



**FAMILY SERVICE TORONTO**

For People. For Change.

**Strategic Plan: 2021 - 2026**

Open Hearts   
Healthy Minds   
Strong Communities 

**FY2025-2026**

**Q4 Service, Financial and Risk Report**

May 20, 2026



## **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.

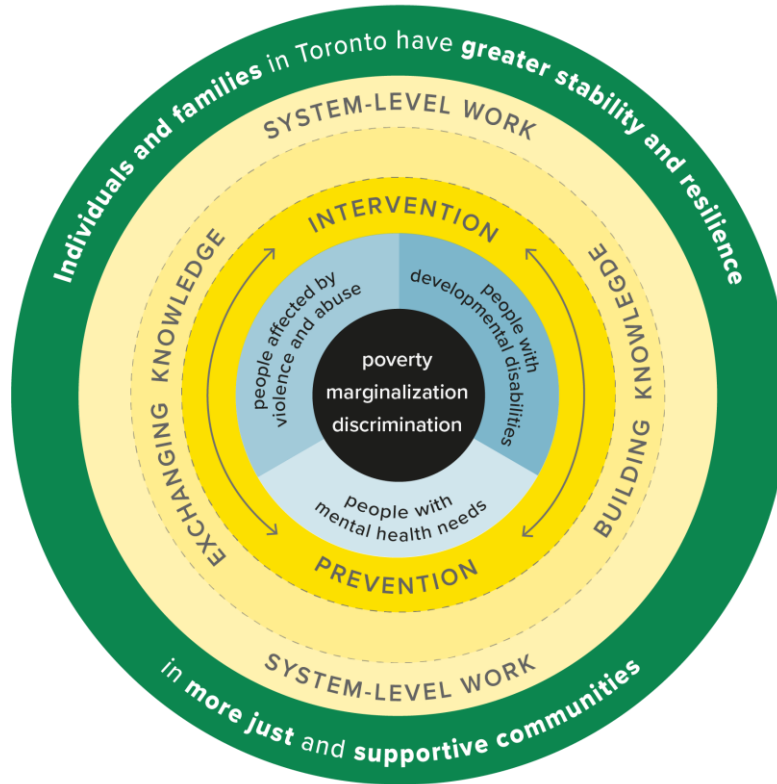
### **To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:**

- 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**

### **Programs and Services**

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

## **CORPORATE SERVICES**

PassportONE  
Finance and Facilities  
Communications and Special Projects  
Human Resources and Volunteers  
Technology and Business Intelligence  
Executive Director's Office



## 2025-2026 Operational Plan – Q4

### 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 – Q4**

**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 Q4	Results
<ul style="list-style-type: none"> <li>• Work more collaboratively towards shared goals.</li> <li>• Strengthen Internal Communication.</li> <li>• Share ownership and Responsibility for Performance.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Collaboratively develop shared goals by implementing a robust</li> </ul>	<p>Tech Connect section continued as a PULSE feature through Q4 following launch in Q3. Future development is planned in the 2026-27 fiscal.</p> <p>Fewer Q4 posts over Q3 due to dept staff changes and other operational priorities.</p>	<p>Initial tracking showed strong staff interest which will vary depending on the technology topic being highlighted.</p>



**2025-2026 Operational Plan – Q4**

	and inclusive staff engagement process leading to the next Strategic Plan (2026-2031).		
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**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 Q4	Results
<ul style="list-style-type: none"> <li>Rethink our approach to counselling services.</li> <li>Double access to our counselling services.</li> <li>Introduce more group and virtual options.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p>Publicity re. walk in distributed at International Women’s Day events, outside TTC station, on FST website, by SAU, by individual staff. Two students actively participated in the WIC.</p> <p>Launched our new funded pathways to Counselling (PTC) program for Adults with Intellectual and Developmental Disabilities through the DSCM program.</p>	<p>Variable attendance by clients resulted in not meeting target for this year. Student capacity to do single session work was increased.</p> <p>Introduced the program to Options Adult and the 6 other organizations providing Developmental Services Case Management. Received 5 internal and 3 external referrals.</p>



## 2025-2026 Operational Plan – Q4

	<ul style="list-style-type: none"><li>• Increase access to counselling services for individuals living with a developmental disability by 30% by the end of FY25-26.</li></ul>	<p>Completed program development for our new PTC-Youth program for clients age 12-17 with Ontario Autism Program Funding.</p> <p>Started the new Resourced and Resilient 2SLGBTQ+ group as part of the partnership with Women’s College Hospital</p> <p>Ran a new Writing Club for 2STNB+ youth ages 16-29</p> <p>Pathways to counselling continued</p>	<p>Launched scheduled for Q1 (2026-2027)</p> <p>11 people screened; 6 started group</p> <p>10 people participated</p> <p>Pathways to counseling program increased the number of clients served year over year by 31.3%</p>
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**2025-2026 Operational Plan – Q4**

	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p>Multiple staff from Community Engagement collaborated to develop and implement a peer leader training to a group of clients, who expressed interest in developing leadership skills.</p> <p>Partnership with Covenant House continued</p>	<p>7 peer leaders trained</p> <p>9 clients served in Q4, 29 sessions booked, 15 shows, 12 no shows</p>
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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 Q4	Results
<ul style="list-style-type: none"> <li>Challenge the system status quo.</li> <li>Engage with men.</li> <li>Strengthen engagement with women’s shelters.</li> </ul>	<ul style="list-style-type: none"> <li>Outreach to three settlement serving organizations and expanding programming for a range of genders by the end of FY25-26.</li> <li>Develop a support group for clients on the waitlist and provide three educational sessions and a list of</li> </ul>	<p>CE - Ongoing discussions with the Ontario Immigrants Association.</p> <p>Uptake on support group for clients on the waitlist for VAW was limited when piloted earlier in the fiscal year. Pivoted to providing financial</p>	<p>Staff from both agencies are working together to develop a proposal.</p> <p>10 clients attended one or more of four Financial Literacy workshops offered.</p>



**2025-2026 Operational Plan – Q4**

	<p>bibliotherapy resources by the end of FY25-26.</p> <ul style="list-style-type: none"><li>Strengthen our relationship with women’s shelters through hosting a resource &amp; expertise sharing workshop in alignment with shared goals by the end of FY25-26 to better support and serve women fleeing from violence.</li></ul>	<p>literacy training In partnership with the Canadian Foundation for Economic Education.</p> <p>Second partnership was formed with METRAC regarding training on family law as it impacts women in abusive relationships</p> <p>Workshops were placed on hold due to staffing changes.</p>	<p>11 clients attended one or more of four family law workshops offered.</p> <p>THSP worker maintains connections with shelters through THSP network.</p>
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**4. Enhancing Developmental Disability Services**

