

## 24-25 Annual Update (Y4) on the 2021-2026 Strategic Plan

### Section A: Business Planning Framework

#### Five Year Strategic Plan

The keystone business planning document that guides all activity/decision making at FST is the Strategic Plan. FST uses a 5-year time frame for the achievement of the goals set out by the Plan. Open Hearts, Healthy Minds, Strong Communities (strategic plan 2021-26) was initiated in fall of 2019 and was approved by the Board in May 2020.

#### Operational Plans

Annual operating plans are developed guided by the service vision, goals and actions provided by the priorities set out in the Strategic Plan. Operational and Budget plans are approved by the Board and progress against the plans are reported to the Board on a quarterly basis.

#### Management Performance Plans

Individual management performance plans are developed annually based on the Operational Plan. Management performance is measured based on the annual objectives noted in the performance planners.

#### Strategic Plan Progress – Annual Update

This document is the third Strategic Plan Progress Report (Annual Update). The Annual Update precedes the annual operational plan so that the Board has a the opportunity to review the upcoming operational plan in the context of current achievement against the strategic plan.

The 2021-26 Strategic Plan (the Plan) makes 15 commitments in five key areas: Strengthening the FST Team, Expanding Community Counselling and Mental Health Services, Reducing Gender-Based Violence, Enhancing Developmental Disability Services, and Developing a Public Policy Capability.

The Plan also contains 15 commitments in five foundational areas: People, Culture, Systems, Funding, and Community.

This Update provides an annual report and assessment of organizational performance measured against the Strategic Plan. Section B provides a review of agency performance against Commitments and Section C provides a review of agency performance against Foundational Strategies.

## Section B: Strategic Plan Commitments

### 1. FST Team

Commitments	What We Did in 24-25	Results	24-25 Objectives
<p><b>Work more collaboratively towards shared goals.</b></p> <p><b>Strengthen internal communications.</b></p> <p><b>Share ownership and responsibility for performance.</b></p>	<ul style="list-style-type: none"> <li>Continued development of the PULSE intranet</li> <li>Employee wellness program now delivered in collaboration with 2 commons partner agencies</li> <li>Completed critical conversations – conflict management leadership training (in collaboration with commons partner agencies)</li> <li>Integrated staff training in decolonizing practice/confronting white supremacy</li> <li>Program Technical Leads (TL) provided training to their teams on the revised target setting process to promote transparency and accountability</li> </ul>	<ul style="list-style-type: none"> <li>3,422 views in Q1&amp;2, 147 staff (73%) viewed the staff update on a weekly basis</li> <li>30 to 40 average attendance at employee wellness sessions</li> <li>Strengthen relationships and collaboration with City wide agencies</li> <li>Over 20 responses of appreciation posted on PULSE</li> </ul>	<p><b>Specific:</b> Implement comprehensive strategy to enhance internal communication between staff and leadership, active participation and collaboration among staff members focusing on increased use of enhanced intranet.</p> <p><b>Measurable:</b> Increase staff engagement scores on communication measures by 15% based on surveys or feedback mechanisms and achieve a 70% participation rate on FST Intranet.</p> <p><b>Achievable:</b> Conduct training sessions to enhance communication skills and establish a system for recognizing and appreciating collaborative efforts.</p> <p><b>Relevant:</b> The goal is aligned with FST’s objective of improving overall staff engagement, creating a positive work culture, and reinforcing the importance of collaboration in achieving shared goals.</p> <p><b>Time-bound:</b> Complete the implementation of the internal communication and collaboration strategy with ongoing monitoring of staff engagement metrics to assess the effectiveness of the initiatives.</p>

