



FAMILY SERVICE TORONTO

For People. For Change.

Strategic Plan: 2021 - 2026

Open Hearts 
Healthy Minds 
Strong Communities 

FY2025-2026

Q1 Service, Financial and Risk Report

October 29, 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.

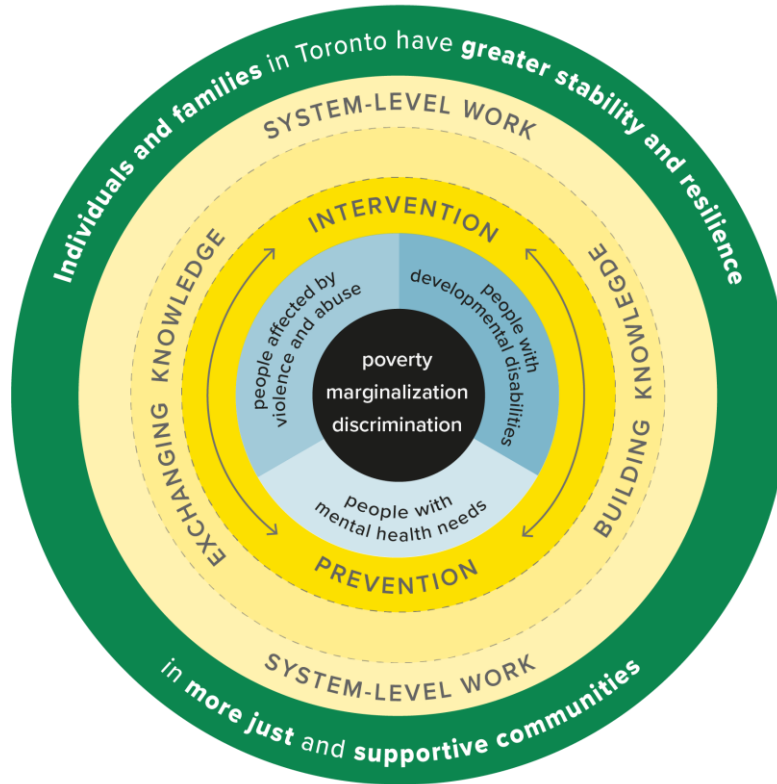
To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:

- 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



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

Mental Health

641

Target Clients

742

Actual Clients

116%

Percentage Achieved

2,801

Target Visits

2,500

Actual Visits

89%

Percentage Achieved

175

Target Unregistered Clients

187

Actual Unregistered Clients

107%

Percentage Achieved

159

Clients Waitlisted

123 days

Average Wait Time

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

660

Target Clients

831

Actual Clients

126%

Percentage Achieved

2,017

Target Visits

3,113

Actual Visits

154%

Percentage Achieved

188

Target Unregistered Clients

200

Actual Unregistered Clients

107%

Percentage Achieved

106

Clients Waitlisted

191 days

Average Wait Time

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

284

Target Clients

344

Actual Clients

121%

Percentage Achieved

138

Target Visits

132

Actual Visits

96%

Percentage Achieved

29

Target Unregistered Clients

374

Actual Unregistered Clients

-

Percentage Achieved

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

Developmental Services

533

Target Clients

452

Actual Clients

85%

Percentage Achieved

6,932

Target Visits

4,796

Actual Visits

69%

Percentage Achieved

215

Target Unregistered Clients

685

Actual Unregistered Clients

-

Percentage Achieved

Programs Include Options Adult | Options Children | Person Directed Planning | CSP | URS | DS Case Management

Passport

10,609

Target Clients

9,628

Actual Clients

91%

Percentage Achieved

Non-Client Data

208,720

Target PassportONE Claims

193,363

Actual PassportONE Claims

93%

Percentage Achieved

\$148.5m

Target PassportONE POS

\$144m

Actual PassportONE POS

97%

Percentage Achieved

28,912

Target Passport Claims

26,375

Actual Passport Claims

91%

Percentage Achieved

\$24.7m

Target Passport POS

\$23.8m

Actual Passport POS

96%

Percentage Achieved

Non-Client Data

756

Target IQAL & JR Claims

733

Actual IQAL & JR Claims

97%

Percentage Achieved

\$510,090

Target IQAL & JR POS

\$460,299

Actual IQAL & JR POS

90%

Percentage Achieved

498

Target Committee Hours

707

Actual Committee Hours

142%

Percentage Achieved

2

Serious Occurrence Reports

8

Ombudsman / MPP / MCCSS Inquiries

Social Action

4

Target Government Relations Meetings

1

Actual Government Relations Meetings

25%

Percentage Achieved

3

Target Publications, Submissions, Tools

2

Actual Publications, Submissions, Tools

67%

Percentage Achieved

5

Target Presentations, Workshops

5

Actual Presentations, Workshops

100%

Percentage Achieved

8

Target Meetings Convened

4

Actual Meetings Convened

50%

Percentage Achieved

484

Target Unregistered Clients

452

Actual Unregistered Clients

93%

Percentage Achieved



2025-2026 Operational Plan - Q1

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

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

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.