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



**2025-2026 Operational Plan – Q4**

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

Commitments	2025/26 Objectives	What We Did in 25-26 Q4	Results
<p>Goals</p> <ul style="list-style-type: none"> <li>• Refine the Passport Model.</li> <li>• Strengthen accountabilities within the program.</li> <li>• Provide Stewardship for the evolution of individualized account programs.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Collaborate with community partners to develop three pathways to services for clients and their support networks by the end of FY25-26.</li> <li>• 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.</li> </ul>	<p>OC - Developed partnership with Silver Creek Pre-School, with plans to further develop service offerings. Development of MOU to happen in Q1 of 26/27.</p> <p>OC - Continued partnership with AccessOAP has developed into new offerings, including drop-in resource clinics.</p> <p>Peer model-Onboarded one Passport recipient, posting is still active and will continue to advertise. Interested candidates screened don't have lived experience.</p> <p>PassportONE has developed enhanced tracking and reporting of overpayments in CRM</p>	<p>1 drop-in clinic provided, as well as 5 referrals submitted from eligible clients.</p> <p>2 clinics hosted at FST sites.</p> <p>Once deployed, this will enable PassportONE and Passport Agencies to better monitor overpayments and its repayments.</p>



**2025-2026 Operational Plan – Q4**

**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 Q4	Results
<p>Goals</p> <ul style="list-style-type: none"> <li>Renew our policy, advocacy and community networks.</li> <li>Develop new calls for action and reform.</li> <li>Strengthen the connections between our public policy capability and our programs.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Develop shared advocacy document to influence Canada’s perspective in the United Nation’s 2<sup>nd</sup> World Summit for Social Development in November 2025.</li> </ul>	<p>3 Coalition meetings held this quarter, one provincial, two national.</p>	<p>One of the national meetings engaged new partners: we organized with 90 organizations, 45 of whom participated on the working group committee – many of these groups had not worked together previously. We jointly released a briefing note on poverty eradication, launched a ‘take action petition’ to end poverty, and held a national dialogue on poverty – the panel included people with diverse and lived expertise of poverty, and was attended by over 350 people nation-wide.</p> <p>The WSSD People’s Report Network for Canada was created with 35 who collaboratively worked together to research and release the WSSD2 People’s Report 2025</p>



**2025-2026 Operational Plan – Q4**

		<p>Developed 1 shared advocacy document to influence Canada’s perspective in the United Nation’s 2<sup>nd</sup> World Summit for Social Development (WSSD2).</p> <p>Senior Director represented FST on Canada’s Delegation to the WSSD2 in November 2025.</p>	<p><a href="https://peoplesreportcanada.org/">https://peoplesreportcanada.org/</a> We created a social media release strategy for the report.</p> <p>To be explored in next fiscal year.</p>
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**2025-2026 Operational Plan – Q4**

**Section C: Foundational Strategies**

**1. People**

**Lead:** Senior Director, People and Culture

Strategy	2025/26 Objectives	What We Did in 25-26 Q4	Results
<ul style="list-style-type: none"> <li>We will cultivate the skills that allow each of us to be more agile and adaptive.</li> <li>We will support professional development and personal growth.</li> <li>We will hold one another accountable for our mission, impact, and actions.</li> </ul>	<ul style="list-style-type: none"> <li>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 &amp; Culture.</li> </ul>	<p>Performance Management was revised after consultation with leadership, process was streamlined based on feedback, compensation was adjusted back from a pay for performance model to a merit increase model.</p>	<p>Revised performance appraisal model, core competencies and compensation implemented for all leadership.</p>



**2025-2026 Operational Plan – Q4**

**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 Q4	Results
<ul style="list-style-type: none"> <li>We will reward innovation that responds to the needs of our communities.</li> <li>We will strengthen our ability to collaborate to achieve our shared goals and learn from our shortcomings and failures.</li> <li>We will stand up as a leader in the community sector to better support our partners and beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p>Employee Engagement Team reviewed current recognition program and provided feedback. Enhanced recognition program will be shared in Q1. The Charissa Tucker Award process was completed, awards to be presented May 26<sup>th</sup>, 2026</p>	<p>New recognition award developed honoured the memory of former Senior Director of People and Culture, Charissa Tucker.</p>

**3. Systems**

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

Strategy	2025/26 Objectives	What We Did in 25-26 Q4	Results
<ul style="list-style-type: none"> <li>We will invest in our Human Resources (HR) systems and supports.</li> <li>We will invest in our business platforms to create more efficient and intuitive systems.</li> <li>We will implement metrics that allow us to better evaluate our impact and improve our services.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Signed a Statement of work with BDO to initiate the upgrade from Dynamics GP to Business Central, this will include enhanced integration with PassportONE system.</li> </ul>	<ul style="list-style-type: none"> <li>MCCSS approved cost associated with P1 CRM integration.</li> <li>Project kickoff scheduled for April 2026.</li> </ul>



**2025-2026 Operational Plan – Q4**

	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Implement eSignature in the PassportONE platform by the end of December 2025 to support Passport client onboarding process and improve client experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Automated email triggers developed in TREAT for the PHQ9 &amp; GAD7 forms. Email triggers allow for clinical assessments to be sent out in an automated approach avoiding manual work.</li> <li>• Successful implementation of eSignature tool in the PassportONE platform.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of online tool and triggers complete, during rollout phase, clinical teams identified additional email trigger requirements that are under review with vendor.</li> <li>• All Passport agencies can begin using the signature tool for service agreements beginning April 1<sup>st</sup>, 2026.</li> </ul>
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**4. Funding**

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

Strategy	2025/26 Objectives	What We Did in 25-26 Q4	Results
<ul style="list-style-type: none"> <li>• We will aggressively pursue opportunities that allow us to diversify and increase our revenues.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete an analysis of meeting room rentals in the downtown area and compare pricing and marketing.</li> </ul>	<p>The market analysis was completed and confirms that FST’s rates are within</p>	



**2025-2026 Operational Plan – Q4**

<ul style="list-style-type: none"> <li>We will manage our assets to support and expand our services.</li> <li>We will introduce new social enterprise models that help to expand our service offering.</li> </ul>	<p>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.</p> <ul style="list-style-type: none"> <li>Create a “pay as you can” model for no fee services by the end of September 2025, including a framework for implementation guidelines.</li> </ul>	<p>competitor’s rates. However the marketing strategy and website has been delayed to align with the development of the new strategic plan.</p>	
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**5. Community**

