

Family Service Association of Toronto's  
**FIRST** Community Impact Report 2005-06

# 1 Impact



FAMILY SERVICE ASSOCIATION  
OF TORONTO

For People. For Change.

## 2005 - 2006

**1** mission

**11** locations

**18** community programs

**180** skilled staff

**301** dedicated volunteers

**352** generous funders and donors

**9,283** families and individuals' lives changed

**22,598** people served by Family Services EAP

**125,947** hours dedicated to the determined pursuit of our mission

## 1 Big Impact



## **Our Mission**

**Strengthened families and individuals in just  
and supportive communities**

## **Family**

**Two or more people, whether living together  
or apart, related by blood, marriage, adoption  
or commitment to care for one another.**

**To arrange service, call 416-595-9618**



## Our Strategic Directions



### Do What We Do Best

We have the greatest impact when we focus on what we do best. We will maximize our adaptability, innovation and complex expertise by building from within and promoting collaboration across program teams.



### Be Louder and Prouder

We will celebrate who we are and the difference we make in the community by forming stronger links with diverse communities and by seizing more opportunities for public dialogue and volunteer involvement. We will be a leader in measuring impact and involving stakeholders in this process.



### Harness Breakthrough Thinking

Our commitment to excellence is possible because of the knowledge and expertise of our staff and volunteers. We commit to invest in our people and encourage an open and responsive environment that supports innovation and the sharing of strengths.



### Drive our Financial Future

As an organization that serves community interests, we owe it to you to be fiscally responsible. We are not exempt from the challenges that many not-for-profits face and thus we will seek out opportunities to strengthen our entrepreneurial activity and build our philanthropic efforts so that we can gain greater control of our financial future.



## Learning through Evaluation



**Peter Kinch**  
*President*



**Yves Savoie**  
*Executive Director*

**Our first  
Community  
Impact Report  
shows the  
far-reaching  
work of  
FSA Toronto  
and our  
commitment  
to improvement,  
accountability  
and  
collaboration.**

Our first Community Impact Report is an effort to evaluate FSA Toronto's impact and to share what we learn with you – in detail and with an openness that we have never tried before. This inaugural edition of what will become an annual report is an innovation for our agency and a first step toward a more evidence-based practice. As a first step, the Community Impact Report is not a comprehensive analysis of all areas of our organization; rather it highlights several areas in the agency where we have begun to collect evaluation data. The result is a balanced picture of FSA Toronto, but not exhaustive one and more detail is available on our website [www.fsatoronto.com](http://www.fsatoronto.com).

The process of innovation can lead to success as well as challenges that provide opportunities to learn. In this report, we have flagged information that we think merits celebration as well as information that we see as learning opportunities.

The Community Impact Report delivers on our strategic commitment to be a leader in measuring impact. It is a product of the Community Impact Committee, a collaboration of staff, board and community members, who looked at various areas of our work and identified indicators of our progress on each of our strategic directions. We would like to thank everyone involved in creating the report—from the staff who collected, compiled and analyzed the data to the committee members who evaluated it.

We are also deeply thankful for the contributions of many others toward the work of FSA Toronto. To say that our staff are dedicated to our mission is an understatement. They do everything in their power to make a difference and consistently demonstrate the creativity and compassion that have become hallmarks of FSA Toronto's work. To them, we say thank you.

Our volunteers deserve heartfelt thanks. Because of their involvement we are able to have a greater impact on the lives of marginalized people. In particular, the members of our volunteer board deserve our recognition and thanks. We are grateful for the considerable time, talents and efforts that they and the members of our community advisory committees bring to FSA Toronto.

Finally, we would like to express our gratitude to the United Way, our government partners and to FSA Toronto's donors. We greatly appreciate your investment in our agency and our mission. Your support makes it possible to do the important work we do, and we will continue to strive each day toward our shared vision of a better city.

Thank you.

Peter Kinch, *President*

Yves Savoie, *Executive Director*



## Breaking New Ground – 138 Pears Avenue Project

The 138 Pears Avenue housing project is a unique, collaborative response to the issue of homelessness in our city. Once a hotel, the 96-unit building was converted by St. Clare’s Multifaith Housing Society in 2004 to a mixed-income residence for homeless and hard-to-house individuals. Pears is a blueprint for supportive housing solutions, providing tenants with both a home and programming to develop skills and a sense of community that enables residents to stay off the street permanently.

