



FAMILY SERVICE TORONTO

For People. For Change.

Strategic Plan: 2021 - 2026

Open Hearts 
Healthy Minds 
Strong Communities 

Q2 Service, Financial and Risk Report

November 15, 2023



Open Hearts, Healthy Minds, Strong Communities

We want compassionate hearts that are open to the many different needs and experiences of Toronto's residents.

We want minds that are healthy and that can thrive despite past traumas and adversity.

We want communities that are strong because their members are connected, active and resilient.

We want individuals and families in Toronto to have greater stability and resilience in more just and supportive communities.

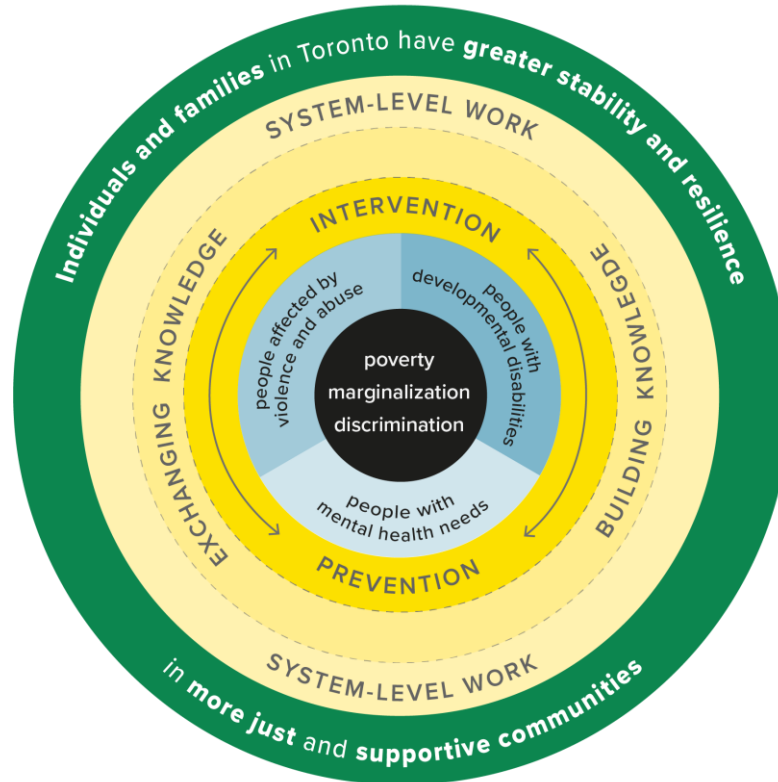
To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:

- Our theory of change provides an integrated way of understanding the organization's activities and focus on the underlying forces of poverty, marginalization and discrimination that FST works to alleviate.
- Our three core service areas — mental health, family violence and developmental disabilities — remain exceptionally relevant and will remain the focus of our work.
- Our commitment to research and advocacy provides the organization with a distinctive public policy capacity that contributes to systemic change.

Over the next five years, FST will pursue four strategic directions:

1. Significantly increase access to counselling and mental health services across Toronto.
2. Significantly reduce systemic barriers for women seeking justice and healing and increase community supports for families impacted by violence including those who use violence.
3. Deliver on the Passport 'promise' to enhance the quality of life for people with developmental disabilities and their caregivers, and lead the evolution of individualized account services within developmental services and beyond.
4. Become an indispensable source for applied research and social action that strengthens the community sector and helps us to understand and impact the root causes of poverty, discrimination and marginalization.

Theory of Change



Foundational Strategies

We know that our ability to achieve our strategic directions depends on our ability to build strong foundations that support this work. Over the next five years, every FST team member will play a part in helping us to strengthen these foundations and deliver these commitments.

People	Culture	Systems	Funding	Community
We will cultivate the skills that allow each of us to be more agile and adaptive	We will reward innovation that responds to the needs of our communities	We will invest in our HR systems and supports	We will aggressively pursue opportunities that allow us to diversify and increase our revenues	We will ensure that a community development ethos is at the heart of our services
We will support professional development and personal growth	We will strengthen our ability to collaborate to achieve our shared goals	We will invest in our business platforms to create more efficient and intuitive systems	We will manage our assets to support and expand our services	We will work to engage our service users and communities to ensure that our services are responsive and appropriate
We will hold one another accountable for our mission, impact and actions	We will stand up as a leader in the community sector to better support our partners and beneficiaries	We will implement metrics that allow us to better evaluate our impact and improve our services	We will introduce new social enterprise models that help to expand our service offering	We will support individuals and communities to take action on the issues that matter to them



FAMILY SERVICE TORONTO
For People. For Change.

CLIENT SERVICES AND PARTNERSHIPS

Clinical Services

Counselling Service
David Kelley Services (DKS)
Families in Transition (FIT)
Seniors and Caregivers Support
Service Access Unit (SAU)
Next Steps
Violence Against Women (VAW)
Community Engagement Passport
Options
Social Action
Campaign 2000
Research and Evaluation
Special Projects

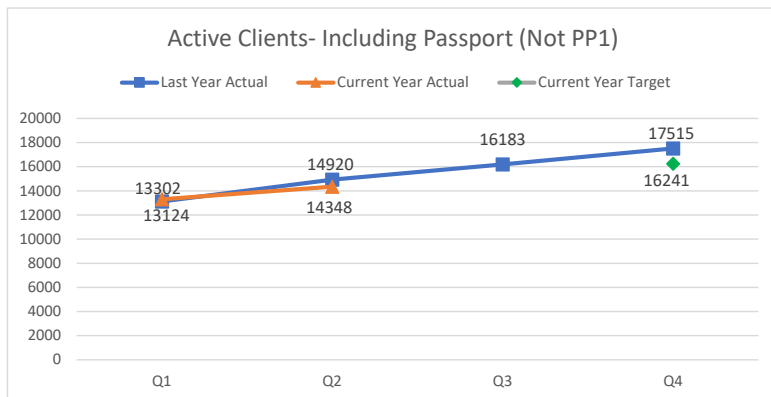
CORPORATE SERVICES

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

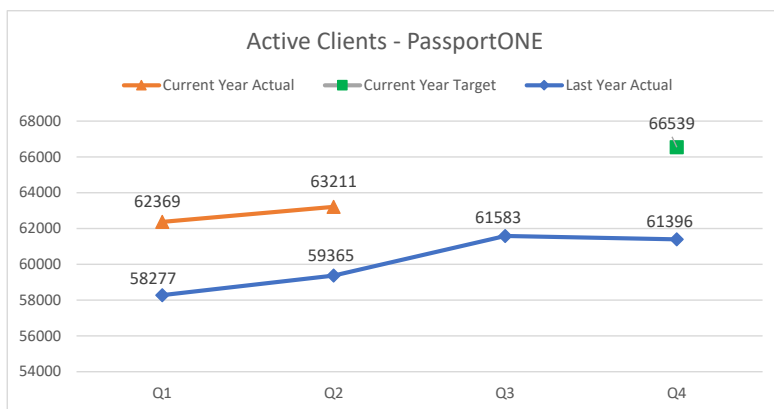
2023-2024 Q2 Service Report

Date: Nov 08, 2023

CLIENTS SERVED SNAPSHOT



By the end of Q2, 88% of the annual service targets are already achieved.



