

APPENDIX 1

ESCALATOR: JOBS FOR YOUTH FACING BARRIERS EVALUATION REPORT

**SUBMITTED BY CIVICACTION TO THE MINISTRY OF
CHILDREN AND YOUTH SERVICES**

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1.0 Evaluation Plan

1.1 Introduction

Up to 83,000 young people in the GTHA are not in employment, education, or training (NEET). These youth are disconnected from the labour market and struggle to land their first job. The unemployment rate of youth in Toronto is 21.5%, or about 1 in 5 youth. For some groups, those rates are considerably higher. These include racialized youth, youth in poverty, youth in conflict with the law, newcomer youth, youth in and leaving care, aboriginal youth, Lesbian, Gay, Bisexual, Transgender, Two-Spirit and Queer Youth, and Youth with disabilities or special needs.

Beginning in 2013, CivicAction led an extensive 9-month engagement with youth, business leaders, community leaders, service providers, labour and governments in the Greater Toronto and Hamilton Area (GTHA). Together, we identified ways to increase private sector involvement in opening up economic opportunities for youth facing multiple barriers to employment. CivicAction convened groups of “unusual suspects” – those who don't normally sit at the same decision-making table – to provide leadership, guidance and advice for the engagement strategy.

Working with the region's employers, CivicAction developed Escalator: Jobs for Youth Facing Barriers—a regional action plan that outlines what employers can do to create more opportunities for youth facing barriers to employment, while also meeting their business objectives. In September 2014, we launched three pilots addressing four of the most pressing barriers:

REGIONAL MENTORSHIP INITIATIVE: CONNECTING YOUTH WITH ROLE MODELS

Centralize access to existing mentoring opportunities through a regional coordinating body (similar to TRIEC) that recruits employers, trains employees as mentors, connects mentors to community agencies, and establishes shared program guidelines for increased employment outcomes.

EMPLOYER-DESIGNED TRAINING & INTERNSHIPS: CLOSING THE SKILLS GAP

Build the pipeline of future talent through private sector-led employment training and internship opportunities.

TRANSPARENCY OF THE JOB MARKET & ENGAGING SMES: BRINGING JOB OPPORTUNITIES INTO THE OPEN

Engage network of SMEs to share their labour needs, get support with their hiring, and participate in centralized and accessible job recruiting and matching platforms.
Leverage technology solutions that aggregate data and provide broad access to youth in a highly intuitive manner.

This Evaluation Plan lays out a strategy for measuring the success of the initiative.

1.2 Intended Use and Users

An evaluation was conducted on the initiative to:

- > Understand the impact of the initiative on its target stakeholders
- > Guide continuous learning and improvement to enhance the impact of the pilots as they transition into wider implementation
- > Understand how to engage the private sector in addressing the needs of at-risk youth

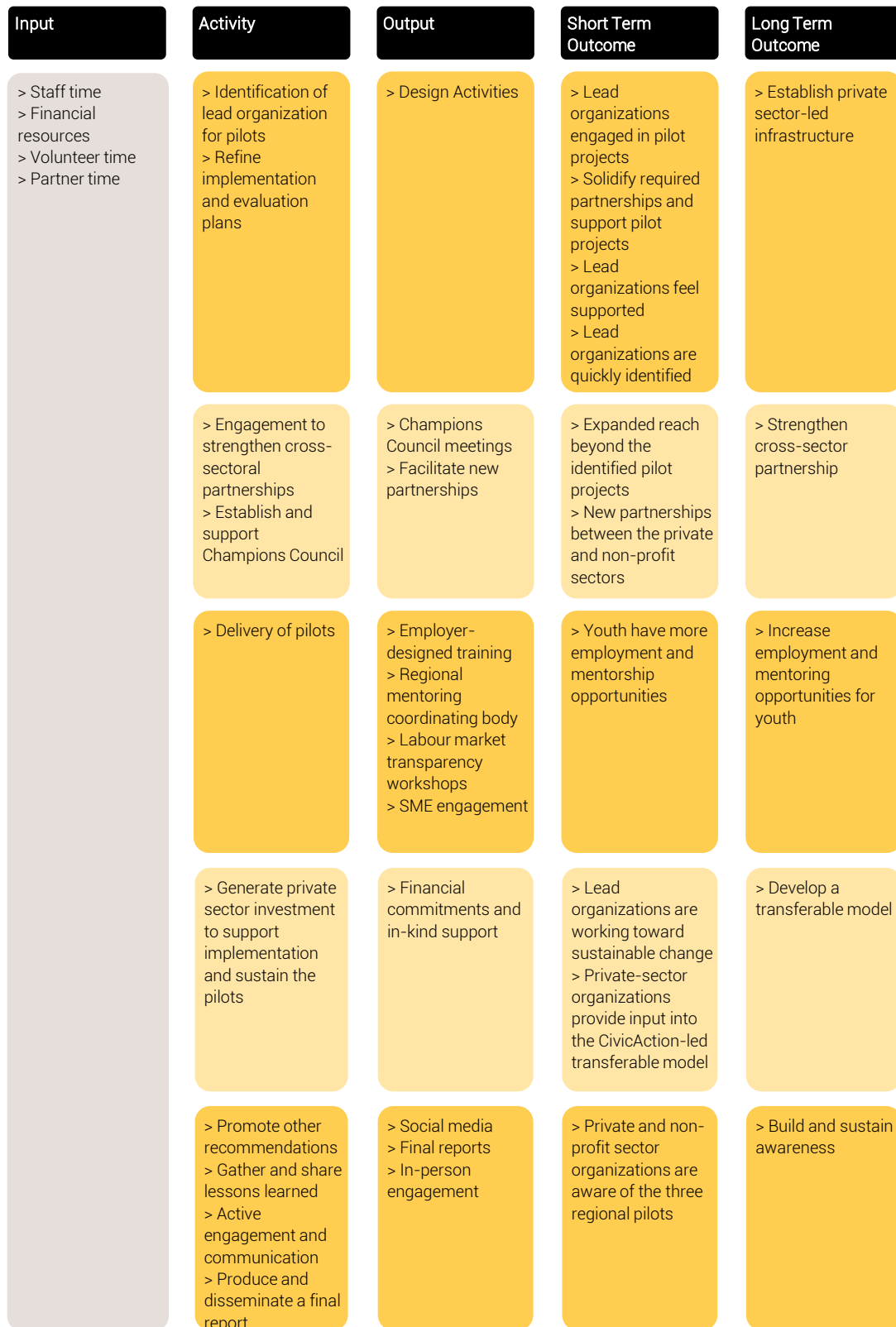
The evaluation will be used by a number of stakeholders including those specified in Appendix 1 - Table 1.

1.3 Initiative Description

The objectives of the initiative are to:

- > Secure Private Sector Commitments, Investment and Leadership to Increase Employment and Mentoring Opportunities for At-Risk Youth:
- > Establish Infrastructure and Activities to Support and Guide Implementation and Evaluation of Three Pilots
- > Increase Employment and Mentoring Opportunities for At-Risk Youth During and Beyond the Life of the Project

Figure 1: Escalator Logic Model



1.4 Evaluation Focus

The purpose of this evaluation is to:

- > Improve the effectiveness of the pilots and to sustain and scale them over time.
- > Identify how the pilots should evolve after the completion of the pilot phase and how to learning could be applied to other initiatives.
- > Learn how to best engage the private sector to achieved desired outcomes for youth.
- > Better understand how the cross-sector collaboration model contributes to desired outcomes.

The evaluation was framed to answer the following questions:

- > How effective was the initiative in establishing a private sector-led infrastructure?
- > How effective was the initiative in strengthening cross-sector relationships?
- > How effective was the initiative in increasing opportunities for youth facing barriers?
- > How effective was the initiative in developing a transferable model?
- > How effective was the initiative in building and sustaining awareness?

1.5 Outline of the Evaluation Plans and Methods

CivicAction developed a robust methodology to answer our evaluation questions framed in section 1.4. The evaluation of this initiative deployed a variety of methods described in Appendix 1 - Tables 2-5 to collect data on progress to date.

The methods used include:

- > Exit interviews with lead organizations
- > Surveys
- > Records
- > LinkedIn group
- > Social media and media analysis

For more details on the evaluation methods, see Appendix 2.

1.6 Analysis and Interpretation

CivicAction was responsible for collecting data and sharing interpretations in the final project report.

1.7 Use, Dissemination and Sharing

The findings of the evaluation are summarized in the project report for this phase of Escalator. The report outlines CivicAction's progress creating opportunities for youth who face multiple barriers to employment, our lessons, and tangible suggestions on what other organizations and sectors could do moving forward. The report draws attention to the issue of youth unemployment, highlighting practical actions. The report is being released publicly using a variety of traditional and new media communications tools to reach a broad audience. CivicAction will send targeted communications to a wide range of stakeholders and will leverage our partners' networks to bring key lessons to our stakeholders, including employers, community agencies, government, youth, and sponsors. The report is accessible to the general public and media on civicaction.ca.

1.7.1 Distribution Channels

This report will be shared through a variety of distribution channels including:

ONLINE:

- > CivicAction Website
- > Newsletter
- > Social media (Facebook, Twitter, and LinkedIn)

PARTNER NETWORKS (INCLUDING DONORS AND CHAMPIONS):

- > Partners will be asked to share report & key findings with their networks
- > CivicAction will also share key findings with relevant groups; for example, CivicAction's CEO participates in the City of Toronto's Poverty Reduction Strategy Advisory Council and will share lessons learned from Escalator

MEDIA:

- > Shared with key media who have followed the initiative

2.0 Results

2.1 Overall Initiative

Escalator: Jobs for Youth Facing Barriers set out to secure private sector leadership, establish the infrastructure to support and guide the three pilots, and increase employment and mentoring opportunities for youth facing barriers to employment.

As the following sections describe, Escalator has been a very effective vehicle through which to engage private sector leadership. From participation on the Champions Council, to financial investment, to pilot participation, private sector leaders have stepped up to support meaningful efforts to break down barriers for youth. Building on the momentum seen in this phase of Escalator, we see an opportunity to expand the scope of private leaders engaged in this effort through targeted engagement of lead companies who already see the business case and are willing to deepen their commitment to action on youth unemployment.

This phase of Escalator has seen the establishment of implementation and evaluation structures for each of the three pilots which have core roles for the private sector. All of the pilot lead organizations (i.e. LinkedIn Canada, NPower Canada, Ten Thousand Coffees, and United Way Toronto and York Region) have committed to continuing the work of these pilots and exploring opportunities to scale up these efforts to reach a greater number of youth facing barriers to employment.

Finally, while the pilots are still in their early stages, each project has begun to engage young people and other key stakeholders including employers and community agencies to change the tide of unemployment. As these pilots continue to unfold and scale, we expect to see significant impact on employment outcomes.

