



FAMILY SERVICE TORONTO

For People. For Change.

Strategic Plan: 2021 - 2026

Open Hearts 
Healthy Minds 
Strong Communities 

Q2 Service and Financial Report

November 17, 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.

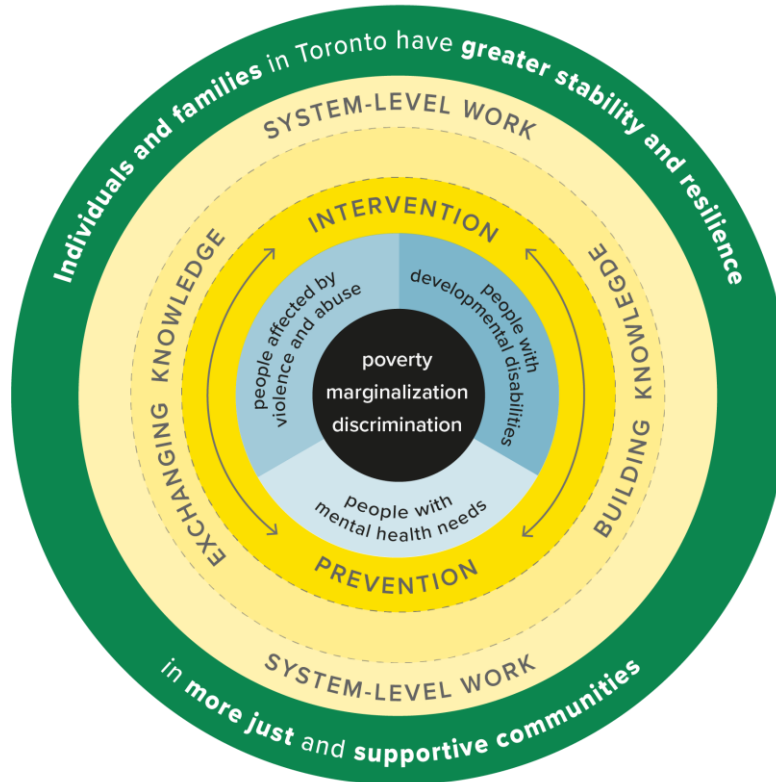
To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:

- 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

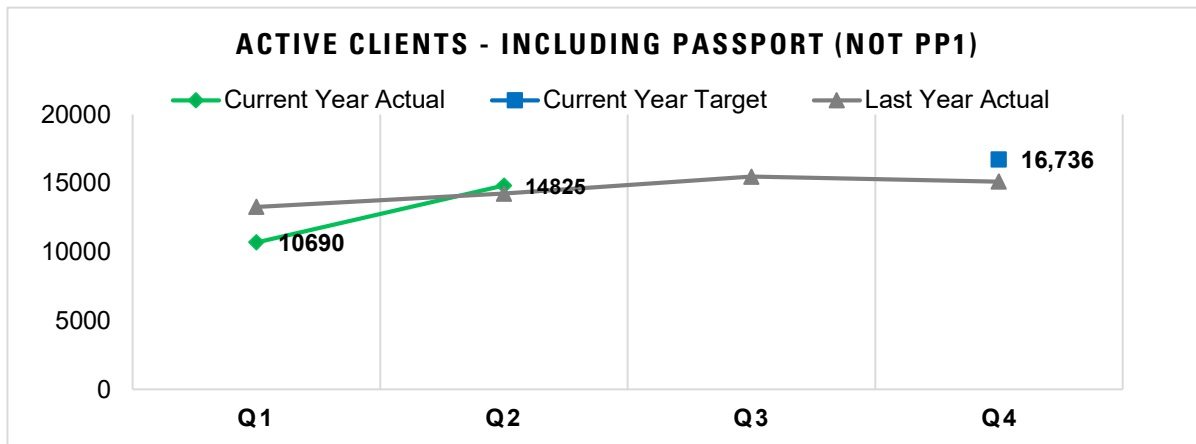
CORPORATE SERVICES

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

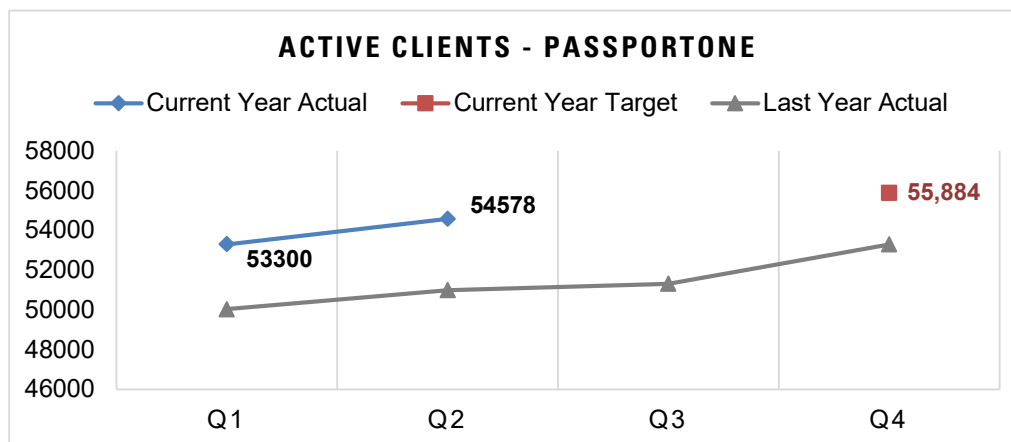


21-22 Q2 Service Report

CLIENTS SERVED SNAPSHOT



This chart shows that the organization as a whole has exceeded last years actual (14,233).



PassportONE has almost met its service target for the year (97%).

HIGHLIGHTED WORK (Q1 & Q2 combined)



Seniors Friendly Chat Program
26 Served



Virtual Daily Walk-In Counselling Clinic - 647 Served



Group Peer Support and Workshops Offered through Community Engagement Program - 121

SOCIAL ACTION



Group Meetings Convened and Supported to Facilitate Action - 76



Individuals Engaged (not unique) - 1253

21-22 02 Service Report

PROGRAM PROFILE

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Changing Lives - Community Counselling & Mental Health Programs				
Clients	1,954	2,905	67%	
Participants	262	1467	18%	
Contacts	13,323	25,200	53%	
Service Hours	8,952.65	20,514	44%	
FTEs (100% Target)	29.41	24.45	120%	
Family Violence Programs				
Clients	1,111	1,518	73%	
Participants	352	900	39%	
Contacts	10,428	13,624	77%	
Service Hours	5,957.38	10,233	58%	
FTEs (100% Target)	11.55	11.09	104%	
Community Engagement Programs				
Participants	1,826	5251	35%	
Service Hours	1,736	7030	25%	
Workshops/Peer Support Sessions	121	-	-	
Broadcast Listeners	16,736	-	-	
FTEs (100% Target)	7.53	7.08	106%	
Building Inclusive Communities - Developmental Services Programs				
B1: PassportONE Active Clients	54,578	55,884	98%	
B2: FST Passport Clients	11,249	11,818	95%	
B3: Options/PDP/CSP Clients	511	495	103%	
B2 and B3: Participants	161	23	700%	
B3: Contacts	14,978	27,597	54%	
B2 and B3: Service Hours	10353.16	26,531	39%	
FTEs (100% Target)	116.38	88.35	132%	
Social Action				
Individuals Engaged - Participants (not unique)	1,253	2,800	45%	
Partners/stakeholders (unique)	-	-	-	
Website Traffic/Social media engagement*	2,429	-	-	
New partners representing marginalized groups	-	-	-	
Government relations - meeting with elected officials and public servants	4	-	-	
Number of publications or government submissions for our work and the work of our partners	3	-	-	
Public presentations	-	-	-	
Group meetings convened (to facilitate action)	76	-	-	
Service Hours	-	N/A	-	
FTEs (100% Target)	4.13	4	103%	
Service Access Unit				
Call Volume	-	-	-	
FTEs (reported above in CL Mental Health)	-	-	-	
Other FTEs				
Corporate Services	12.73	0	0%	
Knowledge Building	3.17	0	0%	
Students and Volunteers				
Students	10	20	50%	
Student Hours	576.0	-	-	
Volunteers	87	54	161%	
Volunteer Hours	1,287	3,438.00	37%	

