





ANNUAL REPORT



People are at the centre of everything we do.





INCLUSIVE

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

COLLABORATIVE

We believe working collaboratively with staff, the people we serve, and our community partners is critical to advancing our mission.

INNOVATIVE

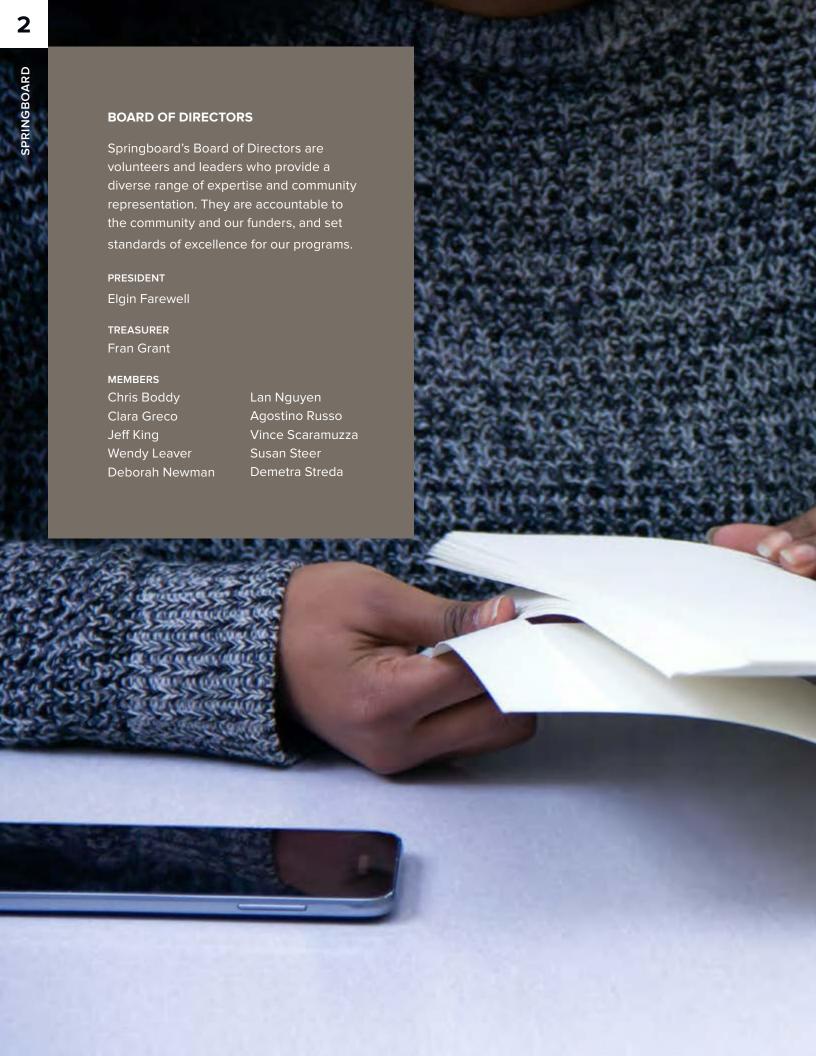
We are highly responsive to the individual needs of the people we serve, and embrace change, ideas, and approaches that will help them to succeed.

CARING

We are passionate about our work and the difference we help to make in the lives of the people we serve.

INTEGRITY

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





WORKING TOGETHER

Looking back at this past year we are pleased to see that growth continued in both the number of services Springboard offered and the number of clients we were able to reach and serve, with 88,927 participants in our various programs across Canada. This is a growth of 85% over the previous fiscal period and is no small feat!

Through the dedication of staff working together to provide relevant and accessible programs, Springboard has continued to adapt and respond to the ever-changing needs of the most challenged in our communities. We are intentionally expanding our digital programs and working with hundreds of organizations across the country to develop and scale digital assets and resources to reach and engage all those we support more effectively.

Springboard has also demonstrated considerable growth in the development of people and the teams who make its programs possible. Staff development and engagement have been a central focus for Springboard in 2019/2020, and our overall workplace satisfaction has improved, which was indicated through a recent staff survey that noted 100% of respondents felt better informed about Springboard, and 87% would recommend Springboard as a great place to work.