2.1.1 Results

As a whole, Escalator touched a substantial number of youth facing barriers to employment, private sector employers, and community agencies. While each of the pilots are in a nascent stage, we are beginning to see early signs of impact and to learn from these experiences to enhance the pilot models as they prepare to scale.

A selection of key results follows. Appendix 1 - Table 2 provides a full report for each of the key indicators of this initiative.

ESTABLISH A PRIVATE SECTOR LED INFRASTRUCTURE

- > Four lead organizations were highly engaged
- > Over 100 private sector organizations engaged
- > Over 120 unique youth-serving agencies engaged

STRENGTHEN CROSS-SECTOR PARTNERSHIP:

- > A multi-sectoral Champions Council established with 1 in 2 representatives from the private sector
- > Champions Council members reach over 500 of their peers
- > Over 100 new connections/partnerships made between private and not-for-profit sector organizations

INCREASE YOUTH OPPORTUNITIES:

- > Over 300 youth directly served by the three pilots
- > Over 200 frontline youth serving staff trained, who can in turn reach at least 2,500 youth

DEVELOP A TRANSFERABLE MODEL:

- > Four lead organizations have committed to continuing the projects past the pilot stage

BUILD AND SUSTAIN AWARENESS:

- > Over 11 million media impressions and 1.2 million Twitter impressions

2.1.1.1 How effective was the initiative in establishing a private sector-led infrastructure?

The private sector was the heart of Escalator. To date, 103 corporate and SME employers have been engaged. 11 roundtables and focus groups, 156 engagement sessions, and 3 private sector-led engagements have been held.

16 private sector organizations have provided input into the transferable model.

The Champions Council has been an effective mechanism for engaging the private sector in this initiative. Champions commented on the value of being directly engaged on the issue. Several also identified the impact that came from meeting with youth directly.

47% of the Champions Council was comprised of private sector representative, with 24% representing the community sector. 5 partners were identified by the Champions Council members as organizations that could address systemic barriers that multi-barriered youth face regarding employment and mentorship.

2.1.1.2 How effective was the initiative in strengthening cross-sector relationships?

The cross-sector model of collaboration drove the success of this initiative. The diversity of perspectives achieved through collaboration between sectors helped to inform our approach to the initiative of the whole. This was best exemplified at the Champions Council level, where private sector, public sector, community sector, academic and labour leaders worked side-by-side to achieve a common aim.

Throughout the initiative 104 new partnerships were formed between non-profit and private sector organizations and 128 unique youth-serving agencies were engaged.

2.1.1.3 How effective was the initiative in increasing opportunities for youth facing barriers?

Escalator was framed around achieving a series of desired outcomes for youth facing barriers to employment, as well as a number of other key stakeholders who support them.

In total, Escalator reached 310 youth through the three pilots. 10 have been engaged to date in mentorship opportunities, 39 in employment opportunities, and 12 in training opportunities.

To reach a greater number of youth, the individual pilots must continue to expand, leveraging additional resources. As detailed in the sections below, each of the pilots has been designed with the intention to be scaled up. Specific plans for scaling up these initiatives are detailed in the main body of the Escalator report.

As a whole, the initiative could reach a greater number of youth by securing additional commitments from employers to look at their hiring practices and open opportunities to youth who face barriers.

2.1.1.4 How effective was the initiative in developing a transferable model?

This initiative was designed on the premise that by engaging representatives from various sectors, convening these representatives, and building relationships between them, we could begin to sow the seeds for long-term change to the youth employment landscape. Moving forward, CivicAction is likely to play a lighter role in convening these actors. With relationships established, it is now up to the engaged organizations to continue to sustain their relationships and to engage more individuals to scale up the impact of their efforts.

The pilot actions are well on their way to continued success through the committed leadership of the pilot leads. Each of these organizations has committed to carrying on pilot activities and scaling them up to reach the magnitude of need.

The Champions Council has been a very effective model for bringing together these voices. While the table has served its purpose and will not be renewed in its current capacity, CivicAction will look to connect Champions to the pilots and activities with which they are most closely affiliated. The pilots will continue to benefit from private sector leadership and many of our champions have indicated an interest in participating in or advising on the implementation and scaling up of these activities.

Given these important signs of new leadership in this area, it is time for CivicAction to identify gaps in the landscape that are not currently being addressed and initiate creative strategies to tackle them. To inform our work moving forward, CivicAction has consulted with 16 private sector organizations. Their input has shaped our approach to Escalator as a transferable model.

We heard from leaders such as our Champions that there is an opportunity to deepen our impact by setting a longer-term goal, building relationships with HR executives and teams to work together and support improved hiring practices, and tapping into the networks and energy of leaders who are passionate about this issue. By focusing on companies or organizations that already see the business case for action, such as those that are motivated by high turnover rates, we have the potential to see greater results. We know that there are many business leaders who are interested in being part of the solution, yet there remains a gap between their interest and their readiness to take action. These organizations are looking for support and clear information on approaches that can be implemented internally.

Moving forward, CivicAction will continue to shine a spotlight on this issue and the responsibility that all sectors share to create meaningful mentoring, skills development, and employment opportunities for youth. In addition, based on what we've heard, CivicAction is currently exploring a potential next phase of work that would engage select private and public sector leaders to facilitate long-term behavior change in their organizations by identifying and removing barriers in hiring and workplace culture. To amplify our impact, we bring an industry/sector-specific lens and design a process that would allow for learning and sharing of best practices to occur between professionals with similar challenges and opportunities.

2.1.1.5 How effective was the initiative in building and sustaining awareness?

During this phase of Escalator, CivicAction used a comprehensive communications strategy to draw attention to the issue of youth unemployment in our region. Our coverage, from media outlets including CBC, The Toronto Star, The Globe and Mail, and Global News, achieved over 11 million impressions. Additionally, CivicAction used social media to broaden the audience of the message of Escalator, engaging 155 contributors and reaching nearly 300,000 accounts. For a detailed examination of results, please see Appendix 1 – Table 2.

2.2 Pilot 1: Regional Mentorship Initiative

The Regional Mentoring Initiative required extensive partnership formation and program design phases before outcome-generating activities could be launched. CivicAction has undertaken a preliminary evaluation of this pilot and has worked with the partner organizations to develop a robust evaluation plan to continue to capture the outcomes and learnings from the pilot as it progresses.

The pilot has begun to develop relationships with external stakeholders including community agencies and employers. The model will be tested over a series of group networking, individual networking, and individual mentoring opportunities from 2015-2017.

2.2.1 Early Results

Appendix 1 - Table 3 reports on each of the key indicators for this pilot. It should be noted that these results reflect only preliminary pilot activities as we look to launch publicly in September 2015.

2.2.1.1 How effective was the initiative in achieving desired outcomes for key stakeholders?

The private sector has played an important role in the design of the regional mentoring initiative. Engagement has taken the form of participation in one-on-one meetings with the lead partners, in stakeholder consultation sessions, on the Champions Council, and as an employer partner in the pilot. 15 corporate and SME employers have been engaged to date in this pilot, with 2 roundtables/focus groups held, 45 engagement sessions held, and 1 private sector-led engagement/mobilization activity held.

Champions Council organizations, including Accenture, BMO, College of Carpenters and Allied Trades, RBC, TD, and Virgin Mobile, have all signed up to be participating employers in the pilot. Champions Council members have provided critical insight into fundraising strategies, effective employee engagement, and program design.

Just as the spectrum of youth needs have been an important design consideration for the pilot, the lead partners have also emphasized the importance of creating opportunities for private sector organizations along the spectrum of readiness to get involved in mentoring. This has ranged from one-off networking sessions hosted by an employer, to participating in the mainstream Ten Thousand Coffees platform, to full participation as a pilot employer in the initiative.

The United Way Toronto and York Region and Ten Thousand Coffees report having had a positive experience participating in this pilot. In our exit interviews, lead organizations remarked that participating had been a tremendous learning opportunity – learning how to work effectively across sectors and types of organizations. It has also helped lead organizations to gain a stronger understanding of the needs, interests, and abilities of youth who are not in employment, education, or training (NEET). As Dave Wilkin, Founder of Ten Thousand Coffees remarked, “Before our work, the 83,000 NEET youth in the GTHA were looked with one lens. What we've learned is that youth in this segment are all at different stages of job readiness requiring different types of support.”

Lead organizations also benefitted from the opportunity to work in a different way and to push their organizations to think differently. As JoAnne Doyle, Chief Strategy Officer, United Way of Toronto and York Region said, “We entered into this knowing that our organization wants to work in a different way. It is part of our strategic planning... to be more integrated, nimble, flexible... I was frankly very open to CivicAction pushing us to move faster because that way we could see how fast we could move, and where we could be pushed.”

2.2.1.2 How effective was the pilot in strengthening cross-sector relationships?

The cross-sector model of collaboration has been and will continue to be critical to the success of this pilot. At both the partner and participant level, this pilot has successfully engaged partners from across private, public, and community sectors.

Most notably at the lead organization level, the deliberate inclusion of private sector and non-profit sector partners has resulted in a dynamic working relationship. As Dave Wilkin noted, “I love United Way's approach to evidence-based investment. It is so refreshing for me to hear about their desire to test this program so that we can see what works and what doesn't so that we can then really invest against results.” Ten Thousand Coffees' commitment to rapid prototyping and iteration, customer-centred design, and targeted marketing have complemented United Way's commitment to evidence-based program design, rigorous evaluations, and strong relationships with participating employers and community agencies.

That said, cross-sector collaboration at the partnership table has also presented some challenges. Chief among these challenges were the tremendous cultural differences between a large non-profit and a start-up technology company. For example, the organizations have very different approaches to product/program design and risk management. While the organizations have learned a lot about the value of their partners' approach, it has not always been an easy shift in perspective.

Both partners saw a value in having CivicAction perform a 'translator' or mediator role between the two organizations, helping to push each organization a little bit further in their understanding than they might otherwise have chosen. Both organizations saw CivicAction's support as valuable. Similarly, both organizations saw the value of the support of the Champions Council.

As the partnership evolves, the cross-sector model of collaboration may present new challenges to overcome - for example, the ability of a non-profit to fund a for-profit entity or the bottom line analysis of a for profit in working with a non-profit client. For each partner, the benefits of cross-sector collaboration must continue to outweigh the costs in order to sustain the partnership.

Outside of the partnership, lead organizations noted that the enthusiasm and interest of multiple sectors in building a Regional Mentoring Initiative has been positive. As Nation Cheong, Director of Youth Strategy, United Way of Toronto and York Region remarked, "It is encouraging to see the level of commitment around those issues both at a private sector level as well as the provincial government and other aspects of our work as things are beginning to unfold at a municipal level. My excitement increases when I start to see all of those systems coming together." As a result of this pilot, 2 new partnerships were formed between private and non-profit sector organizations and 19 unique youth-serving agencies were engaged.