**Lead:** Executive Director, Chief Operating Officer, Senior Director, Strategy and Innovation

Strategy	2025/26 Objectives	What We Did in 25-26 Q4	Results
<ul style="list-style-type: none"> <li>We will ensure that a community development ethos is at the heart of our services.</li> <li>We will work to engage our service users and communities to ensure that our services are responsive and appropriate.</li> <li>We will support individuals and communities to take action on the issues that matter to them.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	<p>Release of THRIVE mental health report in Q4 created opportunity for Comms to work with and coach DKS staff to respond to media inquiries regarding stats showing rise in mental health issues in the Queer community.</p> <p>Trained 20 staff across program areas in communications/media relations</p>	<p>Talking points were prepared but FST received no media inquiries on the report.</p> <p>Increased GBV/VAW staff communications capacity ahead of the 16 days of activism public campaign.</p>



## 2025-2026 Operational Plan – Q4

### Other Achievements Beyond the Above-Mentioned 30 Commitments

Program	What We Did in 25-26 Q4	Results
Special Projects	Development of funding agreement and lease with City of Toronto for build-out of 4th floor at 355 Church Street for Community Crisis Service Training Centre. Following City Council project approval in late Q3.	Anticipated lease signing in early Q1 of 2026-27 followed by Spring construction start.
Options Children	OC - Began discussions about challenge with the Children's Developmental Service Sector in relation to waitlists for funding and services.	

