



FAMILY SERVICE TORONTO

For People. For Change.

Strategic Plan: 2021 - 2026

Open Hearts 
Healthy Minds 
Strong Communities 

Q1 Service, Financial and Risk Report

September 21, 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.

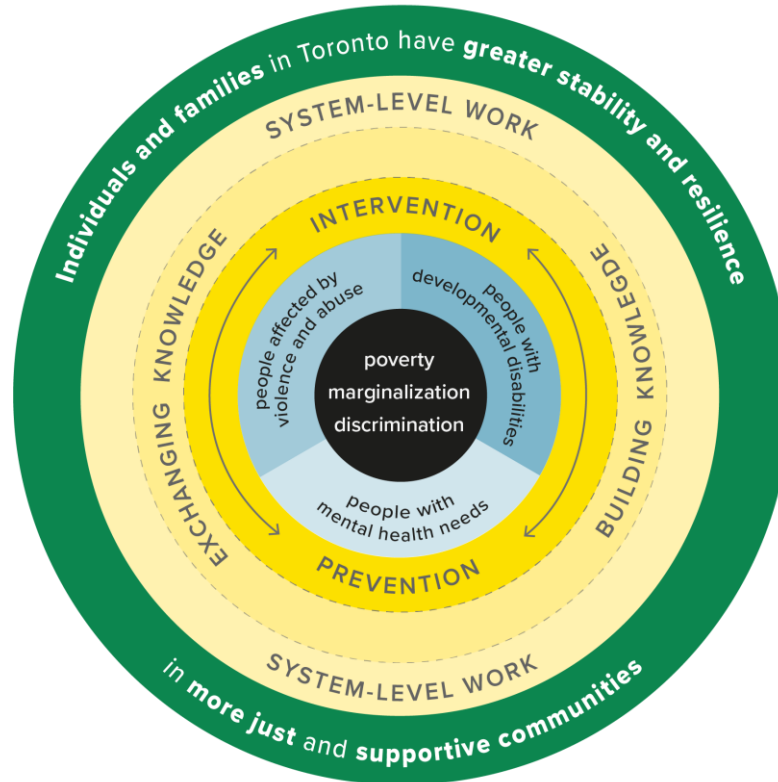
To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:

- 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



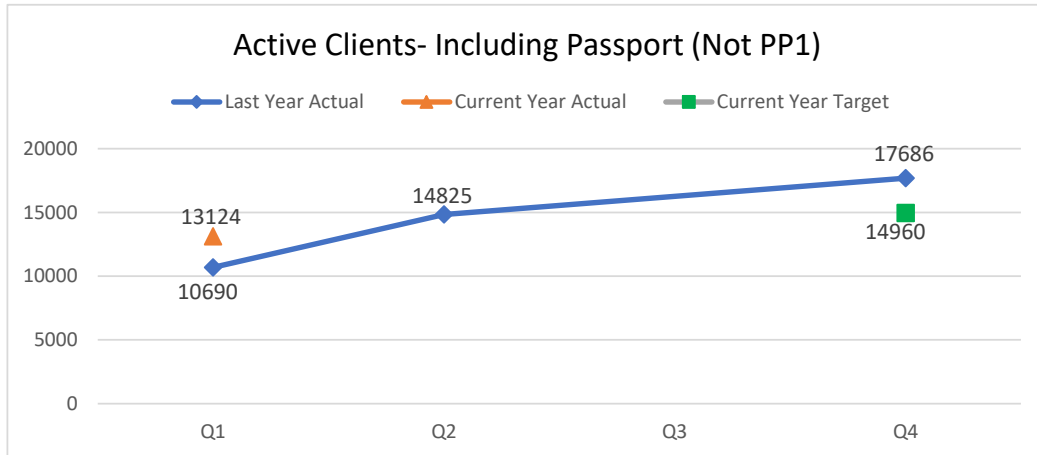
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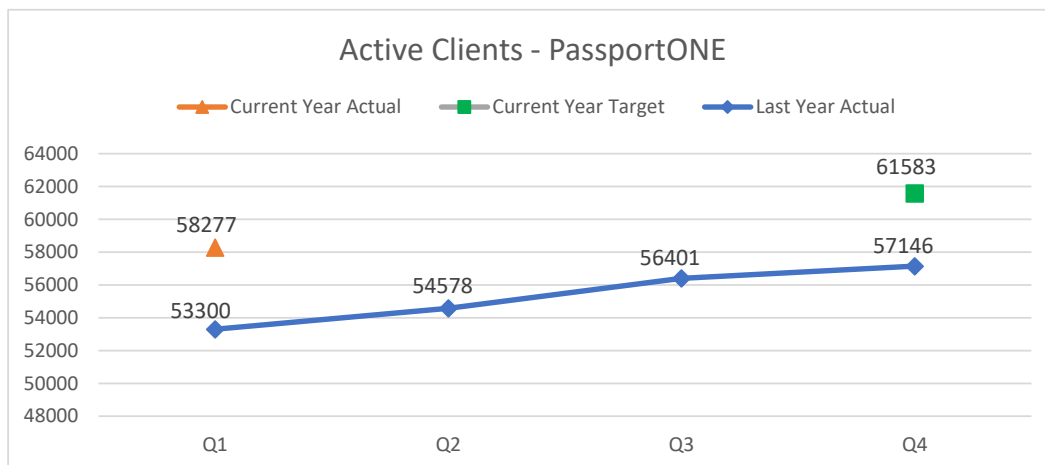
2022-2023 Q1 Service Report - Board of Directors