2.2.1.3 How effective was the pilot in increasing opportunities for youth facing barriers?

With the regional mentoring initiative pilot soft-launching activities in June 2015, there has not been enough time to begin to measure its impact for key stakeholders, including youth facing barriers to employment, community agencies, mentors, and employers. As detailed in section 4.2.1, a measurement and evaluation strategy is in place to capture these outcomes in the coming months.

GETTING TO SCALE

Looking forward, the lead partners have been conscious of the need to scale this pilot to reach a larger number of youth facing barriers since the pilot's inception. Indeed each partner was brought to the table because of their unique attributes which make them highly attuned to scale (for example, regional scope, advanced technology platforms etc.). While there are differing perspectives within the partnership about the pace of scaling, there is agreement on the importance of scaling well and a commitment to scale the initiative past the pilot stage.

The first step to scaling this initiative is running and learning from an effective pilot. Through a formal evaluation, the lead organizations will test their assumptions about the effectiveness of specific program components in achieving desired outcomes. These lessons will help to inform which elements of the pilot should be scaled up in order to maximize impact. Additionally, Ten Thousand Coffees is committed to enhancing the partnership's ability to test, learn, and iterate during the pilot phase to improve user experience. Using built-in platform features, Ten Thousand Coffees can learn from individual users and make adjustments to the platform based on that learning.

The second step to scaling this initiative will be determining on which axes it should scale. Again, this learning will be derived from the partners' experiences during the pilot phase. The axes of scaling currently under consideration by the partners include:

GEOGRAPHY

The need for mentoring opportunities extends beyond the City of Toronto and York Region. Engaging employers and community agencies in other parts of the GTHA would increase the scale of this initiative.

QUANTITY OF MENTORS AND MENTEES

Knowing that there are 83,000 young people in the GTHA who are not in employment, education, or training, there is an opportunity to expand the number of mentors and mentees who are able to participate in the program. For the pilot stage, the program has been designed to engage 500 youth over the first two years. Beyond the pilot, there is an opportunity to grow this number.

SCOPE OF YOUTH NEEDS

The partners recognize that within the category of the 83,000 young people in the GTHA who are not in employment, education, or training, there is a wide spectrum of needs. The pilot has been designed to address the needs of youth who are job ready. By limiting our program to meet these youth who are closer to employment and who arguably require fewer supportive resources, the program may be able to scale to reach a greater number of youth but will be more limited its ability to help those that are furthest from the labour market.

One of the key barriers to scaling this initiative is the ability of the partners to find the financial resources to support it. The development of a long term fundraising strategy will be critical to its ability to be sustained and scaled.

2.2.1.4 How effective was the pilot in developing a transferable model?

All lead organizations intend to continue to sustain this initiative. Exit interviews revealed several important considerations for how this can be achieved.

Each lead organization has shared plans to continue their work on this pilot. For some organizations, like the United Way Toronto and York Region, this is achieved in part by embedding this pilot within their broader Youth Success Strategy. By positioning this pilot as part of a broader piece of work, United Way of Toronto and York Region is able to leverage its fundraising strengths and package the initiative in an appropriate way for its stakeholders. United Way Toronto and York Region and Ten Thousand Coffees noted that capturing and then building on the learnings of the first year of the pilot will be critical to ensuring that the initiative can be sustained. By evaluating the effectiveness of the different program offerings (e.g. group networking, one-on-one networking, one-on-one mentoring), the lead organizations will be able to make decisions about which program elements should be maintained, adapted, or discarded.

Developing a sustainable financing model will be critical to the ability of the lead organizations to continue this work. While initially an important part of the mandate of this pilot, United Way

Toronto and York Region, which took the lead on fundraising, concluded it was important to determine the program model before beginning to fundraise. As JoAnne Doyle said, “if you take something that’s premature out to the sector to get funding, you either don’t attract funding or you make promises and seal up the program design.” A lack of resources at the pilot stage has proved challenging, but the lead organizations have marshaled the necessary resources to support their participation. United Way Toronto and York Region accessed resources from a youth fund established with board approval from reserves, for the purpose of program design and implementing pilot programs for youth. Initial partner Big Brothers Big Sisters of Toronto was unable to continue to participate due to limited internal capacity.

Lead partner organizations stressed the necessary role that government plays in funding innovative projects at the pilot stage. With the private sector unlikely to commit funding when the program is not yet developed and with limited resources in the community sector to support this work, government is often the only stakeholder able to support the critical early stage development needed to create an impactful program.

Currently, each lead organization is undertaking internal initiatives to better understand and enhance their financial capacity to sustain this work. For example, according to Dave Wilkin, “we are looking at how to design a new business model to be able to properly support the charitable sector.” These types of innovations may go a long way to support the development and sustainability of innovative projects like the Regional Mentoring Initiative going forward.

2.2.1.5 How effective was the initiative in building and sustaining awareness?

Given that this pilot was in a nascent stage over the course of this initiative, no awareness raising work has been undertaken to date. We anticipate media coverage and greater social media activity related to this pilot after its formal launch.

2.3 Pilot 2: Employer-Designed Training and Internships

The first cohort of NPower Canada has already demonstrated the success of employer-designed training as a mechanism for enhancing employment opportunities for young people facing barriers to employment. Early results suggest strong engagement from the private sector and positive outcomes for young people.

2.3.1 Early Results

Appendix 1- Table 4 reports on each of the key indicators for this pilot.

2.3.1.1 How effective was the pilot in establishing a private sector-led infrastructure?

NPower Canada's model is built around strong relationships with the private sector. To date, 52 corporate partners have been engaged, 1 roundtable and focus group has been held and 4 engagement sessions have occurred.

The private sector is engaged in NPower Canada's work on a number of levels. Their board of directors includes representation from several major IT employers including Accenture, Cisco Systems, and TD Bank Group. Private sector partners also provide financial support and host learning and networking opportunities for students during the program. Private sector partners

host NPower Canada students in internships as well as full time job placements after the completion of the program.

NPower Canada builds on a tradition of strong employer engagement from their US counterparts. As Julia Blackburn reflected, "I think the model has worked very well here in Toronto. The corporate sector has truly embraced the program and understands its value to the community. We continue to expand our roster of corporate partners and to improve our engagement model to address employer needs and concerns." The NPower Canada team has also made efforts to embed employers earlier in the recruitment process. "For Class Two, one of our core funders and employers participated in the interview process for applicants. This early involvement and feedback from the employer was invaluable."

The Champions Council was another critical engagement point for private sector companies, introducing them to the NPower Canada model, opening the door for internships and job opportunities as well as connections to other private sector organizations in their network, including suppliers.

NPower Canada worked hard to hone the value proposition of their graduates for a private sector audience. According to Julia Blackburn, "There is a business case to be made to employers. We present the program to them not just in terms of corporate social responsibility but in economic value. We can provide a young, motivated, and diverse pool of talent to meet their needs and we will train to -their specifications."

NPower Canada has helped to reduce any perceived risk of hiring youth facing barriers by working with employers to create short term contracts or extend internships to test the fit of the students within their organization. They have also helped employers to overcome internal barriers to hiring, such as post-secondary education requirements. According to Andrew Reddin, Program Manager at NPower Canada, the best way to challenge this barrier is to give employers a small taste of these students' capabilities: "One of our interns was recruited at [a management consulting firm] for an eight week internship and he was extended throughout summer. He got another NPower Canada intern who didn't have a university education hired in a co-op program meant solely for university graduates. These two are now training Computer Science university students enrolled in the co-op program because they know more." NPower Canada highlighted the need to educate private sector employers about the value of candidates without post-secondary credentials.

NPower Canada reported a positive experience as a lead organization. As Julia Blackburn, Executive Director of NPower Canada noted, "Our pilot in Toronto was a program that was already in existence in the US and a proven successful model. We weren't developing something from scratch so we were ahead of the game. However, since we were new to the community, having CivicAction as a key lead partner was helpful to the pilot in numerous and invaluable ways."

2.3.1.2 How effective was the pilot in strengthening cross-sector relationships?

In a very short time, NPower Canada has cultivated a wide network of collaborators to leverage its model for impact. Currently, NPower Canada engages 31 unique youth-serving agencies and maintains partnerships with 52 private sector organizations.

NPower Canada recognizes the important role that CivicAction played, particularly with regard to introductions to potential partners and raising public awareness about the issue of youth facing barriers to employment. According to Andrew Reddin, CivicAction was flexible to changes in the program model: "I really appreciated the constant pivoting and working together on finding the best solutions for both employers and students. That open dialogue and that ability to adapt to what the needs are real time is super valuable."

NPower Canada sees an important role that CivicAction played in convening multiple sectors: "I think there is a real gap in the landscape in terms of convener organizations like CivicAction that bring multiple sectors together... We need more organizations like CivicAction in different jurisdictions across Canada to inspire these conversations and organize these efforts across sectors."

2.3.1.3 How effective was the pilot in increasing opportunities for youth facing barriers?

The pilot successfully engaged youth facing barriers to employment. 29 students enrolled in NPower Canada's first cohort, 33% of whom were female. 83% of NPower students graduated from the program. To date, 75% of graduates are employed and 25% of graduates are pursuing further education. The second cohort of 62 students began on June 29, 2015 date, doubling the class size from Cohort 1.

Qualitative feedback from students reflects the power of this program. One student writes, "I came into this program without any professional experience or education in technology... the challenge of learning about technology and the tools we use every day was intriguing... I now have full-time employment at CDI Computers as a Bilingual Customer Service Rep. I have a newfound interest in learning and working in technology and plan to continue learning by going to Seneca College in computer programming." Another writes, "NPower has helped me in so many ways such as preparing me to get my A+ certificate and for my interviews, learning different roles in the IT field, and extending my network through friends I met in the program, site visits, and guest speakers. Joining NPower has truly been one of the best decisions I made in my life."

The impact of this program on the individuals who participate is palpable.

GETTING TO SCALE

NPower Canada is very conscious of the need to scale up their activities to reach a greater number of youth. Research is underway to explore scaling options along the following axes:

GEOGRAPHY

NPower Canada is exploring options to add additional campuses across the Greater Toronto Area. While many factors, including partners, job opportunities, real estate, equipment, and

funding, will inform decisions on where to expand, the opportunity to add an additional campus allows NPower Canada to scale up the number of students they can reach by a full class size.

NPower Canada is also exploring options to expand across Canada. After identifying the community and securing local funding partners, NPower Canada would hire a regional director who would then report centrally to the Executive Director.

As NPower Canada considers these opportunities to scale geographically, it is also considering the operational implications of this growth. It is likely that functions such as fundraising and job placement would remain centralized, while a network of instructors, program coordinators, assistants, and social workers would be distributed across the campuses.

QUANTITY OF YOUTH

In order to scale, NPower Canada must expand the number of youth they are able to recruit. This can be achieved by expanding the number of referral partners and by finding and focusing on those referral partners who are able to refer a greater volume of candidates.

