



Financial Statements

Operation Springboard

March 31, 2021

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Independent Auditor's Report

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To the Directors of
Operation Springboard

Opinion

We have audited the financial statements of Operation Springboard (the "Organization"), which comprise the balance sheet as at March 31, 2021, and the statements of revenue and expenses, changes in fund balances and cash flows for the year then ended, and notes to the financial statements including a summary of significant accounting policies (together, "the financial statements").

In our opinion, the accompanying financial statements are prepared, in all material respects in accordance with the provisions of the Organization's funding agreements with certain Provincial and Federal Ministries and Municipal Government departments as disclosed in Note 2.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Basis of Accounting and Restriction on Use

We draw attention to Note 2 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist Operation Springboard to comply with the financial reporting provisions of the funding agreements with certain Provincial and Federal Ministries and Municipal Government departments. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter. Our report is intended solely for certain Provincial and Federal Ministries and Municipal Government departments and should not be used by parties other than the intended users.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the basis of accounting described in Note 2; this includes determining that the basis of accounting is an acceptable basis for the preparation of the financial statements in the circumstances, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The logo for Grant Thornton LLP, featuring the company name in a stylized, cursive script font.

Toronto, Canada
July 16, 2021

Chartered Professional Accountants
Licensed Public Accountants

Operation Springboard Balance Sheet

March 31

2021

2020

Assets

Current

Cash	\$ 2,402,600	\$ 1,835,098
Accounts receivable (Note 3)	943,375	462,190
Prepaid expenses	<u>156,174</u>	<u>139,146</u>
	3,502,149	2,436,434

Restricted capital reserve investments (Note 4)	495,736	467,675
Board restricted reserve investments (Note 5)	4,306,682	4,057,758
Capital assets (Note 6)	<u>1,782,467</u>	<u>1,782,467</u>
	<u>\$ 10,087,034</u>	<u>\$ 8,744,334</u>

Liabilities

Current

Accounts payable and accrued liabilities (Note 7)	\$ 2,145,434	\$ 1,481,543
Deferred revenue (Note 8)	1,243,095	823,499
Program advances (Note 8)	113,620	131,392
Current portion of mortgage payable	<u>-</u>	<u>19,394</u>
	<u>3,502,149</u>	<u>2,455,828</u>

Capital reserve (Note 4)	<u>495,736</u>	<u>467,675</u>
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Fund balances

Capital assets	1,782,467	1,763,073
Board restricted	4,306,682	4,057,758
Operating	<u>-</u>	<u>-</u>
	<u>6,089,149</u>	<u>5,820,831</u>
	<u>\$ 10,087,034</u>	<u>\$ 8,744,334</u>

Commitments (Note 9)

On behalf of the Board



Elgin Farewell, President



Fran Grant, Treasurer

See accompanying notes to the financial statements.

Operation Springboard Statement of Revenue and Expenses

Year ended March 31

2021

2020

Revenue

Government funding		
Provincial	\$ 12,205,698	\$ 11,301,667
Federal	945,327	1,135,869
Municipal	386,917	164,766
Fundraising	104,852	170,620
Client resident room and board	97,575	99,848
Fees for services	77,680	112,666
Other revenue	204,254	361,116
	<u>14,022,303</u>	<u>13,346,552</u>

Expenses

Programs		
Community justice	4,573,581	4,941,714
Employment services	3,193,559	3,294,577
Developmental services	2,602,132	2,531,353
Youth transitional residences	1,149,600	-
Community learning HUB	914,584	1,009,907
	<u>12,433,456</u>	<u>11,777,551</u>
Program administration and support	1,320,492	1,107,029
Fundraising	37	14,539
	<u>13,753,985</u>	<u>12,899,119</u>

Excess of revenue over expenses	<u>\$ 268,318</u>	<u>\$ 447,433</u>
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See accompanying notes to the financial statements.

Operation Springboard Statement of Changes in Fund Balances

Year ended March 31

	Capital <u>assets</u>	Board <u>restricted</u>	<u>Operating</u>	<u>2021</u> <u>Total</u>	2020 <u>Total</u>
Fund balances, beginning of year	\$ 1,763,073	\$ 4,057,758	\$ -	\$ 5,820,831	\$ 5,373,398
Excess of revenue over expenses	-	-	268,318	268,318	447,433
Interfund transfers:					
Mortgage principal repayments	19,394	-	(19,394)	-	-
Board restriction	<u>-</u>	<u>248,924</u>	<u>(248,924)</u>	<u>-</u>	<u>-</u>
Fund balances, end of year	<u>\$ 1,782,467</u>	<u>\$ 4,306,682</u>	<u>\$ -</u>	<u>\$ 6,089,149</u>	<u>\$ 5,820,831</u>

See accompanying notes to the financial statements.