Date: September 14, 2022

CLIENTS SERVED SNAPSHOT



All programs are close to reaching their annual targets. By the end of Q1, almost 88% of the annual service targets are already achieved.



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



Seniors Friendly Chat Program
06 Served



Virtual Daily Walk-In
Counselling Clinic - 374 Visits



Group Peer Support and
Workshops Offered through
Community Engagement Program
- 20

SOCIAL ACTION



Group Meetings Convened and
Supported to Facilitate Action -
35



Individuals Engaged (not unique)
- 445

2022-2023 Q1 Service Report - Board of Directors
Date: September 14, 2022

PROGRAM PROFILE

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Changing Lives - Community Counselling & Mental Health Programs				
Clients	1,739	2,365	74%	
Participants	206	715	29%	
Contacts	5,605	22,300	25%	
Service Hours	4,721	23,028	21%	
FTEs (100% Target)	27	29.84	92%	
Family Violence Programs				
Clients	1,106	1,583	70%	
Participants	219	200	110%	
Contacts	3,933	14,310	27%	
Service Hours	2,001	10,960	18%	
FTEs (100% Target)	11	13.20	85%	
Community Engagement Programs				
Clients	96	-	-	
Participants	322	700	46%	
Service Hours - <i>Not available</i>		7404		
Workshops/Peer Support Sessions	20	-	-	
Broadcast Listeners (Includes Social Media)	-	-	-	
FTEs (100% Target)	8.60	8.10	106%	
Building Inclusive Communities - Developmental Services Programs				
B1: PassportONE Active Clients	58277	61583	95%	
B2: FST Passport Clients	9704	10049	97%	
B3: Options Adult and PDP Clients	278	366	76%	
B5 Options Children and CSP clients	121	101	120%	
B4 IQAL and JR clients	80	80	100%	
B2, B3 and B5: Participants	138	649	21%	
B3: Contacts	4,507	19,032	24%	
B5: Contacts	1,357	5,252	26%	
B3, B4, B5: Service Hours	3655	16801	22%	
FTEs (100% Target)	120.0	119.6	100%	
Social Action				
Individuals Engaged - Participants (not unique)	445	3,224	14%	
Partners/stakeholders (unique)	-	-	-	
Website Traffic/Social media engagement*	5,678	-	-	
New partners representing marginalized groups	-	-	-	
Government relations - meeting with elected officials and public servants	16	20	80%	
Number of publications or government submissions for our work and the work of our partners	13	31	42%	
Public presentations	-	-	-	
Group meetings convened (to facilitate action)	35	-	-	
Service Hours	-	-	-	
FTEs (100% Target)	4.19	4.71	89%	
Service Access Unit (Waiting for actual # served)				
Call Volume	5652	-	-	
FTEs (<i>reported above in CL Mental Health</i>)	-	-	-	

Services with no Direct Clients Served				
	Actual # (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Other FTEs				
Corporate Services	13.15	13.65	0%	
Knowledge Building	2.65	3.7	0%	
Students and Volunteers				
Students	4	-	-	
Student Hours	326	-	-	
Volunteers	36	15	240%	
Volunteer Hours	286	460.00	62%	

* 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:

and Caregivers Support Service, Sexual Assault Initiative, Walk-in Clinic, West End Sexual Assault Team. Also includes FTEs for General Reception
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
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

FST Q1 Report 2022-2023 Non-TREAT Data

Changing Lives, Family Violence and Community Engagement Programs			% Target Reached (YTD)	Status
Indicator	Target 22-23	22-23 Quarter 1 Numbers		
CE - Social media - Radio Listeners	10,000			
Building Inclusive Communities (BIC) Developmental Services Programs				
Indicator	Target 22-23	22-23 Quarter 1 Numbers		
B1: PassportONE Claims Processed (##)	486,722	136,547	28%	
B1: PassportONE POS Amount (\$\$)	\$ 350,337,905.14	\$ 57,923,214.00	17%	
B2: FST Passport Claims Processed (##)	52,977	16,285	31%	
B2: FST Passport POS Amount (\$\$)	\$ 52,016,912.00	\$ 9,991,753.00	19%	
B4: Options IQAL & JR Invoices Processed (##)	3,620	608	17%	
B4: Options IQAL & JR POS Amount (\$\$)	\$ 2,364,475.00	452,724.00	19%	
Community Presentations (Committee Participation) hours (##)	1008	340	34%	
Serious Occurrence Report (SOR) (##)	0	26		
Ombudsman/MPP/MCCSS Inquiries (##)	0	12		
Social Action				
Indicator	Target 22-23	22-23 Quarter 1 Numbers		
# of Government Relations meetings	20	16	80%	
# of publications, submissions, tools	31	13	42%	
# of presentations, workshops	17			
Public meetings				
Website Traffic/Social media engagement*		5,678		

