



SROI Report Card: Year Three October 2004 - September 2005

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: **TurnAround Couriers**

Location: **Toronto ON**

Date of Inception: **October 2002**

Financial Performance

Total Sales Revenue:	\$135,000
Total Grants and Subsidies:	\$0
Total Sales Revenue and Grants:	\$135,000
Additional Social Support Infrastructure:	\$0
Total Operating Profit (Loss):	\$916.00
Total Investment in Year Three:	\$0

Social Return On Investment

Average Change in Societal Contribution (Target Employees):	\$10,000
Average Number of Target Employees:	4.5
Number of Target Employees in Sample Group:	10
Current Year Cost Savings to Society:	\$45,000
Cumulative Cost Savings (prior to Y3):	\$83,178
Total Cost Savings to Date:	\$128,178
Cumulative Societal Payback Period:	2.3 years
Cumulative SROI:	128%

Overview of Business

- Did not require any additional external investment
- Grew sales 17% from Year 2
- Grew monthly sales 31% by end of Year 3
- Royal Bank of Canada remains TurnAround's biggest client and tripled its delivery volumes during the year
- Developed in-house capacity to deliver on-line courier service
- Market wages paid and WSIB coverage offered to all staff

Sustainable Livelihoods Outcomes (sample group)

- 90% of youth who were on social assistance before hire were able to get off and stay off social assistance
- 90% of youth were able to move into independent housing within 3 months of working at TurnAround
- Those that had previously been involved with the justice system had no additional issues while employed at TurnAround or at time of follow up after leaving TurnAround

Overview of Target Population (sample group)

- Majority of youth recruited from Evergreen Centre for Street Youth, an initiative of the Yonge Street Mission
- Males: 70%
- Average Age is 21
- 90% unemployed at time of hire
- 60% receiving social assistance at time of hire
- 90% had been recruited from youth shelters or had used the shelter system within the last year
- 30% had been involved with the justice system
- 70% did not complete high school

Employment Outcomes (sample group)

- Maintained a staff ratio of 75% target/non target staff throughout the year
- Paid out \$76,400 to courier wages over Year 3
- 30% of TAC's couriers went on to work at larger courier companies after leaving TurnAround and were able to increase their income by approximately \$500.00 per month
- 40% continue to work at TAC
- 30% reported that working at TurnAround motivated them to finish high school and/or go to college or university
- TurnAround now in a position to offer career laddering opportunities within the company



Definitions and Methodology

<p>Total Investment Required for Year Three</p> <ul style="list-style-type: none"> • Represents all cash injections in the business 	<p>Total operating losses + Grants and Subsidies + Additional Support Infrastructure = Total Investment Required</p>
<p>Average Change in Societal Contribution (Target Employees)</p> <ul style="list-style-type: none"> • Difference between the direct societal “cost” or “benefit” contributed by the employee before hire versus after hire 	<p>Annual Government Financial and/or Social Service Assistance Before Hire - Annual Income Tax Paid Before Hire + Annual Income Tax Paid After Hire = Average Change in Societal Contribution</p>
<p>Current Year SROI</p> <ul style="list-style-type: none"> • Return on investment generated by the current year change in target employee financial position 	<p>Average Change in Societal Contribution / Total Investment Required = Current Year SROI</p>
<p>Current Year Cost Savings to Society</p> <ul style="list-style-type: none"> • Dollars saved that year by employing target group and eliminating or lessening government financial assistance 	<p>Average Change in Societal Contribution x Average Number of Target Employees</p>
<p>Societal Payback Period</p> <ul style="list-style-type: none"> • The number of years it would take for the social returns to equal the financial investment 	<p>The calculation is the inverse of the Current Year SROI or: Total Investment Required/Total Change in Societal Contribution</p>
<p>Cumulative SROI</p> <ul style="list-style-type: none"> • Average return on investment generated by year 1, 2 and 3 change in target employee financial position 	<p>Y1 Change in Societal Contribution + Y2 Change in Societal Contribution+ Y3 Change in Societal Contribution/Y1 Total Investment + Y2 Total Investment +Y3 Total Investment /3 = Cumulative SROI</p>
<p>Cumulative Societal Payback Period</p> <ul style="list-style-type: none"> • The number of years it would take for the social returns to equal the financial investment made in Y1, Y2 and Y3 combined 	<p>Y1 Total Investment + Y2 Total Investment+ Y3 Total Investment / Y1 Total Change in Societal Contribution + Y2 Total Change in Societal Contribution+ Y3 Total Change in Societal Contribution x3 years</p>

Data Gathering Process

- The sample group was drawn from youth that worked at TurnAround Couriers for two months or more in Year 3
- Target employees complete surveys to obtain socio-economic and sustainable livelihood data
- A second survey is undertaken at six months or a year to determine changes for target employees
- Only target employees who are employed for two months or more are considered for SROI calculations