QUANTITY OF JOB OPPORTUNITIES

Similarly, NPower Canada must expand the number of job opportunities in which youth can be placed in order to scale. This can be achieved by expanding the number of employer partners and by finding and focusing on those employers who are able to hire or provide placements for a greater volume of students.

CHANGES TO THE PROGRAM MODEL AND STUDENT PROFILE

NPower's US operation is currently experimenting with new training models, such as specialty tracks and rapid training, which reduce the amount of time a student spends in class and therefore increases NPower's ability to reach a greater volume of students. These programs may be better suited to a more mature student who is looking to enhance their skills and employability in a particular area. The US experience and the receptivity of the Canadian context will inform NPower Canada's thinking regarding the applicability of this type of scaling in this market.

In order to scale successfully, NPower Canada is focused on developing more efficient and effective ways to access jobs and students.

According to NPower Canada, they have faced challenges in determining where the entry level IT jobs are. Finding these jobs is made all the more challenging by the prevalence of outsourcing and the use of placement agencies in the IT field. Employers may view this as proprietary information which shuts down channels of communication for finding these opportunities.

Similarly, NPower Canada has faced challenges in recruiting a greater volume of students that fit their profile. According to Julia Blackburn, "We have great referral partners and we're attracting appropriate students. But we have to have larger pipelines moving forward." In part, NPower Canada attributes the challenge of recruiting youth to their overall disconnectedness.

To overcome this challenge, NPower Canada continues to use and explore less conventional channels such as outreach through public housing complexes, community health centres, recreation centres and faith based organizations and to expand on successful current partnerships such as with the City of Toronto.

Improving access to students and job opportunities will be critical to NPower Canada's ability to scale up. More broadly, there are opportunities to scale up the model of employer-led training through applications in new sectors. Identifying sectors with growing demand in entry-level positions is a critical next step in finding opportunities for the next NPower to emerge.

2.3.1.4 How effective was the pilot in developing a transferable model?

NPower Canada intends to sustain its activities and is already scaling up the number of students they are able to reach: their second cohort launched in June 2015 welcomed twice as many students as their first cohort. They intend to offer a standard NPower Canada cohort of 60 students twice a year on an ongoing basis.

Their upcoming technology workforce consultations in Fall 2015 will inform their strategies to sustain this work. These consultations will involve a series of discussions with over 75 private sector employers of IT talent to better understand their workforce needs and their current methods of sourcing employees.

Equally, successful fundraising to support program costs will be critical to NPower's ability to sustain their activities. To date, NPower Canada has demonstrated a strong ability to convert their value proposition to employers into financial support and their innovative approach to foundation and government support.

2.3.1.5 How effective was the pilot in building and sustaining awareness?

NPower and CivicAction undertook some activities to build and sustain awareness of the pilot: sharing 211 tweets and reaching 1,400,000 media impressions over the last year.

2.4 Pilot 3: Engaging SMEs and Transparency of Job Market

The Engaging SMEs and Transparency of the Job Market pilot has begun to show early indications of positive outcomes for key stakeholders. Community agencies responded enthusiastically to opportunities to build their capacity as they recognized the importance of online tools like LinkedIn for their clients. As a result of LinkedIn Train-the-Trainer events, more young people are being taught the skills they need to create a compelling presence online. As a result of our activities, we also have a better understanding of the needs and barriers of SMEs in using online tools to recruit talent.

2.4.1 Results

Appendix 1 - Table 5 reports on each of the key indicators for this pilot.

2.4.1.1 How effective was the pilot in establishing a private sector-led infrastructure?

The private sector has been engaged in this pilot through 7 roundtables and focus groups, 15 engagement sessions, and 2 private sector-led engagements. 42 corporate and SME employers have been engaged to date.

Several employers have been strong champions for supporting the use of tools like LinkedIn within their organizations to tap into talent within the segment of youth facing barriers to employment. To date, 21 new entry-level jobs have been posted in the pilot group on LinkedIn. 77% of surveyed employers report increased awareness of online platforms like LinkedIn and 86% of surveyed employers say that participating in this pilot has increased their capacity to connect with youth facing barriers. At YouthConnect, 70% of attending employers confirmed that as a result of their participation in the conference, they were more likely to hire youth facing barriers to employment.

The importance of human resources capacity is a critical learning emerging from this pilot. Where a focus was initially placed on the importance of transparency, particularly from the SME segment, we identified a deeper lack of capacity for human resource functions within these organizations. Future efforts to address the barriers to job opportunities for youth within these organizations will need to focus on building this capacity, within organizations or at the sector level.

LinkedIn reported a positive experience as a lead partner. Learning, both organizationally and individually, was a key benefit of their participation. According to Jeffrey Roy, "I've certainly learned a lot, as I think others have, about the most pressing social issues facing the city and the province and country. I have a greater sensitivity and awareness of some of the key economic and civic issues that we are facing."

A second key component of LinkedIn's satisfaction is the level of employee engagement that they attribute to their participation in this pilot. According to Jeffrey Roy, "From the perspective of a manager at a big company, one of the things that I see as a residual benefit from participating is that it has really got a lot of the people here excited about coming into work... I think it has made people feel more connected to the company and I think it has elevated their sense of purpose which in turn drives their engagement at work."

2.4.1.2 How effective was the pilot in strengthening cross-sector relationships?

The cross-sector model of collaboration was central to the success of this pilot. At the partner level, the commitment of LinkedIn Canada, a private sector organization, to lead this work was an exciting first step into private sector leadership. LinkedIn strengthened its own cross-sector partnerships as a result of its participation in this pilot, including 75 new partnerships with non-profit organizations and the engagement of 87 unique youth-serving agencies.

Jeffrey Roy noted the strong commitment from all sectors in this pilot, "[Cross-sector collaboration] has played a significant role... The responsibility lies with all sectors to solve these issues and therein lies a lot of the challenge because it is rare that you get the opportunity to collaboratively work across sectors. The chance to do that, and even the

conversations that came out of that, have been really the core component of the whole project and involvement.”

In many ways, LinkedIn is a unique private sector partner. With a committed team and a relatively flexible structure, LinkedIn representatives shared that their organizational flexibility was central to their ability to participate in this pilot. According to Jeffrey Roy, “We’re very flexible... whereas organizations that are more structured may require a more structured approach to the use of people’s time.” In working with other private sector organizations, LinkedIn Canada recommended that community partners like CivicAction design the engagement to fit the culture of the organization and be specific up front about the time commitment.

LinkedIn Canada reflected positively on the role that CivicAction has played in facilitating cross-sector collaboration. According to Richard Wiltshire, “The pilot was dramatically easier because of CivicAction’s involvement. It would have been slower, smaller, and harder without CivicAction. There’s an important mechanism [that CivicAction offers] of being able to more rapidly connect to other sectors, more rapidly connect to interesting partners.” LinkedIn also noted that external accountability to CivicAction helped to keep the pilot on track.

2.4.1.3 How effective was the pilot in increasing opportunities for youth facing barriers?

The pilot successfully engaged youth facing barriers to employment, including 209 who attended workshops with agencies that included LinkedIn content, 162 who developed new LinkedIn profiles, 35 who enhanced an existing profile as a result of attending those workshops, and 60 who joined the Escalator LinkedIn Group. According to our agency partners, 21 youth who have participated in these workshops have secured employment and 6 have secured a training opportunity. 72% youth report being more satisfied in accessing job information as a result of the learning offered through this pilot.

Community agencies identified some terrific ideas to ensure that the lessons shared with their trainers permeate into the lives of the youth they serve.

- > Limited access to a computer or the internet can be overcome through centralized resources such as computers at agencies or in local libraries. Emphasis in the broader education system must be placed on computer literacy skills.
- > To overcome any discouragement that may arise from a lack of pre-existing contacts on LinkedIn, agencies suggested asking youth to encourage their friends, family, and classmates to join the platform – ensuring that they build their network quickly.
- > To overcome the perception that LinkedIn is a tool for senior level jobs and that the profile will not immediately enhance a youth’s job prospects, agencies suggested ramping up the value from quick wins – such as showing youth how to search for jobs immediately, tailoring jobs, news, and groups shared during training to their personal interests, and creating a group to maintain their engagement.
- > To overcome fears of networking or sharing personal information, agencies recommended integrating workshop content into an existing program which includes skill and self-awareness building activities.

Workshop participants acknowledged the need to position LinkedIn as a long-term career asset rather than a quick entry point into the job market. As Richard Wiltshire, Senior Enterprise Relationship Manager of LinkedIn¹ noted, “Getting young people to adopt a new technology is a long run game. We are building a career asset – this is not about getting somebody the next summer job, this is about building a component of managing a career in a digital age. You need to be digitally savvy, you need to have a digital presence, so we are building what I think is a core skill. It is a bit of a longer term focus.”

As a result of their participation, LinkedIn has recognized some new challenges of supporting youth facing barriers to employment, specifically with regards to leveraging new technologies in the job search. These learnings have informed not only into their collaboration on this pilot but the design of their products. For example, learning about how youth with limited professional experiences can showcase their talents has corroborated LinkedIn’s existing efforts to adjust profiles to highlight accomplishments and interests that might not be featured on a traditional resume (e.g. course curriculum, volunteer work). As Jeffrey Roy, Regional Manager, Relationship Management, Sales Solutions, LinkedIn Canada noted, “[LinkedIn is asking] how do you draw and tease out relevant professional and employable experience from what [young people] have done with their schools and in their communities.” LinkedIn is also looking at ways to leverage their own data to identify the lowest hanging fruit in terms of in demand skills that youth can develop to position themselves for entry level positions.

GETTING TO SCALE

It is important this pilot be scaled up to increase the number of youth facing barriers it is able to reach. Thankfully, achieving scale is central to LinkedIn’s value proposition as a technology company. As Richard Wiltshire noted, “The pilot steps have been extremely helpful for us to figure out a model, but the intent is to build a global model that can be replicated in our other cities.” According to Jeffrey Roy, scale for this project means finding ways to make it “repeatable, efficient, and easier to do... increasing the scale to allow it to reach more people.” As LinkedIn considers its options for achieving scale, a few of the axes of scale being considered include:

GEOGRAPHY

LinkedIn would like to see the Train-the-Trainer model replicated in cities across Canada and around the world.

LEVERAGING TECHNOLOGY

While an in-person Train-the-Trainer experience can be highly impactful, it is possible to share the content of the workshop more widely by leveraging technology. Materials from the July 17, 2015 Youth Connects workshop were shared online to allow those who are unable to attend the conference to access the content.

¹ Please note that direct quotes from Jeffrey Roy and Richard Wiltshire are personal views and do not necessarily reflect the views of LinkedIn.

