



Pathways to Opportunity

Addressing Barriers to Labour Force Participation
in a Changing World of Work

Interim Report

August 2026

Blueprint

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Acknowledgements

About the Future Skills Centre

[FSC](#) is a forward-thinking centre for research and collaboration dedicated to driving innovation in skills development so that everyone in Canada can be prepared for the future of work. We partner with policymakers, researchers, practitioners, employers and labour, and post-secondary institutions to solve pressing labour market challenges and ensure that everyone can benefit from relevant lifelong learning opportunities. We are founded by a consortium whose members are Toronto Metropolitan University, Blueprint, and Signal49 Research, and are funded by the [Government of Canada's Future Skills Program](#).

About Blueprint

[Blueprint](#) helps leaders use data and evidence to tackle complex public policy challenges across Canada.

We partner with government, community, philanthropic, and industry leaders to strengthen public systems and deliver better outcomes. Our team brings together policy analysts, evaluators, economists, data scientists, and implementation experts — people who know how to turn insight into action. Our work is grounded in deep subject-matter expertise, rigorous methods, and a real-world understanding of how systems operate and evolve. More than just an advisor, we're also partners in change. We provide key support at every stage of the policy and program lifecycle: from early strategy and design to implementation, evaluation, and continuous improvement.

As a consortium partner of the Future Skills Centre, Blueprint works with partners and stakeholders to collaboratively generate and use evidence to help solve pressing future skills challenges.

The *Pathways to Opportunity (PtO) Interim Report* is funded by the Government of Canada's [Future Skills Program](#).





1. Introduction

In fall 2024, Blueprint launched *Addressing Barriers to Labour Force Participation in a Changing World of Work* (PtO). PtO is a pilot project funded by the Future Skills Centre (FSC) and supported by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), the Ministry of Children, Community and Social Services (MCCSS), Toronto Employment and Social Services (TESS), and the Toronto and Stratford-Bruce Peninsula¹ Service System Managers.

PtO is testing an evidence-informed program that supports social assistance clients facing complex barriers to employment. It responds to persistent policy challenges in Ontario and many other provinces: growing social assistance caseloads,

long durations on support, increasing affordability pressures, and shifting skills requirements for entry-level jobs. PtO is designed to help participants move toward sustainable employment and to help employers address their labour market needs. It centres its approach in client needs and perspectives and aims to respond to local labour market and economic contexts. The pilot also aims to generate insights into the kinds of services that can ensure all Canadians can reach their economic potential.

PtO delivery began in September 2025 and will conclude in September 2026.

¹ Stratford-Bruce Peninsula accounts for 14,190 square kilometres and includes Bruce County, Grey County, Huron County, and the City of Stratford (Perth County), and has an approximate population of 317,232. See: Statistics Canada. (2023, November). *Profile table, Census Profile, 2021 Census of Population – Canada*. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> and Montanini, C. (2022). Stratford's growth keeps pace with provincial average. *The Beacon Herald*. <https://www.stratfordbeaconherald.com/news/local-news/stratfords-growth-keeps-pace-with-provincial-average>

1.1. About this report

This report is the second in a series from Blueprint on PtO. The first was our [Design Report](#), published in October 2025. It outlined the context and need for the PtO service model, its design, and implementation and evaluation approach.

This report provides an update on PtO's implementation. It covers early enrolment, delivery, and participant experiences, using data collected from September 2025 to January 2026, in five sections:

- **Context** summarizes the background informing PtO's development, including social assistance and employment services policy in Ontario.
- **About the PtO model** describes PtO's design and delivery approach.
- **Methodology** outlines our learning agenda, evaluation design, data sources, and limitations.
- **Findings** presents preliminary evidence on participant reach, implementation, user experiences, and early outcomes.
- **Conclusions and next steps** summarizes key findings and next steps for the program, evaluation, and upcoming *Final Report*.

"PtO is designed to help participants move toward sustainable employment while helping employers address their labour market needs."



2. Context

Ontario's employment challenges are growing more complex.

As in many jurisdictions in Canada, Ontario faces persistent challenges in helping social assistance recipients achieve sustainable employment and economic stability. In recent years, Ontario Works (OW) caseloads have increased while durations on assistance have remained high.² At the same time, many recipients face complex, intersecting barriers to employment. These include financial instability, housing insecurity, health challenges, inconsistent childcare access, and prolonged periods out of the labour market. Broader economic conditions, including rising housing and food costs and changing skill requirements, increase the difficulty of securing stable and sustainable employment.

Evidence points to the need for more integrated, multi-service supports.

Over the past few decades, Canada and other countries have rigorously tested employment interventions for low-income individuals and social assistance recipients. However, these tests have produced only mixed, modest, or short-term results.³ Evaluations typically focus on a single or narrow set of interventions, including coaching, transitional

employment opportunities, financial empowerment supports, wraparound services, and/or coordinated case management approaches.⁴

While the evidence does not point to a single solution, it highlights the potential value of combining multiple interventions to better coordinate services around individuals' needs.



2 In 2024 alone, OW added nearly 28,000 cases (+12.7%) and 36,000 beneficiaries compared to the previous year. In the same year, 12 of 13 provinces and territories posted year-over-year growth. Longer durations on OW were already evident prior to the pandemic, with average stays rising from 14 months in 2014 to 35 months in 2018. See: Oliveira, T. (2025). *Social assistance summaries, 2024*. Maytree. https://maytree.com/wp-content/uploads/Social_Assistance_Summaries_2024.pdf; and Office of the Auditor General of Ontario. (2018). *2018 Annual report*. https://www.auditor.on.ca/en/content/annualreports/arreports/en18/v1_311en18.pdf

3 For example, the [Canadian Self-Sufficiency Project](#) and the U.S.-based [National Evaluation of Welfare-to-Work Strategies \(NEWWS\) evaluation](#) and [Employment Retention and Advancement \(ERA\) demonstration](#) used rigorous research methods to test employment programs for low-income individuals. While some achieved positive impacts in the short-term, there were limited to no *lasting* improvements in earnings, job stability, or economic well-being.

4 Please see Blueprint's [Pathways to Opportunity: Design Report](#) for more details on the evidence on these interventions for supporting improved labour market outcomes for social assistance recipients (**Box 1** on p. 8).

PtO builds on Ontario's IES transformation.

Beginning with initial prototypes in 2020, Ontario's Integrated Employment Services (IES) transformation aimed to introduce stronger coordination across employment and social services systems for OW recipients, Ontario Disability Support Program (ODSP) recipients, and other job seekers.

PtO aligns with and builds on IES transformation goals while providing a valuable opportunity to better understand the barriers faced by OW recipients and the supports they need to achieve sustainable employment. The pilot brings together multiple evidence-informed interventions that have typically been tested in isolation to examine whether delivering them as an integrated package

produces more consistent, longer-term outcomes for social assistance recipients. It also explores how employment service providers and municipal social service delivery agents can most effectively design and deliver these supports within Ontario's transformed employment services system.

