



FAMILY SERVICE TORONTO

For People. For Change.

Strategic Plan: 2021 - 2026

Open Hearts 
Healthy Minds 
Strong Communities 

Q4 Service, Financial and Risk Report

May 21, 2025



Open Hearts, Healthy Minds, Strong Communities

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

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

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

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

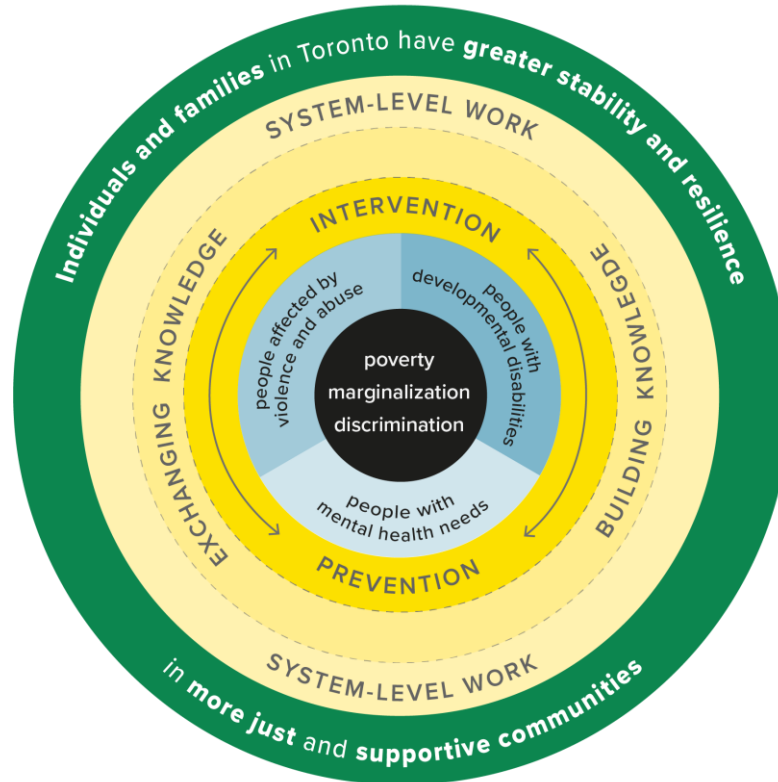
To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:

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

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

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

Theory of Change



Foundational Strategies

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

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



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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 and Facilities
Human Resources and Volunteers
Technology
Business Intelligence
Executive Director's Office

Mental Health

2,231

Target Clients

Q3 | 1,673 | ↑ 558

1,613

Actual Clients

Q3 | 1,342 | ↑ 271

72%

Percentage Achieved

Q3 | 80% | ↓ 8%

14,344

Target Visits

Q3 | 10,758 | ↑ 3,586

10,174

Actual Visits

Q3 | 7,559 | ↑ 2,615

71%

Percentage Achieved

Q3 | 70% | ↑ 1%

700

Target Unregistered Clients

Q3 | 525 | ↑ 175

1,601

Actual Unregistered Clients

Q3 | 1,550 | ↑ 51

-

Percentage Achieved

182

Clients Waitlisted

Q3 | 131 | ↑ 49

130 days

Average Wait Time

Q3 | 128 | ↑ 2

Programs Include General Counselling | Walk-in Clinic | Toronto Community Crisis Supports | David Kelley Services | Seniors and Caregivers Support Services | Families In Transition | Male Survivors of Sexual Abuse

Gender Based Violence

1,935

Target Clients

Q3 | 1451 | ↑ 484

1,592

Actual Clients

Q3 | 1,313 | ↑ 279

82%

Percentage Achieved

Q3 | 90% | ↓ 8%

8,201

Target Visits

Q3 | 6,150 | ↑ 2,051

9,969

Actual Visits

Q3 | 7,457 | ↑ 2,512

122%

Percentage Achieved

Q3 | 121% | ↑ 1%

750

Target Unregistered Clients

Q3 | 563 | ↑ 187

2,670

Actual Unregistered Clients

Q3 | 1857 | ↑ 813

-

Percentage Achieved

120

Clients Waitlisted

Q3 | 61 | ↑ 59

157 days

Average Wait Time

Q3 | 223 | ↓ 66

Programs Include Violence Against Women | Transitional and Housing Support | Next Steps (PAR) | Sexual Assault Initiative | West End Sexual Assault and Trauma | Partner Contact | Preventing Gender-based Violence