With a robust and engaged staff team, we know that we can only strengthen our service commitment to the people and communities we serve and reach new heights in innovation, collaboration, and service capacity. A special thanks to our government, foundations, corporate, and individual donors for your belief and investment in Springboard's work. We know there are new challenges ahead of us on many fronts, and working together will be a cornerstone for success in the years to come!

Marg Stanowski

Executive Director

Elgin Farewell

President. Board of Directors





SPRINGBOARD ACHIEVEMENTS





83,150COMMUNITY WORK HOURS



175,241

HOURS OF SKILLS
DEVELOPMENT TRAINING
COMPLETED BY
SPRINGBOARD CLIENTS



1,957

CLIENTS FOUND EMPLOYMENT, EDUCATION, AND TRAINING OPPORTUNITIES



PEOPLE & CULTURE

Internal engagement and commitment to creating a positive culture

The focus on engaging our people continued to be a key priority in 2019/2020. When people are given the opportunity to bring their best selves to work, they are better able to align with our organizational commitment of supporting individuals in reaching their full potential. Led by our People & Culture team, the Engagement Committee is a group of volunteer staff from across the Agency which collaborates on strategies to engage our people.

This past year, we focussed on the following approaches:

Transparent Communications

- Springboard continues quarterly Town Halls with Executive Director, Marg Stanowski, who shares organizational updates with the community and gives opportunity for questions and answers.
- Distributing our staff newsletter on a bi-monthly basis, so staff can be informed about the Agency and how they fit into the broader whole.
- Conducting quarterly Springboard orientations with our new hires to introduce the organization and demonstrate the breadth of services we provide.

Career Development

- Staff tours and observation days were launched, where staff were given the opportunity to tour other locations and then observe a colleague while on shift.
- The launch of the voluntary Mentor Initiative provided another opportunity to leverage the strengths of other staff members.
- Recognizing staff's great work through nominations for our quarterly Hall of Fame winner and semi-annual Awesome Team.
- Acknowledging the length of service of our team members through quarterly service milestone recognition.

Staff engagement is also strengthened through opportunities for social get-togethers, and we did just that by attending a Toronto Blue Jays game together and the annual Holiday Party. The Annual Staff Event—themed We Are Springboard—truly captured our achievement as an organization and brought together the diverse group of people that make up Springboard.



The organization-wide activities and initiatives that were meaningful came from the Engagement Committee. I appreciate the value our organization places on staff and engaging them through various initiatives during the holidays, activities and resources, the mentorship initiative, office tours, new hire orientation, and staff development. The focus on staff engagement and development has helped promote teamwork and collaboration within departments.

SPRINGBOARD STAFF



Springboard placed an important focus on staff leadership and internal growth. This could be seen via the leadership development series and mentorship opportunities for staff. Recognizing the need to cultivate internal leadership and staff growth will undoubtedly lead to further success for the organization.

SPRINGBOARD STAFF



EMPLOYMENT SERVICES

Employment Services provides nine individualized services ranging from one-on-one counselling to job coaching and skill-building workshops. These services reached 2,924 individuals across the Greater Toronto Area.

HIGHLIGHTS OF INITIATIVES AND PARTNERSHIPS

Youth Job Connection Program and Native Child and Family Resource Centre

The Youth Job Connection program facilitated a specialized pre-employment session in January 2020 for participants of the Native Child and Family Resource Centre. Program participants were provided skill-development training in administration and were connected to employment opportunities in various industries as administrative assistants.

Point of Sale (POS) and Cash Register Training for Employment Services Participants

The Cash Register Training was created to teach participants the skills required for entry-level cashier jobs by providing in-depth, hands-on instruction using a combination of technological tools to provide the practical skills necessary to operate different Point of Sale (POS) systems. This course was so popular we increased its frequency from monthly to weekly/bi-weekly to satisfy demand.

Recording Studio

Springboard received a grant from the Bedolfe Foundation to build a recording studio, in support of our digital media skills programs. Employment Services was then able to offer opportunities to record music, voiceovers, and instrumentals using state of the art professional equipment and to receive guidance from a professional music producer.

