

RESTORING LIVES, REBUILDING FUTURES

2025 IMPACT REPORT



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A STORY OF POTENTIAL, NOT JUST STATISTICS

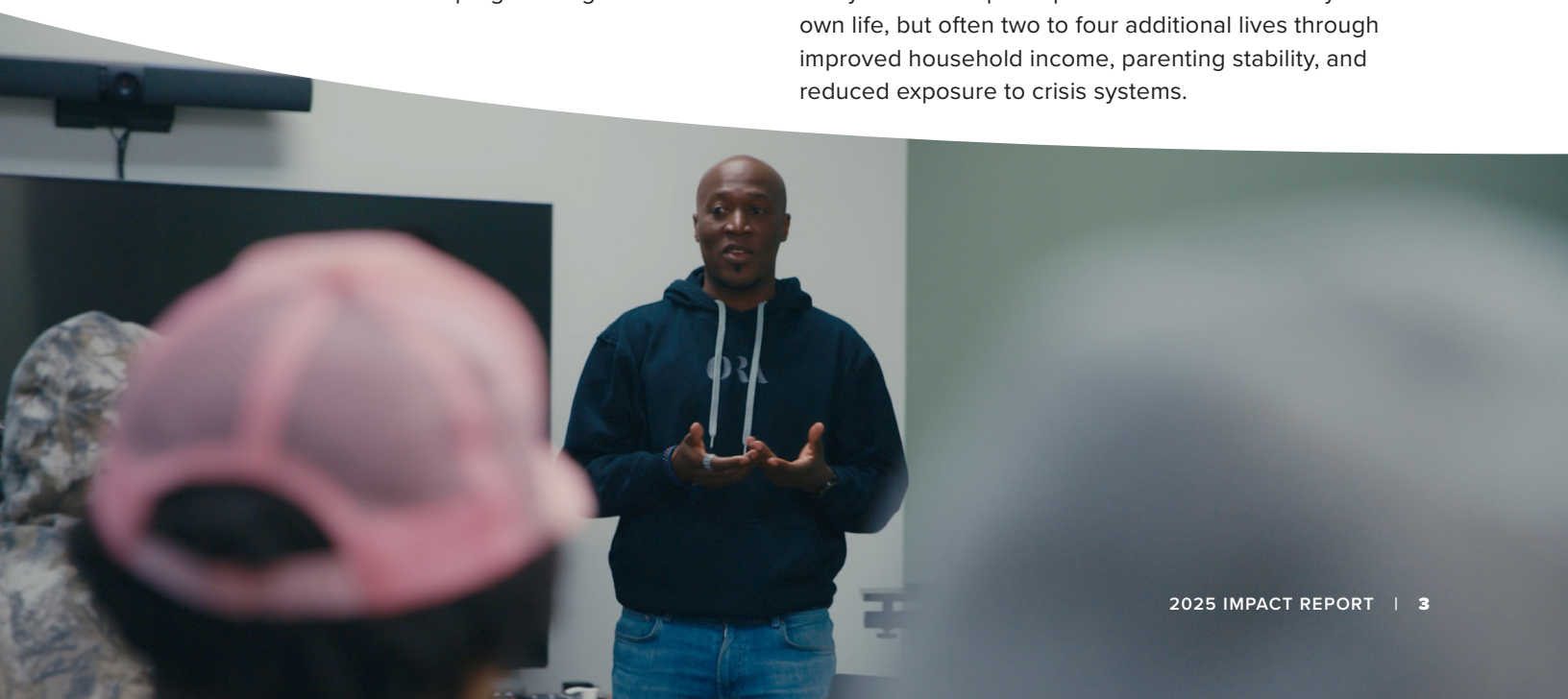
Behind every data point in this report is a human being — a father rebuilding his life after prison, a single mother navigating poverty with quiet strength, a young person hoping their past won't define their future. At The Oaks Revitalization Association (ORA), we don't see statistics — we see stories. Since our founding, ORA has stood at the frontlines of one of Canada's most overlooked social challenges: how do we help justice-involved and economically marginalized people truly reintegrate — not just into jobs, but into dignity, into stability, into the middle class?

As of December 2025, ORA had received 884 applications. Demand exceeds available capacity. At the same time, ORA reports 133 participants already transitioned into middle-income pathways, with primary earnings outcomes ranging from \$50,000 to \$150,000 annually and one reported 2025 top performer exceeding \$200,000 in annual income. Entry-level unionized placements can reach approximately \$40 per hour.

ORA is not placing individuals into short-term jobs — it is transitioning them into durable, middle-income careers. It is helping people establish durable career trajectories into the middle class. The reported pathways include skilled trades, construction and infrastructure, industrial sectors, and Canadian Armed Forces-linked routes. The model combines trust, peer credibility, practical support, and labour-market connection for people who are often considered too high-barrier for standard workforce programming.

The program's public value is significant. Using ORA's conservative internal projections for the current cohort of 133 participants, annual tax contribution is estimated at approximately \$1.6 million to \$2.4 million. Avoided reliance on Ontario Works or similar basic support is estimated at roughly \$1.0 million to \$1.6 million annually. Combined, this suggests an annual public-value range of approximately \$2.6 million to \$4.0 million before accounting for wider justice, policing, court, emergency-service, housing, and intergenerational benefits.