Community Engagement

915

Target Clients

Q3 | 686 | ↑ 229

519

Actual Clients

Q3 | 489 | ↑ 30

57%

Percentage Achieved

Q3 | 71% | ↓ 14%

1,637

Target Visits

Q3 | 1,227 | ↑ 410

789

Actual Visits

Q3 | 617 | ↑ 172

48%

Percentage Achieved

Q3 | 50% | ↑ 2%

91

Target Unregistered Clients

Q3 | 69 | ↑ 22

2,003

Actual Unregistered Clients

Q3 | 1,867 | ↑ 136

-

Percentage Achieved

Programs Include Senior Community Connections | Illahee Community Connections | Healthy Families, Healthy Communities

Developmental Services

553

Target Clients

Q3 | 415 | ↑ 138

662

Actual Clients

Q3 | 556 | ↑ 106

120%

Percentage Achieved

Q3 | 134% | ↓ 14 %

25,388

Target Visits

Q3 | 19,041 | ↑ 6,347

22,544

Actual Visits

Q3 | 17,775 | ↑ 4,769

89%

Percentage Achieved

Q3 | 93% | ↓ 4 %

500

Target Unregistered Clients

Q3 | 375 | ↑ 125

1,777

Actual Unregistered Clients

Q3 | 1,153 | ↑ 624

-

Percentage Achieved

Programs Include Options Adult | Options Children | Person Directed Planning | CSP | URS

Passport

10,478

Target Clients

Q3 | 10,194 | ↑ 284

9,525

Actual Clients

Q3 | 9,401 | ↑ 124

91%

Percentage Achieved

Q3 | 92% | ↓ 1%

30

Target Unregistered Clients

Q3 | 23 | ↑ 7

299

Actual Unregistered Clients

Q3 | 171 | ↑ 128

-

Percentage Achieved

Non-Client Data

724,731

Target PassportONE Claims

Q3 | 543,548 | ↑ 181,183

710,651

Actual PassportONE Claims

Q3 | 517,127 | ↑ 193,524

98%

Percentage Achieved

Q3 | 95% | ↑ 3%

\$520.1m

Target PassportONE POS

Q3 | \$390.1m | ↑ \$130m

\$537.5m

Actual PassportONE POS

Q3 | \$399.6m | ↑ \$137.9m

103%

Percentage Achieved

Q3 | 102% | ↑ 1%

93,998

Target Passport Claims

Q3 | 70,499 | ↑ 23,499

93,236

Actual Passport Claims

Q3 | 68,459 | ↑ 24,777

99%

Percentage Achieved

Q3 | 97% | ↑ 2%

\$92.1m

Target Passport POS

Q3 | \$69m | ↑ \$23.1m

\$86.8m

Actual Passport POS

Q3 | \$65.5m | ↑ \$21.3m

94%

Percentage Achieved

Q3 | 95% | ↓ 1%

Non-Client Data

3,951

Target IQAL & JR Claims

Q3 | 2,963 | ↑ 988

3,032

Actual IQAL & JR Claims

Q3 | 2,319 | ↑ 713

77%

Percentage Achieved

Q3 | 78% | ↓ 1%

\$2.51m

Target IQAL & JR POS

Q3 | \$1.88m | ↑ \$0.63m

\$2.03m

Actual IQAL & JR POS

Q3 | \$1.52m | ↑ \$0.5m

81%

Percentage Achieved

Q3 | 81% | → 0%

1,574

Target Committee Hours

Q3 | 1,181 | ↑ 393

2,221

Actual Committee Hours

Q3 | 1,777 | ↑ 444

141%

Percentage Achieved

Q3 | 151% | ↓ 10%

36

Serious Occurrence Reports

Q3 | 25 | ↑ 11

19

Ombudsman / MPP / MCCSS Inquiries

Q3 | 17 | ↑ 2

Social Action

28

Target Government Relations Meetings

Q3 | 21 | ↑ 7

29

Actual Government Relations Meetings

Q3 | 14 | ↑ 15

104%

Percentage Achieved

Q3 | 67% | ↑ 37%

29

Target Target Publications, Submissions, Tools

Q3 | 22 | ↑ 7

37

Actual Target Publications, Submissions, Tools

Q3 | 36 | ↑ 1

128%

Percentage Achieved

Q3 | 166% | ↓ 38%

19

Target Target Presentations, Workshops

Q3 | 14 | ↑ 5

21

Actual Target Presentations, Workshops

Q3 | 14 | ↑ 7

111%

Percentage Achieved

Q3 | 100% | ↑ 11%

25

Target Meetings Convened

Q3 | 19 | ↑ 6

33

Actual Meetings Convened

Q3 | 19 | ↑ 14

132%

Percentage Achieved

Q3 | 100% | ↑ 32%

1,800

Target Unregistered Clients

Q3 | 1350 | ↑ 450

2,062

Actual Unregistered Clients

Q3 | 1356 | ↑ 681

115%

Percentage Achieved

Q3 | 100% | ↑ 15%



FAMILY SERVICE TORONTO

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2024-2025 Operational Plan – Q4 Report

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. Typically, the development of a new strategic plan is initiated in the early fall and concludes with Board consideration in late spring.

