

# Success Beyond Limits

## Social Impact Assessment

July 2024



**Deloitte.**



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# Executive Summary



## Problem Statement

SBL is looking to better articulate, both qualitatively and quantitatively, the social impact of its programs and initiatives on the community it serves. This challenge has downstream impacts on effectively building awareness and attaining funding to expand on their work.

## Objectives

- Identify key metrics, and their measures, that demonstrate the value of SBL at the various scales of individuals served to communities impacted
- Understand the wider social impact of SBL's programs to articulate organization value to existing and potential supporters
- Ensure successful knowledge transfer to Success Beyond Limits to support internal activities beyond project scope

## Supporting Strategic Goals



Deepen the activities of the organization to support SBL's mission and vision



Increase awareness of SBL's impact to attract more funding that supports expansion



**Effectively differentiate and communicate the impact of the organization**



**Understand the wider social impact of SBL's programs to articulate organization value**

Scope of This Work

## In This Report



### Research Insights

- Beneficiary key themes
- Partner key themes
- Survey summary
- Peer organization summary



### Impact Assessment

- Theory of Change model and evaluation framework
- Social return on investment (SROI) calculation and framing



### Opportunities

- Highlighted opportunity areas



# Project Background





“Ultimately it's home... it's the place that I grew up and **success can be defined within Jane and Finch**, regardless of what other people may say.”

- Former program participant







# Section Overview

## Purpose of This Section

This section is dedicated to presenting the comprehensive research conducted by our Deloitte team to evaluate the impact of Success Beyond Limits (SBL) in Toronto's Jane and Finch area. It aims to inform readers about the methodologies, key insights, and structured approach taken to understand and communicate SBL's social impact.

## By reading this section, you will gain:

**Understanding of Methodologies:** Insights into the diverse data collection methods used, including interviews, surveys, workshops, and data analysis.

**Research Objectives:** Clarity on the goals of the research, particularly in evaluating SBL's impact and identifying areas of opportunity.

**Structured Approach:** An overview of the systematic approach taken to gather, analyze, and report the data, ensuring a thorough and accurate representation of findings.

**Key Insights:** A preview of the major themes and insights derived from beneficiaries, partners, surveys, and peer organization comparisons.

**Impact Evaluation:** An introduction to the Theory of Change model and the Social Return on Investment (SROI) analysis, providing a framework for understanding SBL's value and differentiators.

# Research by the numbers



Findings presented in this document reveal insights based on various data collection methods performed by our Deloitte team. With the involvement of SBL, their participants and volunteers, we were able to pull insights from multiple sources / methods.

