



**FAMILY SERVICE TORONTO**

For People. For Change.

**Strategic Plan: 2021 - 2026**

Open Hearts   
Healthy Minds   
Strong Communities 

## **Q2 Service, Financial and Risk Report**

November 23, 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.

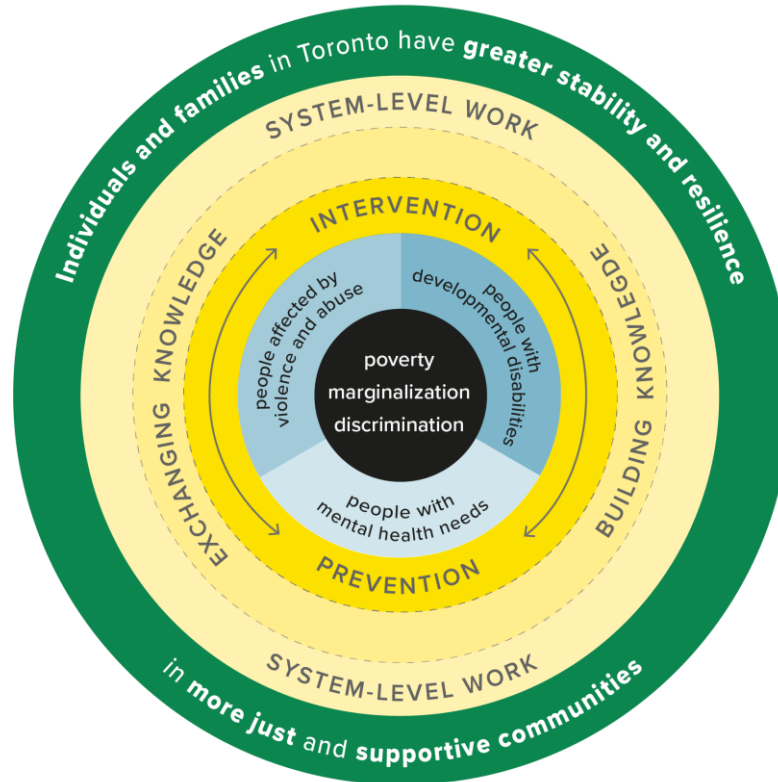
**To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:**

- 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



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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

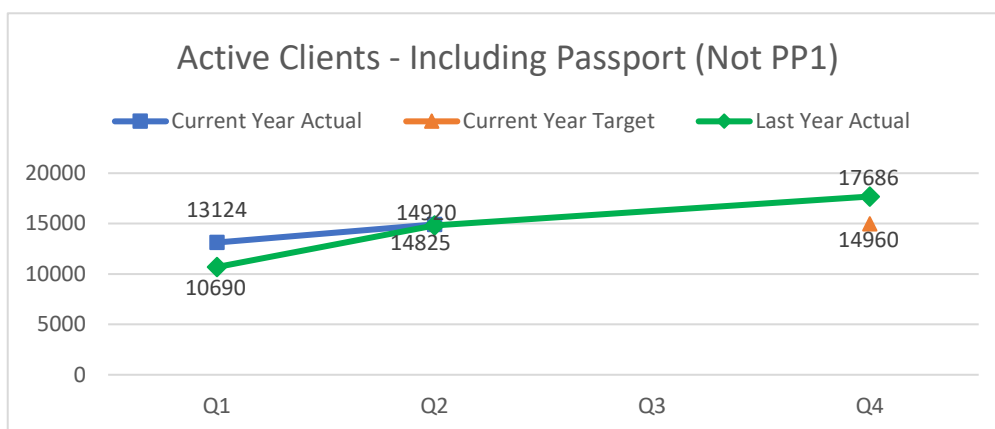
### **Knowledge Building**

Research, Evaluation and Planning  
Student Placement  
Accreditation  
Grant Writing

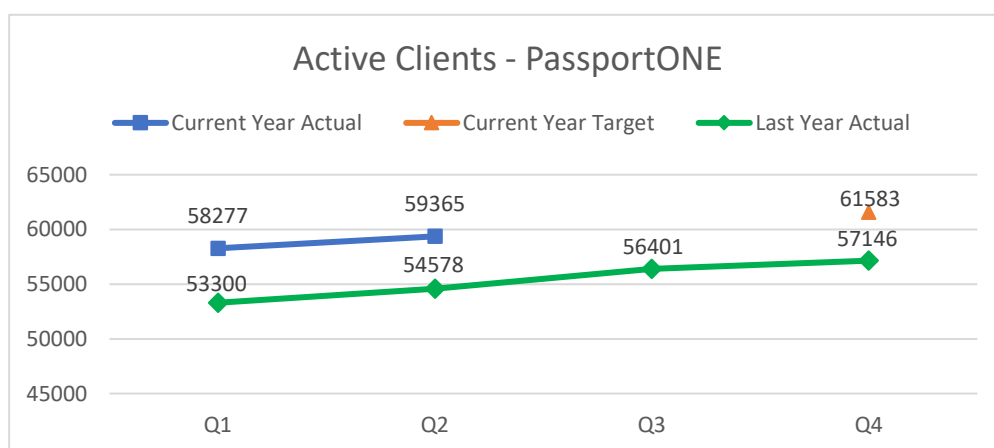
## **CORPORATE SERVICES**

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

## **CLIENTS SERVED SNAPSHOT**



By the end of Q2, all programs have already met 99.7% of the annual service targets.



PassportONE has almost already met its service target for the year with a total of 96% by end of Q2.