Successful Service System Manager (SSM) Bid

In February 2019, the Provincial Government announced a transformation to make employment services more efficient, streamlined, and outcomefocused. Springboard, as part of a consortium, was selected in a joint bid with The Fedcap Inc., Canadian Council on Rehabilitation and Work, Community Living Toronto, and Corbrook for the prototype phase of the transformation in the Hamilton-Niagara community. Part of the transformation includes a new service delivery model that will integrate Ontario Works and Ontario Disability Support Payment employment services into Employment Ontario. The Ministry of Labour, Training and Skills Development will manage relationships with newly created SSMs who manage contracts with employment service providers, instead of the Ministry of Labour, Training and Skills Development.



2,924
CLIENTS SERVED



SUCCESSFUL CLIENT COMPLETION RATE



1,957

CLIENTS FOUND EMPLOYMENT, EDUCATION AND TRAINING OPPORTUNITIES



55
DIGITAL MEDIA
GRADUATES



CLIENT SUCCESS STORY

Sadya was facing difficulty finding meaningful employment and professional opportunities where she could grow and develop her skills. She joined the Employment Services program for help and support with her job search. She attended several pre-employment workshops that included interview skills sessions. Through her participation in the program, Sadya was connected to the Federal Youth Employment Initiative and eventually hired by Employment and Social Development Canada as a Citizen Services Officer. After completing her contract, she was provided a one-year extension.

The staff at Springboard are super welcoming and even from the initial phone call, I knew that I would be served well for my future. The staff definitely have dedication and passion, especially in helping me achieve my goals for my future. I am very happy that I chose Springboard and I will be forever grateful for all of the help you have given me.

SADYA, SPRINGBOARD CLIENT

DEVELOPMENTAL SERVICES

Springboard's Developmental Services programs support people with developmental disabilities by teaching them the skills they need to participate fully in society and by providing activities to develop their independence and well-being in the community. Residential Services provides transitional housing and life skills programs at the Frank Drea House and North Beaches Residences for adult males aged 18 years and older with mild to moderate developmental disabilities. Springboard also offers many community programs such as Seeking Opportunities Accessing Resources (SOAR), a transitional day program for adults with developmental disability/dual diagnosis, Person-Directed Planning, Family Supports Coordinators, and Discovery Club, a fee-for-service program providing opportunities to connect.

HIGHLIGHTS OF INITIATIVES AND PARTNERSHIPS

Developmental Services continues to create new ways to support individuals with developmental disabilities and provide opportunities to learn new skills and access support to advance their independence in the community. Springboard's staff received training at day programs to better support the participants with informed choices and decision-making.

Seeking Opportunities Accessing Resources (SOAR) and New Partnerships

The deployment of Independence Readiness checklists in the SOAR program saw an improvement of independence in individuals in the group. New volunteer placement opportunities were created for participants with community partners, Salvation Army, Good Sheppard, and New Circles.

Residential Services

Significant improvements were made at the residences, including new flooring at Frank Drea House and new windows at North Beaches Residence. Some cosmetic changes, e.g., improved physical layouts in the residences, created a more comfortable and home-like atmosphere and increased space for residents.



RESIDENTIAL SERVICES SUCCESS STORY

My son has been a resident of Frank Drea House through Springboard for many years now. It has allowed my son to grow in ways I formerly would not have thought possible. This is especially so during the last couple of years, where management and physical upgrades of the house have improved substantially. I also appreciate that both staff are very effective in initiating action and have been creative in resolving issues before they evolve, like developing ways to communicate with my son to keep him engaged and calm. Staff have also taken on the initiative to involve experts to help staff learn techniques to communicate with individuals who share his diagnosis. As well, staff are wonderful advocates for my son when necessary.

My son has matured, successfully taken on a parttime job at Loblaws, and will work with the help of the Frank Drea team to further improve his life skills.