## 2. Expanding Community Counselling and Mental Health Services

Commitments	What We Did in 24-25	Results	24-25 Objectives
<p><b>Rethink approach to counselling services.</b></p> <p><b>Double access to counselling services.</b></p> <p><b>Introduce more group counselling and virtual options.</b></p>	<ul style="list-style-type: none"> <li>• Active partner in the development of the mental health report card</li> <li>• Developed new service partnership with Rainbow Railroad</li> <li>• Expanded access to counselling and psychotherapy supports for persons in partnership with the Toronto Community Crisis Service</li> <li>• Developing partnership MOUs with YWCA, George Brown, Humber College, Women’s College Hospital, Better Life Counselling Services regarding</li> <li>• Developed three new groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Report card indicators have been developed, initial report card to be published in Q4.</li> <li>• Expanded the program to include west Toronto in July under contract to Gerstein Crisis Centre</li> <li>• Three new groups offered.</li> </ul>	<p><b>Specific:</b> Actively contribute to the development and promotion of the Thrive Toronto mental wellness report card, establishing FST as a key partner in advancing mental health initiatives.</p> <p><b>Measurable:</b> Create new service partnerships to provide counselling support through City Wide Commons partner agencies, aiming to establish measurable outcomes and expanded mental health services.</p> <p><b>Achievable:</b> Partner with Hard Feelings to develop a targeted “community of practice,” fostering a strategic alliance that enhances service delivery and community impact.</p> <p><b>Relevant:</b> Focus on increasing mental health supports specifically tailored for Queer newcomers/refugees, addressing unique needs within the community.</p> <p><b>Time-bound:</b> Create a minimum of 5 new service partnerships by end of 2024/2025 fiscal year, ensuring timely implementation and tangible progress in expanding mental health services.</p>

### 3. Reducing Gender-Based Violence

Commitments	What We Did in 24-25	Results	24-25 Objectives
<p><b>Challenge the status quo.</b></p> <p><b>Engage with men.</b></p> <p><b>Strengthen supports to women’s shelters.</b></p>	<ul style="list-style-type: none"> <li>• FST developed an innovative project focused on developing prevention related groups in the 2SLGBTQ+ communities. This proposal includes partnerships with Commons Partners, Rainbow Railroad as well as other community partners and was submitted to the OntarioSTANDS call for proposals.</li> <li>• FST partnered on the following grant applications to the call for OntarioSTANDS proposals:               <ul style="list-style-type: none"> <li>○ A partnership of Family Service Ontario organizations and 211 proposal to develop and operate a hotline for men who are concerned about their relationships</li> <li>○ FST supported the White Ribbon Campaign’s proposal to develop a Centre for Excellence on Masculinities, Technology-based Harm Prevention and Safety for All.</li> </ul> </li> <li>• supporting implementation of a risk assessment tool to improve safety for GBV survivors by addressing root causes and reducing the risk of harm or re-assault. This tool will be used in</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal submitted awaiting results of review</li>   <li>• Proposals submitted awaiting review results</li> </ul>	<p><b>Specific:</b> Utilise internal and external expertise and resources to develop/adopt educational resources and recruitment strategies targeting men to reduce incidence of gender-based violence.</p> <p><b>Measurable:</b> Implement evidence based, best practise resources and evaluation tools for services targeting males in the 2024/2025 fiscal year</p> <p><b>Achievable:</b> Internal experts to collaborate with partners and those with lived experience to develop programming and align with Strategic Plan.</p> <p><b>Relevant:</b> Align program goals with provincial/federal/municipal strategies to reduce gender-based violence.</p> <p><b>Time Limited:</b> Minimum 1 pilot group for men in Sept 2024 with evaluations completed for March 2025 and shared learnings.</p>

	<p>shelters and community-based settings</p> <ul style="list-style-type: none"><li>• Supported Peel Family Services proposal to enhance services to male survivors of sexual abuse</li><li>• Partnered with Willowbridge Community Services on a province-wide initiative aimed at reducing the incidence of GBV among people with IDD through accessible and culturally appropriate healthy relationship education for men and women.</li><li>• Partnered with the White Ribbon Campaign on the development of a Centre for Excellence on Masculinities, Technology-based Harm Prevention and Safety for All.</li><li>• Partnered with Catholic Family Services Toronto on a project to replicate an evidence-based groups, called Choosing to Change. This group focuses on supporting men who have used violence to help end their abusive behaviour.</li><li>• Partnered with TNG on a proposal to provide wrap around services, including mental health counselling supports, to Arabic speaking women.</li></ul>		
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#### 4. Enhancing Developmental Disability Services

