

Appendix B - Response from Hospitality Workers Training Centre and Working for Change - June 25, 2015



Patricia Chen
Metro Hall, 2nd Floor
55 John Street
Toronto, Ontario
M5V 3C6

June 25, 2015

Dear Ms. Chen:

It is our pleasure to respond to the City of Toronto's request for an Expression of Interest to operate the restaurant outlet at City Hall, 100 Queen Street West. Working for Change (WfC) and the Hospitality Workers Training Centre (HWTC), which operates Hawthorne Food & Drink, are proposing a collaborative partnership to operate a multi-purpose food and beverage operation (restaurant, catering and event social enterprise) in the space currently occupied by Market Square Café. Further, as described below, the proposed social enterprise operation and partnership will integrate a workforce development training and employment program, based on HWTC's sector based strategy in the hotel and restaurant industry in Toronto.

About the Proponents

Working for Change (WfC), a charitable organization, has been operating social enterprises for the past 20 years, employing people with mental health issues (consumer/survivors), people who have experienced homelessness and new immigrants and refugees. WfC currently operates four retail food services within the Centre for Addiction and Mental Health (CAMH)—Out of This World Café, The Grill, College Street Café and the Russell Street Cafeteria. The Raging Spoon Catering Company and Parkdale

Green Thumb Enterprises, a horticulture company which provides interior and exterior plant maintenance services to a variety of Business Improvement Associations, non-profits and businesses are also operated by WFC.

Working for Change has a long history of collaborating with CAMH. In 2002, they divested a vocational rehabilitation program to WFC so that it could be developed into a social enterprise, Out of This World Café. In 2012, Out of This World moved to a new storefront location in the Bell Gateway Building at CAMH. Following the success of the business at this new location, and based on the quality of the food and service, CAMH suggested that WFC take over the operations of all of their retail food services including the Grill, a cafeteria at 1001 Queen Street; the College Street Café at 250 College; and the Russell Street Cafeteria at 33 Russell Street.

In addition to the provision of food services at these four sites, Out of This World also provides catering to CAMH and a number of customers in the GTA. Out of This World's Catering menu can be found at <http://otwcafe.com/>.

Collectively, WFCs enterprises generate over \$1,100,000 in revenue (approximately \$250,000 of which is catering revenue) and serve thousands of customers per year.

Hawthorne Food & Drink, located at 60 Richmond Street East is a 35 seat, licensed bistro social enterprise restaurant and training facility operated by the Hospitality Workers Training Centre. Opened in December 2012, Hawthorne offers frequently rotating menus of seasonal, fresh, and locally sourced ingredients for lunch, dinner, private events and corporate catering.

Hawthorne's restaurant dining market includes downtown business/office clientele, condo residents and restaurant destination seeking foodies. Catering clients include: corporate, public, labour, non-profit sector groups, and special events .

Hawthorne is a certified member of FeastON, representing a purchasing commitment to sourcing over 25% of its food and beverage products from Ontario suppliers. Hawthorne was recognized in NOW Magazine's Top 10 restaurants of 2013, and has also been written about in BlogTo, the Huffington Post, and Zagat¹. Additionally, Hawthorne's training model has been written about in the Toronto Star and the Globe and Mail.

¹ https://www.zagat.com/b/toronto/6-cant-miss-january-food-and-drink-events-in-toronto?utm_campaign=-&utm_medium=social&utm_source=twitter&utm_content=toronto&utm_term=http://www.huffingtonpost.ca/2015/01/15/winterlicious-2015_n_6473126.html?utm_hp_ref=canada&ir=Canada
http://www.blogto.com/eat_drink/2015/01/20_restaurants_to_eat_at_during_winterlicious_2015/

In addition to serving lunch and dinner 6 days a week, Hawthorne also provides catering on-site for private events and off-site, including office catering, weddings and cocktail receptions. Lunch, Dinner, Catering and cocktail menus can be found on-line at: <http://hawthorneto.ca/menus>. Corporate catering clients include: RBC, Scotia Bank, TD Bank Group, CIBC, Greenbelt Foundation, and the Ontario Trillium Foundation. At the core of Hawthorne's model is on-the-job training and employment of individuals who have experienced social and economic vulnerability and marginalization in the labour market, primarily social assistance recipients (at-risk youth, Persons with Disabilities, individuals at-risk of homelessness, and recent newcomers to Toronto). As the enterprise arm of the Hospitality Workers Training Centre (HWTC), individuals who work and train at Hawthorne are supported and referred to employment with hotel and restaurant industry partners.

Business Opportunities

Currently, in the space occupied by Cafe on the Square, business opportunities during the evening and weekend are underutilized. The restaurant at City Hall, is ideally positioned to be a tourist destination for global visitors to Toronto, and also serve to exemplify Toronto's globally leading food and restaurant culture, unique diversity and dynamic social and civic fabric. There is a natural and currently untapped opportunity to leverage City Hall as a tourism destination with a unique restaurant that offers high quality, fresh locally sourced, unique food and drink, and that also showcases the City's leadership in innovative social enterprise and workforce development partnerships.