**Seniors Friendly Chat  
Program**  
**06 Served**



**Virtual Daily Walk-In  
Counselling Clinic - 608**



**Group Peer Support and Workshops  
Offered through Community Engagement  
Program - 82**

## **SOCIAL ACTION**



**Group Meetings Convened  
and Supported to Facilitate  
Action - 66**



**Individuals Engaged  
(not unique) - 794**

**PROGRAM PROFILE**

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
<b>Changing Lives - Community Counselling &amp; Mental Health Programs</b>				
Clients	2,446	2,365	103%	
Participants	418	715	58%	
Contacts	11,018	22,300	49%	
Service Hours**	N/A**	23,028	N/A	
FTEs (100% Target)	27.35	29.84	92%	
<b>Family Violence Programs</b>				
Clients	1,380	1,583	87%	
Participants	241	200	121%	
Contacts	7,928	14,310	55%	
Service Hours	N/A	10,960	N/A	
FTEs (100% Target)	12.86	13.23	97%	
<b>Community Engagement Programs</b>				
Clients	553	416	133%	
Participants	688	700	98%	
Service Hours	N/A	7,404	N/A	
Workshops/Peer Support Sessions	82	-	-	
Broadcast Listeners (Includes Social Media)	632,255	N/A	N/A	
FTEs (100% Target)	8.49	8.10	105%	
<b>Building Inclusive Communities - Developmental Services Programs</b>				
B1: PassportONE Active Clients	59,365	61,583	96%	
B2: FST Passport Clients	9,978	10,049	99%	
B3: Options Adult and PDP Clients	349	366	95%	
B5 Options Children and CSP clients	132	101	131%	
B4 IQAL and JR clients	81	80	101%	
B2, B3 and B5: Participants	186	649	29%	
B3: Contacts	9,490	19,032	50%	
B5: Contacts	2,322	5,252	44%	
B3, B4, B5: Service Hours	N/A	16801	N/A	
FTEs (100% Target)	120.69	119.61	101%	
<b>Social Action</b>				
Individuals Engaged - Participants (not unique)	794	3,224	25%	
Partners/stakeholders (unique)	-	-	-	
Website Traffic/Social media engagement*	9,153	-	-	
New partners representing marginalized groups and public servants	-	-	-	
	24	20	120%	
Number of publications or government submissions for our work and the work of our partners	15	31	48%	
Public presentations	-	-	-	
Group meetings convened (to facilitate action)	66	-	-	
Service Hours	-	-	-	

FTEs (100% Target)	3.80	4.71	81%	
<b>Service Access Unit (Waiting for actual # served)</b>				
Call Volume	10,009	-	-	
FTEs (reported above in CL Mental Health)	3.52	3.11	113%	

Services with no Direct Clients Served				
	Actual # (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
<b>Other FTEs</b>				
Corporate Services	14.17	13.65	104%	
Knowledge Building	2.83	3.70	76%	
<b>Students and Volunteers</b>				
Students	11	-	-	
Student Hours	332	-	-	
Volunteers	41	30	137%	
Volunteer Hours	472	922	51%	

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

\*\*N/A - Not available at this point in time - Current challenges in retrieving data from the client data base - TREAT

#### Status Legend:

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

#### Program Portfolios:

Counselling, Families in Transition, Seniors and Caregivers Support Service, Sexual Assault Initiative, Walk-in  
**Family Violence Programs:** Next Steps - Partner Assault Response, Partner Contact, Violence Against Women  
 Illahee Community Connections, Senior Community Connections. Also includes FTEs for Neighbourhood and  
 Children, Options Adult, Passport, PassportONE, Person Directed Planning  
 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

## Q2 Report Non-TREAT Data

Date: November 16, 2022

Changing Lives, Family Violence and Community Engagement Programs					
Indicator	Target 22-23	22-23 Quarter 1	22-23 Quarter 2	% Target Reached (YTD)	Status
CE - Social media - Radio Listeners	-	313,722	632,255		
Building Inclusive Communities (BIC) Developmental Services Programs					
Indicator	Target 22-23	22-23 Quarter 1	22-23 Quarter 2	% Target Reached (YTD)	Status
B1: PassportONE Claims Processed (##)	486,722	136,547	252,428	52%	
B1: PassportONE POS Amount (\$\$)	\$350,337,905.14	\$ 57,923,214.00	\$ 159,723,752.00	46%	
B2: FST Passport Claims Processed (##)	52,977	16,285	31,163	59%	
B2: FST Passport POS Amount (\$\$)	\$ 52,016,912.00	\$ 9,991,753.00	\$ 26,388,979.00	51%	
B4: Options IQAL & JR Invoices Processed (##)	3,620	608	1,495	41%	
B4: Options IQAL & JR POS Amount (\$\$)	\$ 2,364,475.00	452,724.00	\$ 1,031,087.06	44%	
Community Presentations (Committee Participation) hours (##)	1008	340	607.5	60%	
Serious Occurrence Report (SOR) (##)	0	26	50	-	
Ombudsman/MPP/MCCSS Inquiries (##)	0	12	22	-	
Social Action					
Indicator	Target 22-23	22-23 Quarter 1	22-23 Quarter 2	% Target Reached (YTD)	Status
# of Government Relations meetings	20	16	24	120%	
# of publications, submissions, tools	31	13	15	48%	
# of presentations, workshops	17	-	-	-	
Public meetings	-	-	-	-	
Website Traffic/Social media engagement*	-	5,678	9,153	-	

### Status Legend:

Green	On Target (Actual is on target or above target planned)
Yellow	Below Target (Actual is below target by less than 10%)
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## Open Hearts, Healthy Minds, Strong Communities

### Q2 Report - Operational Plan Y2: 22-23

#### DIRECTIONS

#### Strengthening the FST Team

**Year 2: 22-23**

**Lead:** Executive Director and Strategy Team

**Programs:** All

2021-2026	Y2 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"><li>• Work more collaboratively towards shared goals</li><li>• Strengthen internal communications</li><li>• Share ownership and responsibility for performance</li></ul> <b>Actions</b> <ul style="list-style-type: none"><li>• Focus on staff engagement and meaningful client participation and peer work</li><li>• Invest in internal and external communications</li><li>• Strengthen IT systems for improved service delivery</li></ul>	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.	➔	
	<b>Narrative:</b> 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 <sup>nd</sup> 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

### Q2 Report - Operational Plan Y2: 22-23

#### Expanding Community Counselling and Mental Health Services

**Year 2: 22-23**

**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
	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><b>Goals</b></p> <ul style="list-style-type: none"> <li>Rethink approach to counselling services</li> <li>Double access to counselling services</li> <li>Introduce more group and virtual options</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Create new service models</li> <li>Establish partnerships to build access</li> <li>Pursue health funding and other revenues</li> </ul>			
<p>All teams in the Changing Lives and Family Violence programs are now participating in the Walk-In Counselling program. This means that all callers requesting counselling supports get a same day appointment with a counsellor to discuss the most pressing issue in their lives at the time of first contact with FST. The only exception to this is the Next Steps Partner Assault Response program, since clients are court ordered to attend this program.</p> <p>The staff person for the Toronto Community Crisis Service (formerly referred to as the non-police crisis team) has been hired and has started working with clients seeking counselling supports.</p>			

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

## Open Hearts, Healthy Minds, Strong Communities

### Q2 Report - Operational Plan Y2: 22-23

#### Reducing Violence Against Women/Gender-Based Violence

##### Year 2: 22-23

**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
<b>Goals</b> <ul style="list-style-type: none"> <li>Challenge the status quo</li> <li>Engage with men</li> <li>Strengthen supports to women's shelters</li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>Convene system actors</li> <li>Develop new programs for men</li> <li>Strengthen advocacy</li> </ul>	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.
<b>Narrative:</b> The VAW team started working with clients in the walk-in during Q2. Early results are showing several clients are finding their needs met within the context of a single session. Life skills group for men no longer viable due to staffing changes. Target date for workshop with community leaders in Community Engagement programs is December 2022.			