**6**  
Interviews with beneficiaries  
(3 parents, 3 former participants)

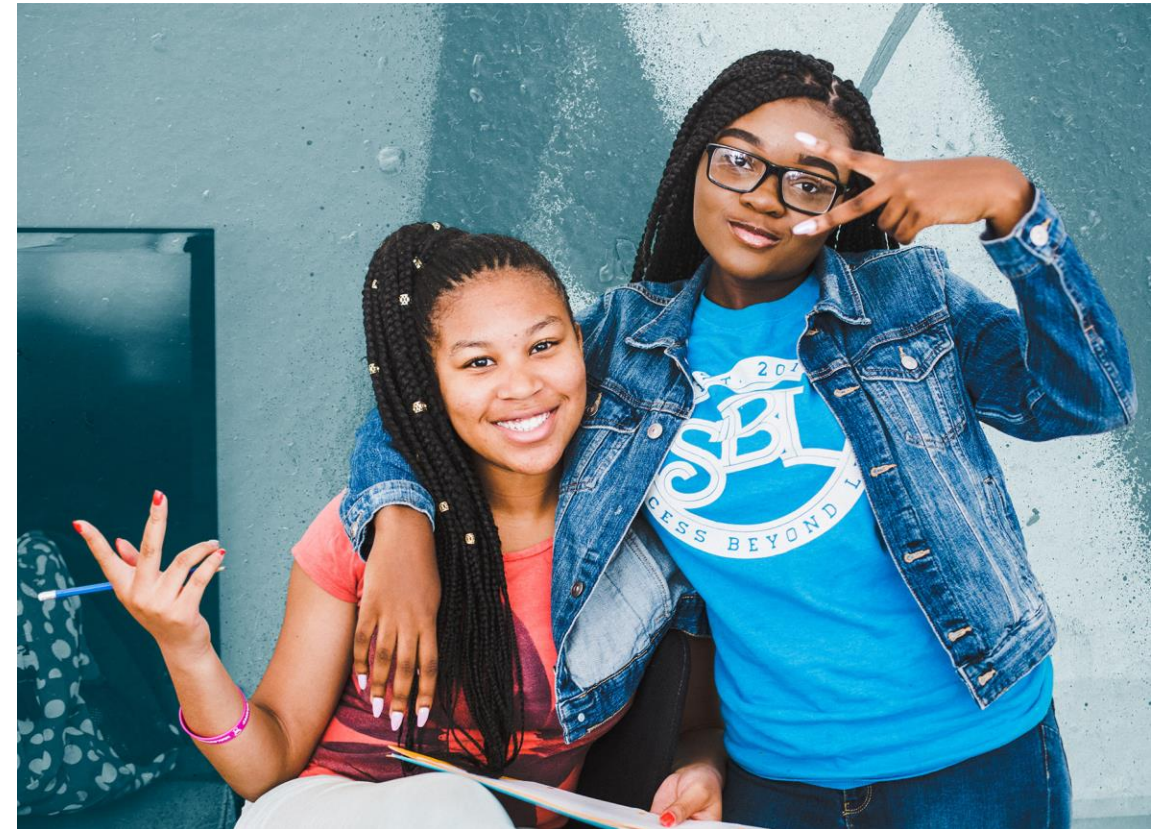
**3**  
Interviews with partners

**7**  
Years of financial data

**2**  
Workshops

**2**  
Qualitative surveys  
(1) mentees / mentors / volunteers & (2) board members

**3**  
Peer organizations researched



# Background and Approach

Success Beyond Limits (SBL) engaged Deloitte to understand the wider social impact of their activities and programs in Toronto's Jane and Finch area. Through this engagement we sought to understand and effectively communicate the differentiated impact of the organization through document review, qualitative interviews, surveys, and data analysis.

## 1 Discovery and Research

- Interview previous participants and volunteers
- Gather insights from surveys
- Understand SBL's legacy and impact in the community

## 2 Data Analysis

- Analyze data from surveys, workshops and interviews
- Develop insights
- Perform a Social Return on Investment (SROI) analysis

## 3 Reporting and Reflection

- Communicate organization's value and differentiators
- Highlight opportunity areas

### In This Report



#### Research Insights

- Beneficiary key themes
- Partner key themes
- Survey summary
- Peer organization summary



#### Impact Assessment

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#### Opportunities

- Highlighted opportunity areas



# Research Insights



# Section Overview



## Purpose of This Section

This section aims to present the key findings and insights derived from our research on the impact of Success Beyond Limits (SBL) in the Jane and Finch community. It highlights the significant themes and contributions of SBL as identified by various stakeholders, including beneficiaries and partners.

## By reading this section, you will gain:

**Demographic Context Emphasis:** Understanding the significant youth population within the Jane and Finch area.

**Illustrative Testimonies:** Personal narratives from program participants, parents, and partners showcasing the transformative impact of SBL at both individual and community levels.

**Key Themes Highlight:** Emphasizing critical themes including skill development, academic support, community building, mentorship, and the expressed need for program expansion.

**Partnership Emphasis:** Recognizing the vital role of partnerships between community and academic institutions in fostering youth development.

**Peer Organization Insights:** Incorporating insights from peer organizations regarding best practices in effectively showcasing social impact.



# 35%

of the Jane and Finch population are youth under 25, compared to 27% city-wide.

"Now I've seen how the mentors were to me. Now **it's my turn to do the same for the next generation of kids.**"

- Mentor and former program participant





# Beneficiary Key Themes



Several key themes emerged from our research with beneficiaries, addressing SBL's perceived impact to the Jane and Finch community.