FSA Toronto has applied our community-building expertise to this project by staffing Pears with a Tenant Support Coordinator who works with residents to set up programs that foster community and liaises between residents, the collaborating agencies and the property management.

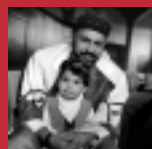
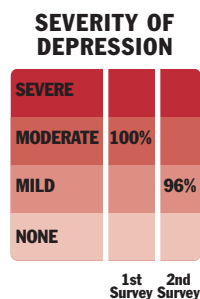
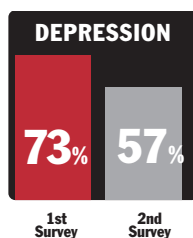
Ninety tenants completed a survey about their well-being, available social supports and life skills when they first moved into the residence. Sixty-seven tenants completed a second survey one year later. Demographic information revealed that ages ranged from 18 to 84 years old; 93% identified English as the language they speak; 52% reported that they were not born in Canada and 49% had completed or attended some college or university schooling. Average income was \$13,270.

The survey revealed that depressive symptoms among residents decreased significantly—both in severity of symptoms and proportion of people experiencing them. All 90 tenants reported an average score of moderate depression on the first survey, whereas 64 of the 67 second-survey respondents had significantly lower scores in the range of mild depression.

In the area of life skills, with 60% unemployment in the residence, helping tenants gain employment is one of the goals of Pears. While more than two-thirds of tenants are actively searching for jobs, only a portion have written a resume or gone for training in these skills. Our efforts to connect residents with community employment resources are not working as well as hoped, and tenants may need more intensive one-on-one support or an alternate intervention.

Thirty-one tenants (46%) cited that socialization was the top benefit they gained at Pears while 25 (37%) identified privacy or having their own place. Higher scores in

### Well-Being Survey Results



**Tenant demographics  
February 2006**

(Based on 67 completed surveys)

**93%**  
identified English as their  
spoken language

**52%**  
were not born in Canada

**18 years**  
average residency in Canada

**27%**  
have college or  
university degree

**21%**  
have some college or  
university schooling

**19%**  
have some high school  
education or a diploma

**60%**  
are unemployed

**11%**  
have full-time employment

**15%**  
have part-time employment

tenants' social support ratings were inversely related to their depression/well-being scores. Partner agencies also planned to review case files and rate tenant changes from their perspectives, however participation in this online survey was poor. For future evaluations, advance training will be provided to project partners.

By bringing our core strengths in community building and our values of inclusiveness to bear in this initiative, we have made a positive impact on a marginalized community. Encouraged by the Pears Avenue project, FSA Toronto has begun similar work at 25 Leonard Avenue and is collaborating with other community service agencies to replicate this housing model elsewhere.

For more impact information, visit [www.fsatoronto.com](http://www.fsatoronto.com) and click on Annual Reports.

## Pears Avenue Programs

### Community Meal Program

Tenant-designed and run, program provides dinners for 52 tenants seven nights a week.

### Renovation Working Group

13 tenants working with architects and property owner to plan all renovations in the building.

### Landscaping Working Group

17 tenants working with professionals to plan all building landscaping.

### Community Conflict Resolution Meetings

A mediation process to resolve tenant issues.

### Safety and Security Working Group

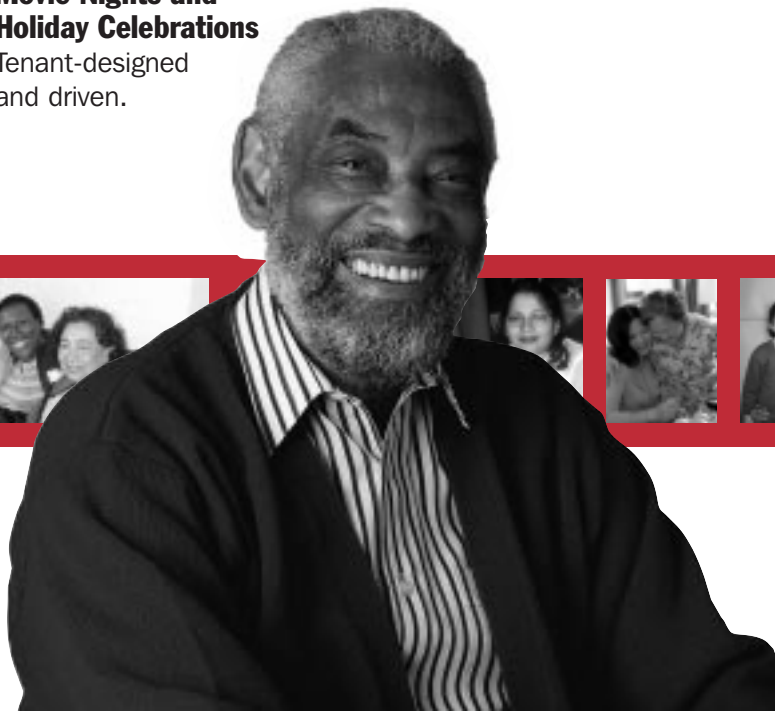
Identifies and solves security and safety issues.

