

People are at the centre of everything we do.

Mission

Springboard builds stronger communities by helping vulnerable youth and adults through critical transitions in their lives with a focus on community justice, employment and developmental disability services.

Our Values

Inclusivity

We value and respect diverse cultures, ethnicities, gender and sexual identities, circumstances, perspectives and abilities in our relationships with all individuals.

Collaboration

We believe working collaboratively with staff, the people we support, and our communities is vital to advancing our mission.

Innovation

We are highly responsive to the individual needs of the people we support, and we embrace change, ideas and approaches that will

Care

We are passionate about our work and the impact our work has on the people we support.

Integrity

We hold ourselves accountable to all our stakeholders for delivering on results that matter in a way that is rigorous, honest, ethical and transparent.



Springboard Achievements



37,241

clients were served through Springboard's various programs and platforms across Canada in 2022/2023



48

programs and platforms were offered across Canada



102,770

skill development hours were completed by clients



16,312

community work hours were completed by Community Service Order clients



867

clients found employment, education and training volunteer opportunities



Springboard's Board of Directors are volunteers and leaders who provide a diverse range of expertise and community representation. They are accountable to the community and our funders and set standards of excellence for our programs.

MEMBERS

Agostino Russo
Cheryl Tjok-A-Tam
Daniel Michael
Elgin Farewell
Kevin Jeewan
Lan Nguyen
Sudha Dwivedi
Susan Steer
Wendy Leaver

BOARD CHAIR

Deborah Newman

TREASURERJeff King

Springboard continued to respond to the challenges of the pandemic by providing services both virtually and in person.

By fine-tuning this approach, Springboard was able to ensure that our clients received services and support in ways that continued to adapt to their needs. The demonstrated commitment, passion and creativity of our staff in providing services and programs has left a lasting impact on how we support clients and will continue to guide us through this period of transformation.

In 2022/2023, we reached over 37,241 individuals through 48 programs and learning platforms across Canada. Here are a few of Springboard's tremendous achievements this past year:

- Springboard was awarded Ministry of Labour, Immigration,
 Training and Skills Development funding for Pathways
 to Construction Trades, a five-week program to address
 challenges in the employment of justice-involved and atrisk youth (aged 15–29) by enhancing skill development and
 providing industry-required certification and safety training
 to start a career in construction.
- Springboard was awarded the Community Service Order (CSO) contract, Ministry of Solicitor General, for York Region, Peel Halton and Toronto in partnership with the Elizabeth Fry Society. Springboard's CSO program provides the opportunity for clients who have offended to take responsibility for their actions by providing them with volunteer placements so they can give back to their communities. Springboard receives referrals directly from probation, connecting the individuals with community-based placement opportunities that benefit the community. We also assist in connecting the client with additional support, such as food security, employment programs and more.

In 2022, Springboard's Executive Director, Marg Stanowski, announced her retirement, and the Board began the process of recruitment for a new Springboard CEO with the support of a recruitment agency for this very important selection. In January 2023, after 32 years of service, Marg Stanowski retired, and Lidia Monaco joined Springboard as CEO. In 2024, the year of our 50th anniversary, we will be launching the Marg Stanowski Fund for Emerging Leaders to honour Marg's work, particularly her dedication to mentoring young leaders.

Building on the work done in previous years, Springboard continued to strengthen our organizational commitment

to embedding Diversity, Equity, Inclusion and fighting anti-Black racism, and in 2022/23, we revised key policies and practices, provided training sessions for Board Members and staff, and created an Equity Statement to ground the vision and direction for our continued work in this area. After a very thorough review of our governance policies, the board moved to implement new best practices, a succession policy and term limits for Board Members.

Springboard will be embracing two sector transformations, i.e., adapting to meet the Journey to Belonging transformation of services provided to individuals with developmental disabilities and the Service System Managers transformation in the Employment Services sector. Springboard is excited to be part of these transformations, and we look forward to supporting sector-wide changes to service delivery to give clients more autonomy and choice. We want to take this opportunity to thank the staff for learning and adapting to this changing landscape and the hard work required to build new partnerships and program models.