Open Hearts, Healthy Minds, Strong Communities (strategic plan 2021-26) was initiated in the 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 plans are approved by the Board (along with the annual budget) and progress against the plans and budget are reported to the Board on a quarterly basis.

Management Performance Plans (new)

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 Report (new)

The Board received the first Strategic Plan Progress Report May 2023. The Progress Report will be updated annually and form a component of the annual Operational Plan submitted for Board approval. This fills a data gap and will allow the Board to review a proposed operational plan against the strategic plan and progress to date.

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.



2024-2025 Operational Plan – Q4 Report

Section B: Operational Plan

1. Strengthening the FST Team

Commitments	2024/25 Objectives	What We Did in 24-25 Q4	Results
Work more collaboratively towards shared goals. Executive Director Senior Director, People and Culture		Held a clinical day for all CSP staff, focused on case consultations, clinical learning and networking. The SCSS team provided education on elder abuse. Case consultations on complex clinical situations involving intersections of trauma, stigmatization and navigating substance use.	34 staff members attended.
Strengthen Internal Communication. Executive Director Senior Director, People and Culture	Specific: 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. Measurable: Increase staff engagement scores on communication measures by 15% based on surveys or feedback mechanisms and achieve a 70% participation rate on FST Intranet. Achievable: Conduct training sessions to enhance communication skills and establish a	Posted 11 Staff Updates to PULSE (intranet) to recognize staff achievements, cultural and organizational events and promote cross-department communication and activities. Regular PULSE posts to People and Culture, Health and Wellness, Bulletin Board and Team Updates also contributed to cross-	Q4 views of the weekly Staff Update totalled 1,706 for the quarter resulting in an average 155 staff (78 per cent) viewing the Update on a weekly basis. Total likes were 137 with an average of 13 per cent of staff adding a like every week in addition to positive comments.



2024-2025 Operational Plan – Q4 Report

	<p>system for recognizing and appreciating collaborative efforts.</p> <p>Relevant: 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>Time-bound: 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>	departmental engagement and communications.	
<p>Share ownership and Responsibility for Performance.</p> <p>Executive Director</p> <p>Senior Director, People and Culture</p>			
2. Expanding Community Counselling and Mental Health Services			
Commitments	2024/25 Objectives	What We Did in 24-25 Q4	Results
<p>Rethink our approach to counselling services.</p> <p>Chief Operating Officer</p>			



2024-2025 Operational Plan – Q4 Report

<p>Double access to our counselling services.</p> <p>Chief Operating Officer</p>	<p>Specific: 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>Measurable: 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>Achievable: Partner with Hard Feelings to develop a targeted “community of practice,” fostering a strategic alliance that enhances service delivery and community impact.</p> <p>Relevant: Focus on increasing mental health supports specifically tailored for Queer newcomers/refugees, addressing unique needs within the community.</p> <p>Time-bound: 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>	<p>Developed and offered four group sessions for Humber College students.</p>	<p>Uptake was limited due to compressed time period and student return to campuses after holiday breaks.</p> <p>Partnership development resulted in the creation and submission of a funding proposal to the Public Health Agency of Canada to provide counselling supports to neurodiverse students attending Humber.</p>
<p>Introduce more group and virtual options.</p> <p>Chief Operating Officer</p>		<p>VAW team partnered with Canadian Foundation of Economic Education to offer monthly financial literacy webinars</p>	<p>Two workshops were offered, 7 discrete clients attended. This workshop series has an open, ongoing enrollment process.</p>



2024-2025 Operational Plan – Q4 Report

		Seniors narrative group offered for Spanish speaking seniors, as a joint program between SCSS and Community Engagement.	9 discrete clients attended.
3. Reducing Gender-Based Violence			
Commitments	2024/25 Objectives	What We Did in 24-25 Q4	Results
Challenge the system status quo. Chief Operating Officer			
Engage with men. Chief Operating Officer	<p>Specific: 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>Measurable: Implement evidence based, best practise resources and evaluation tools for services targeting males in the 2024/2025 fiscal year</p> <p>Achievable: Internal experts to collaborate with partners and those with lived experience to develop programming and align with Strategic Plan.</p> <p>Relevant: Align program goals with provincial/federal/municipal strategies to reduce gender-based violence.</p>	<p>Men's wellness group began in Q4.</p> <p>Within the Community Engagement program, several of the communities, with a focus on GBV. These communities include are Nigerian and Afghan. The Spanish speaking and Afghan Seniors group (SALC) have integrated men and women into the same group, to further expand opportunities to integrate learning.</p>	