Through the pilot, Blueprint and delivery partners are testing promising practices while building evidence on their implementation and effectiveness. Our goal is to support the continuous improvement and evolution of employment services for individuals facing complex barriers to work.

"PtO brings together multiple evidence-informed interventions that have typically been tested in isolation."



3. About the PtO model

Blueprint engaged partners to co-design PtO: three delivery partners who provided expertise in client employment services and Toronto Employment and Social Services (TESS), who provided local caseload knowledge, operational expertise, and client access.

The model is being delivered at three sites: WoodGreen Community Services (Toronto), The Neighbourhood Group Community Services (Toronto), and YMCA Owen Sound Grey Bruce (Stratford-Bruce Peninsula). **Box 1** provides more information on these partners.

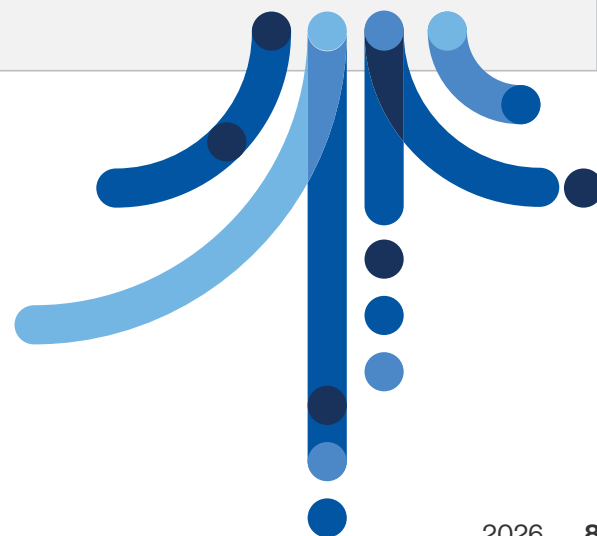
Box 1 | *Pathways to Opportunity* delivery partners

[WoodGreen Community Services](#) (WoodGreen) is a large social service agency in Toronto providing housing, health, financial counselling, employment, childcare, education, and settlement services to 40,000 residents annually, including children, youth, adults, seniors, newcomers, and neurodiverse people. In addition to delivering PtO to Toronto-based clients, the organization also delivers the financial empowerment component of PtO on behalf of The Neighbourhood Group (the other Toronto delivery site).

[The Neighbourhood Group Community Services](#) (TNG) is a large multi-service agency in Toronto providing services to address community issues, such as poverty, homelessness, mental health, unemployment, social isolation, substance use, conflict resolution, violence, youth alienation, and newcomer settlement. TNG also delivers PtO to Toronto-based participants.

[YMCA Owen Sound Grey Bruce](#) (YMCA) is a charity dedicated to building a caring, healthy community by creating opportunities for all people to achieve personal growth in spirit, mind, and body. It is an Employment Ontario service provider and provides services related to community justice, homelessness, youth in transition, childcare, settlement and language, health and fitness, and recreation. YMCA delivers PtO to participants in the Grey Bruce area.

“Participants receive individualized support to address employment barriers, financial concerns, and career planning needs.”



3.1. Program objectives

PtO seeks to improve employment outcomes for social assistance recipients by addressing both employment and financial barriers to labour market participation. The program is an integrated package of tailored, evidence-informed services and supports. These include financial counselling, enhanced

financial supports, specialized coaching, and job development approaches. Together, they aim to help participants pursue employment opportunities, build financial stability, and transition from social assistance to employment income.

3.2. Target population

PtO is designed for social assistance recipients who are highly motivated and are navigating structural and/or personal barriers to securing employment. It focuses on individuals who, with tailored services and supports, could reasonably transition into employment within the delivery period. We further define this target group using the following eligibility and suitability criteria:⁵

- Aged 18 or older.
- In receipt of OW financial supports for the past 12 to 18 months.
- Have an English language proficiency of at least Canadian Language Benchmark 5.
- Have a high level of motivation and are available to engage in all PtO activities, including research activities.

Partners agreed that the longer an individual remains on assistance, the less likely they are to exit. Some pointed to 18 months on OW as a potential tipping point, after which exiting assistance may become increasingly difficult. In order to intervene before this point (and serve clients with more established, complex barriers than new applicants), PtO prioritizes those who have been on assistance for at least 12 months and up to 18 months. For the Stratford-Bruce Peninsula site, the time on OW is slightly broader (six to 18 months) to accommodate their relatively smaller caseload compared to the Toronto delivery sites.

“Rather than simply filling vacancies, job developers work collaboratively with employers to match participants to opportunities.”

5 See the [Pathways to Opportunity: Design Report](#) for detail on criteria selection.



3.3. Core service components

As shown in **Table 1**, PtO has six core components to address the needs of participants. For more information about the rationale for each, refer to the [Design Report](#).

Table 1 | Model components

Component	Description
Personalized coaching and navigation support	Participants receive one-on-one coaching from their employment coach throughout service delivery, based on the MyGoals coaching approach. MyGoals uses a client-led, strengths-based, and trauma-informed methodology. It combines motivational interviewing⁶ and executive skills functioning development (i.e., the mental skills used to execute tasks, including emotional control, stress tolerance, time management, organization, mental flexibility, and persistence) to help participants identify goals, navigate challenges, and take concrete steps toward achieving them. Key features of the MyGoals approach include: • a motivational interviewing, non-directive coaching approach to support a participant to identify a goal; and • executive skills functioning coaching and other techniques to help participants develop and implement action plans to achieve those goals. Participants receive individualized support to address employment barriers, financial concerns, and career planning needs. Coaches support goal-setting, action planning, personal empowerment, and employment retention.
Financial empowerment	Participants access information and coaching about the financial implications of transitioning from OW to employment. Coaching is provided by WoodGreen's financial empowerment team, who also developed the approach. This helps participants make informed decisions about temporary, part-, and full-time work. Once employed, participants receive guidance on asset-building and long-term financial planning.
Skills development	Participants are referred to short-term skills development opportunities, as needed (e.g., Smart Serve, Food Handler Certification, HVAC training, security guard training, etc.), to help them obtain in-demand jobs in the local economy.