Springboard provides robust services to the clients and communities we support. We thank all our funders government partners, corporations, foundations and individual donors, for their support of our services and programs. Furthermore, thank you to our partners for their willingness to share resources and work together towards a common goal.



Deborah Newman Board Chair



Lidia MonacoChief Executive Officer

Committees and Working Groups



Diversity, Equity (Inclusion (DEI)

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Employment Services



Employment Services provides 13 individualized programs, which range from one-on-one counselling to job coaching to skill-building workshops. With these programs, we supported 2,622 individuals across the Greater Toronto Area.

List of Programs

- Employment Services
- · Youth Job Connection
- Youth Job Connection Summer
- Secure Your Future
- Pathways to Cyber Security
- Canada-Ontario Job Grant
- Reboot
- Inspire
- Learn 2 Earn
- I-Innovate
- RBC Learn 2 Earn
- iConnect



Client Success Stories

PATHWAYS TO CYBER SECURITY PARTICIPANT - JR

JR's goal was to secure employment in the cybersecurity field. With no prior formal experience in the field, JR had previously taken the initiative to complete the Coursera Google IT Certificate and Google IT Automation with Python. JR joined the Employment Services' Pathways to Cyber Security program, where he channelled his skill set, commitment and drive into successfully achieving his Cyber Security Analyst Certificate with an exam result of over 80%. JR was recognized by one of our Employer Partners and secured a full-time position as a cyber security support analyst.



36

participants successfully received their Cyber Security Analyst Certificate through Pathways to Cyber Security



774

clients found employment, education and training opportunities



58

digital media graduates



YOUTH JOB CONNECTION PARTICIPANT - AA

AA is a 24-year-old racialized male who resided in a YMCA shelter in Toronto due to a falling-out with his family. AA's only source of income was the minimal funds he was able to access through Ontario Works while he was residing in the shelter. AA expressed that his situation was especially difficult due to a lack of work experience on his resume, making it difficult to find another source of income. In addition, AA did not have proper interview attire or funds for transportation. Through Youth Job Connect, we supported AA in accessing interview attire and a Presto pass to attend the interview. AA had a successful interview and started his placement as an administrative assistant at a community service organization.

and skills development as well as

independence and well-being.

activities to maximize participants'

Key Accomplishments

2022/2023 was a time of tremendous change within Springboard's Developmental Services, with changes in leadership, staffing challenges and continued COVID-19 restrictions. The Developmental Services team navigated these challenges with grace, patience and resilience while continuing to provide creative, client-centred programming. Through it all, Developmental Services made significant headway with the Change Management process, guiding the sector-wide transformation to the Journey to Belonging. Staff are eager to support the long-term vision of people with developmental disabilities fully belonging in their communities and having the support to live the lives they choose.

HEALTHY RELATIONSHIP & SEXUALITY PROGRAM

SOAR launched a 12-week Healthy Relationship & Sexuality program for its participants. Research proves that education around healthy relationships and sexuality adds to the quality of life of people with disabilities, as these are typical and joyful parts of our human experience. Healthy sexuality and relationship education play a huge role in keeping people safe from abuse by equipping them with tools to recognize their own bodily autonomy and be more likely to report coercion or abuse. This virtual program covered topics such as body positivity, self-exploration, sexual identity, boundaries, consent and rights and safe sex. In future, we hope to include this programming as part of Discovery Connect as a fee-for-service program, allowing us to reach a larger audience.



SOCIAL EVOLUTION VIRTUAL INTERACTIVE PROGRAM

Developmental Services developed Social Evolution, a free program for adults with developmental disabilities throughout the Greater Toronto Area. Designed for people with developmental disabilities who face social isolation because of COVID-19, participants come away from the program with a deeper understanding of their self-care needs as well as tools and strategies to support their well-being moving forward. Each week, through virtual webinars, participants were introduced to a wellness topic and interactive activity that focused on personal growth, self-esteem and self-reliance, reducing stress and alienation and providing opportunities for creativity.