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)

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 2022-2023 – Year 2 Strategic Plan – Q1 Report

SECTION 1: STRATEGIC DIRECTIONS

Strengthening the FST Team

Year 2: 2022-2023

Lead: Executive Director and Strategy Team

Programs: All

2021-2026	Y2 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. Strengthen collaborative internal communication channels and strategies such as Town Halls, FST Connect Program weekly staff updates, and an up-to-date FST Intranet (including Staff Directory) to enhance staff engagement, accountability, and succession planning.	➔	This will support a more in depth understanding of each program’s work through deeper conversations, awareness and engagement. This will also create increased opportunity for clients.
	2. Use plain and clear language for documentation	➔	
	3. Promote relationship building with external stakeholders	➔	
	4. Increase communication and promotion of volunteer and student program	➔	
	5. Provide training for management team on required competencies, including accessible communication and recognition practices	➔	
	6. Initiate and maintain the internal referral mechanism in TREAT to support streamlined communication and access to FST services.	➔	
	Narrative: Volunteer Resources (VR) implemented a comprehensive social media campaign to increase awareness of National Volunteer Week. For the first time, staff were invited to volunteer for Social Action conference. There was some participation. Volunteer Supervisors were recognized in monthly Staffing Changes/Recognition email. VR and Volunteers participated in 2 nd Lunch & Learn promoting National Accessibility Week. Management provided training on Staff Recognition. They also provided input on the Recognition Program and their role in the process was highlighted. Discussion with ED on Building & Sustaining a Culture of Trust and the key role played by Managers in the process.		

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 2022-2023 – Year 2 Strategic Plan – Q1 Report

Expanding Community Counselling and Mental Health Services

Year 2: 2022-2023

Lead: Director, Changing Lives/Family Violence

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

2021-2026	Y2 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. Develop enhanced pathways to counselling and group supports internal and external to FST	→	Focus mental health counselling supports on equity seeking supports
	2. Develop partnership with the Downtown East Non-Police Crisis response to support diversion of people in mental health distress from a policing response	→	Provision of trauma-informed, strengths-based supports within a partnership model
<p>Narrative: Initiated Walk In Inter Team presentations so different teams across FST can share information about the client groups they work with. This presentation series focused on supporting staff across the organization understand how to work with a range of populations.</p> <p>Toronto Community Crisis Service (TCCS) foundational work undertaken in Q1. Examples include determining pathways to care, engaging in recruitment process for dedicated staff to provide short-term psychotherapy supports to individuals, post acute situation.</p>			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 2022-2023 – Year 2 Strategic Plan – Q1 Report

Reducing Violence Against Women/Gender-Based Violence

Year 2: 2022-2023

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	Y2 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 VAW walk-in services and short-term support model designed to support women-identified clients experiencing gender-based violence with most significant issue they are currently dealing with	→	Provide supports to women from a range of diverse communities
	2. Continue to seek funding supports to develop life skills-based group work for men.	↗	Support men who are at risk of using violence or who have used violence in close personal relationships and/or men who have experienced abuse to develop the skills and strategies they need to successfully cope with life challenges.
	3. Work in partnership with indigenous serving organization to develop and implement workshops for newcomers on Truth and Reconciliation.	→	History of colonization and its negative impacts are discussed with newcomers to Canada.
Narrative: VAW team is being supported to start working in the walk-in, with a target phase in of early Q2. Life skills group for men who use violence on hold due to staffing issues and lack of identification of possible funding. Workshops with newcomers to occur in Fall/early winter.			

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



Open Hearts, Healthy Minds, Strong Communities
Operational Plan 2022-2023 – Year 2 Strategic Plan – Q1 Report

Enhancing Developmental Disability Services

Year 2: 2022-2023

Lead: Director, Building Inclusive Communities

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

2021-2026	Y2 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 in plain language	➔	
	2. Expand capacity building through professional development and develop individual succession plans	➔	
	3. Expand, formalize external partnerships (counselling/social action initiatives.	➔	
	4. Program Development <ul style="list-style-type: none">• will align the outcome of the time studies conducted across the BIC programs in 2021-22• streamline processes and improve system performance o increase client experience• developing counselling and housing supports internal/external referral processes for individuals with developmental disabilities	➔	
Narrative: <ul style="list-style-type: none">1. Staff from the Options and Passport teams completed training on completing client documentation in May.2. The new Adult Protection Service Worker (APSW) housing initiative became fully active and staffed in the Toronto region April. FST acts as the regional lead agency with Woodgreen, COTA, Community Living Toronto and Developmental Services Ontario.3. Coordinated Service Planning launched Urgent Response programming for children supported through the Ontario Autism Program4. Passport program released updated guidelines in June and PSW wage enhancement became permanent for Passport recipients.5. PassportONE is working with Passport agencies and ministry to improve functioning through an upgrade of the DSCIS function and integration with CRM (data base improvements).			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 2022-2023 – Year 2 Strategic Plan – Q1 Report

