FAMILY SERVICE TORONTO
For People. For Change.
Strategic Plan: 2021 - 2026

Open Hearts
Healthy Minds
Strong Communities

Q4 Service, Financial and Risk Report

May 17, 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 area~~s~~ 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.

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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

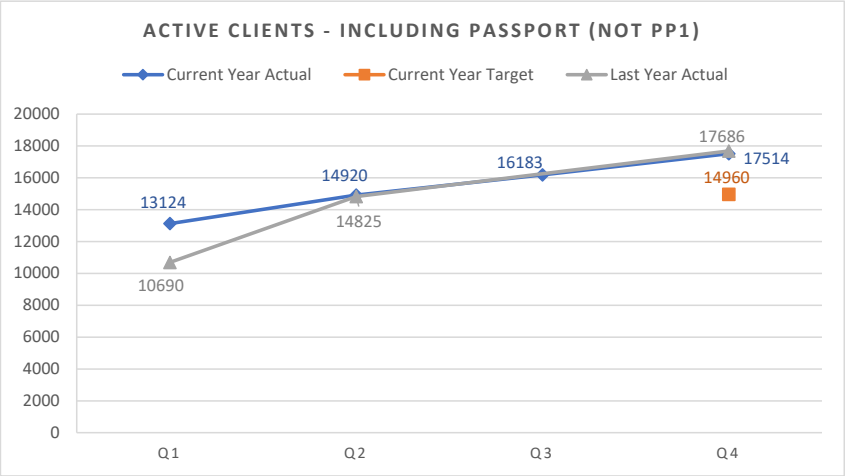
Research, Evaluation and Planning
Student Placement
Accreditation
Grant Writing

CORPORATE SERVICES

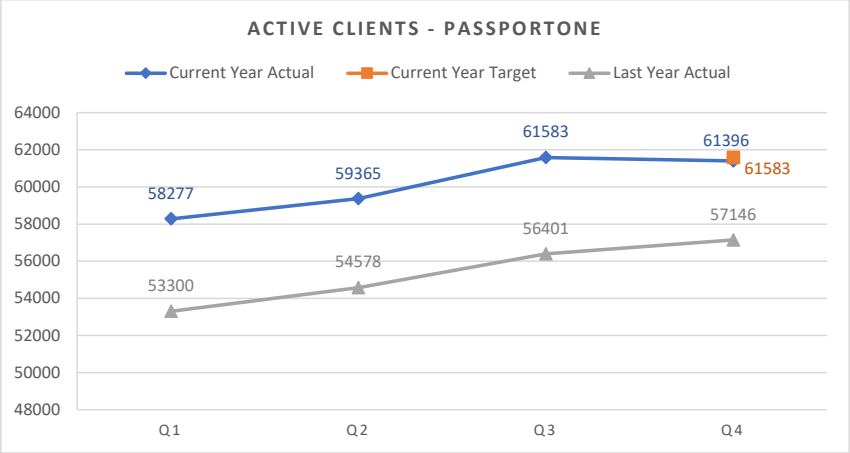
Finance
Human Resources and Volunteers
Technology, Communications and Facilities
Executive Director's Office

2022-2023 Q4 Service Report
Date: 10 May, 2023

CLIENTS SERVED SNAPSHOT



By end of Q4, all FST programs combined have exceeded annual # of clients target (117%)



PassportONE has met its annual # of clients target by the end of Q4 (100%)

Seniors Friendly Chat Program
14 Served

Virtual Daily Walk-In Counselling Clinic - 1212 Visits

Group Peer Support and Workshops Offered through Community Engagement Program - 323

SOCIAL ACTION

Group Meetings Convened and Supported to Facilitate Action - 76

Individuals Engaged (not unique) - 2120

2022-2023 Q4 Service Report
Date: 10 May, 2023

PROGRAM PROFILE

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Changing Lives - Community Counselling & Mental Health Programs				
Clients	3,380	2,365	143%	
Contacts	22,655	22,300	102%	
FTEs (100% Target)	28.14	29.84	94%	
Family Violence Programs				
Clients	2,281	1,583	144%	
Contacts	19,432	14,310	136%	
FTEs (100% Target)	13.15	13.23	99%	
Community Engagement Programs				
Clients	763	416	183%	
Workshops/Peer Support Sessions	323	-	-	
Broadcast Listeners (Includes Social Media)	670,425	10,000	6704%	
FTEs (100% Target)	8.94	8.10	110%	
Building Inclusive Communities - Developmental Services Programs				
B1: PassportONE Active Clients	61,396	61,583	100%	
B2: FST Passport Clients	10,311	10,049	103%	
B3: Options Adult and PDP Clients	468	366	128%	
B5 Options Children and CSP clients	228	101	226%	
B4 IQAL and JR clients	83	80	104%	
B3: Contacts	18,972	19,032	100%	
B5: Contacts	4,964	5,252	95%	
FTEs (100% Target)	118.35	119.61	99%	
Social Action				
Individuals Engaged - Participants (not unique)	2,120	3,224	66%	
Website Traffic/Social media engagement*	20,833	-	-	
Government relations - meeting with elected officials and public servants	49	20	245%	
Number of publications or government submissions for our work and the work of our partners	85	31	274%	
Public presentations	21	17	124%	
Group meetings convened (to facilitate action)	76	-	-	
FTEs (100% Target)	3.69	4.71	78%	
Service Access Unit (Waiting for actual # served)				
Call Volume	19,758	-	-	
FTEs *(reported above in CL Mental Health)*	3.03	3.11	97%	

Services with no Direct Clients Served				
	Actual # (YTD)	**Target # (Annual)**	**% Target Reached (YTD)**	**Status**
Other FTEs				
Corporate Services	14.23	13.65	104%	
Knowledge Building	2.92	3.70	79%	
Students and Volunteers				
Students	12	9	133%	
Student Hours	1,980	-	-	
Volunteers	45	30	150%	
Volunteer Hours	983	922	107%	

