



# reach expand impact

A black and white photograph of four people in an outdoor setting. On the left, a man in a grey t-shirt is gesturing with his hands towards a woman in the center. The woman is wearing a plaid shirt over a tank top and light-colored pants, and she is smiling. To the right, another man is smiling and looking towards the group. In the foreground on the right, a person is seated in a wheelchair, also smiling and looking towards the group. The background shows a building and some trees.

**Inclusion  
WITH  
Impact**

2023 REPORT

# Contents

Message from the President & CEO .....	3
Inclusion with Impact .....	5
Impact Data Highlights .....	6
Impact at a Glance .....	7
Key Insights .....	8
SPO: Canadian Council on Rehabilitation and Work .....	9
SPO: Extend-A-Family Waterloo Region .....	11
SPO: Inclusion Canada .....	13
SPO: Opportunities Yukon .....	15
SPO: Prospect Human Services .....	17
SPO: Rise Asset Development .....	19
SPO: Rick Hansen Foundation .....	21
SPO: Sara Riel Inc. ....	23
Our Partners .....	25



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When we work to ensure that more Canadians with disabilities can access meaningful employment in communities and workplaces across Canada, we all benefit. LIFT’s *Inclusion with Impact* initiative is making a meaningful difference for persons with disabilities from coast to coast to coast. It is through these efforts and dedication that we can help build an inclusive and barrier-free Canada for all.

**The Honourable Carla Qualtrough,  
Minister of Employment, Workforce Development  
and Disability Inclusion**

# Growth and Greater Impact

At LIFT, we are proud to support social purpose organizations (SPOs) across Canada to deliver greater impact on a larger scale. To date, we have **reached 1.84 million Canadians** through our work.

We are very pleased to share the transformative outcomes we have achieved through **Inclusion with Impact**. Together with passionate leaders and their dedicated teams, we embarked on a journey to bolster their operations, diversify and grow their revenue, and enhance their accountability through stronger measurement practices, all with the goal of increasing each organizations' social impact.

Today, we are proud to share that each of the eight SPOs has successfully enhanced their operations and increased their capacity to serve more clients, which allows them to have a **greater impact on the lives of Canadians with disabilities**. That this growth and impact occurred during a global pandemic is a testament to the resiliency of each organization. Despite the unpredictability of COVID-19, each organization used the uncertainty of the last few years as an opportunity to accelerate change. The stories and data in this report are a remarkable demonstration of each organization's commitment to **embracing innovation and remaining agile** to emerge from the pandemic much stronger and poised for continued growth.

We would like to thank the Government of Canada for their commitment to supporting people with disabilities and for selecting LIFT as a partner to scale meaningful impact across Canada.

We would also like to thank our other investors and dedicated partners for their continued contributions, which have proven to be truly transformative to the SPOs in our portfolio.

To our broader LIFT community: thank you for your ongoing support. There is no limit to what we can accomplish together and the impacts we can have as we work to **build a truly inclusive Canada where all communities and people thrive**.



**Bruce Dewar**  
President & CEO





“

When we first met [LIFT] three years ago, we didn't have any presence in the community. Today, we have grown in the community with the people that we've helped. We're also reaching vulnerable communities that we have never met with before. We're doing it all so much better as a team because of the services that were provided.

**Sara Riel Inc.**

“

Working with LIFT, we created a foundation that's going to allow us to springboard into having dramatically larger impact on the people that we serve.

**Prospect Human  
Services**

“

We can now capture data and tell a story. [This work was] by far the most impactful. We make data informed decisions now.

**Canadian Council on  
Rehabilitation and Work**

# Inclusion with Impact

Helping disability-serving organizations expand capacity, reach and impact.

In 2019, with the support of the Government of Canada's Social Development Partnerships Program – Disability, LIFT launched *Inclusion with Impact (IWI)* to help eight social purpose organizations (SPOs) expand their capacity and reach to deliver real change in the lives of people with disabilities in Canada.

To be truly inclusive, all Canadians must be able to fully participate in society. However, for many Canadians living with disabilities, this vision is far from reality. Everyday people with disabilities face barriers that prevent them from accessing the resources, support, and opportunities they need to thrive as individuals and within society.