* 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:

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 21-22 – Year 1 Strategic Plan – Q2 Report

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
<ol style="list-style-type: none"> 1. Recommendations to improve internal communications is a key component of the EEWG recommendations. 2. Volunteer Resources will continue to strengthen internal and external communications and retain volunteers through the quarterly Volunteer Resources newsletter, attending team meetings to promote the volunteer program and through participating in cross-team initiatives. 3. Staff are being asked to use their networks to circulate job postings. 			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 21-22 – Year 1 Strategic Plan – Q2 Report

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. Two Town Hall meetings were held with all counselling teams involved in the review process to share information provided to internal and external advisory committees. Conversations are beginning on key questions posed to staff. 2. The Downtown East Toronto Ontario Health Team planning group on highly prevalent mental health conditions is working on the implementation of a stepped care pilot. FST has been involved in this work.			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 21-22 – Year 1 Strategic Plan – Q2 Report

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"> • <i>Challenge the status quo</i> • <i>Engage with men</i> • <i>Strengthen supports to women's shelters</i> 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 takes 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 FST works with, the partners we engage with, and where appropriate, participants in programming.
1. Group for male survivors of sexual abuse has been on hold because one group leader has been on leave. 2. Initial conversations have begun 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
Operational Plan 21-22 – Year 1 Strategic Plan – Q2 Report

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	➔	Passport recruitment strategies, peer programming and agency partnerships will ensure our stakeholders' diverse views/needs are reflected in the work of FST staff.
	3. Expand and formalize external partnerships.	➔	
	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 of those in crisis or who can self advocate.
<ol style="list-style-type: none"> The Passport Program is completing the selection process for positions and hired a Technical Lead to support approved business case. Options/PDP Case Management Program Guidelines are in the final stages of review for release Dec 1, 2021. Coordinated Service Planning program is now the provincial resource for Ontario Autism Program Urgent Response referrals. Dual Diagnosis Case management role on hold due to funding constraints. Ivy League Leadership training course completed by Associate Director. FST has greatly strengthened and built on its existing partnerships: <ol style="list-style-type: none"> FST has become a member of the Children's Service System Review and Consultation table in October 2021. FST is currently negotiating partnerships in MCCSS' Human Trafficking initiatives with Montage Support Services. 			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 21-22 – Year 1 Strategic Plan – Q2 Report

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.	→	New advisory committee has been developed for the Localizing SDGs project; this brings together a group of anti-poverty advocates from a range of diverse experiences and socio-cultural and geographic locations. We received very positive early feedback from the group on diversity and facilitating a space that is inclusive.
	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 is ongoing. We have set dates for the meeting (March 14-16 2022), proposing at this time both remote and in-person access. We are in the process of recruiting a Trainee (PhD or Post-Doc level). 2. The FST-UWGT sector wide Research Leadership group has been established. Terms of Reference are being finalized in the next meeting – November 2021. 3. Social Action and Knowledge Building collaborate on different initiatives to learn more about each others' work and to leverage their respective expertise in policy development and research to strengthen each others' work.			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 21-22 – Year 1 Strategic Plan – Q2 Report

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: 1. The external communication plan for volunteers has been developed and utilizes quarterly newsletters that provide updates on what’s happening at FST and offers recognition for contributions of volunteers.			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 21-22 – Year 1 Strategic Plan – Q2 Report