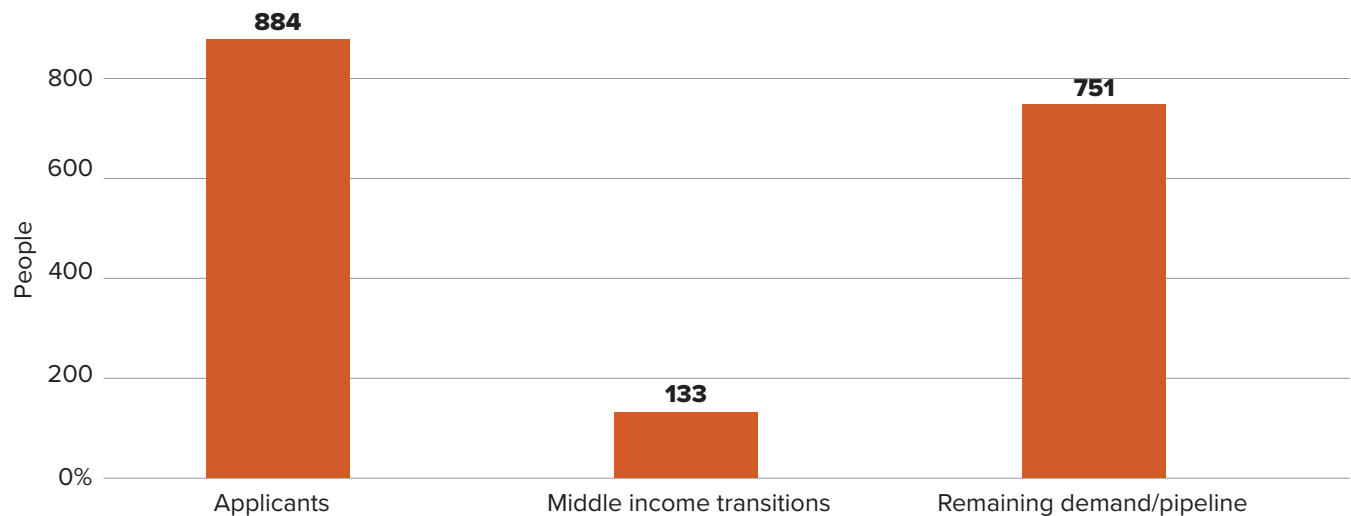
ORA's applicant profile also highlights why reintegration must be treated as a family and community issue. Forty-two percent of applicants are single parents. Housing insecurity, low educational attainment, limited transportation access, and justice-system involvement are not isolated problems. They compound one another. Every successful participant can stabilize not only their own life, but often two to four additional lives through improved household income, parenting stability, and reduced exposure to crisis systems.



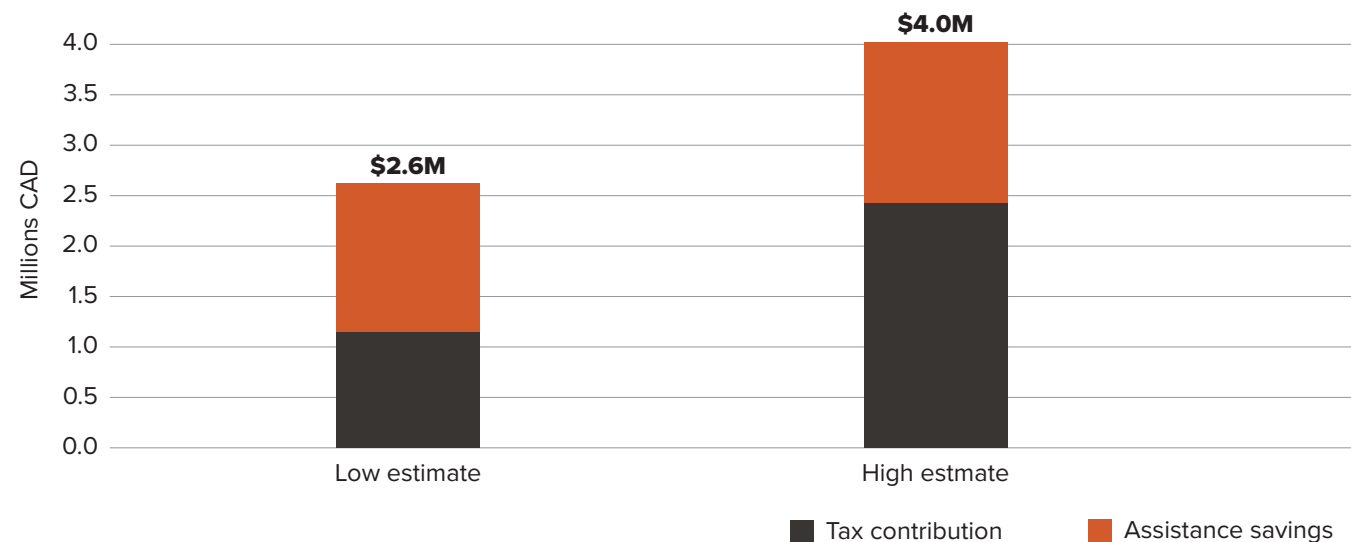
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Program demand and current transition snapshot



Combined annual public value generated by 133 participants transitioned into middle-income Employment



AT-A-GLANCE METRICS



884

Total applicants



133

Participants transitioned into
middle-income pathways



+40%

Average performance
against contracted targets



\$50K - \$150K

Primary reported income outcomes



\$200+K annually

Top performer (2025)

PERFORMANCE AND IMPACT SUMMARY

This report presents a comprehensive overview of the Key Performance Indicators (KPIs) and milestones achieved during the current reporting period. Designed to evaluate the efficacy and reach of our workforce development efforts, this summary highlights our organization's commitment to fostering inclusive economic growth, bridging skills gaps, and delivering tangible employment outcomes.

At its core, this project was built to empower communities that need it most, maintaining a strict focus on jobseekers and individuals who self-identify as members of underrepresented and vulnerable groups. We are proud to report that the initiative successfully engaged its full target of 70 participants through comprehensive, full-service workforce development projects.

Beyond initial participation, the data reflects a dynamic and highly successful intervention model. By integrating foundational research and prototyping with practical, hands-on experiential learning, the project has driven substantial, measurable skill development. Most notably, the initiative has not only met but consistently exceeded

its operational targets, particularly in driving successful program completions and securing vital post-initiative employment for persons with disabilities and vulnerable populations.

Furthermore, the overwhelming success of our community outreach, which vastly outperformed initial targets by engaging a robust network of employers, industry associations, and educational training providers, demonstrates a strong, collaborative foundation that will ensure the lasting impact of this program. The following sections provide a detailed, category-by-category breakdown of our performance commitments versus our achievements to date.





