



SOCIAL PROCUREMENT RATIONALE & PROJECT BEOTHUCK CASE STUDY

INTRODUCTION

Effective and integrated social enterprise and procurement strategies have the potential to deliver on the policy and mandate priorities of multiple government departments. As a tool, these strategies will have a significant impact on economic activity, labour market participation, poverty reduction, and social and economic inclusion.

Social enterprises, like most small and medium-sized enterprises, must find a market for their goods and services. Their success and growth is dependent on their ability to capitalize on demand at an optimal market price for both the consumer and social enterprise and the delivery of quality goods and services. While the business-to-consumer and business-to-business marketplace for social enterprises exist, government purchasing represents a critical opportunity to leverage planned investments and achieve multiple bottom lines.

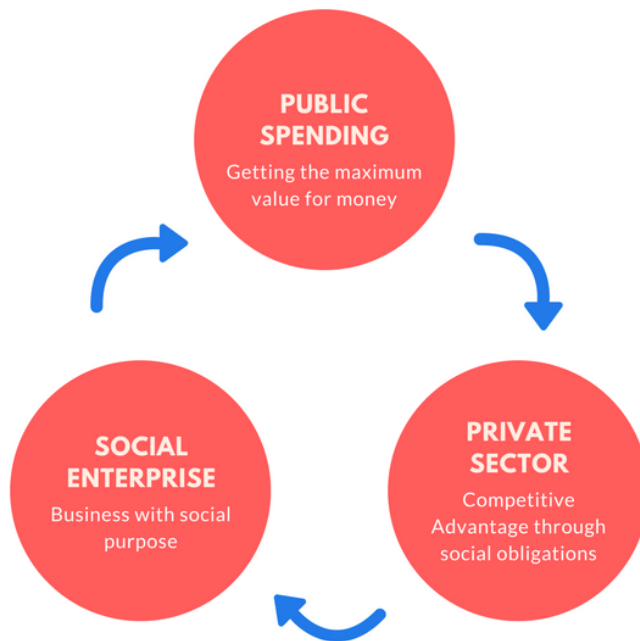
Fully capturing this opportunity requires the integration of social outcomes as a core part of the procurement modernization plan. Currently, there are no mechanisms in place to evaluate or prioritize social outcomes and community impact to frame government procurement processes. This creates a challenging environment for social enterprises to compete for government procurement contracts whereby additional outcomes and social costs are not considered for in a typical decision-making process. It is also a significant missed opportunity for government to achieve cross-departmental mandates by leveraging procurement as a tool for social impact.

This document will focus on Impact Construction, a Choices for Youth social enterprise construction company. It will lay out in broad terms the unique operational components and costs of our social enterprise and youth employment models; and provide insights into the social and economic impacts of hiring Impact Construction and how these can be integrated into a competitive tendering process.

THE LANDSCAPE

It is no secret that Newfoundland and Labrador faces unique economic challenges and social issues. Progressive, innovative policy is required to propel change. The time to connect these two issues through transformative policy is now. In a time of economic uncertainty, social procurement represents the best value for money that governments already spend.

Incorporating social purchasing into procurement policy will create the conditions for social enterprise to compete on government tenders and incentivize the private market to incorporate community benefits and outcomes when bidding on public work.



COMMUNITY BENEFITS

Over the past eight years, Impact Construction has evolved from a program to a fully realized social enterprise. By employing and supporting marginalized youth in our community, Impact Construction has positioned itself as a socially conscious contractor in the marketplace.

Buyers care about value for money. As an example, when Cochrane Centre was being renovated, Magna Contracting was awarded the contract as general contractor. As the buyer, Cochrane Centre encouraged them to use Impact Construction as a sub contractor to complete the demolition work. This is a great example of a buyer wanting maximum value for money spent—both financially and socially.

Given the range of social outcomes that can be embedded within social enterprises, **coordinated and progressive action on the province’s social enterprise and procurement modernization strategies will help support the outcomes of multiple government goals outlined in various strategies and agendas.** These include:

- Towards Recovery
- Workforce Innovation Agenda
- Poverty Reduction Strategy
- Housing and Homelessness Plan
- Strategy for the Inclusion of Persons with Disabilities
- Premier’s Taskforce on Improving Educational Outcomes

WHAT IS SOCIAL PROCUREMENT?

