



FAMILY SERVICE TORONTO

For People. For Change.

Strategic Plan: 2021 - 2026

Open Hearts 
Healthy Minds 
Strong Communities 

Q3 Service, Financial and Risk Report

February 15, 2023





FAMILY SERVICE TORONTO
For People. For Change.

Our Vision, Mission and Values

Family Service Toronto envisions a city in which people are resilient and thriving in more just and supportive communities.

We work with individuals, families and communities destabilized by precarious mental health and/or socioeconomic circumstances, to achieve greater resilience, stability and equity.

We achieve this through our understanding of poverty and the harmful effects of marginalization, discrimination and oppression. We direct our energies to support individuals and families in our core service areas – community counselling and mental health, gender-based violence and developmental disabilities. At the same time, we work to influence policy, build knowledge, strengthen communities and advocate for system change.

We are committed to:

- grounding our work in the lived expertise of people and the community
- working from a strengths-based and trauma-informed approach
- celebrating diversity, pursuing equity and practicing inclusion
- being accountable through measurement and outcome reporting
- striving for excellence in all that we do

Our definition of family:

Our name begins with “family” and we understand it to mean two or more people, whether living together or apart, related by blood, marriage, adoption or commitment to care for one another.

We know we are successful when:

- people live with dignity in thriving neighbourhoods and inclusive communities which are free of poverty and violence
- public policy is grounded in social and economic justice
- programs and services are accessible to those who face barriers
- people build on their skills to manage life challenges
- people are able to realize their potential

To Achieve Our Vision

FST pursues a 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

Our 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.



FAMILY SERVICE TORONTO

For People. For Change.

COMMUNITY PROGRAMS AND SERVICES

Changing Lives and Family Violence

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

Building Inclusive Communities

Options
Passport
PassportONE
Person Directed Planning

Social Action and Community Building

Social Action
National Campaign 2000
Ontario Campaign 2000

Knowledge Building

Research, Evaluation and Planning
Student Placement
Accreditation
Grant Writing

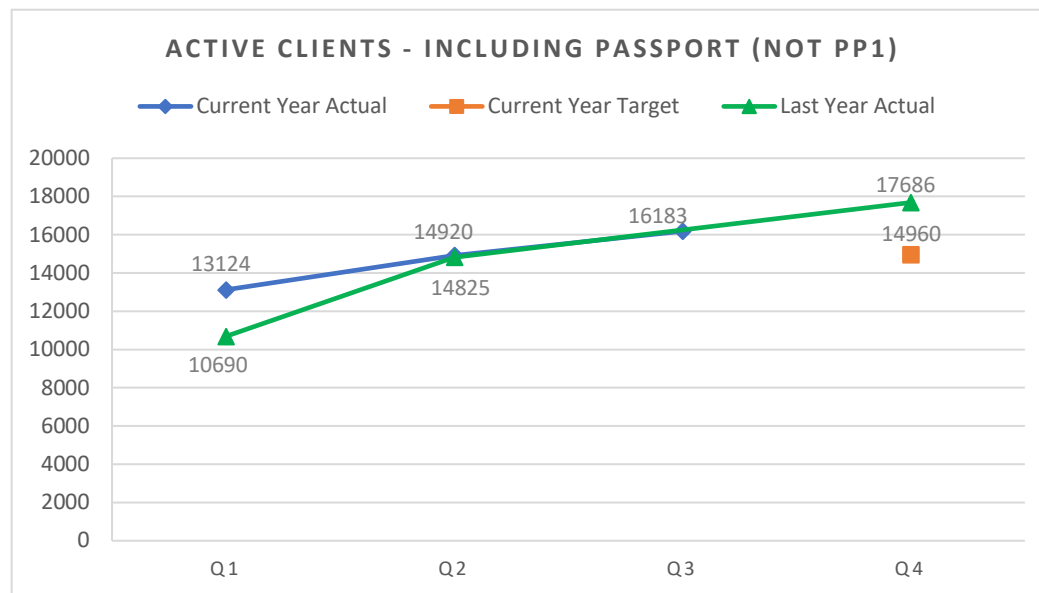
CORPORATE SERVICES

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

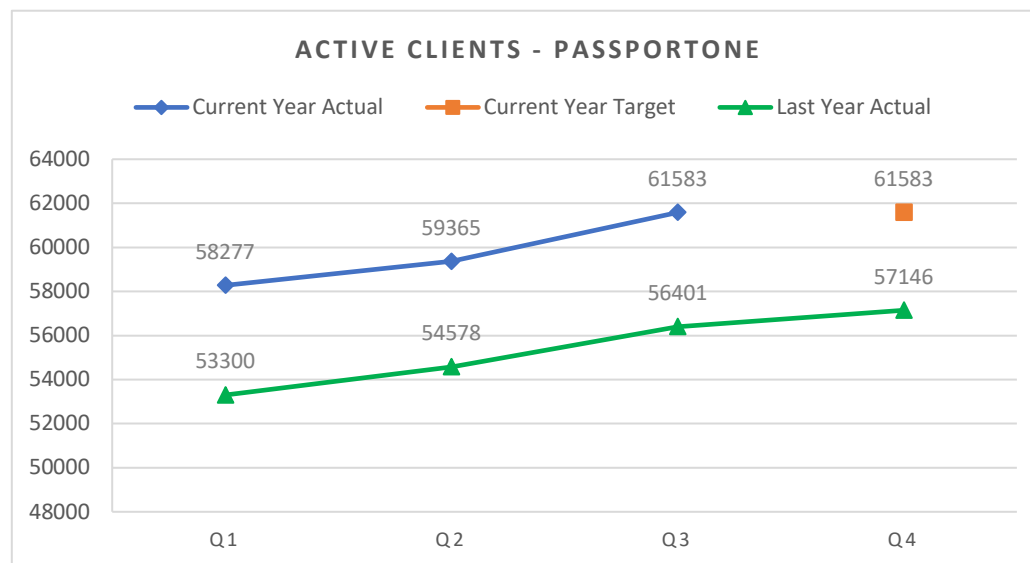
2022-2023 Q3 Service Report

Date: 8 February 2023

CLIENTS SERVED SNAPSHOT



By end of Q3, the programs combined have exceeded annual # of clients target (108%)