### Personal Skill Building Workshops

Periodic programs, such as assertiveness training and conflict resolution.

### Movie Nights and Holiday Celebrations

Tenant-designed  
and driven.





## **Change Starts Here: FSA Advocacy on Equal Marriage**

*For People, For Change* is FSA Toronto's tagline. We know that to achieve broad, systemic change we need to be working at the policy-making level and since our inception, advocacy has been core to our work. The story of our support of equal marriage legislation demonstrates our deep commitment to public policy framed in justice, and reveals how our work in this area has also helped shape the way FSA Toronto operates.

In the early 1990s, our staff and board together with community members worked to create internal policies and training that would ensure open discussions about issues of diversity, equity and anti-oppression. The results of this work—including FSA's anti-oppression policy and Access and Equity Committee—laid a foundation that has become solidly embedded in the agency. Over the past three years, we have taken an increasingly vocal and public position promoting our inclusive definition of family, including advocating for policies and legislation that recognize same-sex couples and families.

Both on our own and as part of coalitions, FSA Toronto continues to advocate for the equal recognition of same-sex couples. While it is impossible to measure the impact of our voice alone among the many others within the wider debate, we have been able to influence other agencies in the Family Service network. Family Service Canada has adopted a positive position in support of equal marriage and the Chinese Family Service Association now offers gay-friendly family services.

In our 2004 Workplace Survey, nine out of ten staff indicated that they are proud to work at FSA Toronto and more than 80 per cent agreed that our diversity values are an area

**Traditional monitoring and evaluation approaches are difficult to apply when trying to assess the long term and dynamic nature of advocacy and policy change interventions. (Dr. Linda Kelly, International Advocacy: Measuring Performance and Effectiveness)**



of strength for the agency. Our passion and commitment to inclusion have also raised awareness of broader issues of oppression among board and committee members.

As we go to print, the Prime Minister has announced plans for a fall vote among MPs on whether to discuss repealing the equal marriage law. FSA Toronto will continue to press for legislation that is fair and inclusive of all.

For more impact information, visit [www.fsatoronto.com](http://www.fsatoronto.com) and click on Annual Reports.

<b>External Developments</b>						
			<p>Quebec makes civil union an official commitment by spouses, with no reference to gender.</p> <p>Alberta introduces bill to extend some rights and obligations of marriage to same-sex couples.</p>	<p>Ontario and B.C. legalize equal marriage.</p>	<p>Parliament passes Bill C-38, legalizing equal marriage across Canada.</p>	
<b>1990</b>	<b>1996</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2005</b>	<b>2006</b>
<p>FSA Multicultural Access Task Force develops 3-year plan to ensure service access by diverse groups.</p>	<p>FSA merges with Toronto Counselling Centre for Lesbians and Gays, forming David Kelley Services.</p>	<p>Multicultural/Anti-Racist staff committee transformed to Access &amp; Equity Committee of staff, board and community members.</p> <p>FSA approves formal anti-oppression policy.</p>		<p>FSA issues position statement supporting equal marriage.</p>	<p>FSA submits brief in support of equal marriage to House of Commons.</p> <p>FSA requests that Family Service Canada support equal marriage.</p>	<p>FSA acts as intervener in same-sex, multi-parent family case.</p> <p>FSA withdraws membership in Family Service Ontario, due in part to FSO's refusal to support equal marriage.</p>
<b>Internal Developments</b>						





## **Adding New Depth to Our Work: Counselling Outcomes**

In February 2006, we began efforts to better measure the impact of our counselling work, starting with clients entering our Counselling Services and David Kelley Services programs at our 355 Church Street location. Using a standardized assessment tool, we surveyed clients at their first session and at subsequent four-visit intervals. While a number of participants have not yet reached their fourth visit as we write this report, preliminary data offers a revealing snapshot of people who access our services.