To address this challenge, LIFT sought out SPOs that are removing barriers for people with disabilities, scaling innovative programs and services and demonstrating measurable results, specifically aimed at economic and social inclusion.

Our *IWI* project was a proverbial “game changer” for each of the SPOs on their growth journey by delivering meaningful impact to people with disabilities in Canada. LIFT deployed its proven cohort-approach model of capacity building, coaching, and strategic partner network supports to enhance the SPOs’ capabilities.

Organizations were involved from across Canada, offering a diversity in knowledge and experience. This results-driven approach provided a platform for strategic discussions between SPOs, as well as opportunities for service collaboration and partnerships, while building connections that will continue well beyond the life of the project.

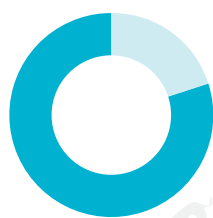
## The Impact

The participating SPOs are now reaching, supporting, and benefiting more people with disabilities in Canada, resulting in:

- ✓ **Increased support for people with disabilities to obtain and maintain employment.**
- ✓ **Higher levels of labour market participation.**
- ✓ **Stronger inclusion and sense of belonging.**

# Impact Data Highlights

By early 2023, the *IWI* cohort was delivering programming and services to 226,257 clients and working with 9,066 employers across the country.



**80%**

of clients operate a full or part time business after working with Rise.

**RISE ASSET DEVELOPMENT**

**\$400,000**

new fee-for-service revenue forecasted setting RHF on the path to greater financial sustainability.

**RICK HANSEN FOUNDATION**

**2.3x**

more of Prospect's clients have secured meaningful employment.

**PROSPECT HUMAN SERVICES**



**\$20M**

investment secured to expand Inclusion Canada's Ready, Willing, and Able employment program to 10 more communities.

**INCLUSION CANADA**



**15+**

new partnerships formed to advance the organization's mission to provide quality services and inclusive employment and housing supports to more clients.

**OPPORTUNITIES YUKON**

**75%**

of program participants can identify a positive change in the past year, such as new employment or relationships.

**EXTEND-A-FAMILY  
WATERLOO REGION**

**80%**

of employers feel more confident hiring people with disabilities through working with CCRW.

**CANADIAN COUNCIL ON  
REHABILITATION AND WORK**

**86%**

of program participants report improved ability to manage mental and physical health, a key barrier to social and economic inclusion.

**SARA RIEL INC.**

# Impact at a Glance

## Greater Social and Economic Inclusion of People with Disabilities

Over the course of LIFT's *IWI* project, most of the SPOs increased the total number of clients served, scaled operations into new communities across Canada, and deepened their impact on client lives.

### Employment

The goal of many *IWI* SPO programs is to support people with disabilities to prepare for, obtain, and maintain employment and to overcome barriers to participation in the Canadian labour market.

**8,942** 

**SPO clients obtained employment**, and overall, SPOs increased the number of clients employed by **1.2x**.

**9,066** 

**employers** engaged with SPOs over the course of the project and **83%** report an increase in the number of employers worked with.

### Social and Community Life

Many of the *IWI* SPOs work on a broader range of initiatives to promote greater social inclusion for people with disabilities. These initiatives aim to enable full participation in social and community life by enhancing mental health, improving quality of life, and reducing barriers in the built environment.

**75%** 

**of SPOs report an increase in the number of clients served**, with nearly a **fourfold increase** in the total number of clients served between 2020 and 2022, demonstrating the remarkable value and resiliency of SPOs to meet client needs during the global pandemic.

**60%** 

**of SPOs** reported an increase in client's quality of life and/or sense of belonging.

## Enhanced Capacity and Accountability Leading to Greater Impact

As a result of LIFT's *IWI* project, each of the eight organizations have increased their capacity and organizational effectiveness, leading to greater reach and impact.



### 83% of SPOs

report programs in new markets and/or new communities being served.

### 88% of SPOs

report an increase in revenue.

### 88% of SPOs

report new partnerships were developed to advance their mission.

### 100% of SPOs

report they are more strategic, innovative, and have a stronger growth mindset.

### 100% of SPOs

stated they are better able to measure and communicate their impact.

### 100% of SPOs

report a strengthened ability to prepare for and/or adapt to change.