Commitments	What We Did in 24-25	Results	24-25 Objectives
<p><b>Refine the Passport Model.</b></p> <p><b>Strengthen program accountability.</b></p> <p><b>Provide stewardship.</b></p>	<ul style="list-style-type: none"> <li>Facilitated a joint budget submission from OPAN to MCCSS.</li> <li>Released the first (semi-annual) OPAN Passport data report to the sector</li> <li>Hosted a 2 day in person meeting to advance work on “misuse” of funds guidelines and practices, J2B, and risk based review payment processing issues</li> <li>FST was awarded a contract to develop a centralized case management program in Toronto Region</li> </ul>	<ul style="list-style-type: none"> <li>Utilized one time funds to support OPAN priorities including client satisfaction tool, procedures manual, misuse of funds guidelines and decision framework, and OPAN Forum</li> <li>FST presented the OPAN data report at various DS sector conferences often in collaboration with DSO presentation of DSCIS data.</li> <li>OPAN invited to sit at ON TRACK committee (sector lead on Journey to Belonging) – FST profile in DS sector has increased significantly at the provincial level</li> <li>Passport funding utilization has increase approx. 3% while the recipient numbers have increase by 8% and resources remained flat or reduced (ie. system gaining efficiencies)</li> </ul>	<p><b>Specific:</b> In the capacity of OPAN chair, lead the development and submission of a comprehensive 2024/25 budget for OPAN and its 11 Passport agencies, including FST.</p> <p><b>Measurable:</b> Each budget element will have a rationale including anticipated quantifiable impact (benefit) for clients and staff.</p> <p><b>Achievable:</b> Collaborate and negotiate with eleven Passport Agencies to come to agreement on continuous service improvement activities and related budget requests.</p> <p><b>Relevant:</b> Align the budget submission with the financial needs and priorities of OPAN and Passport agencies to support their continuous service improvement objectives.</p> <p><b>Time-bound:</b> Complete the budget submission process by March 31, 2024.</p>

5. Developing a Public Policy Capability			
Commitments	What We Did in 24 -25	Results	24-25 Objectives
<p><b>Renew our policy, advocacy and community networks.</b></p> <p><b>Develop new calls for action and reform.</b></p> <p><b>Strengthen the connections between our public policy capability and our programs.</b></p>	<ul style="list-style-type: none"> <li>• Focus on building out the C2000 network with report cards in all territories and provinces except Quebec</li> <li>• Completed the sustainable development goals project with the release of the SDG indicator framework</li> <li>• Campaign 2000 research and education tools continue to be shared on all social media platforms and channels.</li> <li>• Build out of the Strategy and Innovation group with hiring of Social Action Manager, Social Action Research, and Senior Admin positions</li> <li>• Release of national, provincial and municipal report cards</li> <li>• Supported the development and release of disability poverty report card</li> <li>• Supported the development and release of mental wellness report card (Q4)</li> <li>• Made one public statement on the need to pass Bill 173 – Intimate Partner Violence Epidemic Act</li> <li>• Made one public statement supporting safe consumption sites</li> </ul>	<ul style="list-style-type: none"> <li>• First ever Nunavut report card produced</li> <li>• FST represented C2000 in Canadian delegation at United Nations high level political forum; 83 attended the session led by FST</li> <li>• The Disability Poverty Report Card connects the voices and experiences of people with developmental disabilities who are FST service users to federal policy recommendation to alleviate disability poverty</li> </ul>	<p><b>Specific:</b> Develop and enhance FST's public policy capability by renewing networks and strengthening connections to programs.</p> <p><b>Measurable:</b> The Social Action team will review and adjust the structure and infrastructure of Campaign 2000 to support ongoing engagement of new members and partnerships developed through the national SDGs project.</p> <p><b>Achievable:</b> Allocate necessary resources for infrastructure adjustments.</p> <p><b>Relevant:</b> Aligns with the overarching goal of building public policy capability and emphasizes the inclusion of diverse perspectives, contributing to Equity, Diversity, and Inclusion (EDI) principles.</p> <p><b>Time-bound:</b> Complete the specified activities and achieve the outlined goals by the end of FY.</p>

## Section C: Foundational Strategies

### 1. People

Strategy	What We Did in 24-25	Results	24-25 Objectives
<p><b>We will cultivate the skills that allow each of us to be more agile and adaptive.</b></p> <p><b>We will support professional development and career growth.</b></p> <p><b>We will hold one another accountable for our mission, impact, and actions.</b></p> <p><b>Volunteer Program Recruitment.</b></p>	<ul style="list-style-type: none"> <li>• Continue to develop senior level succession planning.</li> <li>• Completed joint leadership training on EDI, conflict management and core competencies (with Citywide Commons agencies)</li> <li>• Individual members of management team completed external leadership development programs</li> <li>• Deepened cross functional teamwork and manager work assignments</li> <li>• Presented the FST employee engagement journey at OCASI conference</li> </ul>		<p><b>Specific:</b> Facilitate the professional development of Senior Leadership Team (SLT) members to identify and prepare candidates suitable for succession by 2025, fostering a robust leadership pipeline.</p> <p><b>Measurable:</b> Have succession plans in place for SLT roles by the third quarter.</p> <p><b>Achievable:</b> Provide targeted training and mentorship to enhance the skills and readiness for SLT members for higher responsibilities, fostering culture of continuous leadership development.</p> <p><b>Relevant:</b> Align leadership development with organizational goals emphasizing the importance of succession planning to ensure long-term stability and effectiveness.</p> <p><b>Time-bound:</b> Have a pool of qualified candidates ready for leadership roles by the end of 2025.</p>