**** 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:

Changing Lives - Community Counselling & Mental Health Programs: David Kelley Services, General Counselling, Families in Transition, Seniors and Caregivers Support Service, Sexual Assault Initiative, Walk-in Clinic, West End Sexual Assault Team. Also includes FTEs for General Reception and Support, and Service Access Unit

Family Violence Programs: Next Steps - Partner Assault Response, Partner Contact, Violence Against Women

Community Engagement Programs: Healthy Families Healthy Communities, Growing Up Healthy Downtown, Illahee Community Connections, Senior Community Connections. Also includes FTEs for Neighbourhood and Friends, New Horizon Seniors

Building Inclusive Communities - Developmental Services Programs: Coordinated Service Planning, Options Children, Options Adult, Passport, PassportONE, Person Directed Planning

Corporate Services: Communications, Executive Office, Facilities, Finance, Human Resources, Technology, Volunteer Services

Social Advocacy: Campaign 2000 and Ontario Campaign 2000, FST Social Action and Community Building

Knowledge Building: Evaluation, Grant Writing, Operational and Strategic Planning, Research, Students

FST Q4 Report 2022-2023 Non-TREAT Data - 10 May, 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	22-23 Quarter 4	% Target Reached (YTD)	Status
CE - Social media - Radio Listeners*	10,000	313,722	632,255	632,255	670,425	6704%	

1

Building Inclusive Communities (BIC) Developmental Services Programs							
Indicator	Target 22-23	22-23 Quarter 1	22-23 Quarter 2	22-23 Quarter 3	22-23 Quarter 4	% Target Reached (YTD)	Status
B1: PassportONE Claims Processed (##)	486,722	136,547	252,428	363,597	532,197	109%	
B1: PassportONE POS Amount ($$)	$ 350,337,905.14	$ 57,923,214.00	$ 159,723,752.00	$ 262,659,936.74	$ 431,015,316.50	123%	
B2: FST Passport Claims Processed (##)	52,977	16,285	31,163	43,188	64,614	122%	
B2: FST Passport POS Amount ($$)	$ 52,016,912.00	$ 9,991,753.00	$ 26,388,979.00	$ 42,405,461.50	$ 67,463,929.35	130%	
B4: Options IQAL & JR Invoices Processed (##)	3,620	608	1,495	2,643	3,598	99%	
B4: Options IQAL & JR POS Amount ($$)	$ 2,364,475.00	452,724.00	$ 1,031,087.06	$ 1,598,545.00	$ 1,900,441.32	80%	
Community Presentations (Committee Participation) hours (##)	1008	340	607.5	1,098	2,087.50	207%	
Serious Occurrence Report (SOR) (##)	0	26	50	75	95	-	
Ombudsman/MPP/MCCSS Inquries (##)	0	12	22	29	32	-	

Social Action							
Indicator	Target 22-23	22-23 Quarter 1	22-23 Quarter 2	22-23 Quarter 3	22-23 Quarter 4	% Target Reached (YTD)	Status
# of Government Relations meetings	20	16	24	32	49	245%	
# of publications, submissions, tools	31	13	15	21	85	274%	
# of presentations, workshops	17	-	-	12	21	124%	
Public meetings	-	-	-	68	76	-	
Website Traffic/Social media engagement	-	5,678	9,153	14,016	20,833	-	

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*

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Q4 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

2021-2026 **Goals** • Work more collaboratively towards shared goals • Strengthen internal communications • Share ownership and responsibility for performance **Actions** • Focus on staff engagement and meaningful client participation and peer work • Invest in internal and external communications • Strengthen IT systems for improved service delivery	**Y2 Activities**	**Status**	**EDI Implications**
	1. Strengthen collaborative internal communication channels and strategies such as Town Halls, FST Connect Program weekly staff updates, and an up-to-date FST Intranet (including Staff Directory) to enhance staff engagement, accountability, and succession planning.	➔	This will support a more in depth understanding of each program's work through deeper conversations, awareness and engagement. This will also create increased opportunity for clients.
	2. Use plain and clear language for documentation	➔	
	3. Promote relationship building with external stakeholders	➔	
	4. Increase communication and promotion of volunteer and student program	➔	
	5. Provide training for management team on required competencies, including accessible communication and recognition practices	➔	
	6. Initiate and maintain the internal referral mechanism in TREAT to support streamlined communication and access to FST services.	➔	

Narrative: Internal communication channels were strengthened with the exception of the intranet which will be carried over to 2023-24. Volunteer Resources (VR) implemented a comprehensive social media campaign to increase awareness of National Volunteer Week. For the first time, staff participated as volunteers for the Social Action conference. Volunteer Supervisors were recognized in monthly Staffing Changes/Recognition email. HR and Volunteers participated in 2nd Lunch & Learn promoting National Accessibility Week. Management were provided training on Staff Recognition. They also provided input on the Recognition Program and the importance of their role in the process was highlighted. Discussion with ED on Building and Sustaining a Culture of Trust and the key role played by Managers in the process.

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

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Q4 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
Goals • Rethink approach to counselling services • Double access to counselling services • Introduce more group and virtual options **Actions** • Create new service models • Establish partnerships to build access • Pursue health funding and other revenues	1. Develop enhanced pathways to counselling and group supports internal and external to FST	➔	Focus mental health counselling supports on equity seeking supports
	2. Develop partnership with the Downtown East Non-Police Crisis response to support diversion of people in mental health distress from a policing response	➔	Provision of trauma-informed, strengths-based supports within a partnership model

Narrative: Partnership building with Hard Feelings continues, as they have opened their space in the Commons. FST is developing low barrier access to service navigation supports for persons accessing counselling supports through the Toronto Community Crisis response program as an additional component of counselling supports being offered. This is being put in place due to the multiple intersectional needs of clients being referred to the program. The newly initiated Transitional Housing and Support program in the VAW program is attracting internal and external referrals and is providing critical housing supports as well as referrals to other sectors such as legal supports, food security etc.

