

A photograph of two young men standing in a field of tall, dry grass. The man on the left is wearing a grey hoodie over a dark t-shirt and grey pants, looking off to the side. The man on the right is wearing a denim jacket over a dark hoodie and glasses, also looking off to the side. A green horizontal band is overlaid on the right side of the image, containing the title text.

Steps Forward



springboard

CONNECT. INSPIRE. ACHIEVE.

**ANNUAL REPORT
2020-2021**

People are at the centre of everything we do.



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



Our Values

Inclusive

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

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.

Collaborative

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

Caring

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

Innovative

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

Board of Directors

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.

President

Elgin Farewell

Treasurer

Fran Grant

Members

Chris Boddy
Clara Greco
Jeff King
Wendy Leaver
Deborah Newman
Lan Nguyen
Agostino Russo
Susan Steer
Vince Scaramuzza*
Cheryl Tjok-A-Tam

*Appointed to the Ontario Court of Justice and stepped down from the Board on February 19, 2021

Steps Forward



This past year challenged all of us in so many ways, from pivoting programming to virtual delivery, supporting our clients who were experiencing various degrees of isolation and trauma, to finding ways to set up home offices to managing our mental and physical health in a time of anxiety and fear.

Springboard staff stepped up to these challenges in ways we could never have imagined and demonstrated their resilience and innovation in client service while also supporting each other and our community partners. We thank them for their tenacity, passion and skill.

We reached 46,570 individuals through 48 programs and learning platforms across Canada and were delighted with some of these results:

- Expansion of our HUB digital platform of educational and skill-based programs for both youth and adult populations.
- Selection by the Ministry of Children, Community and Social Services, Youth Justice Division, to develop a gender-based digital program in partnership with Nishnawbe-Aski Legal Services.
- Start-up of Ontario's first licenced home for youths who have been sexually exploited or trafficked.
- Awarded Ministry of Labour, Training and Skills Development funding to pilot programming at Central East Correctional Centre to improve labour market attachment for justice-involved adults.

Springboard's Board of Directors also committed to strategic and operational goals to address racism and systemic discrimination. Plans are in place across all levels of the organization in

such areas as enhanced cultural competency training, improvements to our program and governance policies and practices, and we will be benchmarking and reporting on our progress on an ongoing basis.

We know there are remaining health and economic realities ahead of us which will challenge us all to examine how programs and services are delivered to those at risk and the vulnerable population. We will remain steadfast in moving forward in living our values and advancing our mission.

A special thanks to our government partners, foundations, corporate and individual donors for your investment in Springboard's work and in our communities.



A handwritten signature in black ink.

Marg Stanowski
Executive Director



A handwritten signature in black ink.

Elgin Farewell
President, Board of Directors

Springboard Achievements



46,570

clients served through Springboard's various programs and platforms across Canada in 2020/2021



48

individual programs



124,110

hours of skills development training



29,039

community work hours



1,591

people found employment, education and training







Steps Forward in a Changing World

Diversity, Equity, and Inclusion (DEI)

A key Springboard strategic priority for the Board of Directors and operations, with the Governance Committee taking a lead on oversight work to organizationally embed DEI in our governance, policies, programs and services.

Through a statement on our website [springboardservices.ca], we have outlined how we have demonstrated, and will continue to demonstrate, this commitment to our DEI journey.

On the operational side, staff representatives from across the agency partnered with IDC Advisory Services to undertake an assessment of our policies and practices through an anti-Black racism and systemic discrimination lens. The assessment will lay out the groundwork for informing a plan for our short-, mid-, and long-term action plans.

We are incredibly proud of the work undertaken and the investment by all our people in this critically important initiative.



Resilience & COVID-19 Recovery

COVID-19 presented numerous challenges, especially given most of Springboard's programs and services were being delivered in-person.

A Resilience & Recovery Working Group was struck, with leadership from across the agency, with the purpose of positioning Springboard for success now and in the future while leveraging virtual service-delivery opportunities to support individuals during this time.