# Mental Health

**2,041**

Target Clients

Q3 | 1,531 | ↑ 510

**1,526**

Actual Clients

Q3 | 1,286 | ↑ 240

**75%**

Percentage Achieved

Q3 | 84% | ↓ 9%

**11,204**

Target Visits

Q3 | 8,403 | ↑ 2,801

**8,471**

Actual Visits

Q3 | 6,640 | ↑ 1,831

**76%**

Percentage Achieved

Q3 | 79% | ↓ 3%

**700**

Target Unregistered Clients

Q3 | 525 | ↑ 175

**1,055**

Actual Unregistered Clients

Q3 | 1,027 | ↑ 28

-

Percentage Achieved

**133**

Clients Waitlisted

Q3 | 139 | ↓ 6

**176 days**

Average Wait Time

Q3 | 136 | ↑ 40

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

# Gender Based Violence

**1,470**

Target Clients

Q3 | 1,103 | ↑ 367

**1,189**

Actual Clients

Q3 | 1,007 | ↑ 182

**81%**

Percentage Achieved

Q3 | 91% | ↓ 10%

**6,581**

Target Visits

Q3 | 4,936 | ↑ 1,645

**9,164**

Actual Visits

Q3 | 7,080 | ↑ 2,084

**139%**

Percentage Achieved

Q3 | 143% | ↓ 4%

**750**

Target Unregistered Clients

Q3 | 563 | ↑ 187

**2,139**

Actual Unregistered Clients

Q3 | 1,472 | ↑ 667

-

Percentage Achieved

**75**

Clients Waitlisted

Q3 | 71 | ↑ 4

**336 days**

Average Wait Time

Q3 | 353 | ↓ 17

**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)

**465**

Target Clients

Q3 | 395 | ↑ 70

**602**

Actual Clients

Q3 | 488 | ↑ 114

**129%**

Percentage Achieved

Q3 | 123% | ↑ 6%

**1,487**

Target Visits

Q3 | 1,115 | ↑ 372

**1,904**

Actual Visits

Q3 | 1,445 | ↑ 456

**128%**

Percentage Achieved

Q3 | 130% | ↓ 2%

**14**

Clients Waitlisted

Q3 | 18 | ↓ 4

**23 days**

Average Wait Time

Q3 | 31 | ↓ 8

# Community Engagement

**954**

Target Clients

Q3 | 725 | ↑ 229

**569**

Actual Clients

Q3 | 495 | ↑ 74

**60%**

Percentage Achieved

Q3 | 68% | ↓ 8%

**550**

Target Visits

Q3 | 413 | ↑ 137

**794**

Actual Visits

Q3 | 587 | ↑ 207

**144%**

Percentage Achieved

Q3 | 142% | ↑ 2%

**116**

Target Unregistered Clients

Q3 | 87 | ↑ 29

**1,140**

Actual Unregistered Clients

Q3 | 940 | ↑ 200

-

Percentage Achieved

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

# Developmental Services

**1,078**

Target Clients

Q3 | 947 | ↑ 131

**1,786**

Actual Clients

Q3 | 1,071 | ↑ 715

**166%**

Percentage Achieved

Q3 | 113% | ↑ 53 %

**27,728**

Target Visits

Q3 | 20,796 | ↑ 6,932

**20,551**

Actual Visits

Q3 | 14,323 | ↑ 6,228

**74%**

Percentage Achieved

Q3 | 69% | ↑ 5 %

**860**

Target Unregistered Clients

Q3 | 645 | ↑ 215

**1,080**

Actual Unregistered Clients

Q3 | 868 | ↑ 212

-

Percentage Achieved

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

# Passport

**11,531**

Target Clients

Q3 | 11,185 | ↑ 346

**10,027**

Actual Clients

Q3 | 9,933 | ↑ 94

**87%**

Percentage Achieved

Q3 | 89% | ↓ 2%

# Non-Client Data

**834,880**

Target PassportONE Claims

Q3 | 626,160 | ↑ 208,720

**826,798**

Actual PassportONE Claims

Q3 | 601,057 | ↑ 225,741

**99%**

Percentage Achieved

Q3 | 96% | ↑ 3%

**\$594.2m**

Target PassportONE POS

Q3 | \$445.6m | ↑ \$148.5m

**\$582.6m**

Actual PassportONE POS

Q3 | \$431.8m | ↑ \$150.7m

**98%**

Percentage Achieved

Q3 | 97% | ↑ 1%

**115,648**

Target Passport Claims

Q3 | 86,736 | ↑ 28,912

**110,219**

Actual Passport Claims

Q3 | 81,022 | ↑ 29,197

**95%**

Percentage Achieved

Q3 | 93% | ↑ 2%

**\$98.9m**

Target Passport POS

Q3 | \$74.2m | ↑ \$24.7m

**\$94.6m**

Actual Passport POS

Q3 | \$70.6m | ↑ \$24.0m

**96%**

Percentage Achieved

Q3 | 95% | ↑ 1%

# Non-Client Data

**3,023**

Target IQAL & JR Claims

Q3 | 2,267 | ↑ 756

**2,898**

Actual IQAL & JR Claims

Q3 | 2,179 | ↑ 719

**96%**

Percentage Achieved

Q3 | 96% | → 0%

**\$2.04m**

Target IQAL & JR POS

Q3 | \$1.53m | ↑ \$0.51m

**\$1.90m**

Actual IQAL & JR POS

Q3 | \$1.48m | ↑ \$0.42m

**93%**

Percentage Achieved

Q3 | 97% | ↓ 4%

**1,990**

Target Committee Hours

Q3 | 1,493 | ↑ 497

**2,374**

Actual Committee Hours

Q3 | 1,757 | ↑ 617

**119%**

Percentage Achieved

Q3 | 118% | ↑ 1%

**20**

Serious Occurrence Reports

Q3 | 11 | ↑ 9

**20**

Ombudsman / MPP / MCCSS Inquiries

Q3 | 16 | ↑ 4

# Social Action

**28**

Target Government Relations Meetings

Q3 | 21 | ↑ 7

**21**

Actual Government Relations Meetings

Q3 | 18 | ↑ 3

**75%**

Percentage Achieved

Q3 | 86% | ↓ 11%

**43**

Target Publications, Submissions, Tools

Q3 | 32 | ↑ 11

**30**

Actual Publications, Submissions, Tools

Q3 | 9 | ↑ 21

**70%**

Percentage Achieved

Q3 | 28% | ↑ 42%

**21**

Target Presentations, Workshops

Q3 | 16 | ↑ 5

**21**

Actual Presentations, Workshops

Q3 | 16 | ↑ 5

**100%**

Percentage Achieved

Q3 | 102% | ↓ 2%

**30**

Target Meetings Convened

Q3 | 23 | ↑ 7

**17**

Actual Meetings Convened

Q3 | 17 | → 0

**57%**

Percentage Achieved

Q3 | 76% | ↓ 19%

**1,935**

Target Unregistered Clients

Q3 | 1,451 | ↑ 484

**2,972**

Actual Unregistered Clients

Q3 | 2,617 | ↑ 355

**-**

Percentage Achieved



**FAMILY SERVICE TORONTO**

For People. For Change.

## **March 31, 2026 (Q4) Financial Report**

Prepared by: Financial Services

Date: May 3, 2026

## **Summary**

At the end of Q4 F25-26, FST recorded \$21.74M of revenue from all sources compared to a YTD forecast of \$22.2M. This resulted in a variance of \$463K less than forecasted.

Organization-wide expenses at the end of Q4 were \$21.69M with a forecast of \$22.23M. The variance of \$538K is a net result of lower expenses in all categories.

Excess revenue over expenses on March 31, 2026, was \$46K. This amount reflects the unrestricted revenues (rental income).

## **Community Programs**

At the end of Q4, revenue in Community programs was \$10.46M compared to the YTD forecast of \$10.81M. The variance of \$352K is mainly attributable to program having vacancies. The endowment interest forecast of \$75K was not required this fiscal year.

Total expenses in Q4 were \$9.76M with the YTD forecast of \$10.12M. The variance of \$352K is mainly a result of less than anticipated salaries and benefits in Options adult program and Social Action.

## **PassportONE**

Revenue and expenses at the end of Q4 was \$9.90M with the YTD forecast of \$9.90M. The variance of \$6K is due to receiving more funding for year-end claims processing staff from Newcomer Women's than forecasted. The Capital asset expenditures actuals were \$357K against the \$500K allocated funding for fiscal 25-26. Interest earned on PassportONE client purchase of service of \$356K is to be returned to MCCSS as per contract requirements.

## **Corporate Services**

Revenue from all sources was \$3.00M, compared to the YTD Forecast of \$3.08M. The variance of \$83K is mainly attributable to \$119K property rental income used for building reserve funds.

Total expenses were \$2.95M, compared to the YTD budget of \$3.11M. The variance of \$158K comprises underspending mainly on salaries and benefits.

## **Capital and Learning Fund**

The total capital asset additions at the end of Q4 were \$456K. This included Treat software upgrade (\$6K), PassportONE CRM updates (\$335K), 355 Church St. Building cooling tower upgrades (\$9K), Laptops (\$21K), and 4<sup>th</sup> floor renovation costs (\$85K). All capital assets were fully funded.

The YTD interest earned from the Building Reserve Fund was \$14K. The balance of the Reserve fund at the end of Q4 was \$753K. This includes a contribution from unrestricted licensing revenues of \$119K as per the capital engineering study.

FST's portion of the venture's surplus for the quarter was \$33K. The distribution payment in Q4 was \$218K. FST received \$1K in interest payments related to the leasehold improvements loan. The Leasehold improvements loan was fully paid for in the amount of \$60K. The joint venture successfully secured a \$10 Million mortgage from TD bank with a maturity date of January 2036 at an interest rate of 4.93%.