Developing A Public Policy Capability

Year 2: 2022-2023

Lead: Directors, Social Action & Knowledge Building

Programs: Social Action and Knowledge Building

2021-2026	Y2 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. Sustainable Development Goals (SDGs) community conversations in Toronto and in communities across the country, focus on local and indigenous sources of knowledge to inform poverty reduction	➔	SDG conference featured Black, First Nations and young keynote speakers. Attendees were from diverse backgrounds engaging with long-standing C2K partners.
	2. City wide Research Leadership group development and collaboration on shared initiatives such as Social Identity data	➔	
	3. Re-implement FST Demographic Reports, increasing understanding of who we serve and who does not access our services;	➡	
	4. Create an internal Community of Practice regarding data and its use for service delivery and policy development.	➡	
Narrative: SDGs national in-person conference “Towards 2030: Building Momentum for Ending Poverty” was held. Participants from several provinces and territories attended. It marked the end of the desk research and launched the public and community conversations.			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 2022-2023 – Year 2 Strategic Plan – Q1 Report

SECTION 2: FOUNDATIONAL STRATEGIES

Our People

Year 2: 2022-2023

Lead: Director, Human Resources and Volunteers

2021-2026	Y2 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.	➔	
	2. Develop and provide organizational wide training and development for service-delivery staff on core competencies identified by Employee Engagement Team.	➔	
	3. Develop internal communications and recruitment plan for Volunteer Resources and expand external plan.		
Narrative: Planning is in process for the above activities with goal of completing in Q4.			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 2022-2023 – Year 2 Strategic Plan – Q1 Report

Our Culture

Year 2: 2022-2023

Lead: Executive Director and Director, Human Resources and Volunteers

2021-2026	Y2 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. Provide opportunities for staff to plan and present agency’s events and activities utilizing innovation and collaboration of cross organizational teams.	➔	
Narrative: <p>The combined Staff and Management task force that works on the planning of the annual Staff Recognition event will continue. This provides an increased opportunity for innovation through the pending implementation of the Recognition Program.</p>			

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

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 2022-2023 – Year 2 Strategic Plan – Q1 Report

Our Systems

Year 2: 2022-2023

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

2021-2026 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 	Y2 Activities	Status	Equity, Diversity, Inclusion Implications
	1. Complete TREAT implementation	→	
	2. Finalize/implement new IT service model	→	
	3. Organize/deliver all-staff cybersecurity training	→	
	4. Ensure relevant HR Information System (HRIS) features are utilized, emphasizing applicant tracking and performance management.	→	
	5. Improve reporting capabilities of HRIS/Payroll system.	→	
	6. Implement and train staff on the additional functionality of Teams for both formal and informal horizontal communication.	↘	
	7. FST participates in a formal renewal of its Accreditation process with COA to ensure it consistently meets high level standards	✓	
Narrative: HR/Payroll and Finance will be meeting with HRIS provider to better understand the capabilities of the system. TREAT development continues to roll out through Q2. TREAT data and business analyst roles are in development. CyberSecurity contracts secured in Q1 with rollout and training scheduled over Q2/Q3. FST achieved full accreditation. There will be annual renewal requirements, but the current cycle is valid until 30 September 2026. We are reviewing the COA process and outcomes and will review different accreditation providers to make sure we work with the 'best possible organization'. COA is US based and we will review more local possibilities. If we continue with COA, there also will be a site visit in spring 2026			

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



Open Hearts, Healthy Minds, Strong Communities
Operational Plan 2022-2023 – Year 2 Strategic Plan – Q1 Report

Our Funding

Year 2: 2022-2023

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

2021-2026	Y2 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. Further pursue development and rental possibilities of the 4 th floor at 355 Church	➔	
Narrative: Work to pursue development and rental of the Fourth floor is ongoing.			

Open Hearts, Healthy Minds, Strong Communities
Operational Plan 2022-2023 – Year 2 Strategic Plan – Q1 Report

Our Community

Year 2: 2022-2023

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

2021-2026	Y2 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. Review external communication needs, resources and gaps	➔	Review must address context for meeting all AODA requirements
	2. Implement and share Connect meeting on peer mentorship for women labelled with a developmental disability who also experienced sexual abuse – including self advocates, academic and service delivery staff across the country	➔	Ensure self-advocates have a voice
Narrative: <p>Communications strategy development scheduled for Q2/Q3.</p> <p>We held a well-attended symposium on peer mentorship for women labelled with a developmental disability who also experienced sexual abuse. We are now working on the analysis of the data and preparation of two manuscripts. Self-advocates are participating. We will also review the impact of the symposium on FST service delivery.</p>			

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



FAMILY SERVICE TORONTO
For People. For Change.