142

individuals were supported



49

people received Family Supports



87

people supported by SOAR (our capacity building program) and other community programs



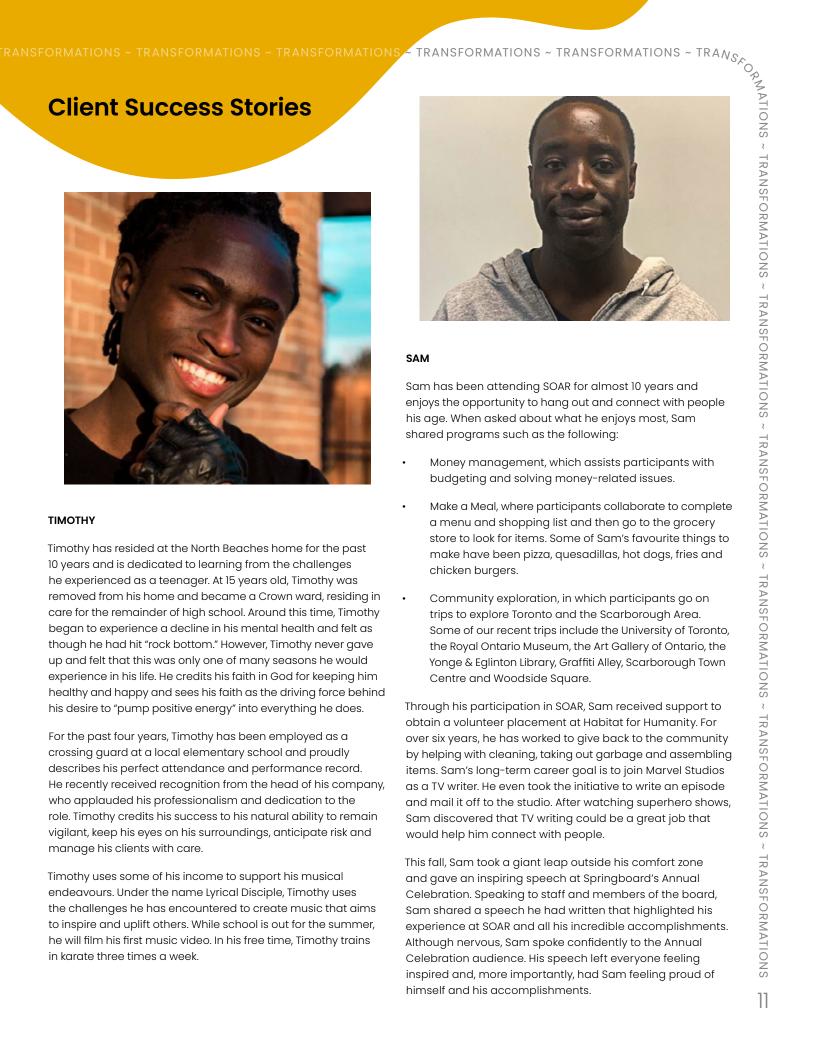
15

people lived in our homes



2

people lived in Supported Independent Living







The interventions respond to individual client vulnerabilities and increase protective factors to build resilience. The programs support the prevention, rehabilitation, integration and reparation of harm to victims and within the greater community.

Youth Community Justice Programs

- Attendance Program
- Education & Community
 Partnership Program
 (with TDSB and Strides Toronto)
- Youth Connect
- Youth Court Action Planning Program
- Youth In Transition Worker
- Youth Justice Committees
- Youth Cannabis Diversion

Adult Community Justice Programs

- Community Service Order (CSO)
- Direct Accountability Program (DAP)

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- Stop Shop Theft
- Federal Diversion



Community Justice Programs

for Youth

STRENGTHENING YOUTH COMMUNITY JUSTICE PROGRAM DELIVERY

The Youth Community Justice programs concentrated their focus on ensuring the youth voice is at the forefront of program delivery through youth and program facilitator engagement. This renewed focus is paving the way for a larger Change Management process to support Springboard in finding innovative ways to support young people in the justice system.