2. Culture			
Strategy	What We Did in 24-25	Results	24-25 Objectives
<p><b>Reward innovation that responds to the needs of our communities.</b></p> <p><b>Strengthen our ability to collaborate to achieve our shared goals.</b></p> <p><b>We will stand up as a leader in the community sector to better support our partners and beneficiaries.</b></p> <p><b>Promote the health and well-being of staff.</b></p> <p><b>Collaborate with the Union in implementing initiatives.</b></p> <p><b>Implement EDI recruitment and retention strategies.</b></p> <p><b>Use branding to develop FST as an organization of choice for employees, volunteers and students.</b></p>	<ul style="list-style-type: none"> <li>• Held the 3<sup>rd</sup> annual winter solstice event to recognize FST staff awards and work anniversary milestones</li> <li>• Completed two LOUs with local 594: reviewing the OPESU pension plan and exploring potential of a 4-day work week.</li> <li>• Presented the FST Employee Engagement Journey at OCASI conference</li> </ul>	<ul style="list-style-type: none"> <li>• Staff across the organization were involved in planning and presenting the Winter Solstice event.</li> <li>• A joint team met 3 times to explore the potential of a 4-day work week. Both Local 594 and management identified this was not feasible.</li> <li>• Both LOUs are now closed.</li> <li>• Employee Engagement presented to packed house building our brand as organization of choice</li> </ul>	<p><b>Specific:</b> Implement a comprehensive strategy to enhance internal communication between staff and leadership, active participation and collaboration among staff members focusing on increased use of the enhanced intranet.</p> <p><b>Measurable:</b> Increase staff engagement scores on communication measures by 15% based on surveys or feedback mechanisms and achieve a 70% participation rate on FST Intranet.</p> <p><b>Achievable:</b> Conduct training sessions to enhance communication skills and establish a system for recognizing and appreciating collaborative efforts.</p> <p><b>Relevant:</b> The goal is aligned with FST’s objective of improving overall staff engagement, creating a positive work culture, and reinforcing the importance of collaboration in achieving shared goals.</p> <p><b>Time-bound:</b> Complete the implementation of the internal communication and collaboration strategy by the end of Q3 2024, with ongoing monitoring of staff engagement metrics to assess the effectiveness of the initiatives.</p>

### 3. Systems

Strategy	What We Did in 24-25	Results	24-25 Objectives
<p><b>We will invest in our Human Resources (HR) systems and supports.</b></p> <p><b>We will invest in our business platforms to create more efficient and intuitive systems.</b></p> <p><b>We will implement metrics that allow us to better evaluate our impact and improve our services.</b></p>	<ul style="list-style-type: none"> <li>• Implemented new HRIS system (Q4).</li> <li>• Rolled out of Single sign on (SSO) and the extension of our MFA capabilities to the TREAT system</li> <li>• Implementing a shift to MS Teams as a better option to separate telephone system in a hybrid work environment</li> <li>• Revised the quarterly program reports to provide more useful and accessible data to management and the Board</li> <li>• Monthly management dashboard refined and now used by all managers</li> <li>• Monthly KPI dashboard refined and now used by all managers</li> <li>• Submitted business case to MCCSS to implement an e-signature tool in the PassportONE platform for service agreements to support onboarding, MCCSS approval is expected in Q4 and implementation is expected in FY25-26.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensured that the HRIS system helps reduce bias and discrimination in hiring, performance management and other HR functions.</li> <li>• SSO improves user experience by removing the need for separate login credentials for systems. SSO allows access to critical systems to be revoked simultaneously reducing the risk of unauthorized data extraction and introduces MFA to the TREAT system for an additional layer of security.</li> <li>• Technology and Business Intelligence team worked closely with service delivery teams to initiate a new target setting process and to better understand what constitutes meaningful indicators.</li> <li>• Dashboards provide managers with key performance data for their program and staff supervision work.</li> <li>• The new platform consolidated 3 systems into 1, simplifying the infrastructure. It will lead to improved user experience and increased efficiency and will</li> </ul>	<p><b>Specific:</b> Invest in our HR/Payroll systems and enhance business platforms to optimize organizational efficiency. Review performance reporting to Board for alignment with strategic plan.</p> <p><b>Measurable:</b></p> <ul style="list-style-type: none"> <li>○ Complete the selection of a new HR Information System (HRIS)/Payroll System.</li> <li>○ Kick off HRIS/Payroll System project by the end of 23/24.</li> <li>○ Complete system-wide upgrade to Windows OS 11 for all laptops and servers by the end of FY 2023/24.</li> </ul> <p><b>Achievable:</b> Allocate necessary resources for the implementation of the new HRIS and the Windows OS upgrade. Foster collaboration with relevant internal and external stakeholders to ensure a seamless transition.</p> <p><b>Relevant:</b> Aligns with the goals of improving organizational infrastructure and efficiency, ensuring that HRIS/Payroll System and business platforms contribute to overall service enhancement, and facilitate improved decision-making and reporting.</p> <p><b>Time-bound:</b> Implement new HRIS/Payroll System and HRIS; Great Plains (GP) accounting software replacement and initiate the Windows OS upgrade by the end of FY 2023/24.</p>