PassportONE has almost already met its annual # of clients target by the end of Q3 (100%)



Seniors Friendly Chat
Program
10 Served



Virtual Daily Walk-In
Counselling Clinic
916 Visits



Group Peer Support and Workshops
Offered through Community Engagement
Program
171

SOCIAL ACTION



Group Meetings Convened and
Supported to Facilitate Action
68



Individuals Engaged (not unique)
1570

2022-2023 Q3 Service Report

Date: 8 February, 2023

PROGRAM PROFILE

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Changing Lives - Community Counselling & Mental Health Programs				
Clients	2,998	2,365	127%	
Participants	572	715	80%	
Contacts	11,018	22,300	49%	
Service Hours		23,028		
FTEs (100% Target)	26.34	29.84	88%	
Family Violence Programs				
Clients	1,722	1,583	109%	
Participants	580	200	290%	
Contacts	12,978	14,310	91%	
Service Hours		10,960		
FTEs (100% Target)	13.01	13.23	98%	
Community Engagement Programs				
Clients	594	416	143%	
Participants	1,810	700	259%	
Service Hours		7,404		
Workshops/Peer Support Sessions	171	-	-	
Broadcast Listeners (Includes Social Media) - Unknown at this time		10,000		
FTEs (100% Target)	8.65	8.10	107%	
Building Inclusive Communities - Developmental Services Programs				
B1: PassportONE Active Clients	60,920	61,583	99%	
B2: FST Passport Clients	10,222	10,049	102%	
B3: Options Adult and PDP Clients	392	366	107%	
B5 Options Children and CSP clients	173	101	171%	
B4 IQAL and JR clients	81	80	101%	
B2, B3 and B5: Participants	236	649	36%	
B3: Contacts	14,240	19,032	75%	
B5: Contacts	3,523	5,252	67%	
B3, B4, B5: Service Hours		16801		
FTEs (100% Target)	117.27	119.61	98%	
Social Action				
Individuals Engaged - Participants (not unique)	1,570	3,224	49%	
Partners/stakeholders (unique)	-	-	-	
Website Traffic/Social media engagement*	14,016	-	-	
New partners representing marginalized groups	-	-	-	

2022-2023 Q3 Service Report

Government relations - meeting with elected officials and public servants	32	20	160%	
Number of publications or government submissions for our work and the work of our partners	21	31	68%	
Public presentations	12	-	-	
Group meetings convened (to facilitate action)	68	-	-	
Service Hours	-	-	-	
FTEs (100% Target)	3.55	4.71	75%	
Service Access Unit (Waiting for actual # served)				
Call Volume	15,715	-	-	
FTEs (<i>reported above in CL Mental Health</i>)	3.21	3.11	103%	

Services with no Direct Clients Served				
	Actual # (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Other FTEs				
Corporate Services	14.29	13.65	105%	
Knowledge Building	2.88	3.70	78%	
Students and Volunteers				
Students	10	-	-	
Student Hours	695	-	-	
Volunteers	45	30	150%	
Volunteer Hours	686	922	74%	

* 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:

Counselling, Families in Transition, Seniors and Caregivers Support Service, Sexual Assault Initiative, Walk-in Women
Illahee Community Connections, Senior Community Connections. Also includes FTEs for Neighbourhood and Options 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

FST Q3 Report 2022-2023 Non-TREAT Data - 8 February 2023

Changing Lives, Family Violence and Community Engagement Programs						
Indicator	Target 22-23	22-23 Quarter 1	22-23 Quarter 2	22-23 Quarter 3	% Target Reached (YTD)	Status
CE - Social media - Radio Listeners* - unknown at this time	10,000	313,722	632,255			
Building Inclusive Communities (BIC) Developmental Services Programs						
Indicator	Target 22-23	22-23 Quarter 1	22-23 Quarter 2	22-23 Quarter 3	% Target Reached (YTD)	Status
B1: PassportONE Claims Processed (##)	486,722	136,547	252,428	363,597	75%	
B1: PassportONE POS Amount (\$\$)	\$ 350,337,905.14	\$ 57,923,214.00	\$ 159,723,752.00	\$ 262,659,936.74	75%	
B2: FST Passport Claims Processed (##)	52,977	16,285	31,163	43,188	82%	
B2: FST Passport POS Amount (\$\$)	\$ 52,016,912.00	\$ 9,991,753.00	\$ 26,388,979.00	\$ 42,405,461.50	82%	
B4: Options IQAL & JR Invoices Processed (##)	3,620	608	1,495	2,643	73%	
B4: Options IQAL & JR POS Amount (\$\$)	\$ 2,364,475.00	452,724.00	\$ 1,031,087.06	\$ 1,598,545.00	68%	
Community Presentations (Committee Participation) hours (##)	1008	340	607.5	1,098	109%	
Serious Occurrence Report (SOR) (##)	0	26	50	75	-	
Ombudsman/MPP/MCCSS Inquiries (##)	0	12	22	29	-	
Social Action						
Indicator	Target 22-23	22-23 Quarter 1	22-23 Quarter 2	22-23 Quarter 3	% Target Reached (YTD)	Status
# of Government Relations meetings	20	16	24	32	160%	
# of publications, submissions, tools	31	13	15	21	68%	
# of presentations, workshops	17	-	-	12	71%	
Public meetings	-	-	-	68	-	
Website Traffic/Social media engagement	-	5,678	9,153	14,016	-	

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)

*This indicator needs to be redefined for 23-24

Open Hearts, Healthy Minds, Strong Communities

Q3 Operational Plan 22-23 – Year 2 Strategic Plan

SECTION 1: STRATEGIC DIRECTIONS

Strengthening the FST Team

Year 2: 2022-2023

Lead: Executive Director and Strategy Team

Programs: All

<div>2021-2026</div> <div>Goals</div> <ul style="list-style-type: none">• Work more collaboratively towards shared goals• Strengthen internal communications• Share ownership and responsibility for performance <div>Actions</div> <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	<div>Y2 Activities</div>	<div>Status</div>	<div>EDI Implications</div>
	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.	➔	
<div>Narrative:</div> 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 is in process.			