2024-2025 Operational Plan – Q4 Report

	Time Limited: Minimum 1 pilot groups for men happening in Sept 2024 with evaluations completed for March 2025 and shared learnings.		
Strengthen engagement with women's shelters.			
Chief Operating Officer			
4. Enhancing Developmental Disability Services			
Commitments	2024/25 Objectives	What We Did in 24-25 Q4	Results
Refine the Passport Model. Executive Director Chief Administrative Officer		<p>Carrying on the work started in Q3, PassportONE has been actively collaborating with Community Living Toronto to improve the quality of web submissions and discuss potential improvements in MyDirectPlan (MDP) system and P1 platform.</p> <p>Under the case management program stream (options children):</p> <ul style="list-style-type: none"> Increased 1:1 service navigation offerings to 1 day per week for clients not registered in program 	<p>Development addresses pain points, reduces the workload of Passport Agencies, and improve efficiency by ensuring more complete claim submissions.</p> <ul style="list-style-type: none"> Expansion of service offerings resulted in over achieving program targets



2024-2025 Operational Plan – Q4 Report

		<ul style="list-style-type: none"> • Presentation requests have increased, including other sectors (i.e. settlement) serving 568 participants 	
Strengthen accountabilities within the program. Executive Director Chief Administrative Officer	<p>Specific: 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>Measurable: Each budget element will have a rationale including anticipated quantifiable impact (benefit) for clients and staff.</p> <p>Achievable: Collaborate and negotiate with eleven Passport Agencies to come to agreement on continuous service improvement activities and related budget requests.</p> <p>Relevant: Align the budget submission with the financial needs and priorities of OPAN and Passport agencies to support their continuous service improvement objectives.</p> <p>Time-bound: Complete the budget submission process by March 31, 2024.</p>	<ul style="list-style-type: none"> • Continuous service improvement activities established including mis use of funds guidelines, best practices work group • Draft Passport procedures manual produced • Draft common client satisfaction measurement tool developed 	<ul style="list-style-type: none"> • 3% increase in utilization • Increase in funds administered of \$50M • Absorbed 8% increase in client load with no net new resources while maintaining stable reimbursement processing times • Improved and more transparent risk management applied to mis use of funds events
Provide Stewardship for the evolution of individualized account programs. Executive Director		OPAN drafted OPAN Statement to frame Ministry discussions.	



2024-2025 Operational Plan – Q4 Report

Chief Administrative
Officer

5. Developing a Public Policy Capability

Commitments	2024/25 Objectives	What We Did in 24-25 Q4	Results
<p>Renew our policy, advocacy and community networks.</p> <p>Executive Director</p> <p>Senior Director, Strategy and Innovation</p>	<p>Specific: Develop and enhance FST's public policy capability by renewing networks and strengthening connections to programs.</p> <p>Measurable: 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 by end of FY 2023/24.</p> <p>Achievable: Allocate necessary resources for infrastructure adjustments.</p> <p>Relevant: 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>Time-bound: Complete the specified activities and achieve the outlined goals by the end of FY (2023-2024).</p>	<p>Developed and secured resources for a new staffing model. This includes the addition of 1 FTE Social Action Manager; 1 FTE Social Action Researcher; updating the Sr. Admin job description to include additional program duties (communications, relationship management)</p> <p>Organized and in-person strategy session for C2K steering committee plus close partners</p> <p>Community of practice with the two FST research functions – Social Action Research and Research and Evaluation – has begun, which will strengthen horizontality in the public policy and engagement efforts.</p>	<p>Exceeded each of our targets due to added capacity</p> <p>Held 2 very successful report card launch events in 2 different cities, presenting findings from 4 report cards: At FST in Toronto released the Ontario and Toronto report cards; In Ottawa released the National and Nunavut report cards.</p> <p>Using our informal tracking, we counted 134 media interviews/coverages over the course of this fiscal for our work.</p> <p>Network continues to diversify. Nunavut, Newfoundland and Yukon continue to play more active</p>



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2024-2025 Operational Plan – Q4 Report

			roles at the C2K steering committee level
Develop new calls for action and reform. Executive Director Senior Director, Strategy and Innovation	Development of mental health report card Focus on rebuilding our external communications strategy and tactics	Sr. Dir. Strategy and Innovation and Director Special Projects and Communications have started meeting to collaboratively align and strengthen external communication strategy	Resources identified, environmental scan will take place in the new fiscal.
Strengthen the connections between our public policy capability and our programs. Senior Director, Strategy and Innovation			

