



FAMILY SERVICE TORONTO

For People. For Change.

Strategic Plan: 2021 - 2026

Open Hearts 
Healthy Minds 
Strong Communities 

Q3 Service and Financial Report

February 16, 2022



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.

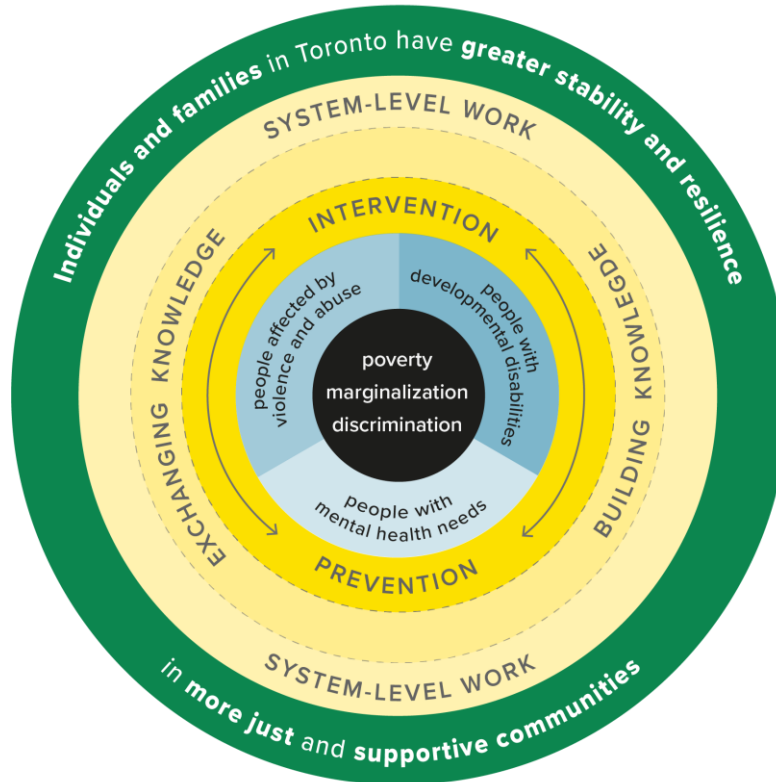
To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:

- 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

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COMMUNITY PROGRAMS AND SERVICES

Changing Lives and Family Violence

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

Building Inclusive Communities

Options
Passport
PassportONE
Person Directed Planning

Social Action and Community Building

Social Action
National Campaign 2000
Ontario Campaign 2000

Knowledge Building

Research, Evaluation and Planning
Student Placement
Accreditation
Grant Writing

CORPORATE SERVICES

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Report – 21/22 Operational Plan

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
Narrative: <ol style="list-style-type: none"> 1. Volunteer Resources will continue to strengthen internal and external communications through the quarterly Volunteer Resources newsletter, attending team meetings to promote the volunteer program and through participating in cross-team initiatives such as the Accessibility Working Group. 2. Staff are being asked to use their networks to circulate job postings and work is being done on diversifying our recruitment sources. 			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Report – 21/22 Operational Plan

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: <ul style="list-style-type: none"> a. Develop an understanding of the application of evidence-informed practice within community mental health – including criteria for short and long-term counseling delivery b. 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.
Narrative: <ol style="list-style-type: none"> One meeting held with External Advisory Committee to seek feedback on where FST best fits within the continuum of mental health supports. 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 continues to be involved in this work. 			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Report – 21/22 Operational Plan

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 considers 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 engaged in programming.
Narrative: <ol style="list-style-type: none"> Group for male survivors of sexual abuse has been on hold because one group leader has been on leave. Prepared parameters of discussion to be held in Q4 with current CE partners about what is working, not working, and things that we can improve to support our clients. Based on this, expectations, responsibilities, accountabilities, and what possible shared results we want to see will be identified. 			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Report – 21/22 Operational Plan