## SBL creates new opportunities for youth

Participants highlighted skills development and opportunities for personal growth as key factors to their increased confidence and sense of purpose.

"They're building who they want to be... From everything they're experiencing, [becoming] men and women." – Parent

"After getting exposed to the SBL program, meeting new people, meeting other mentees... I started to slowly grow out of my shell and just being more open to trying new things." – Former Program Participant

## Mentorship through the program positively impacts youth confidence, behaviours and academic growth

SBL delivers high value to both participants and parents through its mentorship program, providing peer guidance for youth that has a long-term impact.

"It helped him with his extracurricular activities like his school work, and his behaviour too..." – Parent

"Aside from being a part of the SBL program and experiencing that feeling of mentorship as a mentee, I wanted to essentially replicate that by being a mentor and providing those same experiences and opportunities for the mentees coming in." – Former Program Participant

## Academic supports from SBL play a significant role in academic achievements for participants

All beneficiaries spoke to the academic success that was unlocked through participation in SBL's programming.

"When SBL provided tutoring... it actually helped me even more." – Former Program Participant

"When I was in Grade 8 going into grade nine, [SBL] definitely helped me to navigate high school better." – Former Program Participant

## Across beneficiaries there is a desire for expanded SBL programs

While participants expressed a strong desire for SBL to expand its impact to reach a greater number of schools and communities, parents highlighted a desire for additional life skills development to support youth in their independence.

"I really do hope that other children... get that chance to experience SBL." – Former Program Participant

## Participants build a sense of community and a network of connections for the future through SBL

From internships to friendships to lifelong bonds, participants gain a network of peers, employers, and ties to their community that leads to sustained success.

"There's more than just what you hear. There's also community." – Former Program Participant

## Negative external perceptions of Jane and Finch create additional challenges for youth

Youth are contending with negative stereotypes associated with the Jane and Finch area, and have a desire to change these misconceptions through positive engagement in their community.

"SBL positively influenced their perception of the area." – Former Program Participant



# 39%

of Jane and Finch residents have a post-secondary certificate, diploma or degree, compared to the city-wide average of 69%.

**"My son needed more academic help and I wasn't able to provide that or afford that. And **SBL really helped him through until he graduated from high school.**"**

- Parent





# Partner Key Themes



Although our partner engagement was limited, shared themes emerged through our research.

## Relationships between community and academic institutions are valuable for youth.

There is a strong belief in the symbiotic relationship between educational institutions and the communities they serve, with an emphasis on the mutual benefits for partners and positive outcomes for students.

"Any partnership that I have has to be supporting...the joy and well-being of my students." – Partner 1

"SBL is an example of a really successful partnership that wasn't just to achieve our ends, but really a symbiotic partnership that achieves the ends of both the Community and the University at the same time." – Partner 2

## SBL is recognized for its development of leaders through its mentorship program.

There is strong advocacy for fostering leadership qualities and mentorship within SBL, highlighting the impact of mentor-guided programs on both mentors and mentees in terms of personal growth and responsibility.

"The mentors are surprised themselves at what happens to them. After the year of being mentors... The growth of mentors is one of the greatest achievements of the program." – Partner 2

## SBL's impact extends beyond education.

Partners interviewed recognize the extensive impact that SBL's mentorship and educational programs have, not just in terms of immediate educational outcomes, but also in fostering community development and student well-being.

"SBL helps us to keep kids learning—that's just the bottom line." – Partner 1





# Participant & Board of Directors Survey Key Themes



Through two surveys we conducted with program participants (mentors, mentees, volunteers) and SBL's Board of Directors key themes emerged through our research.

## Participants – Safe family atmosphere

Participants feel safe and welcome, like one would with family, with SBL.

"What I like about the program is that the staff and mentors are extremely helpful at any time of the day. The SBL program is more than just a program but more like a second family to me a space where I can be myself and not have to worry about stress outside of school. SBL is a safe environment and I have no dislikes about this wonderful program." – Participant

"SBL is a safe school space that is welcoming and caring." – Participant

## Participants – Emphasis on academic support & further education

Participants expressed gratitude for the educational support received and emphasis on post-secondary education through university tour visits.