2025-2026 Operational Plan - Q1

Section B: Operational Plan

1. Strengthening the FST Team

Lead: Senior Leadership Team (SLT)

Program: All

Commitments	2025/26 Objectives	What We Did in 25-26 Q1	Results
<ul style="list-style-type: none"> • Work more collaboratively towards shared goals. • Strengthen Internal Communication. • Share ownership and Responsibility for Performance. 	<ul style="list-style-type: none"> • By the end of June 2025, launch an IT Insights section on PULSE with the IT and Business Intelligence Department working with the Communications Department to provide monthly technology tips, resources and best practices to support staff professional development and personal growth. • By the end of September 2025, deploy a pilot project with four service areas to implement a targeted approach to post monthly Team Updates on PULSE, aimed at fostering cross-departmental communication, enhancing knowledge sharing, boosting operational efficiency, and aligning efforts agency-wide. • Collaboratively develop shared goals by implementing a robust and inclusive staff engagement process leading to the next Strategic Plan (2026-2031). 	<p>Draft newsletter reviewed and feedback provided to BI team with revised plan to launch first edition in Q2 (September)</p> <p>VAW team featured in 2024-25 Annual Report released in Q2 July and highlighted in July 9 Staff Update on PULSE with follow-up planned for monthly updates on PULSE beginning Q3 (October).</p>	<p>Tracking to begin with Q2 (September) launch</p> <p>Tracking to begin with Q3 (October) launch</p>



2025-2026 Operational Plan - Q1

2. Expanding Community Counselling and Mental Health Services

Lead: Chief Operating Officer, Director, Clinical Services

Program: COU, TCCS, WIC, David Kelley Services, Seniors (SCSS), FIT

Commitments	2025/26 Objectives	What We Did in 25-26 Q1	Results
<ul style="list-style-type: none"> Rethink our approach to counselling services. Double access to our counselling services. Introduce more group and virtual options. 	<ul style="list-style-type: none"> Provide additional opportunities for students to gain clinical experience through the Walk In Counselling (WIC) program, resulting in a 5% increase in the number of clients served by the end of FY25-26. Increase access to counselling services for individuals living with a developmental disability by 30% by the end of FY25-26. Increase the reach of FST’s mental health counselling services by delivering individual and/or group-based work in partnership with a college or university by the end of FY25-26. 	<p>We continued to have WIC Clinical, student and admin volunteers to support the work of the Walk-in.</p> <p>Pathways to Counselling program continues work with individuals living with a developmental disability and their caregivers through the provision of mental health counselling supports, offered by counsellors across FST’s mental health and gender-based violence programs and supported by case managers in FST’s developmental services case management programs for adults and children.</p> <p>Through an MOU with the YWCA, increased reach of service to formerly homeless women, who are now housed, by offering two dramatherapy sessions designed</p>	<p>127 clients seen, a decrease of 7% year over year. Communications strategy developed this quarter with the goal of increasing uptake</p> <p>19 clients active in Pathways to Counselling program in Q1.</p> <p>Nine clients served in session one; five clients served in session two.</p>



2025-2026 Operational Plan - Q1

		to address impact of trauma in creative and low-barrier ways
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3. Reducing Gender-Based Violence

Lead: Chief Operating Officer, Director, Clinical Services
Program: VAW, THSP, PAR, SAI, WESAT, PC, PGBV, SALC1, SALC2, HFHC

Commitments	2025/26 Objectives	What We Did in 25-26 Q1	Results
<ul style="list-style-type: none"> Challenge the system status quo. Engage with men. Strengthen engagement with women’s shelters. 	<ul style="list-style-type: none"> Outreach to three settlement serving organizations and expanding programming for a range of genders by the end of FY25-26. Develop a support group for clients on the waitlist and provide three educational sessions and a list of bibliotherapy resources by the end of FY25-26. Strengthen our relationship with women’s shelters through hosting a resource & expertise sharing workshop in alignment with shared goals by the end of FY25-26 to better support and serve women fleeing from violence. 	<p>Wait list group developed for VAW clients by members of the VAW team. First session launches in Q2.</p> <p>CE Staff from Nigerian community attended two women’s shelters to discuss services and provide outreach materials.</p> <p>Began discussions with University Settlement to facilitate a workshop services for the Iranian community, including Women, Seniors and Caregivers. To be implemented in Q2.</p>	

4. Enhancing Developmental Disability Services

Lead: Chief Operating Officer, Chief Administrative Officer, Director, Clinical Services, Director, PassportONE, Director, Tech & BI
Programs: Options Adult, Option Children, PDP, CSP, URS, Passport, PassportONE

Commitments	2025/26 Objectives	What We Did in 25-26 Q1	Results
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2025-2026 Operational Plan - Q1

<p>Goals</p> <ul style="list-style-type: none"> • Refine the Passport Model. • Strengthen accountabilities within the program. • Provide Stewardship for the evolution of individualized account programs. 	<ul style="list-style-type: none"> • Develop a peer support model for Passport recipients by the end of September 2025. Recruit and train five peer support volunteers and pilot delivery to twenty participants by the end of FY25-26. • Collaborate with community partners to develop three pathways to services for clients and their support networks by the end of FY25-26. • Collaborate with the Ministry and OPAN to enhance program accountability and efficiency by providing targeted training to program staff and Passport recipients, and by developing a risk management strategy. Achieve a 5% increase in training participation rates and a 5% reduction in Passport Agencies' involvement in risk-based reviews by the end of FY25-26. 	<p>Established internal working group to lead peer support work. Developed draft recruitment flyer and phone/email scripts.</p> <p>Discussions around potential pathways to supports and/or a partnership with the Azrieli Adult Neuro Neurodevelopmental Centre to train DSCM under discussion.</p> <p>A 3-day meet of 40 provincial colleagues from the Developmental Services Ontario (DSO) Provincial Network and the Ontario Passport Agency Network (OPAN) was held at Church office.</p> <p>OPAN drafted a letter to the Deputy Minister outlining the accomplishments of the Passport program over the last 3 years and alerting the ministry to future challenges and risks associated with the program.</p> <p>PassportONE has implemented phase 1 changes to RBR optimise</p>	<p>Insightful discussions and feedback regarding key topics including Journey to belonging, Misuse of funds, updating the Passport program model were discussed during this event.</p> <p>This has improved efficiency in claim</p>
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2025-2026 Operational Plan - Q1

