



FAMILY SERVICE TORONTO

For People. For Change.

Strategic Plan: 2021 - 2026

Open Hearts 
Healthy Minds 
Strong Communities 

FY2025-2026

Q2 Service, Financial and Risk Report

November 19, 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.

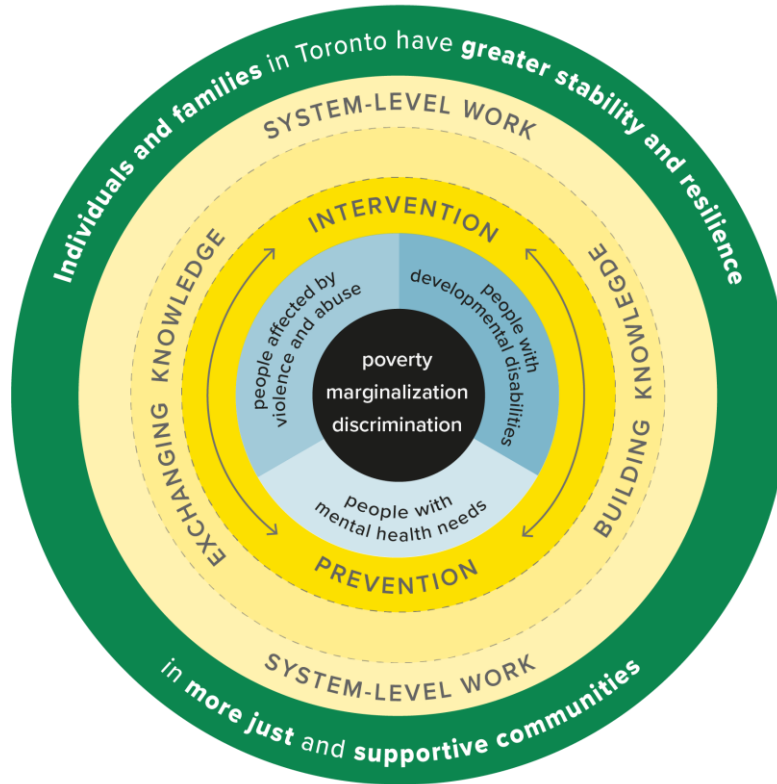
To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:

- 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

1,056

Target Clients

Q1 | 641 | ↑ 415

998

Actual Clients

Q1 | 742 | ↑ 256

95%

Percentage Achieved

Q1 | 116% | ↓ 21%

5,602

Target Visits

Q1 | 2,801 | ↑ 2,801

4,739

Actual Visits

Q1 | 2,500 | ↑ 2,239

85%

Percentage Achieved

Q1 | 89% | ↓ 4%

350

Target Unregistered Clients

Q1 | 175 | ↑ 175

328

Actual Unregistered Clients

Q1 | 187 | ↑ 141

-

Percentage Achieved

155

Clients Waitlisted

Q1 | 159 | ↓ 4

148 days

Average Wait Time

Q1 | 123 | ↑ 25

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

735

Target Clients

Q1 | 660 | ↑ 75

802

Actual Clients

Q1 | 831 | ↓ 29

109%

Percentage Achieved

Q1 | 126% | ↓ 17%

3,291

Target Visits

Q1 | 2,017 | ↑ 1,274

4,899

Actual Visits

Q1 | 3,113 | ↑ 1,786

149%

Percentage Achieved

Q1 | 154% | ↓ 5%

375

Target Unregistered Clients

Q1 | 188 | ↑ 187

282

Actual Unregistered Clients

Q1 | 200 | ↑ 82

-

Percentage Achieved

76

Clients Waitlisted

Q1 | 106 | ↓ 30

233 days

Average Wait Time

Q1 | 191 | ↑ 42

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

Next Steps (PAR)

