	(49.7%)	364,200	318,377	7,749	38,073	491.3%
Other Revenue	(160)	8,349	(8,509)	(101.9%)	33,400	33,560	1	(161)	(16099.0%)
	307,736	347,896	(40,160)	(11.5%)	1,437,706	1,129,970	202,008	105,728	52.3%
EXPENSES									
Salaries	263,546	275,088	(11,542)	(4.2%)	1,100,336	836,789	224,821	38,725	17.2%
Employee Benefits	44,372	50,889	(6,517)	(12.8%)	203,562	159,190	38,239	6,133	16.0%
Funded Contracted Services	3,386	3,810	(424)	(11.1%)	15,240	11,854	(15)	3,401	(22274.6%)
Professional Services	100,246	69,921	30,325	43.4%	330,600	230,354	21,634	78,612	363.4%
Building Occupancy	46,594	111,861	(65,267)	(58.3%)	447,443	400,849	50,979	(4,385)	(8.6%)
Office and supplies	118,513	123,090	(4,577)	(3.7%)	492,134	373,621	76,899	41,615	54.1%
Transportation	31	384	(353)	(92.0%)	1,500	1,469		31	0
Promotion		1,926	(1,926)	(100.0%)	7,700	7,700	(420)	420	(100.0%)
Education and Conferences	5,310	4,500	810	18.0%	18,000	12,690		5,310	0
Other Expenses	3,432	6,642	(3,210)	(48.3%)	26,440	23,008	33,696	(30,265)	(89.8%)
	585,429	648,111	(62,682)	(9.7%)	2,642,955	2,057,526	445,833	139,596	31.3%
Excess of Revenue over Expenses before ACA	(277,693)	(300,215)	22,522	(7.5%)	(1,205,248)	(927,556)	(243,825)	(33,868)	13.9%
ACA	(341,895)	(300,215)	(41,680)	13.9%	(1,205,840)	(863,945)	(296,026)	(45,869)	15.5%
Net Excess of Revenue over Expenses	64,203	0	64,203	0	591	(63,611)	52,201	12,002	23.0%
Revenue - client purchase of service			0	0		0		0	0
Expense - client purchase of service			0	0		0		0	0
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	64,203	0	64,203	0	591	(63,611)	52,201	12,002	23.0%