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

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Q4 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	Y2 Activities	Status	EDI Implications
Goals • Challenge the status quo • Engage with men • Strengthen supports to women's shelters **Actions** • Convene system actors • Develop new programs for men • Strengthen advocacy	1. Implement VAW walk-in services and short-term support model designed to support women-identified clients experiencing gender-based violence with most significant issue they are currently dealing with.	➔	Provide supports to women from a range of diverse communities.
	2. Continue to seek funding supports to develop life skills-based group work for men.	↘	Support men who are at risk of using violence or who have used violence in close personal relationships and/or men who have experienced abuse to develop the skills and strategies they need to successfully cope with life challenges.
	3. Work in partnership with indigenous serving organization to develop and implement workshops for newcomers on Truth and Reconciliation.	➔	History of colonization and its negative impacts are discussed with newcomers to Canada.

Narrative: Extensive work is underway to develop an Indigenous Learning event early in FY2324. Much has been learned about Nation-to-Nation work and key issues to consider when developing such an event. The VAW program has successfully integrated their short-term support model into the work of the team. All clients calling requesting service are now seen for the first time within two to five days of their first service request.

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

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Q4 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	Y2 Activities	Status	EDI Implications
Goals • Refine the Passport model • Strengthen program accountability • Provide stewardship **Actions** • Invest in the model • Communicate findings • Expand administrative platform	1. Enhance and develop communications and information materials for staff, clients and other stakeholders in plain language	➔	
	2. Expand capacity building through professional development & develop individual succession plans	➔	
	3. Expand and formalize external partnerships (counselling/ social action initiatives).	➔	
	4. Program Development • 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:

1. New Passport Guidelines released by MCCSS in March 2023 and communicated to all Passport Recipients. We received new passport brochures in English and French as part of new communication tools for clients; and that we are undertaking a strategy to promote e-platform use as per our work with OPAN/working groups.
2. Passport eclaim forms adapted to support Passport Program Guidelines and trainings offered to stakeholders and recipients on the changes.
3. ASPW Housing Imitative-Year 1 closing March 31, 2023. Contract positions ending and FST staff will be completing their own eligibility assessments for clients.
4. Grant proposal to run labs for clients to build skills and access community resources submitted for review.
5. All Passport Service Agreements and forms reviewed for clarity and simplicity.
6. All staff completed First Aid training. Options staff completed Crisis Prevention and Intervention training and managers completed Naloxone training for Opioid poisonings.
7. An Occupational Therapist has joined the Children's team as a volunteer consultant.
8. The Children's team presented training to FIT programs, ministry reps and external partners on creating supports and connections for clients.

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

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Q4 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 • Renew networks • Develop new calls • Strengthen connection to programs **Actions** • Integrate research and advocacy functions • Identify and pursue new policy goals • Supply applied research expertise	1. Sustainable Development Goals (SDGs) community conversations in Toronto and in communities across the country, focus on local and indigenous sources of knowledge to inform poverty reduction	➔	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 continues to work 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 ✓

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Q4 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** • 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.	➔	Valuing Equity, Diversity and Inclusion (EDI) is one of the core competencies that can be developed over four stages of growth.
	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: In December 2022, managers were updated on the Developmental Services Workforce Initiative, Modernizing the Core Competencies. They were provided with information on accessing the tools and modules on competency- based self-assessment, coaching and behavior-based interviews. Reinforcement and examples of the core competencies were included in regular HR communication to the management team and through webinars. Training for service delivery staff is carried over to 2023-24. Sustained efforts for staff to develop leadership/management skills through the use of volunteers has continued and made more challenging with the increase of work from home schedules and decreased demand for volunteers. The Volunteer Resources program has increased the use of social media to promote the program and attract new volunteers.

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

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Q4 Operational Plan 22-23 – Year 2 Strategic Plan

Culture

Year 2: 2022-2023
Lead: Executive Director and Director, Human Resources and Volunteers

2021-2026 **Goals** • 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	**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.	➔	
	2. Recognition Program implemented consisting of 3 key components: Colleague to Colleague Recognition, Staff/Team Appreciation On-The-Spot Awards and the Fantastic Strategic Thinkers (FST) Awards.	➔	
Narrative: The combined Staff and Management task force planned and presented the 2022 Annual Staff Recognition event. Employees selected by a peer or manager for 'Fantastic Strategic Thinker Awards' were recognized at this event.			

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

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Q4 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** • 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 determined that enhancing the current systems will not provide the needed functionality and reporting. A needs analysis and planning for new HR/Payroll and Finance systems will be commence in FY2023-24. Cybersecurity training was completed for more than 200 staff and full multi-factor authentication deployed in Q4.

IT service model changes deferred to fiscal 2023-24.

A Quality Committee of the Board was established. First inaugural informal meeting planned for April 2023.

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

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Q4 Operational Plan 22-23 – Year 2 Strategic Plan

Funding

Year 2: 2022-2023
Lead: Executive Director & Director, IT, Communication and Facilities

2021-2026 **Goals** • 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	**Y2 Activities**	**Status**	**EDI Implications**
	1. Further pursue development and rental possibilities of the 4th floor at 355 Church	➔	
	2. Transition of Café space to Commons space at 355 Church Street	✓	Construction addressed AODA requirements for the Welcome Desk.
Narrative: Work to pursue development and rental of the Fourth floor is ongoing. Construction and renovations were completed by end of Q3 with modifications complete for launch early in Q1, Fiscal 2023-24.			