**FAMILY SERVICE TORONTO**  
**Statement of Operations - Consolidated**  
**2025-26**

**ATTACHMENT 1**  
**DRAFT**

	Q4 Actual YTD	Forecast YTD	Variance between Act.YTD vs. Forecast YTD \$	Variance between Act.YTD vs. Forecast YTD %	Prior Year Q4 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 Q3	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
<b>REVENUE</b>												
Government	17,243,523	17,437,971	(194,448)	-1%	17,008,910	234,613	1%	16,805,396	17,437,971	632,575	4%	17,008,910
United Way - Base Allocation	2,500,416	2,500,416	0	0%	2,700,416	(200,000)	-7%	2,500,416	2,500,416	-	0%	2,700,416
United Way - Other	2,001	215	1,786	831%	-	2,001	0%	1,000	215	(785)	-79%	-
Foundations & Other Agencies	972,415	1,168,057	(195,642)	-17%	725,109	247,306	34%	733,656	1,168,057	434,401	59%	725,109
Client Fees	196,556	202,450	(5,894)	-3%	154,858	41,698	27%	220,000	202,450	(17,550)	-8%	154,858
Memberships, Donations & Bequests	33,748	70,110	(36,362)	-52%	41,333	(7,585)	-5%	70,000	70,110	110	0%	41,333
Investment Income	403,464	341,000	62,464	18%	523,409	(119,945)	-290%	77,700	341,000	263,300	339%	523,409
Property Rental Income	299,134	415,931	(116,797)	-28%	410,981	(111,847)	-21%	415,702	415,931	229	0%	410,981
Other	83,817	61,762	22,055	36%	86,527	(2,710)	-1%	90,000	61,762	(28,238)	-31%	86,527
	21,735,074	22,197,912	(462,838)	-2%	21,651,543	83,531	0%	20,913,870	22,197,912	1,284,042	6%	21,651,543
<b>EXPENSES</b>												
Salaries	12,520,910	12,681,997	161,087	1%	12,294,918	(225,992)	-2%	11,935,596	12,681,997	(746,401)	-6%	12,294,918
Employee Benefits	2,836,439	2,977,285	140,846	5%	2,657,429	(179,010)	-7%	2,752,619	2,977,285	(224,666)	-8%	2,657,429
Funded Contracted Services	283,114	255,877	(27,237)	-11%	280,203	(2,911)	-1%	259,240	255,877	3,363	1%	280,203
Professional Fees	3,862,288	4,015,541	153,253	4%	4,056,674	194,386	5%	4,005,866	4,015,541	(9,675)	0%	4,056,674
Building Occupancy	1,039,670	985,692	(53,978)	-5%	1,115,927	76,257	7%	906,763	985,692	(78,929)	-9%	1,115,927
Office	866,493	945,063	78,570	8%	835,108	(31,385)	-4%	890,038	945,063	(55,025)	-6%	835,108
Transportation	49,209	67,291	18,082	27%	56,395	7,186	13%	63,347	67,291	(3,944)	-6%	56,395
Promotion	37,383	61,306	23,923	39%	20,716	(16,667)	-80%	53,406	61,306	(7,900)	-15%	20,716
Education and Conferences	95,206	83,100	(12,106)	-15%	112,154	16,948	15%	93,381	83,100	10,281	11%	112,154
Other Expenses	98,112	153,314	55,202	36%	213,351	115,239	54%	107,338	153,314	(45,976)	-43%	213,351
	21,688,824	22,226,466	537,642	2%	21,642,875	(45,949)	0%	21,067,594	22,226,466	(1,158,872)	-6%	21,642,875
Excess of Revenue over Expenses before ACA	46,251	(28,554)	74,804		8,668	37,583		(153,724)	(28,554)	125,170		8,668
Allocated Central Administration	-	-	-		-	-		-	-	-		-
<b>Total before client purchase of service</b>	<b>46,251</b>	<b>(28,554)</b>	<b>74,804</b>		<b>8,668</b>	<b>(37,583)</b>		<b>(153,724)</b>	<b>(28,554)</b>	<b>125,170</b>		<b>8,668</b>
Revenue - client purchase of service	567,507,831	579,516,844	(12,009,013)		540,143,642	27,364,189		597,251,342	579,516,844	(17,734,498)		540,143,642
Expense - client purchase of service	(567,507,831)	(579,516,844)	12,009,013		(540,143,642)	(27,364,189)		(597,251,342)	(579,516,844)	17,734,498		(540,143,642)
<b>Net Excess of Revenue over Expenses</b>	<b>46,251</b>	<b>(28,554)</b>	<b>74,804</b>		<b>8,668</b>	<b>(37,583)</b>		<b>(153,724)</b>	<b>(28,554)</b>	<b>125,170</b>		<b>8,668</b>
<b>General Fund Reserve usage</b>		29,000						155,000	29,000			
<b>Net Excess of Revenue over Expenses</b>		<b>446</b>						<b>1,276</b>	<b>446</b>			

FAMILY SERVICE TORONTO										ATTACHMENT 1				
Statement of Operations - Community Programs										DRAFT				
2025-26														
	Q4 Actual YTD	Forecast YTD	Variance between Act.YTD vs. Forecast YTD \$	Variance between Act.YTD vs. Forecast YTD %	Prior Year Q4 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 Q3	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual		
<b>REVENUE</b>														
Government	7,794,445	7,838,195	(43,750)	-1%	7,748,914	45,531	1%	7,362,562	7,838,195	475,633	6%	7,748,914		
United Way - Base Allocation	1,611,442	1,636,380	(24,938)	-2%	1,968,173	(356,731)	-18%	1,894,641	1,636,380	(258,261)	-14%	1,968,173		
United Way - Other	-	-	-	0%	-	-	0%	-	-	-	0%	-		
Foundations & Other Agencies	813,204	1,024,288	(211,084)	-21%	606,888	206,316	34%	733,656	1,024,288	290,632	40%	606,888		
Client Fees	196,556	202,450	(5,894)	-3%	154,858	41,698	27%	220,000	202,450	(17,550)	-8%	154,858		
Memberships, Donations & Bequests	18,930	11,790	7,140	61%	27,212	(8,282)	-30%	20,000	11,790	(8,210)	-41%	27,212		
Investment Income	25,000	100,000	(75,000)	-75%	25,000	-	0%	75,000	100,000	25,000	33%	25,000		
Other	5,097	1,762	3,335	3335%	9,349	(4,252)	-45%	-	1,762	1,762	1762%	9,349		
	10,464,674	10,814,865	(350,191)	-3%	10,540,394	(75,720)	-1%	10,305,859	10,814,865	509,006	5%	10,540,394		
<b>EXPENSES</b>														
Salaries	7,159,029	7,374,375	215,346	3%	7,225,278	66,249	1%	7,085,548	7,374,375	(288,827)	-4%	7,225,278		
Employee Benefits	1,607,716	1,728,947	121,231	7%	1,564,314	(43,402)	-3%	1,621,151	1,728,947	(107,796)	-7%	1,564,314		
Funded Contracted Services	280,788	248,907	(31,881)	-13%	274,527	(6,261)	-2%	250,620	248,907	1,713	1%	274,527		
Professional Fees	62,019	45,617	(16,402)	-36%	39,453	(22,566)	-57%	23,728	45,617	(21,889)	-92%	39,453		
Building Occupancy	361,893	369,945	8,052	2%	481,446	119,553	25%	376,948	369,945	7,003	2%	481,446		
Office	153,436	157,162	3,726	2%	179,234	25,798	14%	159,727	157,162	2,565	2%	179,234		
Transportation	48,479	63,391	14,912	24%	53,255	4,776	9%	59,047	63,391	(4,344)	-7%	53,255		
Promotion	13530.96	23,050	9,519	41%	5,124	(8,407)	-164%	13,950	23,050	(9,100)	-65%	5,124		
Education and Conferences	43,439	40,162	(3,277)	-8%	55,535	12,096	22%	42,943	40,162	2,781	6%	55,535		
Other Expenses	34,452	65,664	31,212	48%	45,531	11,079	24%	59,748	65,664	(5,916)	-10%	45,531		
	9,764,782	10,117,220	352,438	3%	9,923,697	158,915	2%	9,693,410	10,117,220	(423,810)	-4%	9,923,697		
Excess of Revenue over Expenses before ACA	699,892	697,645	2,247		616,697	83,195		612,449	697,645	85,196		616,697		
Allocated Central Administration	(699,892)	(697,645)	(2,247)		(616,697)	(83,195)		(612,449)	(697,645)	(85,196)		(616,697)		
<b>Total before client purchase of service</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>(0)</b>	<b>(0)</b>		<b>-</b>		
Revenue - client purchase of service	2,249,268	2,889,580	(640,312)		2,298,024	(48,756)		3,087,580	2,889,580	(198,000)		2,298,024		
Expense - client purchase of service	(2,249,268)	(2,889,580)	640,312		(2,298,024)	48,756		(3,087,580)	(2,889,580)	198,000		(2,298,024)		
<b>Net Excess of Revenue over Expenses</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>(0)</b>	<b>(0)</b>		<b>-</b>		