PassportONE has almost already met its service target for the year with a total of 95% by end of Q2.



Seniors Friendly Chat
Program
05 Served



Virtual Daily Walk-In
Counselling Clinic - 574 Visits



Group Peer Support and Workshops
Offered through Community
Engagement Program - 355

SOCIAL ACTION



Group Meetings
Convened and
Supported to Facilitate
Action - 22



Individuals Engaged (not
unique) - 1596

CL, FV, CE, BIC

- New registered clients in FST in Q2 = 1720
- Unique clients in FST (on MRN basis) = 2611
- Total clients by Program = 3410*

*For program totals, clients are counted for each program that they attend between different services such as CLFV and VAW, and also within one service such as COU. Therefore the total count of clients is higher than unique number of clients in FST.

2023-2024 Q2 Service Report

Date: Nov 08, 2023

PROGRAM PROFILE

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Changing Lives - Community Counselling & Mental Health Programs				
Clients	1,274	2,529	50%	
Participants	186	700	27%	
Contacts	21,549	17,300	125%	
Service Hours	7,529.65	19,741	38%	
FTEs (100% Target)	28.88	28.06	103%	
Family Violence Programs				
Clients	1,999	1,708	117%	
Participants	328	150	219%	
Contacts	20,330	17,150	119%	
Service Hours	5,988.82	10,920	55%	
FTEs (100% Target)	14.15	14.67	96%	
Community Engagement Programs				
Clients	397	542	73%	
Participants	5,041	0		
Service Hours	3,138.35	8,066	39%	
Workshops/Peer Support Sessions	355	-		
Broadcast Events	59	-		
Social Media - number of impressions*	66,035	-		
FTEs (100% Target)	9.30	8.85	105%	
Building Inclusive Communities - Developmental Services Programs				
B1: PassportONE Active Clients	63,211	66,539	95%	
B2: FST Passport Clients	10,802	10,829	100%	
B3: Options Adult and PDP Clients	413	366	113%	
B5 Options Children and CSP clients	185	189	98%	
B4 IQAL and JR clients	78	78	100%	
B2, B3 and B5: Participants	137	649	21%	
B3: Contacts	23,721	19,032	125%	
B5: Contacts	7,734	9,828	79%	
B3, B4, B5: Service Hours	6177.88	18,445	33%	
FTEs (100% Target)	111.15	113.96	98%	
Social Action				
Individuals Engaged - Participants (not unique)	1,596	1,600	100%	
Website Traffic/Social media engagement***	3709****	-	-	
Government relations - meeting with elected officials and public servants	11	28	39%	
Number of publications or government submissions for our work and the work of our partners	22	58	38%	
Public presentations	12	26	46%	
Group meetings convened (to facilitate action)	22	-	-	
Service Hours	-	-	-	
FTEs (100% Target)	4.32	4.00	108%	
Service Access Unit (Waiting for actual # served)				
FTEs (reported above in CL Mental Health)	2.56	3.14	82%	

Services with no Direct Clients Served				
	Actual # (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Other FTEs				
Corporate Services	13.06	15.05	87%	
Knowledge Building	2.32	2.70	86%	
Students and Volunteers				
Students	19	10	190%	
Student Hours	1,621.50	-	-	
Volunteers	34	53	64%	
Volunteer Hours	442	1,810	24%	

* Impressions - the number of times the content was seen, including multiple views from individual users.

** Actual number not available - estimated number provided based on Q1 data

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

**** Shows only Q1 data. Migration to GA4 encountered some glitches and Q2 data was lost.

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 Q2 Report 2023-2024 Non-TREAT Data - Nov 08, 2023

Building Inclusive Communities (BIC) Developmental Services Programs					
Indicator	Target 23-24	23-24 Quarter 1	23-24 Quarter 2	% Target Reached (YTD)	Status
B1: PassportONE Claims Processed (##)	620,871	141,733	287,775	46%	
B1: PassportONE POS Amount (\$\$)	\$ 447,439,532.00	\$ 65,512,815.00	\$ 183,591,791.00	41%	
B2: FST Passport Claims Processed (##)	74,505	18,541	37,059	50%	
B2: FST Passport POS Amount (\$\$)	\$ 74,918,049.74	\$ 13,067,386.00	\$ 32,186,693.00	43%	
B4: Options IQAL & JR Invoices Processed (##)	3,737	487	869	23%	
B4: Options IQAL & JR POS Amount (\$\$)	\$ 2,236,285.64	\$ 473,237.00	\$ 885,645.00	40%	
Community Presentations (Committee Participation) hours (##)	1556	574.20	807.25	52%	
Serious Occurrence Report (SOR) (##)	0	6	6	-	
Ombudsman/MPP/MCCSS Inquiries (##)	0	3	3	-	
Social Action					
Indicator	Target 23-24	23-24 Quarter 1	23-24 Quarter 2	% Target Reached (YTD)	Status
# of Government Relations meetings	28	7	11	39%	
# of publications, submissions, tools	58	6	22	38%	
# of presentations, workshops	26	11	12	46%	
Public meetings	-	-	-	-	
Website Traffic/Social media engagement	-	3,709	-	-	