Based on an extensive engagement process and feedback gathering, we identified opportunities to enhance the Keep the Peace curriculum, which is offered as part of our Attendance Program. This new curriculum better responds to the needs of the young people we serve because of its youth-centred and culturally responsive lens and the discussions of scenarios that speak to their current experiences.

FOCUS TABLES

As part of our commitment to strengthening our community relationships and improving access to resources for our clients, the Youth Court Action Planning Program and Youth In Transition (YIT) team now sit on five Furthering our Communities Uniting Services (FOCUS) tables, led by the United Way, the City of Toronto and the Toronto Police Service. The FOCUS tables provide quick access to services needed by those across the Greater Toronto Area who are at high risk, helping to connect emergency cases with the appropriate Springboard program for immediate access to a service. This table has connected youth and adults to our services across the agency, supported the development of new community relationships with other organizations and stakeholders, and provided fast access to our teams and programs.

572

youth participants



40+

hours of guided mindfulness exercises and meditations provided to youth

(JA

1,049

Community Service Order hours were completed by **63 youth**

CLIENT SUCCESS STORY

One of the young people our Youth In Transition (YIT) worker supports was the successful recipient of the Cameron Scholarship, which provided them with some financial support in attaining their post-secondary goals. With funding from the Cameron Family Foundation, the Cameron Scholarship provides funds to support deserving youth who have faced hardship and financial need to pursue their goals through post-secondary education. Our YIT participant said:

"I wanted to give my appreciation for the Cameron Scholarship opportunity. Words cannot express how grateful I am to be receiving this scholarship. I will be able to focus on school as my priority rather than focusing on working for the remainder of my school term."

- PARTICIPANT, YOUTH IN TRANSITION



Community Justice Programs
for Adults

MANNITY SERVICE ORDER PROGRAM

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\$53,673

paid in restitution to victims – \$797 to youth and \$52,876 to adults



17

available programs focused on knowledge acquisition and skill development



4

open-custody and 12 open detention youth were served



16,312

community work hours were completed by youth and adults



4

new community partnerships

Client Success Stories

CLIENT A

Springboard's Direct Accountability Program (DAP) received a referral from the Crown for a client charged with theft. During intake with the Adult Justice Worker, the client disclosed that she was required by the Children's Aid Society to complete a parenting program. The Adult Justice Worker provided support to the client to find and enroll her in a restorative parenting program with a community agency, which the client successfully completed. Client A was able to complete her assigned sanctions for the DAP and her charge was withdrawn by the court.



CLIENT B

Springboard's Direct Accountability Program (DAP) out of Scarborough Court received a referral from the Crown for a 25-year-old woman who had a Theft Under \$5,000 criminal charge for having taken a bottle from the LCBO. She made the decision to seek help in addressing her substance use, checked herself into detox and completed a sanctioned 30-day withdrawal management program. She successfully completed the DAP, and her charges before the court were withdrawn. She says that the experience of being charged and successfully going through the DAP was a wake-up call and believes it ultimately led to her taking action to improve herself.

"The professionalism and support from the Community Justice Worker of the program was just beyond what words can describe."

- DAP PARTICIPANT, FROM SURVEY RESPONSE

Youth Homes

RANSFORMATIONS ~ TRANSFORMATIONS

Terry Fox House supports male youth, aged 12 to 17 who are involved in the youth justice system and completing either a sentence for open custody or detention. This live-in, community-based program is an alternative to secure custody and works to engage the youth in individual counselling, life-skills programming and transition planning to support their long-term success following their discharge.