*"The whole experience was helpful and illuminating. I would certainly recommend to anyone the FSA service."*

*"My counsellor earned my trust right off the bat. She kept me on track and gave me the practical skills to handle my issues that I wasn't getting from outside sources."*

*"You have helped me make some definite improvements in my life. I have never felt more grown up, confident and empowered. I feel so good about myself and comfortable within my skin that I want to help people who might be feeling isolated, alone and confused."*

Client willingness to participate in the outcome study was very high at 104, or 87% of those who were invited. Initial ratings revealed that 61% of counselling clients came to FSA Toronto experiencing significant disruptions in functioning within the clinical range, particularly for emotional distress (54%), difficulty in relationships (59%), and difficulty in performing their day-to-day roles (47%). Significant positive correlations between the scores indicated that as difficulties in one area increased, so did difficulties in others. This was particularly true for distress and daily roles.

The majority of clients (53%) self-identified ethnic origin as Canadian, with the next largest group being "Not Specified" (13%), giving us an unclear picture as to whether we are reaching diverse communities. Data obtained on language correlated less to the city's demographics and more directly to the languages available for these counselling services (English 77%; Spanish 6%; Farsi 2%). This signals that there is room to increase our capacity for outreach to ethno-racial communities in these programs, following the path of other FSA Toronto programs.

The process sparked a dynamic exchange of ideas among counsellors about outcomes and effective techniques. Some counsellors viewed the survey as an administrative task, while others shared and interpreted the results with clients or used it to verify their own assessments. Such staff engagement is critical as FSA Toronto continues to focus on an organizational culture of evidence-based practice and evaluation.

This is only the beginning of the story as outcome data on the impact of counselling is just starting to accumulate. The successful rollout of this process suggests that we will have a more vivid picture of our counselling impact next year.

For more impact information, visit [www.fsatoronto.com](http://www.fsatoronto.com) and click on Annual Reports.



## Expanding our Reach: COPE Youth Pilot Project

The majority of participants agreed that they were better able to avoid conflicts and their family relationships had improved after COPE.

Every parent wants the best for their kids, but how to do that isn't always clear or easy. Since 1999, FSA Toronto has run a highly successful Community Parent Education Program (COPE) to help parents and young children improve communication and strengthen their relationships. In 2005, we launched a pilot project in collaboration with the Toronto District School Board (TDSB) and Oolagen Community Services to apply COPE's principles to a program for parents and youth in two United Way priority neighbourhoods.

COPE consists of eight weekly two-hour education sessions, with parents and youth attending separate but coordinated workshops. Targeted outreach was launched in Rexdale-Jamestown, where FSA has longstanding connections to the community, and in the Jane-Finch community, where we are less established. After experiencing low attendance at the first meeting, the Jane-Finch program was adjourned.

The realities of adapting the COPE model to a teen audience proved challenging. Eight teens attended COPE, compared to 14 parents and the weekly attendance among youth was more inconsistent. COPE attendance rates highlight the importance of community outreach and strong collaboration. Approximately half the participant families had pre-existing relationships with FSA Toronto or the TDSB and received direct referrals to participate. TDSB and FSA Toronto staff also reported that enthusiastic participation from school personnel was imperative in recruitment.

Voluntary participant surveys completed by 10 parents and three teens revealed positive short-term changes for both groups. Participants reported improvements in relationships with one another, new ways of communicating and better listening skills.

Among the recommendations arising from the pilot, sufficient lead time was suggested to familiarize school personnel with our agency and the program to aid in recruitment. As FSA continues to innovate and work collaboratively with partners, recommendations from the pilot are informing the next stage of COPE youth programming.

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### Growth by Leaps and Bounds: FSA Toronto's Website

Over the past two years FSA Toronto's website has become an invaluable resource for clients and a powerful tool for our agency to demonstrate our work and values on a global scale. Since its redesign in early 2005, the site has experienced considerable growth. More visitors, number of pages visited and overall website size all point to the increased depth of our Internet presence and its value to visitors and our agency.