June 30, 2022 (Q1) Financial Report

Prepared by: Financial Services
Date: September 8, 2022

Summary

At the end of Q1 F22-23, FST recorded \$4.97M of revenue from all sources compared to a YTD budget of \$5.16M. The decrease in revenue of \$190K is mainly a result of less United Way revenue recognized for Community Programs.

Organization-wide expenses at the end of Q1 were \$4.9M with a budget of \$5.16M. The variance of \$236K is a net result of lower expenses in most categories offset by higher professional services from PassportONE.

Excess of revenue over expenses on June 30, 2022, was \$47K. This amount reflects the unallocated self-generated revenues (rental income).

Community Programs

At the end of Q1, revenue in Community programs was \$1.16M compared to the YTD budget of \$1.3M. The variance of \$163K is mainly attributable less United Way funding being recognized.

Total expenses in Q1 were \$1.16M with the YTD budget of \$1.35M. The variance of \$188K is a result of lower expenses in salaries and benefits (\$155K), mainly attributable to vacancies in the Changing Lives programs.

Building Inclusive Communities

Revenue at the end of Q1 was \$1.07M with a YTD budget of \$1.02M. The variance of \$43K is coming from government offset by foundation and other agencies revenues and is a direct result of increased funding for Passport and new projects approved last fiscal continuing in this fiscal (*Supports to Access Housing and Expanding the Adult Protective Service Worker Program*)

Total expenses including ACA at the end of the period were \$1.06M with a budget of \$1.02M. The variance of \$39K is mainly due to higher expensed in Salaries, Benefits and ACA offset by underspending in most other expense categories.

PassportONE

Revenue and expense at the end of Q1 was \$2.40M with the YTD budget of \$2.42M. The variance for the quarter was \$13.0K. The IT contract for PFI was higher than budgeted by \$103K offset by underspending in all other expense categories.

Corporate Services

Revenue from all sources was \$339K, compared to the YTD budget of \$395K. The variance of \$56K is made up of \$17K in United Way funding required for amortization of leasehold improvements for 128 Sterling, \$24K for property rental income of which was used for Capital reserve fund. The variance in other revenue was \$20K due to timing.

Total expenses were \$600K, compared to the YTD budget of \$679K. The variance of \$79K is comprised of underspending in most expense categories.

The variance in ACA of \$20K is a result of increased funding for the Passport program.

Capital and Learning Fund

FST received \$40K in distribution payments from the 128 Sterling Road Joint Venture. FST's portion of the venture's surplus for the quarter was \$56K.

The total capital asset additions for Q1 were \$60K and for PassportONE CRM solution (\$44K), ECRS (\$6K) and 355 Church St. property (\$10K).

Family Service Toronto
Consolidated Income Summary
For the Three Months Ending June 30, 2022

	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	4,153,539	4,064,735	88,804	2.2%	16,258,939	12,105,400	3,843,691	309,848	8.1%
United Way - Base Allocation	620,580	795,104	(174,524)	(21.9%)	3,180,416	2,559,836	743,517	(122,937)	(16.5%)
United Way - Other	144	250	(106)	(42.5%)	1,000	856	29,138	(28,995)	(99.5%)
Foundations and Other Agencies	66,477	138,748	(72,271)	(52.1%)	554,990	488,513	32,900	33,576	102.1%
Fees									
Client	23,801	21,750	2,051	9.4%	87,000	63,199	26,665	(2,864)	(10.7%)
Memberships, Donations & Bequests	20,173	25,000	(4,827)	(19.3%)	100,000	79,827	54,765	(34,592)	(63.2%)
Investment Income	16,509	5,175	11,334	219.0%	20,700	4,191	2,731	13,778	504.5%
Property Rental Income	59,258	82,975	(23,717)	(28.6%)	331,900	272,642	45,823	13,435	29.3%
Other Revenue	4,986	21,250	(16,264)	(76.5%)	85,000	80,014	3	4,983	159187.9%
	4,965,466	5,154,986	(189,520)	(3.7%)	20,619,945	15,654,479	4,779,233	186,233	3.9%
EXPENSES									
Salaries	2,892,799	2,980,158	(87,358)	(2.9%)	11,920,631	9,027,831	2,835,088	57,712	2.0%
Employee Benefits	486,010	566,293	(80,283)	(14.2%)	2,265,172	1,779,162	549,599	(63,589)	(11.6%)
Funded Contracted Services	42,826	69,536	(26,710)	(38.4%)	278,143	235,317	21,410	21,416	100.0%
Professional Services	993,271	889,411	103,860	11.7%	3,557,644	2,564,373	842,995	150,276	17.8%
Building Occupancy	254,789	270,721	(15,932)	(5.9%)	1,082,885	828,096	251,023	3,766	1.5%
Office and supplies	185,953	241,104	(55,151)	(22.9%)	964,415	778,463	162,094	23,858	14.7%
Transportation	5,311	27,994	(22,683)	(81.0%)	111,976	106,665	47	5,264	11159.1%
Promotion	33,287	18,391	14,897	81.0%	73,562	40,275	379	32,908	8678.3%
Education and Conferences	13,248	21,391	(8,143)	(38.1%)	85,565	72,317	40,207	(26,958)	(67.0%)
Other Expenses	10,858	69,858	(59,001)	(84.5%)	279,434	268,576	12,951	(2,093)	(16.2%)
	4,918,351	5,154,857	(236,505)	(4.6%)	20,619,426	15,701,074	4,715,792	202,559	4.3%
Excess of Revenue over Expenses before ACA	47,115	130	46,985	36242.7%	519	(46,596)	63,441	(16,326)	(25.7%)
ACA	0	0	(0)	0	0	0	0	0	0
Net Excess of Revenue over Expenses	47,115	130	46,985	36251.1%	519	(46,596)	63,441	(16,326)	(25.7%)
Revenue - client purchase of service	58,418,334	89,465,431	(31,047,097)	(34.7%)	357,861,722	299,443,389	33,801,743	24,616,591	72.8%
Expense - client purchase of service	58,418,334	89,465,431	(31,047,097)	(34.7%)	357,861,722	299,443,389	33,801,743	24,616,591	72.8%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	47,115	130	46,985	36251.1%	519	(46,596)	63,441	(16,326)	(25.7%)

