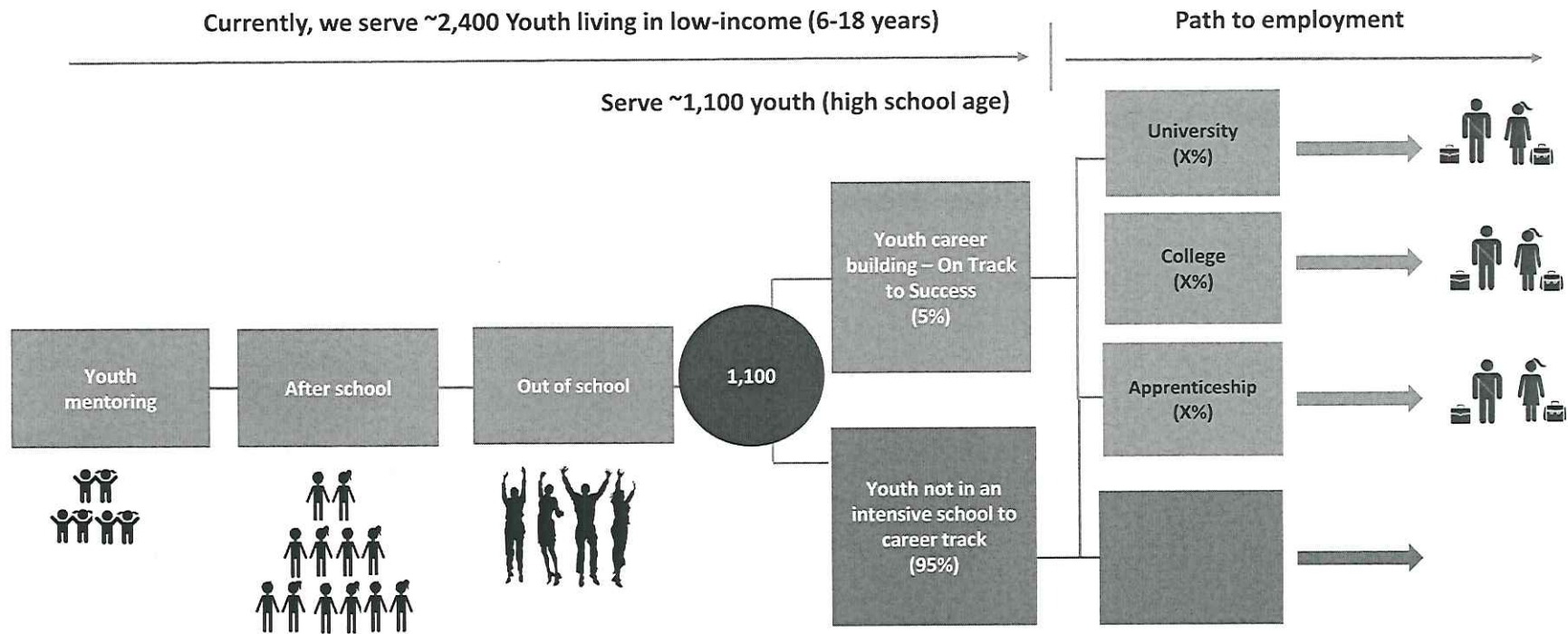


Social Enterprise Discussion

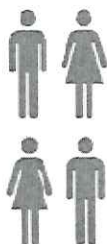
10/04/2018

Confidential Draft - for discussion only

At United Way, we acknowledge that child poverty is still one of the biggest issues in our community especially in certain neighbourhoods – and it continues to grow. ...