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

## Open Hearts, Healthy Minds, Strong Communities

### Q2 Report - Operational Plan Y2: 22-23

#### Enhancing Developmental Disability Services

**Year 2: 22-23**

**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
<b>Goals</b> <ul style="list-style-type: none"><li>Refine the Passport model</li><li>Strengthen program accountability</li><li>Provide stewardship</li></ul> <b>Actions</b> <ul style="list-style-type: none"><li>Invest in the model</li><li>Communicate findings</li><li>Expand administrative platform</li></ul>	1. Enhance communications and information materials for staff, clients, other stakeholders in plain language	➔	
	2. Expand capacity building through professional development & develop individual succession plans	➔	
	3. Expand and formalize external partnerships (counselling/ social action initiatives).	➔	
	4. Program Development: <ul style="list-style-type: none"><li>Align the outcome of the time studies conducted across the BIC programs in 2021-22</li><li>Streamline processes and improve system performance to increase client experience</li><li>Develop counselling and housing supports internal/external referral processes for clients</li></ul>	➔	
<b>Narrative:</b> <ul style="list-style-type: none"><li>Client satisfaction surveys completed for Options and PDP programs and report being produced by Knowledge Building.</li><li>PassportONE business case for additional staffing to process year end claims approved by MCCSS.</li><li>The Passport business case funding has been extended until March 31, 2023.</li><li>OPAN reviewing the Passport model of service delivery and a working group to look into misuse of funds has been formed.</li><li>A CSP staff member has become the Chair of the Urgent Response Service table for Toronto region.</li><li>Developing a grant proposal to support the Ontario Autism Program for new services for families in collaboration with Knowledge Building – A small research component is incorporated into the proposal.</li><li>Joint working group established within FST to develop an integrated mental health/developmental service plan.</li></ul>			

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

## Open Hearts, Healthy Minds, Strong Communities

### Q2 Report - Operational Plan Y2: 22-23

#### Developing Public Policy Capability

**Year 2: 22-23**

**Lead:** Directors, Social Action & Knowledge Building

**Programs:** Social Action and Knowledge Building

2021-2026	Y2 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"><li>• Renew networks</li><li>• Develop new calls</li><li>• Strengthen connection to programs</li></ul> <b>Actions</b> <ul style="list-style-type: none"><li>• Integrate research and advocacy functions</li><li>• Identify and pursue new policy goals</li><li>• Supply applied research expertise</li></ul>	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	➔	Local conversations with youth aging out of child welfare into poverty in urban Winnipeg, people experiencing homelessness in rural New Brunswick and youth living in poverty in Newfoundland have been completed. There was much participation in the conversations. Participants expressed a sense of belonging, not being judged, safety, community, hopefulness. The conversations were generative, and many ideas and solutions were shared to inform poverty reduction.
	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.	⬇	
<b>Narrative:</b> SDG project Community conversations have begun. Winnipeg, New Brunswick and Newfoundland are complete, and the rest are scheduled. See equity implications.			

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

## Open Hearts, Healthy Minds, Strong Communities

### Q2 Report - Operational Plan Y2: 22-23

#### FOUNDATIONAL STRATEGIES

#### Our People

**Year 2: 22-23**

**Lead:** Director, Human Resources and Volunteers

2021-2026	Y2 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"><li>We will cultivate the skills that allow each of us to be more agile and adaptive</li><li>We will support professional development and personal growth</li><li>We will hold one another accountable for our mission, impact and actions</li></ul>	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.	➔	
<b>Narrative:</b> 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

### Q2 Report - Operational Plan Y2: 22-23

#### Our Culture

**Year 2: 22-23**

**Lead:** Executive Director and Director, Human Resources and Volunteers

2021-2026 Goals	Y2 Activities	Status	Equity, Diversity, Inclusion Implications
	1. Provide opportunities for staff to plan and present agency's events and activities utilizing innovation and collaboration of cross organizational teams.	➔	
<ul style="list-style-type: none"> <li>We will reward innovation that responds to the needs of our communities</li> <li>We will strengthen our ability to collaborate to achieve our shared goals</li> <li>We will stand up as a leader in the community sector to better support our partners and beneficiaries</li> </ul>			
<p><b>Narrative:</b></p> <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

### Q2 Report - Operational Plan Y2: 22-23

#### Our Systems

##### Year 2: 22-23

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

<b>2021-2026</b>  <b>Goals</b> <ul style="list-style-type: none"> <li>We will invest in our HR systems and supports</li> <li>We will invest in our business platforms to create more efficient and intuitive systems</li> <li>We will implement metrics that allow us to better evaluate our impact and improve our services</li> </ul>	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	✓	
<b>Narrative:</b>  HR/Payroll and Finance will be meeting with HRIS provider to better understand the capabilities of the system.  TREAT development continued to roll out through Q2 as deployment transitioned from project to operation status. TREAT data and business analyst roles were finalized and hiring completed for Q3 start.  CyberSecurity training scheduled over Q2/Q3 in preparation for multi-factor authentication deployment in Q3.  FST achieved full accreditation in September 2022. 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

### Q2 Report - Operational Plan Y2: 22-23

## Our Funding

## Year 2: 22-23

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

<b>2021-2026</b>  <b>Goals</b> <ul style="list-style-type: none"> <li>We will aggressively pursue opportunities that allow us to diversify and increase our revenues</li> <li>We will manage our assets to support and expand our services</li> <li>We will introduce new social enterprise models that help to expand our service offering</li> </ul>	<b>Y2 Activities</b>	<b>Status</b>	<b>Equity, Diversity, Inclusion Implications</b>
	1. Further pursue development and rental possibilities of the 4 <sup>th</sup> floor at 355 Church  2. Transition of Café space to Commons space at 355 Church Street	→  →	
<b>Narrative:</b> Work to pursue development and rental of the Fourth floor is ongoing.  FST contracted with an architect to have drawings completed for renovations and applied successfully for a City of Toronto building permit in Q2. Construction targeted for Q3.			

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

## Open Hearts, Healthy Minds, Strong Communities

### Q2 Report - Operational Plan Y2: 22-23

#### Our Community

**Year 2: 22-23**

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

2021-2026 <b>Goals</b>	Y2 Activities	Status	Equity, Diversity, Inclusion Implications
	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
<b>Narrative:</b> <p>Communications strategy development scheduled for Q3/Q4.</p> <p>We are working on the follow-up for the symposium on peer mentorship for women labelled with a developmental disability who also experienced sexual abuse. We are preparing a careful 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 planning; We are also working on a lay version of a report for wider accessibility. This is creating opportunities for publication for a master's student and two post-doctoral fellows. These are important and possibly meaningful career opportunities.</p>			

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



**FAMILY SERVICE TORONTO**  
For People. For Change.

## **September 30, 2022 (Q2) Financial Report**

Prepared by: Financial Services  
Date: November 4, 2022

## **Summary**

At the end of Q2 F22-23, FST recorded \$10.05M of revenue from all sources compared to a YTD budget of \$10.31M. The decrease in revenue of \$260K is a result of less United Way revenue recognized for Community Programs, PassportONE operations, offset by one-time payment from the benefit plan.