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
	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.
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 			
Narrative: <ol style="list-style-type: none"> Passport staff onboarded to focus entirely on client invoices. Options/PDP Case Management Program Guidelines release rescheduled for April 1, 2022 due to the Treat implementation. MCSS introduced a new APSW housing project and FST has taken the lead for Toronto region service providers. Supported Lutheran Community Centre Passport program to complete staff time study. Results will inform the assignment of resources within the agency to improve the client experience. Applied to present at the annual Ontario Association of Dual Diagnosis (OADD) Conference to present the Children team's United Way project aimed at developing peer resources. 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

Q3 Report – 21/22 Operational Plan

6. FST working with the Regional Program Table (RPT) to develop data dashboards for informed decision making regarding supports and services within the Toronto region.
7. Continued to schedule training sessions for eclaim users in Passport program to increase electronic claims and lower submission errors.
8. Non-violent Crisis Prevention and Intervention training implementation beginning to support clients with behaviour challenges and positive behaviour supports.
9. Onboarding of temporary claims staff in the PassportONE program January to June and decrease processing times.
10. Power BI software and implementation to support data informed decisions and study trends within the provincial Passport program.
11. Successfully began implementing Aftercare for individuals in dire need of continued support in their 18th year. Will develop a formal process and transition guide, including evaluation. Planning to develop a support clinic, such as documentation support, to further increase services to client and eliminate the need for 1:1 support.
12. In discussion with Growing Up Healthy Downtown regarding monthly drop in at one of their Early Year programs to provide resources and service navigation.
13. Passport and PassportONE to launch new program guidelines for the Passport program April 2022.
14. Options Children discussing advocacy opportunities with Social Action about Disability Tax Credit reassessments and alternate housing.
15. Counselling: Working to continue to identify the barrier to available counselling resources for individuals with Developmental Disabilities and establish supportive partnership with FST counsellors to better support all individuals with DD through counselling, as opposed to one demographic (VAW).

Open Hearts, Healthy Minds, Strong Communities

Q3 Report – 21/22 Operational Plan

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.	→	National focus group conducted with diverse group of people living in poverty to learn about issues/challenges/solutions for national report card. CERB Amnesty Campaign and #CCBJustice Campaign both organized with people with living expertise whose input shapes policy recommendations. They also participate in government relations meetings on the issues.
Narrative: <ol style="list-style-type: none"> Work continued on virtual national meeting to determine best practices to work with people labeled with intellectual and/or developmental disabilities; meeting to April/May 2022 due to ethics requirements and time needed to ensure meaningful participation by self-advocates; hired two part time research trainees who bring wealth of expertise in disability rights. The FST-UWGT sector wide Research Leadership group established and TOR finalized. Areas for collaboration are beginning to emerge. Social Action and Knowledge Building have begun collaboration on different initiatives (including recruitment) to learn more about each others' work and to leverage their respective expertise in policy development and research to strengthen each others' work. Campaign 2000 national report card released on Nov 24, 2021, aligns with SDG principle No One Left Behind. Narratives and recommendations developed using broad consultation with community serving organizations and people with living expertise of poverty. 			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Report – 21/22 Operational Plan

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
	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.	➔	
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			
Narrative: <ul style="list-style-type: none">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 ✓

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Q3 Report – 21/22 Operational Plan

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: <ol style="list-style-type: none">1. Three recommendations from the EEWG have been implemented:<ol style="list-style-type: none">i. Development of workplace Culture Statementii. Implementation of townhall meetingsiii. Implementation of weekly Staff Update via email2. EEWG has been renamed <i>Employee Engagement Team</i> (EET). Decision made that the ongoing structure of the EET will include 12-15 members with different tenure, from all areas, that reflect the diversity of FST. Membership will have terms to ensure that there is a mix of old and new members and will have an agency-wide orientation. It was agreed that at this point, the ED and the Director of HR & Volunteers will be standing members.3. The Staff Recognition Event Task Force was struck to provide staff the opportunity to recognise their peers, Six staff members from various departments developed an organization wide presentation celebrating their peers for their years of service, thanking retirees and welcoming new FST staff members.			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Report – 21/22 Operational Plan