The site's redesign was driven in large part by our desire to have our website reflect our values related to accessibility for people with disabilities. We incorporated a series of features—such as embedded photograph descriptions, a "Jump to Content" button and other navigation tools—for people who use assistive technologies for browsing the Internet. In addition, a "Hide page temporarily" button provides added safety for women visiting our Violence Against Women pages without the knowledge of their abuser.

Managers of various programs have noted that the web is enabling clients and potential clients to make informed service choices in a non-threatening environment. It has helped programs build closer relationships with organizations doing similar work across Canada and has also been a cost-effective way to disseminate FSA Toronto research materials that would otherwise have to be printed and mailed at significant expense. Two free manuals offered by David Kelley Services, *Challenging Depression and HIV* and *Making Connections*, have been downloaded from our website more than 3,000 and 6,000 times respectively.

One shortcoming of the website is its availability in English only. Recently, service access information was added in five additional languages in which FSA provides services—Hindi, Portuguese, Somali, Spanish and Tamil. Service access information will be added in other languages as resources permit.

With the wealth of information and user-friendly design, frequently updated content and coordinated promotion of the site, FSA Toronto's ranking on search engines is very high, which in turn increases visitor traffic.

As we continue to expand the site, we will look for additional opportunities to measure the impact of the website on our client experience.

For more impact information, visit [www.fsatoronto.com](http://www.fsatoronto.com) and click on Annual Reports.

**22.6%**

Increase in the number of visitors to our website

**36.6%**

Increase in the number of page requests from our website

**11.0%**

Increase in the number of page requests per visit to our website



## Smart Culture: Fostering Learning and Innovation

According to the National Advisory Group for Continuing Education and Lifelong Learning, lifelong learning can help people seize new opportunities, engage critically with change and shape their worlds by asserting some ownership and direction over their own lives. FSA Toronto sees training as a catalyst for organizational learning.

Our Workplace Survey conducted in 2004 revealed that three out of four staff believe that learning is expected and encouraged at all levels of our agency. To build on these favourable ratings, we have bolstered our training programs and resources. A new Training Microsite enables staff to review all the training opportunities available in-house that focus on what we do: clinical expertise, leadership and technology skills. FSA delivered a total of 105 training hours last year, attended by 282 participants—an average of 1.9 training sessions per full-time staff equivalent.

We have also made efforts to increase opportunities for staff to access professional development opportunities outside the agency. By pooling together previously segregated pots of funds for training, FSA Toronto has made \$300 available per full time equivalent for external development opportunities, in addition to five days of professional development leave.

We are also undertaking an organization-wide change initiative that has introduced new technology and practices to staff. Accountable Information Management (AIM) is the client information database introduced in 2005, designed to improve our reporting capabilities and information gathering processes. Considerable training went into the AIM rollout and evaluations completed by 80 of the staff who participated indicate that all found the training staff to be knowledgeable, 90% agreed that the workshop topics were well covered and 97% of employees agreed that the information covered was helpful. The positive benefits of this training are clear but there is also room for improvements to the AIM system and additional learning. As one staff pointed out, "AIM is still a work in progress."

We believe that our commitment to training sets FSA Toronto apart among community service agencies and we will continue to pursue this leadership.

For more impact information, visit [www.fsatoronto.com](http://www.fsatoronto.com) and click on Annual Reports.

**Our  
Workplace  
Survey  
conducted  
in 2004  
revealed that  
3 out of 4  
staff believe  
that learning  
is expected  
and encouraged  
at all levels  
of our agency.**





## Strengthening our Bottom Line: Family Services Employee Assistance Programs

Family Services Employee Assistance Programs (FSEAP) partners with business clients to assist them in solving the problems of escalating costs associated with employee health and productivity. This company, whose profits are channeled back to FSA Toronto in support of our community work, continues to demonstrate the nimbleness and forward-thinking that characterized its pioneering of the EAP industry back in 1978.

Today, companies are seeking EAP products that cover a broad range of wellness programs, technology-based self-assessment tools, online referrals and other services. In 2000, FSEAP launched Integrated Workplace Solutions (IWS), providing non-counselling interventions, and in 2005 FSEAP expanded its offerings to include a number of new web-based solutions to respond to the market. The company's capacity to innovate has also led to a broadening of its client base as new products with highly specific deliverables have attracted interest from new markets.