6 Motivational Interviewing is a collaborative, goal-oriented style of communication with particular attention to the language of change. It is designed to strengthen personal motivation for and commitment to a specific goal by eliciting and exploring the person's own reasons for change within an atmosphere of acceptance and compassion. See: Motivational Interviewing Network of Trainers. (2021). *Understanding Motivational Interviewing*. <https://motivationalinterviewing.org/understanding-motivational-interviewing>

Component	Description
Labour market integration	Job developers use a ‘consultative-selling’ approach. This refers to building and maintaining relationships with employers, understanding their hiring needs, and connecting participants to tailored, short- and long-term employment opportunities aligned with their goals. This approach also includes working with employers to set up ‘work-tasting’ opportunities for participants. ‘Work-tasting’ refers to short-term exposure to the labour market to learn about a job, test skills, and/or explore if the opportunity is a good fit through activities such as volunteering, work placements, worksite tours, and informational interviews. Job developers also support participants in securing part- or full-time employment aligned with their skills, interests, and career goals. Using the consultative-selling approach noted above, job developers build relationships with employers, develop an understanding of their workforce needs, and identify mutually beneficial opportunities for participants. Rather than simply filling vacancies, they work collaboratively with employers to match participants to opportunities that meet both employer requirements and participant goals.
Participation-enabling supports	Participants are offered \$200 per month to reduce financial barriers to participation. Once they find work, the incentive ends and they receive a monthly grocery gift card instead to help their transition from benefits to employment. Cards for those in full-time employment (30 hours per week or more) are \$400 and those in part-time work (fewer than 30 hours per week) are \$200. After the \$200 monthly net earnings exemption is applied, OW assistance is reduced by 50% of net earnings above \$200. As a result, individuals with higher employment earnings may experience a larger dollar reduction in benefits.
Wraparound supports	Participants are offered supports to address barriers to employment. These include referrals to community-based services for housing, childcare, and mental health. They also include financial support to cover therapy, transportation, or work-related clothing or equipment. These supports are in addition to the wraparound and financial supports provided by OW case managers; they are intended to cover any needs not eligible through OW or IES.

3.4. Theory of change

The following theory of change (**Figure 1** on the next page) presents how PtO is expected to generate improved outcomes for participants in both the short- and longer-term.

We expect PtO participants to achieve **three short-term outcomes**:

- addressing employment-related needs (specifically as a result of receiving the stipend, wraparound supports, and support from their employment coach),
- gaining hope related to their ability to obtain and retain employment, and
- progressing towards their employment goals (from support from their employment coach

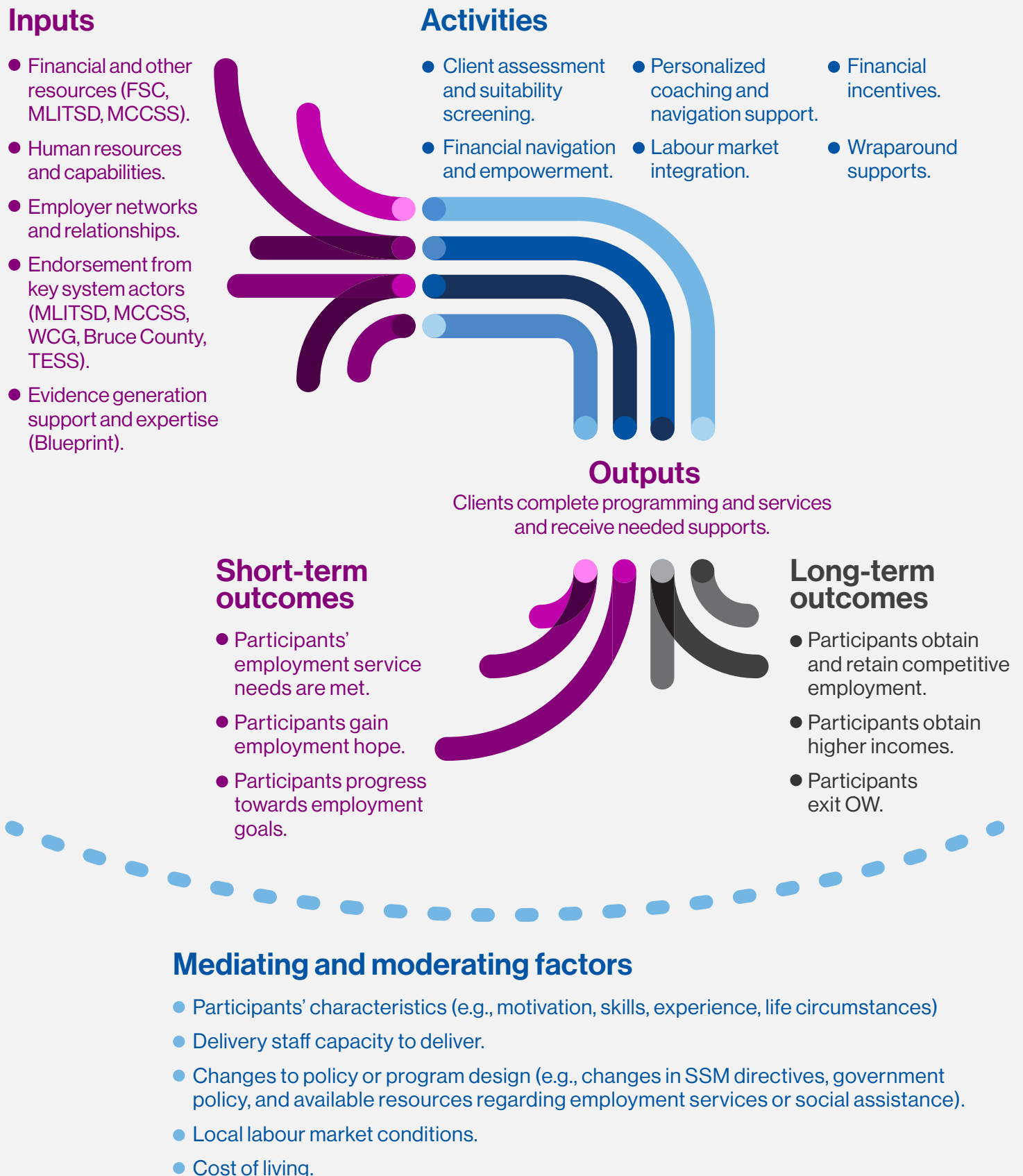
and job developer and their participation in skill development and work-tasting opportunities).

In the longer term, we expect that PtO participants will obtain and retain work, earn income, and exit OW.

Several factors may mediate or moderate these outcomes. These include participants' characteristics (e.g., motivation, skills, life circumstances), delivery staff capacity and quality of service implementation; changes to policy or program design (e.g., changes related to employment services or social assistance policy or resources); local labour market conditions; and changes in cost of living.



Figure 1 | PtO theory of change



3.5. Delivery approach

Recruitment

At all sites, participants are recruited in partnership with OW offices (TESS in Toronto and local OW offices in Stratford-Bruce Peninsula).

Given the size of Toronto's OW caseload, we anticipated that demand from interested and eligible individuals would exceed the spaces available in PtO. TESS therefore sent email invitations to a random selection of eligible individuals, using email as the sole engagement channel to support a consistent, transparent, and administratively feasible process for allocating limited program spaces (see **section 4.3.1.**

Randomization at Toronto sites for details on randomized recruitment). Those who respond to the email and express interest in PtO are randomly assigned to a 'treatment' or 'comparison' group. By creating a comparable group of eligible individuals who are not selected to participate (but instead receive standard employment services through IES), we can compare the employment and social assistance exit outcomes of the two groups. This means we can estimate the role PtO played in contributing to participants' outcomes.