Organization-wide expenses at the end of Q2 were \$9.77M with a budget of \$10.31M. The variance of \$539K is a net result of lower expenses in most categories offset by higher professional services from PassportONE.

Excess of revenue over expenses on September 30, 2022, was \$280K. This amount reflects the unrestricted revenues (rental income, and donations).

The Q2 Forecast includes newly funded projects by Gerstein Crisis Centre (\$72K) for Community Crisis Support Service, Canadian Women's Foundation (\$100K) for Assaulted Women's helpline, Ontario Trillium fund (\$89K) for Resilient Communities, MCCSS (\$441K) for Adult Protective Service Worker Program, additional funding for Passport, and PassportONE operations. The Forecast continues to be in a break-even position.

## **Community Programs**

At the end of Q2, revenue in Community programs was \$2.47M compared to the YTD budget of \$2.64M. The variance of \$171K is mainly attributable less United Way funding being recognized.

Total expenses in Q2 were \$2.41M with the YTD budget of \$2.71M. The variance of \$299K is a result of lower expenses in salaries and benefits (\$264K), mainly attributable to vacancies in the Changing Lives programs.

The Q2 forecast for community programs has an overall revenue increase of \$417K with a projected increase of expenses of \$183K reducing the deficit to \$56K. The additional funding includes the new projects funded by Gerstein Crisis Centre, Canadian Women's foundation, Ontario Trillium fund and approved carry forward from ESDC for localizing Canada's Commitment to the Sustainable development Goals Project.

## **Building Inclusive Communities**

Revenue at the end of Q2 was \$2.18M with a YTD budget of \$2.05M. The variance of \$128K is coming from government 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 \$2.17M with a budget of \$2.05M. The variance of \$125K is mainly due to higher expensed in Salaries, Benefits and ACA offset by underspending in most other expense categories.

The Q2 Forecast has an increase in revenue of \$923K which includes \$441K for the above-mentioned Adult Protective Service Worker Program, additional funding for Passport Operations (\$392K), and Options (\$90K).

## **PassportONE**

Revenue and expense at the end of Q2 was \$4.58M with the YTD budget of \$4.83M. The variance for the quarter was \$243K. The IT contract for PFI was higher than budgeted by \$203K offset by underspending in all other expense categories.

The Q2 forecast has an increase in Revenue of \$285K which includes one time funding for year end staff to process claims. The Professional fees for PFI contract have been updated to reflect the LOU.

## **Corporate Services**

Revenue from all sources was \$817K, compared to the YTD budget of \$790K. The variance of \$27K is made up of \$33K in United Way funding required for amortization of leasehold improvements for 128 Sterling, \$47K for property rental income of which was used for Capital reserve fund. The variance in other revenue was \$100K due to the surplus in Benefits plan one time reimbursement.

Total expenses were \$1.27M, compared to the YTD budget of \$1.36M. The variance of \$88K is comprised of underspending in most expense categories.

The variance in ACA of \$32K is a result of increased funding for the Passport program.

The Q2 forecast for Corporate Services has a decrease in Revenue of \$30K to reflect the \$66K required for 128 Sterling leasehold improvements amortization expense and \$95K for the Building Reserve fund from rental revenues. The forecast also includes the \$140K surplus in Benefits plan one-time reimbursement. The forecasted expenses increase by \$257K mainly for additional support for facilities and operational support for the ECRS (Treat).

## **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 \$53K.

The total capital asset additions as at Q2 were \$183K and for PassportONE CRM solution (\$88K), ECRS (\$16K), 355 Church St. property (\$10K), Security First implementation (\$62K), and furniture for 128 Sterling (\$6K)

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	Q2 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %	Prior Year Q2 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%	Annual Budget	Forecast to year end at Q2	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
REVENUE												
Government	8,140,252	8,346,970	(206,718)	-2%	7,599,063	541,189	7%	16,693,939	18,061,513	1,367,574	8%	15,229,830
United Way - Base Allocation	1,379,495	1,590,208	(210,713)	-13%	1,590,208	(210,713)	-13%	3,180,416	3,114,321	(66,095)	-2%	3,176,772
United Way - Other	243	500	(257)	-51%	41,966	(41,723)	-99%	1,000	1,000	-	0%	2,471
Foundations & Other Agencies	123,485	59,995	63,490	106%	69,407	54,078	78%	119,990	419,899	299,909	250%	237,427
Fees	48,131	43,500	4,631	11%	46,505	1,626	3%	87,000	87,000	-	0%	91,406
Memberships, Donations & Bequests	45,899	50,000	(4,101)	-8%	94,956	(49,057)	-52%	100,000	100,000	-	0%	109,339
Investment Income	44,160	10,350	33,810	327%	11,810	32,350	274%	20,700	64,149	43,449	210%	22,915
Property Rental Income	119,435	165,950	(46,515)	-28%	132,451	(13,016)	-10%	331,900	201,409	(130,491)	-39%	194,917
Other	149,327	42,500	106,827	251%	34,405	114,922	334%	85,000	226,377	141,377	166%	55,886
	10,050,427	10,309,973	(259,546)	-3%	9,620,771	429,656	4%	20,619,945	22,275,668	1,655,723	8%	19,120,963
EXPENSES												
Salaries	5,705,431	5,960,315	254,884	4%	5,634,237	(71,194)	-1%	11,920,631	12,463,675	(543,044)	-5%	11,176,424
Employee Benefits	992,853	1,132,586	139,733	12%	1,060,732	67,879	6%	2,265,172	2,449,658	(184,486)	-8%	2,089,443
Funded Contracted Services	97,364	139,072	41,708	30%	68,603	(28,761)	-42%	278,143	304,156	(26,013)	-9%	277,415
Professional Fees	2,001,039	1,778,822	(222,217)	-12%	1,766,359	(234,680)	-13%	3,557,644	3,946,276	(388,632)	-11%	3,666,824
Building Occupancy	492,857	541,443	48,586	9%	507,227	14,370	3%	1,082,885	1,108,648	(25,763)	-2%	994,023
Office	365,152	482,208	117,056	24%	311,634	(53,518)	-17%	964,415	1,017,310	(52,895)	-5%	700,637
Transportation	7,691	55,988	48,297	86%	533	(7,158)	-1343%	111,976	113,280	(1,304)	-1%	2,227
Promotion	49,462	36,781	(12,681)	-34%	6,460	(43,002)	-666%	73,562	154,112	(80,550)	-109%	22,817
Education and Conferences	48,655	42,782	(5,873)	-14%	35,824	(12,831)	-36%	85,565	118,326	(32,761)	-38%	69,191
Other Expenses	9,775	139,717	129,942	93%	13,528	3,753	28%	279,433	599,984	(320,551)	-115%	42,110
	9,770,279	10,309,714	539,435	5%	9,405,137	(365,142)	-4%	20,619,426	22,275,425	(1,655,999)	-8%	19,041,111
Excess of Revenue over Expenses before ACA Allocated Central Administration	280,148	259	279,889		215,634	64,514		519	243	(276)		79,852
	-	-	-		-	-		-	-	-		-
Total before client purchase of service	280,148	259	279,889		215,634	(64,514)		519	243	(276)		79,852
Revenue - client purchase of service	160,867,359	178,930,831	(18,063,472)		123,046,082	37,821,277		357,861,722	357,870,549	8,827		369,349,772
Expense - client purchase of service	(160,867,359)	(178,930,831)	18,063,472		(123,046,082)	(37,821,277)		(357,861,722)	(357,870,549)	(8,827)		(369,349,772)
Net Excess of Revenue over Expenses	280,148	259	279,889		215,634	(64,514)		519	243	(276)		79,852