181 CLIENTS SERVED

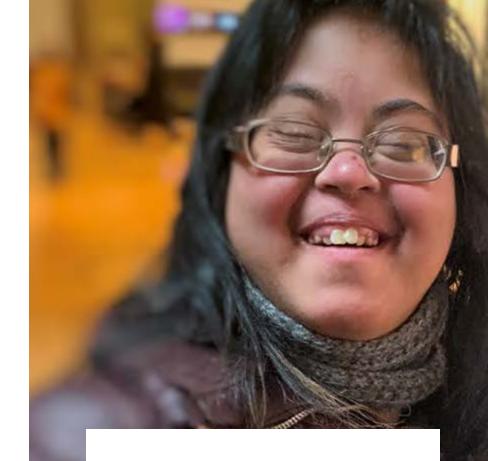


85
PEOPLE RECEIVED FAMILY SUPPORT



RESIDENTIAL CLIENTS





COMMUNITY PROGRAMS SUCCESS STORY

Christine was a volunteer at the YMCA for several years. She showed signs of being very independent, but the YMCA required SOAR staff be with her to complete her volunteer placement. They were concerned about Christine's safety and ability to complete all her tasks unsupervised. Christine's Community Integration Facilitator, Raguel, worked with the YMCA to develop a trial run where we assessed the skills Christine would need to work alone. During a two-month trial period, Christine practiced time management skills, regulated her lunch breaks using the alarm on her phone, and completed the sign-in/sign-out sheet independently. Christine now volunteers at the YMCA one day per week without supervision, with staff reporting that she is doing well and has excellent attendance. Earlier this year, she advocated for herself and switched her volunteer days so she could participate in other community activities. Christine loves volunteering at the YMCA, and the staff are happy to have her as a part of their team.

COMMUNITY JUSTICE & DIVERSION PROGRAMS

Springboard's community justice programs embrace the principles of restorative justice with the delivery of community-based interventions for youth and adults involved in the criminal justice system. These interventions respond to individual client vulnerabilities and increase protective factors to build resilience.

The programs support prevention, rehabilitation, integration, and reparation of harm to victims and the community.

The dedicated teams deliver individual and group programs at several Springboard locations and in the community at seven probation offices and six criminal court locations.



3,436
ADULT
PARTICIPANTS







83,150

COMMUNITY WORK HOURS
PERFORMED BY 996 ADULTS
PLACED IN VOLUNTEER
SERVICE



HIGHLIGHTS OF INITIATIVES AND PARTNERSHIPS



Got Your Back and Junior League of Toronto

In partnership with the Junior League of Toronto, Community Justice hosted the "Got Your Back" event to raise awareness of human sex trafficking, and featured guest speaker Rhonelle Bruder, an advocate recognized for her leadership in raising awareness of human trafficking and the rights of survivors. The Junior League of Toronto volunteers came together and assembled 165 "survival kit" backpacks with items like toiletries, hygiene products, and clothing, which were distributed to non-profit organizations who provide services to survivors of human sex trafficking.



\$52,127
IN RESTITUTION TO VICTIMS

Youth Justice Committees

Springboard's Youth Justice Committees have over 60 volunteers in three locations. They offer alternatives to the formal court process through a restorative justice framework. Community volunteers, the young person, their parent/guardian, and the victim meet to address issues and explore ways to repair damage caused by criminal behaviour. This process provides a voice to all the people impacted and promotes empathy.

Enhancing the Cannabis Learning Experience

Through the support of a grant from the Bedolfe Foundation, the Attendance Centre was able to purchase virtual reality technology to enhance the user experience in the Cannabis Awareness program. The virtual reality product demonstrates the impact of cannabis use and driving. This program was developed in collaboration with the Weed Out the Risk program and delivered to 50 youth justice participants.

GROW Mindfulness

In partnership with the Centre for Mindfulness Studies, Springboard staff participated in intensive training and then delivered the Mindfulness-Based Wellness Program (MBWP) to youth justice participants and agency staff.







SUCCESS STORY

A Direct Accountability Program (DAP) participant was charged with theft under \$5,000 for stealing personal hygiene products. The participant explained they stole the products because they were homeless and living in their car. Despite these barriers they were attending college, achieving straight A's, and working odd jobs such as dog walking to earn money for gas and food, but the money often fell short. The client took responsibility for their actions and successfully completed DAP, which resulted in the charges being withdrawn. Avoiding a criminal record contributes to achieving stability. The service did not end there. The participant accepted a referral to Springboard's Employment Services and received access to community support, eventually landing part-time employment, which provided the means for secure housing. They stated that getting charged with theft was a blessing because they hooked up with Springboard, and the DAP and employment programs were life-changing.