Operation Springboard Statement of Cash Flows

Year ended March 31

2021

2020

Increase (decrease) in cash

Operating activities

Excess of revenue over expenses	\$ 268,318	\$ 447,433
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Changes in non-cash working capital balances:

Accounts receivable	(481,185)	472,498
Prepaid expenses	(17,028)	(64,481)
Accounts payable and accrued liabilities	663,891	(14,201)
Deferred revenue	419,596	(75,358)
Program advances	<u>(17,772)</u>	<u>(101,363)</u>
	<u>835,820</u>	<u>664,528</u>

Financing activities

Increase in capital reserve	28,061	26,981
Repayment of mortgage principal	<u>(19,394)</u>	<u>(42,000)</u>
	<u>8,667</u>	<u>(15,019)</u>

Investing activities

Increase in capital reserve investments	(28,061)	(26,981)
Increase in Board restricted investments	<u>(248,924)</u>	<u>(405,433)</u>
	<u>(276,985)</u>	<u>(432,414)</u>

Net increase in cash	567,502	217,095
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Cash, beginning of year	<u>1,835,098</u>	<u>1,618,003</u>
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Cash, end of year	<u>\$ 2,402,600</u>	<u>\$ 1,835,098</u>
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See accompanying notes to the financial statements.

Operation Springboard

Notes to the Financial Statements

March 31, 2021

1. Purpose of the organization

Operation Springboard ("Springboard" or the "Organization") builds stronger communities by helping at risk and vulnerable youth and adults through critical transitions in their lives with a focus on community justice, employment and developmental disability services. The Organization was incorporated under the Ontario Corporations Act in 1974 as a not-for-profit organization without share capital and is a registered charity under the Income Tax Act.

2. Summary of significant accounting policies

Basis of presentation

The financial statements have been prepared in accordance with the accounting principles stipulated by Springboard's funding agreements with certain Provincial and Federal Ministries and Municipal Government departments for the purpose of satisfying filing requirements. These agreements reflect Canadian accounting standards for not-for-profit organizations with the exception of the accounting for capital assets and the recognition of a capital reserve fund.

Use of estimates

The preparation of financial statements in accordance with the basis of presentation as stated above requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates. Balances and disclosures which reflect estimates include accounts receivable, and accrued liabilities.

Fund accounting

The accounts of Springboard are classified for accounting and reporting purposes into funds in accordance with specified activities or objectives in order to recognize restrictions on the use of resources.

Operation Springboard

Notes to the Financial Statements

March 31, 2021

2. Summary of significant accounting policies (continued)

Springboard maintains three funds:

Capital assets fund – This fund segregates the land and building balances and related financing from the other fund accounts. The fund balance is increased by capital asset additions, repayments of mortgage principal and special transfers from the Board restricted fund, and is reduced by capital asset disposals.

Board restricted fund – The Board of Directors established a separate Board restricted fund from which it can draw monies to seed new activities, fund research and award scholarships. The use of these funds along with any investment income earned on them, is internally restricted based on conditions imposed by Springboard's Board of Directors.

Operating fund – The Operating fund records the operating activities of the Organization.

Restricted capital reserve

Springboard is contributing to a capital reserve for properties used as group homes for people with developmental disabilities using the funding for Designated Supportive Housing (DSH). There is also a capital reserve for the property used by the Seeds of Change program that was created under operating agreement with the City of Toronto. The operating agreement has expired in 2021.

Revenue recognition

Springboard follows the deferral method of accounting for restricted contributions. Revenue is recognized on the accrual basis in the year in which the related expenses are incurred.

Fundraising revenue includes revenue from community campaigns, events, and other donations, and is recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Donation pledges are not recognized as revenue until received.

Investment income is recognized as revenue when earned. Investment income is included in other revenue in the statement of revenue and expenses.

Allocation of expenses

Certain officers and employees perform functions for various programs. As a result, salaries and benefits are recorded directly to those programs based on the estimated time spent on each program. Springboard does not allocate administrative expenses to programs.