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

Open Hearts, Healthy Minds, Strong Communities
Q3 Operational Plan 22-23 – Year 2 Strategic Plan

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	EDI 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
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 			
Narrative: FST and Hard Feelings are working together to review counselling supports offered by both organizations to determine where there may be synergies.			

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

Open Hearts, Healthy Minds, Strong Communities
Q3 Operational Plan 22-23 – Year 2 Strategic Plan

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 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 	Y2 Activities	Status	EDI Implications
	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: A transitional housing and support worker (THSP) has been hired to support women living in abusive relationships to seek safe and secure housing as well as connecting women to other resources such as legal, employment and other resources.			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Operational Plan 22-23 – Year 2 Strategic Plan

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 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	Y2 Activities	Status	EDI Implications
	1. Enhance and develop communications and information materials for staff, clients and 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">• 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. Client satisfaction surveys completed for Options and PDP programs and report has been shared with the teams by Knowledge Building. Teams are working on the follow-up.2. PassportONE business case for additional staffing to process year end claims approved by MCCSS.3. The Passport business case funding has been extended until March 31, 2023.4. OPAN reviewing the Passport model of service delivery and a working group to look into misuse of funds has been formed.5. A CSP staff member has become the Chair of the Urgent Response Service table for Toronto region.6. Developed a grant proposal to support the Ontario Autism Program for new services for families in collaboration with Knowledge Building and Finance – A small research component is incorporated into the proposal.7. Joint working group established within FST to develop an integrated mental health/developmental service plan.			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Operational Plan 22-23 – Year 2 Strategic Plan

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	EDI Implications
Goals <ul style="list-style-type: none">Renew networksDevelop new callsStrengthen connection to programs Actions <ul style="list-style-type: none">Integrate research and advocacy functionsIdentify and pursue new policy goalsSupply 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	➔	Community conversations this Q focused on speaking and meeting with First Nations and Inuit communities, living both at home and away from home. In YK, met with First Nation individuals living in Whitehorse, as well as in Carcross First Nation. In Ottawa, Vanier District, we met with Inuit women who had experienced gender based violence. In both cases we learned of the challenges these Indigenous communities are facing, as well as the strengths and weaknesses of self-governing agreements. What we have learned from these communities has been rolled into main messaging where appropriate.
	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: SDG project Community conversations continued: 3 in YK, 1 in Ottawa. AB, NU, ON and FST confirmed for Q4. Knowledge Building is working through the City-Wide Research leadership group to focus on and develop strategies for decolonizing data throughout the research process. Consultations with Jacqueline Quinless have taken place. She will provide a workshop in March 2023. The research leadership group will explore opportunities to strengthen this work. KB is working with Communications to develop ideas for a Community of Practice on Peer Support in the DS sector on the FST Website.			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Operational Plan 22-23 – Year 2 Strategic Plan

SECTION 2: FOUNDATIONAL STRATEGIES

People

Year 2: 2022-2023

Lead: Director, Human Resources and Volunteers

2021-2026 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	Y2 Activities	Status	EDI Implications
	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

Q3 Operational Plan 22-23 – Year 2 Strategic Plan

Culture

Year 2: 2022-2023

Lead: Executive Director and Director, Human Resources and Volunteers

2021-2026	Y2 Activities	Status	EDI Implications
	1. Provide opportunities for staff to plan and present agency's events and activities utilizing innovation and collaboration of cross organizational teams.	➔	
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 			
Narrative: 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.			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Operational Plan 22-23 – Year 2 Strategic Plan

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	EDI 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 deployment transitioned from project to operation status with the hiring of a process analyst and departure of the project manager as Q3 ended. CyberSecurity training was completed for more than 200 staff in preparation for multi-factor authentication deployment in Q4. A Quality Committee of the Board was established. We are identifying community members who may be able to join the committee. We are also developing a dashboard for implementation at the start of 2023-2024. This will allow for a renewed focus on examining impact and quality of services of our work through conversations with teams.			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Operational Plan 22-23 – Year 2 Strategic Plan

Funding

Year 2: 2022-2023

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

2021-2026	Y2 Activities	Status	EDI Implications
	1. Further pursue development and rental possibilities of the 4 th floor at 355 Church	➔	
	2. Transition of Café space to Commons space at 355 Church Street	✓	Construction addressed AODA requirements for the Welcome Desk.
<p>Goals</p> <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 			
<p>Narrative: Work to pursue development and rental of the Fourth floor is ongoing.</p> <p>Construction and renovations were completed by end of Q3 for Q4 operations of the new Welcome Desk and “Commons” space at 355 Church Street.</p>			

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

Open Hearts, Healthy Minds, Strong Communities

Q3 Operational Plan 22-23 – Year 2 Strategic Plan

Community

Year 2: 2022-2023

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

2021-2026 Goals	Y2 Activities	Status	EDI 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
<p>Narrative: Communications audit scheduled for 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. Please see under Public Policy Capability for the possible development of a Community of Practice in this area.</p>			



FAMILY SERVICE TORONTO
For People. For Change.