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

Q2 Report - 23-24 Operational Plan

SECTION 1: Strategic Directions

Strengthening the FST Team

Year 3: 2023-2024

Lead: Executive Director and Strategy Team

Programs: All

2021-2026	Y3 Activities	Status	EDI Implications
Goals <ul style="list-style-type: none">• Work more collaboratively towards shared goals• Strengthen internal communications• Share ownership and responsibility for performance Actions <ul style="list-style-type: none">• Focus on staff engagement and meaningful client participation and peer work• Invest in internal and external communications• Strengthen IT systems for improved service delivery	1. Strengthen collaborative internal communication channels and strategies such as Town Halls, FST Connect Program, FST Buddy Program as part of onboarding, weekly staff updates, monthly staffing changes and recognition report, and an up-to date FST Intranet (including Staff Directory) to enhance staff engagement, accountability, and succession planning.	➔	FST meetings support EDI initiative which challenges white supremacy, honours accessibility, inclusion, respect, and the clients we serve.
	2. Promote relationship building and collaboration with external stakeholders including the City Commons agencies and DS agencies for HR activities and training.	↗	Managers, Clinical Director and COO are meeting as a larger team to address client issues and other matters.
	3. Regularly scheduled cross program meetings for team building, training, and information sharing. Develop FST Meeting guidelines and best practices ensuring EDI principles are incorporated.	➔	Clinical services teams are holding join team meetings related to shared issues.
	4. Implement and consolidate the new FST organizational structure. (Q1 & Q2)	↗	
	5. Timely, concise, clear internal communications to all staff about our services, challenges, successes, goals and initiatives.	➔	
Narrative: This is the critical consolidation stage of the new organizational structure, including implementation of a revamped meeting structure-the Senior Leadership team meeting, the Corporate Services team meeting (CAO portfolio; Senior Director, People and Culture), and the Client Services and Partnership team meeting (COO portfolio and the Senior Director, Strategy and Innovation). The new meeting framework is designed to improve information flow, decision-making, collaboration across the agency. This stage involves the alignment of the organization's resources, processes, and communication channels to ensure that the newly defined structure functions effectively and efficiently. Relationship building and collaboration with Newcomers Women, a Citywide Commons partner, has been enhanced by developing a formal agreement to provide HR consulting services.			

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

Open Hearts, Healthy Minds, Strong Communities

Q2 Report - 23-24 Operational Plan

Expanding Community Counselling and Mental Health Services

Year 3: 2023-2024

Lead: Director, Changing Lives/Family Violence

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

2021-2026	Y3 Activities	Status	EDI Implications
	1. Move the request for service and waiting list management process from chronological order to priority based.	➔	Health equity data, screening tools and clinical knowledge will be combined to determine placement on waiting lists.
	2. Review Walk In Program (WIC) processes established during the pandemic.	➔	
	3. Develop and implement service delivery partnership with "Hard Feelings", A Counselling Service Collaborative. non-profit organization based in Toronto. We support a community of mental health professionals who offer low-cost, short-term counselling.	➔	Client focused, trauma informed lens is used to determine best ways to provide single session supports to people seeking mental health supports.
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: The Patient Health Questionnaire - 9 (PHQ-9) and General Anxiety Disorder –7 (GAD-7) continue to be piloted with new clients requesting ongoing counselling services. Based on a review of the WIC with staff who work in the program, as well as client feedback, WIC processes were revised in Q2. New callers are no longer required to complete a WIC prior to going on a waiting list. They are being strongly encouraged to do so. Hard Feelings and FST continue to work together at different levels including clients walking into the space at 353 and 355 Church Street; sharing information on trainings and participating in a mental health "pop up" fair held by Hard Feelings.			

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

Open Hearts, Healthy Minds, Strong Communities

Q2 Report - 23-24 Operational Plan

Reducing Violence Against Women/Gender-Based Violence

Year 3: 2023-2024

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	Y3 Activities	Status	EDI Implications
Goals <ul style="list-style-type: none"> Challenge the status quo Engage with men Strengthen supports to women's shelters Actions <ul style="list-style-type: none"> Convene system actors Develop new programs for men Strengthen advocacy 	1. Work with system players around implementation of Renfrew County Coroner's inquest recommendations re. GBV and PAR.	➦	Work is rooted in a trauma informed, feminist lens and is done in collaboration with others.
	2. Take at least two public positions around the implementation of the recommendations of the Renfrew County Coroners inquest.	➦	
	3. Work with newcomer men to enhance the skills and strategies they need to successfully cope with their settlement process and to reduce the risk of using violence in their relationships.	➦	Persons with similar lived experience support one another to successfully cope with life challenges.
Narrative: FST issued a public statement on the FST website urging the province to declare gender-based violence an epidemic. FST also endorsed Aura Freedom's campaign on the same topic and submitted the FST endorsement in support of Mayor Olivia Chow's motion on this topic. Outreach to the Arabic community to create and animate an Arabic men's "cafe" has been initiated, with the goal of bringing men together in a safe and confidential space to share information on the ways in which they are coping with the many stressors related to the settlement process. Two members of the counselling team have developed a group for male survivors of sexual abuse. This group will focus on supporting participants in meeting a personal goal they have been unable to achieve due to the impacts of the abuse they have experienced. Research on prevention-focused groups for men, including groups on fathering, has begun.			

Status Key: On-track ➡ Ahead ➦ Delayed ⬇ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

Q2 Report - 23-24 Operational Plan

Enhancing Developmental Disability Services

Year 3: 2023-2024

Lead: Director, Building Inclusive Communities

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

2021-2026	Y3 Activities	Status	EDI Implications
Goals <ul style="list-style-type: none"> Refine the Passport model Strengthen program accountability Provide stewardship Actions <ul style="list-style-type: none"> Invest in the model Communicate findings Expand administrative platform 	1. Position ourselves to be an active leader in the case management system change in the DS sector to improve quality of services and the client experience.	➦	Submitted proposal to MCCSS to become regional lead agency for new case management proposal.
	2. Data driven decision making and program evaluation based on ongoing and regular feedback from clients, stakeholders, and external partners to ensure DS services are timely, efficient, accessible, and meet the unique needs of all clients we serve.		Submitted proposal to the City of Toronto to support pathways to counselling for individuals living with I/DD.
	3. Develop and leverage internal and external partnerships to build staff capacity, educate stakeholders on FST services and to promote equity diversity and inclusion in our service delivery model.		Submitted proposal to the Rotary Club of Toronto to reintroduce a counselling and peer mentoring program, led by women with lived experience.
	4. Develop and review FST website, social media and client communication materials to ensure clarity, accessibility and to raise awareness of available supports and services.		
	5. Develop opportunities for peer support models across DS services.		
Narrative: <ol style="list-style-type: none"> Interviewed by MCCSS regarding the FST Case Management Lead proposal FST has submitted. Pilot counselling program “Pathways to Counselling” for individuals with intellectual disabilities formalized and put into action September 2023. Beginning application to Ontario Autism Plan Workforce Capacity Fund and partnering with 2 Spirited People of the 1st Nations. The Children's programs worked with our Communications team to develop the program tab on the FST website to make navigation easier for families. Working with a partner agency Corbrook to develop an affordable Foodshare program which will provide affordable food for families as well as volunteer and employment opportunities. Developed an Adult Protective Service Worker (APSW) Community of Practice with provincial Family Service organizations. A broader representation attained through working with the Family Service Ontario 			