		<p>the risk review model in Q1 and collaborated with CLT to enhance the quality of MDP claims.</p> <p>Signed a data sharing agreement with Community Living Toronto for the PassportONE and MDP systems.</p> <p>Development of partnerships to deliver workshops with two separate providers - Ontario Autism Program and Extend-a-Family.</p>	<p>processing while maintaining risk level.</p> <p>The data sharing agreement will allow FST and CLT to improve the integration between the two systems, allowing for an improved user experience by providing real time budget information to users.</p>
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5. Developing a Public Policy Capability

Lead: Executive Director, Senior Director, Strategy and Innovation

Programs: Social Action, Campaign 2000

Commitments	2025/26 Objectives	What We Did in 25-26 Q1	Results
<p>Goals</p> <ul style="list-style-type: none"> Renew our policy, advocacy and community networks. Develop new calls for action and reform. Strengthen the connections between our public policy capability and our programs. 	<ul style="list-style-type: none"> Create opportunities for member organization engagement in National and Ontario Campaign 2000’s public policy development activities by hosting at minimum 4 coalition meetings by March 2026. Develop shared advocacy document to influence Canada’s perspective in the United Nation’s 2nd World 		



2025-2026 Operational Plan - Q1

	Summit for Social Development in November 2025.		
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Section C: Foundational Strategies

1. People

Lead: Senior Director, People and Culture

Strategy	2025/26 Objectives	What We Did in 25-26 Q1	Results
<ul style="list-style-type: none"> We will cultivate the skills that allow each of us to be more agile and adaptive. We will support professional development and personal growth. We will hold one another accountable for our mission, impact, and actions. 	<ul style="list-style-type: none"> Ensure practices consistent with FST policies on Supervision (3.7), Performance Review and Merit Increases (3.8), Training and Professional Development (3.14), Employee Recognition (3.15), and Succession Planning (3.16), aiming for an 85% completion rate on supervision notes and performance reviews by the end of FY25-26. Progress will be assessed throughout the performance year by managers and People & Culture. 	HR partnered with Manager, Counselling Service, David Kelley Services and Families in Transition, to offer Supervision 2.0 supporting clinical managers to incorporate client consultation into their supervision sessions.	

2. Culture

Lead: Executive Director, Senior Director, People and Culture, Senior Director, Strategy and Innovation

Strategy	2025/26 Objectives	What We Did in 25-26 Q1	Results
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2025-2026 Operational Plan - Q1

<ul style="list-style-type: none"> • We will reward innovation that responds to the needs of our communities. • We will strengthen our ability to collaborate to achieve our shared goals and learn from our shortcomings and failures. • We will stand up as a leader in the community sector to better support our partners and beneficiaries. 	<ul style="list-style-type: none"> • Implement a comprehensive Recognition Policy to acknowledge innovative contributions, aiming for a 5% increase in innovation scores, with refresher sessions on Recognition programs completed by the end of FY25-26 to support this goal. 		
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3. Systems

Lead: Chief Administrative Officer, Director, Tech & BI

Strategy	2025/26 Objectives	What We Did in 25-26 Q1	Results
<ul style="list-style-type: none"> • We will invest in our Human Resources (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. 	<ul style="list-style-type: none"> • Invest in a cloud-based Enterprise Resource Planning (ERP) system to replace the existing MS Dynamics Great Plains (GP), aiming to optimize operational efficiency and enhance reporting capabilities for data-informed decision-making. Allocate the necessary resources to complete the vendor selection process by the end of FY25-26. • Develop an online tool integrated with TREAT by the end of December 2025 to streamline outcome-based clinical 	<p>Launched the cloud-based PassportONE system on June 23, completing a major two-year project. The transition was smooth and well-coordinated.</p> <p>Launched TELUS Business Connect, our new communications platform.</p>	<p>The new system now supports over 70,000 Passport recipients across Ontario. It offers improved scalability and long-term stability in a cloud environment. Users benefit from enhanced security with Multi-Factor Authentication (MFA), increased smart storage capacity, and a fully integrated platform for</p>



2025-2026 Operational Plan - Q1

	<p>assessments, ensure consistent and accurate data collection, and provide timely insights for more informed clinical services.</p> <ul style="list-style-type: none"> • Implement eSignature in the PassportONE platform by the end of December 2025 to support Passport client onboarding process and improve client experience. 		<p>CRM, eForms, and document storage. Staff can now make and receive calls and send SMS and fax messages from their extension in Telus app in teams, this provides a communications platform that aligns with our hybrid work model.</p>
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4. Funding

Lead: Executive Director, Chief Administrative Officer, Director, Finance

Strategy	2025/26 Objectives	What We Did in 25-26 Q1	Results
<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 expend our service offering. 	<ul style="list-style-type: none"> • Complete an analysis of meeting room rentals in the downtown area and compare pricing and marketing. Develop a marketing campaign to increase room rental revenue and better utilize 355 Church St. location. Aim for a 5% increase in room rental revenue by the end of FY25-26. • Create a “pay as you can” model for no fee services by the end of September 2025, including a 	<p>A market comparison of other rental meeting rooms was completed.</p>	<p>FST rates are very attractive as compared to the competitors.</p>



2025-2026 Operational Plan - Q1

	framework for implementation guidelines.		
5. Community			
Lead: Executive Director, Chief Operating Officer, Senior Director, Strategy and Innovation			
Strategy	2025/26 Objectives	What We Did in 25-26 Q1	Results
<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. 	<ul style="list-style-type: none"> Pilot a workshop aimed at increasing staff understanding of social advocacy and how to support communities to organize and take action by the end of FY25-26. By the end of FY25-26, identify and coach leaders in Gender-Based Violence, Mental Health, and Development Services programs to leverage their expertise and act as thought leaders on behalf of FST to respond to external requests such as media engagements, presentations and consultations. 		