Family Service Toronto
Community Programs Income Summary
For the Three Months Ending June 30, 2022

	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	741,750	747,511	(5,761)	(0.8%)	2,990,045	2,248,295	577,354	164,396	28.5%
United Way - Base Allocation	366,684	524,684	(158,000)	(30.1%)	2,098,734	1,732,051	506,632	(139,948)	(27.6%)
United Way - Other			0	0		0	29,070	(29,070)	(100.0%)
Foundations and Other Agencies	22,755	15,207	7,548	49.6%	60,827	38,072	10,832	11,923	110.1%
Fees									
Client	23,801	21,750	2,051	9.4%	87,000	63,199	26,665	(2,864)	(10.7%)
Memberships, Donations & Bequests	436	5,000	(4,564)	(91.3%)	20,000	19,564	33,000	(32,564)	(98.7%)
Investment Income		5,000	(5,000)	(100.0%)	20,000	20,000		0	0
Other Revenue	199		199	0		(199)		199	0
	1,155,625	1,319,152	(163,527)	(12.4%)	5,276,606	4,120,981	1,183,552	(27,927)	(2.4%)
EXPENSES									
Salaries	882,332	989,853	(107,521)	(10.9%)	3,959,410	3,077,078	910,937	(28,605)	(3.1%)
Employee Benefits	141,271	188,689	(47,418)	(25.1%)	754,757	613,486	184,576	(43,305)	(23.5%)
Funded Contracted Services	39,462	41,614	(2,152)	(5.2%)	166,455	126,993	3,387	36,075	1065.1%
Professional Services	11,391	12,850	(1,459)	(11.4%)	51,400	40,009	13,350	(1,958)	(14.7%)
Building Occupancy	39,171	19,944	19,227	96.4%	79,777	40,606	18,611	20,560	110.5%
Office and supplies	25,939	21,920	4,019	18.3%	87,678	61,740	8,794	17,145	195.0%
Transportation	5,311	21,296	(15,985)	(75.1%)	85,186	79,875	17	5,294	31970.8%
Promotion	33,282	6,890	26,392	383.0%	27,562	(5,720)	379	32,903	8677.0%
Education and Conferences	2,966	1,225	1,741	142.1%	4,900	1,934	1,353	1,613	119.3%
Other Expenses	9,809	49,162	(39,353)	(80.0%)	196,650	186,840	8,819	990	11.2%
	1,190,934	1,353,444	(162,510)	(12.0%)	5,413,775	4,222,841	1,150,222	40,712	3.5%
Excess of Revenue over Expenses before ACA	(35,309)	(34,292)	(1,017)	3.0%	(137,169)	(101,860)	33,330	(68,639)	(205.9%)
ACA	32,986	33,260	(273)	(0.8%)	133,038	100,052	33,330	(344)	(1.0%)
Net Excess of Revenue over Expenses	(68,295)	(67,552)	(743)	1.1%	(270,207)	(201,912)	0	(68,295)	0
Revenue - client purchase of service	32,760	35,608	(2,848)	(8.0%)	142,430	109,670	27,855	4,905	17.6%
Expense - client purchase of service	32,760	35,608	(2,848)	(8.0%)	142,430	109,670	27,855	4,905	17.6%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	(68,295)	(67,552)	(743)	1.1%	(270,207)	(201,912)	0	(68,295)	0

Family Service Toronto
Building Inclusive Communities Income Summary
For the Three Months Ending June 30, 2022