Section C: Foundational Strategies

1. People

Strategy	2024/25 Objectives	What We Did in 24-25 Q4	Results
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2024-2025 Operational Plan – Q4 Report

<p>We will cultivate the skills that allow each of us to be more agile and adaptive.</p> <p>Executive Director Senior Director, People and Culture</p>			
<p>We will support professional development and personal growth.</p> <p>Senior Director, People and Culture</p>	<p>Specific: 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>Measurable: Have succession plans in place for SLT roles by the third quarter.</p> <p>Achievable: 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>Relevant: Align leadership development with organizational goals emphasizing the importance of succession planning to ensure long-term stability and effectiveness.</p> <p>Time-bound: Have a pool of qualified candidates ready for leadership roles by the end of 2025.</p>	<p>New HRIS – ADP (MoneyPenny) implemented in Q4 has tools to track succession plans across the organization.</p> <p>Increases our Wellness Program and collaboration with the CityWide Commons through our first virtual yoga sessions offered in Q4.</p>	<p>Wellness Sessions had an overall 99% satisfaction rate from participants.</p>



2024-2025 Operational Plan – Q4 Report

<p>We will hold one another accountable for our mission, impact, and actions.</p> <p>Senior Director, People and Culture</p>			
2. Culture			
Strategy	2024/25 Objectives	What We Did in 24-25 Q4	Results
<p>We will reward innovation that responds to the needs of our communities.</p> <p>Senior Director, People and Culture</p>			
<p>We will strengthen our ability to collaborate to achieve our shared goals and learn from our shortcomings and failures.</p> <p>Executive Director</p> <p>Senior Director, People and Culture</p>	<p>Specific: 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>Measurable: 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>Completed collective agreement negotiations, ratifying a 3-year agreement before current agreement expiry with a 98% approval vote.</p>



2024-2025 Operational Plan – Q4 Report

	<p>Achievable: Conduct training sessions to enhance communication skills and establish a system for recognizing and appreciating collaborative efforts.</p> <p>Relevant: 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>Time-bound: 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>		
<p>We will stand up as a leader in the community sector to better support our partners and beneficiaries.</p> <p>Executive Director Senior Director, Strategy and Innovation</p>	<p>Focus on rebuilding our external communications strategy and capacity.</p>	<p>See above, public policy</p>	
3. Systems			



2024-2025 Operational Plan – Q4 Report

Strategy	2024/25 Objectives	What We Did in 24-25 Q4	Results
<p>We will invest in our Human Resources (HR) systems and supports.</p> <p>Senior Director, People and Culture</p> <p>Chief Administration Officer</p>	<p>Specific: Invest in our HR/Payroll systems and enhance business platforms to optimize organizational efficiency.</p> <p>Measurable:</p> <ul style="list-style-type: none"> ○ Evaluate and complete the selection of a new HR Information System (HRIS)/Payroll System, emphasizing employee experience, applicant tracking, performance management, and reporting capabilities by the end of FY 2023/24. ○ Sign the contract and kick off the project related to the new HRIS/Payroll System by the end of FY 2023/24. ○ Successfully complete the system-wide upgrade to Windows OS 11 for all laptops and servers by the end of FY 2023/24. <p>Achievable: 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>Relevant: Aligns with the goals of improving organizational infrastructure and efficiency, ensuring that HRIS/Payroll System and business platforms contribute to overall service</p>	<p>New HRIS – ADP (MoneyPenny) Launched February 14, 2025. Training was completed in phases on all aspects of the system, with Phase one completed at the end of Q4.</p>	<p>A streamlined system has created a more user-friendly experience for all staff. Recruitment has moved to this new platform, allowing candidates to apply for roles through a simplified process and online learning modules create increased opportunities for professional development for staff.</p>



2024-2025 Operational Plan – Q4 Report

	enhancement, and facilitate improved decision-making and reporting. Time-bound: Complete the evaluation and selection of the new HRIS/Payroll System and initiate the Windows OS upgrade by the end of FY 2023/24.		
We will invest in our business platforms to create more efficient and intuitive systems. Chief Administrative Officer	HRIS and Great Plains (GP) accounting software replacement.	Completed the development of an online intake form that is integrated with the TREAT system.	The integrated intake form enables the Service Access Unit team to share a web link with clients, allowing them to complete an intake questionnaire online. Upon submission, the form automatically creates or updates the corresponding client file in TREAT, significantly reducing manual data entry for staff.
We will implement metrics that allow us to better evaluate our impact and improve our services. Chief Operations Officer	Review/revise performance reporting to the Board to better connect to strategic plan.	Developing a set of PQI built into the new strategic planning process, retained consultant with experience in this area. Broad input into the development of these includes staff at all levels of the organization, external partners and service users from across program areas.	2026 – 2031 will have a clear set of indicators to measures strategic priorities against.