A key focus centred on supporting both the individuals in our programs and the incredible people that work at Springboard. Employee engagement initiatives continued with pivots to virtual delivery, such as:

- enhancing staff's access to communications,
- enabling career development opportunities, including virtual tours and interviews with staff,
- rewarding and recognizing performance and service, and
- continuing to find ways to connect and support one another during this time.

This outstanding collaboration continues as the Group continues to meet bi-monthly to communicate, update evolving plans and work towards innovative solutions.

Employment Services

Employment Services provides 13 individualized services, ranging from one-on-one counselling, job coaching and skill-building workshops. With these services, we supported 1,909 individuals across the Greater Toronto Area.

**1,909**

Clients supported

**1,591**

people found employment, education and training

Key Accomplishments

01

Employment Services' new partnerships achieved these results:

- Access to employment at new Amazon locations across the Greater Toronto Area
- Promotion of services available to newcomers through our work with OMNI TV and Café New Canadian
- Activity items accessed through The Idle Free Box (TIFB) supported individuals who were isolated, with minimal support to improve their physical and mental health. TIFB also donated to support Springboard's employment services
- Digital media programs partnership with ComputeK College provided 35 participants with college certificates in Digital Marketing

02

Directly assisted 90% of iConnect participants to learn new computer skills and access virtual platforms like Zoom, to build confidence, knowledge and skills; and enabling participants' access to job fairs, interviews and employment opportunities.

03

Despite limitations created by the pandemic, there was increased intake and job placement for three employment programs:

- Youth Job Connection and Youth Job Connection Summer programs achieved a 3% increase in their program targets, helping 294 youths with multiple barriers to employment reach their training and employment goals.
- Resources and information services increased by 2%, enabling access for 730 individuals to tailored, online webinars, and resume support for their job searches.

CLIENT STORY — When COVID started, my life turned upside down. I became depressed, with increasing levels of anxiety. I did not know what to do, but through a community resource mailing list I found the Springboard Inspire program flyer. I called their Employment Services and was greeted by a friendly voice who made it easy to apply. In the Inspire program, we learned job readiness, communication, customer service, conflict resolution, professional image, personal management skills, stress management, time management, job attainment skills, networking, interview skills, budgeting, resume and cover letters. I came out of the program ready to work again. My instructor told our group 'You get out what you put in' and gave me space and time to make the most of my time in the program. On our last day we were introduced to an employment counsellor at Springboard, and I signed up for a Second Career information session, the LinkedIn workshop, and was assigned a counsellor, who helped with my employment needs.

I am truly grateful for Springboard Services and the knowledgeable, friendly and encouraging staff. They helped me to build my confidence and skills, so that I now feel like I am on the right track to reach my career goals. I could not have done it without all the support of Springboard Services.

— Kayleigh Atkinson, Inspire Graduate



CLIENT STORY — Abbas G. arrived in Canada from Afghanistan in November 2020. He had 15 years of experience in motion graphic design, and he is passionate about creating world-class video effects. Abbas needed to build a digital media portfolio and gain work experience in Canada, so he joined Springboard's i-Innovate program to enhance his digital media and e-commerce skills. Abbas graduated from the 2021 i-Innovate cohort where he received the skills he needed to create a professional digital media portfolio and work as a digital freelancer. He is currently mentoring the Learn 2 Earn RBC cohort, facilitating workshops and providing support to the participants on outstanding projects. With his upgraded skills and newly acquired Canadian work experience, Abbas is confident that he will successfully find employment in the graphic design field at a television station in Toronto.



89%
program completion



55
Digital Media graduates

Developmental Services

Springboard's Developmental Services programs support people with developmental disabilities (often with a dual diagnosis) to participate fully in community life. The following programs provide knowledge and skill development as well as activities to maximize participants' independence and well-being.

- Two transitional-based homes (Frank Drea and North Beaches) for adult males aged 18 years and older with mild to moderate developmental disabilities.
- Several community programs including Seeking Opportunities Accessing Resources (SOAR), a transitional, skills-based day program.
- Person-Directed Planning, Family Supports and the Discovery Club, a fee-for-service program providing expanded community-inclusion opportunities.