Other Achievements Beyond the Above-Mentioned 30 Commitments		
Program	What We Did in 25-26 Q1	Results
Finance/Comms	Partnered with Gerstein Crisis Centre on joint proposal in May 2025 to City of Toronto for funding to develop Crisis Training Centre	



FAMILY SERVICE TORONTO

For People. For Change.

June 30, 2025 (Q1) Financial Report

Prepared by: Financial Services

Date: September 29, 2025

Summary

At the end of Q1 F25-26, FST recorded \$5.261M of revenue from all sources compared to a YTD budget of \$5.28M. The variance of 33K is mainly a result of less than anticipated donations and other revenue due to timing.

Organization-wide expenses at the end of Q1 were \$5.31M compared to a YTD budget of \$5.27M. The variance of \$41K is a net result of higher than anticipated expenses in most categories.

Excess of expenses over revenues on June 30, 2025, was \$47K. The General fund will be used for this difference.

Community Programs

At the end of Q1, revenue in Community programs was \$2.51M compared to the YTD budget of \$2.58M. The variance of \$67K is less revenue recognized in most categories due to less than anticipated expenditures.

Total expenses in Q1 were \$2.37M with the YTD budget of \$2.42M. The variance of \$57K is mainly a result of lower salary expense due to vacancies in the Case Management project.

PassportONE

Revenue and expenses at the end of Q1 were \$2.50M with the YTD budget of \$2.36M. The variance for the quarter was \$138K. Salaries and Benefits were more than budgeted due to the temporary staff for year-end claim processing offset by underspending in all other expense categories. The interest earned on cashflows for client purchase of service was \$80K which will be returned to MCCSS.

Corporate Services

Revenue from all sources was \$253K, compared to the YTD budget of \$291K. The overall variance was \$38K. The variance of United Way revenue of \$56K was due to timing of expenditures in the community programs. Foundations & other Agencies revenue was a result of the Canadian Red Cross project.

Total expenses were \$691K, compared to the YTD budget of \$701K. The variance of \$10K is comprised of underspending in salaries and benefits, offset by higher than anticipated building occupancy costs and other expenses related to FST memberships.

Capital and Learning Fund

FST's portion of the venture's surplus for the quarter was \$45K. There were no distribution payments for Q1.

There were no capital asset additions in Q1.

FAMILY SERVICE TORONTO										ATTACHMENT 1	
Statement of Operations - Consolidated										DRAFT	
2025-26											
	Q1 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %	Prior Year Q1 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%	Annual Budget	Last Year Actual		
REVENUE											
Government	4,244,702	4,201,349	43,353	1%	4,042,836	201,866	5%	16,805,396	17,008,910		
United Way - Base Allocation	625,104	625,104	-	0%	675,104	(50,000)	-7%	2,500,416	2,700,416		
United Way - Other	-	250	(250)	-100%	-	-	0%	1,000	-		
Foundations & Other Agencies	116,638	183,414	(66,776)	-36%	160,276	(43,638)	-27%	733,656	725,109		
Client Fees	55,848	55,000	848	2%	40,925	14,923	36%	220,000	154,858		
Memberships, Donations & Bequests	7,433	17,500	(10,067)	-58%	878	6,555	16%	70,000	41,333		
Investment Income	105,899	19,425	86,474	445%	139,954	(34,055)	-3879%	77,700	523,409		
Property Rental Income	103,200	103,926	(726)	-1%	101,032	2,168	2%	415,702	410,981		
Other	2,624	22,500	(19,876)	-88%	7,461	(4,837)	-5%	90,000	86,527		
	5,261,448	5,228,468	32,980	1%	5,168,466	92,982	2%	20,913,870	21,651,543		
EXPENSES											
Salaries	3,007,298	2,983,899	(23,399)	-1%	2,860,309	(146,989)	-5%	11,935,596	12,294,918		
Employee Benefits	738,092	688,155	(49,937)	-7%	695,980	(42,112)	-6%	2,752,619	2,657,429		
Funded Contracted Services	45,651	64,810	19,159	30%	44,398	(1,253)	-3%	259,240	280,203		
Professional Fees	945,816	1,001,467	55,651	6%	1,004,894	59,078	6%	4,005,866	4,056,674		
Building Occupancy	240,101	226,691	(13,410)	-6%	254,471	14,370	6%	906,763	1,115,927		
Office	241,493	222,510	(18,983)	-9%	132,128	(109,365)	-83%	890,038	835,108		
Transportation	14,563	15,837	1,274	8%	9,683	(4,880)	-50%	63,347	56,395		
Promotion	6,148	13,352	7,204	54%	154	(5,994)	-3897%	53,406	20,716		
Education and Conferences	23,416	23,345	(71)	0%	17,985	(5,431)	-30%	93,381	112,154		
Other Expenses	45,721	26,835	(18,886)	-70%	40,549	(5,172)	-13%	107,338	213,351		
	5,308,299	5,266,901	(41,398)	-1%	5,060,551	(247,748)	-5%	21,067,594	21,642,875		
Excess of Revenue over Expenses before ACA	(46,851)	(38,433)	(8,418)		107,915	(154,766)		(153,724)	8,668		
Allocated Central Administration	-	-	-		-	-		-	-		
Total before client purchase of service	(46,851)	(38,433)	(8,418)		107,915	154,766		(153,724)	8,668		
Revenue - client purchase of service	77,330,746	149,312,836	(71,982,090)		78,989,068	(1,658,322)		597,251,342	540,143,642		
Expense - client purchase of service	(77,330,746)	(149,312,836)	71,982,090		(78,989,068)	1,658,322		(597,251,342)	(540,143,642)		
Excess of Revenue over Expenses	(46,851)	(38,433)	(8,418)		107,915	154,766		(153,724)	8,668		
General Fund Reserve usage								155,000			
Net Excess of Revenue over Expenses								1,276			