**FAMILY SERVICE TORONTO**  
**Statement of Operations - PassportONE**  
**2025-26**

**ATTACHMENT 1**  
**DRAFT**

	Q4 Actual YTD	Forecast YTD	Variance between Act.YTD vs. Forecast YTD \$	Variance between Act.YTD vs. Forecast YTD %	Prior Year Q4 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 Q3	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
<b>REVENUE</b>												
Government	9,463,214	9,599,776	(136,562)	-1%	9,294,015	169,199	2%	9,442,834	9,599,776	156,942	2%	9,294,015
United Way - Base Allocation	-	-	-	0%	-	-	0%	-	-	-	0%	-
United Way - Other	-	-	-	0%	-	-	0%	-	-	-	0%	-
Foundations & Other Agencies	82,024	64,750	17,274	17274%	36,237	45,787	0%	-	64,750	64,750	64750%	36,237
Client Fees	-	-	-	0%	-	-	0%	-	-	-	0%	-
Memberships, Donations & Bequests	-	-	-	0%	-	-	0%	-	-	-	0%	-
Investment Income	356,167	231,000	125,167	125167%	478,975	(122,808)	-26%	-	231,000	231,000	231000%	478,975
Other	-	-	-	0%	-	-	0%	-	-	-	0%	-
	9,901,405	9,895,526	5,879	0%	9,809,227	92,178	1%	9,442,834	9,895,526	452,692	5%	9,809,227
<b>EXPENSES</b>												
Salaries	4,118,799	3,919,708	(199,091)	-5%	4,043,428	(75,371)	-2%	3,606,179	3,919,708	(313,529)	-9%	4,043,428
Employee Benefits	986,028	940,342	(45,686)	-5%	913,748	(72,280)	-8%	865,483	940,342	(74,859)	-9%	913,748
Funded Contracted Services	1,094	5,500	4,406	80%	4,877	3,783	78%	5,500	5,500	-	0%	4,877
Professional Fees	3,551,709	3,711,822	160,113	4%	3,604,802	53,093	1%	3,699,518	3,711,822	(12,304)	0%	3,604,802
Building Occupancy	212,311	202,481	(9,830)	-5%	201,284	(11,027)	-5%	244,841	202,481	42,360	17%	201,284
Office	82,657	139,360	56,703	41%	56,775	(25,882)	-46%	72,500	139,360	(66,860)	-92%	56,775
Transportation	28	3,000	2,972	99%	85	57	0%	3,000	3,000	-	0%	85
Promotion	15,955	37,856	21,901	58%	15,591	(364)	0%	37,856	37,856	-	0%	15,591
Education and Conferences	5,745	16,750	11,005	66%	8,033	2,288	28%	34,250	16,750	17,500	51%	8,033
Other Expenses	159	25,000	24,841	2484131%	1,362	1,203	0%	-	25,000	(25,000)	0%	1,362
	8,974,486	9,001,819	27,333	0%	8,849,985	(124,501)	-1%	8,569,127	9,001,819	(432,692)	-5%	8,849,985
Excess of Revenue over Expenses before ACA	926,919	893,707	33,212		959,241	(32,322)		873,707	893,707	20,000		959,241
Allocated Central Administration	(926,919)	(893,707)	(33,212)		(959,241)	32,322		(873,707)	(893,707)	(20,000)		(959,241)
<b>Total before client purchase of service</b>	<b>0</b>	<b>-</b>	<b>0</b>		<b>-</b>	<b>-</b>		<b>0</b>	<b>-</b>	<b>-</b>		<b>-</b>
Revenue - client purchase of service	565,258,563	576,558,975	(11,300,412)		537,845,618	27,412,945		594,163,762	576,558,975	(17,604,787)		537,845,618
Expense - client purchase of service	(565,258,563)	(576,558,975)	11,300,412		(537,845,618)	(27,412,945)		(594,163,762)	(576,558,975)	17,604,787		(537,845,618)
<b>Net Excess of Revenue over Expenses</b>	<b>0</b>	<b>-</b>	<b>0</b>		<b>-</b>	<b>-</b>		<b>0</b>	<b>-</b>	<b>-</b>		<b>-</b>