TRANSFORMATIONS ~ TRANSFORMATIONS ~ TRANSFORMATIONS



Key Accomplishments

UTILIZING EMPLOYMENT SERVICES PROGRAMMING

Terry Fox House was able to increase the rate of participation in Employment Services for the youth by presenting employment support options early in their stay. The youth can develop a support network of family and probation officers. With the youth able to access Employment Services virtually, the barrier of access to obtaining transportation and reintegration leaves to attend was removed. With the pivot to virtual, we have been able to support youth in the exploration of their employment needs earlier in their stay and in parallel with their education program.



75%

of youth in the Terry Fox House Custody and Detention program successfully completed the program and transitioned into the community

COMMUNITY MUSIC SCHOOLS OF TORONTO

In 2022/2023, Terry Fox House re-established our partnership with the Community Music Schools of Toronto (previously Regent Park School of Music). Along with Turning Point Youth Services (TPYS), Terry Fox House has applied for federal funding to increase access to music for young people involved in the justice system. This project would allow our youth as well as youth from TPYS's open custody/detention program to receive lessons from trained professionals through the Community Music Schools of Toronto programs, both on-site at our programs and at the music school's location in Regent Park.



Client Success Stories

YOUTH A

A youth from Terry Fox House, Springboard's open custody and detention home, was able to successfully reintegrate into family and community life with several family reintegration leaves, which are planned visits with their family and/or approved supports held within the community. While at Terry Fox House, Youth A enrolled in the Real Estate program at Humber College and completed the first course. He also participated in the Black Liberation Freedom School cooking program and Springboard's Pre-Employment program.

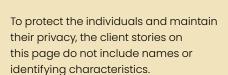
YOUTH B

Youth B was able to utilize our resources, counselling services and community partnerships to successfully transition back into the community and his family home by participating in nine family reintegration leaves and several pre-employment reintegration leaves.

While at Terry Fox House, Youth B participated in the Pre-Apprenticeship program, the Work Safe Training certification program, the Canadian Training counselling, services, the YES training program, Community HUB Trades Up, Financial Literacy, the Home Renovation Training and the Springboard Youth Employment Program. After completing this program, Youth B received compensation and successfully obtained the following diplomas and certifications.

- The Counter Balance, Lift Truck and Order Picker Lift Truck
 Diploma
- The Slips, Trips and Falls Protection Diploma

By continuing to work with the Youth Transitional Worker upon his release from custody into the community, Youth B has successfully secured employment as a roofer.



The Community Learning HUB is a digital learning platform designed to increase the health and inclusion of vulnerable, marginalized and under-serviced individuals. The HUB content uses a blended learning approach, providing facilitator-led digital learning experiences. Our innovative learning approach empowers clients with helpful knowledge, skills, attitudes and behaviours.



The HUB provides programming in six thematic areas, which are broadly aligned with the UN Sustainable Development Goals in finances, health and well-being, education, gender equality, decent work, peace and justice.

As the HUB continues to build upon our 15 years of success in delivering digital-first learning, we want youth to access relevant resources beyond their participation in formal programs. With support from the Rotary Foundation of Toronto, the HUB technical team has been designing and developing a new HUB portal that will allow youth to engage in self-directed learning. The new portal will launch with trauma-informed mental health resources, such as mindfulness videos, and we plan to create more youth-friendly content that remains relevant, accessible, educational and suitable for youth to access in between their facilitator-led HUB programs.

GRANDFATHER TEACHINGS VIDEOS

A video-based program on the Seven Sacred Grandfather Teachings: Zaagi'idiwin (Love), Minaadendamowin (Respect), Aakode-ewin (Bravery), Chi-enddaaswin (Wisdom), Cwayakwaadiziwin (Honesty), Dabaadendiziwin (Humility) and Debwewin (Truth). To develop the program, the HUB collaborated with Wolf Eye Production and a local Anishnaabe elder, Evelyn McLeod, a respected language keeper and helper at the Nipissing First Nation's Culture and Heritage Centre.