2. 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: 1. Three recommendations from the EEWG have been implemented: <ul style="list-style-type: none">i. Development of workplace Culture Statementii. Implementation of townhall meetingsiii. Implementation of weekly Staff Update via email			
2. EEWG has been renamed <i>Employee Engagement Team</i> (EET). Decision made that the ongoing structure of the EET would include 12-15 members with different tenure, from all areas, that reflect the diversity of FST. Membership would have terms which would be phased in to ensure that there was a mix of old and new members. Members would have an agency-wide orientation. It was agreed that at this point, the ED and the Director of HR & Volunteers would be standing members.			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 21-22 – Year 1 Strategic Plan – Q2 Report

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 (ECRS) 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.	⬇	
	<ol style="list-style-type: none">The development of the new ECRS is proceeding on schedule with a soft launch planned for December 1st 2021.Technology Plan in development and scheduled for release later in the year.Website/social media work on hold pending communications resourcing.Additions to our current reporting system are put on hold until the new ECRS is in place and we have a better understanding of how best to get the information we need from the system.		

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 21-22 – Year 1 Strategic Plan – Q2 Report

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. Five licensing agreements with non-profit organization tenants were signed off by mid-summer with full rental occupancy of Church Street completed in early September. 2. Monthly meetings began in September with EDs of the new Church Street Community Services Hub to explore collaboration on programs, funding and public policy work.			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 21-22 – Year 1 Strategic Plan – Q2 Report

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.	➔	A Social Media and Communications Guide is in development for Campaign 2000; it will outline an approach to using anti-colonial, anti-oppressive language in communications tools. This will be shared with Social Action and C2000 staff, students, volunteers. Training and review of it will be embedded in our onboarding process and business continuity plan for this department.
	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.	➡	Client engagement surveys in BIC will support active participation and inclusion for BIC clients.
<ol style="list-style-type: none"> Work has begun to implement client engagement surveys and interviews for service users in BIC, including input from Passport agencies for Passport ONE. We expect clients to participate in the workgroups for the different teams. Knowledge Building currently focuses on teams' readiness for COA Accreditation in June 2022. This includes the development of process and outcome indicators. This is an important step in program evaluation and includes participation by service users. We were able to extend the contract for the Campaign 2000 Communications Specialist. They are working on membership engagement using several new communications strategies. They are also working closely with the SDGs project coordinator to create new, more engaging website and social media content. Website/social media work on hold pending Communications' resourcing. 			

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



FAMILY SERVICE TORONTO
For People. For Change.

September 30, 2021 (Q2) Financial Report

Prepared by: Financial Services
Date: November 3, 2021

Summary

At the end of Q2 F21-22, FST recorded \$9.6M of revenue from all sources compared to YTD budget of \$9.1M. \$484K increase in revenue was mostly coming from government revenues. Same as in Q1 of this year, the increase was due to higher spending in government funded programs, mainly PassportOne.

Organization-wide expenses at the end of Q2 were \$9.4M with a budget of \$9.1. Higher expenses in Salaries and Benefits and Professional Services were offset by lower expenses in all other categories.

Excess of Revenue over Expenses on September 30, 2021 was around \$215K. This excess was a result of FST's rental income, donations and other miscellaneous types of revenues.

Community Programs

At the end of Q2, revenue in Community Programs was \$2.4M compared to the YTD budget of \$2.7M. Most of the variance of \$261K is coming from government (\$225K) and United Way (\$91K) funded programs.

Total expenses in Q2 were \$2.4M (including ACA) with the YTD budget of \$2.7M. The variance of \$261K is a result of lower expense on Salaries (\$90K), Funded Contracted Services and a few other categories.

Building Inclusive Communities.

Revenue in Building Inclusive Communities at the end of Q2 was \$1.9M with a YTD budget of \$2M. The variance of \$159K is coming from government and foundation and other agencies revenues and is directly linked to lower expenses for the period.

Total expenses at end of the period were \$1.9M (including ACA) with a budget of \$2M.