PERFORMANCE COMMITMENT REPORT

Here is a report-style summary of the Key Performance Indicators (KPIs) outlined in the Performance Commitment section of your document. Active metrics have been organized by category to highlight project goals versus actual achievements to date.

1. Participant Demographics and Engagement

The project has successfully met all its primary engagement and demographic targets for this reporting period.

- **Total Participants:** The project targeted 70 participants and successfully engaged 70, achieving 100% of the goal.
- **Underrepresented Groups:** The project successfully engaged 70 participants who self-identified as members of an underrepresented group, meeting 100% of the target.
- **Jobseekers:** 70 participants identified as jobseekers, reaching 100% of the target.
- **Persons with Disabilities / Vulnerable Groups:** 70 participants self-identified within this category, achieving 100% of the targeted 70 individuals.

- **Project Type:** All 70 participants were involved in workforce development full-service projects, achieving 100% of the target.

2. Research, Prototyping, and Development All research and development objectives have been fully realized at 100% completion.

- **Participant Engagement:** 70 participants were engaged or interviewed for research purposes, meeting the target of 70.
- **Beneficiaries and Collaborators:** The project achieved its target of 1 end-user beneficiary and 1 involved collaborator.
- **Deliverables:** The project successfully developed 1 innovative tool, model, or process and produced 1 draft or final report summarizing the findings.



3. Workforce Development Outcomes The initiative saw strong outcomes in workforce development, particularly in exceeding employment and completion targets for vulnerable groups.

- **Experiential Learning:** 70 participants completed experiential learning opportunities, meeting 100% of the target.
- **Skills Training & Employability:** 56 participants completed skills training opportunities and indicated improved industry and local labour market employability skills, achieving 93% of the target of 60.
- **Vulnerable Groups Completion:** 56 participants identifying as persons with disabilities or vulnerable groups completed the initiative, exceeding the target of 46 (122% achieved).
- **Vulnerable Groups Employment:** 33 participants identifying as persons with disabilities or vulnerable groups achieved employment after completion, exceeding the target of 30 (110% achieved).

- **Upskilling:** 56 participants successfully upskilled, exceeding the initial target of 46 (122% achieved).

4. Partnership and Community Engagement The project significantly outperformed all of its partnership and community engagement targets.

- **Active Partners:** 15 partners were actively engaged in the project, surpassing the target of 10 (150% achieved).
- **Industry Involvement:** 15 employers or industry associations were involved, exceeding the target of 10 (150% achieved).
- **Education Providers:** 8 education and training providers were involved, heavily outperforming the target of 2 (400% achieved).

Note: Metrics relating to incumbent workers, employer-focused projects, light-touch projects, and apprenticeship performance measurements (including new registrations and level 1 in-class training) recorded targets and achievements of 0 for this reporting period.

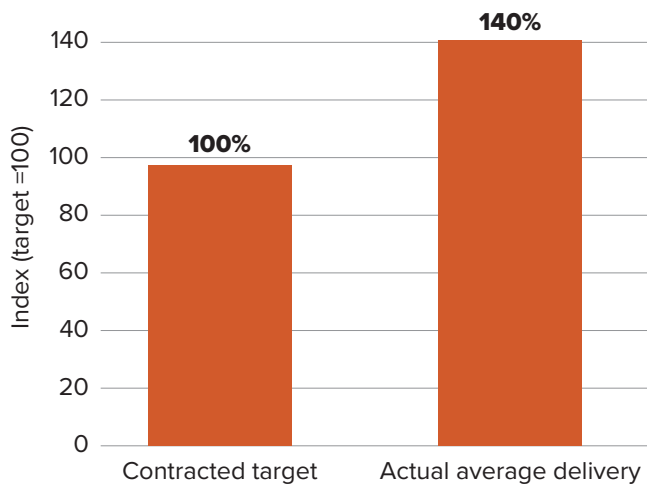
PROGRAM CONTEXT AND DEMAND

ORA operates in a space where need is high, alternatives are uneven, and the costs of failed reintegration are borne by families, neighbourhoods, employers, and public systems. The program serves a population that is frequently screened out of mainstream workforce pathways because of criminal records, unstable housing, interrupted education, income insecurity, trauma, low trust in institutions, or a combination of these factors.

The demand data is therefore significant in its own right. By December 2025, ORA had received 884 applications. This level of demand indicates that the organization is responding to a real gap in the service ecosystem rather than creating an artificial pipeline. Demand also appears to exceed capacity, which is consistent with an oversubscribed model and persistent waitlist pressure.

Performance data suggests that ORA is not only in demand, but also productive relative to contracted expectations. The program reports average annual delivery at approximately 40% above contracted targets. In operational terms, that points to a model capable of converting demand into measurable outcomes despite working with a population that is typically regarded as high-risk or hard to place.

Average delivery relative to contracted targets



Taken together, these indicators show that ORA is functioning as more than a niche community program. It is operating as an access point for a population with concentrated barriers and limited alternatives, while simultaneously demonstrating above-target delivery.

HUMAN REACH, REFERRAL PATHWAYS, AND COMMUNITY TRUST

Referral patterns offer one of the clearest views into ORA's credibility in the community. The largest identified referral source is 'friend' at 37.15% of applications. This is important because word-of-mouth referral at this scale usually signals more than awareness; it signals trust, demonstrated value, and social proof from people who have either experienced the program directly or observed its impact nearby.

