

The logo features the text "TURNAROUND COURIERS" in a bold, black, sans-serif font, centered within a circular graphic. The graphic consists of two overlapping, semi-transparent grey arrows that form a circular path, suggesting a cycle or turnaround.

TURNAROUND COURIERS

SROI Report Card: Years One and Two - Ending September 30, 2004

Turnaround Couriers: Social Mission Overview

Goals

- Hire couriers and office administrative staff from disadvantaged youth population
- Provide transitional work experience to enable youth to develop employability skills, a resume and a support network
- Enable youth to access the mainstream job market
- Enable youth to stabilize life situation, begin a career path and leave the shelter system



Methods

- Recruit youth from youth shelters and youth serving agencies across Toronto
- Provide a real job, not a job training experience
- Establish a supportive management environment
- Assist youth with planning and making next steps regarding housing and employment



Success Metrics

- Youth are able to get out of shelter system and into independent housing
- Youth meet or exceed job expectations
- TurnAround helps youth secure next job and establish a career path
- Youth are able to get off and stay off government financial assistance



Enterprise: **Turn Around Couriers**

Location: **Toronto ON**

Date of Inception: **October 2002**

Financial Performance

Total Sales Revenue:	\$165,000
Total Grants and Subsidies	\$0
Total Sales Revenue and Grants	\$165,000
Additional Social Support Infrastructure	\$0
Total Operating Profit (Loss)	Not yet available
Total Investment Required to Date	\$100,000

Social Return On Investment

Average Change in Societal Contribution (Target Employees)	\$9,242
Average Number of Target Employees	4.5
Number of Target Employees in Sample Group	10
Two Year Cost Savings to Society	\$92,422
Combined Two Year SROI	92 %
Societal Payback Period	1.1 years

Overview of Business

- For-profit, socially responsible bicycle courier business
- Recruits at risk youth from youth shelters and youth employment agencies across Toronto
- Grew sales from \$53,000 in Year 1 to \$112,000 in Year 2
- 350 clients by end of Year 2
- 95% of client base is private sector
- Royal Bank of Canada accounts for approximately 25% of revenues
- Market wages paid and WSIB coverage offered to all staff

Overview of Target Population (sample group)

- Couriers recruited from 9 different youth shelters and youth serving agencies across Toronto
- Average age is 22
- 100% male
- 30% have dependent children
- 100% unemployed at time of hire
- 50% receiving social assistance at time of hire
- 20% living in youth shelter at time of hire
- 60% did not complete high school

Sustainable Livelihoods Outcomes (sample group)

- 100% of target employees who were on social assistance before hire were able to get off and stay off social assistance
- 30% reported that their experience at TurnAround motivated them to finish high school and/or go to college or university
- TurnAround experience provided opportunity for youth to improve self esteem, be more decisive and more secure in different social situations
- TurnAround experience enabled youth to get more physically fit
- TurnAround experience provided opportunity for youth to meet and work with people that they might not otherwise have met

Employment Outcomes

- Paid out \$93,500 to couriers over first two years
- 24 target employees hired in first two years
- 70% secured employment after working at TurnAround
- 20% in school full time
- 10% not in school or working
- 86% attribute working at TurnAround as key in securing next job
- 60% are making more money at next job than they were at TurnAround



Definitions and Methodology

Total Investment Required to Date	Total operating losses + Grants and Subsidies + Additional Support Infrastructure = Total Investment Required
• Represents all cash injections in the business	
Change in Societal Contribution (Target Employees)	Annual Government Financial Assistance Before Hire - Annual Income Tax Paid Before Hire + Annual Income Tax Paid After Hire = Change in Societal Contribution
• Difference between the direct societal “cost” or “benefit” contributed by the employee before hire versus after hire	
Current Year SROI	Total Change in Societal Contribution / Total Investment Required = Current Year SROI
• Return on investment generated by the current year change in target employee financial position	
Cost Savings to Society	Total Change in Societal Contribution = Cost Savings to Society
• Dollars saved that year by employing target group and eliminating or lessening government financial assistance	
Societal Payback Period	The calculation is the inverse of the Current Year SROI or: Total Investment Required/ Total Change in Societal Contribution
• The number of years it would take for the social returns to equal the financial investment	

Data Gathering Process

- Target employees are interviewed to obtain baseline socio-economic data
- The sample group was drawn from a pool of 24 youth that worked at TurnAround Couriers for two months or more in the first two years of operation
- TurnAround Couriers hires both males and females, but the respondents in the sample were all male
- Data is gathered regarding employment and sustainable livelihood status prior to hire
- A second survey is taken once they have left TurnAround Couriers to determine changes for target employees
- Only target employees who are employed for two months or more are considered for SROI calculations