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 supports• We will invest in our business platforms to create more efficient and intuitive systems• We 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.	⬇➔	
	Narrative: <ul style="list-style-type: none">1. Phase 1 of new ECRS launched on schedule, on Dec. 1. Revisions and updates continue with preparation for Phase 2 deployment in late winter.2. Technology Plan in development and scheduled for release later in Q4.3. Website/social media work on hold pending communications resourcing.4. Additions to our current reporting system on hold until 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

Q3 Report – 21/22 Operational Plan

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.	→	
Narrative: <ol style="list-style-type: none"> Tenants settled into their new quarters through the Fall in hopes staff would be able to return in early New Year but further pandemic restrictions delayed those plans. Monthly meetings with EDs of the new Church Street Community Services Hub continued to explore collaboration on programs, funding and public policy work and also led to development of a video highlighting the partnership 			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Report – 21/22 Operational Plan

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.	➔	An audit of Campaign 2000 website has identified areas to improve for meeting AODA requirements. Resolving these issues will be a priority in the website refresh. Client engagement surveys in BIC will support active participation and inclusion for BIC clients.
	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.	⬇	
	Narrative: <ul style="list-style-type: none">1. Work began to implement client engagement surveys and interviews for service users in BIC and Passport agencies for Passport ONE; we expect clients to participate in the workgroups for the different teams; work has been delayed due to staffing changes.2. Knowledge Building currently focuses on teams’ readiness for COA Accreditation in June 2022. This includes the development of stories of the work or logic models for all service delivery programs to provide all teams with a comprehensive overview of their work.3. Campaign 2000 communications capacity increased; developed communications strategy leading up to the annual report card release; included updates to the website, increasing social media and media presence and activities in months leading up to report card release; organized press conference and national webinar to share findings and public education materials that accompanied report card; received extensive media coverage and engagement on social media that resulted in applying pressure on federal government to fix a policy consequence that impacted low-income seniors (through the CERB Amnesty campaign).4. Further website/social media work on hold pending Communications’ resourcing.		

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



FAMILY SERVICE TORONTO
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December 31, 2021 (Q3) Financial Report

Prepared by: Financial Services
Date: January 31, 2022

Summary

At the end of Q3 F21-22, FST recorded \$14.1M of revenue from all sources compared to YTD budget of \$13.7M. \$491K increase in revenue was mostly coming from government revenues. Same as in previous quarters of this year, the increase was due to higher spending in government funded programs, primarily PassportOne.

Organization-wide expenses at the end of Q3 were \$13.9M with a budget of \$13.7M. Higher expenses in Salaries and Benefits and Professional Services were offset by lower expenses in all other categories.

Excess of Revenue over Expenses on December 31, 2021 was around \$301K. This amount was a result of FST's rental income, donations and other miscellaneous types of revenues.

Community Programs

At the end of Q3, revenue in Community Programs was \$3.6M compared to the YTD budget of \$4M. Most of the variance of \$430K is coming from government (\$300K) and United Way (\$171K) funded programs.

Total expenses in Q3 were \$3.6M (including ACA) with the YTD budget of \$4M. The variance of \$430K is a result of lower expense on Salaries and Benefits (\$222K), Funded Contracted Services and a few other categories.

Building Inclusive Communities.

Revenue in Building Inclusive Communities at the end of Q3 was \$2.8M with a YTD budget of \$3.1M. The variance of \$270K is coming from government and foundation and other agencies revenues and is direct result of lower expenses for the period.

Total expenses at end of the period were \$2.8M (including ACA) with a budget of \$3.1M.

PassportONE

PassportOne revenue at the end of Q3 was \$6.4M with the YTD budget of \$5.5M. Higher than budgeted revenue is the result of higher expense in Salaries and Benefits (\$640K and \$85K respectively) and Professional Services (\$441K). Some of that increase is offset by lower spending on Office Supplies (\$190K) and a few other categories.