YOUTH JUSTICE RESIDENCES

Terry Fox House and Blue Jays Lodge are open custody and open detention residences for male youth in the justice system between the ages of 12 and 17. As an alternative to custody, youth are sent to Justice Residences while they are awaiting court or have been sentenced to open custody. During their stay, Springboard provides counselling, life skills education, planning and support through critical transitions in their lives.

HIGHLIGHTS OF INITIATIVES AND PARTNERSHIPS

Despite diminishing resources for Youth Justice Residence (YJR) clients in our communities, 2019/2020 saw an increase in program engagement and an improved ability to provide specialized in-depth counselling plans for youth. We relied on external resources for mental health counselling, addiction counselling, employment services, family counselling and trauma-based therapy. YJR also initiated five new community partnerships: Tropicana Community Services, Harriet Tubman Foundation, Regent Park School of Music, Cooking with Kids, and The Toronto Police Community Relations Department.

Resiliency at the Residences

Residents and staff of Terry Fox House and Blue Jays Lodge demonstrated their great resiliency after a fire at their school, which is shared by several open custody and detention agencies including Turning Point and Gifford Homes. Youth from both residences were able to move the education programs onsite and were joined by youth from Gifford Homes to learn in this education space. Youth and staff are enthused about the adapted blended school learning environment and look forward to continuing the education and learning opportunities in the new off-site location at Overland School Residences

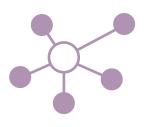
also received much-needed facelifts, undergoing minor repairs, renovations, and fresh coasts of paint, all of which created positive, inviting spaces.

Inter-Departmental and Agency Collaborations

Youth Justice Residences strengthened existing community support and created new support for youth by forging new community partnerships to enhance program options and recreation opportunities, including the Regent Park Music Program, the Harriet Tubman Foundation, and a continued relationship with Kids Up Front Foundation.

Staff members from YJR were represented on each of Springboard's committees, including the Joint Health & Safety Committee, the Engagement Committee, and the Mentor Initiative, which provided a unique perspective of our residential departments.

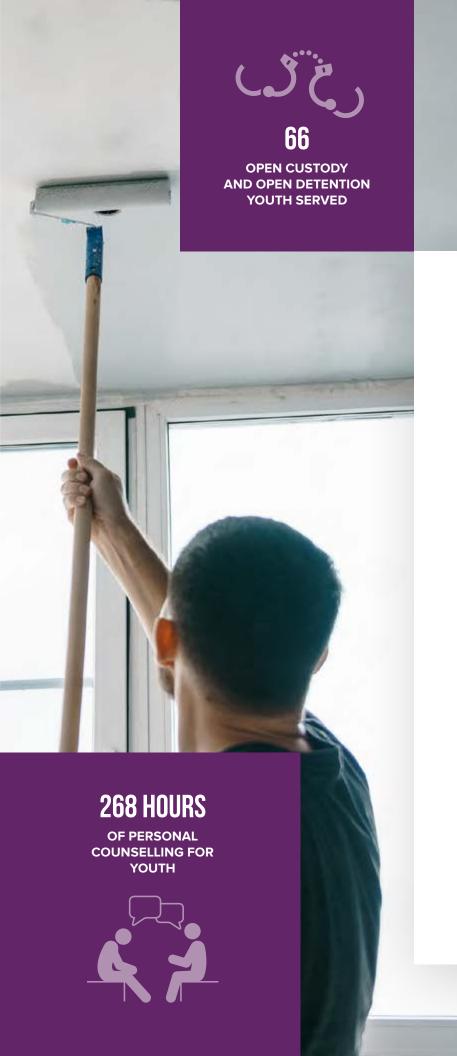
Five students in our Youth Justice, Social Service Worker, and Child and Youth Worker programs from our community colleges and universities attend Terry Fox House or Blue Jays Lodge for placement. Students spent 1,271 hours participating in and supporting YJR programs throughout the year.