December 31, 2022 (Q3) Financial Report

Prepared by: Financial Services
Date: February 3, 2023

Summary

At the end of Q3 F22-23, FST recorded \$15.04M of revenue from all sources compared to a YTD forecast of \$16.7M. The decrease in revenue of \$1.7M is a result of less United Way revenue recognized for Community Programs, government revenues for community programs, Building inclusive communities and PassportONE.

Organization-wide expenses at the end of Q3 were \$14.7M with a forecast of \$16.7M. The variance of \$2M is a net result of lower expenses in most categories offset by higher professional services from PassportONE.

Excess of revenue over expenses on December 31, 2022, was \$308K. This amount reflects the unrestricted revenues (rental income, and donations).

The Q3 Forecast includes increased contributions to the Building Reserve fund, updates on forecasted spending in most expense categories, and corresponding revenues. The Q3 Forecast includes an excess of revenue over expense of \$224K. This amount reflects unrestricted revenues.

Community Programs

At the end of Q3, revenue in Community programs was \$3.7M compared to the YTD forecast of \$4.27M. The variance of \$573K is mainly attributable to less Government revenue and less United Way funding being recognized.

Total expenses in Q3 were \$3.7M with the YTD forecast of \$4.27M. The variance of \$573K is a result of lower expenses in salaries and benefits (\$422K), mainly attributable to vacancies in the Changing Lives programs.

The Q3 forecast for community programs has an overall revenue increase of \$83K with a projected increase of expenses of \$207K, bringing Community programs into a break-even position.

Building Inclusive Communities

Revenue at the end of Q3 was \$3.33M with a YTD forecast of \$3.81M. The variance of \$481K is mainly coming from government revenues.

Total expenses including ACA at the end of the period were \$3.32M with a budget of \$3.81M. The variance of \$485K is mainly due to underspending in most expense categories.

The Q3 Forecast has an increase in revenue of \$712K which includes Adult Protective Service Worker Program, additional funding for Passport Operations.

PassportONE

Revenue and expense at the end of Q3 was \$6.86M with the YTD forecast of \$7.46M. The variance of \$604K is mainly due to underspending in most expense categories.

The Q3 forecast has an increase in revenue of \$175K which includes one-time funding for year end staff to process claims and capital purchases. The professional fees for the PFI contract have been updated to reflect the letter of understanding.

Corporate Services

Revenue from all sources was \$1.16M, compared to the YTD Forecast of \$1.16M.

Total expenses were \$1.96M, compared to the YTD budget of \$2.23M. The variance of \$272K is comprised of underspending in salaries and benefits (\$196K), and underspending in most other categories. Professional fees are more than forecasted due timing (\$36K).

The Q3 Forecast includes increased contributions to the Building Reserve fund with a reduction of revenue that will be including in the Capital and Learning fund at year end.

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 \$40K.

The total capital asset additions as at Q3 were \$628K for PassportONE CRM solution (\$466K), ECRS (\$25K), 355 Church St. property (\$10K), Security First implementation (\$62K), and furniture for 128 Sterling (\$6K) and 355 Church St. Commons (\$59k).

FAMILY SERVICE TORONTO
Statement of Operations - Consolidated
2022-23

ATTACHMENT 1
DRAFT

	Variance between Act.YTD vs. Forecast YTD \$				Variance between Act.YTD vs. Prior Year Actual YTD %			Variance between Forecast vs. Budget Forecast %				Last Year Actual
	Q3 Actual YTD	Forecast YTD			Prior Year Q3 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$		Annual Budget	Forecast to year end at Q3			
REVENUE												
Government	11,791,871	13,219,885	(1,428,014)	-11%	10,938,186	853,684	8%	16,258,939	17,159,705	900,766	6%	15,229,830
United Way - Base Allocation	2,188,576	2,335,741	(147,165)	-6%	2,385,312	(196,736)	-8%	3,180,416	3,114,321	(66,095)	-2%	3,176,772
United Way - Other	361	750	(389)	-52%	49,677	(49,316)	-99%	1,000	1,000	-	0%	2,471
Foundations & Other Agencies	525,913	641,174	(115,261)	-18%	370,982	154,931	42%	554,990	864,733	309,743	56%	237,427
Client Fees	77,380	65,250	12,130	19%	69,133	8,247	12%	87,000	87,000	-	0%	91,406
Memberships, Donations & Bequests	51,628	75,000	(23,372)	-31%	98,821	(47,194)	-68%	100,000	70,000	(30,000)	-30%	109,339
Investment Income	89,120	48,112	41,008	85%	17,176	71,944	73%	20,700	140,700	120,000	580%	22,915
Property Rental Income	162,503	151,057	11,446	8%	208,635	(46,132)	-269%	331,900	151,409	(180,491)	-54%	194,917
Other	156,505	169,783	(13,278)	-8%	44,034	112,470	54%	85,000	110,282	25,282	30%	55,886
	15,043,855	16,706,752	(1,662,897)	-10%	14,181,957	861,898	6%	20,619,945	21,699,150	1,079,205	5%	19,120,963
EXPENSES												
Salaries	8,524,309	9,347,756	823,447	9%	8,312,505	(211,804)	-3%	11,920,631	12,213,675	(293,044)	-2%	11,176,424
Employee Benefits	1,515,783	1,837,243	321,460	17%	1,460,053	(55,730)	-4%	2,265,172	2,384,658	(119,486)	-5%	2,089,443
Funded Contracted Services	169,157	228,117	58,960	26%	119,498	(49,659)	-42%	278,143	304,156	(26,013)	-9%	277,415
Professional Fees	3,029,999	2,959,707	(70,292)	-2%	2,651,440	(378,559)	-14%	3,557,644	4,086,276	(528,632)	-15%	3,666,824
Building Occupancy	771,606	831,486	59,880	7%	759,186	(12,420)	-2%	1,082,885	1,138,225	(55,340)	-5%	994,023
Office	526,309	762,983	236,674	31%	494,113	(32,196)	-7%	964,415	767,310	197,105	20%	700,637
Transportation	8,090	84,960	76,870	90%	1,426	(6,663)	-467%	111,976	83,280	28,696	26%	2,227
Promotion	83,703	115,584	31,881	28%	9,882	(73,822)	-747%	73,562	154,112	(80,550)	-109%	22,817
Education and Conferences	80,833	88,745	7,912	9%	41,724	(39,109)	-94%	85,565	118,326	(32,761)	-38%	69,191
Other Expenses	25,862	449,988	424,126	94%	9,907	(15,955)	-161%	279,433	224,984	54,449	19%	42,110
	14,735,651	16,706,569	1,970,918	12%	13,859,734	(875,917)	-6%	20,619,426	21,475,002	(855,576)	-4%	19,041,111
Excess of Revenue over Expenses before ACA	308,204	183	308,021		322,222	(14,018)		519	224,148	223,629		79,852
Allocated Central Administration	-	-	-		-	-		-	-	-		-
Total before client purchase of service	308,204	183	308,021		322,222	14,018		519	224,148	223,629		79,852
Revenue - client purchase of service	264,168,827	268,402,912	(4,234,085)		210,352,574	53,816,253		357,861,722	357,870,549	8,827		369,349,772
Expense - client purchase of service	(264,168,827)	(268,402,912)	4,234,085		(210,352,574)	(53,816,253)		(357,861,722)	(357,870,549)	(8,827)		(369,349,772)
Net Excess of Revenue over Expenses	308,204	183	308,021		322,222	14,018		519	224,148	223,629		79,852