The various levels of government represent the largest group of purchasers of goods and services in the economy. The federal government has changed how companies operate by making environmental performance part of the criteria to compete, thereby creating conditions for companies to make sustainability a priority. If the baseline principal of lowest cost was the only criteria, companies would be in a competitive environment that would be a “race to the bottom” and make economic decisions that potentially would result in the improper use of scarce resources. Without policy interventions there is a substantial risk that human and environmental

resources are taken advantage of, thereby creating major societal consequences that could cost exponentially more than the initial cost savings.

“Social procurement can be understood as the use of purchasing power to create social value. In the case of public sector purchasing, social procurement involves the utilization of procurement strategies to support social policy objectives.”

(Barraket and Weissman, 2009)

The case for social procurement is rooted in opportunity and an extension of what is already being done by other sectors. If the marketplace is incentivized to purchase products and services from those who can demonstrate social impact and value through access to public procurement dollars, there is a tangible opportunity for social enterprises to scale their business.

“Consider the full impact of the Provincial Government’s procurement process, not just the life of the contract. There is an opportunity to realize best value for money, social, economic and environmental priorities through the new Act Respecting Procurement by Public Bodies”

- What We Heard: Social Enterprise, pg. 6

To combat these issues, a multi-pronged approach is required. Social enterprise represents an economic and social opportunity to leverage existing resources to achieve measurable and diverse results. These outcomes range from generating employment and economic activity through the sales of goods and services to government savings across departments through the income support system, decreased interactions with the justice system and beyond. These outcomes are being achieved by social enterprises across Canada and in Newfoundland and Labrador. Operating businesses that exist with a social mandate assists governments in the pursuit of yielding positive systemic social issues in a collaborative and innovative way.

In order for social procurement to be successful, the buyers must also be diverse. Through government policy initiatives, there is an opportunity to influence procurement strategies of anchor institutions and crown corporations such as Memorial University, City of St. John’s and other municipalities, Newfoundland and Labrador Housing Corporation and Eastern Health. Social procurement allows for alignment of community values with these institutions and leveraging existing resources to provide opportunities for social enterprises to deliver on market based needs.

COMMUNITY BENEFITS

Community Benefit Clauses Community benefit agreements are contractual clauses added to RFP language, which then form part of the proponent’s obligation within the final contract. They are levers, which can be used by local governments to:

- Secure employment for marginalized populations
- Boost training and apprenticeship opportunities
- Foster the growth of social enterprises and small business
- To strengthen local economies
- To increase social inclusion
- To move people out of poverty and empowering them to contribute to their own poverty reduction

Community Benefit Clauses (CBC's) are designed to ensure that the benefits of public sector expenditure goes beyond the ownership group of the successful bidder, extending out for the greater good within local communities. Clauses can be specific, or left open for the proponent to suggest ways in which the bid could best contribute more broadly to community.

As an example, the City of Vancouver have developed a Community Benefit Clause Policy (CBCP), which expands on the existing Ethical Purchasing Policy and Supplier Code of Conduct. The framework provides the guidelines for including and evaluating a social benefit analysis for the purchase of all goods and services. Each bid is weighted against four criteria: quality, price, environmental and social impact.

THE OPPORTUNITY

The opportunity for government to empower enterprising non-profits to achieve social outcomes is exponential; Complex social issues such as poverty, labor market participation, and social inclusion cannot be solved by singular entities or by governments alone. Social enterprise represents an economic and social opportunity to leverage existing resources to achieve measurable and diverse results. These outcomes range from:

- Generating employment and economic activity through the sales of goods and services.
- Savings across government departments through the income support system, decreased interactions with the justice system, and beyond.
- Operating businesses that exist with a social mandate assists governments in the pursuit of yielding positive systemic social issues in a collaborative and innovative way.