CLIENT STORY—One of the SOAR participants does not communicate verbally and instead communicates by writing, using pictures or a tablet. She has continued to participate virtually throughout the pandemic, and during an online karaoke event, she built up the courage to sing. She requested specific songs she felt comfortable singing and showed real confidence in singing. While offering the curriculum virtually has been a challenge, this accomplishment may not have happened without a virtual service delivery model.

**170**

Individuals served

**19**

lived in our residences

**32**

accessed our Family Support Programs

**119**

supported by SOAR and other community programs

Key Accomplishments

01

Helped two of our residential clients find more independent housing and supported eight individuals in untenable living situations secure alternate or more stable housing.

02

Staff adeptly responded to meeting higher support needs from individuals and families across all programs, as well as helping many to access new technology for the first time and learning new ways to bond and build rapport on a virtual basis.

03

Here are some examples of our success in pivoting to virtual program delivery:

- SOAR delivered life skills curriculum to 35 individuals on the Teams platform and introduced recreation therapy including art, music, fitness and wellness, resulting in new mediums for expression and health.
- Adapting our Discovery Club to enhance social-recreation programs to enhance physical and mental health wellness and reduce isolation.

CLIENT STORY—A Family Support Work client was referred to Springboard after facing criminal charges and no longer being able to live with their family. The individual, along with their family and other sector partners, worked collaboratively to address the criminal charge, find them more suitable housing, support with anger management and connected them to various community resources. They successfully transitioned into permanent housing in December 2020.



2

residents move to more independent living



20,218

hours in education and skill-development



Community Justice Programs and Youth Homes



Community Justice Programs

Springboard's community justice programs embrace the principles of restorative justice in the design and delivery of community-based interventions for youth and adults involved at various points in the criminal justice system. The 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 staff teams deliver individual and group programming at several Springboard locations and in the community at seven probation offices and six criminal court locations.



1,139

youth and adults received service department wide



29,039

Community Work Hours completed by Youth and Adults placed in volunteer service



\$30,825

in restitution to victims

Key Accomplishments

01

Successfully responded to more complex participant needs during the pandemic and provided quick, flexible access to life-stabilizing supports for mental health and addictions, food security, housing, employment and access to technology.

02

Forged diverse partnerships in a pandemic year to achieve some of these results:

- Partnered with Community Legal Education Ontario (CLEO) to deliver their Legal Life Skills curriculum to program participants and community referrals. 81% of attendees to the Legal Life Skills webinars agreed it was a valuable learning experience. Specialized speakers enriched our virtual programming and client engagement with such organizations as John Howard Society of Ontario, Street Health, CLEO and Credit Canada.
- Partnered with BLAC (Black Legal Action Centre) to deliver workshops for participants, community partners and staff on anti-Black racism and systemic racism in the law.

03

Success in pivoting programs to virtual delivery:

- Delivered a range of education and skill-building workshops, as alternative options for court-ordered community service or alternative measure sanctions, covering topics such as: financial literacy, employment, harm reduction, building resilience and mindfulness. 82% of the webinar attendees identified that the workshops were a valuable learning experience and 88% agreed they increased their knowledge of the workshop topic.

Youth Justice Residences

Youth Justice Residences supports males, aged 12 to 17, involved with the justice system who are completing either a sentence for open custody or are pending a court appearance. These homes are an alternative to secure custody, and during their stay Springboard provides counselling, life-skills programming, and transitional planning for when they leave.



19

youths (12 Custody youths,
7 Detention youths)



700+

hours of personal
counselling or development
programming



2

new community
partnerships



8

programs focused on
knowledge acquirement
and skill development

Key Accomplishments

01

New partnerships enhanced the range of mental health, substance abuse, family supports and diverse cultural program services: e.g., Tropicana, Generation Chozen, Kababayan Multicultural Centre, several spiritual programs and pilot projects with CTYS & ACCESS.

