



STRATEGIC PLAN

2015 – 2020



springboard

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Introduction

It is with great pleasure that Springboard presents its Strategic Plan 2015 – 2020. The version highlighted in this brochure features our new strategic priorities and goals and the enabling strategies that will help us to achieve them. This forward looking Plan represents months of hard work by the members of our Board and Staff planning committees, and also reflects the best thinking of Springboard's stakeholder community. The Plan was designed to build on our strengths, tackle our challenges and reflect public policy priorities.

Springboard will continue to work collaboratively within the community to provide high quality programs and services to at risk and vulnerable populations as they make important transitions in their lives. As we set out to accomplish our strategic priorities, we are reminded that in our day-to-day work, people are at the centre of everything we do. Helping them achieve their goals will always be the cornerstone of our success.



Elgin Farewell
President



Marg Stanowski
Executive Director

For the full complete version of our Strategic Plan 2015-2020, please visit our website at www.springboardservices.com.



Mission

Springboard 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.

INCLUSIVE

We value and respect diverse cultures, ethnicities, 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.



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.



CARING

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



Values

PEOPLE ARE AT THE CENTRE OF
EVERYTHING WE DO.

Priorities, Goals & Indicators of Success

PRIORITY

1

Focus on community integration for the individuals Springboard serves through robust transitional frameworks



GOAL:

Advance transitional supports for individuals

INDICATORS OF SUCCESS:

- We work in an integrated, not 'siloed', way across all Springboard's programs and services.
- Staff in all program areas use promising practices and evidence to make decisions and improve transitional supports.
- We develop a clear map of the route each individual takes to achieve his/her goals and use an integrated tracking system to monitor achievement of milestones.



GOAL:

Strengthen Springboard's work with targeted partners to enhance transitional opportunities, experiences and outcomes

INDICATORS OF SUCCESS:

- We are more proactive and strategic in our choice of partners and how we work together.
- Our outreach strategies to partner organizations produce better results for the people we serve and lead to more collaborative initiatives.
- We have formal service agreements, where appropriate, that create more efficiencies, clearer roles, responsibilities and accountabilities and better referrals.



PRIORITY

2

Position
Springboard
to respond to
the evolving
environment



GOAL:

Advance Springboard's brand in order to increase key stakeholder awareness about its programs and services and to enhance its reputation

INDICATORS OF SUCCESS:

- We have developed a branding strategy which includes a positioning statement and the attributes that distinguish us.
- We can clearly demonstrate how Springboard is delivering on those attributes.
- Our communications and marketing strategies and messaging reinforce the branding strategy.



GOAL:

Continue to build and improve the HUB as a community learning tool while also increasing its viability

INDICATORS OF SUCCESS:

- We have increased the usability, accessibility and flexibility of the HUB.
- We have increased and broadened the number of users, facilitators and partner organizations who are using the HUB.
- We are getting the right return on our investment in the HUB.



GOAL:

Orient programs and services, where necessary, so they are evidence-informed, client-centred and reflect market realities and opportunities

INDICATORS OF SUCCESS:

- Our environmental scanning informs us about those key changes in trends, opportunities, needs and approaches that affect what and how programs and services are delivered.
- An analysis clearly demonstrates which programs and services need to be adapted and how.
- We can demonstrate how our programs and services are aligned with the current and emerging environment.



GOAL:

Diversify Springboard's revenue base

INDICATORS OF SUCCESS:

- We have created a development plan that will increase our revenues from a diversity of sources and put in place the ability to implement that plan.
- We have explored the potential of the HUB as a social enterprise, and if appropriate, implemented a plan to achieve it.
- The ratio of revenues from non-government sources has increased.



PRIORITY

3

Influence system change

GOAL:

Participate or lead in the critical policy forums that address government programs and services that most affect the people Springboard serves

INDICATORS OF SUCCESS:

- We are sitting at those policy tables that best advance our mission to support the people we serve and contribute significantly to our strategic priorities.
- We are seen as thought leaders and, as a result, are invited to participate in key forums. Other participants at the policy forums say we make a constructive and meaningful contribution to the outcomes.
- Staff from across Springboard are participating as members at key forums.



GOAL:

Generate joint efforts to address common issues through new and/or expanded relationships with international, national, provincial and community organizations

INDICATORS OF SUCCESS:

- We have proactively and strategically created and continued relationships with those partners that can most positively affect our mission and those we serve.
- We are seen as a valuable contributor by our partners.
- We have made advancements on issues that are critical to our success.



Enabling strategies:

The following overarching strategies will enable us to achieve our priority directions and goals.

RESEARCH, EVALUATION AND TECHNOLOGY:

- Further develop an evidence-informed approach to designing and evaluating Springboard's programs and services.
- Improve the quality, accessibility and usefulness of IT systems, data management and knowledge generation to support strategic priorities, goals and outcomes.

PARTNERSHIPS:

Develop targeted approaches to building and sustaining strategic partnerships, collaborations and communities of practice so they are aligned with the strategic priorities and significantly advance our mission.

GOVERNANCE, ORGANIZATIONAL DEVELOPMENT AND CAPACITY BUILDING:

- Continue to strengthen accountability and governance processes.
- Recalibrate current internal and external communications to strategically support the plan's priorities and goals.
- Build staff skills and competencies to enable them to deliver on the strategic priorities and goals.
- Continue to engage and motivate staff by providing a positive and healthy work environment.





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