FAMILY SERVICE TORONTO									ATTACHMENT 1	
Statement of Operations - Community Programs									DRAFT	
2025-26										
	Q1 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %	Prior Year Q1 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%	Annual Budget	Last Year Actual	
REVENUE										
Government	1,825,615	1,840,641	(15,026)	-1%	1,733,444	92,171	5%	7,362,562	7,748,914	
United Way - Base Allocation	484,673	473,660	11,013	2%	471,187	13,486	3%	1,894,641	1,968,173	
United Way - Other	-	-	-	0%	-	-	0%	-	-	
Foundations & Other Agencies	116,638	183,414	(66,776)	-36%	97,753	18,885	19%	733,656	606,888	
Client Fees	55,848	55,000	848	2%	40,925	14,923	36%	220,000	154,858	
Memberships, Donations & Bequests	2,160	5,000	(2,840)	-57%	350	1,810	517%	20,000	27,212	
Investment Income	23,750	18,750	5,000	27%	-	23,750	0%	75,000	25,000	
Other	336	-	336	0%	-	336	33600%	-	9,349	
	2,509,020	2,576,465	(67,445)	-3%	2,343,659	165,361	7%	10,305,859	10,540,394	
EXPENSES										
Salaries	1,709,355	1,771,387	62,032	4%	1,563,950	(145,405)	-9%	7,085,548	7,225,278	
Employee Benefits	422,537	405,288	(17,249)	-4%	393,632	(28,905)	-7%	1,621,151	1,564,314	
Funded Contracted Services	45,118	62,655	17,537	28%	44,079	(1,039)	-2%	250,620	274,527	
Professional Fees	11,233	5,932	(5,301)	-89%	10,885	(348)	-3%	23,728	39,453	
Building Occupancy	89,947	94,237	4,290	5%	136,037	46,090	34%	376,948	481,446	
Office	52,769	39,932	(12,837)	-32%	29,502	(23,267)	-79%	159,727	179,234	
Transportation	14,563	14,762	199	1%	7,196	(7,367)	-102%	59,047	53,255	
Promotion	2,124	3,488	1,364	39%	-	(2,124)	-2124%	13,950	5,124	
Education and Conferences	16,392	10,736	(5,656)	-53%	9,360	(7,032)	-75%	42,943	55,535	
Other Expenses	2,386	14,937	12,551	84%	8,682	6,296	73%	59,748	45,531	
	2,366,424	2,423,354	56,930	2%	2,203,324	(163,100)	-7%	9,693,410	9,923,697	
Excess of Revenue over Expenses before ACA	142,596	153,111	(10,515)		140,335	2,261		612,449	616,697	
Allocated Central Administration	(142,596)	(153,111)	10,515		(140,335)	(2,261)		(612,449)	(616,697)	
Total before client purchase of service	-	-	-		-	-		-	-	
Revenue - client purchase of service	410,577	771,895	(361,318)		427,130	(16,553)		3,087,580	2,298,024	
Expense - client purchase of service	(410,577)	(771,895)	361,318		(427,130)	16,553		(3,087,580)	(2,298,024)	
Net Excess of Revenue over Expenses	-	-	-		-	-		-	-	

FAMILY SERVICE TORONTO									ATTACHMENT 1	
Statement of Operations - PassportONE									DRAFT	
2025-26										
	Q1 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %	Prior Year Q1 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%	Annual Budget	Last Year Actual	
REVENUE										
Government	2,419,088	2,360,709	58,379	2%	2,309,056	110,032	5%	9,442,834	9,294,015	
United Way - Base Allocation	-	-	-	0%	-	-	0%	-	-	
United Way - Other	-	-	-	0%	-	-	0%	-	-	
Foundations & Other Agencies	-	-	-	0%	-	-	0%	-	36,237	
Client Fees	-	-	-	0%	-	-	0%	-	-	
Memberships, Donations & Bequests	-	-	-	0%	-	-	0%	-	-	
Investment Income	79,570	-	79,570	79570%	131,062	(51,492)	-39%	-	478,975	
Other	-	-	-	0%	-	-	0%	-	-	
	2,498,658	2,360,709	137,949	6%	2,440,117	58,541	2%	9,442,834	9,809,227	
EXPENSES										
Salaries	1046905	901,545	(145,360)	-16%	1,014,365	(32,540)	-3%	3,606,179	4,043,428	
Employee Benefits	262385	216,371	(46,014)	-21%	250,756	(11,629)	-5%	865,483	913,748	
Funded Contracted Services	197	1,375	1,178	86%	249	52	21%	5,500	4,877	
Professional Fees	866664	924,880	58,216	6%	878,910	12,246	1%	3,699,518	3,604,802	
Building Occupancy	54578	61,210	6,632	11%	48,248	(6,330)	-13%	244,841	201,284	
Office	15712	18,125	2,413	13%	5,643	(10,069)	-178%	72,500	56,775	
Transportation	-	750	750	100%	-	-	0%	3,000	85	
Promotion	3898	9,464	5,566	59%	-	(3,898)	-389800%	37,856	15,591	
Education and Conferences	545	8,563	8,018	94%	-	(545)	-54500%	34,250	8,033	
Other Expenses	159	-	(159)	15900%	131	(28)	-21%	-	1,362	
	2,251,043	2,142,283	(108,760)	-5%	2,198,303	(52,740)	-2%	8,569,127	8,849,985	
Excess of Revenue over Expenses before ACA	247,615	218,426	29,189		241,814	5,801		873,707	959,241	
Allocated Central Administration	(247,615)	(218,426)	(29,189)		(241,814)	(5,801)		(873,707)	(959,241)	
Total before client purchase of service	-	-	-		-	-		-	-	
Revenue - client purchase of service	76,920,169	148,540,941	(71,620,772)		78,561,937	(1,641,768)		594,163,762	537,845,618	
Expense - client purchase of service	(76,920,169)	(148,540,941)	71,620,772		(78,561,937)	1,641,768		(594,163,762)	(537,845,618)	
Net Excess of Revenue over Expenses	-	-	-		-	-		-	-	