PassportONE

PassportOne revenue at the end of Q2 was \$4.5M with the budget of \$3.7M for the first two quarters. Higher than budgeted revenue is the result of higher expense in Salaries and Benefits (\$513K and \$85K respectively) and Professional Services (\$295K). Some of that increase is offset by lower spending on Office Supplies (\$124K) and a few other categories.

Corporate Services:

Revenue from all sources under Corporate Services was \$805K, compared to the YTD budget of \$710K. \$95K variance is coming from higher United Way revenue (\$89K) and Donations (\$44K) and lower YTD Rental Income.

Overall expense, before ACA, in the first two quarters was \$1.3M with the budget of \$1.3M. Higher expense in Professional Services was offset by lower spending in all other categories.

ACA at the end of Q2 was \$71K higher than budgeted and was mostly attributed to higher expense in PassportOne program.

Family Service Toronto
Consolidated Income Summary
For the Six Months Ending September 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	7,468,801	6,966,526	502,275	7.2%	13,986,266	6,517,465	6,336,546	1,132,255	17.9%
United Way - Base Allocation	1,590,208	1,591,304	(1,096)	(0.1%)	3,230,416	1,640,208	1,593,601	(3,393)	(0.2%)
United Way - Other	41,966	2,580	39,386	1526.6%	5,159	(36,807)	18,952	23,013	121.4%
Foundations and Other Agencies	199,669	286,230	(86,561)	(30.2%)	572,457	372,788	167,486	32,183	19.2%
Fees									
Client	46,505	51,504	(4,999)	(9.7%)	103,000	56,495	23,980	22,525	93.9%
Memberships, Donations & Bequests	94,956	15,000	79,956	533.0%	30,000	(64,956)	17,825	77,132	432.7%
Investment Income	11,810	10,902	908	8.3%	21,800	9,990	44,375	(32,564)	(73.4%)
Property Rental Income	132,451	182,100	(49,649)	(27.3%)	364,200	231,749	52,465	79,986	152.5%
Other Revenue	34,405	30,700	3,705	12.1%	33,400	(1,005)	3,360	31,045	924.1%
	9,620,771	9,136,846	483,925	5.3%	18,346,698	8,725,926	8,258,590	1,362,182	16.5%
EXPENSES									
Salaries	5,634,237	5,307,636	326,601	6.2%	10,615,214	4,980,977	4,623,782	1,010,455	21.9%
Employee Benefits	1,060,732	988,944	71,788	7.3%	1,977,913	917,181	904,921	155,810	17.2%
Funded Contracted Services	68,603	149,970	(81,367)	(54.3%)	299,926	231,323	90,268	(21,665)	(24.0%)
Professional Services	1,766,359	1,391,196	375,163	27.0%	2,883,326	1,116,967	1,707,796	58,563	3.4%
Building Occupancy	507,227	503,082	4,145	0.8%	1,006,160	498,933	583,957	(76,730)	(13.1%)
Office and supplies	311,634	544,458	(232,824)	(42.8%)	1,088,611	776,977	255,183	56,451	22.1%
Transportation	533	51,840	(51,307)	(99.0%)	103,662	103,129	(1,360)	1,894	(139.2%)
Promotion	6,460	33,162	(26,702)	(80.5%)	66,315	59,855	15,319	(8,860)	(57.8%)
Education and Conferences	35,824	40,878	(5,054)	(12.4%)	81,767	45,943	7,372	28,452	385.9%
Other Expenses	13,529	111,678	(98,149)	(87.9%)	223,213	209,684	11,572	1,957	16.9%
	9,405,137	9,122,844	282,293	3.1%	18,346,107	8,940,970	8,198,811	1,206,326	14.7%
Excess of Revenue over Expenses before ACA	215,634	14,002	201,632	1440.0%	591	(215,043)	59,779	155,855	260.7%
ACA	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	215,634	14,002	201,632	1440.0%	591	(215,043)	59,779	155,855	260.7%
Revenue - client purchase of service	123,046,082	178,995,282	(55,949,200)	(31.3%)	357,990,551	234,944,469	111,074,767	11,971,315	10.8%
Expense - client purchase of service	123,046,082	178,995,282	(55,949,200)	(31.3%)	357,990,551	234,944,469	111,074,767	11,971,315	10.8%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	215,634	14,002	201,632	1440.0%	591	(215,043)	59,779	155,855	260.7%