	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	1,024,833	900,725	124,107	13.8%	3,602,901	2,578,068	963,453	61,380	6.4%
Foundations and Other Agencies	39,694	123,541	(83,846)	(67.9%)	494,163	454,469	18,779	20,915	111.4%
Fees									
Other Revenue	3,043		3,043	0		(3,043)		3,043	0
	1,067,570	1,024,266	43,304	4.2%	4,097,064	3,029,494	982,232	85,338	8.7%
EXPENSES									
Salaries	694,161	647,596	46,566	7.2%	2,590,383	1,896,222	580,721	113,441	19.5%
Employee Benefits	122,011	116,335	5,676	4.9%	465,339	343,328	118,045	3,965	3.4%
Funded Contracted Services	340	22,862	(22,522)	(98.5%)	91,448	91,108	13,744	(13,404)	(97.5%)
Professional Services	6,000	7,681	(1,681)	(21.9%)	30,722	24,722	1,442	4,558	316.0%
Building Occupancy	96,357	93,272	3,085	3.3%	373,088	276,731	127,755	(31,397)	(24.6%)
Office and supplies	16,130	10,657	5,473	51.4%	42,627	26,497	8,180	7,949	97.2%
Transportation		5,573	(5,573)	(100.0%)	22,290	22,290		0	0
Promotion		150	(150)	(100.0%)	600	600		0	0
Education and Conferences	9,130	7,104	2,026	28.5%	28,415	19,285	33,452	(24,322)	(72.7%)
Other Expenses	2,506	14,086	(11,580)	(82.2%)	56,344	53,838	700	1,807	258.2%
	946,635	925,314	21,321	2.3%	3,701,256	2,754,621	884,039	62,597	7.1%
Excess of Revenue over Expenses before ACA	120,935	98,952	21,983	22.2%	395,808	274,873	98,193	22,742	23.2%
ACA	116,402	98,952	17,450	17.6%	395,808	279,406	98,955	17,447	17.6%
Net Excess of Revenue over Expenses	4,533	(0)	4,533	100%	0	(4,533)	(762)	5,295	(695.2%)
Revenue - client purchase of service	462,359	699,561	(237,202)	(33.9%)	2,798,245	2,335,886	349,470	112,890	32.3%
Expense - client purchase of service	462,359	699,561	(237,202)	(33.9%)	2,798,245	2,335,886	349,470	112,890	32.3%
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	4,533	(0)	4,533	100%	0	(4,533)	(762)	5,295	(695.2%)

Family Service Toronto
PassportONE Income Summary
For the Three Months Ending June 30, 2022

	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	2,386,956	2,416,498	(29,542)	(1.2%)	9,665,993	7,279,037	2,302,884	84,073	3.7%
Fees									
Investment Income	16,262		16,262	0		(16,262)	2,666	13,596	510.0%
Other Revenue	214		214	0		(214)	163	51	31.0%
	2,403,432	2,416,498	(13,066)	(0.5%)	9,665,993	7,262,561	2,305,713	97,720	4.2%
EXPENSES									
Salaries	1,056,888	1,061,718	(4,830)	(0.5%)	4,246,872	3,189,984	1,079,884	(22,996)	(2.1%)
Employee Benefits	182,747	205,071	(22,323)	(10.9%)	820,282	637,535	202,606	(19,859)	(9.8%)
Funded Contracted Services	743	1,250	(507)	(40.5%)	5,000	4,257	893	(150)	(16.8%)
Professional Services	871,769	768,606	103,163	13.4%	3,074,422	2,202,653	727,958	143,811	19.8%
Building Occupancy	47,392	60,810	(13,418)	(22.1%)	243,240	195,848	58,063	(10,670)	(18.4%)
Office and supplies	20,440	80,625	(60,185)	(74.6%)	322,500	302,060	26,607	(6,166)	(23.2%)
Transportation		750	(750)	(100.0%)	3,000	3,000		0	0
Promotion		9,425	(9,425)	(100.0%)	37,700	37,700		0	0
Education and Conferences	693	8,563	(7,870)	(91.9%)	34,250	33,557	93	600	648.7%
	2,180,672	2,196,817	(16,144)	(0.7%)	8,787,266	6,606,594	2,096,103	84,570	4.0%
Excess of Revenue over Expenses before ACA	222,760	219,682	3,079	1.4%	878,727	655,966	209,610	13,150	6.3%
ACA	222,760	219,682	3,079	1.4%	878,727	655,967	209,610	13,150	6.3%
Net Excess of Revenue over Expenses	(0)	(0)	0	0	(0)	(0)	0	0	0
Revenue - client purchase of service	57,923,214	88,730,262	(30,807,047)	(34.7%)	354,921,047	296,997,833	33,424,418	24,498,797	73.3%
Expense - client purchase of service	57,923,214	88,730,262	(30,807,047)	(34.7%)	354,921,047	296,997,833	33,424,418	24,498,797	73.3%
	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 Three Months Ending June 30, 2022