IMPACT CONSTRUCTION

Impact Construction is a COR™ certified construction company and a member of the Newfoundland and Labrador Construction Safety Associated. We offer high quality and on-time construction services while empowering at-risk youth with the intensive supports, education, and training needed to transition to independent and sustainable full-time employment. As the enterprise grows, it only holds more potential to build a skilled workforce of youth who can be of service to the broader community.

Since 2008, Impact Construction (formerly known as Trade for Trades) has:

- Completed 170+ NLHC Energy Retrofits
- Completed 9 NLHC Modernization and Improvement projects
- Built The Lilly, 14 units of affordable housing
- Built 6 units for RallyForward (Southside Rd.)
- Abatement and demolition of Cochrane Street United Community Centre and Housing project
- Worked on the Presentation Sisters housing project, St. Patrick's Convent
- Worked on St. John's City Housing (2 units on Carew St, 1 unit on Carter's Hill)
- Complete abatement and renovation of our head office location at 261 Duckworth St

- Completed 11 asbestos abatement jobs (from \$8,000- \$300,000 projects)
- Completed numerous private and public construction contracts

As a result, we have extensive experience with project management and construction as well as healthy relationships with:

- | | |
|------------------------|------------------------|
| • Magna Construction | • Maher Contracting |
| • Redwood Construction | • Winmar |
| • Pennecon | • Lindsay Construction |

In terms of direct construction services, we are experienced in:

- | | |
|----------------------------------|-------------------------|
| • New construction | • Tiling and flooring |
| • Renovations | • Roofing |
| • Asbestos Abatement (certified) | • Plaster and painting |
| • Energy retrofits | • Demolitions |
| • Doors and windows | • Cabinets and kitchens |

HELPING YOUTH SUCCEED AT WORK

Tied to Impact Construction and every project it takes on are the support services provided to the young people we train and employ. Our costs include the project-specific activities of the Centralized Employment Support team at CFY which provides wrap-around, mental health, transportation, personal development and on-the-job support to our youth employees.

While the Centralized Employment Support team takes on a wide range of support services to help at-risk youth transition independence, the activities that are project-specific at Impact Construction include:

A. Individualized Case Management

Providing direct and immediate support to the at-risk and homeless youth employed by Impact Construction. These include but are not limited to:

- Providing transportation support to and from mental health and additions, appointments, doctor's appointments, etc.
- Defining and tracking personal goals
- Supporting with managing mental health challenges on the job
- Supporting GED completion
- Support with securing and maintaining stable housing
- Providing daily support to arrive at work (i.e. transportation, equipment, etc.)
- Performing regular check-ins
- Providing justice-system based support (securing a lawyer, court assistance, etc.)
- Performing crisis interventions as needed
- Assisting with school work
- Support with securing government identification

B. Professional Development & Skills Development

- Technical job training
- Coaching on positive relationship building with clients, managers and other youth

- Job related certifications (First Aid, OH&S, WHIMIS, etc.)

Based on successful *Housing First* youth programming, we apply a tier-based system (based on proven model of CFY housing program, RallyForward) to better target support options and to ensure appropriate level of work complexity is given to each individual young person. Each tier is provided with distinct types of support, wages, and levels of responsibility at work. These supports are absolutely critical to helping youth succeed at work and move towards safer, more stable and more independent lives.

There are a range of project costs that arise as a result of this including:

- Transportation costs to bring youth to and from the job-site
- Food costs to provide meals to youth at work
- Higher ratio of skilled staff to labourers to provide on the job mentoring
- High ratio of supervisory and support-related staff to participants
- Significantly more participant employees on a job site to meet productivity requirements
- Flexibility for participants to attend educational initiatives without impacting stability of employment and pay

It is important to note that the youth we work with are some of the most vulnerable in our communities. These are youth, ages 16-29, who may have past and present experiences that include: family breakdown, childhood trauma, addictions, mental illness, poverty, extreme forms of violence and abuse, disrupted education, social isolation, involvement with the child protection and justice system. Often these experiences occur concurrently and without a healthy or reliable support network in place. As an organization, our suite of services aims to shift young people in these circumstances away from crisis-driven lifestyles and towards stable housing, education, employment, family life and mental health. Impact Construction (and all our social enterprises) and the associated employment support offers a step in that journey.