326

Target Clients

Q1 | 233 | ↑ 93

368

Actual Clients

Q1 | 260 | ↑ 108

113%

Percentage Achieved

Q1 | 112% | ↑ 1%

744

Target Visits

Q1 | 372 | ↑ 372

969

Actual Visits

Q1 | 543 | ↑ 426

130%

Percentage Achieved

Q1 | 146% | ↓ 16%

23

Clients Waitlisted

Q1 | 49 | ↓ 26

28 days

Average Wait Time

Q1 | 68 | ↓ 40

Community Engagement

557

Target Clients

Q1 | 284 | ↑ 273

453

Actual Clients

Q1 | 344 | ↑ 109

81%

Percentage Achieved

Q1 | 121% | ↓ 40%

275

Target Visits

Q1 | 138 | ↑ 138

435

Actual Visits

Q1 | 132 | ↑ 303

158%

Percentage Achieved

Q1 | 96% | ↑ 62%

58

Target Unregistered Clients

Q1 | 29 | ↑ 29

621

Actual Unregistered Clients

Q1 | 374 | ↑ 247

-

Percentage Achieved

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

Developmental Services

750

Target Clients

Q1 | 533 | ↑ 217

598

Actual Clients

Q1 | 452 | ↑ 146

80%

Percentage Achieved

Q1 | 85% | ↓ 5 %

13,864

Target Visits

Q1 | 6,932 | ↑ 6,932

9,307

Actual Visits

Q1 | 4,796 | ↑ 4,511

67%

Percentage Achieved

Q1 | 69% | ↓ 2 %

430

Target Unregistered Clients

Q1 | 215 | ↑ 215

732

Actual Unregistered Clients

Q1 | 685 | ↑ 47

-

Percentage Achieved

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

Passport

10,954

Target Clients

Q1 | 10,609 | ↑ 345

9,735

Actual Clients

Q1 | 9,682 | ↑ 53

89%

Percentage Achieved

Q1 | 91% | ↓ 2%

Non-Client Data

417,440

Target PassportONE Claims

Q1 | 208,720 | ↑ 208,720

398,840

Actual PassportONE Claims

Q1 | 193,363 | ↑ 205,477

96%

Percentage Achieved

Q1 | 93% | ↑ 3%

\$297.1m

Target PassportONE POS

Q1 | \$148.5m | ↑ \$148.5m

\$288.8m

Actual PassportONE POS

Q1 | \$144m | ↑ \$144.8m

97%

Percentage Achieved

Q1 | 97% | → 0%

57,824

Target Passport Claims

Q1 | 28,912 | ↑ 28,912

53,927

Actual Passport Claims

Q1 | 26,375 | ↑ 27,552

93%

Percentage Achieved

Q1 | 91% | ↑ 2%

\$49.4m

Target Passport POS

Q1 | \$24.7m | ↑ \$24.7m

\$47.4m

Actual Passport POS

Q1 | \$23.8m | ↑ \$23.6m

96%

Percentage Achieved

Q1 | 96% | → 0%

Non-Client Data

1,512

Target IQAL & JR Claims

Q1 | 756 | ↑ 756

1,442

Actual IQAL & JR Claims

Q1 | 733 | ↑ 709

95%

Percentage Achieved

Q1 | 97% | ↓ 2%

\$1.02m

Target IQAL & JR POS

Q1 | \$0.51m | ↑ \$0.51m

\$0.99m

Actual IQAL & JR POS

Q1 | \$0.46m | ↑ \$0.53m

97%

Percentage Achieved

Q1 | 90% | ↑ 7%

995

Target Committee Hours

Q1 | 498 | ↑ 498

1,267

Actual Committee Hours

Q1 | 707 | ↑ 560

127%

Percentage Achieved

Q1 | 142% | ↓ 15%

5

Serious Occurrence Reports

Q1 | 2 | ↑ 3

12

Ombudsman / MPP / MCCSS Inquiries

Q1 | 8 | ↑ 4

Social Action

6

Target Government Relations Meetings

Q1 | 4 | ↑ 2

1

Actual Government Relations Meetings

Q1 | 1 | → 0

17%

Percentage Achieved

Q1 | 25% | ↓ 8%

3

Target Target Publications, Submissions, Tools

Q1 | 3 | → 0

2

Actual Target Publications, Submissions, Tools

Q1 | 2 | → 0

67%

Percentage Achieved

Q1 | 67% | → 0%

10

Target Target Presentations, Workshops

Q1 | 5 | ↑ 5

5

Actual Target Presentations, Workshops

Q1 | 5 | → 0

50%

Percentage Achieved

Q1 | 100% | ↓ 50%

16

Target Meetings Convened

Q1 | 8 | ↑ 8

4

Actual Meetings Convened

Q1 | 4 | → 0

25%

Percentage Achieved

Q1 | 50% | ↓ 25%

968

Target Unregistered Clients

Q1 | 484 | ↑ 484

452

Actual Unregistered Clients

Q1 | 452 | → 0

47%

Percentage Achieved

Q1 | 93% | ↓ 46%



2025-2026 Operational Plan - Q2

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 - Q2

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 Q2 | 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. | <p>Development completed for Q3 (Oct 1) launch of new TechConnect section on PULSE intranet in collaboration with the IT/Business Intelligence team to provide regular technology tips, resources and best practices to support staff professional development and personal growth.</p> <p>First project phase focused on expanding internal/external comms on VAW and gender-based violence work. Application completed for \$5,000 grant from MCCSS VAW Capacity Building Initiative to provide specialized media training for mgmt, VAW & Comms. Funding approved and training scheduled for Q3 in time</p> | <p>Tracking to begin with Q3 (Oct 1) launch</p> <p>Tracking to begin with Q3 updates</p> |



2025-2026 Operational Plan - Q2

| | <ul style="list-style-type: none"> Collaboratively develop shared goals by implementing a robust and inclusive staff engagement process leading to the next Strategic Plan (2026-2031). | for Nov.-Dec. 16 Days of Activism campaign and Team Updates on PULSE. | |
|--|--|---|--|
| 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 Q2 | 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. | Internal Pathways to Counselling program continued to provide service to individuals living with a developmental disability | By end of Q2, 25 clients have participated in the program and received 150 hours of direct client service. |



2025-2026 Operational Plan - Q2

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| | <ul style="list-style-type: none"> 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>An MOU was signed with Covenant House in this quarter. Counselling support will be provided to 25 immigrant or refugee youth from Q3 FY 2526 to end of October 2026.</p> <p>3 Students supported the work of DKS and Cou. 3 Volunteers supported the WIC.</p> | |
|--|--|--|--|

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 Q2 | 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. | <p>Received and provided information sessions with ‘Up with Women’ who provide services to low-income women and gender diverse individuals build sustainable, prosperous careers and businesses with the aim of permanently exiting poverty.</p> | <p>8 staff and one volunteer trained. Warm referral pathway, with open consultation opportunities.</p> |



2025-2026 Operational Plan - Q2

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| | <ul style="list-style-type: none"> • 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>Workshop has been developed. Uptake has been limited. Reassessment of service offering ongoing.</p> <p>VAW has further developed workshops for clients on the waitlist with external collaboration. Workshop development and planning was done in Q2.</p> <p>PGBV has developed partnerships with 4 settlement serving agencies including Working Women Community Centre, YMCA of Greater Toronto, Centre for Spanish Speaking People, Jane/Finch Community and Family Centre and White Ribbon Canada.</p> <p>VAW has reached out to 11 shelter organisations, with the goal of strengthening relationships/sharing information between about FST services.</p> | <p>8 workshops to be delivered through 2 external collaborations (CEFEE & Metrac) in Q3.</p> <p>PGBV: 2 workshops were conducted through these partnerships serving 28 participants</p> <p>3 shelter organisations (Nellies Interval House and Street Haven at the Crossroads)</p> |
|--|--|--|--|



2025-2026 Operational Plan - Q2

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| | | | <p>responded with meeting requests.</p> <p>Women’s Habitat has requested an internal staff presentation to be provided in Q3.</p> |
|--|--|--|---|

4. Enhancing Developmental Disability Services

Lead: Chief Operating Officer, Chief Administrative Officer, Director, Clinical Services, Director, PassportONE, Director, Technology & Business Intelligence

Programs: Options Adult, Option Children, PDP, CSP, URS, Passport, PassportONE

| Commitments | 2025/26 Objectives | What We Did in 25-26 Q2 | Results |
|---|--|---|--|
| <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 | <p>Passport team working with FST’s volunteer coordinator to assist with the development of peer support.</p> <p>Options adult program initiated virtual and in-person drop-in service navigation sessions in Q1 and offered four drop-in sessions. Partnered with TTC and offered one TTC training information session, total thirteen (13) individual attended the sessions. Surrey Place has been offering</p> | <p>Leadership within sector, as well as increased access to information.</p> <p>Knowledge sharing with community, as well as internal staff teams.</p> <p>Increased opportunity for clients to engage in community activities.</p> |



2025-2026 Operational Plan - Q2

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| | <p>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> | <p>one/month drop in one/month pre-register sessions for DS clients and their families.</p> <p>FST chairing 2 of the sector tables in the Children's DS sector – CSSRC and SNAG</p> <p>Development of workshops with both Ontario Autism Program and Extend-a-Family to further develop professional network and deliver workshops and information sessions for clients and community partners.</p> <p>MOU signed with Kids Up Front to access community event tickets for children in OC programs, as well as other programs within FST.</p> <p>Passport Procedural manual has been developed as part of OPAN workgroup and is now uploaded to Resource hub.</p> | <p>To support program staff in operations and increase consistency in processes across the province.</p> |
|--|---|---|--|