NEW COMMUNITY PARTNERSHIPS



PROGRAMS
AVAILABLE FOCUSED
ON KNOWLEDGE
ACQUIREMENT AND
SKILL DEVELOPMENT



SUCCESS STORY

A youth came to Terry Fox House on a custody order for serious offenses. Staff developed a plan specifically for him to help identify his goals, which included obtaining his Ontario Secondary School Diploma and eventually enrolling in university. He enrolled in online courses with our partners at Toronto District School Board and Rainbow Learning to earn his university qualifying credits and completed many of Springboard's Community HUB modules. These modules included Financial Literacy, Resume Building, and Emotional Regulation, where he learned life skills like budgeting, menu planning, and grocery shopping. He participated in stress-reducing activities to like gardening, crafting, and structure building. The young man also took advantage of specialized weekly counselling and focused on strengthening the family unit with a reintegration leave, an opportunity for approved family visitation. This young man is now back in his community, enrolled in high school classes, achieving good grades, and utilizing community support to build on the plan developed with help from the dedicated Youth Justice Residence Workers.

HUB

HUB is a web-based, interactive, and facilitator-led Digital Learning Platform with a suite of innovative skill-building programs for vulnerable, marginalized, and under-serviced populations. HUB programs engage users through informative and interactive learning activities, videos, and resources which empower them with new skills, attitudes, and behaviours. The programs encompass six themes that are broadly aligned with UN Sustainable Development Goals: finances, employment, self-awareness, substance use, gender equality, and cultural knowledge.

HIGHLIGHTS OF INITIATIVES AND PARTNERSHIPS

Youth Cannabis Diversion Program (YCDP)

In March 2020, HUB released the Youth Cannabis Diversion Program (YCDP) in six Indigenous languages: Eastern Ojibway, Inuktitut, Michif, Mohawk, Moose Cree, Oji-Cree, to make the program more accessible and culturally relevant for Indigenous youth. The program is being used at both pre and post-charge levels and serves as an alternative to issuing a ticket, fines and/or other judicial sanctions for cannabis possession.

YMCA Alternative Suspension

HUB partnered with the YMCA Alternative Suspension program in their youth programs across Canada. The programs support students who have been suspended from school and helps them successfully reintegrate into school and social life.

TD Bank

Partnering with TD Bank, HUB launched a financial literacy program for young adults. The wireframe and workbook for Module 1 (Money and Me) are complete and were tested with clients at Springboard. Further testing will be conducted with the rest of the modules in the program, and the findings will help guide improvements in the content and design.

Telus

Indigenous youth living on remote reserves across Nishnawbe Aski Nation now have access to HUB learning modules in offline format, breaking down barriers to learning and social support caused by lack of internet infrastructure in Northern Ontario. Through our partnership with Anishnawbe Aski Legal Services, HUB trained ten Indigenous Youth Intervention Workers in accessing offline HUB, delivering the financial literacy, mindfulness, and substance use modules, and outfitted each community with an iPad for ongoing delivery to youth.



WEED OUT THE RISK

Weed Out the Risk (WOTR) is a harm reduction tool to support youth education on impaired driving and the safety risks of driving under the influence of cannabis, or of being a passenger in a vehicle in which the driver is under the influence. Beginning in 2018 with Health Canada funding and endorsed by professional educators, the Centre for Addiction and Mental Health (CAMH), MADD Canada and community leaders, WOTR is a web-based learning tool which informs participants about the risks of cannabis use through an interactive series of educational games, activities and videos.