FAMILY SERVICE TORONTO
Statement of Operations - Community Programs
2022-23

ATTACHMENT 1
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REVENUE
Government
United Way - Base Allocation
United Way - Other
Foundations & Other Agencies
Client Fees
Memberships, Donations & Bequests
Investment Income
Other
EXPENSES
Salaries
Employee Benefits
Funded Contracted Services
Professional Fees
Building Occupancy
Office
Transportation
Promotion
Education and Conferences
Other Expenses
Excess of Revenue over Expenses before ACA
Allocated Central Administration
Total before client purchase of service
Revenue - client purchase of service
Expense - client purchase of service
Net Excess of Revenue over Expenses

Q3 Actual YTD	Forecast YTD	Variance between Act.YTD vs. Forecast YTD \$	Variance between Act.YTD vs. Forecast YTD %
2,055,608	2,395,083	(339,475)	-14%
1,407,603	1,574,051	(166,448)	-11%
-	-	-	0%
126,478	198,644	(72,166)	-36%
77,380	65,250	12,130	19%
28,694	22,500	6,194	28%
-	15,000	(15,000)	-100%
1,715	-	1,715	0%
3,697,478	4,270,528	(573,050)	-13%
2,671,951	2,970,524	298,573	10%
451,879	575,464	123,585	21%
133,867	149,831	15,964	11%
35,659	43,387	7,728	18%
117,584	89,936	(27,648)	-31%
72,409	74,415	2,006	3%
4,776	53,143	48,367	91%
76,179	81,084	4,905	6%
15,394	13,313	(2,081)	-16%
16,225	146,595	130,370	89%
3,595,924	4,197,692	601,768	14%
101,555	72,836	28,719	
(101,555)	(114,737)	13,182	
(0)	(41,901)	41,901	
95,787	107,813	(12,026)	
(95,787)	(107,813)	12,026	
(0)	(41,901)	41,901	

Prior Year Q3 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%
1,863,549	192,059	10%
1,479,729	(72,125)	-5%
49,508	(49,508)	-100%
47,215	79,264	168%
69,133	8,247	12%
47,715	(19,021)	-40%
-	-	0%
8,900	(7,185)	-81%
3,565,748	131,731	4%
2,753,256	81,305	3%
475,815	23,936	5%
87,618	(46,249)	-53%
39,904	4,244	11%
58,109	(59,475)	-102%
21,431	(50,978)	-238%
1,345	(3,431)	-255%
3,509	(72,670)	-2071%
7,437	(7,957)	-107%
16,846	621	4%
3,465,269	(130,654)	-4%
100,478	1,076	
(100,478)	(1,077)	
0	-	
90,097	5,690	
(90,097)	(5,690)	
0	-	

Annual Budget	Forecast to year end at Q3	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
2,990,045	3,193,444	203,399	7%	2,781,289
2,098,734	1,764,603	(334,131)	-16%	1,863,293
-	-	-	0%	-
60,827	264,859	204,032	335%	115,199
87,000	87,000	-	0%	91,407
20,000	30,000	10,000	50%	56,565
20,000	20,000	-	0%	-
-	-	-	0%	14,275
5,276,606	5,359,906	83,300	2%	4,922,028
3,959,410	3,735,699	223,711	6%	3,674,893
754,757	707,285	47,472	6%	660,879
166,455	199,775	(33,320)	-20%	175,296
51,400	57,849	(6,449)	-13%	57,172
79,777	119,915	(40,138)	-50%	102,693
87,678	99,220	(11,542)	-13%	66,817
85,186	40,858	44,328	52%	2,145
27,562	108,112	(80,550)	-292%	9,873
4,900	17,750	(12,850)	-262%	13,030
196,650	120,460	76,190	39%	22,213
5,413,775	5,206,923	206,851	4%	4,785,011
(137,169)	152,982	290,151		137,017
(133,038)	(152,982)	(19,944)		(137,017)
(270,207)	0	270,207		-
142,430	143,750	1,320		126,754
(142,430)	(143,750)	(1,320)		(126,754)
(270,207)	0	270,207		-

FAMILY SERVICE TORONTO
Statement of Operations - Building Inclusive Communities
2022-23