02

Some program highlights:

- All programs are delivered through a non-oppressive and trauma-informed lens and are adapted to effectively respond to youths' issues and needs e.g., cultural cooking, mindfulness, cultural hair braiding.
- Despite the recent pandemic, Youth Justice Residences increased the volume of youth

03

Improved residential and school setting spaces:

- MCCSS funded renovations improved washroom capacity and upgrades
- Larger TDSB classroom setting to support youth with on-site and virtual education
- Private donations supported purchase of outside furniture



CLIENT STORY—Jesse* was 14 years old when he was referred to the Youth Justice Committee program (YJC). He was charged with taking his mother's vehicle without consent, and careless driving. At the time of the referral, the family had identified that they were experiencing challenges with the young person's behaviour at home.

Through the YJC conference process, Jesse was referred to counselling to assist him with strengthening his positive decision-making skills and his family received a referral to family counselling. Jesse successfully completed all required counselling, and the charges were withdrawn.

During Jesse's final court appearance, he advised the court that the YJC conference and process had been a meaningful and positive experience, and that he felt supported by both his YJC worker and the volunteers. The young person further thanked Springboard's YJC program and indicated that he feels that the opportunity to attend the conference and program had provided him with the tools needed to make better choices in his life moving forward.

* Name has been changed for confidentiality

Seeds of Change

New Residence for Youth who Have Been Sexually Trafficked or Exploited

Through the funding support and expertise of the Ministry of Children, Community and Social Services, Springboard established a new residence, Seeds of Change, which will represent Ontario's first licensed therapeutic home for youths who have been sexually trafficked or exploited. Rigorous licensing requirements led to the writing of 81 new policies as well as specialized house operational procedures and practices which resulted in the Ministry approving a license to operate the home.

As these youths have experienced trauma and violence in their lives, renovations and furnishings are carefully considered. Health and safety precautions are important, as well as a trauma-informed approach in selecting paint colours and textures. The staff team put considerable research and effort into creating a healing environment that would improve feelings of safety and tranquillity in a structured and clean environment. Seeds of Change home will provide a dedicated serenity room for relaxation and reflection, a visitor's room and a spacious backyard, with each youth having their own bedroom that can be personalized.

Other examples of start-up highlights are as follows:

- The Springboard team worked diligently to expand our existing partnership with agencies and programs over the past several months, which resulted in specialized training, new programming opportunities and future referrals.
- More than ten training sessions were held for staff on human trafficking including survivor perspectives, such as: harm reduction, trauma-informed practices, sex positivity, 2SLGBTQIA issues and cooking skills.

- The Provincial Anti-Human Trafficking Coordination Office (PATCO) provided an in-depth training program about sexual exploitation with a survivor lens and Indigenous perspectives.
- A human trafficking survivor also delivered a powerful workshop for the team that included how to provide effective, trauma- and research-informed care to youths who have experienced the violence of exploitation.
- Led by a Toronto District School Board (TDSB) teacher and supported by the Seeds of Change educational facilitator, the team facilitated a collaborative education and community partnership program to have a trauma-informed learning space in the house.
- To enable youth self-expression, collaboration and healing, the staff team worked with Mobile Arts Programming to develop trauma-informed arts workshops with a specific focus on music, song writing, and recording.
- Collaborated with The Cookery to provide a virtual opportunity for independent living skills for the youths from a renowned Canadian cookbook author and chef, Claire Tansey.

A special thanks for all the tremendous support and expertise from the MCCSS Regional Team, the Ministry's licensing team and PATCO during the start-up process.