At YMCA in Stratford-Bruce Peninsula, recruitment is not randomized. Given the smaller pool of eligible participants, a randomized approach would limit PtO's ability to meet its recruitment targets. Instead, all eligible and interested individuals are offered the opportunity to participate until available spaces are filled.

Program delivery

Upon enrolment, participants at all sites connect with an employment coach. As noted in **section 3.3.**, the coach provides personalized one-on-one support throughout delivery. Based on individual needs, the coach may refer participants to further services and supports.

Once participants are employed, the PtO employment coach and job developer provide retention supports to resolve any issues and support sustained employment.



3.6. Implementation

Implementation planning and staff preparation.

Once the PtO model was developed, Blueprint and delivery site partners collaborated on implementation. All site staff participated in a launch session to review design, components, and the evaluation approach to ensure everyone understood their roles and how to implement. Staff were also trained on how to use Salesforce to track administrative data.

MyGoals coaching training and approach. All site coaches participated in MyGoals training.⁷ This included four 2.5-hour virtual sessions. Coaches then participated in four additional 2.5-hour check-in calls and four 30-minute individual check-in calls.

Job development training. PtO job developers received training in the consultative selling approach. They completed a 5.5-hour, virtual, on-demand training session and a one-day in-person training session. PtO managers at each site (who support job developers and employment coaches) also participated in four 1.5-hour virtual training sessions in addition to the one-day in-person training session. Job developers also attended four 1.5-hour virtual check-ins. To ensure all team members had some knowledge of the approach, PtO employment coaches also participated in a 1.5-hour, virtual, on-demand training session along with the one-day in-person training session.⁸

Program launch and recruitment process.

YMCA launched PtO on September 12, 2025. WoodGreen and TNG launched PtO on November 25, 2025.⁹ Between launch and January 31, 2026, **58** participants enrolled in PtO, with **31** from YMCA, **18** from WoodGreen, and **nine** from TNG. The overall target was **150** participants by project end, though in May 2026, the target was increased to **175**. After beginning PtO, **three** participants withdrew to pursue longer-term training opportunities beyond PtO's timeframe (Better Jobs Ontario and education upgrading through the Canadian Adult Education Credential (CAEC) program). Partners continue to recruit participants to meet the overall target.

Ongoing implementation support and reflection.

Since each site launched, partners meet with Blueprint monthly to share updates, reflect on successes and challenges, and raise needs for support or problem-solving. As sites were beginning or preparing to implement PtO, the Toronto sites were also adjusting to the transition to IES. Toronto sites began implementing IES in March 2025 (eight months before PtO launch, during the PtO design and implementation planning and preparation phase). YMCA transitioned to IES in 2023.

⁷ MyGoals training was delivered by Colin Guare and Dr. Dick Guare, who previously designed and trained coaching staff on the [MyGoals employment program in the U.S.](#)

⁸ Job development training was delivered by [Angela Hoyt from Evolution Group](#).

⁹ Launch dates are based on the date the first participant was enrolled.



4. Methodology

4.1. Blueprint's evidence generation approach

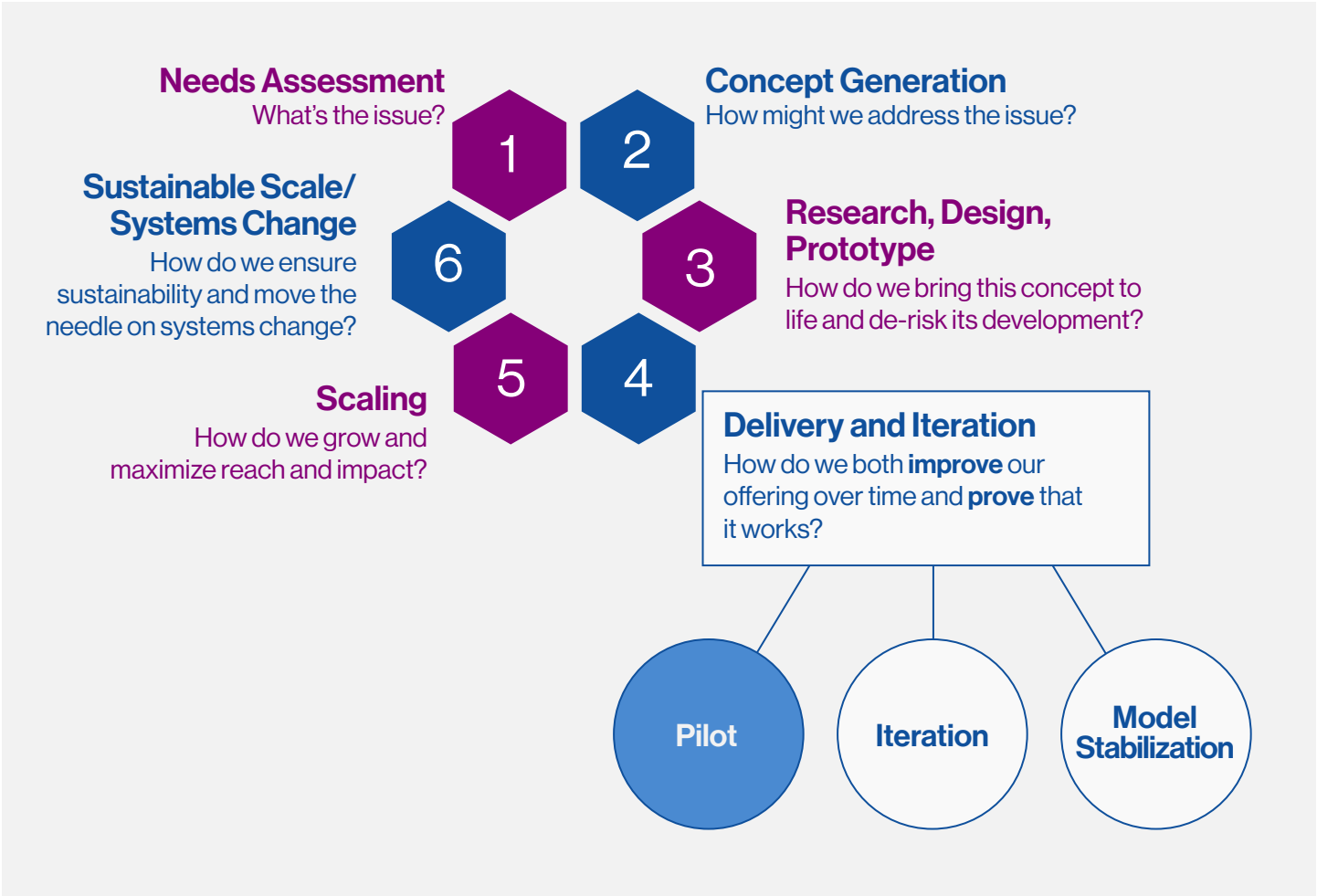
Blueprint's evidence generation work is guided by a six-stage innovation cycle, as shown in **Figure 2** on the next page. This innovation cycle helps tailor evidence generation activities to each program's specific stage of development. It helps us move beyond the traditional 'one study at a time' approach to support continuous program improvement and scalability.