List of New Programs

- Grandfather Teaching Videos a partnership with Nishnawbe Aski Legal Services Corporation (NALSC)
- Youth Digital Health & Wellbeing a partnership with ComKids
- Nurturing Resilience supported by the Rotary Foundation of Toronto

MOVING TOWARDS HARMONY VIDEO SERIES

As a companion module to the HUB's Moving Toward Harmony program, this video series provides a personal look into the lives of both individuals who have experienced gender-based violence and those who have perpetrated it. These videos acknowledge the impacts of colonial violence and oppression, prevent gender-based violence and develop safe and healthy relationships that are grounded in equality, healthy communication, empathy and respect.

We would like to thank the Ministry of Children, Community and Social Services, for extending their support to the Moving Towards Harmony programming for another three years. This extended support will enable Springboard and Nishnawbe Aski Legal Services Corporation to eventually publish all eight digital modules and continue delivering the program to indigenous youth across the Nishnawbe Aski Nation territory and beyond.



54

training events trained a total of **246 HUB facilitators** across **52 organizations**.



2.193

hours of structured skills development









Partners and Donors

Government

City of Toronto
Employment and Social Development Canada
Health Canada
Ministry of Attorney General
Ministry of the Solicitor General
Ministry of Children, Community and Social Services
Ministry of Labour, Immigration, Training and Skills Development
Toronto District School Board

Foundations

CHUM Charitable Foundation
Jackman Foundation
RBC Foundation
The Bedolfe Foundation
The Rotary Club of Toronto
Toronto Foundation
United Way of Toronto

Corporate Partners

Bell Canada Enterprise Holdings Inc.

Donors

Agostino Russo

Albert Steenburgh Bonnie Foster and Jim Bertram Caroline Liu Cheryl Tjok-A-Tam Daniel Alijani David Cook Deborah Newman Dil-Grewal Dino Paolini Elgin Farewell Francine Freeman Guy Whitfield JoAnn Miller-Reid Jonathon Hooper Judith Jackson Kevin Jeewan Lesley Brown Margaret Stanowski Mark Singer Michel Cote Richard White Sergio Maltrana Susan Steer Wendy Leaver





Financial Overview

Summarized Balance Sheet

As at March 31, 2023, with comparative figures for 2022 (in thousands of dollars)

| ASSETS | 2023 | 2022 |
|--------------------------|--------|--------|
| Current assets | | |
| Cash and restricted cash | 3,339 | 3,463 |
| Other current assets | 318 | 445 |
| | 3,657 | 3,908 |
| Investments | 5,398 | 5,057 |
| Capital assets | 1,782 | 1,782 |
| Total assets | 10,837 | 10,747 |

LIABILITIES AND FUND BALANCES

| Total liabilities and fund balances | 10,837 | 10,747 |
|--|--------|--------|
| | 6,656 | 6,324 |
| Operating | _ | - |
| Board restricted | 4,874 | 4,542 |
| Capital assets | 1,782 | 1,782 |
| Fund balances | | |
| | 4,181 | 4,423 |
| Capital reserve | 524 | 515 |
| | 3,657 | 3,908 |
| Deferred revenue | 1,741 | 1,626 |
| Funds held for others | 442 | 586 |
| Accounts payable and other current liabilities | 1,474 | 1,696 |
| Current liabilities | | |

Summarized Statement of Revenue & Expenses

Year ended March 31, 2023, with comparative figures for 2022 (in thousands of dollars)

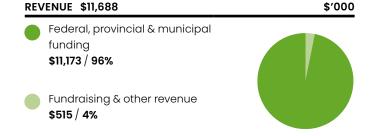
| | 515 | 328 |
|------------------------------------|--------|--------|
| government funding | 11,170 | 12,407 |
| Federal, provincial, and municipal | 11,173 | 12,457 |

EXPENSES

| Excess of revenue over expenses | 332 | 235 |
|---|--------|--------|
| Total expenses | 11,356 | 12,550 |
| Program administration, support and fundraising | 1,047 | 1,196 |
| Programs | 10,309 | 11,354 |

Audited Financial Statements

Operation Springboard's financial statements are audited by Grant Thornton LLP.











ADMINISTRATIVE HEAD OFFICE

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springboardservices.ca