ATTACHMENT 1
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REVENUE
Government
United Way - Base Allocation
United Way - Other
Foundations & Other Agencies
Client Fees
Memberships, Donations & Bequests
Investment Income
Other
EXPENSES
Salaries
Employee Benefits
Funded Contracted Services
Professional Fees
Building Occupancy
Office
Transportation
Promotion
Education and Conferences
Other Expenses
Excess of Revenue over Expenses before ACA
Allocated Central Administration
Total before client purchase of service
Revenue - client purchase of service
Expense - client purchase of service
Net Excess of Revenue over Expenses

			Variance between Act.YTD vs. Forecast YTD \$	Variance between Act.YTD vs. Forecast YTD %
Q3 Actual YTD	Forecast YTD			
2,975,520	3,394,532	(419,012)	-12%	
-	-	-	0%	
-	-	-	0%	
345,319	414,994	(69,675)	-17%	
-	-	-	0%	
-	-	-	0%	
-	-	-	0%	
8,111	-	8,111	0%	
3,328,950	3,809,526	(480,576)	-13%	
2,165,638	2,297,456	131,818	6%	
398,154	429,794	31,640	7%	
26,443	63,106	36,663	58%	
6,039	11,250	5,211	46%	
291,218	269,035	(22,183)	-8%	
54,435	62,985	8,550	14%	
3,064	28,442	25,378	89%	
-	450	450	100%	
41,577	36,245	(5,332)	-15%	
3,021	283,563	280,542	99%	
2,989,589	3,482,326	492,737	14%	
339,361	327,200	12,161		
(334,536)	(327,200)	(7,336)		
4,825	-	4,825		
1,599,123	2,104,314	(505,191)		
(1,599,123)	(2,104,314)	505,191		
4,825	-	4,825		

			Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%
Prior Year Q3 Actual				
2,547,736	427,784	17%		
-	-	0%		
-	-	0%		
285,285	60,034	21%		
-	-	0%		
-	-	0%		
-	-	0%		
3,449	4,662	135%		
2,836,470	492,480	17%		
1,795,147	(370,491)	-21%		
331,430	(66,724)	-20%		
21,643	(4,800)	-22%		
4,198	(1,841)	-44%		
335,403	44,185	13%		
30,220	(24,216)	-80%		
3	(3,061)	-102379%		
-	-	0%		
22,369	(19,208)	-86%		
762	(2,259)	-296%		
2,541,174	(448,415)	-18%		
295,296	44,065			
(296,865)	(37,671)			
(1,569)	(6,394)			
1,534,755	64,367			
(1,534,755)	(64,367)			
(1,569)	(6,394)			

			Variance between Forecast vs. Budget %	Last Year Actual
Annual Budget	Forecast to year end at Q3	Variance between Forecast vs. Budget		
3,602,901	4,255,620	652,719	18%	3,875,644
-	-	-	0%	-
-	-	-	0%	-
494,163	553,325	59,162	12%	78,844
-	-	-	0%	-
-	-	-	-	-
-	-	-	0%	-
-	-	-	0%	1,847
4,097,064	4,808,945	711,881	17%	3,956,335
2,590,383	3,063,274	(472,891)	-18%	2,449,375
465,339	573,059	(107,720)	-23%	459,510
91,448	84,141	7,307	8%	77,922
30,722	15,000	15,722	51%	19,777
373,088	388,290	(15,202)	-4%	456,809
42,627	83,980	(41,353)	-97%	63,464
22,290	37,922	(15,632)	-70%	3
600	600	-	0%	-
28,415	48,326	(19,911)	-70%	30,952
56,344	78,084	(21,740)	-39%	1,137
3,701,256	4,372,677	(671,421)	-18%	3,558,949
395,808	436,268	40,460		397,386
(395,808)	(436,268)	(40,460)		(395,820)
-	0	0		1,566
2,798,245	2,805,752	7,507		2,201,590
(2,798,245)	(2,805,752)	(7,507)		(2,201,590)
-	0	0		1,566