PARTNERSHIP

LinkedIn has begun to discuss opportunities to partner with education institutions, like Seneca College, to influence curriculum design and embed the principles of the training in other contexts, such as classrooms or career centres.

In order to scale this initiative up, LinkedIn will need to address some critical barriers including resourcing. The continued leadership of champions within the organization will also be important.

Youth-serving community agencies play a critical role in preparing young people for career success. In turn, these individuals need to be supported with professional development opportunities to enhance their capacity. When invited to the train-the-trainer events, many youth workers were eager for the opportunity to develop their skills. As Richard Wiltshire noted, "[Our experience thus far] has really reinforced how critical these front line youth workers really are... I've learned more clearly how much [teaching youth to use LinkedIn] is hand-to-hand combat. We need to work with young people on a one-on-one basis to understand where they are, provide them with guidance, coaching, and tools and encourage them. Sometimes that's a bit difficult for a technology company because we aren't built for one-to-one interactions we're built for one-to-many which is why I believe in the train the trainer program. If I open a webcast for young people in Toronto, we'll get 10 people. But if we equip agencies, they'll each reach 10 and we'll get to 100." For LinkedIn, one of their key learnings has been how to partner effectively with community based organizations.

Of the community agencies that have attended LinkedIn Train-the-Trainer workshops, 73% have embedded the learning from those workshops into programs and services at their agencies including employment programs, workshops, and coaching; 79% intend to. 89% of community agencies say they have an enhanced appreciation of the value of online tools like LinkedIn for the youth they serve as a result of participating in this pilot. Community agency staff shared that they see these as important tools that youth should learn, and they are bringing creative ideas on how to help their target youth use it.

Community agencies identified some barriers that must be overcome within their own organizations to ensure that their enhanced understanding of online tools like LinkedIn becomes properly embedded in their organization. These include:

- > A lack of internal capacity, including annual review processes and budget constraints
- > Few staff development opportunities within the organization
- > Challenges in getting youth to sign up and attend workshops
- > A lack of understanding of the benefits of such training within an agency
- > Restrictive social media/client confidentiality policies

As more individuals are trained on these skills, these barriers will be more easily overcome within challenging institutional contexts.

2.4.1.4 How effective was the pilot in developing a transferable model?

LinkedIn is keen to continue to sustain this type of initiative past the pilot stage. This will be achieved through further development of partnerships with organizations that CivicAction has facilitated introductions to, specifically youth-serving community agencies.

2.4.1.5 How effective was the initiative in building and sustaining awareness?

LinkedIn and CivicAction undertook communications activities to build and spread awareness of this pilot. This work yielded over 933,000 Twitter Impressions and 12,000 newsletter impressions.

3.0 Limitations

While this evaluation presents a robust picture of the outcomes and learnings of the Escalator: Jobs for Youth Facing Barriers Initiative, it should be noted that there are several limitations of the methodology.

ABSENCE OF A CONTROL GROUP

While CivicAction and our partners have sought to track outcomes for key stakeholders, we have not measured outcomes for any control groups against which we might compare our results. As a result, it is difficult to know what program outcomes would have occurred without the activities of CivicAction and our partners.

SELF-REPORTED DATA

This evaluation relies heavily on self-reported data on outcomes collected through semi-structured interviews and surveys. Respondents may have misreported outcomes or omitted information. CivicAction has not sought third party validation of reported self-reported data.

INDIRECT ACCESS TO YOUTH

Though each of the pilots seek to enhance employment and/or training outcomes for youth facing barriers, for the most part, CivicAction does not work directly with this population. Instead, we have relied on intermediary contacts such as community agencies to report on outcomes for the youth that they work with.

CIVICACTION AS EVALUATOR

While CivicAction has tried to use an objective lens for the purposes of evaluation, by conducting the evaluation internally, we may have introduced bias. One possible example of this is that by conducting interviews with the lead organizations, these partners may not have felt as free to speak frankly as they would have with an impartial third party.

RESPONSE RATES

While CivicAction made every effort to have pilot participants complete evaluation materials, we did not achieve 100% response rates. It is possible that this evaluation has not captured the full impact of the initiative.

4.0 Evaluation Next Steps

4.1 General Next Steps

As the pilots progress, it is critical that monitoring and evaluation efforts are continued so that the impact created by these projects is understood. As the pilots evolve, it is essential that their monitoring and evaluation frameworks also evolve to appropriately measure their results. As described in section 4.2, plans are already underway to continue monitoring and evaluation efforts for each pilot.

At the initiative level, it is unlikely that measurement of the current scope and scale will be continued on a formal basis. That said, our experiences to date have informed our thinking on which measurement approaches are most useful. This experience could be applied to other initiatives in this area in the future.

At the initiative level, several indicators stand out as most useful for answering our key research questions. They are as follows:

A. HOW EFFECTIVE WAS THE INITIATIVE IN ESTABLISHING A PRIVATE SECTOR-LED INFRASTRUCTURE?

- > Number of corporate and SME employers engaged: This indicator gave us a sense of the reach of the initiative with respect to the target group of private sector organizations. It allowed us to determine how effective our efforts were at engaging the private sector in the conversations shaping the pilots. In future it may be helpful to more specifically define what is meant by engagement. In this iteration, we interpreted engagement to include everything from attending meetings where private sector organizations learned about the initiative to taking independent action on critical barriers to youth success within their organizations.

B. HOW EFFECTIVE WAS THE INITIATIVE IN STRENGTHENING CROSS-SECTOR RELATIONSHIPS?

- > Number of new partnerships between private and non-profit sector organizations: This indicator gave us a sense of the initiative's effectiveness at catalyzing cross-sector relationships. It is one measure of the connections created by the initiative that will allow for future impacts to be catalyzed. In future it may be helpful to more specifically define what is meant by partnership. In this iteration, we asked our private and non-profit sector partners to self-identify partnership. As a result, partnerships ranged from new cross-sector contacts to formal structured agreements between cross-sector entities.
- > The number of unique youth-serving agencies engaged: This indicator gave us a sense of the reach of the initiative with respect to the target group of youth-serving agencies. It allowed us to determine how effective our efforts were at engaging these agencies in the conversations shaping the pilots. In future it may be helpful to more specifically define what is meant by engagement. In this iteration, we interpreted engagement to include everything from attending meetings where agencies learned about the initiative to actively participating in a pilot.

C. HOW EFFECTIVE WAS THE INITIATIVE IN INCREASING OPPORTUNITIES FOR YOUTH FACING BARRIERS?

- > Total number of youth reached: This indicator gave us a sense of the reach of the initiative with respect to the target group of young people. It allowed us to determine

how effective our efforts were at engaging youth in the conversations shaping the pilots.

- > The total number of youth served by the three regional pilots: This indicator gave us a sense of the scale of the initiative with respect to the target group of young people. It allowed us to determine how effective our pilots were in engaging young people in order to create a positive impact.
- > Total number of youth employed at the end of the pilot: Measuring one of our ultimate goals, this indicator helped us to measure the success of the initiative in achieving employment for young people. In future it may be helpful to differentiate between part-time and full-time work, as well as measuring changes for young people moving from states of underemployment or precarious work into meaningful career-track jobs.
- > Total number of youth in training at the end of the pilot: Measuring one of our ultimate goals, this indicator helped us to measure the success of the initiative in connecting young people to training opportunities.

As the pilots mature, it may be useful to consider the use of unique identifiers to track outcomes for individual young people. Since most young people in our pilots are being sourced through community agencies which already collect extensive demographic information on the young people they serve, there may be an opportunity to avoid duplicative data collection. A unique identifier, assigned to each individual young person, allows for the data to be anonymized and for outcomes to be tracked across pilots.

4.2 Pilot-Specific Next Steps

As the pilots move forward, their evaluation frameworks are likely to evolve. In the following sections we offer some guidance to the pilot projects on how best to measure outcomes.

4.2.1 Pilot 1: Regional Mentoring Initiative²

Given that the activities of the Regional Mentoring Pilot are only just getting underway, the bulk of the evaluation activities are yet to come. United Way Toronto and York Region's Research, Public Policy and Evaluation team will be leading evaluation efforts moving forward.

Developing and implementing this kind of innovative programming is a complex and iterative process and progress rarely happens in a linear fashion. As a result, netWORKS' Theory of Change and Monitoring and Evaluation (M&E) framework should be considered iterative in that, as the program continues to be developed and implemented, the Theory of Change and M&E framework will be adjusted to reflect any program changes.

netWORKS' M&E framework has been designed to measure whether the program is accomplishing what it set out to do and the impact and outcomes that are resulting from the program.

² Please note that United Way Toronto and York Region has requested that a distinct version of this section be used for the public version of this report. Since the pilot is in an early phase, they have not yet had the opportunity to communicate with stakeholders about the monitoring and evaluation framework and would prefer to do that before this content is made public. A suggested replacement version of section 4.2.1 is included in Appendix 4.

In doing so, the M&E framework is guided by the following ten evaluation questions:

1. To what extent are mentees more effective in pursuing meaningful career opportunities as a result of the knowledge, resources and tools they are provided through netWORKS?
2. To what extent are mentees gaining knowledge about meaningful career opportunities in the local labour market through their participation in netWORKS?
3. To what extent are mentees improving their job search skills and career development capacity through their participation in netWORKS?
4. To what extent are mentees gaining employer-recognized soft skills through their participation in netWORKS?
5. To what extent are mentees building career-related networks through their participation in netWORKS?
6. To what extent are applications to post-secondary education among mentees increasing as a result of their participation in netWORKS?
7. To what extent does participation in netWORKS result in improved labour market and employment outcomes for mentees?
8. To what extent are mentors accessing the knowledge, resources, and tools they need to be effective in their roles within netWORKS?
9. To what extent do mentors experience improved workplace skills as a result of their participation in netWORKS?
10. To what extent is netWORKS resulting in more civically engaged mentors?

4.2.1.1 Data Collection and Tools

In order to capture the impact that netWORKS is having on mentors and mentees as they progress through the program, information will be collected through:

- 1) Baseline data - to be collected through surveys and/or interviews with service delivery organization staff
- 2) Program evaluation data – to be collected through a series of surveys that will be stored through an online survey platform, and distributed through the netWORKS platform

Data will be captured at various stages of the program including:

- > Upon entering the program
- > After training and orientation sessions
- > After having completed the minimum program requirements, and after having participated in a set number of activities thereafter
- > Upon completion of the structured 1-1 mentoring program, and 6 months thereafter
- > After having participated in the program for 1 year

4.2.2 Pilot 2: Employer-Designed Training and Internships

NPower Canada has already developed a robust framework for measuring outcomes of their program for the youth who participate. We recommend that NPower Canada continue to measure the following indicators to track their progress.