DELIVERING OUTCOMES

The result of our integrated social enterprise and employment support models are about building forward momentum in the lives of the young people we work with. For jobs taken on by Impact Construction, the following represents a broader view of the contract outcomes.

A. Project Outcomes

- Job is completed accordingly to RFP specifications
- Job is completed on-time, on-budget and on-code

B. Social & Economic Outcomes

- # Hours of employment generated for youth
- # EI insurable hours accrued by youth
- \$ Earned by youth who cannot access traditional forms of employment or income
- \$ Taxes paid by youth on-the-job
- \$ Saved to the income support system as a result of youth employment

C. Additional Outcomes

- Trainings and certifications completed by youth

- Improvements to mental health
- Housing stability

Beyond these outcomes, we are also building a Social Return on Investment (SROI) model for Impact Construction in partnership with a data and evaluation firm. SROI is a performance measurement tool designed to understand and report on social, environmental, and economic value generated by social enterprise organizations. Simply put, they can be used as an accountancy means to cost-benefit analysis that assigns "...monetary values to social and environmental returns to demonstrate wider value creation in relation to the relative cost of achieving those benefits.

In our case, SROI would help capture the system-wide savings associated with better life outcomes for at-risk and homeless youth e.g. reduction in emergency room utilization, reduce use of policing resources, reduction in income support utilization, etc. These outcomes are to be extrapolated over a lifetime versus the annualized cost of status quo crisis lifestyles.

CASE STUDY - PROJECT NO. 17AR0038

Impact Construction, Modernization and Improvements Beothuk St. 26/28, 38/40, 42/44, 46/48, 50/52, 54/56 Newfoundland and Labrador Housing

Impact Construction currently competes in public and private markets just like any other commercial contractor. The company has completed a variety of public contracts for Newfoundland and Labrador Housing Corporation. This case study will outline the Beothuk St. project from tender to completion, outlining the social and economic case for social procurement.

The tender for full modernization and improvements on 26/28, 38/40, 42/44, 46/48, 50/52, 54/56 Beothuk St. and was awarded to Impact Construction in October, 2016. This project was slated to be completed in nine months from the date of the notification of award of contract.

PROJECT OUTCOMES

This project employed 24 unique youth and generated 8,000 hours of employment. This resulted in \$99,940 of income earned by young people who were unable to access the traditional labour market, would have otherwise been reliant on income support. Their employment also resulted in \$24,240 of paid income tax contributions and savings of \$77,183 to the income support system. Beyond this project, most youth have continued to remain off of income support and the savings for government continues to accrue.

Training & Skills Development

Training young people is a core component of Impact Construction's programming model. The youth enter into the social enterprise with little to no skills in the construction sector. As a charitable organization, our mandate is to assist at-risk and homeless youth in our community. In social enterprise, we do this through employment that will provide them the mentorship and necessary skills training to be either employed in the private market or to enter post-secondary education. We provide as much training as possible so that young people have the roster of

necessary training to be employed in the private sector and to provide on-the-job experiential learning in a supportive environment.

This socially-driven model sets us apart from the private industry. We hire the youth with the highest support needs and work to train them to be employed elsewhere. This is the inverse of most companies who look to retain talent post investment. It is our social mandate to recruit, train and support young people to reach their goals and attain employment in the private market.

Training Provided for Impact Construction Youth in 2016/2017 included:

- GED
- WHMIS Training
- Fall Protection Training
- First Aid
- Mental Health First Aid
- Asbestos Abatement

This training represents an investment of \$23,377 in vulnerable youth.

Income Support Diversion & Youth Support

Diversions from the income support system accounted for \$77,183. The completion of this work accounted for cost savings to the provincial government.