FAMILY SERVICE TORONTO

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Enterprise Risk Management Quarterly Reporting

Q1 – June 30, 2025

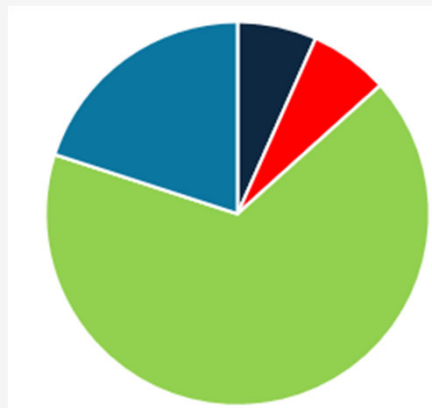
Executive Summary

Residual Risk Ratings have been identified based on FST’s current state, and Risk Owners have defined **action plan / planned mitigations** (with owners and deadlines) to further manage risks to an acceptable level.

Key Risks

#	Risk	Residual Risk
1	Funding Compression	High
2	Increasing Cost of Business	High
3	Agency Awareness	High
4	Cyber Security	Moderate
5	Political Changes / Relations	Moderate
6	Client Experience	Low
7	Innovation	Low
8	Loss of Key Personnel	Low
9	Mental Health Service Expansion	Low

Action Plan Status



- In-progress
- Planned (Not yet started)
- Delayed / On-hold
- Completed

Commentary

- Of the 15 action plans/planned mitigations one is completed, 3 are planned and one is delayed. 10 plans are in progress
- Multifactor authentication for PassportONE solution has been completed in Q1.
- For mental Health Service expansion, a significant contract was signed with FSO for Men’s helpline initiative.



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Enterprise Risk management (ERM) Board Report

Enterprise Risk Management Representation / Summary

Our risk profile has remained stable since last quarter, despite an increase in risk exposure for Increasing cost of Business and funding compression. Management has planned new initiatives to leverage current infrastructure to find alternative sources of funding. Many of the action plans are in progress with strong progress for Political changes/relations In developing relationships at the City or Toronto and joining the board of the Developmental Service Ontario Provincial Network.

Risk Heatmap	Risk	Risk Title				Outlook	Action Plan Status	Commentary
	1	Funding Compression				↑	In Progress	The risk level has increased due to increased compression by United Way. Alternative sources of funding were explored in Q1 including back office financial support to partner Agencies and potential tenants for the 4 th floor.
	2	Increasing Cost of Business		←		↑	Planned	Talks with potential vendors for a budgeting/forecasting tool are planned for Q2. Due current political climate costs have increased in Q1
	3	Agency Awareness					In Progress	The plan to refresh the website in on hold to ensure it aligns with the new strategic objectives.
	4	Cyber Security				↔	In Progress	Multifactor Authentication for PassportONE was completed in Q1.
	5	Political Changes / Relations				↔	In Progress	relationship development at the City Toronto continued with the work on the Toronto Police Board.
	6	Client Experience				↔	Planned	A survey was conducted to identify by staff on the education required for trauma informed training an action will reviewed by Senior leadership in Q3.
	7	Innovation				← →	Planned	In Q1, the team was put in place for Strategy and Innovation to start developing the public policy training program for staff.
	8	Loss of Key Personnel				↔	In Progress	Funding was secured from MCCSS to procure resources to develop a training plan for effective representation of FST in the media and the public
	9	Mental Health Service Expansion					↑	In Progress
Legend								
Very Low	Low	Moderate	High					



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Action Plan Status Legend:

- In Progress
- Planned
- Delayed / on-hold
- Completed

Appendix:

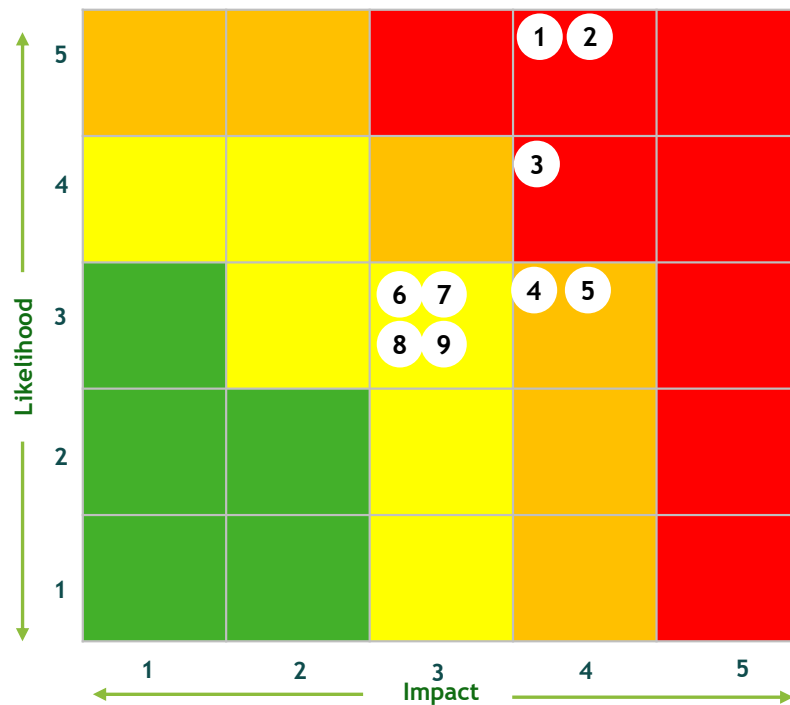
Detailed Risk Assessment Outcomes



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FST's Residual Risk Rating Heatmap

The heatmap below summarizes the **residual risk ratings** that were determined as part of the detailed risk assessments.



#	Risk	Residual Likelihood	Residual Impact	Residual Risk (L X I)
1	Funding Compression	5	4	20
2	Increasing Cost of Business	5	4	20
3	Agency Awareness	4	4	16
4	Cyber Security	3	4	12
5	Political Changes / Relations	3	4	12
6	Client Experience	3	3	9
7	Innovation	3	3	9
8	Loss of Key Personnel	3	3	9
9	Mental Health Service Expansion	3	3	9



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FST's Risk Landscape

We have summarized FST's **current risk landscape**, emphasizing key risks, residual risk ratings, and corresponding action plans. This assessment will be reviewed **quarterly**.

Risk & Definition	Residual Risk Rating	Action Plan	Completion Date	Action Plan Status	Owner
Political Changes / Relations: Inability to respond to changes in government policies and / or relationships with political partners (e.g. Ministry of Children, Community and Social Services) may result in a reassessment of FST's strategic priorities or loss of funding.	Moderate	Develop relationships at the municipal level of government	March 31 st , 2026	In Progress	Chris Brillinger
		Develop relationships at the Director and ADM level of agencies (e.g. between Ontario Passport Agency Network and Developmental Service Ontario Provincial Network)	March 31 st , 2026	In Progress	Chris Brillinger
		Create a comprehensive strategy to engage with the Ministry of Health / Ministry of Attorney General	March 31 st , 2026	In Progress	Chris Brillinger
		Explore diverse revenue streams to reduce dependency on primary funding sources	March 31 st , 2026	In Progress	Chris Brillinger
Innovation: Failure to innovate and expand programs / service offerings (e.g. PassportONE, gender-based violence programs, strategic partnerships) to meet the growing community demand may result in significant backlogs in claims processing and delays in coordinating various services (i.e. preventative work with men).	Low	Develop public policy training programs to upskill staff	March 31 st , 2026	Planned	Leila Sarangi
Increasing Cost of Business: Inability to manage the increasing cost of business (i.e. wages, overhead expenses) may strain the organization's financial position and operational efficiency.	High	License and implement a budgeting and forecasting tool	March 31 st , 2026	Planned	Shawn West
Agency Awareness: Failure to market FST's brand, services, successes and programs may adversely affect program enrolment numbers that may ultimately result in services being discontinued.	High	Reevaluation of marketing materials and strategies	September 30 th , 2025	In Progress	Brian Porter
		Refresh and modernization of FST's website	March 31 st , 2026	Delayed/on-hold	Brian Porter



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Action Plan Status Legend:

- In Progress
- Planned
- Delayed / on-hold
- Completed

FST's Risk Landscape

We have summarized FST's **current risk landscape**, emphasizing key risks, residual risk ratings, and corresponding action plans. This assessment will be reviewed **quarterly**.

Risk & Definition	Residual Risk Rating	Action Plan	Completion Date	Action Plan Status	Owner
Funding Compression: Failure to address ongoing funding compression from the United Way may force FST to operate with limited resources, threatening the quality and access to its services.	High	Exploring 3 opportunities to leverage organizational resources and infrastructure for other individualized funding opportunities	March 31 st , 2026	In Progress	Shawn West
Cyber Security: Inability to continue maintaining a robust cyber security infrastructure (i.e. firewalls, training) may expose the organization to a greater number of cyber threats (internal or external), potentially leading to a loss of client information or loss of access to critical systems.	Moderate	Phase out legacy systems (Old CRM, FST DocuShare) and migrate to cloud.	March 31 st , 2026	In Progress	Lewis Dunne
		Rollout MFA for the new PassportONE cloud platform.	June 30 th , 2026	Completed	Lewis Dunne
		Introducing resource and training section on PULSE communications platform, enhance cybersecurity awareness and preparedness.	March 31 st , 2026	In Progress	Lewis Dunne
Mental Health Service Expansion: Inability to effectively expand mental health counselling services or identify and develop niche areas of service for clients may exacerbate existing wait times and widen service gaps.	Low	Expanding with individuals/organizations FST has not yet engaged (E.g., MOU's with: Humber College, YWCA,)	March 31 st , 2026	In Progress	Lisa Manuel
Loss of Key Personnel: Inability to replace key personnel across FST may significantly hinder the organization's ability to provide adequate service to clients and the community.	Low	Establishment of thought leadership initiatives to prepare leaders for effective representation of FST in the media and the public	March 31 st , 2026	In Progress	Brian Porter
Client Experience: Inability to continue maintaining a positive client experience/relationship may lead to a loss in community/client trust and a reduction in use of FST's service offerings.	Low	Providing education to staff on becoming a trauma-informed organization	March 31 st , 2026	Planned	Kevin Forrest