- > Number of student enrolled in Class 1
- > % graduation rate
- > % female students
- > % of graduates employed at the end of the pilot
- > % of graduates pursuing further education at the end of the pilot
- > The number of corporate and SME employers engaged
- > The number of unique youth-serving agencies engaged
- > Conversion rate of internships into full time employment
- > Employer satisfaction with NPower Canada interns
- > Employer satisfaction with NPower Canada employees

4.2.3 Pilot 3: Engaging SMEs and Transparency of Job Market

LinkedIn Canada has started to develop processes for measuring the outcomes of the Train-the-Trainer program. We recommend that LinkedIn Canada continue to measure the following indicators to track their progress.

- > Number of youth who attended workshops with agencies with LinkedIn content
- > Number of youth who have developed new LinkedIn profiles as a result of workshops by community agencies
- > Number of youth who have enhanced their existing LinkedIn profile as a result of workshops by community agencies
- > The number of youth who participated in these workshops who have secured an employment opportunity
- > The number of youth who participated in these workshops who have secured a training opportunity
- > The number of unique youth-serving agencies engaged.
- > Number of community agencies that attended workshops
- > Number of community agencies that have embedded learning from workshops into other programs/services at their agency
- > % of community agencies that have an enhanced appreciation of the value of online tools like LinkedIn for the youth they serve
- > Increased awareness of online platforms among employers
- > % of employers involved in our work that say participating increasing their capacity to connect with youth

As the pilot progresses, LinkedIn Canada may wish to explore more sophisticated methods of tracking and attributing the impact of the Train-the-Trainer program on employment outcomes for youth facing barriers to employment.

5.0 Conclusion

This evaluation set out to measuring the success of Escalator against the following objectives:

- > To Secure Private Sector Commitments, Investment and Leadership to Increase Employment and Mentoring Opportunities for At-Risk Youth
- > To Establish Infrastructure and Activities to Support and Guide Implementation and Evaluation of Three Pilots
- > And To Increase Employment and Mentoring Opportunities for At-Risk Youth During and Beyond the Life of the Project

This phase of Escalator has seen great progress as our three pilots launched. Through convening and cross-sector leadership, CivicAction has grown the coalition of individuals and organizations who are taking action on the issue of youth facing barriers to employment. This phase of the initiative in particular has seen deeper engagement of the private sector. The relationships developed through working together are a lasting investment that will serve the pilots coming out of this phase of Escalator well.

Building on these early successes, lead organizations will continue to measure the success of the pilots – tweaking their design as new learnings inform our thinking about how best to serve youth facing barriers to employment and employers in the region. We have seen amazing transformative progress over the last year of the Escalator initiative and look forward to seeing how this investment in the future of our young people will generate returns to the region for generations to come.

Appendix 1: Tables

Table 1: Evaluation Stakeholders

Stakeholder	What is to be Evaluated	How will the Results be Used	Evaluation Purpose Statement
CivicAction	<ul style="list-style-type: none"> > The effectiveness of the initiative in achieving desired outcomes > The potential for cross-sector collaboration to achieve impact 	<ul style="list-style-type: none"> > To share the impact of our work with our key stakeholders, through our Final Project Report and annual impact report. > To inform future cross-sectoral projects and collaborations 	<ul style="list-style-type: none"> > To learn from this experience to better understand how the cross-sector collaboration model contributes to desired outcomes
The Ministry of Children and Youth Services	<ul style="list-style-type: none"> > The potential for cross-sector collaboration to achieve impact > The ability of the private sector to lead youth employment infrastructure > The ability of Cross-Sector Partnerships to achieve impact > The effectiveness of the pilots in increasing opportunities for youth > The transferability of this model > The effectiveness of building and sustaining awareness of the approach with stakeholders 	<ul style="list-style-type: none"> > To inform future cross-sectoral projects and collaborations 	<ul style="list-style-type: none"> > To learn how to best engage the private sector to achieved desired outcomes for children and youth
Champions Council Members	<ul style="list-style-type: none"> > The effectiveness of the initiative in achieving desired outcomes 	<ul style="list-style-type: none"> > To inform participation in future projects of a similar nature 	<ul style="list-style-type: none"> > To learn how their participation has made an impact
Sponsors	<ul style="list-style-type: none"> > The effectiveness of the initiative in achieving desired outcomes for youth 	<ul style="list-style-type: none"> > To share the impact of their work with key stakeholders. > To decide whether to continue supporting this initiative over time 	<ul style="list-style-type: none"> > To understand whether this is a program worth supporting in the future and how lessons from the pilot phase could be applied to other initiatives
Other Interested Organizations	<ul style="list-style-type: none"> > The effectiveness of the initiative in achieving desired outcomes for youth > The potential for cross-sector collaboration to achieve impact 	<ul style="list-style-type: none"> > To improve or enhance their own work in the area of employment-oriented mentorship and cross-sectoral collaborations 	<ul style="list-style-type: none"> > To understand how lessons from the pilot phase could be applied to other initiatives

Table 2: Initiative Level Methods and Results

Evaluation Question	Desired Outcome	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
A. How effective was the initiative in establishing a private sector-led infrastructure?	Lead organizations are engaged in the Pilot Projects.	Percentage of participating lead organizations who report having had a positive experience in the program	4/4 Positive	Exit Interview with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	CivicAction
		Perceptions and attitudes of lead organizations regarding the day-to-day functioning of their pilot projects (e.g. direct involvement versus arms-length model of implementation)	4/4 Positive	Exit Interview with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	CivicAction and Pilot Lead Organizations
	Lead organizations feel supported by the Recipient and the Champions Council as they implement pilot projects.	Perceptions and attitudes of lead organizations regarding support materials / collator provided to them by the Recipient and the Champions Council (e.g. perceived effectiveness)	4/4 Positive	Exit Interview with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	CivicAction and Pilot Lead Organizations
	The Recipient engages stakeholders to solidify required partnerships and support pilot projects.	Number of unique youth-serving agencies engaged	128	Collecting attendance information at CivicAction-led events, Rolled up from Pilot Evaluations	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
		Number of corporate and SME employers engaged	103	Collecting attendance information at CivicAction-led events, Rolled up from Pilot Evaluations	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
		Number of roundtables and focus groups held	11	Collecting attendance information at CivicAction-led events, Rolled up from Pilot Evaluations	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations

Evaluation Question	Desired Outcome	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
		Number of engagement sessions in pilot regions of the GTHA	156	Collecting attendance information at CivicAction-led events, Rolled up from Pilot Evaluations	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
	Lead organizations are quickly identified.	Average number of days from contract signing to the identification of lead organizations	11		Contract Dates and Date of Identification of Pilot Lead Organizations	Collected Once, At Identification Date	CivicAction
B. How effective was the initiative in strengthening cross-sector relationships?	The Champions Council expands the reach of the Private Sector Jobs and Mentorship Initiative beyond the identified pilot projects.	Number of partners identified by the Champions Council partners that may be able to address systemic barriers that multi-barriered youth face regarding employment and mentorship	5	Survey of Champions Council	Champions Council	Collected Once, July 2015	CivicAction
		Percentage of private sector representatives on the Champion's Council	47%	CivicAction's Champions Council List	CivicAction Records	Collected Once, July 2015	CivicAction
		Percentage of community sector representative on the Champion's Council	24%	CivicAction's Champions Council List	CivicAction Records	Collected Once, July 2015	CivicAction
	The Private Sector Jobs and Mentorship Initiative creates new partnerships between the private and non-profit sectors.	Number of new partnerships between private and non-profit sector organizations	104	Exit Interview with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	CivicAction and Pilot Lead Organizations
C. How effective was the initiative in achieving desired outcomes for key stakeholders?	Youth have more employment and mentorship opportunities.	Number of youth served by the three regional pilots	310	Survey and Program Records - Rolled up from Pilot Evaluations	Pilot Lead Organizations, Participating Community Agencies	Collected Once, July 2015	Pilot Lead Organizations
		Number of youth in mentorship opportunities	10	Survey and Program Records - Rolled up from Pilot Evaluations	Pilot Lead Organizations, Participating Community Agencies	Collected Once, July 2015	Pilot Lead Organizations

Evaluation Question	Desired Outcome	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
		Number of youth in employment opportunities	39	Survey and Program Records - Rolled up from Pilot Evaluations	Pilot Lead Organizations, Participating Community Agencies	Collected Once, July 2015	Pilot Lead Organizations
		Number of youth in training opportunities	12	Survey and Program Records - Rolled up from Pilot Evaluations	Pilot Lead Organizations, Participating Community Agencies	Collected Once, July 2015	Pilot Lead Organizations
		Number of youth using job search/labour market tools	197	Survey and Program Records - Rolled up from Pilot Evaluations	Pilot Lead Organizations, Participating Community Agencies	Collected Once, July 2015	Pilot Lead Organizations
D. How effective was the initiative in developing a transferable model?	Lead organizations are working toward sustainable change.	Number of lead organizations planning on continuing with projects past the pilot stage (12 months / completion of second phase activities)	4/4	Exit Interviews with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	CivicAction
		Number of lead organizations planning on expanding projects past the pilot stage (12 months / completion of second phase activities)	4/4				CivicAction
	Private sector organizations provide input into the CivicAction-led transferable model.	Number of private sector organizations providing input into the transferable model	16	Collecting attendance information at CivicAction Events	CivicAction Records	Collected on an ongoing basis, Reported July 2015	CivicAction
E. How effective was the initiative in building and sustaining awareness?	Private and non-profit organizations are aware of the three regional pilots.	Twitter Accounts Reached	279,566	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
		Twitter Impressions	1,220,768	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations

Evaluation Question	Desired Outcome	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
		Tweets	714	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
		Twitter Contributors	155	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
		Media Impressions	11,329,291	CivicAction Records	CivicAction Records and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
		Newsletter Impressions	19,752	CivicAction Records	CivicAction Records and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
		Number of private sector-led engagements / mobilization activities (i.e. meetings / consultations) regarding regional pilots	3	Collecting attendance information at CivicAction-led events, Rolled up from Pilot Evaluations	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations

Table 3: Pilot 1 – Regional Mentoring Initiative Pilot Results and Methods

Evaluation Question	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
A. How effective was the initiative in establishing a private sector-led infrastructure?	Perceptions and attitudes of Pilot Lead Organizations regarding the day-to-day functioning of their pilot projects (e.g. direct involvement versus arms-length model of implementation)	2/2 Positive	Exit Interview with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	Pilot Lead Organizations, administered and collected by CivicAction
	Perceptions and attitudes of Pilot Lead Organizations regarding support materials / collator provided to them by the Recipient and the Champions Council (e.g. perceived effectiveness)	2/2 Positive	Exit Interview with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	Pilot Lead Organizations, administered and collected by CivicAction
	Number of unique youth-serving agencies engaged	19	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
	Number of corporate and SME employers engaged	15	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
	Number of roundtables and focus groups held	2	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
	Number of engagement sessions in pilot regions of the GTHA	45	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
	Number of days from contract signing to the identification of Pilot Lead Organizations	32		Contract Dates and Date of Identification of Pilot Lead Organizations	Collected Once, At Identification Date	CivicAction
B. How effective was the initiative in strengthening cross-sector relationships?	Number of new partnerships between private and non-profit sector organizations	2	Exit Interview with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	Pilot Lead Organizations, administered and collected by CivicAction