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

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Q4 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** • We will ensure that a community development ethos is at the heart of our services • We will work to engage our service users and communities to ensure that our services are responsive and appropriate • We will support individuals and communities to take action on the issues that matter to them	**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.

Narrative: Internal and external communications audits were completed by March 31. The findings will inform the development and delivery of a strategic communications plan in fiscal 2023-24.

As part of the follow-up of the Connect meeting for Peer support, we are working with the team, including two people with lived expertise on the development of two manuscripts and a presentation at the 19th Biennial Conference of the Society for Community Research and Action. The focus is on 'Nothing about us, without us". The overall theme is: Where Do We Go From Here? Dreaming New Community Futures.

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

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March 31, 2023 (Q4) Financial Report

Prepared by: Financial Services
Date: May 5, 2023

Summary

At the end of Q4 F22-23, FST recorded $20.9M of revenue from all sources compared to a YTD forecast of $21.7M. The decrease in revenue of $800K is a result of less government revenue for PassportONE.

Organization-wide expenses at the end of Q4 were $20.6M with a forecast of $21.5M. The variance of $900K is a net result of lower expenses in most categories.

Excess of revenue over expenses on March 31, 2023, was $320K. This amount reflects the unrestricted revenues (rental income, and donations).

Community Programs

At the end of Q4, revenue in Community programs was $5.29M compared to the YTD forecast of $5.36M. The variance of $70K is mainly attributable to less Government revenue and investment income, offset by more than anticipated revenues in other categories.

Total expenses in Q4 were $5.11M with the YTD forecast of $5.21M. The variance of $100K is a result of lower expenses in salaries and benefits ($110K), mainly attributable to vacancies in the Changing Lives programs.

Building Inclusive Communities

Revenue at the end of Q4 was $4.89M with a YTD forecast of $4.81M. The variance of $80K mainly comes from government revenues.

Total expenses, including ACA at the end of the period were $4.88M with a forecast of $4.81M. The variance of $70K is mainly due to higher expenses in funded contracted services for the APSW project ($107K), salaries and benefits ($34K) offset by underspending on transportation ($32K) and other expenses ($75K).

PassportONE

Revenue and expenses at the end of Q4 was $9.31M with the YTD forecast of $9.84M. The variance of $528K is mainly due to underspending in Salaries ($335K) and professional fees ($67K). This is offset by Capital asset expenditures of $272K over the

$500K allocated funding for fiscal 22-23. Interest earned on PassportONE client purchase of service of $218K is to be returned to MCCSS as per contract requirements.

Corporate Services

Revenue from all sources was $1.61M, compared to the YTD Forecast of $1.69M (excluding ACA). The variance of $80K is mainly attributable to United Way funding ($122K) used for unfunded 128 Sterling Road leasehold improvements, less than anticipated general donations ($30K), property rental income ($50K) used for Capital reserve fund, offset by other revenues ($77K).

Total expenses were 2.63M, compared to the YTD budget of $2.94M. The variance of $313K is comprised of underspending in salaries and benefits ($168K), and the underspending of $122K in building occupancy is a result of expenses being allocated to programs.

Capital and Learning Fund

FST received $63K in distribution payments from the 128 Sterling Road Joint Venture, bringing the fiscal total to $182K. FST's portion of the venture's surplus for the fiscal was $110K.

The total capital asset additions as at Q4 were $1.123M. This comprised of PassportONE CRM solution ($772K), 355 Church St. Commons ($148k), Security First implementation ($112K), hardware refresh ($42K), and ECRS ($35K). All capital asset purchases were fully funded for fiscal 22-23.

As at Q4 the contributions to the Building Reserve Fund were $197K.