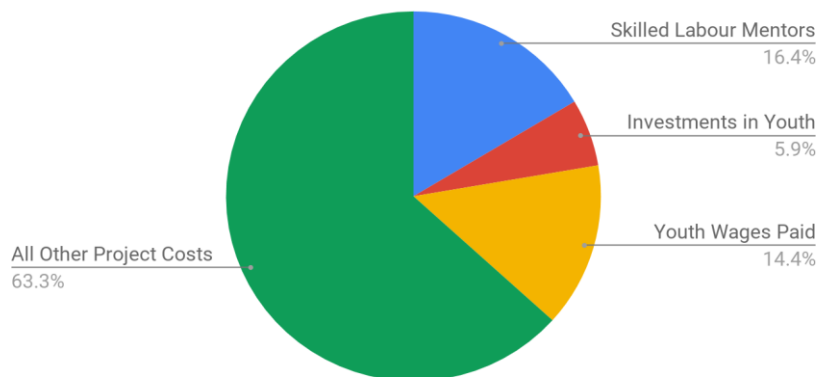
On-the-job supports provided by CFY has been crucial to helping vulnerable youth succeed in the workplace and move towards stable and independent lives. These supports account for an investment of \$16,250 in vulnerable youth (approximately 650 hrs of support at approximately \$25/hr); and the success achieved by these young people as a result demonstrates to them clearly that they are capable of succeeding at work, earning wages and learning new skills, all while building confidence as they work through their unique challenges.

COST-BENEFIT ANALYSIS

Project Expenditures

Actual Costs at Project Completion:	\$ 694,911
	<i>median bid this project was \$633,277</i>
Skilled Labour Mentors:	\$ 114,290
Investments in Youth (training + on-the-job support):	\$ 40,811
Youth Wages Paid:	\$ 99,940
All Other Project Costs:	\$ 439,870

Project Cost Breakdown



Project Benefits

In addition, the contractual completion of the project, **hiring Impact Construction delivers benefits that are not achieved through traditional contracts.**

For the purposes of this document, we are considering the following as the range of project benefits that could be considered:

Maximum Project Benefits Value:

Skills Labour Mentors	\$ 114,290
Investments in Youth (training + on-the-job support)	\$ 40,811
Youth Wages Paid	\$ 99,940
Income Support Savings	\$ 77,183
Taxes Paid by Youth (previously unemployed)	\$ 24,240
Maximum Value of Project Benefits:	\$ 356,464

Minimum Project Benefits Value:

Investments in Youth (training + on-the-job support)	\$ 40,811
Youth Wages Paid	\$ 99,940
Income Support Savings	\$ 77,183
Taxes Paid by Youth (previously unemployed)	\$ 24,240
Minimum Value of Project Benefits:	\$ 242,174

It is our position that the appropriate measure of project benefits, above and beyond the contractual obligations, lies between \$242,174 - \$356,464. These are significant benefits that should be embedded into social procurement RFPs. It is important to note that this analysis only reflects the life of project savings, not the yearly annual savings or savings to other systems such as justice, housing, health, etc. Most importantly, this project represents **8000 hours of employment for 24 at-risk youth who cannot access the traditional labour market.**

Additionally, these figures do not include the future cost savings and the social return on investment associated with improve employment and housing stability, reduce rates of incarceration, and reduced utilization of emergency medical services.

For reference, we have also provided the range of tenders for this project in Appendix F.

Barriers for Impact Construction in the Current Tendering Process

Program Delivery and Stable Workflow

As a social enterprise, Impact Construction exists to provide employment for young people by giving them the skills and experiences through our business activities. In order to conduct the programming aspect of this work, it is imperative that there is a stable, dependable workflow that suits the needs of young people. There is an opportunity through social procurement and Newfoundland and Labrador Housing to facilitate consistent work opportunities that suit the needs of young people and provide a dependable business line from which we are able to run Impact Construction as a supportive employment program.

In 2008, Manitoba Housing started awarding small contracts to BUILD Inc., a social enterprise similar to Impact Construction, to complete energy retrofit construction on social housing units. Following these initial contracts, the Province, through Manitoba Housing, began to test other

informal social procurement activities. It partnered with five social enterprises, setting aside various work components of its social housing turnover renovations for them.