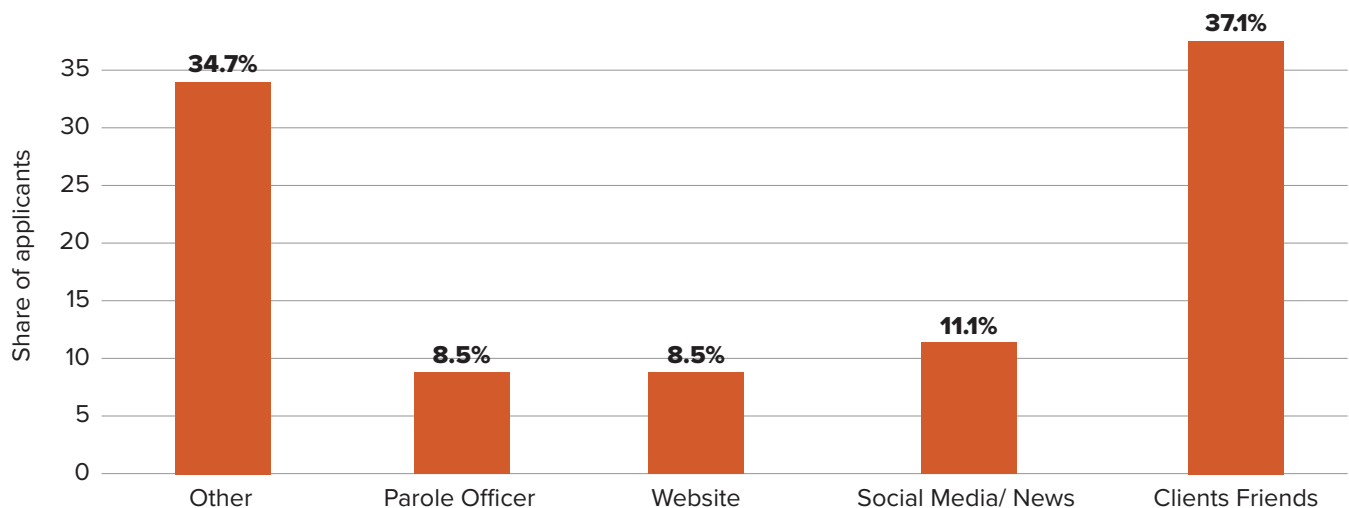
Digital channels also matter. Social media and news account for 11.10% of reported referrals, while 8.61% of applicants report finding ORA through the website. Together, these channels indicate that ORA's story is reaching beyond direct networks and that public-facing communications are functioning as a real entry point.

Justice-system referrals are especially notable. Parole officers account for 8.49% of reported applicant pathways, and related referrals from case workers and probation supports appear elsewhere in the intake narrative. This

confirms that ORA is already recognized in at least part of the reintegration landscape as a credible option for people returning from incarceration or supervision.

The remaining referrals are spread across community touchpoints, including posters, events, outreach, family members, non-profit organizations, and less standardized open-text responses. The pattern is clear: ORA is trusted informally and recognized institutionally, but there is still room to formalize referral relationships and improve source tracking.

How applicants heard about ORA



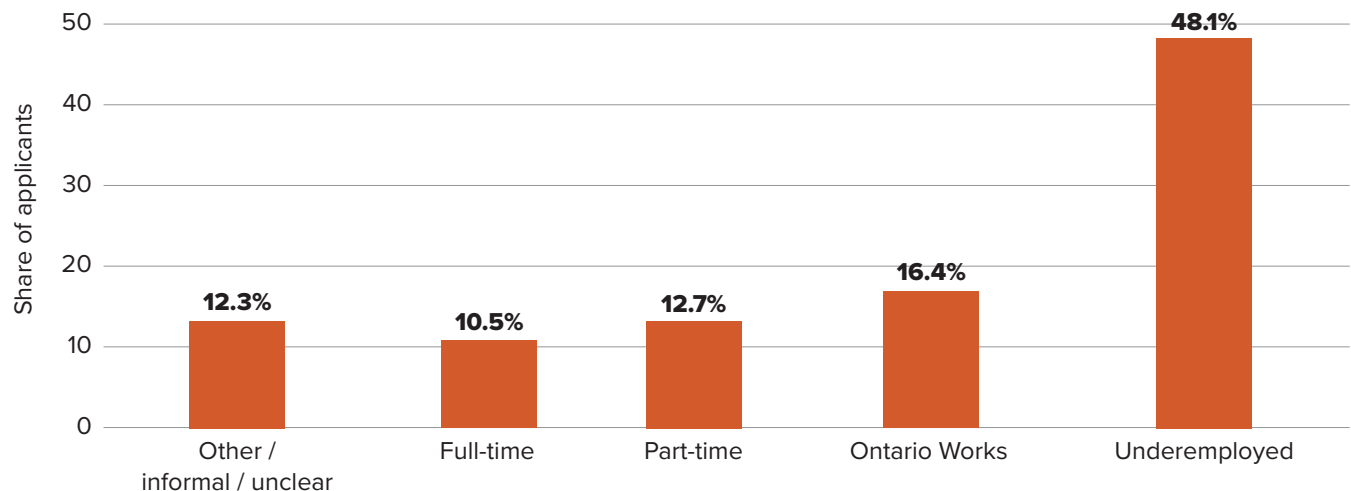
ECONOMIC VULNERABILITY AT INTAKE

ORA's intake profile shows that the program is not drawing mainly from jobseekers who require light-touch assistance. It is drawing from people who are significantly excluded from the labour market. Nearly half of applicants, 48.1%, report being unemployed. Another 16.4% rely on Ontario Works as a primary income source, while 12.7% are in part-time employment that is likely to be unstable, low-wage, or insufficient to lift them above poverty.

Only 10.5% report full-time employment at intake. Even within this group, employment should not be mistaken for full stability. People may still be underpaid, precariously housed, justice-involved, carrying debt, or unable to advance without certification and support. The 'other' and uncoded categories suggest that a portion of applicants are surviving through informal income, family support, or unstable economic arrangements.

This means more than 85% of applicants are unemployed, underemployed, or reliant on public assistance. ORA's value therefore lies in reaching a labour pool that is available, motivated, and underutilized, but structurally disconnected from conventional labour-market pathways. The organization's role is not simply to help people search for work; it is to rebuild employability, confidence, routine, and access.

Applicant income source at intake



HOUSING INSTABILITY, EDUCATION GAPS, AND MOBILITY BARRIERS

The housing data reinforces the depth of instability faced by ORA applicants. Apartment buildings are the largest coded category at 354 applicants, but this should not be read as uniform housing security. In practice, this category can include shared or temporary arrangements, short leases, or overcrowded situations. A further 241 applicants are grouped under ‘other’, which captures highly unstable arrangements such as staying with family or friends, couch-surfing, or similar informal housing situations.