2025-2026 Operational Plan - Q2

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| | | <p>OPAN Client Survey Workgroup has developed Person Managing Funds (PMF) survey and pilot launch was successfully completed in Q2, provincewide launch is being planned in Q3.</p> <p>System changes were implemented to support claim submission deadline introduced by MCCSS. Mileage log and communication materials were developed to support program recipients.</p> | <p>To gather feedback to improve the Passport Program model.</p> <p>Improved program model and risk control.</p> |
|--|--|--|--|

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 Q2 | 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 | | |



2025-2026 Operational Plan - Q2

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|--|---|--|--|
| | the United Nation’s 2 nd World Summit for Social Development in November 2025. | | |
|--|---|--|--|

Section C: Foundational Strategies

1. People

| Lead: Senior Director, People and Culture | | | |
|--|---|---|--|
| Strategy | 2025/26 Objectives | What We Did in 25-26 Q2 | 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 | <p>Employee Recognition Program reviewed with the Employee Engagement Working group.</p> <p>Supervision Form audits will be scheduled for Q3.</p> | <p>Recognition program is being revised.</p> |



2025-2026 Operational Plan - Q2

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|--|--|--|--|
| | year by managers and People & Culture. | | |
|--|--|--|--|

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 Q2 | Results |
|---|--|---|---|
| <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. | Re-engaged the Employee Engagement Working Group and recruited new members. | The Charissa Tucker Award was developed by the WG and presented to all staff. |

3. Systems

Lead: Chief Administrative Officer, Director, Business Intelligence and Technology



2025-2026 Operational Plan - Q2

| Strategy | 2025/26 Objectives | What We Did in 25-26 Q2 | 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 assessments, ensure consistent and accurate data collection, and provide timely insights for more informed clinical services. Implement eSignature in the PassportONE platform by the end of December 2025 to support Passport client onboarding process and improve client experience. | | |

4. Funding

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



2025-2026 Operational Plan - Q2

| Strategy | 2025/26 Objectives | What We Did in 25-26 Q2 | 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 expand 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 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 Q2 | 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 | <p>Media training scheduled for Q3 with mgmt, VAW and Comms staff in advance of potential thought leadership around</p> | |



2025-2026 Operational Plan - Q2

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| | respond to external requests such as media engagements, presentations and consultations. | 16 Days of Activism campaign | |
|--|--|------------------------------|--|

Other Achievements Beyond the Above-Mentioned 30 Commitments

| Program | What We Did in 25-26 Q2 | Results |
|----------------|---|---|
| Finance/Comms | Draft floorplan (355 Church Street, 4 th floor) and costing completed and submitted to City of Toronto following Q1 partnership with Gerstein Crisis Centre to develop Crisis Training Centre. | City Council scheduled to approve funding proposal in Q3 (Dec.) |



FAMILY SERVICE TORONTO

For People. For Change.

September 30, 2025 (Q2) Financial Report

Prepared by: Finance

Date: November 4, 2025

Summary

At the end of Q2 F25-26, FST recorded \$10.57M of revenue from all sources compared to a YTD budget of \$10.47M. The variance in revenue of 113K is mainly a result timing in donations (\$24K), other revenue (\$35K), and Other Agencies (\$25K). These variances are offset by more than budgeted in Government funding of \$33K and by Interest earned on PassportONE cashflow of \$174K.

Organization-wide expenses at the end of Q2 were \$10.61M with a budget of \$10.53M. The variance of \$74K is a net result of higher than anticipated expenses in most expense categories, offset by underspending in professional services, office expenses, and promotion.

Excess expenses over revenue on September 30, 2025, were \$39K. This will be funded by the general Fund balance.

The Q2 Forecast includes the base funding increases from MOH, and MCCSS received in Fiscal 24-25(\$650K). This base funding increase is for the 3% salary increase negotiated in the collective agreement and the additional increase in overall benefit costs of 1%. The forecast also includes an additional \$220K from foundations and other Agencies for mental health counselling for the new partnerships for Men's counselling helpline and Culture Link for short term counselling for newcomers, refugee or immigrants. Gender based Violence counselling includes Barbra Schlifer Commemorative Clinic("BSCC") to enhance risk assessment and case management services for survivors, and Assaulted Women's Helpline (AWHL). For Developmental Services the forecast includes an additional \$198K in government revenue for the case management project. This funding is from the IQOL client purchase of service surplus because of attrition. This reallocation has been approved by MCCSS. The forecast includes the interest earned on PassportONE cashflow at the end of Q2 of \$153K.

The Forecast continues to be in a deficit position of \$95K that will be funded by the general fund balance.

Community Programs

At the end of Q2, revenue in Community programs was \$5.11M compared to the YTD budget of \$5.15M. The \$40K variance is mainly attributable to the underspending in most programs resulting in less revenue required to be recognized.

Total expenses in Q2 were \$5.11M with the YTD budget of \$5.15M. The variance of \$40K is a result mainly of lower than anticipated Salary expenses due to vacancies in

Gender-Based Violence programs and Developmental services case management project.

The Q2 forecast for community programs has an overall revenue increase of \$830K with a projected increase in expenses of \$747K and an increase of ACA of \$83K. The Q2 Forecast includes the base funding increases from MOH, and MCCSS received in Fiscal 24-25 This base funding increase is for the 3% salary increase negotiated in the collective agreement and the additional increase in overall benefit costs of 1%. The forecast also includes an additional \$220K from foundations and other Agencies for mental health counselling for the new partnerships for Men's counselling helpline and Culture Link for short term counselling for newcomers, refugee or immigrants. Gender based Violence counselling includes Barbra Schlifer Commemorative Clinic("BSCC") to enhance risk assessment and case management services for survivors, and Assaulted Women's Helpline (AWHL). For Developmental Services the forecast includes an additional \$198K in government revenue for the case management project. This funding is from the IQOL client purchase of service surplus because of attrition. This reallocation has been approved by MCCSS.

PassportONE

Revenue and expenses at the end of Q2 was \$4.96M with the YTD budget of \$4.72M. The variance of \$234K. This is due to underspending in most categories offset by higher than anticipated salaries due to year end staff in Q1.

The Q2 forecast shows an increase in revenue of \$397K which included an increase in funding. PassportONE will manage the addition of staff for year-end claim processing within its allocation of \$9.83M. The interest earned from PassportONE cashflows at the end of Q2 was \$153K, which will be returned to MCCSS. This is reflected in the reduction of Government revenue.

Corporate Services

Revenue from all sources was \$1.31M, compared to the YTD budget of \$1.33M. The variance of \$11K is a result of less revenue from most sources (\$81K) offset by ACA (\$70K).