Corporate Services:

Revenue from all sources under Corporate Services was \$1.2M, compared to the YTD budget of \$1M. \$185K variance is coming from higher utilization of United Way revenue (\$170K) and Donations (\$44K) and lower YTD Rental Income.

Overall expenses, before ACA, in the first three quarters were \$1.9M with the budget of \$1.9M. Higher expense in Professional Services was offset by lower spending in most of other categories.

ACA at the end of Q3 was \$88K higher than budgeted and was mostly attributed to higher expenses in PassportOne program.

Family Service Toronto
Consolidated Income Summary
For the Nine Months Ending December 31, 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	10,938,186	10,449,789	488,397	4.7%	13,986,266	3,048,080	9,230,504	1,707,683	18.5%
United Way - Base Allocation	2,385,312	2,386,956	(1,644)	(0.1%)	3,230,416	845,104	2,604,039	(218,727)	(8.4%)
United Way - Other	49,677	3,870	45,807	1183.6%	5,159	(44,518)	39,729	9,948	25.0%
Foundations and Other Agencies	370,982	429,345	(58,363)	(13.6%)	572,457	201,475	271,064	99,918	36.9%
Fees									
Client	69,133	77,256	(8,124)	(10.5%)	103,000	33,868	40,568	28,565	70.4%
Memberships, Donations & Bequests	98,821	22,500	76,321	339.2%	30,000	(68,821)	28,145	70,677	251.1%
Investment Income	17,176	16,353	823	5.0%	21,800	4,624	50,836	(33,660)	(66.2%)
Property Rental Income	208,635	273,150	(64,515)	(23.6%)	364,200	155,565	106,091	102,544	96.7%
Other Revenue	44,034	32,050	11,984	37.4%	33,400	(10,634)	42,618	1,416	3.3%
	14,181,957	13,691,269	490,688	3.6%	18,346,698	4,164,741	12,413,593	1,768,364	14.2%
EXPENSES									
Salaries	8,312,505	7,961,454	351,051	4.4%	10,615,214	2,302,708	7,167,908	1,144,598	16.0%
Employee Benefits	1,460,053	1,483,416	(23,363)	(1.6%)	1,977,913	517,860	1,344,552	115,501	8.6%
Funded Contracted Services	119,498	224,955	(105,457)	(46.9%)	299,926	180,428	110,929	8,569	7.7%
Professional Services	2,651,440	2,086,794	564,646	27.1%	2,883,326	231,886	2,295,344	356,096	15.5%
Building Occupancy	759,186	754,623	4,563	0.6%	1,006,160	246,974	827,468	(68,282)	(8.3%)
Office and supplies	494,113	816,687	(322,574)	(39.5%)	1,088,611	594,499	424,063	70,050	16.5%
Transportation	1,426	77,760	(76,334)	(98.2%)	103,662	102,236	(1,113)	2,539	(228.2%)
Promotion	9,882	49,743	(39,861)	(80.1%)	66,315	56,434	17,913	(8,032)	(44.8%)
Education and Conferences	41,724	61,317	(19,593)	(32.0%)	81,767	40,043	21,065	20,659	98.1%
Other Expenses	9,907	167,517	(157,610)	(94.1%)	223,213	213,305	30,464	(20,557)	(67.5%)
	13,859,735	13,684,266	175,469	1.3%	18,346,107	4,486,372	12,238,593	1,621,142	13.2%
Excess of Revenue over Expenses before ACA	322,222	7,003	315,219	4501.2%	591	(321,631)	175,000	147,222	84.1%
ACA	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	322,222	7,003	315,219	4501.2%	591	(321,631)	175,000	147,222	84.1%
Revenue - client purchase of service	210,352,574	268,492,923	(58,140,349)	(21.7%)	357,990,551	147,637,977	173,577,490	36,775,084	21.2%
Expense - client purchase of service	210,352,574	268,492,923	(58,140,349)	(21.7%)	357,990,551	147,637,977	173,577,490	36,775,084	21.2%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	322,222	7,003	315,219	4501.2%	591	(321,631)	175,000	147,222	84.1%