Status Key: On-track ➡ Ahead ➦ Delayed ⬇ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

Q2 Report - 23-24 Operational Plan

Developing A Public Policy Capability

Year 3: 2023-2024

Lead: Directors, Social Action & Knowledge Building

Programs: Social Action and Knowledge Building

2021-2026	Y3 Activities	Status	EDI Implications
Goals <ul style="list-style-type: none">• Renew networks• Develop new calls• Strengthen connection to programs Actions <ul style="list-style-type: none">• Integrate research and advocacy functions• Identify and pursue new policy goals• Supply applied research expertise	1. Social Action team reviews and adjusts as appropriate, the structure and infrastructure of Campaign 2000 to support ongoing engagement of new members and partnerships developed through the national SDGs project beyond the life of the project.		Centering the voices of the people with lived experience will be a guiding principle of all work at FST.
	2. Through the work with the GTA-wide Research Leadership group, Knowledge Building will enhance the organizational understanding and implementation of a deeper and more inclusive approach to implementation of research and evaluation initiatives – from identifying relevant questions through to data collection, analysis and reporting.	➔	
	3. Evaluation and research findings shared with participants and the public through the FST Website in a user-friendly and accessible manner.	➔	
	4. Involve people with lived experience in research and evaluation activities in a meaningful way, including the contributions to publications.	➔	
	5. Create a working group with majority of members being people with lived expertise, to guide the development of an FST policy and framework with respect to engaging people with lived expertise.		
Narrative: All community conversations across the country regarding the Sustainable Development Goals (SDG) project have been completed; at least one was held in every province and territory; 17 conversations in total engaging 217 people with lived expertise of poverty. In addition, a total of 61 meetings were held with a range of stakeholders across the country. Summaries of all of the community conversations were published on www.sdg.campaign2000.ca this quarter and shared back with communities to use in their work.			
Work with the women labeled with an intellectual disability who have experienced sexual abuse is ongoing; the video for publication on the FST website is expected to be finished in Q3.			

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

Open Hearts, Healthy Minds, Strong Communities

Q2 Report - 23-24 Operational Plan

SECTION 2: FOUNDATIONAL STRATEGIES

People

Year 3: 2023-2024

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 career growth• 2023-24 Volunteer Program annual recruitment goal of 60 volunteers	Y3 Activities	Status	EDI Implications
	1. Enhance staff development through the Volunteer Program by providing training on the Program.	➔	
	2. Develop internal communications and recruitment plan for Volunteer Resources and Students and expand external plan.	➔	
	3. Provide training for management on “modernized” competencies provided by consultant and training from DS sector.	➔	
	4. Provide organizational wide leadership development program and training for staff on “modernized” core competencies training provided by DS sector.	➔	
	5. Expand Leadership Orientation and Development program including goal setting and “modernized” core competencies.	➔	
	6. Create a conceptual framework that delineates the lines between service beneficiary, per volunteer, paid peer, staff with lived experience, staff and associated rights and responsibilities.	➔	
Narrative: All initiatives are on track.			

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

Open Hearts, Healthy Minds, Strong Communities

Q2 Report - 23-24 Operational Plan

Culture

Year 3: 2023-2024

Lead: Executive Director and Director, Human Resources and Volunteers

2021-2026 Goals: We will <ul style="list-style-type: none">• Reward innovation that responds to the needs of our communities• 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• Promote the health and well-being of staff.• Collaborate with the union in implementing initiatives.• Implement EDI recruitment and retention strategies• Use branding to develop FST as an organization of choice for employees, volunteers and students.	Y3 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. Implement a comprehensive wellness program with quarterly staff wellness sessions.	↗	
	3. Plan and present joint harassment and discrimination sessions with union. Q1	➔	
	4. Review and revise Joint Internal Equity and Evaluation plan with union. Q3	➔	
	5. Review 4-day work week with union. Q2	➔	
	6. Meet with Opti Trust pension plan with union. Q4	➔	
	7. Work closely with the Citywide Commons community to become a pipeline for foreign trained finance professionals.	➔	
	8. Increase and coordinate communication and promotion of recruitment of staff, volunteers and students through comprehensive social media plan.	➔	
Narrative: The Wellness@Work program, a joint initiative with Citywide Commons agencies, Newcomer Women’s Service Toronto and Madison Community Services is on track and continues to provide programs (including Mindfulness Training, Building Resilience In Uncertain Times, and the Five Buckets Principle).			

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

Open Hearts, Healthy Minds, Strong Communities

Q2 Report - 23-24 Operational Plan

Systems

Year 3: 2023-2024

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	Y3 Activities	Status	EDI Implications
	1. Implement new HR Information System (HRIS) emp Implement new Finance/Payroll/HR Information System (HRIS) emphasizing applicant tracking, performance management, reporting capabilities, and including Volunteer module.	➔	Ensure that HRIS helps reduce bias and discrimination in hiring, performance management and other HR functions.
	2. Assess and plan system-wide upgrade to Windows OS 11 to all laptops and servers.	➔	
	3. Through the dashboard work and the Quality Committee of the Board, and the work with Service delivery teams, we will identify and monitor meaningful process and outcome indicators.	➔	
	4. Deepen conversations with teams in CL/FV/CE/BIC Options, PDP, and Passport for the purpose of further exploring staff perceptions on the benefits of their work; the ultimate goal is to establish and implement an outcome measurement framework.	➔	
Narrative: Planning for the selection of the new HRIS/Payroll and Finance system is ongoing under the lead of the IT Director along with the Chief Administrative Officer (CAO), Director of Finance and the HR team. The emphasis of this phase continues to be identifying priorities and documenting HR processes. Windows OS 11 rollout has started in Q2 through combination of new laptop replacement for aging computers and targeted deployment on staff laptops purchased in the last two years through in collaboration with Director, Special Projects and Director, Technology and Business Intelligence. Work on enhancing the measurement of the impact of our work is ongoing. FST is examining the measures available through the Database TREAT. Conversations with Greenspace including those with other organizations wanting to enhance this work on ‘Measurement Based Care’ may also support this process.			