Family Service Toronto
Community Programs Income Summary
For the Six Months Ending September 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	1,218,049	1,442,718	(224,669)	(15.6%)	2,883,662	1,665,613	1,181,574	36,475	3.1%
United Way - Base Allocation	1,010,004	1,100,706	(90,702)	(8.2%)	2,203,110	1,193,106	1,099,554	(89,550)	(8.1%)
United Way - Other	41,851		41,851	0		(41,851)	15,438	26,413	171.1%
Foundations and Other Agencies	36,383	49,008	(12,625)	(25.8%)	98,015	61,632	40,044	(3,661)	(9.1%)
Fees									
Client	46,505	51,504	(4,999)	(9.7%)	103,000	56,495	23,980	22,525	93.9%
Memberships, Donations & Bequests	46,450	10,002	36,448	364.4%	20,000	(26,450)	13,012	33,438	257.0%
Investment Income		10,002	(10,002)	(100.0%)	20,000	20,000		0	0
Other Revenue	3,414		3,414	0		(3,414)	700	2,714	387.7%
	2,402,655	2,663,940	(261,285)	(9.8%)	5,327,787	2,925,131	2,374,303	28,353	1.2%
EXPENSES									
Salaries	1,855,745	1,945,890	(90,145)	(4.6%)	3,891,749	2,036,004	1,765,502	90,243	5.1%
Employee Benefits	358,045	354,966	3,079	0.9%	709,966	351,921	369,047	(11,001)	(3.0%)
Funded Contracted Services	42,711	85,854	(43,143)	(50.3%)	171,699	128,989	78,849	(36,138)	(45.8%)
Professional Services	12,069	11,094	975	8.8%	22,200	10,131	18,821	(6,752)	(35.9%)
Building Occupancy	37,016	50,736	(13,720)	(27.0%)	101,465	64,449	36,677	339	0.9%
Office and supplies	17,199	50,526	(33,327)	(66.0%)	101,003	83,804	44,642	(27,444)	(61.5%)
Transportation	485	28,092	(27,607)	(98.3%)	56,168	55,684	(2,010)	2,495	(124.1%)
Promotion	379	29,010	(28,631)	(98.7%)	58,015	57,636	15,485	(15,106)	(97.6%)
Education and Conferences	4,295	2,670	1,625	60.9%	5,352	1,057	1,612	2,684	166.5%
Other Expenses	10,353	38,442	(28,089)	(73.1%)	76,852	66,499	(10,995)	21,348	(194.2%)
	2,338,297	2,597,280	(258,983)	(10.0%)	5,194,470	2,856,173	2,317,629	20,667	0.9%
Excess of Revenue over Expenses before ACA	64,359	66,660	(2,301)	(3.5%)	133,317	68,959	56,673	7,685	13.6%
ACA	64,359	66,660	(2,301)	(3.5%)	133,317	68,959	56,670	7,689	13.6%
Net Excess of Revenue over Expenses	(0)	0	0	0	(0)	(0)	3	(3)	(100.0%)
Revenue - client purchase of service	60,852	71,214	(10,362)	(14.6%)	142,430	81,578	59,575	1,277	2.1%
Expense - client purchase of service	60,852	71,214	(10,362)	(14.6%)	142,430	81,578	59,575	1,277	2.1%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	(0)	0	0	0	(0)	(0)	3	(3)	(100.0%)