Further, with some capital and aesthetic changes that would modernize and diversify the interior for expanded uses, the 4500 sq. ft. space would be transformed into a multi-purpose, welcoming, versatile restaurant and event venue.

The proposed enterprise would be designed and marketed as a tourist, food and drink destination, as well as a private event space for weddings, and other private events.

As a member of the City's Licious events, Hawthorne was listed by Blogto in February 2015 as a top restaurant to visit during Winterlicious. As the restaurant is literally at the heart of City Hall, the space should represent and serve as flagship location for special foodie events organized by the Special Event Office in the City, such as the City's *Local Dish*, which Hawthorne participated in, in June 2015².

<http://globalnews.ca/news/1618392/buy-a-meal-one-gets-donated-to-charity-mealshare-expands-to-toronto/>

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http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=cac71f4e3159c410VgnVCM1000071d60f89RCRD&WT.mc_id=LocalDish-2015-05-Twitter

Proposed Concept

- The proposed food and beverage operation at City Hall would reflect a combination of WfC and Hawthorne's food philosophies using locally sourced and seasonal ingredients where possible, maintaining Hawthorne's FeastON designation, and adhering to the City's Local Food Purchasing Policy.
- The operation would be co-branded, building on the value and reputation of both organizations.
- The restaurant concept for breakfast and lunch would be a casual and comfortable cafeteria; with seating available and options for fast take-away service. The restaurant would be open Monday to Friday.
- WFC would provide a range of reasonably priced healthy food options using local, seasonal, freshly prepared ingredients, when possible. A fixed breakfast and lunch menu of meat, vegetarian and vegan options would include hot items, sandwiches, salads, and desserts. Portions of the menu would change seasonally and a variety of daily specials would be offered. (Specials at WFC's current food services range from \$6.99 to \$9.99.)
- Coffee, tea and a variety of beverages would be offered.
- Beverage and food containers would be compostable and made from recycled paper.
- To increase the social impact, products, when possible, would be sourced from other social enterprises, such as Klink Coffee which provides certified organic, fair-trade, competitively priced coffee, and St. John's Bakery, an artisan bakery that provides organic breads.
- Breakfast and lunch offerings would target staff and visitors to City Hall, local tourists, downtown shoppers and businesses located on the periphery of City Hall.
- Catering would be provided by Working for Change during the day and on evenings and weekends by HWTC.
- Evening and weekend catering and special event offerings will be tailored to the event, and will include cocktail receptions, private parties, plated dinners, as well as corporate and special event catering.
- Interior and exterior changes, including signage, would be made to the space in order to modernize the interior, increase its appeal, and build brand affinity;

- A marketing strategy would be developed targeting City Hall staff, tourists and local businesses;

Proposed Operation

- The operation will be staffed according to the volumes of meal periods and will be overseen by a manager and supervisor.
- Training delivered by HWTC will be integrated into the operation and include food preparation kitchen positions, as well as customer service / serving positions; Upwards of 50 individuals will be trained and transitioned to employment per year through the enterprise;
- Approximately 8-16 individuals from the target populations will be employed on a part-time and full-time basis in the enterprise;

Financial / Sales Projections

- Within the first year of operating, we would project approximately \$750,00 in sales (combination of retail and catering).

As social enterprises, our goal is to address both financial and social bottom lines, providing value to customers, fair wages, good working conditions and training opportunities. Profits from the enterprises are re-invested in the business and/or its employees. It would therefore not be feasible to pay the current maintenance costs of \$16.31 per square foot. A suggested rate of 2% of sales plus utilities (which reflects the arrangement currently in place between WfC and CAMH) would be more feasible to ensure the success of the operation.

Alignment with City of Toronto Strategic Direction

Enabling and partnering with a social enterprise restaurant and training facility at City Hall aligns with and supports a number of the City's strategic initiatives including: the Youth Equity Strategy³, Poverty Reduction Strategy⁴, Youth Work-Based Learning Action Plan⁵, the City's workforce development strategy, Working as One⁶, Newcomer

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<http://www1.toronto.ca/City%20Of%20Toronto/Social%20Development,%20Finance%20&%20Administration/Attachment%201%20-%20YES%20Creative%20Report.pdf>

⁴

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=faeabf088412e410VgnVCM10000071d60f89RCRD&vgnnextchannel=de8f727e05c79410VgnVCM10000071d60f89RCRD>

⁵ <http://www.toronto.ca/legdocs/mmis/2015/ed/bgrd/backgroundfile-78721.pdf>

⁶ <http://www.toronto.ca/legdocs/mmis/2012/ed/bgrd/backgroundfile-45082.pdf>

Strategy⁷, and Local Food Procurement Policy⁸. Integrating these strategic priorities with opportunities such as the restaurant operations at City Hall, builds on the efforts and commitments of the Divisions of Social Development and Finance, Shelter and Supportive Housing, Toronto Employment and Social Services, and Economic Development and Culture. Further, this proposed model will use a social enterprise model to better align employment and training activities with private industry and provide employment opportunities for traditionally marginalized groups.