PtO progressed through a needs assessment and concept generation phase, followed by a period of research, design, and development. We now classify the program as a 'pilot' in **Stage 4: Delivery and Iteration** of the innovation cycle, as it is being tested for the first time. Our evidence generation approach therefore collects insights into implementation, participant and partner experiences, and early outcomes to inform service iterations and improvements.



"Blueprint's innovation cycle supports continuous program improvement and scalability."

Figure 2 | The six-stage innovation cycle and delivery and iteration sub-phases



Within this phase, we classify PtO as a **pilot**, wherein valuable insights come from understanding how the model is implemented, how it is experienced by participants and partners, and what early outcomes

are emerging. Evidence of positive experience and outcomes would lead to more rigorous testing; lack of evidence would lead to further targeted learning and improvement activities.

4.2. Learning agenda

We seek to answer the following questions, listed in **Table 2**. We answer a subset of our full learning agenda in this *Interim Report*. The full set of questions will be answered in our *Final Report*.

Table 2 | Learning agenda questions

Questions	Answered in	
	This report	Final Report
Participant reach		
Who participated in PtO? What were their socio-demographic characteristics, needs, challenges, and goals?	Answered in part with current data	✓
How do PtO participant characteristics compare to the characteristics of the overall OW caseload?		✓
How do PtO participant characteristics compare to the characteristics of those who fit PtO eligibility in the broader OW caseload?		✓
Implementation		
What services were delivered as part of PtO?	✓	✓
Was the program implemented as intended?	✓	✓
What key challenges and successes were encountered during delivery?	✓	✓
What modifications were made and why?		✓
What did we learn about the conditions needed to implement the model effectively?		✓
What costs were required to implement PtO, and what factors influenced these costs?		✓
User experience		
How satisfied were participants with the experience and service approach?	✓	✓
Did it align with their needs?		✓
According to clients, staff, and site leads, what worked well, what could be improved, and what factors supported successful client outcomes and employer hiring experiences?		✓
Effectiveness		
To what extent did participants experience improvements in employment hope, financial well-being, job attainment and retention, earnings, and social assistance exits?	Progress towards job attainment only	✓
How did outcomes for PtO clients compare to those for clients receiving standard employment services?		✓

4.3. Evaluation design

We take a mixed-methods approach to address our learning questions.

- To understand **participant reach**, we draw on data routinely collected on IES clients through the Common Assessment Tool (CAT). The CAT gathers information on socio-demographic characteristics, needs, challenges, and goals. This allows us to understand who we are reaching and whether our participants are representative of our target group. To analyze this, we will link CAT data to OW client data to identify IES clients by duration on assistance. We will also compare PtO participants to the overall OW caseload to understand how the profile of PtO participants compares to the broader group of individuals on OW.
- To track **implementation**, we draw on monthly check-in meetings with each delivery partner. Partners provide updates on model delivery, including successes, challenges, modifications, and rationale. We also draw on program administrative data, gathered by staff and stored in the PtO data system. These include data on the specific components each participant accessed in PtO. Through staff exit interviews, we will gather reflections on the conditions needed to implement the model effectively. We will also draw on delivery partner financial tracking information to understand the costs required to implement PtO.
- To examine **user experience**, we draw on a bimonthly participant satisfaction survey, participant exit interviews, and staff exit interviews. Through these data sources, we will explore participation, alignment between the model and participant needs, and reflections on what worked well, what could be improved, and factors that enabled effectiveness.
- To measure **effectiveness**, we look at changes in participant employment hope,¹⁰ measuring change between baseline and exit surveys. We also consider changes in employment status and retention, earnings, and OW exits, gathered in PtO administrative data and provincial IES data. We will analyze participant outcomes by participant demographic group and level of engagement in PtO to identify trends. Comparing outcomes for participants and non-participants (through our randomized ‘treatment’ and ‘comparison’ groups at Toronto sites) can also provide directional information about the extent to which observed improvements may be attributable to PtO, rather than to other factors that may have influenced participants’ outcomes over time.

¹⁰ Employment Hope refers to an individual's self-assessment of the level of hope they have with regard to their ability to obtain employment. Researchers consider it a necessary and key condition for achieving economic success for low-income jobseekers. [The Employment Hope Scale](#) is a validated scale of 15 questions that assesses an individual's level of employment hope.

4.3.1. Randomization at Toronto sites

Below, we explain the randomization process for the Toronto sites.

- 1. Client outreach.** Enrolment begins with TESS emailing a random selection of individuals on OW for 12 to 18 months to invite them to register for financial empowerment with WoodGreen.¹¹
- 2. Registration and consent.** Interested clients register for the service by completing a registration and consent form.
- 3. Financial empowerment delivery.** The financial empowerment team reviews client eligibility; those deemed eligible receive the services.
- 4. Referral to PtO.** The financial empowerment team then refers clients to the PtO intake staff at TNG or WoodGreen.
- 5. Random assignment.** Blueprint randomly assigns clients to either the treatment group (PtO) or the comparison group (IES). We use a balanced randomization approach to ensure a relatively equal number of participants across genders and family composition (partnered or single, and with or without dependents).¹² Recruiting similar numbers across gender and family composition groups allows us to analyze if outcomes differ across them. Family composition is of particular interest given that OW benefits differ by family group size and composition.
- 6. Assessment and intake.** PtO coaches meet with all referred clients to review their suitability and obtain consent through an online form. Only those assigned to the treatment group work with PtO coaches and participate in PtO services and data collection activities. Those in the comparison group are referred to regular IES services, either at a PtO delivery site or a site of their choosing (e.g., a more convenient location). To minimize the time investment asked of all participants (and especially for those assigned to the comparison group, who do not access PtO), the intake, consent, and random assignment processes take place by phone.

¹¹ We exhausted all clients who met both age and length of stay criteria, sending invitations to all eligible clients in July 2026.

¹² Blueprint assigns each individual deemed eligible for PtO to one of **16** groups based on: the delivery organization (TNG or WoodGreen), gender, relationship status (partnered or single), and family composition (with or without dependents). Individuals are then randomly assigned to treatment or comparison groups through an Excel-based random assignment generator. This process leads to a balanced randomization across various demographic categories.

Table 3 breaks down the number of participants at each step of the recruitment process for WoodGreen and TNG. As shown, **56** participants were randomized, with **27** participants assigned to the treatment group and **29** to the comparison group.