Family Service Toronto
Building Inclusive Communities Income Summary
For the Six Months Ending September 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	1,760,348	1,831,458	(71,110)	(3.9%)	3,662,901	1,902,553	1,414,863	345,484	24.4%
United Way - Other		2,082	(2,082)	(100.0%)	4,159	4,159	2,931	(2,931)	(100.0%)
Foundations and Other Agencies Fees	150,907	237,222	(86,315)	(36.4%)	474,442	323,535	127,442	23,465	18.4%
Other Revenue			0	0		0	2,659	(2,659)	(100.0%)
	1,911,255	2,070,762	(159,507)	(7.7%)	4,141,502	2,230,247	1,547,895	363,360	23.5%
EXPENSES									
Salaries	1,192,855	1,288,026	(95,171)	(7.4%)	2,576,039	1,383,184	1,002,085	190,770	19.0%
Employee Benefits	232,305	232,062	243	0.1%	464,108	231,802	201,405	30,901	15.3%
Funded Contracted Services	18,891	53,994	(35,103)	(65.0%)	107,986	89,095	3,036	15,855	522.3%
Professional Services	3,090	27,762	(24,672)	(88.9%)	55,526	52,436	95	2,995	3161.2%
Building Occupancy	223,655	101,124	122,531	121.2%	202,252	(21,403)	134,291	89,363	66.5%
Office and supplies	21,574	75,246	(53,672)	(71.3%)	150,475	128,901	21,681	(107)	(0.5%)
Transportation	3	21,480	(21,477)	(100.0%)	42,994	42,991	650	(647)	(99.5%)
Promotion		300	(300)	(100.0%)	600	600		0	0
Education and Conferences	21,706	14,208	7,498	52.8%	28,415	6,709	3,886	17,820	458.6%
Other Expenses	700	58,458	(57,758)	(98.8%)	116,921	116,221	140	560	401.4%
	1,714,779	1,872,660	(157,881)	(8.4%)	3,745,315	2,030,537	1,367,267	347,512	25.4%
Excess of Revenue over Expenses before ACA	196,476	198,102	(1,626)	(0.8%)	396,186	199,710	180,628	15,848	8.8%
ACA	197,910	198,102	(192)	(0.1%)	396,186	198,276	178,132	19,778	11.1%
Net Excess of Revenue over Expenses	(1,434)	0	(1,434)	0	0	1,434	2,496	(3,930)	(157.4%)
Revenue - client purchase of service	959,775	1,463,544	(503,769)	(34.4%)	2,927,074	1,967,299	696,705	263,070	37.8%
Expense - client purchase of service	959,775	1,463,544	(503,769)	(34.4%)	2,927,074	1,967,299	696,705	263,070	37.8%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	(1,434)	0	(1,434)	0	0	1,434	2,496	(3,930)	(157.4%)