FAMILY SERVICE TORONTO
Statement of Operations - PassportONE
2022-23

ATTACHMENT 1
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	Q3 Actual YTD	Forecast YTD	Variance between Act. YTD vs. Forecast YTD \$	Variance between Act. YTD vs. Forecast YTD %	Prior Year Q3 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 Q3	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
REVENUE												
Government	6,760,743	7,430,270	(669,527)	-9%	6,526,901	233,842	4%	9,665,993	9,710,641	44,648	0%	8,916,787
United Way - Base Allocation	-	-	-	0%	-	-	0%	-	-	-	0%	-
United Way - Other	-	-	-	0%	-	-	0%	-	-	-	0%	-
Foundations & Other Agencies	9,834	-	9,834	0%	9,834	9,834	0%	-	9,834	9,834	0%	-
Client Fees	-	-	-	0%	-	-	0%	-	-	-	0%	-
Memberships, Donations & Bequests	-	-	-	0%	-	-	0%	-	-	-	0%	-
Investment Income	87,942	32,587	55,355	55355%	16,581	71,361	430%	-	120,000	120,000	0%	22,126
Other	977	733	244	244%	163	814	499%	-	977	977	0%	162
	6,859,496	7,463,590	(604,094)	-8%	6,543,645	315,851	5%	9,665,993	9,841,452	175,459	2%	8,939,075
EXPENSES												
Salaries	2,822,119	3,145,767	323,648	10%	2,925,207	103,088	4%	4,246,872	4,194,357	52,515	1%	3,981,583
Employee Benefits	549,364	588,564	39,200	7%	535,547	(13,816)	-3%	820,283	784,752	35,531	4%	735,831
Funded Contracted Services	911	3,750	2,839	76%	2,202	1,291	59%	5,000	5,000	-	0%	5,578
Professional Fees	2,624,324	2,576,709	(47,615)	-2%	2,259,715	(364,609)	-16%	3,074,422	3,575,612	(501,190)	-16%	3,069,127
Building Occupancy	135,633	182,430	46,797	26%	153,170	17,537	11%	243,240	243,240	-	0%	205,621
Office	48,326	241,875	193,549	80%	68,586	20,260	30%	322,500	72,500	250,000	78%	98,804
Transportation	196	2,250	2,054	91%	-	(196)	0%	3,000	3,000	-	0%	-
Promotion	7,496	28,275	20,779	73%	6,373	(1,124)	-18%	37,700	37,700	-	0%	12,869
Education and Conferences	2,729	25,688	22,959	89%	1,852	(877)	-47%	34,250	34,250	-	0%	16,757
Other Expenses	118	-	(118)	0%	128	10	8%	-	-	-	0%	253
	6,191,215	6,795,308	604,093	9%	5,952,778	(238,437)	-4%	8,787,267	8,950,411	(163,144)	-2%	8,126,423
Excess of Revenue over Expenses before ACA	668,281	668,282	(1)		590,867	77,414		878,726	891,041	12,315		812,652
Allocated Central Administration	(668,281)	(668,282)	1		(590,867)	(77,414)		(878,726)	(891,041)	(12,315)		(812,652)
Total before client purchase of service	(0)	-	(0)		(0)	(0)		-	-	-		-
Revenue - client purchase of service	262,473,917	266,190,785	(3,716,868)		208,727,722	53,746,195		354,921,047	354,921,047	-		367,021,615
Expense - client purchase of service	(262,473,917)	(266,190,785)	3,716,868		(208,727,722)	(53,746,195)		(354,921,047)	(354,921,047)	-		(367,021,615)
Net Excess of Revenue over Expenses	(0)	-	(0)		(0)	(0)		-	-	-		-

FAMILY SERVICE TORONTO
Statement of Operations - Corporate Services
2022-23

ATTACHMENT 1
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REVENUE
Government
United Way - Base Allocation
United Way - Other
Foundations & Other Agencies
Client Fees
Memberships, Donations & Bequests
Investment Income
Property Rental Income
Other
EXPENSES
Salaries
Employee Benefits
Funded Contracted Services
Professional Fees
Building Occupancy
Office
Transportation
Promotion
Education and Conferences
Other Expenses
Excess of Revenue over Expenses before ACA
Allocated Central Administration
Total before client purchase of service
Revenue - client purchase of service
Expense - client purchase of service
Net Excess of Revenue over Expenses

Q3 Actual YTD	Forecast YTD	Variance between Act.YTD vs. Forecast YTD \$	Variance between Act.YTD vs. Forecast YTD %
-	-	-	0%
780,972	761,690	19,282	3%
361	750	(389)	-52%
44,282	27,536	16,746	1674579%
-	-	-	0%
22,934	52,500	(29,566)	-56%
1,178	525	653	124%
162,503	151,057	11,446	8%
145,701	169,050	(23,349)	-14%
1,157,930	1,163,108	(5,178)	0%
864,601	934,009	69,408	7%
116,386	243,421	127,035	52%
7,936	11,430	3,494	31%
363,977	328,361	(35,616)	-11%
227,172	290,085	62,913	22%
351,138	383,708	32,570	8%
53	1,125	1,072	95%
28	5,775	5,747	100%
21,133	13,500	(7,633)	-57%
6,498	19,830	13,332	67%
1,958,923	2,231,244	272,321	12%
(800,993)	(1,068,136)	267,143	
1,104,372	1,110,218	(5,846)	
303,379	42,082	261,297	
-	-	-	
-	-	-	
303,379	42,082	261,297	

Prior Year Q3 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%
-	-	0%
905,583	(124,612)	-14%
169	191	113%
38,483	5,799	15%
-	-	0%
51,106	(28,173)	-55%
595	582	98%
208,635	(46,132)	-22%
31,522	114,179	362%
1,236,094	(78,164)	-6%
838,896	(25,705)	-3%
117,261	875	1%
8,035	100	1%
347,624	(16,353)	-5%
212,505	(14,667)	-7%
373,876	22,738	6%
78	25	32%
-	(28)	0%
10,067	(11,066)	-110%
(7,829)	(14,327)	183%
1,900,514	(58,409)	-3%
(664,420)	(136,573)	
988,210	116,162	
323,790	20,411	
-	-	
-	-	
323,790	20,411	

Annual Budget	Forecast to year end at Q3	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
-	-	-	0%	-
1,081,682	1,349,718	268,036	25%	1,313,479
1,000	1,000	-	0%	2,471
0	36,715	36,715	3671490%	43,385
-	-	-	0%	-
80,000	40,000	(40,000)	-50%	52,774
700	700	-	0%	790
331,900	151,409	(180,491)	-54%	194,917
85,000	109,305	24,305	29%	39,782
1,580,282	1,688,847	108,565	7%	1,647,598
1,123,965	1,220,345	(96,380)	-9%	1,128,782
224,793	319,561	(94,768)	-42%	175,013
15,240	15,240	-	0%	18,619
401,100	437,815	(36,715)	-9%	515,140
386,780	386,780	-	0%	228,900
511,610	511,610	-	0%	469,912
1,500	1,500	-	0%	78
7,700	7,700	-	0%	76
18,000	18,000	-	0%	8,453
26,440	26,440	-	0%	18,506
2,717,128	2,944,990	(227,862)	-8%	2,563,479
(1,136,846)	(1,256,143)	(119,297)		(915,881)
1,407,573	1,480,291	72,718		994,167
270,727	224,148	(46,579)		78,286
-	-	-		
-	-	-		
270,727	224,148	(46,579)		78,286



FAMILY SERVICE TORONTO
For People. For Change.