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

Open Hearts, Healthy Minds, Strong Communities

Q2 Report - 23-24 Operational Plan

Funding

Year 3: 2023-2024

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

2021-2026 Goals <ul style="list-style-type: none">• We will aggressively pursue opportunities that allow us to diversify and increase our revenues• We will manage our assets to support and expand our services• We will introduce new social enterprise models that help to expand our service offering	Y3 Activities	Status	EDI Implications
	1. Further pursue development and rental possibilities of the 4 th floor at 355 Church Street.	➔	
	2. Optimize use of space at Church Street and Sterling Road to drive efficiencies and/or revenues.	↗	
Narrative: Seven additional offices and open space at 128A Sterling and one additional office at 355 Church Street rented to Newcomer Women’s Services in Q2 with start date of Oct. 1, 2023. Continuing to monitor opportunities for development of 4 th floor space at Church Street			

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

Open Hearts, Healthy Minds, Strong Communities

Q2 Report - 23-24 Operational Plan

Community

Year 3: 2022-2023

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

2021-2026	Y3 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none">• We will ensure that a community development ethos is at the heart of our services• We will work to engage our service users and communities to ensure that our services are responsive and appropriate• We will support individuals and communities to take action on the issues that matter to them	1. To help advance the third goal, Social Action team will work with service delivery teams (CLFV, BIC) to identify and engage in relevant social action opportunities, including in the SDGs final conference in Ottawa, Feb 2024.		Ensure EDI communications objectives are clearly outlined in the final framework
	2. Undertake a comprehensive communications review to develop a broader strategic communications framework for FST.	↗	
	3. As a component of the communications review, complete an audit of current internal/external communications with recommendations.	✓	
	Narrative: Three strategic communications planning sessions with SLT completed in Q2 in preparation for Q3 delivery of a strategy document, key messaging matrix, editorial style guide, editorial calendar and a plan identifying tactics and channels for potential development.		

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



FAMILY SERVICE TORONTO
For People. For Change.

September 30, 2023 (Q2) Financial Report

Prepared by: Financial Services
Date: November 2, 2023

Summary

At the end of Q2 F23-24, FST recorded \$10.08M of revenue from all sources compared to a YTD budget of \$10.66M. The variance in revenue of \$575K is a result of less Government revenue recognized for Community Programs, PassportONE operations, offset by increase in property rental income and Investment income for interest earned on PassportONE cashflows for client purchase of service.

Organization-wide expenses at the end of Q2 were \$9.88M with a budget of \$10.66M. The variance of \$771K is a net result of lower expenses in all expense categories.

Excess revenue over expenses on September 30, 2023, was \$196K. This amount reflects the unrestricted revenues (rental income, and donations).

The Q2 Forecast includes newly funded project by Canadian Red Cross (\$78K) for development of a shared Human Resources and service model, increase government funding for core programs by MOHLTC, offset by reduction in funding for APSW project, Passport, and PassportONE from MCCSS. The Forecast continues to be in a break-even position.

Community Programs

At the end of Q2, revenue in Community programs was \$4.92M compared to the YTD budget of \$5.23M. The variance of \$309K is mainly attributable to the underspending in most programs resulting in less revenue required to be recognized.

Total expenses in Q2 were \$4.92M with the YTD budget of \$5.32M. The variance of \$399K is a result of lower expenses in all expense categories due to timing.

The Q2 forecast for community programs has an overall revenue decrease of \$64K with a projected decrease in expenses of \$46K and a reduction of ACA of \$43K. The forecast includes government funding for core programs by MOHLTC offset reduction funding APSW project and Passport from MCCSS for a total reduction of \$73K. The increase in Foundation and other Agency revenue is a result of continued collaboration with Newcomer Women's services Toronto for counselling services.

PassportONE

Revenue and expenses at the end of Q2 was \$4.48M with the YTD budget of \$4.85M. The variance for the quarter was \$369K. This is due to underspending in most categories due to timing. Staffing to address year-end claim submissions will start at the end of Q3 for onboarding and training in anticipation of increased claim submissions in Q4.

The Q2 forecast shows a decrease in revenue of \$165K which was for year-end staff to process claims that was approved in the 22-23 budget. PassportONE will manage the addition of staff for year-end within its allocation of \$9.531M. The interest earned on PassportONE cashflows is projected to be \$170K which will be returned to MCCSS. This is reflected in the reduction of Government revenue of \$335K.

Corporate Services

Revenue from all sources was \$1.36M, compared to the YTD budget of \$1.37M. The variance of \$8K is a result of less revenue from program ACA (\$112K) offset by United Way revenue (\$127K) due to underspending in community programs.

Total expenses were \$1.27M, compared to the YTD budget of \$1.36M. The variance of \$115K is comprised of underspending in most expense categories due to timing.

The Q2 forecast for Corporate Services has an increase in Revenue of \$44K. This is comprised of Canadian Red Cross (\$78K) for development of a shared Human Resources and service model, 128 Sterling Road sub-lease to Newcomer Women's (\$25K), offset by a reduction in allocated central administration from community programs and PassportONE (\$59K). The increase in professional fees is a result of the new funding from Canadian Red Cross.

Capital and Learning Fund

FST received in Q2 \$23K (\$46K YTD) in distribution payments from the 128 Sterling Road Joint Venture. FST's portion of the venture's surplus for the quarter was \$47K (\$107K YTD).

The total capital asset YTD additions were \$38K for Software upgrade (\$10K), and 355 Church St. Commons (\$28K).