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	Q2 Actual	YTD Budget	YTD Variance between Act. YTD vs. Budget YTD \$	YTD Variance between Act. YTD vs. Budget YTD %	Prior Year Q2 Actual	YTD Variance between Act. YTD vs. Prior Year Act. YTD \$	YTD Variance between Act. YTD vs. Prior Year Actual YTD%	Annual Budget	Forecast to year end at Q2	Variance between Forecast vs. Budget	YTD Variance between Forecast vs. Budget %	Last Year Actual
REVENUE												
Government	1,459,036	1,495,022	(35,986)	-2%	1,218,049	240,987	20%	2,990,045	3,193,444	203,399	7%	2,781,289
United Way - Base Allocation	871,702	1,049,367	(177,665)	-17%	1,010,004	(138,302)	-14%	2,098,734	2,098,734	-	0%	1,863,293
United Way - Other	-	-	-	0%	41,851	(41,851)	-100%	-	-	-	0%	-
Foundations & Other Agencies	61,623	30,414	31,209	103%	36,383	25,240	69%	60,827	264,859	204,032	335%	115,199
Fees	48,131	43,500	4,631	11%	46,505	1,626	3%	87,000	87,000	-	0%	91,407
Memberships, Donations & Bequests	25,586	10,000	15,586	156%	46,450	(20,864)	-45%	20,000	30,000	10,000	50%	56,565
Investment Income	0	10,000	(10,000)	-100%	0	-	0%	20,000	20,000	-	0%	-
Other	1,355	0	1,355	13549900%	3,414	(2,059)	-60%	-	-	-	0%	14,275
	2,467,433	2,638,303	(170,870)	-6%	2,402,656	64,777	3%	5,276,606	5,694,037	417,431	8%	4,922,028
EXPENSES												
Salaries	1,794,722	1,979,705	184,984	9%	1,855,745	61,024	3%	3,959,410	3,960,699	(1,289)	0%	3,674,893
Employee Benefits	298,332	377,379	79,046	21%	358,045	59,713	17%	754,757	767,285	(12,528)	-2%	660,879
Funded Contracted Services	83,597	83,228	(370)	0%	42,711	(40,886)	-96%	166,455	199,775	(33,320)	-20%	175,296
Professional Fees	24,654	25,700	1,046	4%	12,069	(12,585)	-104%	51,400	57,849	(6,449)	-13%	57,172
Building Occupancy	78,143	39,888	(38,254)	-96%	37,016	(41,127)	-111%	79,777	119,915	(40,138)	-50%	102,693
Office	48,884	43,839	(5,045)	-12%	17,199	(31,686)	-184%	87,678	99,220	(11,542)	-13%	66,817
Transportation	7,617	42,593	34,975	82%	485	(7,133)	-1472%	85,186	70,858	14,328	17%	2,145
Promotion	49,434	13,781	(35,653)	-259%	379	(49,054)	-12936%	27,562	108,112	(80,550)	-292%	9,873
Education and Conferences	10,721	2,450	(8,271)	-338%	4,295	(6,426)	-150%	4,900	17,750	(12,850)	-262%	13,030
Other Expenses	11,533	98,325	86,792	88%	10,353	(1,180)	-11%	196,650	195,460	1,190	1%	22,213
	2,407,637	2,706,888	299,251	11%	2,338,297	(69,340)	-3%	5,413,775	5,596,923	(183,149)	-3%	4,785,011
Excess of Revenue over Expenses before ACA	59,796	(68,585)	128,381		64,359	(4,563)		(137,169)	97,113	234,282		137,017
Allocated Central Administration	(64,392)	(66,519)	2,127		(64,359)	(33)		(133,038)	(152,982)	(19,944)		(137,017)
Total before client purchase of service	(4,596)	(135,104)	130,508		0	4,596		(270,207)	(55,869)	214,338		-
Revenue - client purchase of service	64,060	71,215	(7,155)		60,852	3,208		142,430	143,750	1,320		126,754
Expense - client purchase of service	(64,060)	(71,215)	7,155		(60,852)	(3,208)		(142,430)	(143,750)	(1,320)		(126,754)
Net Excess of Revenue over Expenses	(4,596)	(135,104)	130,508		0	4,596		(270,207)	(55,869)	214,338		-