Additionally, integrating the restaurant at City Hall with the operations of a social enterprise restaurant will provide opportunity to animate and facilitate civic and community engagement events in the heart of Toronto's City Hall. During off peak periods, the space can be utilized for networking, mentorship events, business and stakeholder engagement events, and other community events held by the myriad of leaders in our city, while supporting employment opportunities and career paths in Toronto's hospitality industry.

Potential Impact

Through collaboration, the City has the opportunity to support and showcase the potential and impact of sectoral workforce development partnerships, social enterprise and social purchasing partnerships. By contracting a social enterprise at City Hall, the City has the opportunity to support training and jobs with links to careers in the hospitality industry for over 50 people a year, including individuals with mental health experiences, at-risk youth, low-income individuals and those at-risk of homelessness.

By showcasing a modern and vibrant enterprise at City Hall, global delegates, visitors and guests will experience first-hand the richness, diversity and creativity of our city.

Sincerely,

Joyce Brown, Executive Director
Working for Change

Danielle Olsen, Executive Director
The Hospitality Workers Training Centre

⁷ <http://www.toronto.ca/legdocs/mmis/2013/cd/bgrd/backgroundfile-55333.pdf>

⁸ <http://www.toronto.ca/legdocs/mmis/2009/gm/bgrd/backgroundfile-24259.pdf>

Appendix

About Working for Change

The mandate of Working for Change is to provide education and employment opportunities for people disadvantaged by mental illness and addiction issues, poverty, homelessness, gender, violence, and newcomer/immigration experiences.

Working for Change (formerly the Ontario Council of Alternative Businesses) was established in 1994 to respond to the need for employment opportunities for people with mental health issues. Since opening our catering company, the Raging Spoon, in 1997, we have developed five additional social enterprises that provide employment to people with mental health issues.

Out of This World Café
Parkdale Green Thumb Enterprises
Grassroots Research
The Grill
College Street Café

In 2005, we developed Voices from the Street, an in-depth leadership training program to enable people with lived experience of poverty, homelessness and mental health issues to participate in policy discussions on these issues and provide public education.

In 2010, with funding from Status of Women Canada, we created Women Speak Out. This leadership training program also includes who have experienced violence and/or immigration/newcomer challenges.

There are now over 300 graduates from our various leadership training programs, many of whom are now employed in the social service sector, engaged in community initiatives and contributing to public policy through participation in a variety of municipal and provincial advisory groups and committees.

Graduates from the program may also become part of a Speakers Bureau that creates opportunities for members to advocate for societal change and reduce stigma and discrimination. Members of the Speakers Bureau are available to speak on various topics

related to poverty, mental health issues, addictions, homelessness, domestic violence and newcomer issues.

In 2014, we initiated En Route to Employment, a hybrid approach to pre-employment training which combines leadership development with employment skills.

About the Hospitality Workers Training Centre

The Hospitality Workers Training Centre (HWTC) is a sector-focused workforce development organization that works collaboratively with employers and workers to support employment and skill development to meet the needs of a growing hospitality sector in Toronto.

HWTC works closely with hotel industry employers partners to design and deliver new entrant training, providing a pipeline of trained, pre-screened talent, focusing on vulnerable job seekers, specifically social assistance recipients (Ontario Works and ODSP). Over the last two years, HWTC has trained and placed over 150 vulnerable job seekers with an 80% placement rate and 70% retention rate at 12 months.

As a sectoral model, HWTC's training is developed with hospitality industry employer partners and is delivered based on the hiring needs and timelines, in partnership with industry partners. HWTC works closely with a series of hotel partners in the GTA, including an advisory board of 8 hoteliers that meet bi-monthly and advise on HWTC strategy.

HWTC's training is comprised of practical vocational training for entry level hospitality positions, including: Steward/Kitchen Helpers, Restaurant and Banquet Servers, Room Attendants, Guest Services and Hotel Maintenance, delivered in a practical hands-on applied environment. HWTC training programs also include practical on-the-job training placements with employers, resume writing, interview skills, and hospitality industry workplace soft skills and referrals to employment.

Training is designed to meet the needs of the employers and include the integration of the employers' standard training materials, chemicals, training on their equipment, and the involvement of the department supervisors in reviewing their progress during practical training shifts.

An objective of the practical training is to provide participants with the basic skills, knowledge and experience, so they are ready to start the job with a significantly reduced learning curve, increased confidence and advantage over another external candidate, as well as rapport and reputation with managers, supervisors and peers.

HWTC originated as a Joint Union-Management Partnership (JUMP) between UNITE HERE Local 75, the largest union representing hotel and food service workers in Toronto with 9000 members in the GTA, and major hotels in downtown Toronto, including: Fairmont, Starwood, and Hilton, as well as other hotel and food service employers. The partnership and organization originated in 2003 as a resource centre to support hotel workers affected by the SARS crisis, and led to a training partnership modelled on the experience of the CTA in Las Vegas. This partnership evolved into the HWTC.