HIGHLIGHTS OF INITIATIVES AND PARTNERSHIPS

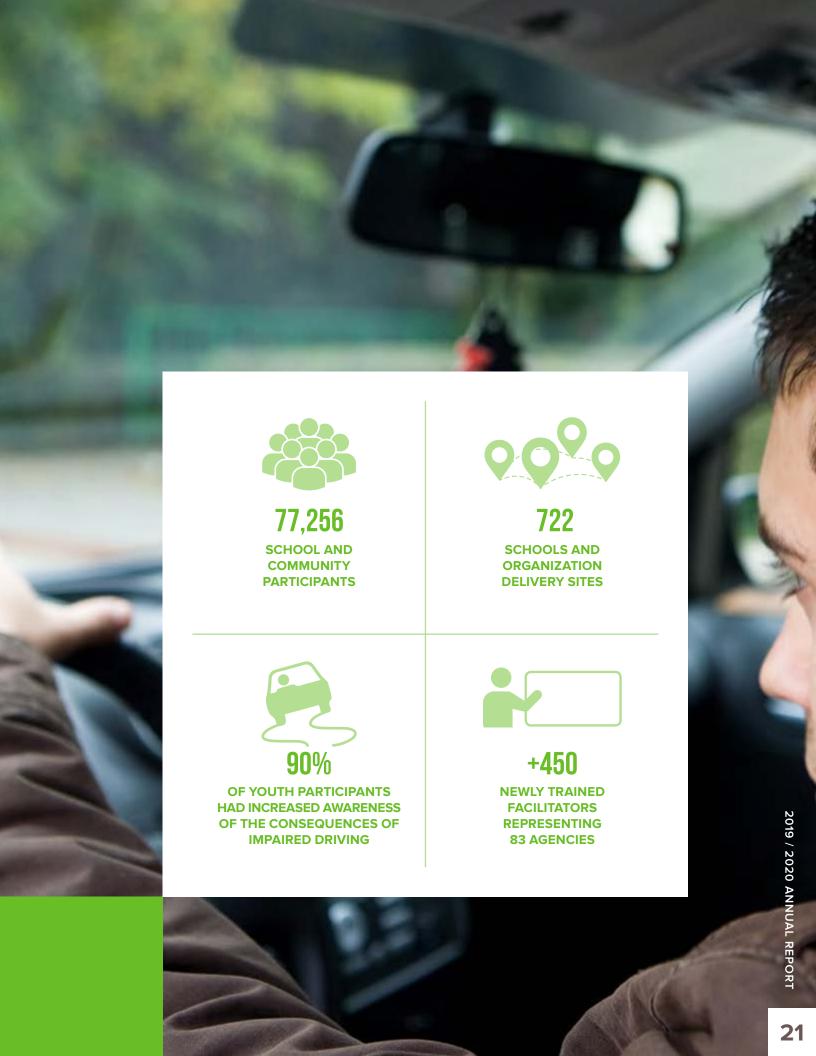
As program delivery and facilitator training grew, WOTR explored new partnerships with external community organizations to support the delivery of cannabis-impaired driving education, including an agreement with Young Drivers of Canada to pilot the incorporation of WOTR content into the Young Driver's online learning curriculum across Ontario. WOTR also further expanded the Advisory Committee with the addition of three new organizations to the Committee: Parachute Canada, Ontario Provincial Police, and Quebec-based La Maison Jean Lapointe.

Diversifying Program Content to Reflect Youth's Lived Experiences

Continuing to improve the programs to be inclusive of lived experiences of a variety of young people, last year saw the completion of the Indigenous Youth Engagement Report, which informed program changes and approaches to working with Indigenous youth who live both on and off reserves. The program also underwent extensive review including a gender-based analysis and review with particular attention on ensuring the realities of Black and Indigenous youth were included.

Keeping Program Content Relevant and Responsive

As the legal cannabis landscape continues to change, WOTR has revamped program content to include new topics such as vaping and edibles and now offers virtual facilitator training for remote and rural communities.



PARTNERS & DONORS

Government

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

Foundations

Blankenstein Family Foundation The Great Gulf Homes Charitable Foundation Toronto Foundation Jackman Foundation Telus Friendly Future Foundation **RBC** Foundation The Bedolfe Foundation **CHUM Charitable Foundation** UK Online Giving Foundation Ontario Power Generation Employee's and Pensioner's Trust Fund United Way of Greater Toronto

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Individual **Donors**

APRIL 1, 2019 TO JULY 31, 2020

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GOLF EVENT DONATION IN HONOUR OF BARRY CLAYTON

As Springboard had to cancel our 30th Annual Golf Marathon event due to COVID-19, it was welcome news when Noel Milner decided to honour his friend, golfing partner and former Springboard Board Director and Advisory member, Barry Clayton, by donating proceeds from a golf event he organized on July 15th 2020.

Barry Clayton served on Springboard's Board of Directors from 1980 to 1990 and then remained on the Advisory Board until his death. He helped launch Springboard's first golf tournament in 1991. Barry believed in reaching youth early to support their growth and skill building. All proceeds from the golf event in his memory will support Springboard's programs for vulnerable youth.