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	Q2 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %	Prior Year Q2 Actual	Variance between vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%	Annual Budget	Forecast to year end at Q2	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
<b>REVENUE</b>												
Government	2,135,919	2,018,951	116,968	6%	1,890,610	245,309	13%	4,037,901	4,961,043	923,142	23%	3,875,644
United Way - Base Allocation	-	-	-	0%	-	-	0%	-	-	-	0%	-
United Way - Other	-	-	-	0%	-	-	0%	-	-	-	0%	-
Foundations & Other Agencies	35,080	29,581	5,499	19%	20,645	14,435	70%	59,163	118,325	59,162	100%	78,844
Fees	-	-	-	0%	-	-	0%	-	-	-	0%	-
Memberships, Donations & Bequests	-	-	-	0%	-	-	0%	-	-	-	-	-
Investment Income	-	-	-	0%	-	-	0%	-	-	-	0%	-
Other	5,065	0	5,065	506499900%	0	5,065	506499900%	-	-	-	0%	1,847
	2,176,064	2,048,532	127,532	6%	1,911,255	264,809	14%	4,097,064	5,079,368	982,304	24%	3,956,335
<b>EXPENSES</b>												
Salaries	1,423,685	1,295,192	(128,493)	-10%	1,192,855	(230,830)	-19%	2,590,383	3,063,274	(472,891)	-18%	2,449,375
Employee Benefits	256,546	232,669	(23,877)	-10%	232,305	(24,241)	-10%	465,339	573,059	(107,720)	-23%	459,510
Funded Contracted Services	8,125	45,724	37,599	82%	18,891	10,766	57%	91,448	84,141	7,307	8%	77,922
Professional Fees	6,019	15,361	9,342	61%	3,090	(2,929)	-95%	30,722	15,000	15,722	51%	19,777
Building Occupancy	193,014	186,544	(6,470)	-3%	223,655	30,641	14%	373,088	358,713	14,375	4%	456,809
Office	36,134	21,314	(14,820)	-70%	21,574	(14,560)	-67%	42,627	83,980	(41,353)	-97%	63,464
Transportation	-	11,145	11,145	100%	3	3	100%	22,290	37,922	(15,632)	-70%	3
Promotion	-	300	300	100%	-	-	0%	600	600	-	0%	-
Education and Conferences	21,778	14,207	(7,571)	-53%	21,706	(72)	0%	28,415	48,326	(19,911)	-70%	30,952
Other Expenses	2,656	28,172	25,516	91%	700	(1,956)	-279%	56,344	378,084	(321,740)	-571%	1,137
	1,947,957	1,850,628	(97,329)	-5%	1,714,779	(233,178)	-14%	3,701,256	4,643,100	(941,844)	-25%	3,558,949
Excess of Revenue over Expenses before ACA	228,107	197,904	30,203		196,476	31,631		395,808	436,268	40,460		397,386
Allocated Central Administration	(225,469)	(197,904)	(27,565)		(197,910)	(27,559)		(395,808)	(436,268)	(40,460)		(395,820)
<b>Total before client purchase of service</b>	<b>2,638</b>	<b>0</b>	<b>2,638</b>		<b>(1,434)</b>	<b>(4,072)</b>		<b>-</b>	<b>0</b>	<b>0</b>		<b>1,566</b>
Revenue - client purchase of service	1,079,554	1,399,122	(319,568)		959,775	119,779		2,798,245	2,805,752	7,507		2,201,590
Expense - client purchase of service	(1,079,554)	(1,399,122)	319,568		(959,775)	(119,779)		(2,798,245)	(2,805,752)	(7,507)		(2,201,590)
<b>Net Excess of Revenue over Expenses</b>	<b>2,638</b>	<b>0</b>	<b>2,638</b>		<b>(1,434)</b>	<b>(4,072)</b>		<b>-</b>	<b>0</b>	<b>0</b>		<b>1,566</b>

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	Q2 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %	Prior Year Q2 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%	Annual Budget	Forecast to year end at Q2	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
<b>REVENUE</b>												
Government	4,545,298	4,832,997	(287,699)	-6%	4,490,405	54,893	1%	9,665,993	9,907,026	241,033	2%	8,916,787
United Way - Base Allocation	-	-	-	0%	-	-	0%	-	-	-	0%	-
United Way - Other	-	-	-	0%	-	-	0%	-	-	-	0%	-
Foundations & Other Agencies	-	-	-	0%	-	-	0%	-	-	-	0%	-
Fees	-	-	-	0%	-	-	0%	-	-	-	0%	-
Memberships, Donations & Bequests	-	-	-	0%	-	-	0%	-	-	-	0%	-
Investment Income	43,449	-	43,449	43449%	11,479	31,970	279%	-	43,449	43,449	0%	22,126
Other	977	-	977	977%	163	814	499%	-	977	977	0%	162
	4,589,724	4,832,997	(243,273)	-5%	4,502,047	87,677	2%	9,665,993	9,951,452	285,459	3%	8,939,075
<b>EXPENSES</b>												
Salaries	1,922,160	2,123,436	201,276	9%	2,037,026	114,866	6%	4,246,872	4,194,357	52,515	1%	3,981,583
Employee Benefits	359,735	410,141	50,406	12%	385,066	25,331	7%	820,283	784,752	35,531	4%	735,831
Funded Contracted Services	743	2,500	1,757	70%	1,964	1,221	62%	5,000	5,000	-	0%	5,578
Professional Fees	1,740,460	1,537,211	(203,249)	-13%	1,507,721	(232,739)	-15%	3,074,422	3,435,612	(361,190)	-12%	3,069,127
Building Occupancy	91,387	121,620	30,233	25%	105,804	14,417	14%	243,240	243,240	-	0%	205,621
Office	27,667	161,250	133,583	83%	48,166	20,499	43%	322,500	322,500	-	0%	98,804
Transportation	21	1,500	1,479	99%	0	(21)	-2099900%	3,000	3,000	-	0%	-
Promotion	-	18,850	18,850	100%	6,080	6,080	100%	37,700	37,700	-	0%	12,869
Education and Conferences	1,955	17,125	15,170	89%	935	(1,020)	-109%	34,250	34,250	-	0%	16,757
Other Expenses	75	0	(75)	-749900%	0	(75)	-7499900%	-	-	-	0%	253
	4,144,203	4,393,633	249,430	6%	4,092,762	(51,441)	-1%	8,787,267	9,060,411	(273,144)	-3%	8,126,423
Excess of Revenue over Expenses before ACA	445,521	439,364	6,157		409,285	36,236		878,726	891,041	12,315		812,652
Allocated Central Administration	(445,521)	(439,364)	(6,157)		(409,285)	(36,236)		(878,726)	(891,041)	(12,315)		(812,652)
<b>Total before client purchase of service</b>	-	(0)	0		(0)	(0)		-	-	-		-
Revenue - client purchase of service	159,723,746	177,460,524	(17,736,778)		122,025,455	37,698,291		354,921,047	354,921,047	-		367,021,615
Expense - client purchase of service	(159,723,746)	(177,460,524)	17,736,778		(122,025,455)	(37,698,291)		(354,921,047)	(354,921,047)	-		(367,021,615)
<b>Net Excess of Revenue over Expenses</b>	-	(0)	0		(0)	(0)		-	-	-		-