Family Service Toronto
Community Programs Income Summary
For the Nine Months Ending December 31, 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	1,863,549	2,164,077	(300,528)	(13.9%)	2,883,662	1,020,113	1,713,703	149,846	8.7%
United Way - Base Allocation	1,479,729	1,651,059	(171,330)	(10.4%)	2,203,110	723,381	1,742,680	(262,951)	(15.1%)
United Way - Other	49,508		49,508	0		(49,508)	27,742	21,765	78.5%
Foundations and Other Agencies Fees	47,215	73,512	(26,298)	(35.8%)	98,015	50,801	58,186	(10,972)	(18.9%)
Client	69,133	77,256	(8,124)	(10.5%)	103,000	33,868	40,568	28,565	70.4%
Memberships, Donations & Bequests	47,715	15,003	32,712	218.0%	20,000	(27,715)	15,912	31,803	199.9%
Investment Income		15,003	(15,003)	(100.0%)	20,000	20,000		0	0
Other Revenue	8,900		8,900	0		(8,900)	1,760	7,140	405.7%
	3,565,748	3,995,910	(430,162)	(10.8%)	5,327,787	1,762,039	3,600,551	(34,804)	(1.0%)
EXPENSES									
Salaries	2,753,256	2,918,835	(165,579)	(5.7%)	3,891,749	1,138,494	2,711,802	41,454	1.5%
Employee Benefits	475,815	532,449	(56,634)	(10.6%)	709,966	234,152	534,570	(58,755)	(11.0%)
Funded Contracted Services	87,618	128,781	(41,163)	(32.0%)	171,699	84,082	84,838	2,780	3.3%
Professional Services	39,904	16,641	23,263	139.8%	22,200	(17,704)	67,531	(27,627)	(40.9%)
Building Occupancy	58,109	76,104	(17,995)	(23.6%)	101,465	43,356	54,867	3,242	5.9%
Office and supplies	21,431	75,789	(54,358)	(71.7%)	101,003	79,571	46,694	(25,263)	(54.1%)
Transportation	1,345	42,138	(40,793)	(96.8%)	56,168	54,823	(1,914)	3,259	(170.3%)
Promotion	3,509	43,515	(40,006)	(91.9%)	58,015	54,506	17,850	(14,341)	(80.3%)
Education and Conferences	7,437	4,005	3,432	85.7%	5,352	(2,085)	7,287	149	2.0%
Other Expenses	16,846	57,663	(40,817)	(70.8%)	76,852	60,006	(7,977)	24,824	(311.2%)
	3,465,269	3,895,920	(430,651)	(11.1%)	5,194,470	1,729,201	3,515,547	(50,278)	(1.4%)
Excess of Revenue over Expenses before ACA	100,478	99,990	488	0.5%	133,317	32,839	85,005	15,474	18.2%
ACA	100,478	99,990	488	0.5%	133,317	32,839	85,007	15,471	18.2%
Net Excess of Revenue over Expenses	0	0	0	0	(0)	(0)	(2)	2	(100.0%)
Revenue - client purchase of service	90,097	106,821	(16,724)	(15.7%)	142,430	52,333	88,825	1,271	1.4%
Expense - client purchase of service	90,097	106,821	(16,724)	(15.7%)	142,430	52,333	88,825	1,271	1.4%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	0	0	0	0	(0)	(0)	(2)	2	(100.0%)