Evaluation Question	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
C. How effective was the initiative in increasing opportunities for youth facing barriers?	Number of youth served	10		Pilot Lead Organization Records	Collected on an ongoing basis	Pilot Lead Organizations
D. How effective was the initiative in developing a transferable model?	Percentage of participating lead organizations who report having had a positive experience in the program	100%	Exit Interview with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	CivicAction
	Number of lead organizations planning on continuing with projects past the pilot stage (12 months / completion of second phase activities)	2/2	Exit Interview with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	CivicAction
	Number of lead organizations planning on expanding projects past the pilot stage (12 months / completion of second phase activities)	2/2	Exit Interview with Pilot Lead Organizations	Pilot Lead Organizations	Collected Once, July 2015	CivicAction
E. How effective was the initiative in building and sustaining awareness?	Twitter Accounts Reached	N/A	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
	Twitter Impressions	N/A	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
	Tweets	N/A	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
	Twitter Contributors	N/A	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
	Media Impressions	N/A	CivicAction Records	CivicAction Records and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations
	Newsletter Impressions	N/A	CivicAction Records	CivicAction Records and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations

Evaluation Question	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
	Number of private sector-led engagements / mobilization activities (i.e. meetings / consultations) regarding regional pilots	1	Communication with Private Sector Partners	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organizations

Table 4: Pilot 2 - Employer-Led Training and Internships Pilot Results and Methods

Evaluation Question	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
A. How effective was the initiative in establishing a private sector-led infrastructure?	Perceptions and attitudes of Lead organization regarding the day-to-day functioning of their pilot projects (e.g. direct involvement versus arms-length model of implementation)	1/1 Positive	Exit Interview with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	Pilot Lead Organization, administered and collected by CivicAction
	Perceptions and attitudes of Lead organization regarding support materials / collator provided to them by the Recipient and the Champions Council (e.g. perceived effectiveness)	1/1 Positive	Exit Interview with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	Pilot Lead Organization, administered and collected by CivicAction
	Number of unique youth-serving agencies engaged	31	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	Collected by NPower, Requested by CivicAction
	Number of corporate and SME employers engaged	52	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Number of roundtables and focus groups held	1	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Number of engagement sessions in pilot regions of the GTHA	4	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization

Evaluation Question	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
	Number of days from contract signing to the identification of lead organization	0		Contract Dates and Date of Identification of Pilot Lead Organization	Collected Once, At Identification Date	CivicAction
B. How effective was the initiative in strengthening cross-sector relationships?	Number of new partnerships between private and non-profit sector organizations	22	Exit Interview with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	
C. How effective was the initiative in increasing opportunities for youth facing barriers?	Number of students enrolled in Class 1	29		Pilot Lead Organization Records	Collected Once, July 2015	Pilot Lead Organization
	Number of students enrolled in Class 2	62		Pilot Lead Organization Records	Collected Once, July 2015	Pilot Lead Organization
	Percentage of students who graduated from Class 1	83%		Pilot Lead Organization Records	Collected Once, July 2015	Pilot Lead Organization
	Percentage of female students in Class 1	33%		Pilot Lead Organization Records	Collected Once, July 2015	Pilot Lead Organization
	Percentage of graduates employed at the end of the pilot	75%		Pilot Lead Organization Records	Collected Once, July 2015	Pilot Lead Organization
	Percentage of graduates pursuing further education at the end of the pilot	25%		Pilot Lead Organization Records	Collected Once, July 2015	Pilot Lead Organization
D. How effective was the initiative in developing a transferable model?	Percentage of participating lead organizations who report having had a positive experience in the program	100%	Exit Interview with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	CivicAction
	Number of lead organizations planning on continuing with projects past the pilot stage (12 months / completion of second phase activities)	1/1	Exit Interview with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	CivicAction
	Number of lead organizations planning on expanding projects past the pilot stage (12 months / completion of second phase activities)	1/1	Exit Interview with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	CivicAction
E. How effective was the initiative in building and sustaining awareness?	Twitter Accounts Reached	177	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization

Evaluation Question	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
	Twitter Impressions	N/A	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Tweets	211	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Twitter Contributors	1	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Media Impressions	1,400,000		CivicAction Records and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Newsletter Impressions	N/A		CivicAction Records and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Number of private sector-led engagements / mobilization activities (i.e. meetings / consultations) regarding regional pilots	0	Communication with Private Sector Partners	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization

Table 5: Pilot 3 - Engaging SMEs and Transparency of the Job Market Pilot Results and Methods

Evaluation Question	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
A. How effective was the initiative in establishing a private sector-led infrastructure?	Perceptions and attitudes of Lead organization regarding the day-to-day functioning of their pilot project (e.g. direct involvement versus arms-length model of implementation)	1/1 Positive	Exit Interview with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	Pilot Lead Organization, administered and collected by CivicAction
	Perceptions and attitudes of Lead organization regarding support materials / collator provided to them by the Recipient and the Champions Council (e.g. perceived effectiveness)	1/1 Positive	Exit Interview with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	Pilot Lead Organization, administered and collected by CivicAction
	Number of unique youth-serving agencies engaged	87	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Number of corporate and SME employers engaged	42	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Number of roundtables and focus groups held	7	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Number of engagement sessions in pilot regions of the GTHA	15	Collecting attendance information at CivicAction-led events and pilot lead organization events	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Number of days from contract signing to the identification of lead organization	2			Contract Dates and Date of Identification of Pilot Lead Organization	Collected Once, At Identification Date
B. How effective was the initiative in strengthening cross-sector relationships?	Number of new partnerships between private and non-profit sector organizations	75	Exit Interview with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	Pilot Lead Organization, administered and collected by CivicAction

Evaluation Question	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
C. How effective was the initiative in increasing opportunities for youth facing barriers?	Number of new youth online in pilot area	60		LinkedIn Group	Collected Once, July 2015	CivicAction
	Percentage of youth who are satisfied in accessing job information after attending workshops	72%	Survey to Youth Participants, Survey to Community Agency Participants	Youth Participants, Community Agency Participants	Collected After Each Workshop	CivicAction
	Insights on how youth access information for stakeholders	Barriers include: Lack of access to a computer/Wi-Fi ; Lack of computer literacy skills; Lack of pre-existing network/friends on the website; Lack of work skills and experience; Will not see immediate results from setting up a profile; not wanting to share information; not seeing the value as a networking tool or scared of networking on the website; Feeling like LinkedIn is For mid-level or senior level jobs; not seeing themselves as professionals	Survey to Youth Participants, Survey to Community Agency Participants	Youth Participants, Community Agency Participants	Collected After Each Workshop	CivicAction
	Number of youth who attended workshops with agencies with LinkedIn content	209	Pilot Lead Organization Records, Survey to Community Agency Participants	Pilot Lead Organization, Community Agency Participants	Collected After Each Workshop	CivicAction
	Number of youth who have developed new LinkedIn profiles as a result of workshops by community agencies	162	Survey to Youth Participants, Survey to Community Agency Participants	Youth Participants, Community Agency Participants	Collected After Each Workshop	CivicAction
	Number of youth who have enhanced their existing LinkedIn profile as a result of workshops by community agencies	35	Survey to Youth Participants, Survey to Community Agency Participants	Youth Participants, Community Agency Participants	Collected After Each Workshop	CivicAction

Evaluation Question	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
	Number of youth who participated in these workshops who have secured an employment opportunity ³	21	Survey to Community Agency Participants	Community Agency Participants	Collected After Each Workshop	CivicAction
	Number of youth who participated in these workshops who have secured a training opportunity ³	6	Survey to Community Agency Participants	Community Agency Participants	Collected After Each Workshop	CivicAction
	Number of community agencies that attended workshops	77	Pilot Lead Organization Records	Pilot Lead Organization	Collected After Each Workshop	Pilot Lead Organization
	Number of community agencies that have embedded learning from workshops into other programs/services at their agency ⁴	8 (73% of respondents)	Survey to Community Agency Participants	Community Agency Participants	Collected After Each Workshop	CivicAction
	Number of community agencies that intended to embed learning from workshops into other programs/services at their agency	141 (88% of respondents)	Survey to Community Agency Participants	Community Agency Participants	Collected After Each Workshop	CivicAction
	Percentage of community agencies that have an enhanced appreciation of the value of online tools like LinkedIn for the youth they serve	89%	Survey to Community Agency Participants	Community Agency Participants	Collected After Each Workshop	CivicAction
	Number of new entry-level jobs online in pilot area	21		LinkedIn Group	Collected Once, July 2015	CivicAction
	Percentage of participating employers who increased awareness of online platforms for hiring youth facing barriers to employment	77%	Survey to Employer Participants	Employer Participants	Collected After Each Workshop	CivicAction
	Percentage of participating employers who that say participating has increased their capacity to connect with youth facing barriers to employment	86%	Survey to Employer Participants	Employer Participants	Collected After Each Workshop	CivicAction
D. How effective was the initiative in developing a transferable model?	Percentage of participating lead organizations who report having had a positive experience in the program	1/1 Positive	Exit Interviews with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	CivicAction

³ Please note that this does not include youth who attended the YouthConnect Conference on July 17, 2015 or participated in a workshop following YouthConnect.

⁴ Please note that this does not include agencies that attended the YouthConnect Conference on July 17, 2015.