**2024-2025 Operational Plan – Q4 Report**

Senior Director,
Strategy and Innovation

The Tech and BI team successfully integrated the PassportONE helpdesk email inbox into the SysAid ticketing system. SysAid has been the primary platform for internal IT support for several years; with this integration, all IT-related requests—both internal and external—will now be managed through a centralized system.

This integration enables improved tracking of response and resolution times, as well as greater visibility into the type and volume of support requests. These insights will support the development of targeted strategies to improve service efficiency and reduce recurring issues for both FST and Passport Agencies.

4. Funding

Strategy	2024/25 Objectives	What We Did in 24-25 Q4	Results
We will aggressively pursue opportunities that allow us to diversify and increase our revenues. Executive Director	Bring forward a plan for the development of the 4 th floor Church Street.		
We will manage our assets to support and expand our services.	Newcomer Women's Services and Madison moving into Sterling Rd. offices.		



2024-2025 Operational Plan – Q4 Report

<p>Chief Administration Officer</p>	<p>Specific: Streamline operations to alleviate pressure on anchor agency funding by strategically eliminating positions.</p> <p>Measurable: Achieve a budget reduction of \$150,000.</p> <p>Achievable: Conduct a thorough analysis of staffing needs and identify positions that can be eliminated without compromising essential functions and operational efficiency.</p> <p>Relevant: Align the staff reduction with organizational priorities and financial objectives.</p> <p>Time-bound: Implement the FTE reductions by March 31, 2024, to realize immediate positive impacts on the 2024/25 budget and financial sustainability.</p>		
<p>We will introduce new social enterprise models that help to expand our service offering.</p> <p>Executive Director</p>	<p>Business model review to determine how the FST and Hard Feelings models can better align and leverage.</p>	<p>Increases our partnership with City Wide Commons through our offering our consulting services in their collective bargaining process. Services began in Q4 will continue in Q1 25/26</p>	



2024-2025 Operational Plan – Q4 Report

Chief Administration Officer			
5. Community			
Strategy	2024/25 Objectives	What We Did in 24-25 Q4	Results
<p>We will ensure that a community development ethos is at the heart of our services.</p> <p>Senior Leadership Team</p>			
<p>We will work to engage our service users and communities to ensure that our services are responsive and appropriate.</p> <p>Chief Operating Officer</p> <p>Senior Director, Strategy and Innovation</p>	<p>Specific: 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>Measurable: Achieve an AGM attendance of 30 members or more in the first year of implementation.</p> <p>Achievable: Collaborate with legal expert to ensure FST governing instruments and documents are ONCA compliant.</p> <p>Relevant: Align changes with legal requirements and enhance member engagement.</p>	<p>Established a Strategic Planning advisory team composed of frontline staff and service users</p>	<p>The advisory team met in Q4 to provide initial advice and comment to planning consultants. Service user participants highly engaged in the process.</p>



2024-2025 Operational Plan – Q4 Report

	Time-bound: Implement the changes and achieve the targeted AGM attendance by September 2024.		
<p>We will support individuals and communities to take action on the issues that matter to them.</p> <p>Senior Director, Strategy and Innovation</p> <p>Executive Director</p>		<p>Obtained confirmation of New Horizons Grant for Newcomer Seniors for the SALC program – Creating books for the Afghan and Spanish speak communities through narrative therapy approaches.</p> <p>Partnered with community agencies, including Better Life Counselling and legal clinics, to provide educational workshops and information sessions for Community Engagement clients.</p> <p>Joint planning and facilitation of International Women’s Day events in the Arabic speaking and Spanish speaking communities.</p>	<p>With the in house FST event hosting close to 50 registered clients, around 135 participants for the Arabic Speaking IWD (partnering with 8 other organizations), 41 participants for the Tamil Speaking IWD, and 250 participants for the Spanish-speaking IWD (partnering with 10 other agencies).</p>



FAMILY SERVICE TORONTO
For People. For Change.

March 31, 2025 (Q4) Financial Report

Prepared by: Financial Services
Date: May 5, 2025

Summary

At the end of Q4 F24-25, FST recorded \$21.65M of revenue from all sources compared to a YTD forecast of \$21.66M. This resulted in a variance of \$11K less than forecasted.

Organization-wide expenses at the end of Q4 were \$21.64M with a forecast of \$21.66M. The variance of \$22K is a net result of lower expenses in all categories.