In 2014, the Province of Manitoba formalized its work in social procurement, launching the Manitoba Social Enterprise Strategy Framework, which included the goal to double current social procurement through Manitoba housing from \$5m/year to \$10m/year over 3 years. The strategy was a success, resulting in contracts between Manitoba Housing and six social enterprises: BUILD, Manitoba Green Retrofit, North End Community Renewal Corporation, New Directions, Aki Energy, and the Brandon Neighbourhood Renewal Corporation, who receive a total of \$7m/year in government contracts through Manitoba Housing (Buy Social Canada, 2018).

These policy changes in social procurement at Manitoba Housing has allowed for social enterprise to grow substantially. The “set aside” amounted to 5% of Manitoba Housing’s overall budget and is able to produce a return on investment of \$2.63 on every dollar spent. It also resulted in efficiencies for Manitoba Housing.

A significant part of the success of this social procurement initiative is reducing the financial exposure of social enterprise to private market conditions. With a stable flow of work, these social enterprises are able to employ, train and support their participants and run a financially viable companies- all while meeting ambitious social outcomes. **We are asking the provincial government and Newfoundland and Labrador Housing to engage in a social procurement pilot project in partnership with Impact Construction. With our partners in Manitoba, we have a proven example of the power of social enterprise and government procurement through the housing authority. Creating a stable and dependable workflow for social enterprise is the key to delivering on social outcomes and we have proven we can deliver on work**

Please see Appendix E for Buy Social Canada’s Case Study on Manitoba Housing and Manitoba Housing Internal Materials

Bid Bonding, Performance Bonds, Labour and Materials Payment Bonds

For social enterprises, bidding on a tender is prohibitive due to the big bonding process. In the case of Beothuk St., Choices for Youth had to secure at least \$51,978 to compete in this process. Once the contract was awarded, the organization was required to secure another 50% of the contract price. These contract stipulations make it virtually impossible for social enterprises to compete in the public tendering process as non-profits are not eligible for bid bonding insurance and must secure capital for long periods of time, which is problematic for most social enterprises.

Conclusion

As mentioned above, community benefits are not a new mechanism to encourage private industry to consider community impact. It has been a powerful tool in the environmental movement, large infrastructure projects, etc. Utilizing community benefit clauses can incentivize the private marketplace to support community resources through strategic priorities outlined in the RFP process.

There are a variety of ways that government can integrate social procurement. Many jurisdictions who have implemented social procurement and community benefits in their procurement strategies have implemented criteria in their RFP process such as employment for marginalized populations. In the case of Manitoba Housing, there has been a full set aside for work completed

by social enterprises. These social procurement policies must be quantifiable, demonstrable and measureable with criteria such as:

- # Hours of employment generated
- # EI insurable hours accrued
- \$ Earned by those who cannot access traditional forms of employment or income
- \$ Taxes paid on-the-job
- \$ Saved to the income support system as a result of youth employment

These changes can be made at the policy level and can be employed when it makes sense for government to maximize social impact. One of these areas of opportunity is Newfoundland and Labrador Housing. There is a correlation between the outcomes of Impact Construction and the population supported by Newfoundland and Labrador Housing. There is an opportunity to develop youth's skills through employment by providing a stable, support-driven environment that promotes success through learning and patience.

Appendix A

Recommendations to Expand Market Access and Opportunities for Social Enterprises

1. Creation of a social procurement working group that will identify key procurement opportunities in the province comprised of government, industry and social enterprise practitioners.
2. Adoption of third party accreditation/certification to ensure that local social enterprise is consistent with nationally accepted principles. Currently, Buy Social Canada is the nationally recognized certification organization. It is our recommendation that the government of Newfoundland and Labrador, in coordination with practitioners, work closely with Buy Social Canada throughout the consultation process to bring other provincial and national best practices to the table.
3. Connect capacity building strategies to promote social enterprise supplier readiness. This development work will be as a result of the identification of opportunities determined by the working group.
4. Launch pilot program with Newfoundland and Labrador Housing Corporation modelled on the Manitoba case study and past pilot projects.

Appendix B

Examples of Social Procurement in Canada

Diversity Foods, Manitoba — Through a contract to provide the food services for the University of Winnipeg, Diversity Foods, a social enterprise, trains and employs over 80 people in food and service related skills, and purchases from over 80 local growers. Using a social procurement lens, the University stays within budget, meets or exceeds the quality expectations, and makes a major contribution to employment development and small business growth.