**FAMILY SERVICE TORONTO**  
**Statement of Operations - Corporate Services**  
**2025-26**

**ATTACHMENT 1**  
**DRAFT**

	Q4 Actual YTD	Forecast YTD	Variance between Act. YTD vs. Forecast YTD \$	Variance between Act. YTD vs. Forecast YTD %	Prior Year Q4 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 Q3	Variance between Forecast vs. Budget	Variance between Forecast vs. Budget %	Last Year Actual
<b>REVENUE</b>												
Government	-	-	-	0%	-	-	#DIV/0!	-	-	-	0%	-
United Way - Base Allocation	888,974	864,036	24,938	3%	732,243	156,731	21%	605,775	864,036	258,261	43%	732,243
United Way - Other	2,001	215	1,786	831%	-	2,001	0%	1,000	215	(785)	-79%	-
Foundations & Other Agencies	77,187	79,019	(1,832)	-183235%	81,984	(4,797)	-6%	-	79,019	79,019	7901900%	81,984
Client Fees	-	-	-	0%	-	-	0%	-	-	-	0%	-
Memberships, Donations & Bequests	14,818	58,320	(43,502)	-75%	14,121	697	5%	50,000	58,320	8,320	17%	14,121
Investment Income	22,297	10,000	12,297	123%	19,434	2,863	15%	2,700	10,000	7,300	270%	19,434
Property Rental Income	299,134	415,931	(116,797)	-28%	410,981	(111,847)	-27%	415,702	415,931	229	0%	410,981
Other	78,720	60,000	18,720	31%	77,178	1,542	2%	90,000	60,000	(30,000)	-33%	77,178
	1,383,131	1,487,521	(104,390)	-7%	1,335,941	47,190	4%	1,165,177	1,487,521	322,344	28%	1,335,941
<b>EXPENSES</b>												
Salaries	1,243,082	1,387,914	144,832	10%	1,026,211	(216,871)	-21%	1,243,869	1,387,914	(144,045)	-12%	1,026,211
Employee Benefits	242,695	307,996	65,301	21%	179,366	(63,329)	-35%	265,984	307,996	(42,011)	-16%	179,366
Funded Contracted Services	1,231	1,470	239	16%	798	(433)	-54%	3,120	1,470	1,650	53%	798
Professional Fees	248,559	258,102	9,543	4%	412,419	163,860	40%	282,620	258,102	24,518	9%	412,419
Building Occupancy	465,465	413,266	(52,199)	-13%	433,197	(32,268)	-7%	284,974	413,266	(128,292)	-45%	433,197
Office	630,400	648,541	18,141	3%	599,099	(31,301)	-5%	657,811	648,541	9,270	1%	599,099
Transportation	702	900	198	22%	3,054	2,352	77%	1,300	900	400	31%	3,054
Promotion	7,897	400	(7,497)	-1874%	-	(7,897)	#DIV/0!	1,600	400	1,200	75%	-
Education and Conferences	46,022	26,188	(19,834)	-76%	48,586	2,564	5%	16,188	26,188	(10,000)	-62%	48,586
Other Expenses	63,502	62,650	(852)	-1%	166,461	102,959	62%	47,590	62,650	(15,060)	-32%	166,461
	2,949,556	3,107,427	157,871	5%	2,869,191	(80,365)	-3%	2,805,056	3,107,427	(302,371)	-11%	2,869,191
Excess of Revenue over Expenses before ACA	(1,566,424)	(1,619,906)	53,481		(1,533,250)	(33,174)		(1,639,879)	(1,619,906)	19,973		(1,533,250)
Allocated Central Administration	1,612,675	1,591,352	21,323		1,541,918	70,757		1,486,155	1,591,352	105,197		1,541,918
<b>Total before client purchase of service</b>	<b>46,251</b>	<b>(28,554)</b>	<b>74,804</b>		<b>8,668</b>	<b>37,583</b>		<b>(153,724)</b>	<b>(28,554)</b>	<b>125,170</b>		<b>8,668</b>
Revenue - client purchase of service	-	-	-		-	-		-	-	-		-
Expense - client purchase of service	-	-	-		-	-		-	-	-		-
<b>Net Excess of Revenue over Expenses</b>	<b>46,251</b>	<b>(28,554)</b>	<b>74,804</b>		<b>8,668</b>	<b>37,583</b>		<b>(153,724)</b>	<b>(28,554)</b>	<b>125,170</b>		<b>8,668</b>



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# Enterprise Risk Management Quarterly Reporting

Q4 – March 31, 2026

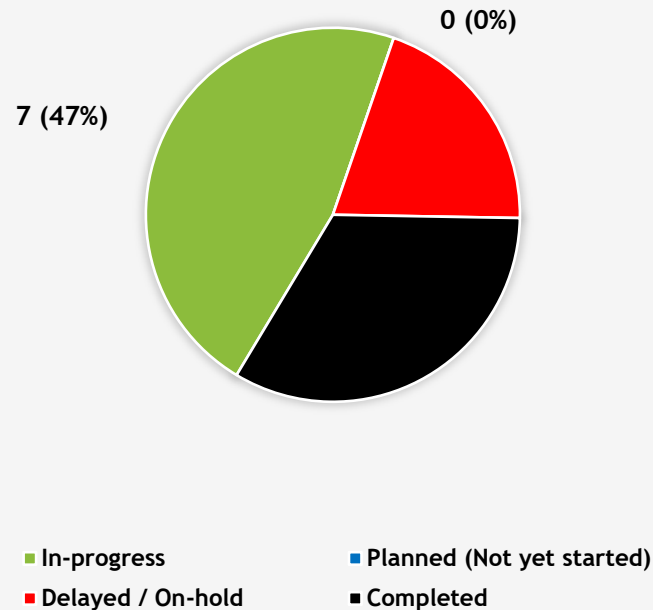
# Executive Summary

**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 5 have been completed, 3 are delayed, and 7 are in progress
- the mental health blue sky Ignition workshop: developing fee- based services was held in Q4 with Dr. Gail Johnston with a roadmap for new projects to address fee for service models
- 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). This resulted in increased revenues of over 100K in fiscal 25-26.



# 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 Q4, 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.

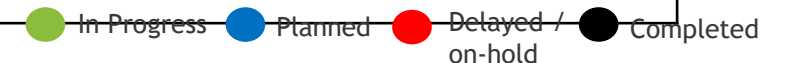
Risk Heatmap	Risk	Risk Title	Q1/25	Q2/25	Q3/26	Outlook	Action Plan Status	Commentary
	1	Funding Compression	●	●	●	↑	In Progress	The risk level has increased due to United Way compression. FST Finance team will provide day to day Financial support to Newcomer Women's. FST has secured the City of Toronto as a tenant for the 4 <sup>th</sup> floor.
	2	Increasing Cost of Business	●	●	●	↑	In Progress	ERM upgrade will begin in Q4 and be completed in the fall of 2026.
	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	●	●	●	↓	Completed	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	In Q4, COO continued to attend and contribute to both committees.
	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 Q4.

### Legend



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### Action Plan Status Legend:



# 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
Likelihood 5 4 3 2 1				7	Innovation				Completed	the mental health blue sky Ignition workshop: developing fee-based services was held in Q4 with Dr. Gail Johnston with a roadmap for new projects to address fee for service models
				8	Loss of Key Personnel				Completed	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 occurred 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 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). This resulted in increased revenues of over 100K in fiscal 25-26.
Legend										