Recently accredited by the Council on Accreditation, FSEAP was recognized for the high quality of its ethics, values and business operations. FSEAP solutions have been identified as models for change for a variety of organizations across the country and in 2005, the company's market catchment area expanded as the National FSEAP network reorganized its business in response to market pressures. The impact of this change has been the addition of several high-profile companies to FSEAP's client list. These developments will help ensure that FSEAP will continue its important role in increasing FSA Toronto's financial independence.

Several new products are in development and FSA Toronto's board of directors recently decided to support additional investment in FSEAP's web architecture and marketing to further expand the company's capacity to innovate, develop new products and fully utilize its rich human capital.



FSEAP contributes **36%** of FSA Toronto's operating budget



If your organization is interested in Employee Assistance Programs, contact FSEAP at 416-585-9985

**Thank you.**  
**Family Services**  
**Employee**  
**Assistance**  
**Programs**  
**gratefully**  
**acknowledges**  
**these client**  
**organizations**  
**whose**  
**commitment**  
**to the**  
**health and**  
**well-being of**  
**their employees**  
**is helping to**  
**create stronger**  
**communities**  
**for us all.**

Addiction Services for  
York Region  
AMEC NCL  
Amyotrophic Lateral Sclerosis  
Society of Ontario  
Anixter  
Association for Ontario  
Health Centres  
Association for Women  
in Development  
Associum  
Bayview Community Hospice  
Breakaway Clinic  
Bruce Power  
Canada Post  
Canadian Mental Health  
Association - York  
Canadian Natural  
Resources Limited  
Carlington CHS  
CBC  
Community Care Access  
Centre, East York  
Community Care Access  
Centre, Etobicoke/York  
Community Care Access  
Centre, North York  
Community Care Access  
Centre, Scarborough  
Community Care Access  
Centre, Toronto  
Cimco Refrigeration  
City of Toronto Local 416  
Clinton School Age  
Day Care Inc  
Colgate  
Commissionaires  
Davenport Perth  
Neighbourhood Centre  
Diageo Canada Inc.  
Dofasco  
Drivercheck  
Earth Tech  
East End Literacy  
Electrical Safety Authority  
Freshlink  
General Electric

Grand Bend Area Community  
Health Centre  
Greater Toronto  
Airport Authority  
Hallmark BRB  
Hanson Brick  
Harris Rebar  
Horizons for Youth  
Houselink Community Homes  
Horsemen's Benevolence and  
Protective Association  
Hydro One  
International Association  
of Theatrical and Stage  
Employees 667/669  
International Association  
of Theatrical and Stage  
Employees 873  
International Association  
of Theatrical and Stage  
Employees 411  
International Association  
of Theatrical and Stage  
Employees 828  
Independent Electricity  
System Operators  
IGI Wax  
Inergi LP  
INNOVAPOST  
International Council of  
AIDS Service Organizations  
J.D. Irving  
Kineries Inc.  
Kitchener DTCHC  
LAMP  
Lanark Health &  
Community Service  
Lennox & Addington  
Addictions Services  
MCAP  
Metropolitan Community Centre  
Misiway Milophemahtesewin  
Community Health Centre  
Mittal  
Mohawk College  
Molson  
National Advertising  
Benevolent Society  
Nepean Community  
Resource Centre

New Horizon System Solutions  
Norwest Community Health  
Centre - Longlac  
NorWest Community Health  
Centre - Thunder Bay  
Nuclear Safety Solutions  
Oolagen Community Services  
Petro Canada  
Power Sector Benefit Trust  
Praxair Canada Inc.  
PricewaterhouseCoopers  
Resource for  
Exceptional Children  
Royal Ontario Museum  
Royal & Sunalliance Insurance  
Scholastic  
Shell Canada  
Shkagamlk-Kwe Health Centre  
Siemens Power Generation  
Sketch  
Social Development  
Canada (HRDC)  
Stelco  
Street Health Community  
Nursing Foundation  
Suncor Energy Ethanol -  
St. Clair  
Suncor Energy Products, Inc.  
Teen Health Centre  
Toronto Public Library  
Torys  
Town of Markham  
Township of King  
University of Toronto  
Vertex Customer Management  
(Canada ) Ltd  
VHA Home Healthcare  
Waste Services Canada  
Waste Services Inc (U.S.)  
Women's Habitat  
Woodbine Entertainment Group  
Woodgreen Community Centre  
Woodgreen Red Door  
Family Shelter  
Wrigley Canada