Q3 Risk Report

Prepared by: Financial Services
Date: February 3, 2023



22-23 Risk Register

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)	Q3 Report back
Governance										
1.	Culture	H	L	None	<ul style="list-style-type: none">Development of new FST collaborative intranet channelEmployee engagement team ongoing; townhalls; staff updates; giving good and bad news; regular meetings with Union.Many initiatives happening at once this year and potential to miss a communication is high.New employee recognition program, FST Connect Program, New Staff Orientation Program	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> <p>FST Employee winter solstice recognition event was well received with over 50 staff being recognized by their peers either individually or as a team.</p>
2.	Board	M	L	None	<ul style="list-style-type: none">Executive Director and Board understand their distinct roles to support effective working relationship.	L	Board ED	Governance policies clearly delineate roles. Board recruitment process and annual orientation emphasize role differentiation.	Stable	The Board and the ED held an in-camera session at the Board meeting held on September 21.

22-23 Risk Register										
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								Executive Director position description emphasizes role differentiation. Regular ED performance appraisal in place		Governance committee meets regularly in 22-23.
3.	Not meeting the legal compliance requirements	M	M	None	<ul style="list-style-type: none"> On-going monitoring; quarterly compliance reports to Board Annual compliance with legislation report to Board 	N	Board ED		Stable	<p>Annual compliance report submitted to the board for November 23 Meeting. No issues to report.</p> <p>FSRA reviewed and accepted changes to FST pension plan.</p>
Business Risk: Financial Reporting										
4.	Fraud and financial misstatement	H	H	None	<ul style="list-style-type: none"> Internal controls designed and tested for effectiveness. Change in policies impacting financial reporting and financial management reviewed and approved by FAC and Board annually Annual PP1 audit by KPMG Auditor rotation considered via formal RFP process as FAC deems necessary Auditor recommendations reviewed, and plan/execution of remediation discussed at FAC post-audit and approved PP1 staff undergo fraud training on hire and discuss during team meetings 	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> <p>No Management letter was received for 21-22 Audit.</p> <p>Financial Affairs Committee met with the Audit firm Deloitte and approved the audit plan</p>

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7.	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	<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 and planned to be completed by the end of the fiscal.</p> <p>Cyber Security Insurance was in place by Sep 15.</p>
8.	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	Contracts are being centralized in Finance. Engaged vendors in possible solutions for contract management tools.
9.	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	The Commons project to refresh the Café was completed and the tenant Hard Feelings has moved in and ready to open to the public with a soft launch on February 9.
10.	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 funding from MCCSS for additional staff in Passport program extended until March 2023 (to reduce workload related breeches) 	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>	Stable	<p>Passport has hired additional Passport Coordinators for fiscal 22-23.</p> <p>Privacy breeches remain at the same level as last fiscal.</p>

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								Huddles held if there is a breach and mitigation strategies identified. Legal counsel sought if needed.		
11.	Loss or corruption of data	M	M	None	<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 	M	IT Department Directors		stable	<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 all connections to our network and planned to be fully operational by the end of the fiscal.</p>
Business Risk: HR/Labour										
12.	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) Providing enhanced pension plan to staff and modified benefits plan to contract staff. Revision of Recruitment & Selection Policy to accelerate process. 	M	HR Department ED	<p>HR exploring other retention strategies;</p> <p>Automating and accelerating recruitment processes through Applicant Tracking System (STS)</p>	Up	<p>Senior Management underwent EDI training in the summer of 2022. Managers underwent EDI training in the fall of 2022.</p> <p>Collective Agreement was successfully negotiated in the summer of 2022.</p>

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13.	Employee Communication	H	L	None	<ul style="list-style-type: none"> Development of new FST collaborative intranet channel Employee engagement committee ongoing; townhalls; staff updates; giving good and bad news; regular meetings with Union 	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.
14.	Lack of adequate succession planning at executive management level	H	M	None	<ul style="list-style-type: none"> FST invested significantly as an organization in manager level to ensure succession planning Formal process of ED back-up implemented. Creation of Team Leads as crosswalk positions for BU/EXCL staff to management roles 	M	ED HR Department Directors		Stable	<p>FST organizational review is ongoing and will be presented in the new year.</p> <p>Team leads have been filled in the BIC programs and Community Engagement team.</p>
15.	Staff morale	M	M	None	<ul style="list-style-type: none"> Regular staff satisfaction survey 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 Employee Engagement Team 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 	M	ED HR Department Directors		Stable	<p>FST successfully negotiated a 3-year collective agreement.</p> <p>Employee engagement team continues to meet.</p> <p>There have been no grievances on Q3 and over the last 2+ years</p>

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Business Risk: Reputational										
16.	Corporate / Community Communication	H	M	None	<ul style="list-style-type: none"> Provide additional resources and review use of existing resources Develop comprehensive corporate community communication strategy 	M	ED Communications Department Directors		Stable	<p>Work is underway on the corporate community communication strategy.</p> <p>An updated report is due by the end of the fiscal.</p>
17.	Adverse publicity – issue specific	L	M	None	<ul style="list-style-type: none"> Centralized media calls and use of website/social media to clarify and provide dialogue 	L	Communications Department Directors		Stable	FST has not been contacted by the media other than in a positive manner.
18.	Poor service to clients if staff are not culturally competent	M	M	None	<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 	M	HR Department Directors		Stable	<p>FST has a complaints policy.</p> <p>Senior management has undergone EDI training and continue to develop strategies to implement their learning.</p> <p>Managers underwent EDI training in the fall as a continuation of the EDI workplan.</p>
19,	Acceptable client wait-times	M	M	None	<ul style="list-style-type: none"> Manage wait time Seek ST approval to close wait list 	M	Program Directors		Stable	The wait list is open and being actively managed.

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					<ul style="list-style-type: none">Teams have ways of prioritizingProcess to respond to urgent callsAll 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.					