	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	253,897	270,421	(16,524)	(6.1%)	1,081,682	827,785	236,885	17,011	7.2%
United Way - Other	144	250	(106)	(42.5%)	1,000	856	69	75	108.7%
Foundations and Other Agencies	4,027		4,027	0		(4,027)	3,290	738	22.4%
Fees									
Memberships, Donations & Bequests	19,737	20,000	(263)	(1.3%)	80,000	60,263	21,765	(2,028)	(9.3%)
Investment Income	246	175	71	40.8%	700	454	65	181	279.5%
Property Rental Income	59,258	82,975	(23,717)	(28.6%)	331,900	272,642	45,823	13,435	29.3%
Other Revenue	1,530	21,250	(19,720)	(92.8%)	85,000	83,470	(160)	1,690	(1056.1%)
	338,839	395,070	(56,232)	(14.2%)	1,580,282	1,241,443	307,736	31,102	10.1%
EXPENSES									
Salaries	259,418	280,991	(21,573)	(7.7%)	1,123,965	864,547	263,546	(4,128)	(1.6%)
Employee Benefits	39,981	56,198	(16,218)	(28.9%)	224,793	184,812	44,372	(4,391)	(9.9%)
Funded Contracted Services	2,281	3,810	(1,529)	(40.1%)	15,240	12,959	3,386	(1,105)	(32.6%)
Professional Services	104,112	100,275	3,837	3.8%	401,100	296,988	100,246	3,866	3.9%
Building Occupancy	71,868	96,695	(24,827)	(25.7%)	386,780	314,912	46,594	25,274	54.2%
Office and supplies	123,444	127,903	(4,459)	(3.5%)	511,610	388,166	118,513	4,931	4.2%
Transportation		375	(375)	(100.0%)	1,500	1,500	31	(31)	(100.0%)
Promotion	5	1,925	(1,920)	(99.7%)	7,700	7,695		5	0
Education and Conferences	460	4,500	(4,040)	(89.8%)	18,000	17,540	5,310	(4,850)	(91.3%)
Other Expenses	(1,458)	6,610	(8,068)	(122.1%)	26,440	27,898	3,432	(4,890)	(142.5%)
	600,110	679,282	(79,172)	(11.7%)	2,717,128	2,117,018	585,429	14,681	2.5%
Excess of Revenue over Expenses before ACA	(261,272)	(284,212)	22,940	(8.1%)	(1,136,847)	(875,575)	(277,693)	16,421	(5.9%)
ACA	(372,148)	(351,893)	(20,255)	5.8%	(1,407,573)	(1,035,425)	(341,895)	(30,253)	8.8%
Net Excess of Revenue over Expenses	110,877	67,682	43,195	63.8%	270,726	159,850	64,203	46,674	72.7%
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	110,877	67,682	43,195	63.8%	270,726	159,850	64,203	46,674	72.7%



22-23 Risk Register of Top Ten (10) Risk Exposures

[illegible]

22-23 Risk Register of Top Ten (10) Risk Exposures

Type of Risk	Specific Risk	Likelihood (L,M,H)	Impact (L,M,H)	Risk Transfer	Mitigation/Monitoring	Residual Risk (L,M,H)	Primary Responsibility	Future Actions/Initiatives	Risk Status (Up,Down,Stable)	KPI
Business Risk: Operational										
3.	IT Integrity, Security and Availability	H	M	None	<ul style="list-style-type: none"> Cyber security training for staff Increase system monitoring Regular review and update of technology policies Review additional insurance coverage Move away from single service provider (ECRS) 	M	ED IT Department Directors	Cyber security training for staff scheduled 22-23. Two factor authentication for staff sign-in to FST environment to be implemented 22-23.	Stable	
4.	Vendor Management	H	L	None	<ul style="list-style-type: none"> Review and revise vendor management policies Centralize vendor management 	M	ED Finance Director Directors Managers	Finance Department to be responsible for centralized contract management database.	Stable	
5.	Property, Plant and Equipment	H	L	None	<ul style="list-style-type: none"> Develop systems and processes to be effective landlord 	M	ED Facilities Department		Stable	
6.	Data Protection and Privacy	H	L	None	<ul style="list-style-type: none"> Reducing privacy breeches was a factor in selecting new ECRS; review and modification of business practices Additional staff in Passport program (to reduce workload related breeches) 	M	ED IT Department Directors BIC Department		Stable	
Business Risk: HR/Labour										
7.	Recruitment and Retention	H	M	None	<ul style="list-style-type: none"> Quarterly reporting of vacancies Developing FST employer of choice branding; changed recruitment platform to LinkedIn; need to deepen EDI recruitment strategies; extending contracts early (sometimes ahead of Ministry funding approvals) 	M	HR Department ED	HR exploring other retention strategies; will be an issue in bargaining 2022.	Up	

22-23 Risk Register of Top Ten (10) Risk Exposures

[illegible]

22-23 Recommended Moderate Risks (9)

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

22-23 Recommended Moderate Risks (9)

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