# Key Insights



LIFT's capacity-building and cohort approach to enhance SPO capacity and improve outcomes has been a catalyst for key learnings that can be applied to the broader social sector.<sup>1</sup>



## Crisis can accelerate positive change.

When facing challenges or crises, SPOs can either remain stagnant and experience setbacks or view it as an opportunity to accelerate positive change. The SPOs in LIFT's portfolio learned to use the uncertainties and challenges of the past three years as an opportunity to focus efforts on projects that would provide the greatest impact to the people they serve.



## Partnerships are a powerful tool for SPOs.

Collaboration can help SPOs expand their reach, increase impact, and achieve their goals more efficiently and effectively. Partnerships can increase the efficiency of service delivery by leveraging each other's strengths, networks, and resources to achieve shared goals. The more SPOs work together, the greater the impact for their clients.



## Diversifying revenue sources allows SPOs to sustain and grow operations.

Reducing reliance on single-source funding by pursuing a variety of revenue sources that align with an SPOs mission allows them to weather unexpected challenges, such as political or economic changes. Diversified revenue streams also allow SPOs to foster more innovation, giving them room to think outside the box with new initiatives, and ultimately allowing them to reach new audiences and provide more comprehensive services.



## SPOs thrive when their approach is driven by data.

Collecting and analyzing impact data plays a critical role in strategic thinking and planning, leading to better results. Data-driven decision-making not only helps to hold SPOs accountable to funders and investors, but increases internal engagement and alignment, and enables SPOs to successfully attract new talent such as volunteers, Board members, and employees.



## Critical friends are good to have.

To create change, SPOs often need a critical friend, trusted partner, or coach to help identify needs and facilitate conversations that enable growth. A third-party partner can play an intermediary role to facilitate important reflection on an SPOs capability for change and help ensure the SPO stays on course to build a more resilient and nimble organization.

<sup>1</sup> Although SPOs in this project are disability-focused, these insights are relevant to any organization seeking to increase its impact and reach.

# Leading with Intention: Unlocking our Potential

TORONTO, ON

**The Canadian Council on Rehabilitation and Work (CCRW)** is a national not-for-profit organization that exists to promote and support meaningful and equitable employment of persons with disabilities. CCRW accomplishes this by providing direct services to clients and businesses across Canada.

## The Opportunity

- **Strengthen** CCRW's processes to create a more cohesive organization, enabling the sharing of tools and resources across programs and services.
- **Scale** CCRW's operations to improve accessibility and employment opportunities throughout Canada, while increasing fee-for-service solutions to create a lasting impact on employment for both clients and businesses.

“

A number of years ago, [we] made a commitment to have CCRW 'be known' in the disability space as it relates to employment. We moved away from competing against other agencies toward a leadership position. Mission accomplished.

**Maureen Haan**, President & CEO,  
Canadian Council on Rehabilitation and Work

## The Impact

CCRW is now a stronger organization experiencing **significant growth and increased impact**. Enhanced capacity has **unlocked the organization's potential** for even greater employment opportunities for people with disabilities. With the launch of its new social venture, INNoVA, CCRW is **pushing the status quo** to now deliver responsive services to both job seekers and employers at scale. The organization is a **highly sought-after partner**, with national recognition for its expertise and thought leadership. Anchored by a commitment to an impact and data-driven culture, CCRW now has a **diverse funding base and more strategic partnerships** in place. Leadership capabilities throughout the organization have been enhanced, resulting in **greater collaboration and alignment** of programs with strategic goals.

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Overall, CCRW's enhanced capacity and effectiveness is leading to significant change for disability and work in Canada.



47

partnerships signed to advance CCRW's mission and strategy.

78%

of post-program survey respondents gained employment directly (match) or indirectly (training) through CCRW.



80%

of employers have increased confidence in hiring persons with disabilities as a result of working with CCRW.

# Maturing and Evolving our Organization for Greater Impact

WATERLOO, ON

**Extend-a-Family Waterloo Region (EAFWR)** champions an inclusive community for all by working with people with disabilities, their networks and the broader community. EAFWR's breadth of programs ensures it can support people as they pass through all of life's stages.

## The Opportunity

**Scale** EAFWR's services, build its capacity for further growth and sustainability through enhanced impact measurement and revenue diversification, increase its public profile, and broaden its reach to become a larger player in the developmental services sector across the Waterloo region.