Thank you to these donors:

Noel Milner Lloyd Davis Brendan Cunneen Doug McCann Martin Caprani Ronald Smith

Ralph Warren Stu Henry Ken Burke Gunther Krieg Stan Stewart





FINANCIAL STATEMENTS

Summarized Balance Sheet

As at March 31, 2020, with comparative figures for 2019 (in thousands of dollars)

ASSETS	2020	2019
Current assets		
Cash and restricted cash	1,835	1,618
Other current assets	601	1,010
	2,436	2,628
Investments	4,526	4,093
Capital assets	1,782	1,782
Total assets	8,744	8,503

LIABILITIES AND FUND BALANCES

Total liabilities and fund balances	8,744	8,503
	5,821	5,373
Operating	- 	- - 272
Board restricted	4,058	3,652
Capital assets	1,763	1,721
Fund balances		
	2,923	3,130
Mortgages payable	-	19
Capital reserve	467	441
		2,070
	2,456	2,670
Deferred revenue	955	1,132
Accounts payable and other current liabilities	1,501	1,538
Current liabilities		





Summarized Statement of Revenue and **Expenses**

Year ended March 31, 2020, with comparative figures for 2019 (in thousands of dollars)

REVENUE	2020	2019
Federal, provincial, and municipal government funding	12,602	13,455
Fundraising and other revenues	744	780
Total revenue	13,346	14,235

EXPENSES

Programs	11,778	12,685
Program administration, support and fundraising	1,121	1,236
Total expenses	12,899	13,921





AUDITED FINANCIAL STATEMENTS

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



At the end of the 2019/2020 fiscal year, like many others, Springboard faced increased program delivery challenges when COVID-19 became a pandemic. Because of these changing circumstances, staff and Golf Committee members made the difficult decision to cancel the Annual Golf Marathon set for June 2nd, 2020. This event has been held annually for 29 years but the pandemic prevented us from celebrating our 30th year and raising the \$100,000 in support of Springboard's Learn 2 Earn program. This program serves to expand Springboard's capacity to support under-employed youth and those on social assistance in entering the in-demand industry of interactive digital media and e-commerce skills like audio/visual creation, website development, and graphic design.

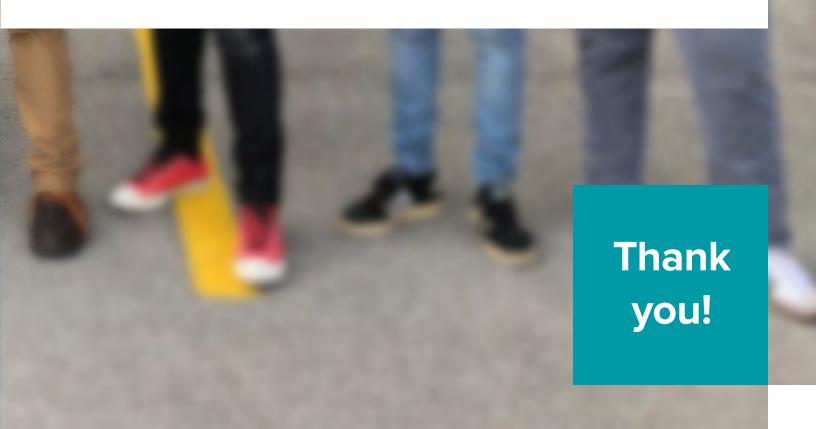
By giving young people cutting-edge skills that are in demand in the workplace, we provide the knowledge, confidence, and networking needed to thrive in meaningful employment. We are asking for your support to provide the technology, equipment, and expert facilitation to help more young people overcome barriers and achieve success in all aspects of their lives. Your donation will enormously impact the lives of the people

we serve, young people like Josh, who suffered life-threatening brain injuries in 2009 and faced significant barriers to learning new skills and acquiring employment. Ten years later, in 2019, Josh participated in and graduate from Learn 2 Earn and is now starting his own business with the support of his father. Josh now has a chance at a better future, with more opportunities and possibilities.

Your gift can help give a young person a chance at a better future, today.

You can donate through our easy-to-use online donation platform with a one-time gift. To exponentially increase your impact, consider a monthly donation. If you prefer to donate over the telephone, or if you are interested in a corporate donation or sponsorship please call 416-977-0089 Ext 228. Gifts over \$20 receive a tax receipt and acknowledgement in next year's Annual Report.

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