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	Q2 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %	Prior Year Q2 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%	Annual Budget	Forecast to year end at Q2	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
<b>REVENUE</b>												
Government	-	-	-	0%	-	-	0%	-	-	-	0%	-
United Way - Base Allocation	372,020	540,841	(168,821)	-31%	580,204	(208,184)	-36%	1,081,682	1,015,587	(66,095)	-6%	1,313,479
United Way - Other	243	500	(257)	-51%	115	128	111%	1,000	1,000	-	0%	2,471
Foundations & Other Agencies	26,782	0	26,782	2678190%	12,379	14,403	116%	0	36,715	36,715	3671490%	43,385
Fees	-	-	-	0%	-	-	0%	-	-	-	0%	-
Memberships, Donations & Bequests	20,313	40,000	(19,687)	-49%	48,506	(28,193)	-58%	80,000	70,000	(10,000)	-13%	52,774
Investment Income	712	350	362	103%	331	381	115%	700	700	-	0%	790
Property Rental Income	119,435	165,950	(46,515)	-28%	132,451	(13,016)	-10%	331,900	201,409	(130,491)	-39%	194,917
Other	141,930	42,500	99,430	234%	30,828	111,102	360%	85,000	225,400	140,400	165%	39,782
	681,435	790,141	(108,706)	-14%	804,814	(123,379)	-15%	1,580,282	1,550,811	(29,471)	-2%	1,647,598
<b>EXPENSES</b>												
Salaries	574,953	561,983	(12,970)	-2%	548,611	(26,342)	-5%	1,123,965	1,245,345	(121,380)	-11%	1,128,782
Employee Benefits	78,240	112,397	34,157	30%	85,315	7,075	8%	224,793	324,561	(99,768)	-44%	175,013
Funded Contracted Services	4,898	7,620	2,722	36%	5,037	139	3%	15,240	15,240	-	0%	18,619
Professional Fees	229,906	200,550	(29,356)	-15%	243,479	13,573	6%	401,100	437,815	(36,715)	-9%	515,140
Building Occupancy	130,314	193,390	63,076	33%	140,752	10,438	7%	386,780	386,780	-	0%	228,900
Office	252,467	255,805	3,338	1%	224,695	(27,772)	-12%	511,610	511,610	-	0%	469,912
Transportation	53	750	697	93%	46	(7)	-15%	1,500	1,500	-	0%	78
Promotion	28	3,850	3,822	99%	0	(28)	-2799900%	7,700	7,700	-	0%	76
Education and Conferences	14,201	9,000	(5,201)	-56%	8,888	(5,313)	-60%	18,000	18,000	-	0%	8,453
Other Expenses	(4,488)	13,220	17,708	134%	2,476	6,964	281%	26,440	26,440	-	0%	18,506
	1,280,572	1,358,565	77,993	6%	1,259,299	(21,273)	-2%	2,717,128	2,974,990	(257,862)	-9%	2,563,479
Excess of Revenue over Expenses before ACA	(599,137)	(568,424)	(30,713)		(454,485)	(144,652)		(1,136,846)	(1,424,179)	(287,333)		(915,881)
Allocated Central Administration	735,382	703,787	31,595		671,554	63,828		1,407,573	1,480,291	72,718		994,167
<b>Total before client purchase of service</b>	<b>136,245</b>	<b>135,363</b>	<b>882</b>		<b>217,069</b>	<b>80,824</b>		<b>270,727</b>	<b>56,112</b>	<b>(214,615)</b>		<b>78,286</b>
Revenue - client purchase of service	-	-	-		-	-		-	-	-		-
Expense - client purchase of service	-	-	-		-	-		-	-	-		-
<b>Net Excess of Revenue over Expenses</b>	<b>136,245</b>	<b>135,363</b>	<b>882</b>		<b>217,069</b>	<b>80,824</b>		<b>270,727</b>	<b>56,112</b>	<b>(214,615)</b>		<b>78,286</b>



**FAMILY SERVICE TORONTO**  
For People. For Change.

## **Q2 Risk Report**

Prepared by: Financial Services  
Date: November 4, 2022

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)	Q2 Report back
<b>Governance</b>										
1.	Culture	H	L	None	<ul style="list-style-type: none"> <li>Development of new FST collaborative intranet channel</li> <li>Employee engagement team ongoing; townhalls; staff updates; giving good and bad news; regular meetings with Union</li> <li>Many initiatives happening at once this year and potential to miss a communication is high</li> <li>New employee recognition program, FST Connect Program, New Staff Orientation Program</li> </ul>	M	ED Directors HR	Event recognition committee has been reinstated to deliver the annual recognition event presentation and new FST awards on December 15. Enhance employee experience through implementation of new HRIS	Down	<p>FST Employee recognition program was rolled out to staff in September.</p> <p>Employee engagement team has accomplished many of its objectives, continues to meet and has added new members in Q2 that have brought enthusiasm and reinvigorated the work with new ideas and direction.</p>
<b>Business Risk: Financial Reporting</b>										
2.	Fraud and financial misstatement	H	H	None	<ul style="list-style-type: none"> <li>Internal controls designed and tested for effectiveness</li> <li>Change in policies impacting financial reporting and financial management reviewed and approved by FAC and Board annually</li> <li>Annual PP1 audit by KPMG</li> </ul>	M	ED Finance Director FAC Board		Stable	<p>KPMG completed its Audit of PassportONE and presented their results to FAC November 9, 2022.</p> <p>FAC completed the RFP process in June and Deloitte was the successful Audit firm.</p>

## 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)	Q2 Report back
					<ul style="list-style-type: none"> <li>Auditor rotation considered via formal RFP process as FAC deems necessary</li> <li>Auditor recommendations reviewed, and plan/execution of remediation discussed at FAC post-audit and approved</li> <li>PP1 staff undergo fraud training on hire and discuss during team meetings</li> <li>OPAN Fraud/Mis-Use Fund Workgroup is co-chaired by FST and is developing a policy to streamline the processes across the province.</li> </ul>					No Management letter was received for 21-22 Audit.
<b>Business Risk: Operational</b>										
3.	<b>IT Integrity, Security and Availability</b>	H	M	None	<ul style="list-style-type: none"> <li>Cyber security training for staff</li> <li>Increase system monitoring</li> <li>Regular review and update of technology policies</li> <li>Review additional insurance coverage</li> <li>Move away from single service provider (ECRS)</li> </ul>	M	ED IT Department Directors	<p>Multi factor authentication for staff sign-in to FST environment to be implemented 22-23.</p> <p>Micro-network-segmentation to be implemented in Fiscal 22-23</p>	Stable	<p>Cyber Security training was completed at the end of October.</p> <p>Multi Factor Authentication has begun to roll out to teams in October.</p> <p>Cyber Security Insurance was in place by Sep 15.</p>
4.	<b>Vendor Management</b>	H	L	None	<ul style="list-style-type: none"> <li>Review and revise vendor management policies</li> <li>Centralize vendor management</li> </ul>	M	ED Finance Director Directors Managers	Finance Department to be responsible for centralized contract management database.	Stable	Contracts are being centralized in Finance. Engaged vendors in possible solutions for

## 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)	Q2 Report back
										contract management tools.
5.	Property, Plant and Equipment	H	L	None	<ul style="list-style-type: none"> <li>Develop systems and processes to be effective landlord</li> </ul>	M	ED Facilities Department		Stable	The Commons project to refresh the Café is progressing and is anticipated to be completed by end of calendar year.
6.	Data Protection and Privacy	H	L	None	<ul style="list-style-type: none"> <li>Reducing privacy breeches was a factor in selecting new ECRS; review and modification of business practices</li> <li>Additional funding from MCCSS for additional staff in Passport program extended until March 2023 (to reduce workload related breeches)</li> </ul>	M	ED IT Department Directors BIC Department	<p>Confidentiality and privacy training for all client facing staff will be held in November 2022 and will cover key learnings since we instituted Treat.</p> <p>All incoming staff in CLFV meet with Privacy officer to review policy; to be extended to other teams.</p> <p>Huddles held if there is a breach and mitigation strategies identified</p> <p>Legal counsel sought if needed.</p>	Stable	<p>Passport is in the final stages of adding additional Passport Coordinators.</p> <p>Privacy breeches remain at the same level as last fiscal.</p>
Business Risk: HR/Labour										
7.	Recruitment and Retention	H	M	None	<ul style="list-style-type: none"> <li>Quarterly reporting of vacancies</li> <li>Developing FST employer of choice branding; changed recruitment platform to LinkedIn; need to deepen EDI recruitment strategies; extending contracts early</li> </ul>	M	HR Department ED	<p>HR exploring other retention strategies;</p> <p>Automating and accelerating recruitment processes through Applicant Tracking System (STS)</p>	Up	Senior Management underwent EDI training in the summer of 2022. Managers will take EDI training in the fall of 2022.