Operation Springboard

Notes to the Financial Statements

March 31, 2021

2. Summary of significant accounting policies (continued)

Financial instruments

Springboard initially measures its financial instruments at fair value and subsequently measures its financial instruments as follows:

Asset/Liability	Measurement
Cash	Amortized cost
Accounts receivable	Amortized cost
Restricted capital reserve investments	Amortized cost
Board restricted reserve investments	Amortized cost
Accounts payable and accrued liabilities	Amortized cost

Capital assets

Capital assets, other than land and buildings, acquired during the year are charged to operations and are classified to match the expenditure with the corresponding funding revenue as required by the various funding agreements.

Land and buildings are recorded at cost plus the cost of improvements which have been financed through mortgages, loans or general operating funds. No amortization is provided on land and buildings.

Donated services

Volunteers contribute a significant number of hours to assist Springboard in carrying out its service delivery, administration, as well as Board and advisory activities. Due to the difficulty in determining fair value, such contributed services are not recognized in the financial statements.

3. Accounts receivable

	<u>2021</u>	<u>2020</u>
Government funder receivables	\$ 709,616	\$ 214,694
Property tax receivable	29,654	29,514
Other receivables	<u>204,105</u>	<u>217,982</u>
	<u>\$ 943,375</u>	<u>\$ 462,190</u>

Operation Springboard

Notes to the Financial Statements

March 31, 2021

4. Restricted capital reserve investments

	<u>2021</u>	<u>2020</u>
Frank Drea House and North Beaches Residence	\$ 418,802	\$ 391,497
Seeds of Change	<u>76,934</u>	<u>76,178</u>
	<u>\$ 495,736</u>	<u>\$ 467,675</u>

5. Board restricted reserve investments

Board restricted reserve investments are invested in a low-risk investment portfolio which includes mutual funds, guaranteed investment certificates, and cash. The fair value of the investment portfolio was \$4,870,696 (2020 - \$4,546,199) and includes funds of the restricted capital reserve investments.

6. Capital assets

	<u>2021</u>	<u>2020</u>
	Cost and net book value	Cost and net book value
976 College Street, Toronto	\$ 456,586	\$ 456,586
Frank Drea House	361,886	361,886
North Beaches Residence	353,653	353,653
Terry Fox House	350,000	350,000
Seeds of Change	<u>260,342</u>	<u>260,342</u>
	<u>\$ 1,782,467</u>	<u>\$ 1,782,467</u>

7. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities is \$83,346 (2020 - \$86,644) in government remittances payable.

8. Deferred revenue and program advances

Springboard receives funds from government and other funding sources for restricted use on specific programs, services or projects.

Deferred revenue represents restricted funds for programs, services, projects, gaming and other activities that are in process as at the end of the fiscal year. Due to their restrictive nature, any excess funds from completed programs, services or projects are either returned to their originating source or taken into revenue after Springboard receives the appropriate approval and matched with expenditures incurred.

Operation Springboard

Notes to the Financial Statements

March 31, 2021

8. Deferred revenue and program advances (continued)

Program advances represent unused funds for programs, services or projects that were completed as at the end of the fiscal year. These funds are repayable to their originating source. Springboard engages in negotiations with funding sources to retain these funds where possible to meet any unfunded program, service or organizational need.

The continuity of deferred revenue and program advances for the current year are as follows:

	<u>Beginning balance</u>	<u>Received</u>	<u>Used</u>	<u>Ending balance</u>
Deferred revenue	\$ 823,499	\$3,164,887	\$2,745,291	\$1,243,095
Program advances	\$ 131,392	\$11,088,347	\$11,106,119	\$ 113,620

9. Commitments

Springboard has commitments for its leased equipment and premises expiring in fiscal 2026. The approximate future minimum annual lease payments are as follows:

2022	\$ 404,083
2023	403,323
2024	106,651
2025	2,717
2026	<u>679</u>
	<u>\$ 917,453</u>

10. Bank indebtedness

Springboard has a secured line of credit with the Royal Bank of Canada of up to \$500,000 with a variable interest rate of prime plus 0.7%. This facility is secured against a first ranking general security agreement on all assets of Operation Springboard and a first mortgage on the property situated at Terry Fox House in the amount of \$500,000. As at March 31, 2021, \$Nil (2020 - \$Nil) was outstanding.

11. Pension plan

Springboard provides pension benefits to eligible employees through a defined contribution pension plan and Group Registered Retirement Savings Plan. Voluntary contributions are made by participating employees and Springboard in accordance with established contribution rates. For the pension plan's year ended December 31, 2020, Springboard incurred \$231,014 (2019 - \$207,404) as its pension contribution expense. It is management's estimate that this expense amount does not significantly differ from the amount incurred during Springboard's fiscal year.