CAUSEWAY, Ottawa — In 2012, Causeway and Ottawa Community Housing (OCH) initiated a pilot project for Causeway's landscaping social enterprise, Good Nature Groundskeeping, to provide

basic landscaping services for a handful of OCH properties. OCH is Canada's 4th largest community housing provider with over 32,000 tenants and an operating budget over \$150M. Over the three-year pilot, Good Nature Groundskeeping began earning more work and revenues, moving from \$56,000 in its first year to over \$100,000 by year three as OCH gained confidence in their capacity to deliver quality services. In the winter of 2016, Ottawa Community Housing added a "value-added social enterprise" component to their procurement process when appropriate to a specific tender. That value-added component recognized the important contributions social enterprises can make for their tenants. This value-added component was developed in conjunction with Causeway and paved the way for Good Nature Groundskeeping to move from a pilot project to competitive procurement. The lessons learned from both Causeway and Ottawa Community Housing in their journey can be applied and replicated in other communities across Ontario and Canada.

BUILD, Manitoba — BUILD in Winnipeg provides employment training for street connected people through a contract with Manitoba Housing to insulate their properties. The province saves heating and cooling costs and hard to reach youth are engaged in the labour market.

Building Up, Toronto — Based on successful non-profit social enterprise models across the country, Building Up was developed in Toronto to improve our city's environmental efficiency, affordable housing stock, and most of all – to create a real pathway for individuals experiencing barriers to enter apprenticeships and careers in the trades. Building Up connects the dots by: giving housing providers an opportunity to connect work that needs to get done in their buildings with the people in their buildings that need the work; and by helping construction unions meet their need for skilled labour by supplying them with individuals from the community that are looking for sustainable careers. Building Up links business needs to community needs in everything all of their work and act as a vehicle for win-win-win partnerships.

Appendix C

Newfoundland and Labrador Housing Corporation Tenders - Attached

Appendix D

Original Bid Tender Document - Attached

Appendix E

Manitoba Housing Story – Attached

Appendix F

Range of bids for Beothuk St. Modernization & Improvement Project and 2017 Bids

In the examples below, Impact Construction has been successful on acquiring one tender, Beothuk St. Modernization and Improvement. Following that project, we are aware that for Impact Construction to be successful with Newfoundland and Labrador Housing, it is important that the social benefits are considered. In the case of the tender for Pondview and Prim Place, Impact Construction bid its total costs (including support and programming costs). Our costs are higher than other contractors but the opportunity for tangible, economic social benefits are there, as demonstrated by the case study on the Beothuk St. project.

Beothuk St. Modernization and Improvement	
COMPANY	BID
Impact Construction	\$519,780
Newfound Roofing	\$530,000
Johnson Holdings	\$576,000
GS Hunt	\$577,000
Eastern Contracting	\$618,228
Maher Contracting	\$644,124
Eastern Siding Systems	\$653,000
Can Am Platforms & Construction	\$679,995
Karwood Contracting	\$901,373

11-19 PRIM PLACE BIDS	
COMPANY	BID
Ken Maher	\$ 200,000
Eastern Siding Systems	\$ 216,000
Maher Contracting	\$ 218,210
Can Am Platforms	\$ 221,277
Newfound Roofing	\$ 249,425
Impact Construction	\$ 299,000

PONDVIEW Project # 17TS027	
COMPANY	BID
Can Am Platforms & Construction	\$ 862,465.00
GS Hunt	\$ 887,000.00
Maher Contracting	\$1,115,400.00
Impact Construction	\$ 1,264,808.80
Newfound Roofing	\$ 1,272,669.00

If Impact Construction was awarded the Pondview project and ran a crew of 15 young people for 18 months who were on income support previously, that would result in saving the government an estimate of \$263,790 for that project alone. That is only one measure of savings for government to use social enterprise as a viable way to get the best value for money. There are many other exponential positive impacts on a variety of departments such as justice, health and community wellness.