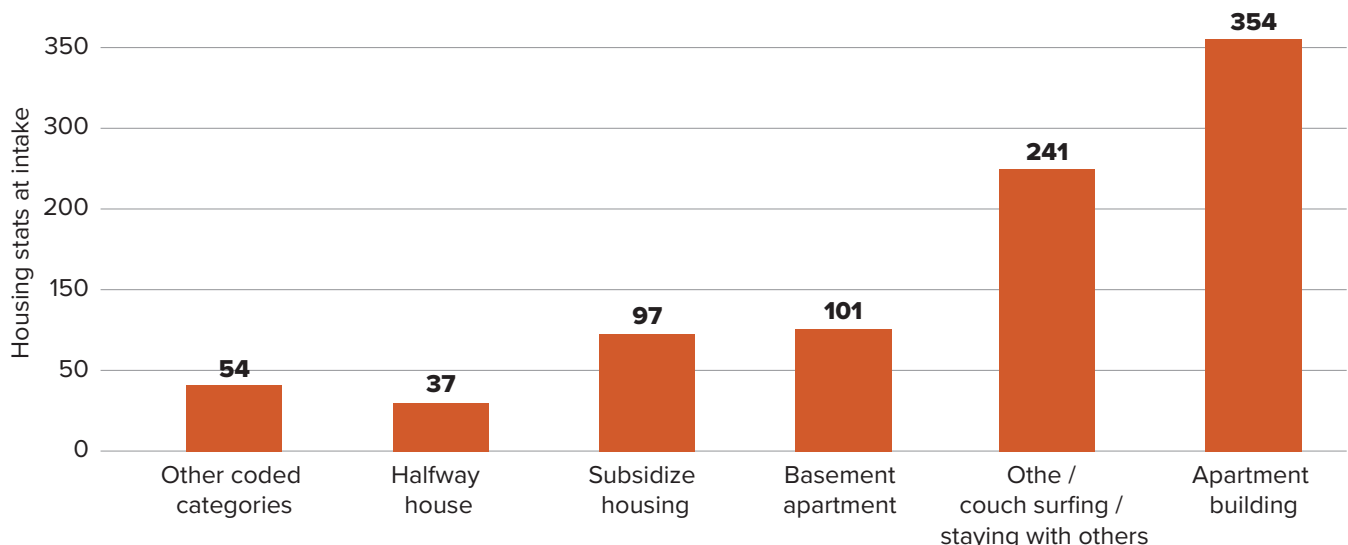
Additional housing indicators point to fragility rather than stability: 101 applicants report living in basement apartments, 97 in subsidized housing, and 37 in halfway houses. Together, these categories show that a meaningful share of applicants are navigating transitional, supervised, subsidized, or insecure accommodation while trying to re-enter the workforce.

Educational pathways have also been interrupted for many applicants. ORA’s internal narrative indicates that although most applicants attended secondary school, many did not complete Grade 12, and relatively few completed post-secondary credentials. This creates

a direct barrier to employment because even entry-level roles increasingly require documented completion, certification, or evidence of readiness.

Mobility is another under-recognized barrier. ORA reports that many applicants either do not have a valid driver’s licence or did not answer the question, suggesting that transportation access and licensing are significant issues. For participants pursuing construction, trades, logistics, or shift work, lack of mobility can become a major employment barrier. ORA’s wraparound approach is important precisely because these barriers interact rather than operate in isolation.

Housing status at intake



JUSTICE INVOLVEMENT, FAMILY STRUCTURE, AND INTERGENERATIONAL STAKES

ORA's data and referral patterns strongly suggest that a substantial portion of applicants are justice-involved, recently released, on supervision, or otherwise navigating the lasting effects of criminal records and institutional stigma. Even where justice involvement is not captured as a direct intake variable, the pattern emerges through halfway-house residence, parole-officer referrals, and the program's core re-entry orientation

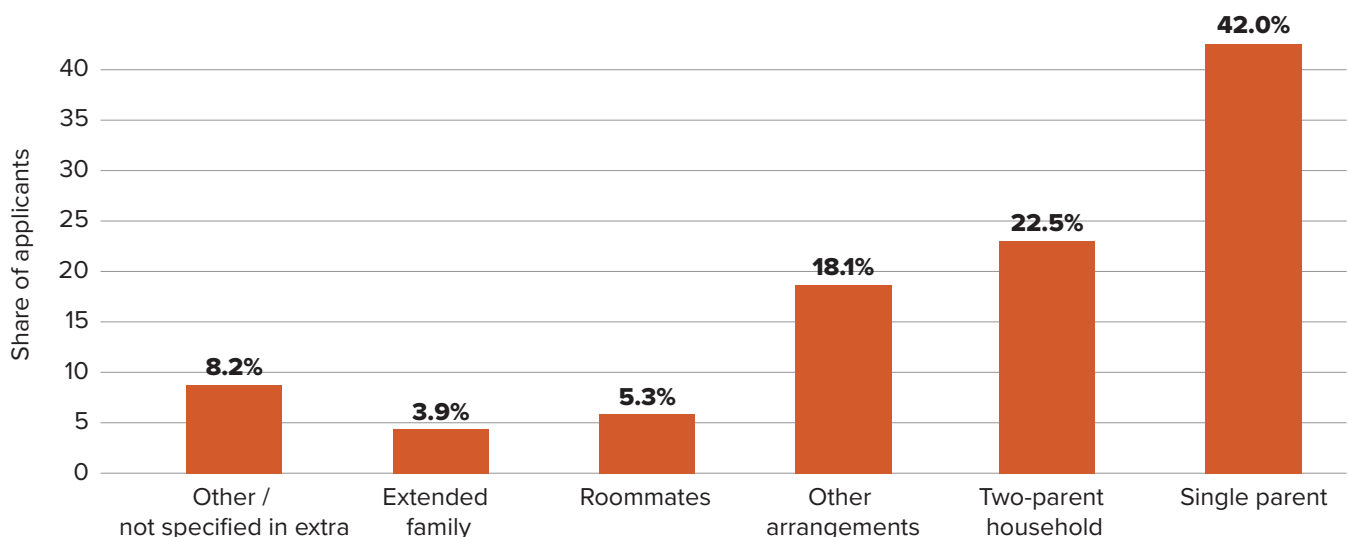
At the same time, applicants are not socially detached individuals. Many are caregivers and heads of households. Forty-two percent identify as single parents, 22.5% report two-parent households, and others live with extended family, roommates, or other unstable arrangements. This matters because reintegration success for one adult can immediately affect dependents, children, and household stability.