“

We have improved in competence, and, along with that, in confidence, which puts us in a strong position to make courageous decisions.

**Al Mills**, Executive Director,  
Extend-a-Family Waterloo Region

## The Impact

EAFWR has matured as an organization and has **increased organizational capacity** that better reflects and supports its size and impact in the community. **Passport (Fee for Service) revenue has grown by 16 per cent**, and **two new programs** focused on enhancing community connections have been launched. Working in unison and with a shared purpose, program silos have begun to break down across the organization, and the **team is more confident, capable, and proud of communicating its impact story.**

EAFWR's Board and leadership team have now moved into a new chapter with intentionality and strategic thinking to serve more people across the Waterloo region.



# 7.5x

increase in the number of employers worked with.



# 60%

increase in use of community-based supports, indicating new opportunities are being accessed in the community.



# 75%

of participants in EAFWR's Working Adults Learning Empowering Skills program can identify at least one positive change over the past year (new connection, employment, or relationship).





# Aligned, Stronger, and Ready to Shape the Future

**TORONTO, ON**

**Inclusion Canada** (formerly Canadian Association for Community Living) is a national federation of 13 provincial and territorial associations and over 300 local associations working to advance the full inclusion and human rights of people with an intellectual disability and their families.

## The Opportunity

**Strengthen** Inclusion Canada's impact measurement, communications, and governance capacity to enhance its national impact, so people with an intellectual disability and their families are equally valued and can fully participate in all aspects of society.

“

Our work with LIFT has greatly accelerated our transformation — it has given us tools and access to resources we may not otherwise have had.

**Krista Carr**, Executive Vice-President,  
Inclusion Canada

## The Impact

Inclusion Canada has undergone **significant positive change, growing in size, skills, and capabilities**. The organization is experiencing **greater alignment and cohesion** across the Federation, including a stronger leadership team and a more engaged Board supported by a new governance structure that can **meet the organization's policy, research, and funding needs** for the coming years. With a new brand narrative, there is a **boldness and confidence** in the organization's messaging that is attracting the right people and partners to its movement. Investment into the organization's capacity has **powered advocacy and policy work**, resulting in real impact for people with intellectual disabilities and their families. The organization developed and launched a national family leadership and grassroots engagement initiative and led national consultations that will greatly assist in the development of the regulations of the Canada Disability Benefit once it becomes law.

Not willing to accept the status quo, Inclusion Canada is primed and ready to shape the next chapter of its growth, influence, and impact.



# 2x

the number of employers worked with.



# 66%

increase in jobs secured through the Ready Willing and Able employment program.

# \$20M

investment secured that will extend Ready, Willing and Able employment program into 10 additional communities.

# From Challenge to Opportunity: A Shared Sense of Pride

**WHITEHORSE, YT**

**Opportunities Yukon** (formerly Challenge Disability Resource Group) strives to provide meaningful employment, housing, and inclusive programs so that people with diverse needs and abilities can thrive – both as individuals and as active members in their communities.

## The Opportunity

**Strengthen** Opportunities Yukon processes to increase effectiveness, sustainability and growth, and to become known across Northern Canada for the value it delivers in removing barriers and creating opportunities for individuals to reach their full potential and achieve a high quality of life.

“

Opportunities Yukon is quickly becoming the leading NGO in the Yukon. This is a direct result of the work with LIFT.

**Jillian Hardie**, former Executive Director,  
Opportunities Yukon

## The Impact

Opportunities Yukon has experienced **significant, transformational change**. By investing in its internal capacity, the organization has **strengthened its ability to deliver quality programming** while serving more clients. Under a new name, Opportunities Yukon has cultivated a **shared sense of pride and has elevated its profile in the community**. As a cornerstone in the community, the organization is being widely recognized for its innovative **model of housing support** for those most in need. Rebranding efforts and enhanced capacity have already yielded significant results, including **greater alignment internally and an increase in projects and collaborations**.

With this solid foundation in place, the organization is successfully turning challenges into opportunities and growing its impact to help people with diverse needs and abilities thrive, now and in the future.

15+



new partnerships signed to advance the organizations mission to provide quality services and inclusive employment and housing supports to more clients.