We received a **3.4%** registration rate in response to TESS's invitation email, which is higher than that of a recent, similar invitation email process, which saw a **1.2%** rate.¹³ We anticipated a slightly higher response rate given that PtO offers stipends.¹⁴

Of those who responded to TESS's invitation email, approximately **11%** were deemed eligible and referred to the program. This was considerably lower than anticipated. Several reasons likely account for why individuals did not progress from registration to service delivery: they were already served by a different employment service provider (the vast majority of individuals), unreachable, did not meet the language level requirement, were not in receipt of OW (i.e., they did not receive the email directly from TESS), or they were no longer interested after learning more about the program.

Table 3 | Breakdown of participants through the Toronto recruitment process

Description of step	No. of individuals		
No. of individuals who received an invitation email from TESS	18,290		
No. of individuals who responded to the email and registered	632		
No. of participants deemed eligible, served through financial empowerment, and referred by the team to the PtO coach	72 ¹⁵		
No. of participants randomized into treatment group	WoodGreen	18	27
	TNG	9	
No. of participants randomized into comparison group	WoodGreen	21	29
	TNG	8	

13 WoodGreen and [Behavioural Insights Team](#) previously undertook an evaluation of WoodGreen's financial empowerment counselling service, working with TESS to send email invitations. We drew on their experience (including their response rate) to estimate our anticipated response rate.

14 Several factors could have led to this relatively low uptake rate. For example, some of those who received the email may have lower levels of digital skills needed to navigate the online registration process, some may not have met the eligibility requirements, and some may not have been interested or ready to pursue employment.

15 **Sixteen** individuals referred from financial empowerment to PtO did not continue into PtO, either because they were ineligible (e.g., they enrolled in ODSP, had insufficient English proficiency, or they had already secured employment), chose not to participate, or were no longer able to participate due to childcare or family responsibilities.

4.4. Data sources

Table 4 presents the data sources we use in this *Interim Report* to address the questions in our learning agenda.

Table 4 | *Interim Report* data sources

Data source	Collection dates	Responses and/or response rates
YMCA Common Assessment Tool data: Online tool that collects socio-demographic and employment-related information from OW clients accessing employment services. These data are currently available only in part, and only for PtO participants served by YMCA (N=31). Data for all participants will be included in the <i>Final Report</i> .	Ongoing	100% (31/31) ¹⁶
Financial empowerment registration sheet: Online document containing limited socio-demographic information for those referred to WoodGreen’s financial empowerment. Supported a balanced randomization into treatment and comparison groups by Blueprint. These data are available for PtO participants in Toronto sites only.	Oct. 2025 –Jan. 2026	28
Salesforce: Online portal that collects site-wide data on participants’ enrolment, consent, employment goals, service components accessed, and work experience (e.g., job placement, employment, etc.).	Nov. 2025 –Jan. 2026	N/A
Budget sheets (2025–2026): Site-specific records of financial allocations and expenditures related to participant wraparound supports and training activities.	Ongoing	N/A
Implementation check-in meetings with sites: Monthly meetings between Blueprint and staff at each delivery site. Reviewed program delivery, tracked progress, and reflected on learnings.	Ongoing	7 meetings
Pulse surveys: Online surveys completed by participants every few weeks during their meeting with their employment coach. Captured feedback on their experiences with the service.	Dec. 2025 –Jan. 2026	63% (35/56)

16 31 is the total number of YMCA participants at the time of analysis.

The PtO *Final Report* will include analysis of additional data sources. These are:

- **IES and OW administrative data:** Routinely collected by service providers, Employment Ontario, and MCCSS, these will capture participant demographics, needs, goals, services received, client type (new or legacy), and service use. Administrative data also capture outcomes, such as social assistance exits, employment attainment and retention, and earnings.

- **Participant surveys:** This report presents data collected through pulse surveys. The *Final Report* will include data analyzed from three additional participant surveys: baseline, exit, and post-program follow-up surveys.
- **Participant interviews:** At the end of the pilot, in-depth interviews with participants will explore their experiences, satisfaction, outcomes, and how well services aligned with their needs.
- **Staff interviews:** At the end of the pilot, interviews with staff will gather insights on implementation successes, challenges, and observed changes among participants.

4.5. Data limitations

The findings in this report should be interpreted in light of certain limitations:

- **Limited socio-demographic intake data:** At the time of analysis, we had access to a limited portion of the socio-demographic information already collected by OW workers and PtO providers about participants across all three sites. As a result, we have only a partial understanding of participant characteristics and circumstances. More detailed profile data will be included in the Final Report as new sources become available.

- **Potential response bias in pulse survey findings:** Participant enrolment varied across sites, resulting in uneven volumes of feedback. Participants with more coaching sessions had more opportunities to complete the pulse survey. As a result, findings may disproportionately reflect those participants rather than those from across all sites.
- **Limited generalizability of employment outcomes:** We observed early employment outcomes among participants at the YMCA site only. These findings cannot be generalized across the other sites.



5. Findings

5.1. Participant reach

5.1.1. Participant characteristics

Below we present data on participant characteristics to provide context for interpreting the findings presented in this report.

As additional administrative data become available,¹⁷ we will assess the extent to which PtO participants are representative of the intended target population. Future analyses will compare participant characteristics with those of the broader OW caseload who meet the program's target eligibility criteria (i.e., individuals who have received OW for 12–18 months).

Most participants are aged 25 to 54; data on other socio-demographic characteristics are not yet consistently available across sites.

Table 5 (on the next page) breaks down participants by socio-demographic characteristics. At this stage, we have access to data about participant age

across sites. Additional socio-demographic data are currently available only for a subset of sites.

- Participants are primarily adults between 25 and 54 years (**82%**), with a large proportion between 25 and 34 (**40%**). For the Toronto sites, data were available on gender, marital status, and citizenship and immigration status. Most participants are women (**59%**), single (**59%**), and either landed immigrants/permanent residents or refugee claimants (**63%**).
- For YMCA participants, data were available on participant education levels. Equal proportions reported below high school education (**39%**) and post-secondary education (**39%**). A smaller proportion reported high school as their highest level of education (**23%**).

¹⁷ A broader range of data for all sites will be available for the *Final Report* through access to MCCSS administrative data.

Table 5 | Participant socio-demographic characteristics

Socio-demographic characteristics		%
Age (all sites, N=58)	Below 25	9%
	25 to 34	40%
	35 to 44	21%
	45 to 54	21%
	55 to 59	5%
	60 and above	5%
Gender (Toronto sites, N=27)	Woman	59%
	Man	41%
	Non-binary	0%
Marital status (Toronto sites, N=27)	Single	59%
	Separated	19%
	Married	15%
	Divorced	7%
Family composition (Toronto sites, N=27)	Has dependents	48%
	Does not have dependents	52%
Citizenship and immigration status (Toronto sites, N=27)	Canadian citizen	33%
	Landed immigrant/Permanent resident	22%
	Refugee claimant (made a refugee claim)	41%
	Prefer not to answer	4%
Education qualifications (YMCA site, N=31)	High school (Grade 12 diploma or GED)	23%
	Below high school	39%
	University degree (e.g., bachelor's degree)	19%
	College or non-university certificate/diploma	19%

Source. Salesforce, Financial Empowerment Registration Sheet (Toronto sites), Common Assessment Tool (YMCA)

Note. Percentages may not always sum to 100% due to rounding to the nearest whole percent.