	<ul style="list-style-type: none"> <li>Implemented the PassportONE cloud platform.</li> </ul>	<p>enhance the system flexibility and scalability. The new platform will introduce MFA to users, improving cyber security.</p>	
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4. Funding			
Strategy	What We Did in 24-25	Results	24-25 Objectives
<p><b>We will aggressively pursue opportunities that allow us to diversify and increase our revenues.</b></p> <p><b>We will manage our assets to support and expand our services.</b></p> <p><b>We will introduce new social enterprise models that help to expand our service offering.</b></p>	<ul style="list-style-type: none"> <li>Developed business case for build out of 4rth floor and future revenue generating opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Newcomers Women’s Services and Madison Community Services are moved into Sterling Rd. resulting in increased rental revenues</li> </ul>	<ul style="list-style-type: none"> <li>Bring forward a plan for the development of the 4<sup>th</sup> floor Church Street.</li> <li>Newcomer Women’s Services and Madison Community Services move into Sterling Rd. offices.</li> <li>Business models reviewed to determine how FST and Hard Feelings can leverage each other’s strengths.</li> </ul> <p><b>Specific:</b> Streamline operations to alleviate pressure on anchor agency funding by strategically eliminating positions.</p> <p><b>Measurable:</b> Achieve a budget reduction of \$150,000.</p> <p><b>Achievable:</b> Conduct a thorough analysis of staffing needs and identify positions that can be eliminated without compromising essential functions and operational efficiency.</p> <p><b>Relevant:</b> Align the staff reduction with organizational priorities and financial objectives.</p> <p><b>Time-bound:</b> Implement the FTE reductions by March 31, 2024, to realize immediate positive impacts on the 2024/25 budget and financial sustainability.</p>

5. Community			
Strategy	What We Did in 24-25	Results	24-25 Objectives
<p><b>We will ensure that a community development ethos is at the heart of our services.</b></p> <p><b>We will work to engage our service users and communities to ensure that our services are responsive and appropriate.</b></p> <p><b>We will support individuals and communities to take action on the issues that matter to them.</b></p>	<ul style="list-style-type: none"> <li>Revised core governance documents and corporate articles for compliance with ONCA</li> <li>Revised corporate objects and received approval from CRA charities directorate</li> <li>Revised corporate membership structure to include 2 classes of members-voting and non-voting</li> </ul>	<ul style="list-style-type: none"> <li>FST compliant with ONCA legislation - Articles of Amendment and By Law No.2 ratified by the corporate membership at the Annual Meeting September 18-24 and filed with the appropriate government agency before the compliance deadline</li> <li>Undertook the work in such a way as to reduce the accreditation workload relevant to the governance standards in 2025-2026</li> </ul>	<p><b>Specific:</b> Ensure compliance with the Ontario Not-for-Profit Corporations Act (ONCA) and implement a new Annual General Meeting (AGM) format and membership structure.</p> <p><b>Measurable:</b> Achieve an AGM attendance of 30 members or more in the first year of implementation.</p> <p><b>Achievable:</b> Collaborate with legal experts to ensure FST governing instruments and documents are ONCA compliant.</p> <p><b>Relevant:</b> Align changes with legal requirements and enhance member engagement.</p> <p><b>Time-bound:</b> Implement the changes and achieve the targeted AGM attendance by September 2024.</p>