Excess revenue over expenses on March 31, 2025, was \$11K. This amount reflects the unrestricted revenues (rental income, and donations).

Community Programs

At the end of Q4, revenue in Community programs was \$10.54M compared to the YTD forecast of \$10.41M. The variance of \$127K is mainly attributable to more United Way Revenue required for program expenses

Total expenses in Q4 were \$9.92M with the YTD forecast of \$9.795M. The variance of \$128K is mainly a result of higher than anticipated salaries.

PassportONE

Revenue and expenses at the end of Q4 was \$9.81M with the YTD forecast of \$9.76M. The variance of \$48K is mainly due to underspending in most categories offset by more than anticipated salaries and benefits. The Capital asset expenditures actuals were \$288K against the \$500K allocated funding for fiscal 24-25. Interest earned on PassportONE client purchase of service of \$479K is to be returned to MCCSS as per contract requirements.

Corporate Services

Revenue from all sources was \$2.87M, compared to the YTD Forecast of \$3.01M. The variance of \$135K is mainly attributable to United Way funding required for Community programs.

Total expenses were \$2.86M, compared to the YTD budget of \$3.01M. The variance of \$146K comprises underspending mainly of salaries and benefits.

Capital and Learning Fund

The total capital asset additions at the end of Q4 were \$360K. This included Treat software upgrade (\$23K), PassportONE CRM updates (\$125K), 355 Church St. Building accessibility upgrades (\$50K), Laptops (\$99K), Servers (\$41K), and Xerox photocopiers (\$22K).

The YTD interest earned from the Building Reserve Fund was \$25K. The balance of the Reserve fund at the end of Q4 was \$620K. \$50K of the capital reserve was used for the accessibility upgrades.

FST's portion of the venture's surplus for the quarter was \$33K. There were no distribution payments for Q4. FST received \$1K in interest payments in Q4 related to the leasehold improvements loan.

[illegible]

[illegible]



FAMILY SERVICE TORONTO
For People. For Change.

Q4 Risk Report

Prepared by: Finance
Date: May 5, 2025



24-25 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	L	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	L	ED People and Culture SLT Directors Managers	<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>In Q4, ADP Workforce now went live. Roll out of several modules will continue into the new Fiscal.</p> <p>Training began in Q4 for all staff in the ADP workforce Now platform. Internally known as Moneypenny.</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>Updates from the three board committees occurred.</p>
3.	Not meeting the legal compliance requirements	M	M	None	<ul style="list-style-type: none">On-going monitoring; quarterly compliance reports to BoardAnnual compliance with legislation report to Board	M	Board ED		Stable	<p>Quarterly risk reports submitted to the board.</p>

24-25 Risk Register										
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										The annual compliance report was submitted to the board in October 2024
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 annuallyAnnual PP1 audit by KPMGAuditor recommendations reviewed, and plan/execution of remediation discussed at FAC post-audit and approvedPP1 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.	M	ED Finance Director FAC Board		Stable	<p>PP1 claims team continue to discuss fraud and misuse in their monthly meeting. Examples are identified and discussed.</p> <p>Updated Financial Policies were presented to FAC in the October 9 meeting.</p> <p>KPMG will present their Audit Plan of PP1 in the May 2025 FAC meeting.</p>
5.	Operational Losses	H	H	None	<ul style="list-style-type: none">Budgets and forecastsQuarterly reporting of variances to ST and BoardMonthly financial reports to managersReports to funders	H	ED Finance Director		Up	In Q4 the F25-26 budget was presented to FAC and the Board that had a planned shortfall. The general fund will cover the shortfall

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					<ul style="list-style-type: none"> Funding agreements dictates what is allowed and not allowed 					FST was in a breakeven position at Q4 for F24-25.
6.	Accurate and reliable financial information, budgeting and reporting	L	L		<ul style="list-style-type: none"> 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 SLT Directors		Stable	<p>Monthly financials for Q4 were posted to and circulated to FST management for the months of October, November and December.</p> <p>External reports to funders for Q3 were completed and reviewed by program manager/Directors.</p>
Business Risk: Operational										
7.	IT Integrity, Security and Availability	M	H	None	<ul style="list-style-type: none"> Cyber security training for staff Increase system monitoring Regular review and update of technology policies Review additional insurance coverage Move away from single service provider (ECRS) 	M	ED Technology and Business Intelligence SLT Directors	<p>Plans to move PassportONE platform to hybrid cloud solution.</p> <p>Plans to review an update IT policy by Q1 of 2024.</p> <p>Plans to conduct gap analysis and solution implementation as identified by the KPMG audit.</p>	Stable	<p>Cyber Security Insurance is in place until April 2025.</p> <p>In Q4, Cyber security training for 10 new staff members was completed.</p> <p>Progress in migrating PassportONE CRM to CRM hybrid cloud continued in Q4. The system is expected to go</p>