Family Service Toronto
Building Inclusive Communities Income Summary
For the Nine Months Ending December 31, 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	2,547,736	2,747,187	(199,451) (7.3%)	3,662,901	1,115,165	2,187,958	359,778 16.4%	
United Way - Other		3,123	(3,123) (100.0%)	4,159	4,159	11,202	(11,202) (100.0%)	
Foundations and Other Agencies Fees	285,285	355,833	(70,548) (19.8%)	474,442	189,157	212,878	72,407 34.0%	
Other Revenue	3,449		3,449 0		(3,449)	2,659	790 29.7%	
	2,836,470	3,106,143	(269,673) (8.7%)	4,141,502	1,305,031	2,414,697	421,774 17.5%	
EXPENSES								
Salaries	1,795,147	1,932,039	(136,892) (7.1%)	2,576,039	780,892	1,579,269	215,878 13.7%	
Employee Benefits	331,430	348,093	(16,663) (4.8%)	464,108	132,678	294,220	37,210 12.6%	
Funded Contracted Services	21,643	80,991	(59,348) (73.3%)	107,986	86,344	16,755	4,887 29.2%	
Professional Services	4,198	41,643	(37,445) (89.9%)	55,526	51,328	121	4,077 3369.2%	
Building Occupancy	335,403	151,686	183,717 121.1%	202,252	(133,151)	201,105	134,297 66.8%	
Office and supplies	30,220	112,869	(82,649) (73.2%)	150,475	120,255	33,073	(2,853) (8.6%)	
Transportation	3	32,220	(32,217) (100.0%)	42,994	42,991	801	(799) (99.6%)	
Promotion		450	(450) (100.0%)	600	600		0 0	
Education and Conferences	22,369	21,312	1,057 5.0%	28,415	6,046	4,888	17,481 357.6%	
Other Expenses	762	87,687	(86,925) (99.1%)	116,921	116,159	257	505 196.5%	
	2,541,174	2,808,990	(267,816) (9.5%)	3,745,315	1,204,142	2,130,490	410,684 19.3%	
Excess of Revenue over Expenses before ACA	295,296	297,153	(1,857) (0.6%)	396,186	100,890	284,206	11,090 3.9%	
ACA	296,865	297,153	(288) (0.1%)	396,186	99,321	267,197	29,668 11.1%	
Net Excess of Revenue over Expenses	(1,569)	0	(1,569) 0	0	1,569	17,009	(18,578) (109.2%)	
Revenue - client purchase of service	1,534,755	2,195,316	(660,561) (30.1%)	2,927,074	1,392,319	1,275,996	258,759 20.3%	
Expense - client purchase of service	1,534,755	2,195,316	(660,561) (30.1%)	2,927,074	1,392,319	1,275,996	258,759 20.3%	
	0	0	0 0	0	0	0	0 0	
Net Excess of Revenue over Expenses	(1,569)	0	(1,569) 0	0	1,569	17,009	(18,578) (109.2%)	