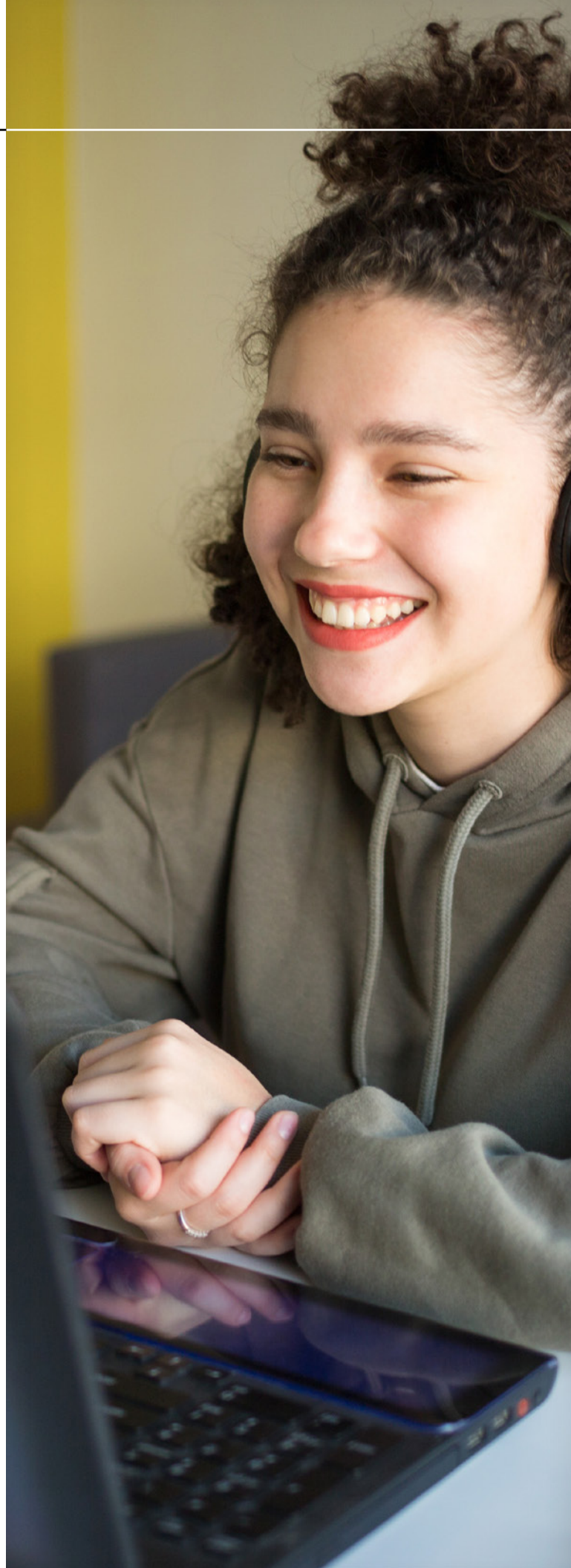
HUB

HUB is a digital learning platform designed to increase the health and inclusion of vulnerable, marginalized and under-serviced youths. HUB learning content uses a blended learning approach, providing facilitator-led digital learning experiences. Our innovative learning approach empowers clients with new knowledge, skills, attitudes and behaviours. HUB provides programming in six thematic areas, broadly aligned with the UN Sustainable Development Goals – finances, health & well-being, education, gender equality, decent work, peace, and justice.

As Springboard and the social service sector pivoted to remote delivery of client service, HUB supported meaningful engagement with clients online. HUB also supported professional development for front line workers adapting to change. Our training tackled subjects such as earning trust, building engagement online, and anti-black racism. Our training numbers show the relevance of these offerings, with a participation increase of 149%.

TESTIMONIAL—*Collaborating with Springboard's Community Learning HUB team has been a pleasure as well as productive. Over the last year our teams have worked together in developing workshop modules for the YMCA Alternative Suspension program as well as French language financial literacy modules. Through these initiatives, teenagers and young adults in Quebec and across Canada will benefit from learning resources that are adapted to their reality and today's learning environments. The Community Learning HUB is an innovative tool that responds to the needs of young people and youth work practitioners alike.*

– Andrew Borrelli,
Directeur du développement des affaires |
Director of Business Development
Les YMCA du Québec



Key Accomplishments

01

With MCCSS funding, five new digital modules launched or updated: Too Much to Drink, Resume Builder, Moving Toward Your Best Self, Weed Out the Risk, Values, Anger, and Acts of Aggression.