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										live in June 2025. This will not interfere with the year-end processing of claims.
8.	Vendor Management	H	M	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.	Up	A tracking procedure has been developed and put in place to track contract invoices to ensure that the contract values are not exceeded. The Procurement Activity Report for F23-24 was submitted to MCCSS and Supply Ontario. Supply Ontario released Procurement Restriction Policy that prohibits procuring goods or services from US Businesses.
9.	Property, Plant and Equipment	H	L	None	<ul style="list-style-type: none"> Develop systems and processes to be effective landlord. 	M	ED SLT	Review of Computerized maintenance management	Stable	In Q4, Citywide Commons tenants and staff began submitting

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							Facilities Department	system for 355 Church St. location		facility related tickets in Maintenance Care.
10.	Data Protection and Privacy	H	L	None	<ul style="list-style-type: none"> Reducing privacy breeches was a factor in selecting new ECRS; review and modification of business practices Additional funding from MCCSS for additional staff in Passport program extended until March 2023 (to reduce workload related breeches) 	M	Technology and Business Intelligence SLT Directors	<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>	Stable	<p>Privacy breeches in Q4 were the same as Q4 last fiscal.</p> <p>For Q3 F23-24 there were 2.</p> <p>For Q4 F24-25 there were 2.</p>
11.	Loss or corruption of data	M	M	None	<ul style="list-style-type: none"> New backup solution means all data backed up nightly to cloud through managed service level agreement with vendor; IT infrastructure documented, updating disaster recovery plan. Satellite offices – procedures reviewed. Insurance coverage 	M	Technology and Business Intelligence SLT Directors		stable	<p>FST has not experienced any issues of data loss and backups continue to be performed.</p> <p>In Q4, Cyber security training for 10 new staff members was completed.</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 	M	ED People and Culture	<p>HR exploring other retention strategies.</p> <p>Automating and accelerating recruitment processes through Applicant Tracking System (STS)</p>	stable	<p>The current retention rate as of March is 99%</p> <p>The average time to fill vacancies is 41 days.</p>

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					(sometimes ahead of Ministry funding approvals) <ul style="list-style-type: none"> Providing enhanced pension plan to staff and modified benefits plan to contract staff. 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 People and Culture SLT Directors Managers	Implementation of new HRIS to enhance employee communication at an individual, team and organizational level.	Down	Q4 analytics indicate the Staff Update was viewed weekly by an average 78 per cent of staff. The wellness program has become normalized and is integrated into staff's day to day routine. The first training module for all staff was released on ADP workforce now. The training was for the new Business Connect phone system from TELUS going live in the new Fiscal.
14.	Lack of adequate succession planning at executive management level	M	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. 	L	ED People and Culture SLT Directors		Down	With the implementation of the new Senior Leadership Team, succession planning is in a better position with the implementation of

24-25 Risk Register										
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					<ul style="list-style-type: none"> Creation of Technical Leads as crosswalk positions for BU/EXCL staff to management roles 					technical leads in most areas of the organization.
15.	Staff morale	L	L	None	<ul style="list-style-type: none"> Regular staff satisfaction survey provides information on morale and brings needs to the surface Management considers results of survey and develops action plan in consultation with staff Annual staff day provides opportunity for staff to get together and celebrate the year Employee Engagement Team is underway Annual service achievements and retirements are celebrated by the organization Collective agreement is mature and embeds best practice i.e., three-year collective agreement 	L	ED People and Culture SLT Directors		Stable	There were no grievances in Q4.
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 SLT Directors		Stable	Communications began closer collaboration with the Social Action/Campaign 2000 team in development of joint objectives for the 2025-26 operational plan around targeted thought leadership and media training for staff in the areas of mental health, gender-based violence and developmental services.

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										Work continued on refining FST's new <i>PULSE</i> . Q4 external communications through FST's website and social media channels focused on several events including Black History Month, International Women's Day events and Social Work Week in March.
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 SLT 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	M	People and Culture SLT Director		Up	FST has a complaints policy. There were 3 complaints in Q4.

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					<ul style="list-style-type: none">Board receives annual report on client complaints					
19,	Acceptable client wait-times	H	H	None	<ul style="list-style-type: none">Manage wait timeSeek ST approval to close wait listTeams have ways of prioritizing.Process to respond to urgent callsAll callers requesting to go on to a wait list are referred to the Walk-In, which is now available virtually and in person.	H	COO, Clinical Director		Up	<p>The wait list is open and actively managed.</p> <p>The number of clients waiting for service is 369.</p>