"I like the program. I would love to explore more universities before I apply to them in order to be more educated on the matter." – Participant

## Participants – Meeting basic needs like proper nutrition

Many respondents highlighted enjoying the food offered through SBL. This may seem simple, but the sheer number of responses regarding food highlights a potential food insecurity issue and the importance of proper nutrition.

"What I like the most about SBL is the people the staff and also the food the food is very good.." – Participant

## Participants – Expand horizons through new experiences

For many participants, the university tours which are part of SBL's program is the first time they get on a plane or visit other parts of Canada. It provides a unique experience that expands what participants know to be possible.

"What I like bout SBL is that I like going on trips and learning new things." – Participant

"I like the food, trips and staff/mentors SBL helped me be who I am today and helped me improve." – Participant

## Board of Directors – Education as a pathway to growth

Board members voiced education being transformative for community-wide change.

"I believe education is the pathway to successful life outcomes, personal growth and economic empowerment. It can be transformative and change the trajectory of the entire family." – Board Member

"It aligns very well with the focus on education, & equity." – Board Member

## Board of Directors – Organic, youth-led community program

Board members expressed an alignment to their personal values and goals that led them to helping lead the organization.




"I came up as a beneficiary of the program, and wanted to give back to the community that has given so much to me." – Board Member

"To provide what support I could to a genuinely youth-led, community-based organization." – Board Member

# Peer Organization Summary



As part of our assessment, we looked at the approaches taken by some of SBL’s peers to identify, communicate and showcase social impact. While the table below provides a summary of those approaches, additional details are found in Appendix C.

		
<b>Mission &amp; Vision</b>		
<p><b>Vision:</b> Breaking the cycle of poverty through education.  <b>Mission:</b> For youth in low-income communities, Pathways to Education provides the resources and network of support to graduate from high school and build the foundation for a successful future.</p>	<p><b>Vision:</b> Transform the climate, capacity and services of public schools to better meet the holistic needs of students and achieve better outcomes, particularly for children growing up in poverty.  <b>Mission:</b> Expand educational equity by supporting those furthest from oppty and develop diverse leaders through national service who work across lines of difference.</p>	<p><b>Vision:</b> All children and youth discover and achieve their dreams and grow up to be healthy, successful, and active participants in society.  <b>Mission:</b> To provide safe, supportive places where children and youth can experience new opportunities, overcome barriers, build positive relationships, and develop confidence and skills for life.</p>
<b>Who do they service and engage with?</b>		
<ul style="list-style-type: none"> <li>• Provided to high school students living in low-income communities across Canada</li> <li>• Partners with leaders within the community to develop an engagement process that is tailored to each community's context and unique needs</li> </ul>	<ul style="list-style-type: none"> <li>• Students first, collaboration always</li> <li>• Service to a cause greater than self: We dedicate ourselves to addressing shared civic challenges through unified action</li> </ul>	<ul style="list-style-type: none"> <li>• Help kids and teens develop the skills they need to succeed through life-changing programs, community-based services, and positive relationships. BCG clubs are offered in communities nationwide – in small and large cities, and rural and indigenous communities.</li> </ul>
<b>Impact Measurement</b>		
<p><b>Key Metrics:</b> Program locations, students enrolled, students supported across Canada, volunteer hours, graduation rate, % transitioned to post-secondary, top employment industries</p> <p><b>Learn more:</b>  <a href="https://annualreport.pathwaystoeducation.ca/impact/">https://annualreport.pathwaystoeducation.ca/impact/</a></p>	<p><b>Key Metrics:</b> Improvement in proficiency rates in math, improvement on state English assessments, agreement on positive learning environment, alumni</p> <p><b>Learn more:</b> <a href="https://www.cityyear.org/evidenceofimpactfy23_07.22.pdf">EvidenceOfImpactFY23_07.22.pdf</a> (cityyear.org)</p>	<p><b>Key Metrics:</b> Increase in various aspects because of a Club, including accepting of others, positive influence on others, physically active, make better choices, more confident, take more initiative</p> <p><b>Learn more:</b> <a href="https://www.bgccan.com/wp-content/uploads/2023/04/Learning-and-Impact-Project-National-Member-Survey-Report-2022.pdf">https://www.bgccan.com/wp-content/uploads/2023/04/Learning-and-Impact-Project-National-Member-Survey-Report-2022.pdf</a></p>