FAMILY SERVICE TORONTO
Statement of Operations - Consolidated
2022-23

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	Q4 Actual YTD	Forecast YTD	Variance between Act.YTD vs. Forecast YTD $	Variance between Act.YTD vs. Forecast YTD %	Prior Year Q4 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	16,375,189	17,159,705	(784,516)	-5%	15,229,830	1,145,359	8%	16,258,939	17,159,705	900,766	6%	15,229,830
United Way - Base Allocation	2,991,990	3,114,321	(122,331)	-4%	3,176,772	(184,782)	-6%	3,180,416	3,114,321	(66,095)	-2%	3,176,772
United Way - Other	783	1,000	(217)	-22%	2,471	(1,688)	-68%	1,000	1,000	-	0%	2,471
Foundations & Other Agencies	885,683	864,733	20,950	2%	237,427	648,256	273%	554,990	864,733	309,743	56%	237,427
Client Fees	102,570	87,000	15,570	18%	91,406	11,164	12%	87,000	87,000	-	0%	91,406
Memberships, Donations & Bequests	43,082	70,000	(26,918)	-38%	109,339	(66,257)	-72%	100,000	70,000	(30,000)	-30%	109,339
Investment Income	219,325	140,700	78,625	56%	22,915	196,410	180%	20,700	140,700	120,000	580%	22,915
Property Rental Income	101,561	151,409	(49,848)	-33%	194,917	(93,356)	-407%	331,900	151,409	(180,491)	-54%	194,917
Other	200,581	110,282	90,299	82%	55,886	144,695	74%	85,000	110,282	25,282	30%	55,886
	20,920,764	21,699,150	(778,385)	-4%	19,120,963	1,799,801	9%	20,619,945	21,699,150	1,079,205	5%	19,120,963
EXPENSES												
Salaries	11,903,639	12,213,675	310,036	3%	11,176,424	(727,215)	-7%	11,920,631	12,213,675	(293,044)	-2%	11,176,424
Employee Benefits	2,116,748	2,384,658	267,910	11%	2,089,443	(27,305)	-1%	2,265,172	2,384,658	(119,486)	-5%	2,089,443
Funded Contracted Services	402,571	304,156	(98,415)	-32%	277,415	(125,156)	-45%	278,143	304,156	(26,013)	-9%	277,415
Professional Fees	4,024,967	4,086,276	61,309	2%	3,666,824	(358,143)	-10%	3,557,644	4,086,276	(528,632)	-15%	3,666,824
Building Occupancy	1,040,805	1,138,225	97,420	9%	994,023	(46,782)	-5%	1,082,885	1,138,225	(55,340)	-5%	994,023
Office	769,194	767,310	(1,884)	0%	700,637	(68,557)	-10%	964,415	767,310	197,105	20%	700,637
Transportation	41,605	83,280	41,675	50%	2,227	(39,378)	-1768%	111,976	83,280	28,696	26%	2,227
Promotion	107,363	154,112	46,750	30%	22,817	(84,546)	-371%	73,562	154,112	(80,550)	-109%	22,817
Education and Conferences	118,809	118,326	(483)	0%	69,191	(49,618)	-72%	85,565	118,326	(32,761)	-38%	69,191
Other Expenses	74,575	224,984	150,409	67%	42,110	(32,465)	-77%	279,433	224,984	54,449	19%	42,110
	20,600,276	21,475,002	874,726	4%	19,041,111	(1,559,165)	-8%	20,619,426	21,475,002	(855,576)	-4%	19,041,111
Excess of Revenue over Expenses before ACA	320,489	224,148	96,340		79,852	240,637		519	224,148	223,629		79,852
Allocated Central Administration	-	-	-		-	-		-	-	-		-
Total before client purchase of service	**320,489**	**224,148**	**96,340**		**79,852**	**(240,637)**		**519**	**224,148**	**223,629**		**79,852**
Revenue - client purchase of service	433,456,949	357,870,549	75,586,400		369,349,772	64,107,177		357,861,722	357,870,549	8,827		369,349,772
Expense - client purchase of service	(433,456,949)	(357,870,549)	(75,586,400)		(369,349,772)	(64,107,177)		(357,861,722)	(357,870,549)	(8,827)		(369,349,772)
Net Excess of Revenue over Expenses	**320,489**	**224,148**	**96,340**		**79,852**	**(240,637)**		**519**	**224,148**	**223,629**		**79,852**

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

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	Q4 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	3,115,584	3,193,444	(77,859)	-2%	2,781,289	334,295	12%	2,990,045	3,193,444	203,399	7%	2,781,289
United Way - Base Allocation	1,764,603	1,764,603	0	0%	1,863,293	(98,690)	-5%	2,098,734	1,764,603	(334,131)	-16%	1,863,293
United Way - Other	-	-	-	0%	-	-	#DIV/0!	-	-	-	0%	-
Foundations & Other Agencies	271,960	264,859	7,101	3%	115,199	156,761	136%	60,827	264,859	204,032	335%	115,199
Client Fees	102,570	87,000	15,570	18%	91,407	11,163	12%	87,000	87,000	-	0%	91,407
Memberships, Donations & Bequests	33,624	30,000	3,624	12%	56,565	(22,941)	-41%	20,000	30,000	10,000	50%	56,565
Investment Income	-	20,000	(20,000)	-100%	-	-	0%	20,000	20,000	-	0%	-
Other	1,955	-	1,955	0%	14,275	(12,320)	-86%	-	-	-	0%	14,275
	5,290,297	5,359,906	(69,609)	-1%	4,922,028	368,269	7%	5,276,606	5,359,906	83,300	2%	4,922,028
EXPENSES												
Salaries	3,718,407	3,735,699	17,292	0%	3,674,893	(43,514)	-1%	3,959,410	3,735,699	223,711	6%	3,674,893
Employee Benefits	615,354	707,285	91,932	13%	660,879	45,525	7%	754,757	707,285	47,472	6%	660,879
Funded Contracted Services	197,810	199,775	1,965	1%	175,296	(22,514)	-13%	166,455	199,775	(33,320)	-20%	175,296
Professional Fees	65,742	57,849	(7,893)	-14%	57,172	(8,570)	-15%	51,400	57,849	(6,449)	-13%	57,172
Building Occupancy	169,386	119,915	(49,471)	-41%	102,693	(66,693)	-65%	79,777	119,915	(40,138)	-50%	102,693
Office	138,222	99,220	(39,002)	-39%	66,817	(71,405)	-107%	87,678	99,220	(11,542)	-13%	66,817
Transportation	34,974	40,858	5,884	14%	2,145	(32,829)	-1530%	85,186	40,858	44,328	52%	2,145
Promotion	92,280	108,112	15,832	15%	9,873	(82,407)	-835%	27,562	108,112	(80,550)	-292%	9,873
Education and Conferences	39,025	17,750	(21,275)	-120%	13,030	(25,995)	-199%	4,900	17,750	(12,850)	-262%	13,030
Other Expenses	37,782	120,460	82,678	69%	22,213	(15,569)	-70%	196,650	120,460	76,190	39%	22,213
	5,108,982	5,206,923	97,941	2%	4,785,011	(323,971)	-7%	5,413,775	5,206,923	206,851	4%	4,785,011
Excess of Revenue over Expenses before ACA	181,315	152,982	28,333		137,017	44,298		(137,169)	152,982	290,151		137,017
Allocated Central Administration	(154,271)	(152,982)	(1,289)		(137,017)	(17,254)		(133,038)	(152,982)	(19,944)		(137,017)
Total before client purchase of service	**27,044**	**0**	**27,044**		**-**	**-**		**(270,207)**	**0**	**270,207**		**-**
Revenue - client purchase of service	124,916	143,750	(18,834)		90,097	34,819		142,430	143,750	1,320		126,754
Expense - client purchase of service	(124,916)	(143,750)	18,834		(90,097)	(34,819)		(142,430)	(143,750)	(1,320)		(126,754)
Net Excess of Revenue over Expenses	**27,044**	**0**	**27,044**		**-**	**-**		**(270,207)**	**0**	**270,207**		**-**