Evaluation Question	Indicator/ Performance Measure	Results	Method	Data Source	Frequency	Responsibility
	Number of lead organizations planning on continuing with projects past the pilot stage (12 months / completion of second phase activities)	1/1	Exit Interviews with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	CivicAction
	Number of lead organizations planning on expanding projects past the pilot stage (12 months / completion of second phase activities)	1/1	Exit Interviews with Pilot Lead Organization	Pilot Lead Organization	Collected Once, July 2015	CivicAction
E. How broad was our influence on media and social media?	Twitter Accounts Reached	111,568	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Twitter Impressions	933,701	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Tweets	435	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Twitter Contributors	115	CivicAction Records and Pilot Lead Organization Records	Twitter	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Media Impressions	N/A		CivicAction Records and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Newsletter Impressions	12,000		CivicAction Records and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization
	Number of private sector-led engagements / mobilization activities (i.e. meetings / consultations) regarding regional pilots	2	Communication with Private Sector Partners	CivicAction and Pilot Lead Organization Records	Collected on an ongoing basis, Reported July 2015	CivicAction and Pilot Lead Organization

Appendix 2: Evaluation Research Methods

EXIT INTERVIEWS WITH LEAD ORGANIZATIONS

CivicAction staff conducted exit interviews with each of the pilot lead organizations. The interviews followed a semi-structured framework using the questions in Appendices 1-3. Sections of these interviews were conducted by email. In-person interviews were completed with the following individuals:

- > Nation Cheong, Director of Youth Strategy, United Way of Toronto and York Region – June 9, 2015
- > JoAnne Doyle, Chief Strategy Officer, United Way of Toronto and York Region – June 9, 2015
- > Dave Wilkin, Founder, Ten Thousand Coffees – June 11, 2015
- > Jeffrey Roy, Regional Manager, Relationship Management, Sales Solutions, LinkedIn - June 8, 2015
- > Richard Wiltshire, Senior Enterprise Relationship Manager, LinkedIn - June 12, 2015
- > Julia Blackburn, Executive Director, NPower Canada – June 9, 2015
- > Andrew Reddin, Program Manager, NPower Canada – June 9, 2015

SURVEYS

CivicAction used online and paper surveys to solicit feedback and results from key stakeholders including:

- > Escalator Champions Council – July 2015
- > Employers who attended the February 12, 2015 or March 24, 2015 SME Roundtables
- > LinkedIn Train the Trainer Community Agency Workshop Participants – November 2014
- > LinkedIn YouthConnect Youth Workshop Participants – July 17, 2015
- > LinkedIn YouthConnect Community Agency Workshop Participants – July 17, 2015
- > LinkedIn YouthConnect Employer Workshop Participants – July 17, 2015

RECORDS

CivicAction used records from our own organization as well as those of the pilot leads including attendance records from events including engagement sessions, roundtables, focus groups, and meetings to track indicators related to participation by sector and NPower student outcomes.

LINKEDIN GROUP

CivicAction hosted a LinkedIn group for participating community agencies, employers, and youth to join. CivicAction used this group to record participation and job postings.

SOCIAL MEDIA AND MEDIA ANALYSIS

CivicAction used social media records to track indicators related to communications reach.

Appendix 3: Interview Questions – Pilot 1

LEAD PARTNER INTERVIEW QUESTIONS FOR ESCALATOR PILOT PARTNERS - REGIONAL MENTORING INITIATIVE

CivicAction will be reporting to the Ministry of Children and Youth Services on the successes of and learnings gathered from the Escalator initiative. Our report is due to the province in mid-August. As a part of this process, we are conducting interviews with our lead partners. The objectives of this interview are twofold:

1. To capture relevant outcomes and results of the pilot
2. To capture your experiences working with CivicAction and your plans for continuing and scaling this work

Information you provide through this interview will be used to inform the final report. You will have an opportunity to review relevant sections of the report in late July.

By Email

We want to ensure that we have accurately captured the outputs of this initiative. Please review the following questions, which will not be discussed during the in-person interview, but rather conducted by email.

Engagement

1. Beyond the list provided, have you engaged any other private sector organizations in the pilot since August 29, 2014?
2. Beyond the list provided, have you engaged any other youth-serving organizations in the pilot since August 29, 2014?
3. Beyond the list provided, have you hosted any roundtables or focus groups with private sector organizations since August 29, 2014 related to this pilot?
4. How many new partnerships did you form with private sector organizations as a result of working on this pilot? * UWT Only
5. How many new partnerships did you form with non-profit sector organizations as a result of working on this pilot? * Ten Thousand Coffees Only

Communications and Reach

6. Did your organization undertake any external communications related to this pilot? If so, can you provide the following (if applicable):
 - a. Number of Tweets
 - b. Number of Re-Tweets
 - c. Number of Accounts Reached
 - d. Number of Impressions
 - e. Media coverage
 - f. Newsletter reach

In Person Interview

1. How would you describe your experience participating in the development of this pilot?
2. How would you describe your role in implementing the pilot? How do you feel the model of collaboration between the partner organizations worked? How did it differ from what you might normally do?
3. How did the model of cross-sector collaboration contribute to your experience in this pilot? Is there anything that would have improved this experience for you?
4. Did you feel supported by CivicAction as you implemented this pilot?
5. Did you feel supported by the Champions Council as you implemented this pilot?
6. What are your key recommendations, lessons learned, or best practices derived from implementing this pilot?
7. Does your organization intend to continue leading this pilot past August of this year? If so, in what capacity? If not, why not?
8. What does scaling mean to you?
 - a. What would successful scaling of this pilot look like to you? How would you know when this initiative had achieved scale?
 - b. Does your organization intend to expand the scale/scope of this project past August of this year? If so, how?
 - i. If not, why not? If not, how might you recommend another organization expand the scale/scope of this project?
 - ii. On what timeline will you be making decisions about scale?
 - c. What barriers does this pilot face in terms of scaling?
9. Is there anything else you'd like to add or felt like we didn't cover?
10. Do you have any photos, stories, quotes, or recommendations for our case studies on this pilot?

Appendix 4: Interview Questions – Pilot 2

LEAD PARTNER INTERVIEW QUESTIONS FOR ESCALATOR PILOT PARTNERS – EMPLOYER-DESIGNED TRAINING AND INTERNSHIPS

CivicAction will be reporting to the Ministry of Children and Youth Services on the successes of and learnings gathered from the Escalator initiative. Our report is due to the province in mid-August. As a part of this process, we are conducting interviews with our lead partners. The objectives of this interview are twofold:

1. To capture relevant outcomes and results of the pilot
2. To capture your experiences working with CivicAction and your plans for continuing and scaling this work

Information you provide through this interview will be used to inform the final report. You will have an opportunity to review relevant sections of the report in late July.

By Email

We want to ensure that we have accurately captured the outputs of this initiative. Please review the following questions, which will not be discussed during the in-person interview, but rather conducted by email.

Engagement

1. Which private sector organizations have you engaged in the pilot since August 29, 2014?
2. Which youth-serving organizations have you engaged in the pilot since August 29, 2014?
3. Beyond the list provided, have you hosted any roundtables or focus groups with private sector organizations since August 29, 2014 related to this pilot?
 - > January 29 2015 Champions Council Meeting
4. How many new partnerships did you form with private sector organizations as a result of working on this pilot?

Communications and Reach

5. Did your organization undertake any external communications related to this pilot? If so, can you provide the following (if applicable):
 - a. Number of Tweets
 - b. Number of Re-Tweets
 - c. Number of Accounts Reached
 - d. Number of Impressions
 - e. Media coverage
 - f. Newsletter reach

Pilot Specific Questions

6. How many young people were enrolled in Class 1 at the beginning?
7. What percentage of these students graduated from the program?

8. What percentage of the students enrolled at the beginning of Class 1 were female?
9. Of the young people who completed the program, how many are now engaged in employment opportunities? How many are now engaged in further education or training opportunities?
10. Were there any other results from the first cohort that you wanted to share?

In Person Interview

1. How would you describe your experience participating in the development of this pilot?
2. How would you describe your role in implementing the pilot? How do you feel the model of collaboration between the partner organizations worked?
3. How did the model of cross-sector collaboration contribute to your experience in this pilot? Is there anything that would have improved this experience for you?
4. Did you feel supported by CivicAction as you implemented this pilot?
5. Did you feel supported by the Champions Council as you implemented this pilot?
6. Were there any results from this pilot thus far that you wanted to share?
7. What are your key recommendations, lessons learned, or best practices derived from implementing this pilot?
8. Does your organization intend to continue leading this pilot past August of this year? If so, in what capacity? If not, why not?
9. What does scaling mean to you?
 - a. What would successful scaling of this pilot look like to you? How would you know when this initiative had achieved scale?
 - b. Does your organization intend to expand the scale/scope of this project past August of this year? If so, how?
 - i. If not, why not? If not, how might you recommend another organization expand the scale/scope of this project?
 - ii. On what timeline will you be making decisions about scale?
10. Is there anything else you'd like to add or felt like we didn't cover?
11. Do you have any photos, stories, quotes, or recommendations for our case studies on this pilot?

Appendix 5: Interview Questions – Pilot 3

LEAD PARTNER INTERVIEW QUESTIONS FOR ESCALATOR PILOT PARTNERS – ENGAGING SMES & TRANSPARENCY OF JOB MARKET

CivicAction will be reporting to the Ministry of Children and Youth Services on the successes of and learnings gathered from the Escalator initiative. Our report is due to the province in mid-August. As a part of this process, we are conducting interviews with our lead partners. The objectives of this interview are twofold:

1. To capture relevant outcomes and results of the pilot
2. To capture your experiences working with CivicAction and your plans for continuing and scaling this work

Information you provide through this interview will be used to inform the final report. You will have an opportunity to review relevant sections of the report in late July.

By Email

We want to ensure that we have accurately captured the outputs of this initiative. Please review the following questions, which will not be discussed during the in-person interview, but rather conducted by email.

Engagement

1. Beyond the list provided, have you engaged any other private sector organizations in the pilot since August 29, 2014?
2. Beyond the list provided, have you engaged any other youth-serving organizations in the pilot since August 29, 2014?
3. Beyond the list provided, have you hosted any roundtables or focus groups with private sector organizations since August 29, 2014?
4. How many new partnerships did you form with non-profit sector organizations as a result of working on this pilot?

Communications and Reach

5. Did your organization undertake any external communications related to this pilot? If so, can you provide the following (if applicable):
 - a. Number of Tweets
 - b. Number of Re-Tweets
 - c. Number of Accounts Reached
 - d. Number of Impressions
 - e. Media coverage
 - f. Newsletter reach

In Person Interview

1. How would you describe your experience participating in the development of this pilot?

2. As a result of participating in this pilot, what if any insights have you gained on how youth access information about the job market?
3. As a result of participating in this pilot, what if any insights have you gained on how SMEs use online tools to recruit and hire?
4. How would you describe your role in implementing the pilot? How do you feel the model of collaboration between the partner organizations worked? How did it differ from what you might normally do?
5. How did the model of cross-sector collaboration contribute to your experience in this pilot? Is there anything that would have improved this experience for you?
6. Did you feel supported by CivicAction as you implemented this pilot?
7. Did you feel supported by the Champions Council as you implemented this pilot?
8. What are your key recommendations, lessons learned, or best practices derived from implementing this pilot?
9. Does your organization intend to continue leading this pilot past August of this year? If so, in what capacity? If not, why not?
10. What does scaling mean to you?
 - a. What would successful scaling of this pilot look like to you? How would you know when this initiative had achieved scale?
 - b. Does your organization intend to expand the scale/scope of this project past August of this year? If so, how?
 - i. If not, why not? If not, how might you recommend another organization expand the scale/scope of this project?
 - ii. On what timeline will you be making decisions about scale?
 - c. What barriers does this pilot face in terms of scaling?
11. Is there anything else you'd like to add or felt like we didn't cover?
12. Do you have any photos, stories, quotes, or recommendations for our case studies on this pilot?