## Preparing for the Long Term: FSA Toronto Philanthropy

FSA Toronto's mission is strengthened families and individuals in just and supportive communities. Our donors entrust us to deliver on this mission and we take this trust very seriously. We strive to make the most of the resources given to us and to deepen our donor relationships. This year we examined new ways to engage volunteers and donors in our work to dramatically increase our fundraising revenue.

### Big Gifts. Big Impact.

FSA Toronto has been able to achieve its impact thanks in part to the generosity of businesses that have donated services to us. The law firm Blake, Cassels & Graydon has provided considerable legal services to FSA Toronto for several years, making it possible for us to pursue mission-related activities that would otherwise be cost-prohibitive. More recently, Hariri Pontarini Architects agreed to donate its services toward the redesign of our 355 Church Street reception and welcoming area. Finally, thanks to the work of a senior FSA Toronto volunteer, we secured the pro-bono services of a brand marketing firm, Brandid, to help us broaden awareness of the agency.

It is difficult to measure the value of these pro-bono services in financial terms, but these companies' alignment with our vision and commitment to helping us make it reality is of real value to us all.

That said, this year's fundraising results were below our targets. We experienced a dip in bequests and lower-than-expected take-up on efforts to renew donors at the Changemaker level (\$1,000 or more). FSA Toronto also remains largely unknown, which presents a challenge to acquire new donors.

While this was a challenging year for fundraising, we have set our sights on significantly higher results in the coming years, stemming from the considerable foundation-building done this year. We commissioned research on our major gift fundraising potential and began implementing its recommendations. Through the work of an FSA Toronto volunteer, we obtained pro-bono services from a brand marketing firm to help us broaden awareness of FSA Toronto. We anticipate that this work will translate into an external campaign by spring 2007.

Philanthropy doesn't happen in a vacuum. Over the years, FSA Toronto's leadership in a variety of service areas has been framed in modest terms. But today's savvy donors and potential donors have a great appetite to understand our successes and the solutions we propose.

Moving forward, we will use our outcomes information to better inform and engage donors.

*For more impact information, visit [www.fsatoronto.com](http://www.fsatoronto.com) and click on Annual Reports.*



**If you would like to support the work of FSA Toronto with a donation, call 416-595-9230 ext. 237. Donations can also be made online at [www.fsatoronto.com/getinvolved/gifttoday.html](http://www.fsatoronto.com/getinvolved/gifttoday.html)**

## We believe every one of you has an impact. Thank you.

The following pages celebrate FSA Toronto's Circle of Change – the individuals, groups and organizations who invested in our work between April 1, 2005 and March 31, 2006. With their support, we were able to respond to the critical needs of individuals and families in this city while working toward communities that support all of their members. Thanks to you, FSA Toronto makes an impact.

### Funders

Ontario Ministry of Community and Social Services  
Ontario Ministry of Health and Long-Term Care  
Ontario Ministry of the Attorney General  
Human Resources Social Development Canada  
Public Health Canada  
City of Toronto  
Social Enterprise Development Innovations (SEDI)  
United Way of Greater Toronto

### Partners

Children's Aid Society  
Sherbourne Health Centre  
St. Clare's Multifaith Housing Society  
University of Guelph  
Victoria Health Centre  
Wellesley Central  
West Hill Community Services