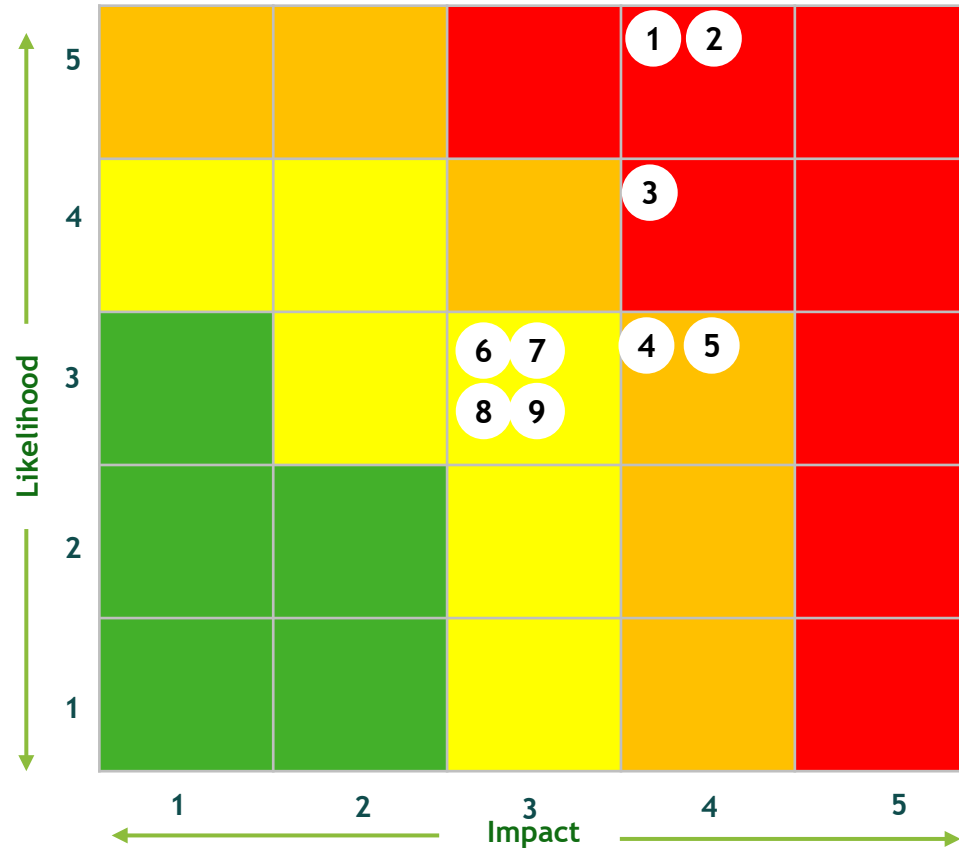
# Appendix:

## 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
<b>Political Changes / Relations:</b> 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 <sup>st</sup> , 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 <sup>st</sup> , 2026	In Progress	Chris Brillinger
		Create a comprehensive strategy to engage with the Ministry of Health / Ministry of Attorney General	March 31 <sup>st</sup> , 2026	In Progress	Kevin Forrest
		Explore diverse revenue streams to reduce dependency on primary funding sources	March 31 <sup>st</sup> , 2026	In Progress	Kevin Forrest
<b>Innovation:</b> 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	the mental health blue sky Ignition workshop: developing fee-based services	March 31 <sup>st</sup> , 2026	Completed	Leila Sarangi
<b>Increasing Cost of Business:</b> 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 <sup>st</sup> , 2026	In Progress	Shawn West
<b>Agency Awareness:</b> 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 <sup>th</sup> , 2025	Delayed	Brian Porter
		Refresh and modernization of FST's website	March 31 <sup>st</sup> , 2026	Delayed	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
<b>Funding Compression:</b> 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 <sup>st</sup> , 2026	In Progress	Shawn West
<b>Cyber Security:</b> 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 <sup>st</sup> , 2026	Completed	Lewis Dunne
		Rollout MFA for the new PassportONE cloud platform.	June 30 <sup>th</sup> , 2026	Completed	Lewis Dunne
		Introducing resource and training section on PULSE communications platform, enhance cybersecurity awareness and preparedness.	March 31 <sup>st</sup> , 2026	Completed	Lewis Dunne
<b>Mental Health Service Expansion:</b> 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 <sup>st</sup> , 2026	In Progress	Lisa Manuel
<b>Loss of Key Personnel:</b> 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 <sup>st</sup> , 2026	Completed	Brian Porter
<b>Client Experience:</b> 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 <sup>st</sup> , 2026	In Progress	Kevin Forrest



# Appendix:

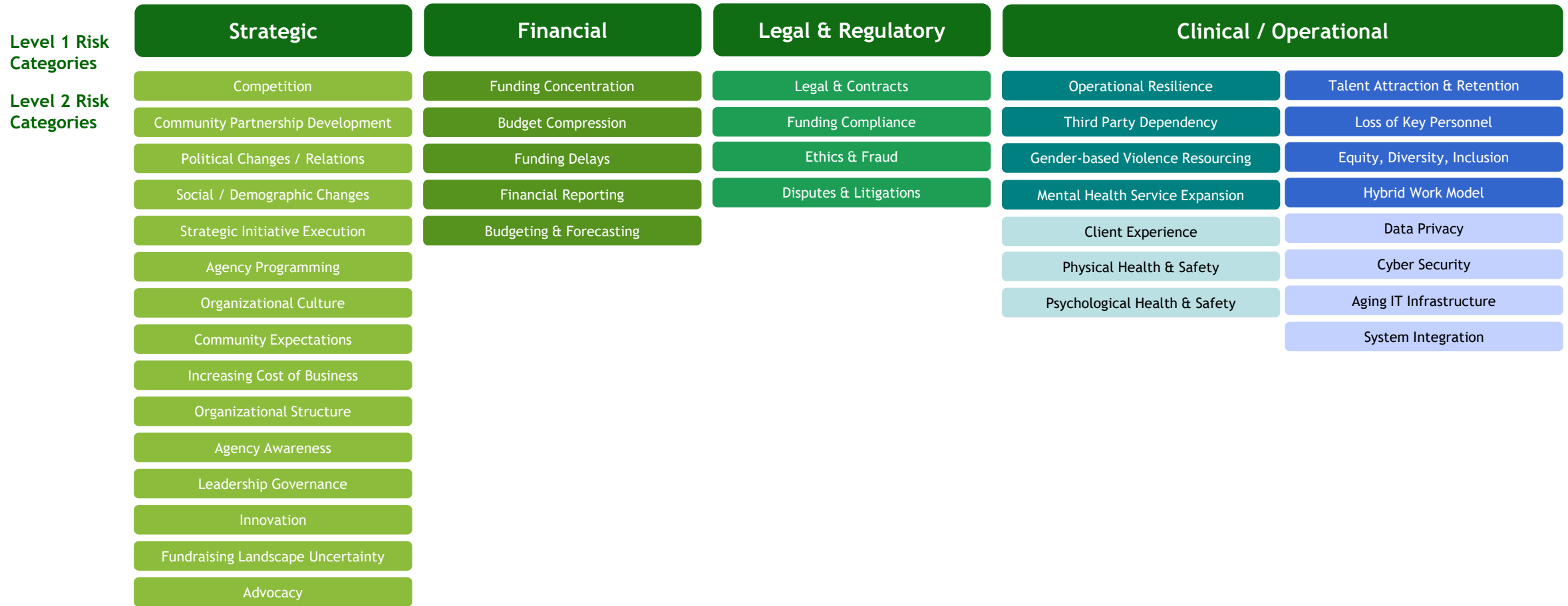
## FST Risk Universe



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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.	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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