5.1.2. Employment barriers

Participants often enter PtO with unmet basic needs and resource barriers that affect their ability to pursue and sustain employment.

In monthly implementation meetings with Blueprint, PtO delivery staff reported that many participants enter PtO facing financial constraints and challenges meeting basic needs. Many lack the resources to cover housing or medical-related costs (e.g., glasses). Staff reported that these issues often limit participants’ ability to engage in job search activities and sustain employment.

Staff also reported that several participants enter PtO without access to resources needed for job search or employment, including a phone and work materials. Transportation was a key barrier, particularly in the rural Stratford-Bruce Peninsula. CAT data (currently available only for YMCA) shown in **Table 6** reveal that **68%** of participants experience difficulties with reliable transportation.

Table 6 | YMCA participants’ access to reliable transportation for daily activities (N=31)

Responses to, ‘Do you have reliable transportation for daily activities?’	%	
Always	26%	32%
Often	6%	
Sometimes	42%	68%
Rarely	13%	
Never	13%	

Source. Common Assessment Tool (YMCA Owen Sound Grey Bruce)

Staff also reported that participants across all sites have substantial financial obligations, including credit card and student loan debt. Others have informal debts, such as money borrowed from

friends or family, rent arrears, and utility-related debts. These financial circumstances make it extremely challenging for participants to cover basic life stabilization and work-related expenses.

Participants face complex and overlapping life circumstances that constrain employment readiness and participation.

In addition to financial pressures, staff reported that participants navigate complex, overlapping circumstances that affect their ability to engage in employment. These include unstable housing situations, such as living in emergency shelters with children. They also involve mental health challenges, legal proceedings, substance use, and major medical issues. Access to childcare is a common barrier affecting participants' ability to pursue full-time work. Some also experience unexpected life disruptions, such as changes in family, injury, illness, or job loss, causing sudden financial instability.

Many participants have low confidence in their ability to obtain work due to limited or disrupted work histories and uncertainty about how their skills are valued in Canada.

Staff described how several participants face challenges related to perceived employability. Limited or no formal work history, as well as prolonged periods out of work, often contribute to uncertainty about their skills and their value to employers. This is further compounded for some with international work backgrounds, who often feel their skills and work history are not fully recognized in Canada. Staff reported that lack of confidence in skills and employability leaves many feeling isolated, anxious, and unsure about their ability to compete in the labour market.



“Participants face complex and overlapping life circumstances that constrain employment readiness.”

5.1.3. Employment goals

Participants have a wide range of employment goals, as well as broader personal, educational, and stability-related priorities that shape their pathways to work.

Based on Salesforce data, participants have many short- and long-term goals across employment, education, and life:

- **Long-term employment.** For **57%** (33/58) of participants, the primary long-term goal is securing sustainable, full-time employment. These participants often have clear career directions. Their interests span customer service, general labour and manufacturing, construction and skilled trades, childcare and early childhood education, and personal support work (PSW) or healthcare.
- **Education and training.** Alongside employment goals, some participants (n=4) identified education and training as a pathway to desired careers. They reported long-term plans, including completing their CAEC and pursuing post-secondary programs (such as nursing, pharmacy assistant,

massage therapy, hairstyling). Others seek additional certifications, such as CPR or PSW training or upgrading digital and technical skills.

- **Short-term stability.** In contrast, some (n=8) focused on more short-term goals to achieve financial stability while exploring their career interests. These included transitional employment in warehousing, security, and retail. A few (n=6) — those facing more complex employment-related barriers — noted that they needed to resolve some personal and stability-focused issues before they could engage in the labour market. These include securing stable housing, accessing childcare, addressing physical or mental health concerns, and navigating legal or family-related issues.
- **Broader aspirations.** Some participants (n=5) also expressed broader goals centred on personal fulfillment and well-being. These include pursuing creative interests, such as documentary work, music, volunteer experience, and seeking more meaningful, enjoyable employment.

5.2. Implementation

5.2.1. Service delivery and engagement

Participants are meeting with their coaches as planned. Some have started accessing additional components to address barriers to employment based on need.

Salesforce data reveal **50** participants began receiving PtO services. Employment coaches were scheduling appointments with the remaining **eight**. **Table 7** (on

the next page) shows the number and proportion of participants engaged in each component.

- **One-on-one coaching.** All **50** met with their employment coach at least biweekly, with the coach serving as their primary point of support and referral to other services, starting at enrolment.
- **Financial empowerment.** For Toronto sites, all participants attend at least one financial empowerment session before meeting their employment coach. In Stratford-Bruce Peninsula,

the YMCA employment coach provides these sessions. Thus far, **82%** of participants attended financial empowerment sessions (all Toronto participants and most Stratford-Bruce Peninsula participants); **52** sessions were delivered in total, with some repeat participation.

- **Meeting with job developer.** After one to three meetings with their employment coaches, participants meet with a job developer to discuss employment goals and work experience options; **48%** met with their job developer multiple times.
- **Wraparound supports.** Employment coaches may connect participants to wraparound supports to address barriers to employment, based on need. This could include covering the cost of therapy, transportation, work clothing, or materials. Thus far, **24%** accessed wraparound supports (see **Table 8** on the next page). Only YMCA and TNG coaches have been able to connect participants to such supports; at the time of analysis, WoodGreen had not reached the stage of working with participants on wraparound supports.

- **Skills training.** Employment coaches can connect participants to skills training if they have skill gaps related to their employment goal. Thus far, **12%** attended skills training to earn food handling certifications, First Aid/CPR, Smart Serve, vulnerable sector checks, HVAC, and business training.

- **Work experience.** Job developers help participants access short-term work-tasting opportunities and/or long-term employment opportunities aligned with their goals. Participants often spend the initial phase of PtO addressing barriers and engaging with foundational supports while job developers secure placements. At YMCA, **19%** attended work-tasting opportunities. These included meeting with bank managers, taxi drivers, engine repair specialists, and security system technicians. They also included a six-week, paid placement at a cleaning company and a four-week job trial with SPI Plastics; both led to long-term jobs. We anticipate that work experience opportunities will increase as implementation progresses.

Table 7 | Participant engagement with program components (N=50)

Program component	% of participants	No. of times component was accessed	Average no. of times accessed per participant
One-on-one coaching	100%	102	2.04
Financial empowerment	82%	52	1.27
Meeting with job developer	48%	45	1.88
Wraparound supports	24%	29	2.42
Skills training	12%	10	1.67
Work experience (work-tasting and job placement)	12%	6	1.00

Source: Salesforce

Table 8 presents the wraparound supports and the number of times they were accessed based on available data for the YMCA site.