### Changemakers (Gifts over \$10,000)

Diesel Canada  
James and Fiona Green  
Ontario Bar Association

### The Morrison Foundation

The Ontario Trillium Foundation

### Pioneers of Change (\$1,000 to \$9,999)

CASSA Service Coalition

Tim Cormick

### Richard Isaac

### Kathryn Kennedy

Lesbian & Gay Community Appeal Foundation

### Dirk McRobb

Denis Morin

Petra Moser

New Directions

Bill Pashby

### Paul Schabas

Tom Stewart

The Brumara Foundation

The Estate of John William Walker

The Henry White Kinnear Foundation

The McLean Foundation

6 Anonymous Gifts

### Beacons of Change (\$250 - \$999)

Barbara Bamford

Pedro Barata

M.A. Beamish

### CIBC Corporate Communications and Public Affairs

Donmar Foods Incorporated

Glenys Douglas

Willa D. Gauthier

### Ernest Howard

### Jess Hungate

### Hydro One Employees' and Pensioners' Charity Trust

Judy Ireland

John K. K. Niven Trust

Judith Holzman

### Grazyna Krigstin

Sandra Ryder Mac Dougall

Blair & Kathleen Mackenzie

Jannie Mills

Ontario Hypnosis Centre

### Jean Robinson

Jason Saulay

### David Short

### R.D. (Bob) Smith

### Jude Tate

The Boiler Inspection and Insurance Company of Canada

### The Lawrason Foundation

7 Anonymous Gifts

FSA Toronto greatly appreciates the generous support of staff and board members toward our agency and the United Way. These names do not appear here in order to respect their confidentiality.

Names appearing in bold acknowledge those who have contributed for five years or more. Every effort has been made to ensure that names have been listed correctly. Please contact us at 416-595-9230 ext. 237 to report any errors or omissions and we will immediately update our records.

## We believe every one of you has an impact. Thank you.

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## We believe every one of you has an impact. Thank you.

The following people contributed to Campaign 2000 or Campaign Against Child Poverty, two cross-Canada coalitions for which FSA Toronto provides leadership and coordination.

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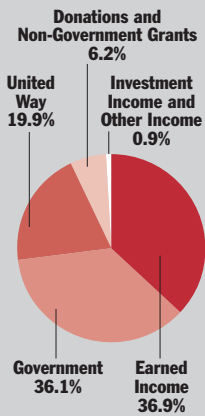
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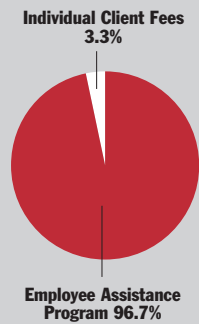
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## Where Our Financial Support Comes From

● Earned Income*	6,767,023	36.9%
● Government	6,624,516	36.1%
● United Way	3,665,061	19.9%
● Donations and Non-Government Grants	1,132,914	6.2%
● Investment Income and Other Income	173,966	0.9%



## \*Composition of Earned Income

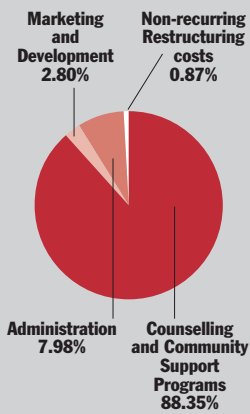
● Employee Assistance Program	96.7%
● Individual Client Fees	3.3%

Family Service Association of Toronto – March 31, 2006

Audited Financial Statements are available upon request. Family Service Association of Toronto is subject to the Public Sector Salary Disclosure Act. More information is available at: [www.fin.gov.on.ca/english/publications/salarydisclosure/2006](http://www.fin.gov.on.ca/english/publications/salarydisclosure/2006)

Family Service Association of Toronto adheres to Imagine Canada's Ethical Fundraising and Financial Accountability Code.





## Where The Financial Support Goes

● Counselling and Community Support Programs	88.35%
● Marketing and Development	2.80%
● Administration	7.98%
● Non-recurring Restructuring costs	0.87%

## Financial Information on Fundraising, Donations and Charitable Activities

<b>\$4,848,450</b>	<b>Total fundraising revenue</b> (received and non-receipted)
<b>\$162,600</b>	<b>Total fundraising expense</b> (including salaries and overhead costs)
<b>\$203,105</b>	<b>Total value of donations that are receipted for income tax purposes</b> (excluding bequests, endowed donations that cannot be expended for at least 10 years, and gifts from other charities)
<b>\$16,035,713</b>	<b>Total expenditures on charitable activities</b> (including gifts to other charities)



**Family Service Association of Toronto**

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**To arrange service, please call our Service Access Line, 416-595-9618**

**[www.fsatoronto.com](http://www.fsatoronto.com)**



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of Greater Toronto**

**A United Way member agency**

Family Service Association extends our warmest thanks to the members of the Community Impact Committee who collaborated with us to produce this report.

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