The family profile should be understood as a multiplier. A participant who secures stable income, housing, and routine is not only improving their own outcome. They may also be reducing household stress, improving child stability,

supporting co-parenting, lowering the likelihood of child welfare involvement, and interrupting intergenerational exposure to poverty or justice-system contact.

ORA's applicant base therefore challenges the stereotype that justice-involved people are disconnected from responsibility. In many cases, they are carrying major family obligations while attempting to rebuild. A program that works for this group generates impact at the individual, household, and community level simultaneously.

Family structure of applicants



OUTCOMES: FROM SERVICE ACCESS TO MIDDLE-INCOME PATHWAYS

ORA reports that 133 participants have already transitioned into middle-income pathways. This is one of the most important performance indicators in the report because it moves the discussion beyond intake demand and toward actual economic mobility.

The stated earnings range for these outcomes is \$50,000 to \$150,000 annually, with one reported 2025 top performer exceeding \$200,000 in annual income. Entry-level unionized placements can reach up to approximately \$40 per hour. These figures suggest that ORA is not primarily generating short-term, low-wage placements. It is creating access to occupations with credible wage progression, skill development, and longer-term attachment to the labour market.

The career pathways named by ORA further support that interpretation. They include skilled trades, construction and infrastructure, industrial work, and Canadian Armed Forces routes. These pathways matter because they can provide not just wages, but identity, discipline, benefits, apprenticeship progression, peer networks, and a realistic route into the middle class.

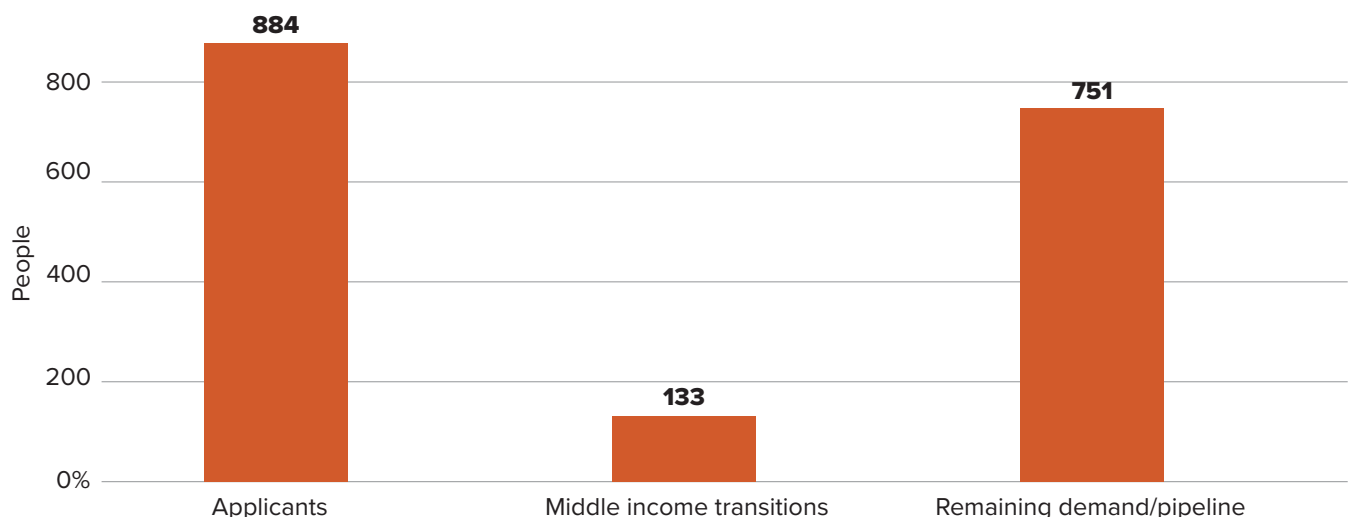
This is the core impact story: ORA does not simply move people from unemployment into any job. It helps move people from instability into career trajectories that can sustain households, build assets, and normalize long-term workforce participation.

Early internal tracking suggests strong post-placement engagement among participants. Continued mentorship and structured follow-up appear to be key drivers of retention.

ORA is implementing formal longitudinal tracking to measure:

- 3-month retention
- 6-month retention
- Wage progression and career advancement

Program demand and current transition snapshot



PUBLIC VALUE, TAXPAYER ROI, AND COST AVOIDANCE

ORA's internal projections suggest substantial public value from the current participant cohort. Using an assumed average income of \$65,000 for 133 participants, estimated annual tax contribution is placed in the range of \$12,000 to \$18,000 per participant. That produces a total annual tax contribution estimate of approximately \$1.6 million to \$2.4 million.