# Impact Assessment





"It's one of those programs that **once you're in it, you're in it for life**, like you're locked in essentially... **it's like it's a family.**"

- Former program participant







# Section Overview

## Purpose of This Section

This section provides a comprehensive overview of Success Beyond Limits (SBL) and its profound influence on youth in the Jane and Finch area.

## By reading this section, you will gain:

**Calculating Social Return on Investment:** We analyze SBL's impact through a calculated social return on investment, drawing on data and research to underscore its significance.

**Success Beyond Limits Theory of Change Model:** Explores how SBL enables youth to navigate challenges, develop critical thinking skills, access resources, and express themselves authentically.

**Evaluation Framework:** Provides a structured approach to assess the effectiveness of Success Beyond Limits programs, track participant progress, evaluate resource utilization, and quantify the overall impact, guiding continuous improvement efforts.

# Demonstrating SBL's Impact



We have calculated a social return on investment for Success Beyond Limits based on data received and further research on comparable values where no monetary value was identified or attributed.

Scope of Analysis: 2016 - 2023			
Input Calculations		Output Calculations	
<b>Funding</b> from Federal, Provincial, Municipal, Foundations, and Other sources, Organizations		# of students in the school-year programming X Avg value for the program for youth in Ontario # of students in the summer program X Avg cost for the program for youth in Ontario # of students in co-op placements X Avg pay incentives in Ontario # rate of summer program graduation percentage # of community leaders (mentors) developed/trained X Avg Fees for workshops and Seminars in Ontario # of mentors accepted into post-secondary X Avg value for leadership mentor programs # of jobs offered to young people X Avg salary in Ontario # of summer bursaries provided X Avg value in Ontario # of mentors accepted into post-secondary	
		<b>Total Inputs:</b>	<b>\$4,284,753</b>

SROI  
**1:5**



# Success Beyond Limits Theory of Change Model



**Goal:**

**Black and racialized youth are supported in the Jane and Finch community to achieve success**

## Success Factors

### Self Efficacy

Enabling youth to navigate challenges, think critically to solve problems, access necessary resources, and express themselves authentically.

### Self Advocacy

Empowering youth to confidently express their needs and wants to others (including those in authority), ask important questions, take decisive action, and articulate personal concerns.

### Confidence

Inspiring youth to believe in their abilities, skills, and potential, maintain their resilience, embrace new experiences, and feel proud of their origins.

### Community Relations

Supporting youth to foster and maintain meaningful connections within their community by understanding and utilizing available supports and cultivating relationships with fellow community members.

### Belonging

Connecting youth to feel supported and valued in their community, to have a strong sense of place in the world, and the ability to meaningfully contribute to the lives of others.

### Employability

Equipping youth with marketable skills and the confidence to apply them in various job settings.

## Tactical Impact

### Removing systemic barriers to access of education

Assisting youth to achieve academic success through high school to graduation and beyond.

- Bursaries
- Summer Program
- School Year Programs – Youth Space & After-School Program, Post Secondary Mentorship Program, March Break Experiential Education Program, Jane and Finch Social Innovation Hub

### Growing skills and opportunity for youth to gain employment

Helping youth to build skills, nurture a positive mindset, and find sparks to motivate their path to the workforce.

- March Break Program
- Exposure Field Trips
- Employment Support
- Co-op placements

### Fostering meaningful connections to self and community

Supporting youth to establish themselves as community members who feel a mutual sense of caring.