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Action Plan Status Legend:

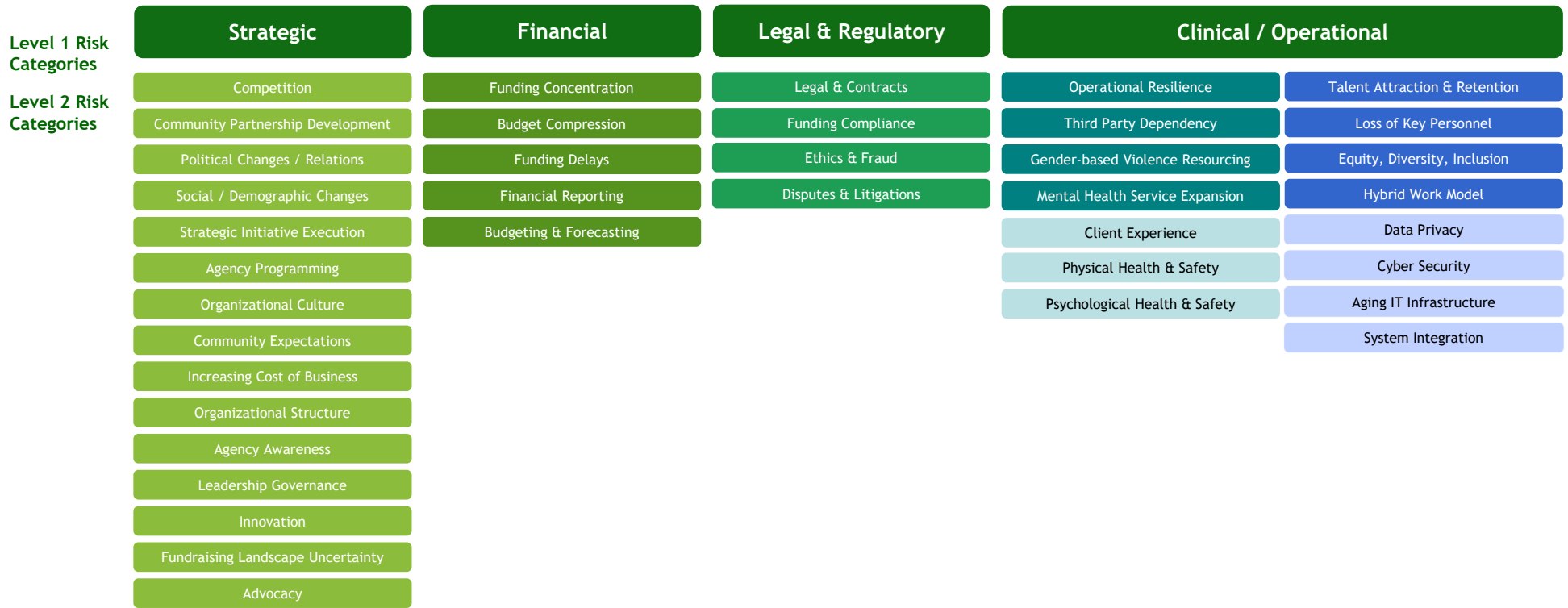
- In Progress
- Planned
- Delayed / on-hold
- Completed

Appendix:

FST Risk Universe

Family Service Toronto's Risk Universe Overview

This **risk universe** was defined for FST to outline the risks facing the organization. This universe will be revisited on an **annual basis**, ensuring accuracy and relevance of all risks.



Legend: ● Strategic ● Financial ● Legal & Regulatory ● Operational ● Clinical ● People ● Information Security, Management & Technology



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Appendix:

Finalized Key Risks



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Finalized Key Risks

We have outlined the **finalized key risks**, prioritized by the Senior Leadership Team and Directors during the risk prioritization workshop held on December 11th, 2024.

#	Risk Title	Risk Definition	Risk Owner
1	Political Changes / Relations	Inability to respond to changes in government policies and / or relationships with political partners (e.g. Ministry of Children, Community and Social Services) may result in a reassessment of FST's strategic priorities or loss of funding.	Chris Brillinger
2	Innovation	Failure to innovate and expand programs / service offerings (e.g. PassportONE, gender-based violence programs, strategic partnerships) to meet the growing community demand may result in significant backlogs in claims processing and delays in coordinating various services (i.e. preventative work with men).	Leila Sarangi
3	Increasing Cost of Business	Inability to manage the increasing cost of business (i.e. wages, overhead expenses) may strain the organization's financial position and operational efficiency.	Shawn West
4	Agency Awareness	Failure to market FST's brand, services, successes and programs may adversely affect program enrolment numbers that may ultimately result in services being discontinued.	Brian Porter
5	Funding Compression	Failure to address ongoing funding compression from the United Way may force FST to operate with limited resources, threatening the quality and access to its services.	Shawn West
6	Cyber Security	Inability to continue maintaining a robust cyber security infrastructure (i.e. firewalls, training) may expose the organization to a greater number of cyber threats (internal or external), potentially leading to a loss of client information or loss of access to critical systems.	Lewis Dunne
7	Mental Health Service Expansion	Inability to effectively expand mental health counselling services or identify and develop niche areas of service for clients may exacerbate existing wait times and widen service gaps.	Lisa Manuel
8	Loss of Key Personnel	Inability to replace key personnel across FST may significantly hinder the organization's ability to provide adequate service to clients and the community.	Sojie Tate
9	Client Experience	Inability to continue maintaining a positive client experience/relationship may lead to a loss in community/client trust and a reduction in use of FST's service offerings.	Kevin Forrest

Legend: ● Strategic ● Financial ● Legal & Regulatory ● Clinical / Operational



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