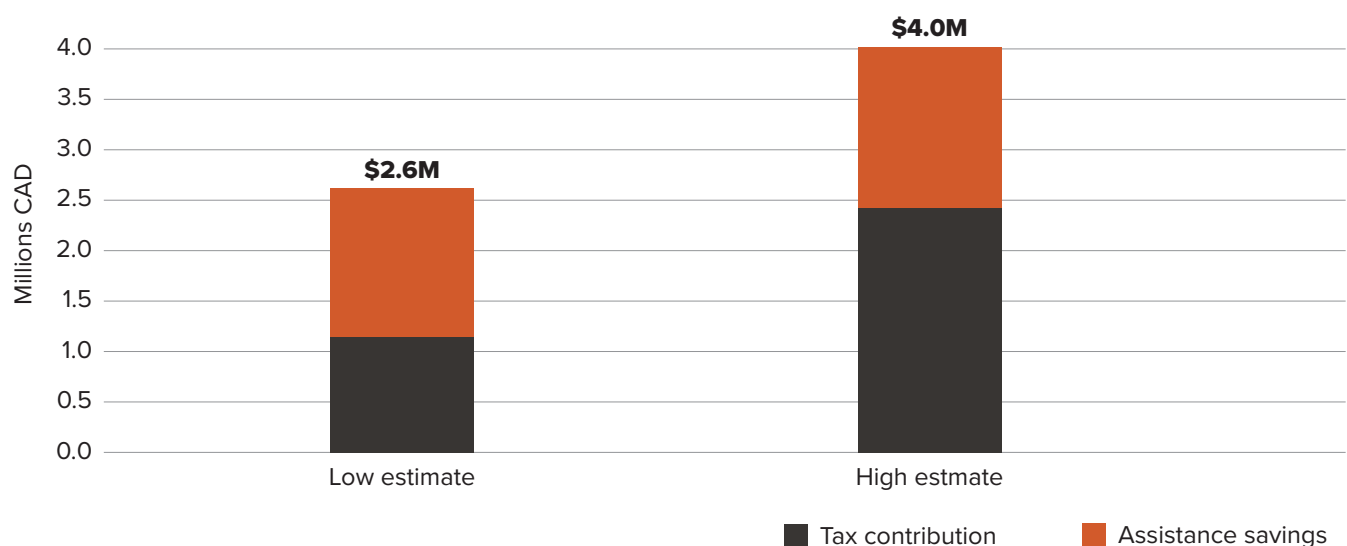
The same internal framework estimates direct public savings from avoided Ontario Works or comparable basic support in the range of roughly \$8,000 to \$12,000 per participant annually. Across 133 participants, that suggests approximately \$1.0 million to \$1.6 million in annual direct assistance savings.

Combined, these two lines alone imply annual public value of approximately \$2.6 million to \$4.0 million from the current cohort, before accounting for broader

justice-system, emergency-service, healthcare, shelter, and community-safety effects. ORA further notes a conservative justice and systems-cost multiplier of approximately \$3 to \$6 saved per \$1 invested, reflecting reduced pressure on policing, courts, incarceration, and crisis services.

For context, the annual cost of incarceration in Ontario can exceed \$70,000 per individual, meaning even modest reductions in reoffending generate substantial additional public savings.

Combined annual public value from current cohorts (113 participants)



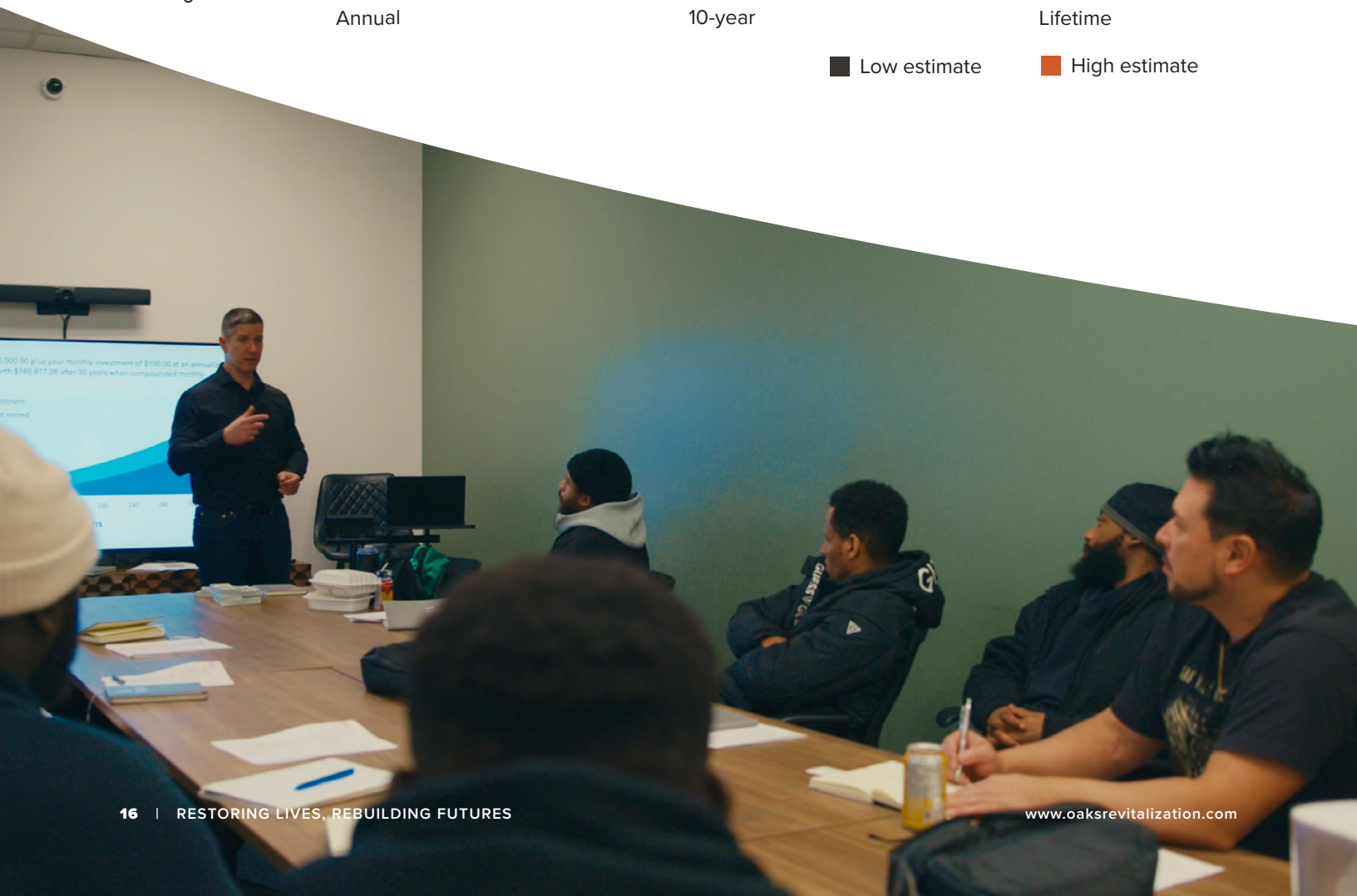
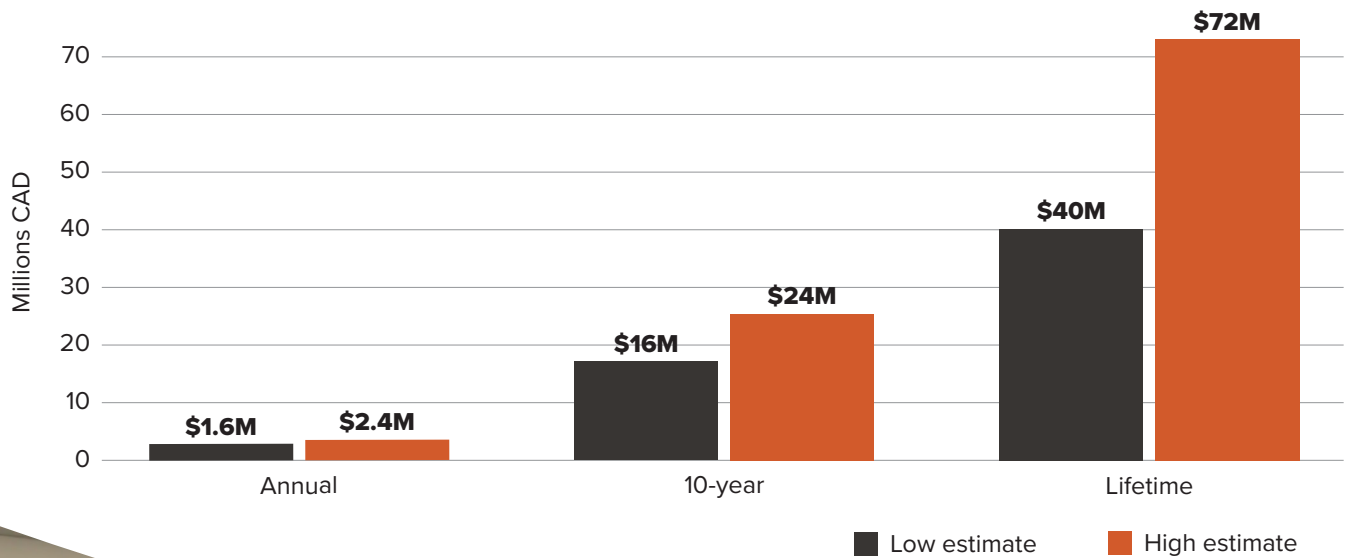
Tax contribution estimates are based on: Average annual income assumption of \$65,000 Combined Ontario and federal income tax ranges Standard payroll contributions (CPP, EI)