Family Service Toronto
PassportONE Income Summary
For the Nine Months Ending December 31, 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	6,526,901	5,538,525	988,375	17.8%	7,439,703	912,802	5,328,843	1,198,058	22.5%
Fees									
Investment Income	16,581		16,581	0		(16,581)	49,365	(32,784)	(66.4%)
Other Revenue	163		163	0		(163)		163	0
	6,543,645	5,538,525	1,005,119	18.1%	7,439,703	896,058	5,378,208	1,165,437	21.7%
EXPENSES									
Salaries	2,925,207	2,285,316	639,891	28.0%	3,047,090	121,883	2,144,591	780,615	36.4%
Employee Benefits	535,547	450,207	85,340	19.0%	600,277	64,729	407,487	128,061	31.4%
Funded Contracted Services	2,202	3,753	(1,551)	(41.3%)	5,000	2,798	3,841	(1,640)	(42.7%)
Professional Services	2,259,715	1,818,747	440,968	24.2%	2,475,000	215,285	2,087,410	172,305	8.3%
Building Occupancy	153,170	191,250	(38,080)	(19.9%)	255,000	101,830	199,877	(46,708)	(23.4%)
Office and supplies	68,586	258,759	(190,173)	(73.5%)	345,000	276,414	38,415	30,171	78.5%
Transportation		2,250	(2,250)	(100.0%)	3,000	3,000		0	0
Promotion	6,373		6,373	0		(6,373)		6,373	0
Education and Conferences	1,852	22,500	(20,648)	(91.8%)	30,000	28,148	7,569	(5,718)	(75.5%)
Other Expenses	128	2,241	(2,113)	(94.3%)	3,000	2,872	89	39	43.4%
	5,952,778	5,035,023	917,755	18.2%	6,763,367	810,588	4,889,280	1,063,498	21.8%
Excess of Revenue over Expenses before ACA	590,866	503,502	87,364	17.4%	676,336	85,470	488,928	101,939	20.8%
ACA	590,866	503,502	87,364	17.4%	676,337	85,470	488,928	101,939	20.8%
Net Excess of Revenue over Expenses	0	0	0	0	(0)	(0)	(0)	0	0
Revenue - client purchase of service	208,727,722	266,190,786	(57,463,064)	(21.6%)	354,921,047	146,193,325	172,212,669	36,515,053	21.2%
Expense - client purchase of service	208,727,722	266,190,786	(57,463,064)	(21.6%)	354,921,047	146,193,325	172,212,669	36,515,053	21.2%
	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 Nine Months Ending December 31, 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	905,583	735,897	169,687	23.1%	1,027,306	121,723	861,359	44,224	5.1%
United Way - Other	169	747	(578)	(77.3%)	1,000	831	784	(615)	(78.4%)
Foundations and Other Agencies	38,483		38,483	0		(38,483)		38,483	0
Fees									
Memberships, Donations & Bequests	51,106	7,497	43,609	581.7%	10,000	(41,106)	12,233	38,874	317.8%
Investment Income	595	1,350	(755)	(55.9%)	1,800	1,205	1,471	(876)	(59.5%)
Property Rental Income	208,635	273,150	(64,515)	(23.6%)	364,200	155,565	106,091	102,544	96.7%
Other Revenue	31,522	32,050	(528)	(1.6%)	33,400	1,878	38,199	(6,677)	(17.5%)
	1,236,094	1,050,691	185,403	17.6%	1,437,706	201,612	1,020,137	215,957	21.2%
EXPENSES									
Salaries	838,896	825,264	13,632	1.7%	1,100,336	261,439	732,246	106,650	14.6%
Employee Benefits	117,261	152,667	(35,406)	(23.2%)	203,562	86,301	108,275	8,985	8.3%
Funded Contracted Services	8,035	11,430	(3,395)	(29.7%)	15,240	7,205	5,495	2,540	46.2%
Professional Services	347,624	209,763	137,861	65.7%	330,600	(17,024)	140,282	207,342	147.8%
Building Occupancy	212,505	335,583	(123,078)	(36.7%)	447,443	234,938	371,618	(159,113)	(42.8%)
Office and supplies	373,876	369,270	4,606	1.2%	492,134	118,258	305,880	67,996	22.2%
Transportation	78	1,152	(1,074)	(93.2%)	1,500	1,422		78	0
Promotion		5,778	(5,778)	(100.0%)	7,700	7,700	64	(64)	(100.0%)
Education and Conferences	10,067	13,500	(3,433)	(25.4%)	18,000	7,933	1,320	8,747	662.6%
Other Expenses	(7,829)	19,926	(27,755)	(139.3%)	26,440	34,269	38,095	(45,924)	(120.6%)
	1,900,513	1,944,333	(43,820)	(2.3%)	2,642,955	742,441	1,703,276	197,237	11.6%
Excess of Revenue over Expenses before ACA	(664,420)	(893,642)	229,223	(25.7%)	(1,205,248)	(540,829)	(683,139)	18,720	(2.7%)
ACA	(988,210)	(900,645)	(87,565)	9.7%	(1,205,840)	(217,630)	(841,132)	(147,078)	17.5%
Net Excess of Revenue over Expenses	323,790	7,003	316,787	4523.6%	591	(323,199)	157,993	165,798	104.9%
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	323,790	7,003	316,787	4523.6%	591	(323,199)	157,993	165,798	104.9%