45

new supportive housing units opened with wrap-around supports.

70%



of participants in employment and skills programs found employment of their choice.

# Data Informed Practices Drive Employment Outcomes

CALGARY, AB

**Prospect Human Services** reduces barriers and delivers sustainable solutions so that everyone, regardless of circumstance, can reach their employment potential.

## The Opportunity

- **Increase** Prospect's ability to grow, not just in size, but also in capacity and impact, striving to help more Albertans become prosperous and healthy, creating more diverse and inclusive workplaces, and strengthening our economy.
- **Enhance** revenue diversification, raise the organization's profile, and increase its overall ability to mobilize and influence the community at large.

“

We're twice the size since we started with LIFT. The biggest outcome has been the creation of a foundation that's going to allow us to springboard into having dramatically larger impact on the people we serve and help us participate in the building of our community going forward.

**Kevin McNichol**, Chief Executive Officer,  
Prospect Human Services



## The Impact

Over the past three years, Prospect has **experienced tremendous growth**. The organization is now stronger, with **impact that reflects its ambitious goals and data-driven culture**. Building the foundations of a **data-informed practice** has anchored and helped drive the organization's success. Across the board, Prospect has cultivated a culture of **"rigorous self-reflection."**

By aligning and unifying its team, the organization has elevated its profile and dramatically increased its results, including a 50% increase in revenue and a significant increase in employment outcomes.



43%

increase in clients served.  
Prospect is also serving  
13% more clients weekly.



2.3x ↑

increase in clients  
employed.



108

employer partners  
currently engaged, a  
33% increase from 81  
partners in 2021.



82%

of Prospect's clients  
have retained employment  
3 months after job start.



# Transformational Change Through Bold and Innovative Solutions

**TORONTO, ON**

**Rise** is a national organization dedicated to empowering people with mental health and addiction challenges to achieve greater social and economic inclusion through entrepreneurship.

## The Opportunity

**Improve** Rise's organizational capacity as it moves to its next stage of strategic growth, including bolstering partnerships, resources, and profile to increase social impact and to continue expanding its model across the country.

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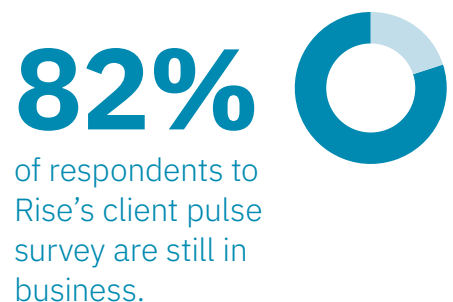
The last three years with LIFT have been transformational for Rise, not only for the organization, but one of the most enduring changes has been with the broader team skill building. In working as part of this cohort, we're now a much stronger team.

**Lori Smith**, Chief Executive Officer, Rise

## The Impact

Rise's operations have grown significantly, and the organization is **successfully attracting new partners and resources**. Annual revenue has increased 62%, and the number of **clients reached has increased by 54%**. Rise has invested in creating its **first capital raise roadmap and strategy to support its venture into social finance**, which will create transformational impacts for Rise and its clients in the near-term. Rise is now a **truly national organization**, characterized by a more **confident, cohesive, and impact-driven leadership team**. Through enhancements in virtual offerings and new ways of serving clients in remote communities, Rise has expanded its presence coast to coast with programming reaching clients across nine provinces, up from three provinces in 2019.

With this increased capacity, Rise is positioned to empower more Canadians to achieve social and economic inclusion through entrepreneurship.





# The Power of Focus: Enhanced Strategic Discipline to Generate Greater Impact

**RICHMOND, BC**

**The Rick Hansen Foundation (RHF)** is increasing access for all by removing barriers and raising awareness for people with disabilities, creating an accessible and inclusive world where people with disabilities can live to their full potential.

## The Opportunity

**Support** the Foundation in growing its impact nationally and globally, specifically through widespread adoption of the RHF Accessibility Certification program, developing a social enterprise roadmap that leverages RHF Accessibility Certification assets, while opening new avenues for the organization, and broadening and sustaining its network of champions.

“

We feel exceptionally fortunate to have had access to the *IWI* Cohort during a very challenging period. Our regular check-ins gave us an opportunity to share resources and best practices. It is amazing how much we collectively were able to accomplish—we were very fortunate to have LIFT work with our team.