FAMILY SERVICE TORONTO
Statement of Operations - Consolidated
2023-24

**ATTACHMENT 1
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	Q2 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %	Prior Year Q2 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%	Annual Budget	Forecast to year end at Q2	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
REVENUE												
Government	7,956,367	8,564,480	(608,113)	-7%	8,140,252	(183,885)	-2%	17,128,959	16,720,247	(408,712)	-2%	16,792,665
United Way - Base Allocation	1,450,208	1,450,000	208	0%	1,379,495	70,713	5%	2,900,000	2,900,416	416	0%	2,991,990
United Way - Other	1,000	500	500	100%	243	757	312%	1,000	1,000	-	0%	783
Foundations & Other Agencies	335,765	341,826	(6,061)	-2%	123,485	212,280	172%	683,651	771,971	88,320	13%	469,408
Client Fees	64,488	70,500	(6,012)	-9%	48,131	16,357	34%	141,000	141,000	-	0%	102,570
Memberships, Donations & Bequests	26,827	50,000	(23,173)	-46%	45,899	(19,072)	-40%	100,000	100,000	-	0%	43,082
Investment Income	84,640	11,350	73,290	646%	44,160	40,480	88%	22,700	192,700	170,000	749%	219,325
Property Rental Income	157,624	122,563	35,061	29%	119,435	38,189	86%	245,125	270,125	25,000	10%	101,561
Other	4,469	45,000	(40,531)	-90%	149,327	(144,858)	-121%	90,000	90,000	-	0%	200,581
	10,081,388	10,656,219	(574,831)	-5%	10,050,427	30,961	0%	21,312,435	21,187,459	(124,976)	-1%	20,921,965
EXPENSES												
Salaries	5,701,661	5,977,062	275,401	5%	5,705,431	3,770	0%	11,954,124	11,967,791	(13,667)	0%	11,908,431
Employee Benefits	1,245,917	1,262,168	16,251	1%	992,853	(253,064)	-25%	2,524,336	2,539,875	(15,540)	-1%	2,115,942
Funded Contracted Services	93,695	148,701	55,006	37%	97,364	3,669	4%	297,402	307,550	(10,149)	-3%	403,771
Professional Fees	1,892,135	2,073,550	181,415	9%	2,001,039	108,904	5%	4,147,099	4,124,271	22,828	1%	4,024,967
Building Occupancy	528,040	541,594	13,554	3%	492,857	(35,183)	-7%	1,083,187	1,074,623	8,564	1%	1,040,805
Office	302,977	367,571	64,594	18%	365,152	62,175	17%	735,143	706,009	29,134	4%	769,256
Transportation	40,487	55,579	15,092	27%	7,691	(32,796)	-426%	111,158	110,158	1,000	1%	41,605
Promotion	10,699	39,916	29,217	73%	49,462	38,763	78%	79,831	88,531	(8,700)	-11%	107,362
Education and Conferences	42,194	67,800	25,606	38%	48,655	6,461	13%	135,600	160,457	(24,857)	-18%	118,809
Other Expenses	27,188	122,176	94,988	78%	9,775	(17,413)	-178%	244,353	107,825	136,528	56%	74,575
	9,884,992	10,656,117	771,125	7%	9,770,279	(114,713)	-1%	21,312,231	21,187,091	125,140	1%	20,605,523
Excess of Revenue over Expenses before ACA Allocated Central Administration	196,396 -	102 -	196,294 -		280,148 -	(83,752) -		204 -	368 -	164 -		316,442 -
Total before client purchase of service	196,396	102	196,294		280,148	83,752		204	368	164		316,442
Revenue - client purchase of service Expense - client purchase of service	184,720,509 (184,720,509)	225,193,857 (225,193,857)	(40,473,348) 40,473,348		160,867,359 (160,867,359)	23,853,150 (23,853,150)		450,387,713 (450,387,713)	450,620,381 (450,620,381)	232,668 (232,668)		440,140,420 (440,140,420)
Net Excess of Revenue over Expenses	196,396	102	196,294		280,148	83,752		204	368	164		316,442

FAMILY SERVICE TORONTO
Statement of Operations - Community Programs
2023-24

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. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %
Q2 Actual YTD	Budget YTD			
3,555,933	3,716,004	(160,071)	-4%	
953,648	1,080,647	(126,999)	-12%	
-	-	-	0%	
319,486	341,826	(22,340)	-7%	
64,488	70,500	(6,012)	-9%	
24,426	10,000	14,426	144%	
-	10,000	(10,000)	-100%	
1,689	-	1,689	0%	
4,919,671	5,228,977	(309,306)	-6%	
3,378,452	3,465,115	86,663	3%	
729,292	728,750	(542)	0%	
86,666	138,581	51,915	37%	
4,313	34,775	30,462	88%	
273,017	331,474	58,457	18%	
80,638	96,503	15,865	16%	
40,387	53,329	12,942	24%	
1,088	17,216	16,128	94%	
25,307	38,229	12,922	34%	
26,928	106,746	79,818	75%	
4,646,089	5,010,718	364,629	7%	
273,582	218,259	55,323		
(273,582)	(308,049)	34,467		
0	(89,790)	89,790		
1,128,718	1,474,091	(345,373)		
(1,128,718)	(1,474,091)	345,373		
0	(89,790)	89,790		

		Variance between Act.YTD vs. Prior Year Actual YTD%
Prior Year Q2 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	
3,594,955	(39,022)	-1%
871,702	81,946	9%
-	-	0%
96,703	222,783	230%
48,131	16,357	34%
25,586	(1,160)	-5%
0	(0)	0%
6,420	(4,731)	-74%
4,643,497	276,174	6%
3,218,407	(160,046)	-5%
554,878	(174,414)	-31%
91,722	5,056	6%
30,673	26,360	86%
271,157	(1,860)	-1%
85,018	4,380	5%
7,617	(32,770)	-430%
49,434	48,346	98%
32,499	7,192	22%
14,189	(12,739)	-90%
4,355,594	(290,495)	-7%
287,903	(14,321)	
(289,861)	16,279	
(1,958)	-	
1,143,614	(14,896)	
(1,143,614)	14,896	
(1,958)	-	

			Variance between Forecast vs. Budget %	Last Year Actual
Annual Budget	Forecast to year end at Q2	Variance between Forecast vs. Budget		
7,432,007	7,358,295	(73,712)	-1%	7,884,139
2,161,293	2,161,293	-	0%	1,763,969
-	-	-	0%	-
683,651	693,651	10,000	1%	379,696
141,000	141,000	-	0%	102,570
20,000	20,000	-	0%	33,624
20,000	20,000	-	0%	-
-	-	-	0%	13,366
10,457,951	10,394,239	(63,712)	-1%	10,177,364
6,930,229	6,946,807	(16,578)	0%	6,818,739
1,457,500	1,504,822	(47,322)	-3%	1,190,376
277,162	287,310	(10,148)	-4%	390,154
69,550	65,019	4,531	7%	71,802
662,947	654,383	8,564	1%	597,616
193,005	189,458	3,547	2%	220,063
106,658	105,658	1,000	1%	41,280
34,431	43,131	(8,700)	-25%	92,280
76,457	101,314	(24,857)	-33%	88,792
213,492	76,964	136,528	64%	41,344
10,021,431	9,974,866	46,565	0%	9,552,446
436,520	419,373	(17,147)		624,918
(616,098)	(573,130)	42,968		(597,874)
(179,578)	(153,757)	25,821		27,044
2,948,181	3,180,869	232,688		2,441,633
(2,948,181)	(3,180,869)	(232,688)		(2,441,633)
(179,578)	(153,757)	25,821		27,044