Total expenses were \$1.35M, compared to the YTD budget of \$1.4M. The variance of \$50K is mainly due to Building Occupancy expense because of higher than anticipated operating costs due to one-time costs in Q1.

The Q2 forecast includes an increase in ACA revenue of \$103K offset by \$47K of united funding required for community programs.

Capital and Learning Fund

FST's portion of the venture's surplus for the quarter was \$33K. There were no distribution payments for Q2. A payment of \$30K for the note receivable was received.

The total capital asset additions at the end of Q2 were \$66K. This was for the PassportONE CRM cloud upgrade completion, Client relationship and budget related enhancements.

The YTD interest earned from the Building Reserve Fund was \$8K. The balance of the Reserve fund at the end of Q2 was \$627K.

FAMILY SERVICE TORONTO

Statement of Operations - Consolidated

2025-26

ATTACHMENT 1

DRAFT

| | Q2 Actual YTD | Budget YTD | Variance between Act.YTD vs. Budget YTD \$ | Variance between Act.YTD vs. Budget YTD % | Prior Year Q2 Actual | Variance between Act.YTD vs. Prior Year Act. YTD \$ | Variance between Act.YTD vs. Prior Year Actual YTD% | Annual Budget | Forecast to year end at Q2 | Variance between Forecast vs. Budget | Variance between Forecast vs. Budget % | Last Year Actual |
|--|-----------------|-----------------|--|---|----------------------|---|---|------------------|----------------------------|--------------------------------------|--|------------------|
| REVENUE | | | | | | | | | | | | |
| Government | 8,435,471 | 8,402,698 | 32,773 | 0% | 8,065,197 | 370,274 | 5% | 16,805,396 | 17,586,018 | 780,622 | 5% | 17,008,910 |
| United Way - Base Allocation | 1,250,208 | 1,250,208 | 0 | 0% | 1,350,208 | (100,000) | -7% | 2,500,416 | 2,500,416 | - | 0% | 2,700,416 |
| United Way - Other | - | 500 | (500) | -100% | - | - | 0% | 1,000 | 1,000 | - | 0% | - |
| Foundations & Other Agencies | 341,948 | 366,828 | (24,880) | -7% | 303,549 | 38,399 | 13% | 733,656 | 952,848 | 219,192 | 30% | 725,109 |
| Client Fees | 100,836 | 110,000 | (9,165) | -8% | 83,788 | 17,048 | 20% | 220,000 | 220,000 | - | 0% | 154,858 |
| Memberships, Donations & Bequests | 10,791 | 35,000 | (24,209) | -69% | 13,160 | (2,369) | -3% | 70,000 | 70,240 | 240 | 0% | 41,333 |
| Investment Income | 213,211 | 38,850 | 174,361 | 449% | 291,966 | (78,755) | -598% | 77,700 | 261,700 | 184,000 | 237% | 523,409 |
| Property Rental Income | 207,435 | 207,851 | (416) | 0% | 203,459 | 3,976 | 1% | 415,702 | 415,702 | - | 0% | 410,981 |
| Other | 10,179 | 45,000 | (34,821) | -77% | 23,819 | (13,640) | -7% | 90,000 | 90,000 | - | 0% | 86,527 |
| | 10,570,079 | 10,456,935 | 113,144 | 1% | 10,335,146 | 234,933 | 2% | 20,913,870 | 22,097,924 | 1,184,054 | 6% | 21,651,543 |
| EXPENSES | | | | | | | | | | | | |
| Salaries | 6,026,763 | 5,967,798 | (58,965) | -1% | 5,769,828 | (256,935) | -4% | 11,935,596 | 12,720,523 | (784,927) | -7% | 12,294,918 |
| Employee Benefits | 1,458,122 | 1,376,310 | (81,812) | -6% | 1,340,930 | (117,192) | -9% | 2,752,619 | 3,050,525 | (297,906) | -11% | 2,657,429 |
| Funded Contracted Services | 134,883 | 129,620 | (5,263) | -4% | 132,311 | (2,572) | -2% | 259,240 | 258,740 | 500 | 0% | 280,203 |
| Professional Fees | 1,929,455 | 2,002,933 | 73,478 | 4% | 1,967,032 | 37,577 | 2% | 4,005,866 | 4,023,170 | (17,304) | 0% | 4,056,674 |
| Building Occupancy | 495,828 | 453,382 | (42,446) | -9% | 610,556 | 114,728 | 19% | 906,763 | 906,763 | - | 0% | 1,115,927 |
| Office | 429,224 | 445,019 | 15,795 | 4% | 358,001 | (71,223) | -20% | 890,038 | 894,747 | (4,709) | -1% | 835,108 |
| Transportation | 31,612 | 31,674 | 62 | 0% | 25,361 | (6,251) | -25% | 63,347 | 63,347 | - | 0% | 56,395 |
| Promotion | 9,366 | 26,703 | 17,337 | 65% | 9,430 | 64 | 1% | 53,406 | 61,406 | (8,000) | -15% | 20,716 |
| Education and Conferences | 48,002 | 46,691 | (1,311) | -3% | 53,094 | 5,092 | 10% | 93,381 | 98,381 | (5,000) | -5% | 112,154 |
| Other Expenses | 45,534 | 53,669 | 8,135 | 15% | 58,892 | 13,358 | 23% | 107,338 | 114,838 | (7,500) | -7% | 213,351 |
| | 10,608,789 | 10,533,799 | (74,990) | -1% | 10,325,435 | (283,354) | -3% | 21,067,594 | 22,192,440 | (1,124,846) | -5% | 21,642,875 |
| Excess of Revenue over Expenses before ACA | (38,709) | (76,864) | 38,155 | | 9,711 | (48,421) | | (153,724) | (94,516) | 59,208 | | 8,668 |
| Allocated Central Administration | - | - | - | | - | - | | - | - | - | | - |
| Total before client purchase of service | (38,709) | (76,864) | 38,155 | | 9,711 | 48,421 | | (153,724) | (94,516) | 59,208 | | 8,668 |
| Revenue - client purchase of service | 221,336,349 | 298,625,671 | (77,289,322) | | 206,480,517 | 14,855,832 | | 597,251,342 | 597,053,342 | (198,000) | | 540,143,642 |
| Expense - client purchase of service | (221,336,349) | (298,625,671) | 77,289,322 | | (206,480,517) | (14,855,832) | | (597,251,342) | (597,053,342) | 198,000 | | (540,143,642) |
| Net Excess of Revenue over Expenses | (38,709) | (76,864) | - | | 9,711 | 48,421 | | (153,724) | (94,516) | 59,208 | | 8,668 |
| General Fund Reserve usage | | | | | | | | 155,000 | 95,000 | | | |
| Net Excess of Revenue over Expenses | | | | | | | | 1,276 | 484 | | | |