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)	Q2 Report back
					(sometimes ahead of Ministry funding approvals) <ul style="list-style-type: none"> <li>Providing enhanced pension plan to staff and modified benefits plan to contract staff.</li> <li>Revision of Recruitment &amp; Selection Policy to accelerate process.</li> </ul>					Collective Agreement was successfully negotiated in the summer of 2022.
8.	Employee Communication	H	L	None	<ul style="list-style-type: none"> <li>Development of new FST collaborative intranet channel</li> <li>Employee engagement committee ongoing; townhalls; staff updates; giving good and bad news; regular meetings with Union</li> <li></li> </ul>	M	ED HR Department Communications Department Directors Managers	Implementation of new HRIS to enhance employee communication at an individual, team and organizational level.	Down	Employee engagement committee continues to meet and has added new members in Q2 that have brought enthusiasm and reinvigorated the work with new ideas and direction.
9.	Lack of adequate succession planning at executive management level	H	M	None	<ul style="list-style-type: none"> <li>FST invested significantly as an organization in manager level to ensure succession planning</li> <li>Formal process of ED back-up implemented.</li> <li>Creation of Team Leads as crosswalk positions for BU/EXCL staff to management roles</li> </ul>	M	ED HR Department Directors		Stable	FST organizational review is ongoing and will be presented in the new year.  Team leads have been filled in the BIC programs and Community Engagement team.
Business Risk: Reputational										
10.	Corporate / Community Communication	H	M	None	<ul style="list-style-type: none"> <li>Provide additional resources and review use of existing resources</li> </ul>	M	ED Communications Department		Stable	Work is underway on the corporate community communication strategy.



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)	Q2 Report back
					<ul style="list-style-type: none"><li>Develop comprehensive corporate community communication strategy</li></ul>		Directors			

## 22-23 Recommended Moderate Risks (9)

	Risks	Risk Severity	Risk Control Activities	Q2 update
1.	Executive Director and Board understand their distinct roles to support effective working relationship.	Moderate	<ul style="list-style-type: none"> <li>• Governance policies clearly delineate roles</li> <li>• Board recruitment process and annual orientation emphasize role differentiation</li> <li>• Executive Director position description emphasizes role differentiation</li> <li>• Regular ED performance appraisal in place</li> </ul>	The Board and the ED held an in-camera session at the Board meeting held on September 21.
2.	Adverse publicity – issue specific	Moderate	<ul style="list-style-type: none"> <li>• Centralized media calls and use of website/social media to clarify and provide dialogue</li> </ul>	FST has not been contacted by the media other than in a positive manner.
3.	Operational losses	Moderate	<ul style="list-style-type: none"> <li>• Budgets and forecasts</li> <li>• Quarterly reporting of variances to ST and Board</li> <li>• Monthly financial reports to managers</li> <li>• Reports to funders</li> <li>• Funding agreements dictates what is allowed and not allowed</li> </ul>	The Q2 Forecast was completed and presented to FAC on November 9. The Forecast is still in a break-even position.
4.	Accurate and reliable financial information, budgeting and reporting	Moderate	<ul style="list-style-type: none"> <li>• Segregation of duties</li> <li>• Budget to actual, last year to actual comparison</li> <li>• Managers review their respective cost center financials</li> <li>• Funders limitations on acceptable expenses</li> <li>• No profit motive</li> </ul>	FST is at full capacity with two Senior Accountants. Monthly financials are posted for review.
5.	Loss or corruption of data	Moderate	<ul style="list-style-type: none"> <li>• New backup solution means all data backed up nightly to cloud through managed service level agreement with vendor; IT infrastructure documented, updated disaster recovery plan.</li> <li>• Satellite offices – procedures reviewed</li> <li>• Insurance coverage</li> </ul>	<p>FST has not experienced any issues of data loss and backups continue to be performed.</p> <p>Additional cyber security measures are being deployed such as multi-factor authentication for</p>

## 22-23 Recommended Moderate Risks (9)

	Risks	Risk Severity	Risk Control Activities	Q2 update
				all connections to our network.
6.	Staff morale	Moderate	<ul style="list-style-type: none"> <li>Regular staff satisfaction survey provides information on morale and brings needs to the surface</li> <li>Management considers results of survey and develops action plan in consultation with staff</li> <li>Annual staff day provides opportunity for staff to get together and celebrate the year</li> <li>Employee Engagement Team is underway</li> <li>Annual service achievements and retirements are celebrated by the organization</li> <li>Collective agreement is mature and embeds best practice i.e. three-year collective agreement</li> </ul>	<p>FST successfully negotiated a 3-year collective agreement.</p> <p>Employee engagement team continues to meet.</p> <p>There has been no grievances on Q2 and over the last 2+ years.</p>
7.	Poor service to clients if staff are not culturally competent	Moderate	<ul style="list-style-type: none"> <li>Foundational strategies exist for cultural competency and leadership/staff development to support ongoing learning and growth in this capacity</li> <li>Interviews for recruitment include assessment of cultural competency</li> <li>Complaints process provides opportunity to be made aware of service issues and to identify improvements as needed</li> <li>Board receives annual report on client complaints</li> </ul>	<p>FST has a complaints policy.</p> <p>Senior management has undergone EDI training and continue to develop strategies to implement their learning.</p>
8.	Not meeting the legal compliance requirements	Moderate	<ul style="list-style-type: none"> <li>On-going monitoring; quarterly compliance reports to Board</li> <li>Annual compliance with legislation report to Board</li> </ul>	<p>Annual compliance report submitted to the board for November 23 Meeting. No issues to report. FSRA reviewed and accepted changes to FST pension plan.</p>

22-23 Recommended Moderate Risks (9)				
	Risks	Risk Severity	Risk Control Activities	Q2 update
9.	Acceptable client wait-times	Moderate	<ul style="list-style-type: none"><li>• Manage wait time</li><li>• Seek ST approval to close wait list</li><li>• Teams have ways of prioritizing</li><li>• Process to respond to urgent calls</li><li>• All callers requesting to go on to a wait list are streamed to the Walk-In at a time of contact to provide immediate support regarding why people are requesting service</li></ul>	The wait list for counselling was closed in the summer of 2022.