02

Partnership with Nishnawbe-Aski Legal Services (NALSC) enabled the following:

- purchase of iPads and laptops for 10 remote, reserve Indigenous communities with offline version of HUB modules. NALSC's youth intervention workers reached their youths even where Wi-Fi was unreliable.
- Design for two new, culturally-specific programs, Grandfather Teachings and Moving Toward Harmony

03

Notable highlights:

- 2,328 visits to HUB, 2,193 hours of skill development, 831 facilitators trained, 71 training events, 895 hours of training
- HUB's Weed out the Risk and Mindfulness modules were the top modules used
- Support from TD and Bedolfe Foundation empowered the development of our HUB financial literacy programs, now being used by the YMCAs of Quebec in their virtual delivery of programming

TESTIMONIAL—After many meetings and brainstorming ideas with Alison and the HUB team, we at NAN Legal and Springboard accomplished a HUGE win. We decided to try a new method of program delivery to tackle poor internet access in our communities. Apple iPads were the first to get deployed in the north with offline capability meaning NO MORE internet access. The trial runs went smooth enough to bring our 2nd goal to life. As of September 2021, MacBook Pros have been sent to our NAN Legal workers in the north with yet again, Offline Capability.

From our western workers in Pikangikum, Sandy Lake, and Big Trout Lake, all the way to the James Bay coast of Kashechewan, Fort Albany and Moose Factory, we can now offer HUB from these mobile devices. So far, programming has been smooth and way quicker to deliver to our clients.

– Stallone Quequish,
HUB & NAN Legal Partnership Lead



1,473

Youth participated in HUB programming



2,193

hours of structured skill development.



630

trained active facilitators delivered HUB programming to youths from across 147 unique agencies and 279 different social service sites

Weed Out the Risk

Weed Out the Risk (WOTR) is a harm-reduction tool to support youth education on impaired driving and the additional road safety risks of driving under the influence of cannabis or being a passenger in a driver's vehicle who is under the influence. Endorsed by professional educators, the Centre for Addiction and Mental Health (CAMH), MADD Canada and community leaders, WOTR is a web-based program that provides a highly engaging and interactive experience. It enables youths to learn and retain knowledge about the risks of cannabis use and driving through an interactive series of educational games, activities and videos.



41,074

youth reached through virtual delivery this year



246

new program facilitators training from 46 agencies across Canada

Key Accomplishments

01

Successfully pivoted to virtual delivery, evident by these examples:

- Extended both WOTR and Pot au Volant (POV) to reach the Yukon, Northwest territories, and Nunavut.
- Adapted WOTR's facilitator training model (train the trainer) for virtual & remote learning by focusing on effective online engagement strategies.