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

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	Q4 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	4,351,080	4,255,620	95,460	2%	3,875,644	475,436	12%	3,602,901	4,255,620	652,719	18%	3,875,644
United Way - Base Allocation	-	-	-	0%	-	-	0%	-	-	-	0%	-
United Way - Other	-	-	-	0%	-	-	0%	-	-	-	0%	-
Foundations & Other Agencies	524,010	553,325	(29,315)	-5%	78,844	445,166	565%	494,163	553,325	59,162	12%	78,844
Client Fees	-	-	-	0%	-	-	0%	-	-	-	0%	-
Memberships, Donations & Bequests	-	-	-	0%	-	-	0%	-	-		-	-
Investment Income	-	-	-	0%	-	-	0%	-	-	-	0%	-
Other	11,411	-	11,411	0%	1,847	9,564	518%	-	-	-	0%	1,847
	4,886,501	4,808,945	77,556	2%	3,956,335	930,166	24%	4,097,064	4,808,945	711,881	17%	3,956,335
EXPENSES												
Salaries	3,095,533	3,063,274	(32,258)	-1%	2,449,375	(646,158)	-26%	2,590,383	3,063,274	(472,891)	-18%	2,449,375
Employee Benefits	575,022	573,059	(1,963)	0%	459,510	(115,512)	-25%	465,339	573,059	(107,720)	-23%	459,510
Funded Contracted Services	191,144	84,141	(107,003)	-127%	77,922	(113,222)	-145%	91,448	84,141	7,307	8%	77,922
Professional Fees	6,060	15,000	8,940	60%	19,777	13,717	69%	30,722	15,000	15,722	51%	19,777
Building Occupancy	428,229	388,290	(39,939)	-10%	456,809	28,580	6%	373,088	388,290	(15,202)	-4%	456,809
Office	81,840	83,980	2,140	3%	63,464	(18,376)	-29%	42,627	83,980	(41,353)	-97%	63,464
Transportation	6,255	37,922	31,667	84%	3	(6,252)	-208409%	22,290	37,922	(15,632)	-70%	3
Promotion	-	600	600	100%	-	-	0%	600	600	-	0%	-
Education and Conferences	49,767	48,326	(1,441)	-3%	30,952	(18,815)	-61%	28,415	48,326	(19,911)	-70%	30,952
Other Expenses	3,561	78,084	74,523	95%	1,137	(2,424)	-213%	56,344	78,084	(21,740)	-39%	1,137
	4,437,412	4,372,677	(64,735)	-1%	3,558,949	(878,463)	-25%	3,701,256	4,372,677	(671,421)	-18%	3,558,949
Excess of Revenue over Expenses before ACA	449,089	436,268	12,821		397,386	51,703		395,808	436,268	40,460		397,386
Allocated Central Administration	(443,603)	(436,268)	(7,335)		(395,820)	(47,783)		(395,808)	(436,268)	(40,460)		(395,820)
Total before client purchase of service	**5,486**	**0**	**5,486**		**1,566**	**(3,920)**		**-**	**0**	**0**		**1,566**
Revenue - client purchase of service	2,316,717	2,805,752	(489,035)		2,201,590	115,127		2,798,245	2,805,752	7,507		2,201,590
Expense - client purchase of service	(2,316,717)	(2,805,752)	489,035		(2,201,590)	(115,127)		(2,798,245)	(2,805,752)	(7,507)		(2,201,590)
Net Excess of Revenue over Expenses	**5,486**	**0**	**5,486**		**1,566**	**(3,920)**		**-**	**0**	**0**		**1,566**

FAMILY SERVICE TORONTO
Statement of Operations - PassportONE
2022-23

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	Q4 Actual YTD	Forecast YTD	Variance between Act.YTD vs. Forecast YTD $	Variance between Act.YTD vs. Forecast YTD %	Prior Year Q4 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	9,084,453	9,710,641	(626,188)	-6%	8,916,787	167,666	2%	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	0%	-	9,834	9,834	0%	-
Client Fees	-	-	-	0%	-	-	0%	-	-	-	0%	-
Memberships, Donations & Bequests	-	-	-	0%	-	-	0%	-	-	-	0%	-
Investment Income	217,691	120,000	97,691	97691%	22,126	195,565	884%	-	120,000	120,000	0%	22,126
Other	977	977	-	0%	162	815	503%	-	977	977	0%	162
	9,312,955	9,841,452	(528,497)	-5%	8,939,075	373,880	4%	9,665,993	9,841,452	175,459	2%	8,939,075
EXPENSES												
Salaries	3,893,505	4,194,357	300,852	7%	3,981,583	88,078	2%	4,246,872	4,194,357	52,515	1%	3,981,583
Employee Benefits	750,387	784,752	34,365	4%	735,831	(14,556)	-2%	820,283	784,752	35,531	4%	735,831
Funded Contracted Services	1,953	5,000	3,047	61%	5,578	3,625	65%	5,000	5,000	-	0%	5,578
Professional Fees	3,508,477	3,575,612	67,135	2%	3,069,127	(439,350)	-14%	3,074,422	3,575,612	(501,190)	-16%	3,069,127
Building Occupancy	179,156	243,240	64,084	26%	205,621	26,465	13%	243,240	243,240	-	0%	205,621
Office	69,741	72,500	2,759	4%	98,804	29,063	29%	322,500	72,500	250,000	78%	98,804
Transportation	196	3,000	2,804	93%	-	(196)	0%	3,000	3,000	-	0%	-
Promotion	13,993	37,700	23,708	63%	12,869	(1,124)	-9%	37,700	37,700	-	0%	12,869
Education and Conferences	4,249	34,250	30,001	88%	16,757	12,508	75%	34,250	34,250	-	0%	16,757
Other Expenses	258	-	(258)	0%	253	(5)	-2%	-	-	-	0%	253
	8,421,914	8,950,411	528,497	6%	8,126,423	(295,491)	-4%	8,787,267	8,950,411	(163,144)	-2%	8,126,423
Excess of Revenue over Expenses before ACA	891,041	891,041	(0)		812,652	78,389		878,726	891,041	12,315		812,652
Allocated Central Administration	(891,041)	(891,041)	-		(812,652)	(78,389)		(878,726)	(891,041)	(12,315)		(812,652)
Total before client purchase of service	**(0)**	**-**	**(0)**		**-**	**0**		**-**		**-**		**-**
Revenue - client purchase of service	431,015,317	354,921,047	76,094,270		367,021,615	63,993,702		354,921,047	354,921,047	-		367,021,615
Expense - client purchase of service	(431,015,317)	(354,921,047)	(76,094,270)		(367,021,615)	(63,993,702)		(354,921,047)	(354,921,047)	-		(367,021,615)
Net Excess of Revenue over Expenses	**(0)**	**-**	**(0)**		**-**	**0**		**-**	**-**	**-**		**-**