FAMILY SERVICE TORONTO
Statement of Operations - PassportONE
2023-24

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

Q2 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %
4,395,463	4,848,476	(453,013)	-9%
-	-	-	0%
-	-	-	0%
-	-	-	0%
-	-	-	0%
-	-	-	0%
83,559	-	83,559	83559%
-	-	-	0%
4,479,022	4,848,476	(369,454)	-8%
1,791,342	1,892,952	101,610	5%
415,173	416,449	1,276	0%
1,377	2,500	1,123	45%
1,752,148	1,842,806	90,658	5%
94,164	121,620	27,456	23%
8,066	49,829	41,763	84%
-	1,500	1,500	100%
8,315	18,850	10,535	56%
999	17,125	16,126	94%
252	-	(252)	0%
4,071,838	4,363,631	291,793	7%
407,184	484,845	(77,661)	
(407,184)	(484,845)	77,661	
0	-	0	
183,591,791	223,719,766	(40,127,975)	
(183,591,791)	(223,719,766)	40,127,975	
0	-	0	

Prior Year Q2 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%
4,545,298	(149,835)	-3%
-	-	0%
-	-	0%
-	-	0%
-	-	0%
-	-	0%
43,449	40,110	92%
977	(977)	-100%
4,589,724	(110,702)	-2%
1,922,160	130,818	7%
359,735	(55,438)	-15%
743	(634)	-85%
1,740,460	(11,688)	-1%
91,387	(2,777)	-3%
27,667	19,601	71%
21	21	0%
-	(8,315)	0%
1,955	956	49%
75	(177)	0%
4,144,203	72,365	2%
445,521	(38,337)	
(445,521)	38,337	
-	(0)	
159,723,746	23,868,045	
(159,723,746)	(23,868,045)	
-	(0)	

Annual Budget	Forecast to year end at Q2	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
9,696,952	9,361,952	(335,000)	-3%	9,084,453
-	-	-	0%	-
-	-	-	0%	-
-	-	-	0%	9,834
-	-	-	0%	-
-	-	-	0%	-
-	170,000	170,000	0%	217,691
-	-	-	0%	977
9,696,952	9,531,952	(165,000)	-2%	9,312,955
3,785,904	3,782,993	2,911	0%	3,893,505
832,898	801,116	31,782	4%	750,387
5,000	5,000	-	0%	1,953
3,685,612	3,598,958	86,654	2%	3,508,477
243,240	243,240	-	0%	179,156
99,658	72,500	27,158	27%	69,741
3,000	3,000	-	0%	196
37,700	37,700	-	0%	13,993
34,250	34,250	-	0%	4,249
-	-	-	0%	258
8,727,262	8,578,757	148,505	2%	8,421,915
969,690	953,195	(16,495)		891,040
(969,690)	(953,195)	16,495		(891,040)
-	-	-		-
447,439,532	447,439,532	-		437,698,787
(447,439,532)	(447,439,532)	-		(437,698,787)
-	-	-		-

FAMILY SERVICE TORONTO
Statement of Operations - Corporate Services
2023-24

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

		Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %
Q2 Actual YTD	Budget YTD		
4,971	-	4,971	0%
496,560	369,354	127,206	34%
1,000	500	500	100%
16,279	-	16,279	1627851%
-	-	-	0%
2,401	40,000	(37,599)	-94%
1,082	1,350	(268)	-20%
157,624	122,563	35,061	29%
2,780	45,000	(42,220)	-94%
682,696	578,767	103,929	18%
531,866	618,995	87,129	14%
101,452	116,969	15,517	13%
5,651	7,620	1,969	26%
135,674	195,969	60,295	31%
160,859	88,500	(72,359)	-82%
214,272	221,240	6,968	3%
99	750	651	87%
1,296	3,850	2,554	66%
15,887	12,447	(3,440)	-28%
8	15,431	15,423	100%
1,167,065	1,281,771	114,706	9%
(484,370)	(703,004)	218,634	
680,766	792,894	(112,128)	
196,396	89,890	106,506	
-	-	-	
-	-	-	
196,396	89,890	106,506	

		Variance between Act.YTD vs. Prior Year Actual YTD%
Prior Year Q2 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	
-	4,971	0%
372,020	124,540	33%
243	757	312%
26,782	(10,503)	-39%
-	-	0%
20,313	(17,912)	-88%
712	370	52%
119,435	38,189	32%
141,930	(139,150)	-98%
681,435	1,261	0%
574,953	43,087	7%
78,240	(23,212)	-30%
4,898	(753)	-15%
229,906	94,232	41%
130,314	(30,545)	-23%
252,467	38,195	15%
53	(46)	-88%
28	(1,268)	0%
14,201	(1,686)	-12%
(4,488)	(4,496)	100%
1,280,572	113,507	9%
(599,137)	114,767	
735,382	(54,616)	
136,245	(60,151)	
-	-	
-	-	
136,245	(60,151)	

ATTACHMENT 1
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	Forecast to year end at Q2	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
Annual Budget				
-	-	-	0%	
738,707	739,123	416	0%	1,228,021
1,000	1,000	-	0%	783
-	78,320	78,320	7832000%	79,879
-	-	-	0%	-
80,000	80,000	-	0%	9,458
2,700	2,700	-	0%	1,634
245,125	270,125	25,000	10%	101,561
90,000	90,000	-	0%	186,237
1,157,532	1,261,268	103,736	9%	1,607,573
1,237,991	1,237,991	-	0%	1,196,195
233,937	233,937	-	0%	175,179
15,240	15,240	-	0%	11,664
391,937	460,294	(68,357)	-17%	444,688
177,000	177,000	-	0%	264,033
442,480	444,051	(1,571)	0%	479,391
1,500	1,500	-	0%	180
7,700	7,700	-	0%	1,090
24,893	24,893	-	0%	25,768
30,861	30,861	-	0%	32,974
2,563,539	2,633,467	(69,928)	-3%	2,631,162
(1,406,007)	(1,372,199)	-		(1,023,589)
1,585,788	1,526,325	(59,463)		1,312,987
179,781	154,126	(59,463)		289,398
-	-	-		
-	-	-		
179,781	154,126	(59,463)		289,398



FAMILY SERVICE TORONTO
For People. For Change.