Our region's economic imperative: We estimate that over 5,000 of our youth who face barriers are **Not in Education and Not in Employment in Windsor-Essex**



**Supply-
side**

Many of our youth who are Not in Education, Not in Employment face roadblocks to opportunity including:

- **Systemic barriers** (lack of mentors, role models or family supports) who can help navigate the job market, expand their skills, get them job-ready and develop life skills
- **Lack meaningful opportunities**
- **Lack accessible and affordable transportation**
- **Face structural discrimination** e.g., some employers perceive youth have negative attitudes, lack work ethic, or lack motivation to do entry-level jobs
- **Although there are a number of reach back programs (funded by government),** the population we are targeting are not leveraging these opportunities
- **In reality, these youth are the farthest from the labour market** and require comprehensive and intentional wraparound supports including housing, childcare, transportation, job mentoring and 1:1 coaching etc. to be able to qualify for post secondary training programs

**Demand-
side**

Skilled trades shortage costing Windsor-Essex \$600M every year

- 82% of businesses who tried to hire staff in 2016 had trouble finding someone with proper qualifications
- Last year there were between 400-500 jobs unfilled for builders to forklift operators

Skills Canada estimates almost half of new jobs created in the next decade will be in skilled trades, but only 26% of young people are considering that type of career

By raising the workforce participation rate for nearly a third of Canadians aged 25 – 54 who lack education beyond high school from 78% (2015) to 90% for this group could add \$38 billion to GDP

What if we could: Close the achievement gap between education and employment for our youth who face barriers to employment and build a local pipeline of talent for the skilled trades that compliments existing programs



Paid Program

Earn while you learn

Launch a ~16 week paid pre-apprenticeship training program where Participants are paid a living wage per hour



Hands On

Hands on experience working directly with trades employers

8 weeks of in-class training – working directly with unions and trades employers

- *Essential skills:* Trades math, reading comprehension and soft skills training
- *Trades skills:* Power tools, drywall, painting, carpentry, plumbing, etc
- *Health and safety:* Every trainee is provided with the health and safety certificates and Personal Protective Equipment required by employers: WHIMS, Working At Heights, Elevated Work Platforms, PPE, etc
- *Tools:* Every trainee is provided with a core set of tools to help them in their trades careers

8 weeks of work placement

- *Water retrofits:* Participants replace old inefficient water fixtures (toilets, showerheads and aerators) with highly efficient upgrades that save affordable housing buildings millions of dollars annually on their utility bills
- *General labour:* Participants are placed on a variety of contracts that provide a basis for punctuality, professionalism and work ethic
- *General contracting:* Participants work under experienced tradespeople to undertake renovations that benefit community