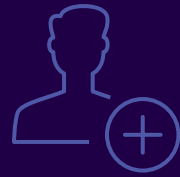
**Doramy Ehling**, Chief Executive Officer,  
Rick Hansen Foundation

## The Impact

RHF is **literally changing the landscape** in Canada, creating meaningful change to create a **country without barriers**. RHF has become **highly disciplined** in pursuing opportunities that lead to **greater impact**, from **fund development to partnerships and social enterprise customers**. This has generated significant momentum, leading to commitments at the municipal, provincial, and federal levels to create more **accessible spaces**. RHF also achieved its **first “A” rating from Charity Intelligence**, positioning the organization to gain increased recognition and confidence among Canadian donors in supporting RHF’s mission.

Overall, RHF’s team is making significant advancements to create a more accessible and inclusive Canada.

2x



the number of Accessibility Certified professionals trained in 2022, to promote inclusion.



\$400k

new fee-for-service revenue forecasted, setting RHF on the path to greater financial sustainability.

747



sites completed RHF’s Accessibility Certification rating from 2020 - 2022, leading to improved accessibility of the built environment in Canada. Sites include high-profile and high-traffic locations such as the CN Tower, airports, hospitals, and malls.



# Grounded with Strategy, Aligned for Impact, Expanded in Influence: Making a Difference in More Lives

WINNIPEG, MB

**Sara Riel Inc.** provides individuals with mental health and substance use/addiction challenges a safe, inclusive, and engaging environment where self-determined needs are valued, and all are assisted on their path to reaching their goals.

## The Opportunity

**Support** Sara Riel Inc. in becoming a leader and centre of excellence in community-based mental health and addiction services, operating with a clear vision and opportunity to increase its impact.

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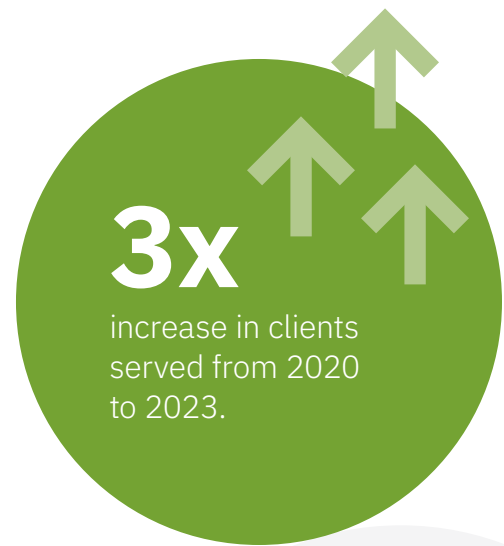
We are a different organization than before LIFT. We have grown tremendously, created a significant number of new programs, established bigger partnerships, and are expanding to Canada wide training. We are at sector tables influencing direction of policy and we are having an impact in the community that was never imagined.

**Tara Snider**, Executive Director, Sara Riel Inc.

## The Impact

SRI has truly **become a leader** and centre of excellence in **community-based mental health and addiction services**. SRI is now operating with a **clear and comprehensive strategic plan**, has a team and Board that are aligned in their roles, and has **elevated its position to hold an influential role in the sector**. The organization is also successfully attracting new talent and resources and is expanding its reach: SRI has **increased its staff nearly threefold**, has **increased funding by 30%**, has expanded its presence **serving 4 additional communities**, and has formed 23 new partnerships to further its goals.

With this tremendous dedication by the team to invest their time and energy in building capacity across the organization, SRI is boldly stepping into growing opportunities and is significantly increasing the impact it is making in the community.





# Our Partners

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## Funding Partner

This project is funded in part by the Government of Canada's Social Development Partnerships Program – Disability. The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada.



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## Pro Bono Partners

A key element of LIFT's model is our partner network, which complements the expertise of the LIFT team by providing low-cost and pro bono services. SPOs in our portfolio gain exposure to high-quality professional services they would not otherwise have had the opportunity to utilize. Our partners provide essential support for financial and strategic planning, organizational structure, information technology, evaluation, governance, communication, and other professional services.



better SPOs,  
better solutions,  
better lives for  
Canadians



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