| FAMILY SERVICE TORONTO | | | | | | | | | | ATTACHMENT 1 | | | |
|--|---------------|-------------|--|---|----------------------|---|---|---------------|----------------------------|--------------------------------------|--|------------------|--|
| Statement of Operations - Community Programs | | | | | | | | | | DRAFT | | | |
| 2025-26 | | | | | | | | | | | | | |
| | Q2 Actual YTD | Budget YTD | Variance between Act.YTD vs. Budget YTD \$ | Variance between Act.YTD vs. Budget YTD % | Prior Year Q2 Actual | Variance between Act.YTD vs. Prior Year Act. YTD \$ | Variance between Act.YTD vs. Prior Year Actual YTD% | Annual Budget | Forecast to year end at Q2 | Variance between Forecast vs. Budget | Variance between Forecast vs. Budget % | Last Year Actual | |
| REVENUE | | | | | | | | | | | | | |
| Government | 3,642,879 | 3,681,281 | (38,402) | -1% | 3,613,877 | 29,002 | 1% | 7,362,562 | 7,908,242 | 545,680 | 7% | 7,748,914 | |
| United Way - Base Allocation | 978,761 | 947,321 | 31,440 | 3% | 875,004 | 103,757 | 12% | 1,894,641 | 1,942,033 | 47,392 | 3% | 1,968,173 | |
| United Way - Other | - | - | - | 0% | - | - | 0% | - | - | - | 0% | - | |
| Foundations & Other Agencies | 330,779 | 366,828 | (36,049) | -10% | 241,026 | 89,753 | 37% | 733,656 | 941,678 | 208,022 | 28% | 606,888 | |
| Client Fees | 100,836 | 110,000 | (9,165) | -8% | 83,788 | 17,048 | 20% | 220,000 | 220,000 | - | 0% | 154,858 | |
| Memberships, Donations & Bequests | 2,430 | 10,000 | (7,570) | -76% | 10,822 | (8,393) | -78% | 20,000 | 20,240 | 240 | 1% | 27,212 | |
| Investment Income | 55,417 | 37,500 | 17,917 | 48% | - | 55,417 | 55417% | 75,000 | 100,000 | 25,000 | 33% | 25,000 | |
| Other | 1,762 | - | 1,762 | 1762% | 2,310 | (547) | -24% | - | 3,262 | 3,262 | 3262% | 9,349 | |
| | 5,112,863 | 5,152,930 | (40,067) | -1% | 4,826,827 | 286,036 | 6% | 10,305,859 | 11,135,455 | 829,596 | 8% | 10,540,394 | |
| EXPENSES | | | | | | | | | | | | | |
| Salaries | 3,478,129 | 3,542,774 | 64,645 | 2% | 3,239,336 | (238,793) | -7% | 7,085,548 | 7,596,196 | (510,648) | -7% | 7,225,278 | |
| Employee Benefits | 836,243 | 810,576 | (25,667) | -3% | 762,866 | (73,377) | -10% | 1,621,151 | 1,844,198 | (223,047) | -14% | 1,564,314 | |
| Funded Contracted Services | 133,945 | 125,310 | (8,635) | -7% | 131,778 | (2,167) | -2% | 250,620 | 250,620 | - | 0% | 274,527 | |
| Professional Fees | 23,012 | 11,864 | (11,148) | -94% | 16,569 | (6,443) | -39% | 23,728 | 28,228 | (4,500) | -19% | 39,453 | |
| Building Occupancy | 179,879 | 188,474 | 8,595 | 5% | 272,851 | 92,972 | 34% | 376,948 | 376,948 | - | 0% | 481,446 | |
| Office | 76,758 | 79,864 | 3,106 | 4% | 70,373 | (6,385) | -9% | 159,727 | 152,936 | 6,791 | 4% | 179,234 | |
| Transportation | 31,612 | 29,524 | (2,088) | -7% | 24,768 | (6,844) | -28% | 59,047 | 59,047 | - | 0% | 53,255 | |
| Promotion | 2742.57 | 6,975 | 4,232 | 61% | 1,757 | (985) | -56% | 13,950 | 21,950 | (8,000) | -57% | 5,124 | |
| Education and Conferences | 23,409 | 21,472 | (1,937) | -9% | 13,761 | (9,648) | -70% | 42,943 | 42,943 | - | 0% | 55,535 | |
| Other Expenses | 5,454 | 29,874 | 24,420 | 82% | 14,443 | 8,989 | 62% | 59,748 | 67,248 | (7,500) | -13% | 45,531 | |
| | 4,791,184 | 4,846,707 | 55,523 | 1% | 4,548,503 | (242,681) | -5% | 9,693,410 | 10,440,315 | (746,905) | -8% | 9,923,697 | |
| Excess of Revenue over Expenses before ACA | 321,679 | 306,223 | 15,456 | | 278,324 | 43,356 | | 612,449 | 695,140 | 82,691 | | 616,697 | |
| Allocated Central Administration | (321,679) | (306,223) | (15,456) | | (278,324) | (43,355) | | (612,449) | (695,140) | (82,691) | | (616,697) | |
| Total before client purchase of service | 0 | - | 0 | | (0) | - | | - | 0 | 0 | | - | |
| Revenue - client purchase of service | 1,026,956 | 1,543,790 | (516,834) | | 1,106,205 | (79,249) | | 3,087,580 | 2,889,580 | (198,000) | | 2,298,024 | |
| Expense - client purchase of service | (1,026,956) | (1,543,790) | 516,834 | | (1,106,205) | 79,249 | | (3,087,580) | (2,889,580) | 198,000 | | (2,298,024) | |
| Net Excess of Revenue over Expenses | 0 | - | 0 | | (0) | - | | - | 0 | 0 | | - | |