Operation Springboard

Notes to the Financial Statements

March 31, 2021

12. Service contracts

Springboard has various contracts with Federal, Provincial and Municipal funding bodies. Reconciliation reports and separate audited or reviewed statements summarize, by funder service or project code, all revenue and expenditures and identify any resulting surplus or deficit that relates to these service contracts per specific funder requirements.

13. Ministry of the Attorney General funding

Springboard has a Direct Accountability Program contract with the Ministry of the Attorney General. The funding revenue for these are included in the provincial government funding line of the statement of revenue and expenses. A reconciliation report summarizes, by contract, all revenue and expenditures and identifies any resulting surplus or deficit that relates to the service contract. The following summarizes current year activity with the Ministry:

<u>Program</u>	<u>Revenue</u>	<u>Expenses</u>	<u>Net</u>	<u>Cash</u> <u>Funding</u>	<u>Receivable</u> <u>(payable)</u>
Direct					
Accountability Programs	\$ <u>286,600</u>	\$ <u>286,600</u>	\$ <u>-</u>	\$ <u>286,600</u>	\$ <u>-</u>

14. Federal government funding

Springboard has a service agreement with the Canadian Federal government. The following reconciliation report summarizes all revenue and expenditures and identifies any resulting surplus or deficit that relates to the service contract.

<u>Funder</u>	<u>Funding Initiative/ Program</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>Net</u>
Health Canada	Substance Use & Addictions Program	\$ <u>945,327</u>	\$ <u>945,327</u>	\$ <u>-</u>

15. Financial instruments

Springboard is exposed to various risks through its financial instruments. The following analysis provides a measure of the Organization's risk exposure at the balance sheet date, which remains unchanged from the prior year.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Springboard's main credit risk exposure is with respect to its accounts receivable. The carrying amount of cash, accounts receivable and investments on the balance sheet represents Springboard's maximum credit exposure at the balance sheet date.

Operation Springboard

Notes to the Financial Statements

March 31, 2021

15. Financial instruments (continued)

Liquidity risk

Liquidity risk is the risk that the Organization will encounter difficulty in meeting obligations associated with financial liabilities. Springboard is exposed to this risk mainly in respect of its accounts payable and accrued liabilities. The Organization expects to meet these obligations as they come due.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and price risk. The Organization is not subject to currency or price risk.

Interest rate risk

Interest rate risk arises from the possibility that changes in interest rates will affect the value of fixed income investments held by the Organization. Changes in the prime interest rate will have a positive or negative impact on Springboard's interest income.

16. Impact of COVID-19

On March 11, 2020 the World Health Organization declared a global pandemic (the “pandemic”) as a result of the spread of COVID-19. Since that time, the pandemic has severely impacted local economies around the globe. In many countries, including Canada, organizations were forced to cease or limit operations for long or indefinite periods of time. Measures taken to contain the spread of COVID-19, including travel bans, quarantines, physical distancing, and closures of non-essential services have triggered significant disruptions to organizations worldwide, resulting in a widespread economic slowdown. Governments and central banks have responded with monetary and fiscal interventions in an attempt to stabilize economic conditions.

The Organization received certain funding in connection with COVID-19 to support its operations as detailed below. Overall Springboard has not suffered any significant negative financial consequences as a result of the pandemic during the fiscal year.

In April 2020, Springboard implemented contingency plans to protect the safety of their clients, staff, and community and did their part to slow the spread of COVID-19. Therefore, Springboard employees that were able to, worked from home and where possible, some programs temporarily adapted to operate virtually, and some employees were redeployed to other programs, with additional training provided for redeployed employees. Springboard provides essential services at Youth Justice and Developmental Services residences where additional preventative measures were enacted, including providing personal protective equipment for front line staff, and other measures as outlined by Toronto Public Health. In addition, Springboard provided an Emergency Allowance for front line and management staff working in Developmental Services Residences and Youth Justice Residences for work during fiscal 2021. All these actions caused extra emergency COVID-19 expenditures for the Organization.

Operation Springboard Notes to the Financial Statements

March 31, 2021

16. Impact of COVID-19 (continued)

In addition to the impact just described, the impact on the financial position and results of the Organization, if any, for future periods cannot be reliably estimated. The total emergency expenditures for 2021 fiscal was \$332,014, including \$328,976 for programs, and \$3,038 for program administration and supports.

Development services	\$ 158,108
Community Justice	144,941
Employment services	25,602
Youth transitional residences	262
Community Learning HUB	<u>63</u>
Total expense for programs	<u>328,976</u>
Program administration and supports	<u>3,038</u>
Total expense related to Covid-19	<u>\$ 332,014</u>