- Youth Space
- Mentorship
- Parent and family events

# Evaluation Framework



Inputs	Activities	Outputs	Short Term Outcomes	Long Term Outcomes	Impact
<ul style="list-style-type: none"> <li>▪ Time</li> <li>▪ Staff</li> <li>▪ Funding (financial and in-kind donations)</li> <li>▪ Partnerships (community, city-wide, provincial &amp; federal)</li> <li>▪ Space (accessible, youth-oriented)</li> <li>▪ Volunteer hours</li> <li>▪ Wrap around supports (e.g., transportation)</li> <li>▪ Board of directors</li> <li>▪ Youth Participants</li> <li>▪ Youth in Leadership</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>School Year Program</b> – Weekly meetings with mentors, after school and educational programming</li> <li>▪ <b>March Break Program</b> – Employment readiness and career exploration</li> <li>▪ <b>Summer Program</b> – In-classroom mentorship to earn high school credit while participating in recreational activities</li> <li>▪ <b>Exposure Field Trips</b> – Workshops and day programs for capacity building, employment skills, conflict mediation and relationship building</li> <li>▪ <b>Employment Support</b> – Connecting youth to job opportunities and building capacity for employment and career readiness</li> <li>▪ <b>Mentorship</b> - Leadership program for senior high school youth</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of youth in school year program</li> <li>▪ # of co-op credits provided</li> <li>▪ # of youth offered co-op internships</li> <li>▪ # of youth in summer program</li> <li>▪ % of summer program graduates</li> <li>▪ # of TDSB credits delivered</li> <li>▪ # of jobs offered to young people</li> <li>▪ \$ of income generated for youth jobs</li> <li>▪ \$ of bursaries provided</li> <li>▪ # of community leaders (mentors) developed/ trained</li> <li>▪ # of youth accepted into post-secondary school</li> </ul>	<ul style="list-style-type: none"> <li>▪ # and % of youth reporting that participating in SBL has had a positive impact on them                             <ul style="list-style-type: none"> <li>▪ Increased self-efficacy, self-advocacy, sense of confidence</li> <li>▪ Increased sense of belonging in the city, understanding of their community, community relations</li> <li>▪ Increased sense of self-worth, sense of employability</li> <li>▪ Increased connections with mentors, trusted adults</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ # and % of youth in leadership roles at SBL</li> <li>▪ # and % of former participants reporting sustained positive impact                             <ul style="list-style-type: none"> <li>▪ Feel confident in who they are and their resilience to challenges</li> <li>▪ Found meaningful and stable employment</li> <li>▪ Continue to have supportive relationships with adults and peers</li> </ul> </li> <li>▪ # and % of former participants reporting increased access to education                             <ul style="list-style-type: none"> <li>▪ Applying to and accessing post-secondary</li> <li>▪ Applying to and accessing funding</li> <li>▪ Accessing social and supportive networks</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased access to employment, education, and community helps youth in the Jane and Finch area to achieve success</li> </ul>



# Considerations





# Section Overview

## Purpose of This Section

This section serves as a guide to strategic growth and development for Success Beyond Limits (SBL), outlining key pathways identified through our comprehensive research.

## By reading this section, you will gain:

**Strategic Direction:** Readers will gain insight into the strategic pathways identified for SBL's growth, including cultivating partnerships, developing sustainability plans, deepening engagement, and enhancing communication strategies.

**Opportunity Identification:** The section highlights potential areas for SBL to leverage its strengths and resources effectively, maximizing impact and fostering sustainable growth.

**Actionable Recommendations:** It provides actionable recommendations and strategies for SBL to implement, guiding decision-making processes towards achieving long-term viability and community impact.



# Opportunity Areas

From our research we identified several potential opportunity areas for Success Beyond Limits.



**Continuing to cultivate strategic partnerships** and collaborations to amplify SBL's impact, leverage additional resources, and foster sustainable growth for the next generation of participants.



**Deepening relationships and engagement** with parents, educators, and community stakeholders to enhance collaboration, galvanize support networks for youth, and expand community impact.



**Developing sustainability plans**, diversified funding models, and competitive compensation strategy to ensure the long-term viability, resiliency, and growth of SBL's initiatives.



**Leveling up community impact reporting** through refreshed branding and enhanced communication strategy to support growth of SBL's profile outside of the Jane and Finch area.







# SBI

SUCCESS BEYOND LIMITS