Q2 Risk Report

Prepared by: Financial Services
Date: November 2, 2023



23-24 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)	Q2 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	<p>The Event recognition committee has been reinstated to deliver the annual recognition event presentation and new FST awards.</p> <p>Enhance employee experience through implementation of new HRIS.</p>	Stable	<p>An in person all staff townhall was held on October 3. It was well received and 145 staff attended.</p> <p>The employee engagement team reviewed the results of 2022 employee engagement survey and identified main themes were enhancing communication and transparency. The workplace culture statement was revised and presented to colleagues in a session on October 12 for discussion and feedback.</p> <p>Progress on HRIS implementation continued in Q2 with requirements gathering and identification of features required and</p>

23-24 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)	Q2 Report back
										<p>attended various vendor demonstrations.</p> <p>refresh internal communication channels to a new platform began in Q2. Plan to launch in November 2023.</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	<p>Governance policies clearly delineate roles.</p> <p>Board recruitment process and annual orientation emphasize role differentiation.</p> <p>Executive Director position description emphasizes role differentiation.</p> <p>Regular ED performance appraisal in place</p>	Stable	<p>ED evaluation – verbal report was done at the Sept 20 board meeting.</p> <p>Updates from the three board committees occurred.</p> <p>Appointment of Amra Rao to VP was approved at the Sep 20 Board meeting</p>
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	Quarterly risk reports submitted to the board.
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 	M	ED Finance Director FAC Board		Stable	KMPG conducted its Audit of PassportONE in Q2 including cyber security review. The report was presented to FAC on November 8, 2023.

23-24 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)	Q2 Report back
					<ul style="list-style-type: none"> 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 streamline the processes across the province. 					PP1 claims team continue to discuss fraud and misuse in their monthly meeting. Examples are identified and discussed.
5.	Operational Losses	M	M	None	<ul style="list-style-type: none"> Budgets and forecasts Quarterly reporting of variances to ST and Board Monthly financial reports to managers Reports to funders Funding agreements dictates what is allowed and not allowed 	<ul style="list-style-type: none"> L 	ED Finance Director		Stable	<p>For the fiscal year ending 22-23 the overall excess of revenues over expenses for FST was 370K. Sufficient revenues were generated for the building reserve fund and capital asset acquisitions were fully funded.</p> <p>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.</p>

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										Q2 Financial report actuals were in a surplus position.
6.	Accurate and reliable financial information, budgeting and reporting	L	L		<ul style="list-style-type: none">Segregation of dutiesBudget to actual, last year to actual comparisonManagers review their respective cost center financials.Funders limitations on acceptable expensesNo profit motive	<ul style="list-style-type: none">L	Finance director Directors		Stable	Monthly financials for Q2 were posted to and circulated to FST management for the months of July, August and September. External reports to funders for Q2 were completed and reviewed by program manager/Directors (MAG, MOHLTC, IRCC, ESDC, PHAC)
Business Risk: Operational										
7.	IT Integrity, Security and Availability	H	H	None	<ul style="list-style-type: none">Cyber security training for staffIncrease system monitoringRegular review and update of technology policiesReview additional insurance coverageMove away from single service provider (ECRS)	M	ED IT Department Directors	Plans to move PassportONE platform to hybrid cloud solution. Plans to review an update IT policy by Q1 of 2024. Plans to conduct gap analysis and solution implementation as identified by the KPMG audit.	Stable	Cyber Security Insurance is in place until April 2024. KMPG conducted its Audit of PassportONE in Q2 including cyber security review. The Audit report was presented to FAC on November 8, 2023. In Q2 11 staff received training on Cyber Security.

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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. Began preliminary discussions to migrate ERP software to the cloud that has contract management module.	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	<ul style="list-style-type: none"> Develop systems and processes to be effective landlord. 	M	ED Facilities Department	Review of Computerized maintenance management system for 355 Church st. location	Stable	Work began in Q2 on Venue booking system for office and meeting space that will be used by FST staff and tenants. Plan to launch November 2023.
10.	Data Protection and Privacy	H	H	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 	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	<p>Privacy breeches in Q2 were less than Q2 last fiscal.</p> <p>For Q2 22-23 there were 5.</p>

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					2023 (to reduce workload related breeches)			<p>All incoming staff in Community programs meet with the Privacy officer to review policy; to be extended to other teams.</p> <p>Huddles held if there is a breach and mitigation strategies identified.</p> <p>Legal counsel sought if needed.</p>		For Q2 23-24 there were 2.
11.	Loss or corruption of data	H	H	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>In Q2 11 staff received training on Cyber Security.</p> <p>Cybersecurity insurance is in place and no claims have been made against the policy.</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. 	M	HR Department ED	<p>HR exploring other retention strategies;</p> <p>Automating and accelerating recruitment processes through Applicant Tracking System (STS)</p>	stable	<p>Focus is on EDI strategies.</p> <p>Implemented employee retention strategies as recommended by employee engagement team.</p>

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					<ul style="list-style-type: none"> Revision of Recruitment & Selection Policy to accelerate process. 					
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	<p>Monthly staff updates welcoming new team members including staff recognition acknowledgements.</p> <p>An in person all staff townhall was held on October 3. It was well received and 145 staff attended.</p> <p>refresh internal communication channels to a new platform began in Q2. Plan to launch in November 2023.</p>
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	Stage 3 Reorganization continued in Q2 with joint committees implemented.
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 	M	ED HR Department Directors		Stable	There have been no grievances in Q2 and over the last 2+ years.

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					<ul style="list-style-type: none"> 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 					<p>Implementation of EAP Fridays focusing on health and wellness of staff.</p> <p>Annual staff day content is now developed by a staff led committee.</p> <p>Accomplishments are recognized annual service achievements and annual recognition nominated and given by peers.</p> <p>The staff update regularly identifies and acknowledges diversity in the community.</p> <p>The staff Survey identified that 90% of respondents would recommend FST as a place to work.</p>
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	Collaborative work sessions with the Senior Leadership team occurred in Q2.

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										<p>The development of the framework will occur in Q3 and Q4.</p> <p>In Q2 work began to refresh internal communication channels. Plan to launch in November 2023.</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 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	<p>FST has a complaints policy.</p> <p>There was 1 complaint in Q1 no complaints reported in Q2.</p> <p>Management began implementing and integrating EDI learning and understanding into their 23-24 operational plans and team meetings.</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 Teams have ways of prioritizing. 	M	Program Directors		Stable	The counselling wait list is open and actively managed.

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					<ul style="list-style-type: none">• 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.					<p>The Wait list for Families in Transition was reopened in Q2.</p> <p>The number of clients waiting for service is 409.</p>