FAMILY SERVICE TORONTO
Statement of Operations - PassportONE
2025-26

ATTACHMENT 1
DRAFT

| | Q2 Actual YTD | Budget YTD | Variance between Act.YTD vs. Budget YTD \$ | Variance between Act.YTD vs. Budget YTD % | Prior Year Q2 Actual | Variance between Act.YTD vs. Prior Year Act. YTD \$ | Variance between Act.YTD vs. Prior Year Actual YTD% | Annual Budget | Forecast to year end at Q2 | Variance between Forecast vs. Budget | Variance between Forecast vs. Budget % | Last Year Actual |
|--|---------------|---------------|--|---|----------------------|---|---|---------------|----------------------------|--------------------------------------|--|------------------|
| REVENUE | | | | | | | | | | | | |
| Government | 4,792,592 | 4,721,417 | 71,175 | 2% | 4,450,981 | 341,611 | 8% | 9,442,834 | 9,677,776 | 234,942 | 2% | 9,294,015 |
| United Way - Base Allocation | - | - | - | 0% | - | - | 0% | - | - | - | 0% | - |
| United Way - Other | - | - | - | 0% | - | - | 0% | - | - | - | 0% | - |
| Foundations & Other Agencies | 10,000 | - | 10,000 | 10000% | - | 10,000 | 0% | - | 10,000 | 10,000 | 10000% | 36,237 |
| Client Fees | - | - | - | 0% | - | - | 0% | - | - | - | 0% | - |
| Memberships, Donations & Bequests | - | - | - | 0% | - | - | 0% | - | - | - | 0% | - |
| Investment Income | 153,460 | - | 153,460 | 153460% | 289,891 | (136,431) | -47% | - | 153,000 | 153,000 | 153000% | 478,975 |
| Other | - | - | - | 0% | - | - | 0% | - | - | - | 0% | - |
| | 4,956,052 | 4,721,417 | 234,635 | 5% | 4,740,872 | 215,180 | 5% | 9,442,834 | 9,840,776 | 397,942 | 4% | 9,809,227 |
| EXPENSES | | | | | | | | | | | | |
| Salaries | 2,033,654 | 1,803,090 | (230,565) | -13% | 1,898,322 | (135,332) | -7% | 3,606,179 | 3,880,458 | (274,279) | -8% | 4,043,428 |
| Employee Benefits | 517,083 | 432,742 | (84,342) | -19% | 463,095 | (53,988) | -12% | 865,483 | 940,342 | (74,859) | -9% | 913,748 |
| Funded Contracted Services | 259 | 2,750 | 2,491 | 91% | 320 | 61 | 19% | 5,500 | 5,000 | 500 | 9% | 4,877 |
| Professional Fees | 1,759,713 | 1,849,759 | 90,046 | 5% | 1,792,690 | 32,977 | 2% | 3,699,518 | 3,712,322 | (12,804) | 0% | 3,604,802 |
| Building Occupancy | 106,262 | 122,421 | 16,159 | 13% | 99,438 | (6,824) | -7% | 244,841 | 244,841 | - | 0% | 201,284 |
| Office | 38,104 | 36,250 | (1,854) | -5% | 9,633 | (28,471) | -296% | 72,500 | 89,000 | (16,500) | -23% | 56,775 |
| Transportation | - | 1,500 | 1,500 | 100% | - | - | 0% | 3,000 | 3,000 | - | 0% | 85 |
| Promotion | 6,496 | 18,928 | 12,432 | 66% | 6,496 | 0 | 0% | 37,856 | 37,856 | - | 0% | 15,591 |
| Education and Conferences | 3,182 | 17,125 | 13,943 | 81% | 500 | (2,682) | -536% | 34,250 | 34,250 | - | 0% | 8,033 |
| Other Expenses | 159 | - | (159) | -15900% | 337 | 178 | 0% | - | - | - | 0% | 1,362 |
| | 4,464,912 | 4,284,564 | (180,349) | -4% | 4,270,833 | (194,079) | -5% | 8,569,127 | 8,947,069 | (377,942) | -4% | 8,849,985 |
| Excess of Revenue over Expenses before ACA | 491,140 | 436,854 | 54,287 | | 470,038 | 21,102 | | 873,707 | 893,707 | 20,000 | | 959,241 |
| Allocated Central Administration | (491,140) | (436,854) | (54,287) | | (470,038) | (21,102) | | (873,707) | (893,707) | (20,000) | | (959,241) |
| Total before client purchase of service | - | - | - | | (0) | - | | 0 | - | - | | - |
| Revenue - client purchase of service | 220,309,394 | 297,081,881 | (76,772,487) | | 205,374,312 | 14,935,082 | | 594,163,762 | 594,163,762 | - | | 537,845,618 |
| Expense - client purchase of service | (220,309,394) | (297,081,881) | 76,772,487 | | (205,374,312) | (14,935,082) | | (594,163,762) | (594,163,762) | - | | (537,845,618) |
| Net Excess of Revenue over Expenses | - | - | - | | (0) | - | | 0 | - | - | | - |