FAMILY SERVICE TORONTO
Statement of Operations - Corporate Services
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	Q4 Actual YTD	Forecast YTD	Variance between Act.YTD vs. Forecast YTD $	Variance between Act.YTD vs. Forecast YTD %	Prior Year Q4 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	-	-	-	0%	-	-	0%	-	-	-	0%	
United Way - Base Allocation	1,227,387	1,349,718	(122,331)	-9%	1,313,479	(86,092)	-7%	1,081,682	1,349,718	268,036	25%	1,313,479
United Way - Other	783	1,000	(217)	-22%	2,471	(1,688)	-68%	1,000	1,000	-	0%	2,471
Foundations & Other Agencies	79,879	36,715	43,164	4316354%	43,385	36,494	84%	0	36,715	36,715	3671490%	43,385
Client Fees		-	-	0%	-	-	0%	-	-	-	0%	-
Memberships, Donations & Bequests	9,458	40,000	(30,542)	-76%	52,774	(43,316)	-82%	80,000	40,000	(40,000)	-50%	52,774
Investment Income	1,634	700	934	133%	790	844	107%	700	700	-	0%	790
Property Rental Income	101,561	151,409	(49,848)	-33%	194,917	(93,356)	-48%	331,900	151,409	(180,491)	-54%	194,917
Other	186,237	109,305	76,932	70%	39,782	146,455	368%	85,000	109,305	24,305	29%	39,782
	1,606,939	1,688,847	(81,908)	-5%	1,647,598	(40,659)	-2%	1,580,282	1,688,847	108,565	7%	1,647,598
EXPENSES												
Salaries	1,196,195	1,220,345	24,150	2%	1,128,782	(67,413)	-6%	1,123,965	1,220,345	(96,380)	-9%	1,128,782
Employee Benefits	175,985	319,561	143,576	45%	175,013	(972)	-1%	224,793	319,561	(94,768)	-42%	175,013
Funded Contracted Services	11,664	15,240	3,576	23%	18,619	6,955	37%	15,240	15,240	-	0%	18,619
Professional Fees	444,688	437,815	(6,873)	-2%	515,140	70,452	14%	401,100	437,815	(36,715)	-9%	515,140
Building Occupancy	264,033	386,780	122,747	32%	228,900	(35,133)	-15%	386,780	386,780	-	0%	228,900
Office	479,391	511,610	32,219	6%	469,912	(9,479)	-2%	511,610	511,610	-	0%	469,912
Transportation	180	1,500	1,320	88%	78	(102)	-131%	1,500	1,500	-	0%	78
Promotion	1,090	7,700	6,610	86%	76	(1,014)	0%	7,700	7,700	-	0%	76
Education and Conferences	25,768	18,000	(7,768)	-43%	8,453	(17,315)	-205%	18,000	18,000	-	0%	8,453
Other Expenses	32,974	26,440	(6,534)	-25%	18,506	(14,468)	-78%	26,440	26,440	-	0%	18,506
	2,631,968	2,944,990	313,023	11%	2,563,479	(68,489)	-3%	2,717,128	2,944,990	(227,862)	-8%	2,563,479
Excess of Revenue over Expenses before ACA	(1,025,029)	(1,256,143)	231,114		(915,881)	(109,148)		(1,136,846)	(1,256,143)	(119,297)		(915,881)
Allocated Central Administration	1,312,987	1,480,291	(167,304)		994,167	318,820		1,407,573	1,480,291	72,718		994,167
Total before client purchase of service	**287,958**	**224,148**	**63,810**		**78,286**	**(209,672)**		**270,727**	**224,148**	**(46,579)**		**78,286**
Revenue - client purchase of service	-	-	-		-	-		-	-	-		
Expense - client purchase of service	-	-	-		-	-		-	-	-		
Net Excess of Revenue over Expenses	**287,958**	**224,148**	**63,810**		**78,286**	**(209,672)**		**270,727**	**224,148**	**(46,579)**		**78,286**

FAMILY SERVICE TORONTO
For People. For Change.