02

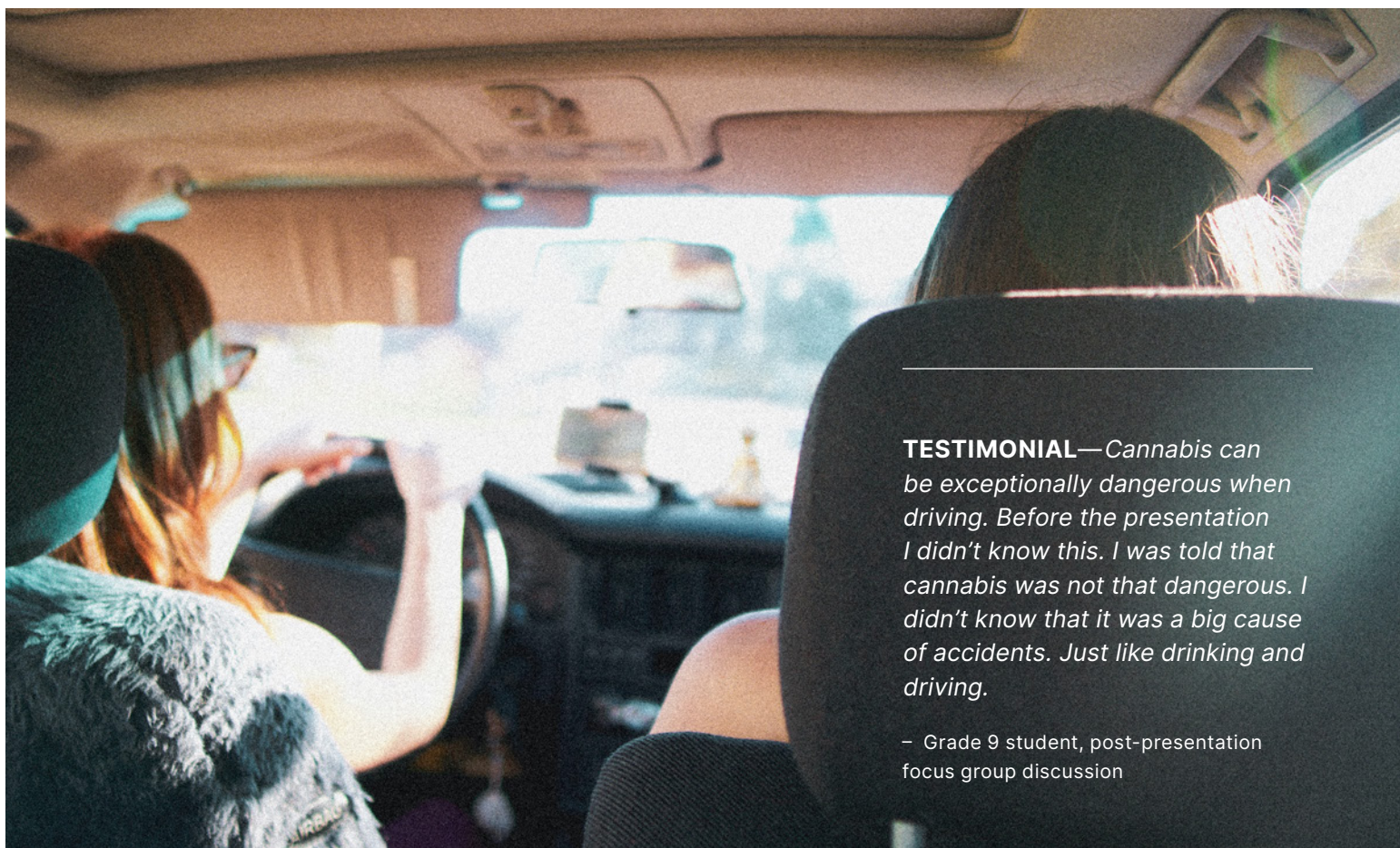
Independent evaluation confirmed WOTR's effectiveness:

- 87.7% of youths reported learning strategies for avoiding driving while high or being a passenger in a car driven by someone who is high.
- 89.5% of youths reported they were more aware of consequences of consuming cannabis and operating a vehicle.
- 90.2% of youth participants reported a better understanding of the effects of cannabis.

03

Hosted inaugural Weed Out the Risk 420 Conference, a successful event that was demonstrated by:

- Over a dozen speakers, panelists and 160 diverse participants, 90% of whom said they look forward to attending next year's event.
- Attendees took part in shared learning and collaboration on the topics of cannabis, impaired driving, harm reduction and road safety.



TESTIMONIAL—*Cannabis can be exceptionally dangerous when driving. Before the presentation I didn't know this. I was told that cannabis was not that dangerous. I didn't know that it was a big cause of accidents. Just like drinking and driving.*

– Grade 9 student, post-presentation focus group discussion

TESTIMONIAL—*I shared [the WOTR presentation] with one of my friends and told him about the risks [of cannabis]. I've never smoked, and don't plan on smoking, so I don't have to change anything, but I would be more careful if I was to one day.*

– Grade 11 student, post-presentation focus group discussion

TESTIMONIAL—*...the presentation showed me the side effects and the legal, medical and social consequences [of smoking weed]. It helps me to be more aware in the future because I am growing up a little more. It's only because of COVID right now that we really aren't going to too many places but in the near future, I'll make sure to remember this information so that I can help other people and myself as well.*

– Grade 11 student, post-presentation focus group discussion



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
 Ministry of Labour, Training and Skills Development
 Toronto District School Board
 Toronto Employment & Social Services

Foundations

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 100 Men Who Give a Damn
 The Bedolfe Foundation
 Toronto Foundation
 UK Online Giving Foundation
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Donor Spotlight



Foundation

RBC Foundation is an active supporter of Springboard's Employment programming and a prime example of what can be achieved through public-private partnerships. Since 2019 RBC Foundation has supported Springboard in delivering RBC Learn 2 Earn digital media and e-commerce program to young people between the ages of 18 and 29. Learn 2 Earn is a professional development training program that provides vulnerable young people with intensive, hands-on learning opportunities to prepare them for educational, employment and entrepreneurial opportunities in digital media technology. Participants develop the technical knowledge and networks they need to secure jobs, while developing foundational skills to enhance resilience and adaptability in an ever-evolving labour market. Participants graduate with an in demand skillset including graphic design, web design, digital marketing, professional network and are further supported with mentorship opportunities, employment counselling, and life skills workshops. Thanks to the funding provided by RBC Foundation, Springboard has been able to help young people in our communities prosper and meet their full potential.