Family Service Toronto
PassportONE Income Summary
For the Six Months Ending September 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	4,490,405	3,692,350	798,055	21.6%	7,439,703	2,949,298	3,740,108	750,296	20.1%
Fees									
Investment Income	11,479		11,479	0		(11,479)	44,375	(32,896)	(74.1%)
Other Revenue	163		163	0		(163)		163	0
	4,502,047	3,692,350	809,697	21.9%	7,439,703	2,937,656	3,784,483	717,564	19.0%
EXPENSES									
Salaries	2,037,026	1,523,544	513,482	33.7%	3,047,090	1,010,064	1,390,582	646,443	46.5%
Employee Benefits	385,066	300,138	84,928	28.3%	600,277	215,211	259,093	125,973	48.6%
Funded Contracted Services	1,964	2,502	(538)	(21.5%)	5,000	3,036	3,247	(1,283)	(39.5%)
Professional Services	1,507,721	1,212,498	295,223	24.3%	2,475,000	967,279	1,627,197	(119,476)	(7.3%)
Building Occupancy	105,804	127,500	(21,696)	(17.0%)	255,000	149,196	134,451	(28,647)	(21.3%)
Office and supplies	48,166	172,506	(124,340)	(72.1%)	345,000	296,834	23,905	24,261	101.5%
Transportation		1,500	(1,500)	(100.0%)	3,000	3,000		0	0
Promotion	6,080		6,080	0		(6,080)		6,080	0
Education and Conferences	935	15,000	(14,065)	(93.8%)	30,000	29,065	1,875	(940)	(50.1%)
Other Expenses		1,494	(1,494)	(100.0%)	3,000	3,000	89	(89)	(100.0%)
	4,092,762	3,356,682	736,080	21.9%	6,763,367	2,670,605	3,440,439	652,322	19.0%
Excess of Revenue over Expenses before ACA	409,286	335,668	73,617	21.9%	676,336	267,051	344,044	65,242	19.0%
ACA	409,286	335,668	73,617	21.9%	676,337	267,051	344,044	65,242	19.0%
Net Excess of Revenue over Expenses	0	(0)	0	0	(0)	(0)	(0)	0	0
Revenue - client purchase of service	122,025,455	177,460,524	(55,435,069)	(31.2%)	354,921,047	232,895,592	110,318,487	11,706,968	10.6%
Expense - client purchase of service	122,025,455	177,460,524	(55,435,069)	(31.2%)	354,921,047	232,895,592	110,318,487	11,706,968	10.6%
	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 Income Summary
For the Six Months Ending September 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	0	0	0	0	0	0	0	0	0
United Way - Base Allocation	580,204	490,598	89,607	18.3%	1,027,306	447,102	494,047	86,157	17.4%
United Way - Other	115	498	(383)	(77.0%)	1,000	885	583	(469)	(80.3%)
Foundations and Other Agencies Fees	12,379		12,379	0		(12,379)		12,379	0
Memberships, Donations & Bequests	48,506	4,998	43,508	870.5%	10,000	(38,506)	4,813	43,694	907.9%
Investment Income	331	900	(569)	(63.2%)	1,800	1,469		331	0
Property Rental Income	132,451	182,100	(49,649)	(27.3%)	364,200	231,749	52,465	79,986	152.5%
Other Revenue	30,828	30,700	128	0.4%	33,400	2,572	1	30,827	3082693.0%
	804,814	709,794	95,020	13.4%	1,437,706	632,892	551,909	252,905	45.8%
EXPENSES									
Salaries	548,611	550,176	(1,565)	(0.3%)	1,100,336	551,724	465,613	82,998	17.8%
Employee Benefits	85,315	101,778	(16,463)	(16.2%)	203,562	118,247	75,378	9,938	13.2%
Funded Contracted Services	5,037	7,620	(2,583)	(33.9%)	15,240	10,203	5,137	(99)	(1.9%)
Professional Services	243,479	139,842	103,637	74.1%	330,600	87,121	61,683	181,796	294.7%
Building Occupancy	140,752	223,722	(82,970)	(37.1%)	447,443	306,691	278,537	(137,785)	(49.5%)
Office and supplies	224,695	246,180	(21,485)	(8.7%)	492,134	267,439	164,956	59,739	36.2%
Transportation	46	768	(722)	(94.0%)	1,500	1,454		46	0
Promotion		3,852	(3,852)	(100.0%)	7,700	7,700	(166)	166	(100.0%)
Education and Conferences	8,888	9,000	(112)	(1.2%)	18,000	9,112		8,888	0
Other Expenses	2,476	13,284	(10,808)	(81.4%)	26,440	23,964	22,338	(19,862)	(88.9%)
	1,259,300	1,296,222	(36,922)	(2.8%)	2,642,955	1,383,655	1,073,475	185,825	17.3%
Excess of Revenue over Expenses before ACA	(454,486)	(586,428)	131,942	(22.5%)	(1,205,248)	(750,762)	(521,566)	67,080	(12.9%)
ACA	(671,554)	(600,430)	(71,124)	11.8%	(1,205,840)	(534,286)	(578,846)	(92,708)	16.0%
Net Excess of Revenue over Expenses	217,068	14,002	203,066	1450.3%	591	(216,477)	57,280	159,788	279.0%
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	217,068	14,002	203,066	1450.3%	591	(216,477)	57,280	159,788	279.0%