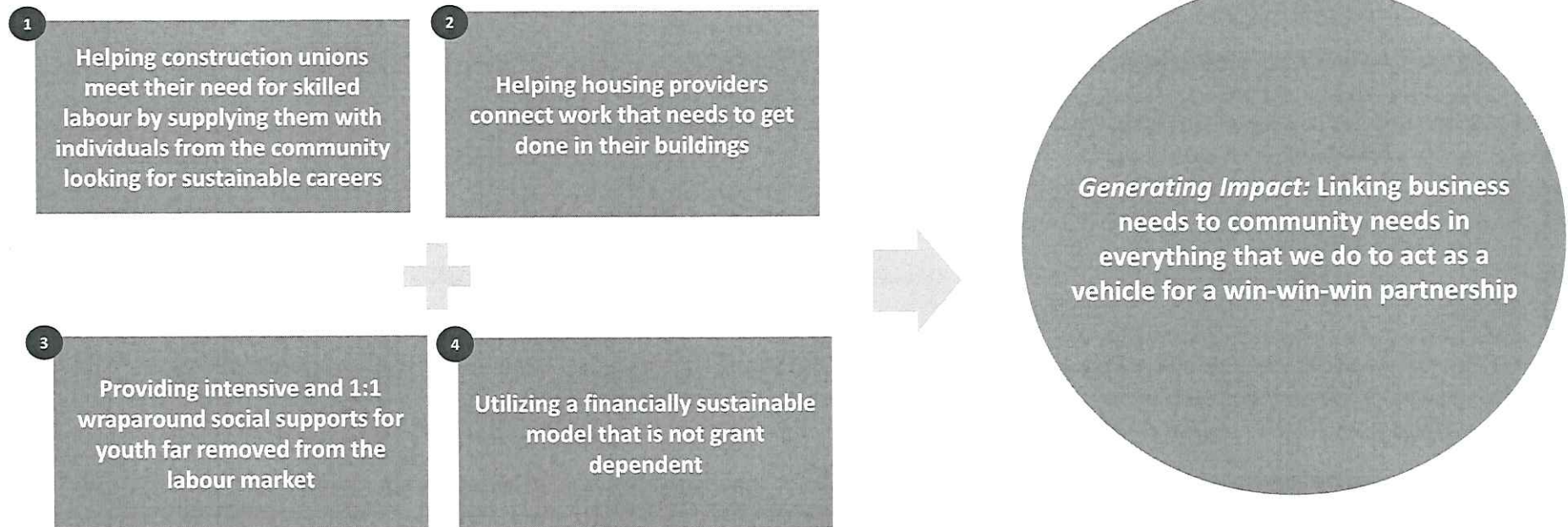
Start Career

Young people far removed from the labour market gain exposure to multiple trades, and opportunities to learn on jobsites with experienced tradespeople, and construction unions with wraparound supports to support them on their career path

How is this different from what's already available in our community?

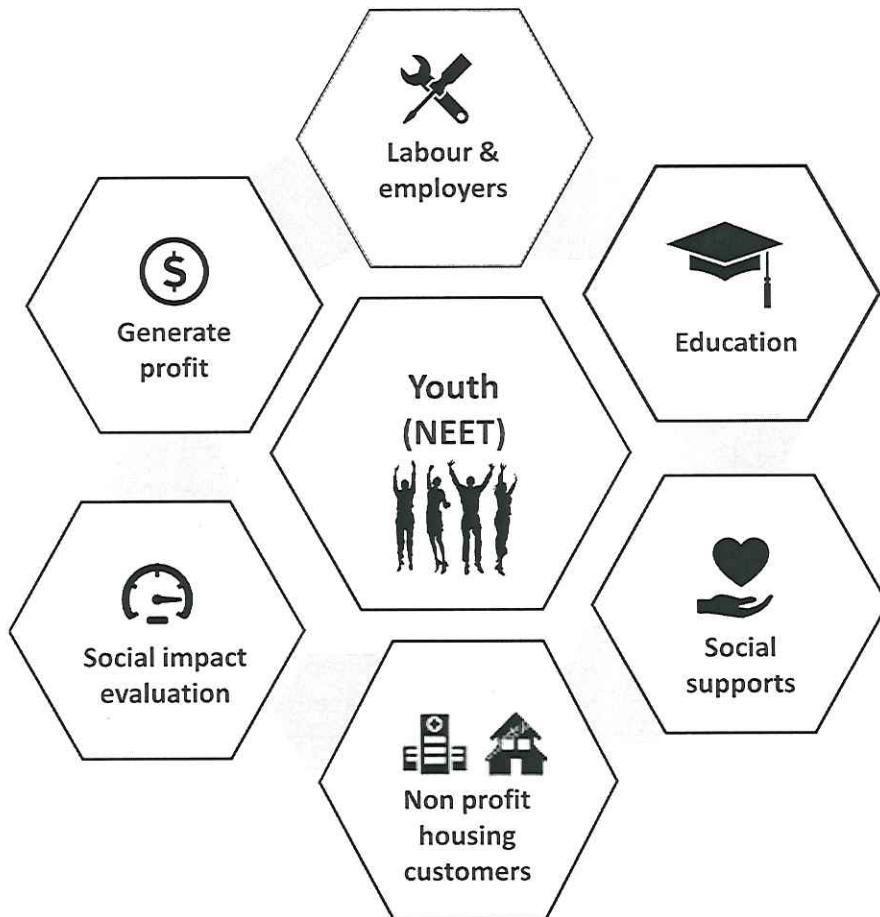
Connecting the dots: Creating a real pathway for individuals experiencing barriers to enter apprenticeships and careers in the trades

Our unique model is a compliment to existing industry and services by...