Corporate Partners

Bell Canada
 TD Bank Financial Group
 Teranet Inc.

Golf Event 2021

Individual Donors

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Elgin Farewell
Kevin Jeewan

CORPORATE

ESI
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Vaco-Lannick



Financial Overview

Summarized Statement of Revenue and Expenses

Year ended March 31, 2021, with comparative figures for 2020

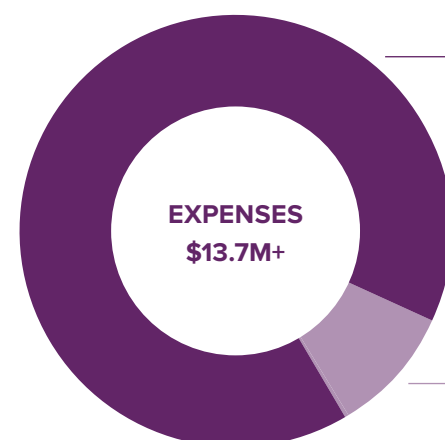
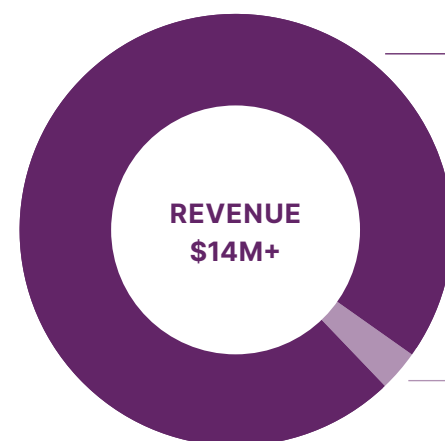
REVENUE	2021	2020
Provincial government funding	12,205,698	11,301,667
Federal government funding	945,327	1,135,869
Municipal government funding	386,917	164,766
Fundraising	104,852	170,620
Client resident room and board	97,575	99,848
Fees for services	77,680	112,666
Other revenue	204,254	361,116
Total revenue	\$14,022,303	\$13,346,552

EXPENSES	2021	2020
Programs	12,433,456	11,777,551
Program administration and support	1,320,492	1,107,029
Fundraising	37	14,539
Total expenses	\$13,753,985	\$12,899,119

Excess of revenue over expenses	\$268,318	\$447,433
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AUDITED FINANCIAL STATEMENTS

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



Summarized Balance Sheet

As at March 31, 2021, with comparative figures for 2020

ASSETS	2021	2020
Current assets		
Cash and restricted cash	2,402,600	1,835,098
Accounts receivable	943,375	462,190
Prepaid expenses	156,174	139,146
	3,502,149	2,436,434
Investments	4,802,418	4,525,433
Capital assets	1,782,467	1,782,467
	6,584,885	6,307,900
Total assets	\$10,087,034	\$8,744,334

LIABILITIES AND FUND BALANCES	2021	2020
Current liabilities		
Accounts payable and accrued liabilities	2,145,434	1,481,543
Deferred revenue	1,243,095	823,499
Program advances	113,620	131,392
Current portion of mortgage payable	-	19,394
	3,502,149	2,455,828
Capital reserve	495,736	467,675
Fund balances		
Capital assets	1,782,467	1,763,073
Board restricted	4,306,682	4,057,758
Operating	-	-
	6,089,149	5,820,831
Total liabilities and fund balances	\$10,087,034	\$8,744,334

97%

Government funding

3%

All other combined
sources of revenue

90%

Programs

10%

All other combined
expenses

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