| FAMILY SERVICE TORONTO | | | | | ATTACHMENT 1 | | | | | | | |
|--|-----------------|-----------------|--|---|----------------------|---|---|------------------|----------------------------|--------------------------------------|--|------------------|
| Statement of Operations - Corporate Services | | | | | DRAFT | | | | | | | |
| 2025-26 | | | | | | | | | | | | |
| | Q2 Actual YTD | Budget YTD | Variance between Act.YTD vs. Budget YTD \$ | Variance between Act.YTD vs. Budget YTD % | Prior Year Q2 Actual | Variance between Act.YTD vs. Prior Year Act. YTD \$ | Variance between Act.YTD vs. Prior Year Actual YTD% | Annual Budget | Forecast to year end at Q2 | Variance between Forecast vs. Budget | Variance between Forecast vs. Budget % | Last Year Actual |
| REVENUE | | | | | | | | | | | | |
| Government | | | - | 0% | 338 | (338) | -100% | - | | - | 0% | - |
| United Way - Base Allocation | 271,447 | 302,888 | (31,441) | -10% | 475,204 | (203,757) | -43% | 605,775 | 558,383 | (47,392) | -8% | 732,243 |
| United Way - Other | - | 500 | (500) | -100% | - | - | 0% | 1,000 | 1,000 | - | 0% | - |
| Foundations & Other Agencies | 1,170 | - | 1,170 | 117000% | 62,523 | (61,353) | -98% | - | 1,170 | 1,170 | 117000% | 81,984 |
| Client Fees | - | - | - | 0% | - | - | 0% | - | - | - | 0% | - |
| Memberships, Donations & Bequests | 8,362 | 25,000 | (16,638) | -67% | 2,338 | 6,024 | 258% | 50,000 | 50,000 | - | 0% | 14,121 |
| Investment Income | 4,334 | 1,350 | 2,984 | 221% | 2,075 | 2,259 | 109% | 2,700 | 8,700 | 6,000 | 222% | 19,434 |
| Property Rental Income | 207,435 | 207,851 | (416) | 0% | 203,459 | 3,976 | 2% | 415,702 | 415,702 | - | 0% | 410,981 |
| Other | 8,417 | 45,000 | (36,583) | -81% | 21,509 | (13,092) | -61% | 90,000 | 86,738 | (3,262) | -4% | 77,178 |
| | 501,165 | 582,589 | (81,424) | -14% | 767,446 | (266,281) | -35% | 1,165,177 | 1,121,693 | (43,484) | -4% | 1,335,941 |
| EXPENSES | | | | | | | | | | | | |
| Salaries | 514,980 | 621,934 | 106,954 | 17% | 632,170 | 117,190 | 19% | 1,243,869 | 1,243,869 | - | 0% | 1,026,211 |
| Employee Benefits | 104,796 | 132,992 | 28,196 | 21% | 114,968 | 10,172 | 9% | 265,984 | 265,984 | - | 0% | 179,366 |
| Funded Contracted Services | 679 | 1,560 | 881 | 56% | 212 | (467) | -220% | 3,120 | 3,120 | - | 0% | 798 |
| Professional Fees | 146,730 | 141,310 | (5,420) | -4% | 157,773 | 11,044 | 7% | 282,620 | 282,620 | - | 0% | 412,419 |
| Building Occupancy | 209,688 | 142,487 | (67,201) | -47% | 238,266 | 28,578 | 12% | 284,974 | 284,974 | - | 0% | 433,197 |
| Office | 314,362 | 328,906 | 14,544 | 4% | 277,994 | (36,368) | -13% | 657,811 | 652,811 | 5,000 | 1% | 599,099 |
| Transportation | 0 | 650 | 650 | 100% | 593 | 593 | 100% | 1,300 | 1,300 | - | 0% | 3,054 |
| Promotion | 127 | 800 | 673 | 84% | 1,176 | 1,049 | 89% | 1,600 | 1,600 | - | 0% | - |
| Education and Conferences | 21,411 | 8,094 | (13,317) | -165% | 38,833 | 17,422 | 45% | 16,188 | 21,188 | (5,000) | -31% | 48,586 |
| Other Expenses | 39,921 | 23,795 | (16,126) | -68% | 44,112 | 4,191 | 10% | 47,590 | 47,590 | - | 0% | 166,461 |
| | 1,352,693 | 1,402,528 | 49,835 | 4% | 1,506,097 | 153,404 | 10% | 2,805,056 | 2,805,056 | - | 0% | 2,869,191 |
| Excess of Revenue over Expenses before ACA | (851,528) | (774,122) | (77,407) | | (738,651) | (112,878) | | (1,639,879) | (1,683,363) | (43,484) | | (1,533,250) |
| Allocated Central Administration | 812,819 | 743,078 | 69,741 | | 748,362 | 64,457 | | 1,486,155 | 1,588,847 | 102,692 | | 1,541,918 |
| Total before client purchase of service | (38,709) | (31,044) | (7,666) | | 9,711 | (48,421) | | (153,724) | (94,516) | 59,208 | | 8,668 |
| Revenue - client purchase of service | - | - | - | | - | - | | - | - | - | | - |
| Expense - client purchase of service | - | - | - | | - | - | | - | - | - | | - |
| Net Excess of Revenue over Expenses | (38,709) | (31,044) | (7,666) | | 9,711 | (48,421) | | (153,724) | (94,516) | 59,208 | | 8,668 |



FAMILY SERVICE TORONTO

For People. For Change.

Enterprise Risk Management Quarterly Reporting

Q2 – September 30, 2025

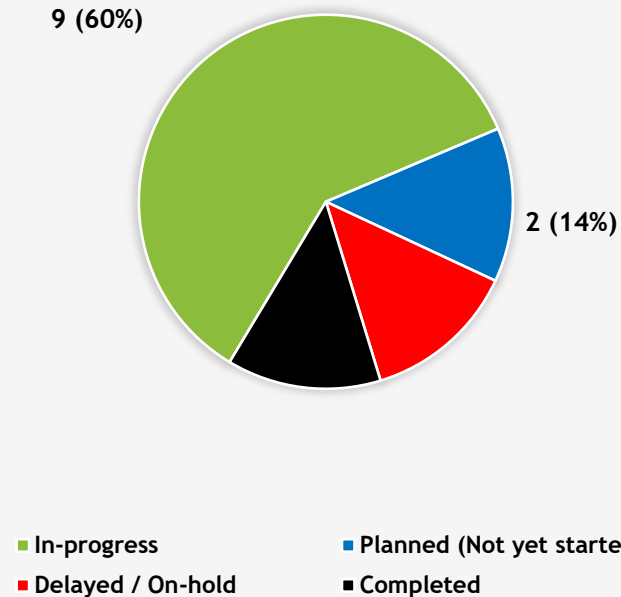
Executive Summary

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



Commentary

- Of the 15 action/planned mitigations two have been completed, 2 are delayed, 2 are on hold, and 9 are in progress
- 2 additional MOUs have been signed for mental Health counselling
- Cyber security training module was implemented in ADP in Q2 and all staff completed training
- Executive Director has been attending board meetings for Development Service Ontario Provincial Network.



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. In Q2, progress has been made in signing MOUs for mental health expansion. The resource and training section in ADP was completed and all FST staff did cyber security training in the new module.

| Risk Heatmap | Risk | Risk Title | Q1/25 | Q2/25 | Q3/26 | Outlook | Action Plan Status | Commentary |
|--------------|------|-------------------------------|-------|-------|-------|---------|--------------------|--|
| | 1 | Funding Compression | ● | ● | | ↑ | In Progress | The risk level has increased due to United Way compression. FST Finance team will provide day to day Financial support to Newcomer Women's. a tenant for the 4 th floor negotiations continued in Q2. |
| | 2 | Increasing Cost of Business | ● | ● | | ↑ | Planned | FST is working with ERM vendor to upgrade in the new fiscal. |
| | 3 | Agency Awareness | ● | ● | | ↔ | Delayed | The plan to refresh the website in on hold to ensure it aligns with the new strategic objectives. |
| | 4 | Cyber Security | ● | ● | | ↓ | In Progress | The resource and training section in ADP was completed in Q2. Phase 1 of the FST CM/Docushare decommissioning happened in Q2. |
| | 5 | Political Changes / Relations | ● | ● | | ↔ | In Progress | relationship development at the City Toronto continued with the work on the Toronto Police Board. Executive Director as joined the board of the Developmental Service Ontario Provincial Network |
| | 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. |

Legend

| | | | |
|----------|-----|----------|------|
| Very Low | Low | Moderate | High |
|----------|-----|----------|------|



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Action Plan Status Legend:

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

Enterprise Risk management (ERM) Board Report

| Enterprise Risk Management Representation / Summary | | | | | | | | |
|--|------|---------------------------------|-----------|-----------|---------------|---------|--------------------------|--|
| Continued from previous slide. | | | | | | | | |
| Risk Heatmap | Risk | Risk Title | Q1/ 25 | Q2/ 25 | Q3 /2 6 | Outlook | Action Plan Status | Commentary |
| <p>Likelihood</p> <p>Impact</p> | 7 | Innovation | | | | | Delayed | Ongoing projects, capacity constraints, and competing priorities have delayed progress in the training program. We expect to be in a stronger position in Q4 to integrate public policy training into the new Fiscal. |
| | 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. The training will occur in Q3. |
| | 9 | Mental Health Service Expansion | | | | | In Progress | In Q2, FST signed an MOU with CultureLink to provide short-term counselling supports for individuals who identify as newcomer, refugee or immigrants. An MOU was signed with Barbra Schlifer Commemorative Clinic ("BSCC") to enhance risk assessment and case management services for survivors of gender-based violence and Assaulted Women's Helpline (AWHL). |
| <p>Legend</p> <p>Very Low Low Moderate High</p> | | | | | | | | |



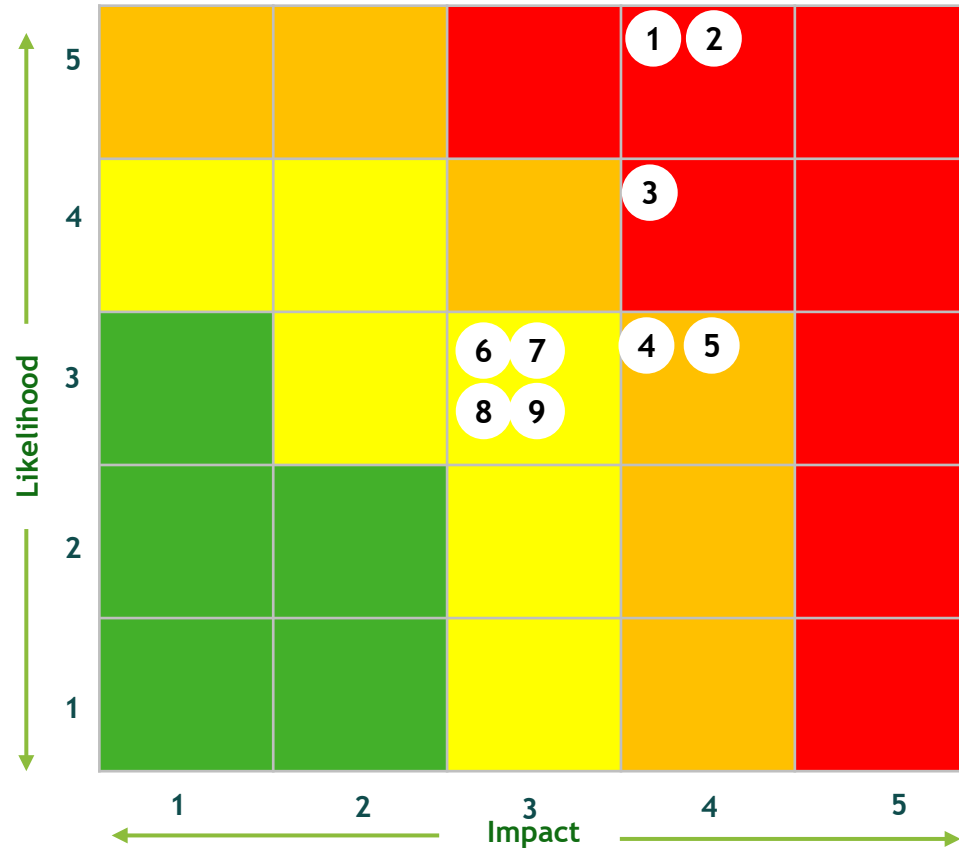
Appendix:

Detailed Risk Assessment Outcomes



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 |



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 | Kevin Forrest |
| | | 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 | Delayed/on-hold | 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 |



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 | Completed | 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 |



Appendix:

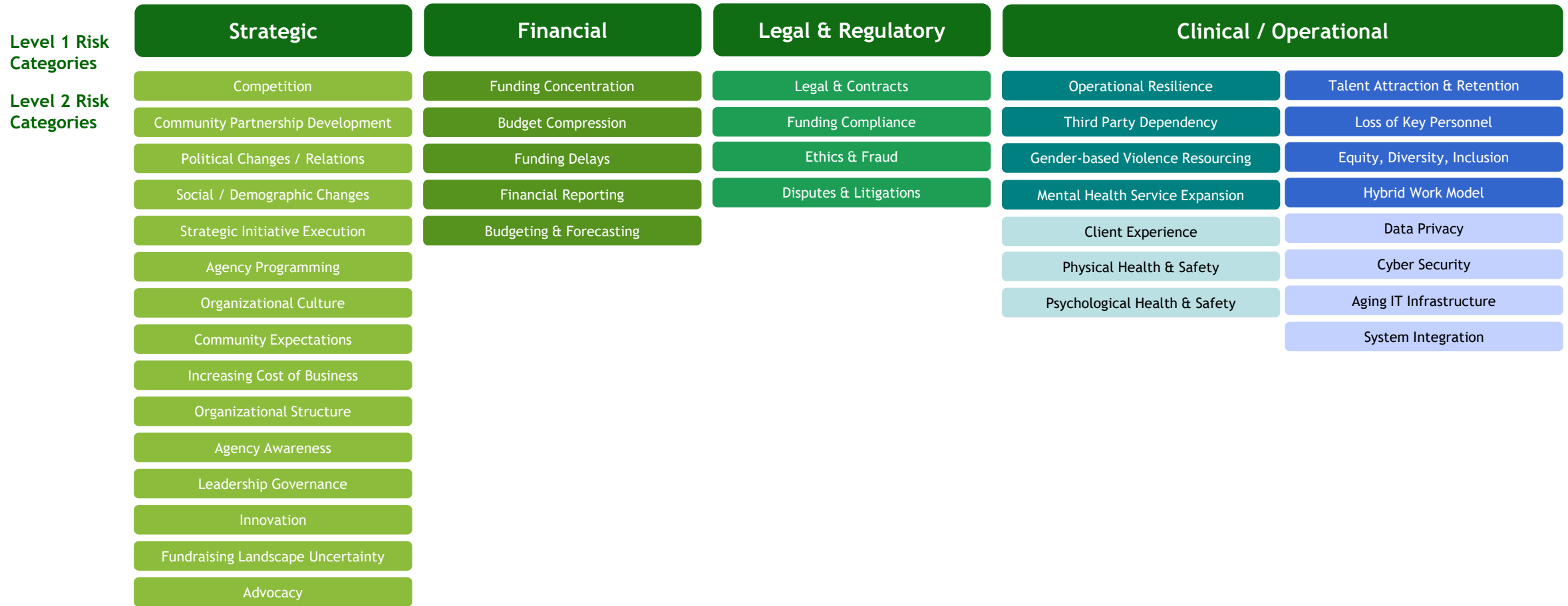
FST Risk Universe



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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



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. | Charissa Tucker |
| 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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