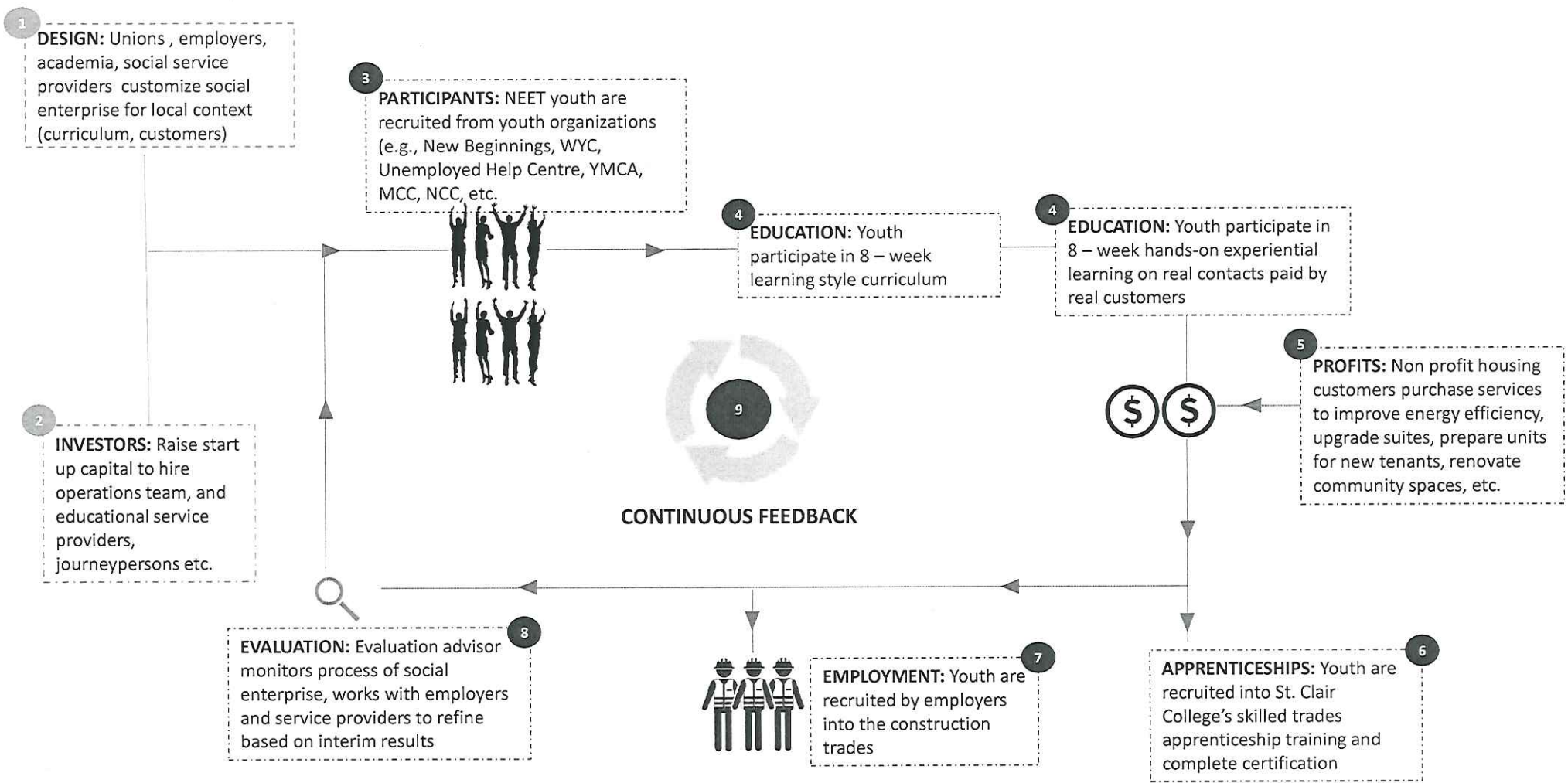
This approach is not about taking jobs away from people – it's about unlocking untapped potential with our community's youth and filling a skills shortage