Q4 Risk Report

Prepared by: Financial Services
Date: May 5, 2023

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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)	**Q4 Report back**
Governance										
1.	**Culture**	H	L	None	• Development of new FST collaborative intranet channel • Employee 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	The staff engagement report was released in March 2023 and overall, staff reported to be more engaged, satisfied and motivated than the 2019 response. 60% response rate in the survey. 90% of staff would recommend FST as a place to work. 70% of staff rated FST as at least above average as a place to work. Next townhall scheduled for May 10, 2023.
2.	**Board**	M	L	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. Executive Director position description emphasizes role differentiation. Regular ED performance appraisal in place	Stable	Governance committee meets regularly in fiscal 22-23. Board recruitment began in Q4 with a lot of interest in becoming a board member and

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										strong candidates to fill open board positions.
3.	Not meeting the legal compliance requirements	M	M	None	• On-going monitoring; quarterly compliance reports to Board • Annual compliance with legislation report to Board	N	Board ED		Stable	Quarterly risk reports submitted to the board. Q3 report only reported noncompliance for workplace inspection at VP hub due to not fully operational.
Business Risk: Financial Reporting										
4.	**Fraud and financial misstatement**	H	H	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. • OPAN Fraud/Mis-Use Fund Workgroup is co-chaired by FST and is developing a policy to	M	ED Finance Director FAC Board		Stable	The Financial Affairs Committee met with the Audit firm Deloitte and approved the audit plan for the 22-23 Fiscal external audit. KMPG presented its PassportONE internal audit plan to members of FAC on May 10, 2023.

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					streamline the processes across the province.					
5.	Operational Losses	L	L	None	• Budgets and forecasts • Quarterly reporting of variances to ST and Board • Monthly financial reports to managers • Reports to funders • Funding agreements dictates what is allowed and not allowed	• L	ED Finance Director		Stable	For the fiscal year ending 22-23 the overall excess of revenues over expenses for FST was 320K. Sufficient revenues were generated for the building reserve fund and capital asset acquisitions were fully funded. A balanced budget for fiscal 23-24 was presented to the Board members in February 2023 that was balanced and addresses the first year of United Way compression.
6.	Accurate and reliable financial information, budgeting and reporting	L	L		• Segregation of duties • Budget to actual, last year to actual comparison • Managers review their respective cost center financials • Funders limitations on acceptable expenses • No profit motive	• L	Finance director Directors		stable	In Q4, Finance met with Managers and Directors to review their financial statements and prepared a Q3 forecast and 23-24 budget.
Business Risk: Operational										

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7.	**IT Integrity, Security and Availability**	H	M	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	Multi factor authentication for staff sign-in to FST environment to be implemented 22-23. Micro-network-segmentation to be implemented in Fiscal 22-23	Stable	Security First has been successfully rolled out with a new VPN utilizing multi factor authentication as well as micro segmentation of the network for an additional layer of security. Cyber Security Insurance is in place until September 2023.
8.	**Vendor Management**	H	L	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	A tracking procedure has been developed and put in place to track contract invoices to ensure that the contract values are not exceeded.
9.	**Property, Plant and Equipment**	H	L	None	• Develop systems and processes to be effective landlord	M	ED Facilities Department		Stable	The doors have been open to the public and the new commons area is welcoming FST and partner clients.
10.	**Data Protection and Privacy**	H	L	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	M	ED IT Department Directors BIC Department	Confidentiality and privacy training for all client facing staff will be held in November 2022 and will cover key learnings since we instituted Treat.	Stable	Privacy breeches remain at the same level as last fiscal.

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					2023 (to reduce workload related breeches)			All incoming staff in CLFV meet with Privacy officer to review policy; to be extended to other teams. 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	• 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	FST has not experienced any issues of data loss and backups continue to be performed. Security First has been successfully rolled out with a new VPN utilizing multi factor authentication as well as micro segmentation of the network for an additional layer of security. Cybersecurity insurance is in place and no claims have been made against the policy.
Business Risk: HR/Labour										
12.	Recruitment and Retention	H	M	None	• Quarterly reporting of vacancies • Developing FST employer of choice branding; changed recruitment platform to LinkedIn; need to deepen EDI	M	HR Department ED	HR exploring other retention strategies; Automating and accelerating recruitment processes through Applicant Tracking System (STS)	stable	Focus is on EDI strategies. Implemented employee retention strategies as recommended by

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					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.					employee engagement team.
13.	Employee Communication	H	L	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	Monthly staff updates welcoming new team members including staff recognition acknowledgements. Townhall is planned for May 10, 2023.
14.	Lack of adequate succession planning at executive management level	H	M	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	FST has completed stage 1 FST organizational structure and Senior leadership team is in place including, COO, CAO, Senior Director, People and Culture, Senior Director, Strategy, and Innovation. Stage 2 is progress and planned to be completed by June 30, 2023.

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15.	Staff morale	M	M	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	There have been no grievances in Q4 and over the last 2+ years. Implementation of EAP Fridays focusing on health and wellness of staff. Annual staff day content is now developed by a staff led committee. Accomplishments are recognized annual service achievements and annual recognition nominated and given by peers. The staff update regularly identifies and acknowledges diversity in the community. The staff Survey identified that 90% of respondents would recommend FST as a place to work.
Business Risk: Reputational										

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16.	Corporate / Community Communication	H	M	None	• Provide additional resources and review use of existing resources • Develop comprehensive corporate community communication strategy	M	ED Communications Department Directors		Stable	An internal and external communication audit was conducted in Q4, and the results of that work will drive the development of the FST communication strategy in the new Fiscal.
17.	Adverse publicity – issue specific	L	M	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	• Foundational strategies exist for EDI and leadership/staff development to support ongoing learning and growth in this capacity. • Interviews for recruitment include assessment of EDI. • 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	FST has a complaints policy. Management began implementing and integrating EDI learning and understanding into their 23-24 operational plans.
19,	Acceptable client wait-times	M	M	None	• Manage wait time • Seek ST approval to close wait list • Teams have ways of prioritizing	M	Program Directors		Stable	The wait list is open and being actively managed.

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					• Process to respond to urgent calls • 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.					