Public assistance savings are based on: Average Ontario Works and related support costs

Estimates are conservative and exclude: HST and consumption-based tax contributions Employer-side tax contributions Secondary economic activity

On a longer horizon, the tax contribution estimates become even more significant. ORA projects approximately \$16 million to \$24 million in government return over ten years and approximately \$40 million to \$72 million or more over a 25- to 30-year period. These numbers should be read as internal, conservative projections rather than audited fiscal calculations, but they clearly indicate the scale of value that can be created when high-barrier adults move into sustained work.

Projected government returned from participant tax contribution





STRATEGIC IMPLICATIONS AND RECOMMENDATIONS

ORA's demand and performance profile suggest that it is ready for disciplined scale rather than simple maintenance. Oversubscription, waitlist pressure, and above-target delivery indicate that the issue is not demand generation; it is capacity, system integration, and infrastructure.

Institutional partnerships should be formalized. Referral relationships with parole, probation, shelters, Ontario Works, employers, community agencies, and training bodies should move from informal goodwill to structured collaboration, ideally supported by data-sharing and outcome tracking where appropriate.

ORA should continue strengthening its impact measurement framework. The current data is compelling, but future reporting would be even stronger with consistent cohort tracking for employment retention, wage progression, housing transitions, credential completion, driver's-licence restoration, recidivism outcomes, and family stabilization measures.

ORA is not operating as a pilot or experimental model. It is a proven system converting high-cost, high-risk individuals into taxpayers, skilled workers, stable parents, and productive members of the economy.

The constraint is not demand. The constraint is capacity.

At scale, ORA represents a net-positive economic engine for Ontario — reducing system costs while increasing workforce supply in critical sectors.

WHY THE ORA MODEL MATTERS

The distinguishing feature of ORA is not simply that it serves high-barrier individuals. It is that it appears able to do so in a way that generates trust, uptake, and measurable mobility. Several dominance indicators stand out: a high-trust intake model, strong word-of-mouth referral, access to hard-to-reach populations, an integrated rather than siloed service approach, and a demonstrated direct pipeline to middle-income work.

ORA functions at the intersection of workforce development, poverty reduction, justice reintegration, family stabilization, and community safety. In practice, that means the program should not be evaluated narrowly as a job-readiness service. It operates more accurately as a labour-market activation engine for a population with layered barriers.

The program's integrated model is a major strength. Housing instability, education gaps, transportation barriers, trauma, supervision conditions, family pressure, and labour-market exclusion are rarely solved one at a time. ORA's value lies in recognizing that participants need coordinated progression rather than fragmented referrals.





This report combines ORA's internal intake information, outcome figures provided by the organization, and internal conservative ROI projections supplied for report development. Where percentages do not total exactly 100%, this reflects rounding, uncoded responses, or categories that were described narratively but not fully enumerated in the source material. Fiscal and ROI figures in this document should be treated as directional impact estimates designed for impact-reporting purposes unless and until externally audited.



Oaks
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THE FUTURE IS IN YOUR HANDS

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**EMPLOYMENT
ONTARIO**

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