A new approach: A social enterprise that trains and employs youth in a pre-apprenticeship program that serves the trades



1. **LABOUR: Partner with Labour (e.g., construction unions) and skilled trades employers to co-design pre-apprenticeship program for Windsor-Essex:** Our pre-apprenticeship social enterprise provides pre-screened, pre-trained and motivated referrals on a regular basis at no cost
2. **EDUCATION: Partner with educational programs and provide in-class training to prepare individuals facing barriers to employment for successful careers in the trades (e.g., School Boards to provide math training), and develop a customized pathway to St. Clair College's skilled trades apprenticeship programs**
3. **SOCIAL SERVICES: Partner with social service sector to recruit youth and provide customized 1:1 wraparound social supports for each student (e.g., child care, housing, transportation, food security, employment coaching, financial literacy, 1:1 mentoring, etc.)**
4. **CUSTOMERS: Partner with non profit housing providers who would purchase services to improve energy efficiency, upgrade suites, prepare units for new tenants, renovate community spaces (e.g., Iris House, Salvation Army, etc.), and repair vacant housing to increase supply of affordable housing**
5. **EVALUATION: Develop an evaluation framework that measures how the social enterprise yields benefits at the individual level and society as a whole (e.g., life expectancy and health outcomes are better, increase in # apprenticeships, journeypersons and employment outcomes, increase the # of ppl we help secure the next job and establish a career path with yoy average wage growth, social return on investment, etc.)**
6. **PROFIT GENERATION: Profits generated from customers cover the cost of the training and social supports**

Let's break it down: At a high-level, this is how our social enterprise could work...



Benefits to you and our community: Together with key partners, we can leverage a model that has worked in other communities that enables...

Your organization...

- ☑ **Purchasing** services from a low cost contractor alternative with expertise across a number of different trades and services
- ☑ **Access to** general labour to meet the demands of short-term maintenance and repair work

...and our community...

- ☑ **Increasing** affordable housing stock by renovating vacant properties
- ☑ **Improving** the livability of spaces for our City's residents
- ☑ **Saving** the community money by investing in water efficient retrofits, and helping our community achieve its environmental efficiency:
 - Replace old inefficient water fixtures (toilets, showerheads and aerators) with highly efficient upgrades
 - Save thousands of dollars annually on utility bills
- ☑ **Creating** a real pathway to economic mobility for youth living in low-income housing in our community

Would your organization purchase services from this social enterprise, hire alumni, and refer us to other potential customers?

[Insert logo or letterhead]

Sister Nancy Wales
Sisters of St Joseph
P.O Box 487
London, Ontario

May 1, 2017

Dear Sister Nancy Wales:

Re: Letter of support for skilled trades social enterprise

[insert company name] is writing to you to express our support for United Way/Centraide Windsor-Essex County social enterprise proposal. This enterprise will provide at-risk youth facing barriers to employment, with pre-apprenticeship skills while earning a living wage, positioning them for a post-secondary training programs and careers in the skilled trades.

Our young people in our community will gain hands on experience to multiple trades while working directly with trades employers on supervised construction projects. To ensure the success of each participant, they will receive comprehensive and intentional wraparound supports including GED preparation, childcare, housing, food supports, transportation, job mentoring, and 1:1 coaching.

As a social housing provider, we manage over **[insert # of units]** supporting low and moderate-income residents across Windsor-Essex County. We see this enterprise as an innovative opportunity to purchase repair and general contracting services at a fair rate, and to support our youth residents in developing careers in the skills trades. By helping our youth become self sufficient, by improving the livability of spaces for our City's residents, and by linking business needs to our community and environmental needs in a holistic manner, this social enterprise partnership will act as a vehicle for a win-win-win in our community.

We acknowledge that our youth have the ambition and the potential, and if provided with the right opportunity, they will innovate and transform our social and economic systems to build prosperity for our region – the cornerstone of a strong, equitable society. For the outlined reasons we endorse United Way's proposal and hope that the Sisters of St. Joseph will support this project.

Regards,

[insert name and signature]