Table 8 | Type of wraparound supports and access to them (N=12)

Wraparound support	% of participants	No. of times accessing
Transportation	92%	17
Phone or utility	50%	10
Health (e.g., eye or hearing test, mental health counselling)	42%	7
Other ¹⁸	42%	7
Training and accreditation	33%	4
Work-related equipment	25%	4
Personal hygiene	17%	2

Source. YMCA Owen Sound Grey Bruce

5.2.2. Implementation successes

Employment coaches gained skills in MyGoals coaching methodology and built participant engagement and trust.

Staff at all sites identified MyGoals as a key strength. After testing and learning the approach, all coaches reported they established trusting relationships with participants: an important precursor to working toward goals. Some reported that participants shared information about their lives they were uncomfortable sharing with others.

All three sites started developing transitional employment opportunities. YMCA has also created and placed participants in work-tasting opportunities.

In monthly check-ins, job developers reported testing short-term work-tasting opportunities to expose participants to relevant workplaces and roles. As noted, these opportunities aim to help participants refine the work aligned with their strengths and interests. They help them build confidence in workplace settings after long periods of unemployment, gain practical experience, and validate their skills.

¹⁸ 'Other' includes support for rent and other arrears and miscellaneous items.

Job developers reported that they developed consultative-selling job development skills. They learned how to better establish credible relationships with employers, learn about their businesses and hiring needs, and refer participants who are a good fit. This approach operates largely outside of employers' formal recruitment processes. While some PtO delivery partners were familiar with it, it was new for others and noted as an important shift in practice and capacity building.

With an earlier launch date than other sites, YMCA's job developer was able to arrange several work-tasting opportunities for participants. They secured opportunities with employers across a range of sectors. **Four** YMCA PtO participants moved into employment.

Toronto sites were still building employer relationships and identifying participants ready for work-tasting. TNG focused on sector-specific outreach, including IT training pathways and informational interviews. WoodGreen began building an employer database and explored volunteer opportunities for participants.

All three sites began developing a job retention support approach. YMCA delivered consistent and ongoing supports to participants.

All three sites reported development of an approach for post-placement retention support. Since YMCA launched before the Toronto sites, it could also implement a retention support approach. This included check-ins on the first day and during the first week of the placement, as well as ongoing support to address workplace adjustment issues and anxiety.

5.2.3. Implementation challenges

Participant intake into PtO was slower and lower than anticipated.

As noted, the randomized recruitment approach was designed to ensure individuals in Toronto (receiving OW for 12–18 months) had a fair, equitable chance to participate in PtO. Working with TESS, email invitations were sent to a random selection of individuals from the OW target group, inviting them to register for WoodGreen's financial empowerment service and participate in PtO. This process took time for PtO partners to set up, meaning referrals into the program were later than anticipated for the Toronto sites. And, as noted in **section 4.3.1.**, far more individuals were ineligible than expected.

In response, the team adjusted and clarified PtO eligibility and suitability criteria. They continue to distribute email invitations from TESS to ensure recruitment targets are met.

Uptake for PtO was also slower than expected in the Stratford-Bruce Peninsula site as well, even without randomized recruitment. Further research is needed to understand why.

Implementing the consultative job-development approach required an initial period of learning and adaptation.

Staff described PtO's job development model as consultative selling and relationship-based. This means it involves building and maintaining relationships with employers, understanding their hiring needs, and connecting participants to tailored, short- and long-term employment opportunities aligned with their goals.

Although some PtO staff and sites have experience and expertise with consultative selling, it took time for the entire PtO delivery team to align and build processes and skills. At each site, the coach and job developer collaborated to develop an approach that reflected the local context and ways of working, including defining roles and responsibilities. They also determined the point in the participant journey at which the job developer would become involved.

- At YMCA, the coach and job developer meet with each participant as a team, particularly since staff must drive to rural areas to meet participants and one trip is more efficient than two.
- At TNG, the coach and job developer meet occasionally with the participant together, and occasionally separately, but do frequent case conferencing. They also work out of the same site, with offices beside each other that allow for continuous communication and collaboration.
- WoodGreen developed Excel trackers for coaches and job developers. These are used to track information about participant employment goals and needs related to location, wages, and work hours. The site also developed processes and data systems to track employer engagement and relationships.

As the project continues, the team will refine job development processes.

Previous negative experiences with employment services and challenging life circumstances affected some participants' engagement.

Partners reported that some participants, particularly at the Toronto sites, had previous negative experiences with employment services that affected their trust in and willingness to engage with PtO.

Staff also noted that some participants faced challenging life circumstances that affected their ability to participate consistently. As discussed in **section 5.1.2.**, these included family responsibilities, health issues, and other personal challenges that contributed to missed appointments with coaches.

In response, coaches and MyGoals trainers worked together to test strategies to support ongoing participant engagement. They dedicated more time to talking with participants about the program and what to expect. They also tested tailored reminders to reduce the number of missed appointments.

5.3. User experience

Participants consistently reported positive experiences with employment coaches. Most felt understood, supported, and encouraged in achieving their employment goals.

Participants' experiences were collected through pulse surveys completed during meetings with employment coaches every two weeks. Between November 2025 and the end of January 2026, 35 participants completed the survey. The remaining 15 participants had not yet had a coaching session during which pulse surveys are fielded.

Table 9 presents the pulse survey results, including

the average participant rating for each statement out of five (ranging from strongly disagree to strongly agree) and the percentage of participants who agreed with each statement.¹⁹

Overall, participants reported a strong relationship with their employment coach. Approximately 90% of participants agreed that their employment coach understood their needs, barriers, and employment goals; wanted to help them achieve their goals; and motivated and encouraged them. Similar proportions agreed that each appointment or activity helped them achieve their goals and that they knew when their next appointment was and how to prepare for it.

Table 9 | Participant experience with employment coaches (N=35)

Statement	Average participant rating (out of 5)	% of participants who agree
My employment coach understands the needs I have and the barriers I face.	4.51	90%
My employment coach understands my employment goals.	4.59	92%
My employment coach wants to help me achieve my employment goals.	4.61	92%
My employment coach motivates and encourages me.	4.55	91%
Each appointment and service/activity is helping me achieve my employment goals.	4.35	87%
I know when my next appointment is and what I need to prepare for it.	4.56	91%

Source. Pulse survey

19 We analyzed the pulse surveys for these 35 participants by taking the average of each participant's responses to each survey statement on a five-point agreement scale. We then averaged these participant-level responses to produce an overall result for each statement across all 35 participants.

These findings suggest the employment coach relationship is central to participant engagement. That participants felt understood, supported, and encouraged suggests that coaching met immediate service needs and helped participants build confidence and move toward their employment

goals. However, these findings should be interpreted with some caution. The stipend participants receive for taking part in PtO may also influence their overall satisfaction with the program, including their perceptions of the coaching relationship.

5.4. Effectiveness

As the first site to launch the PtO model, the YMCA site is beginning to show early employment outcomes among participants.

Employment outcome data were available for YMCA participants only, as the site launched PtO earlier than the Toronto sites. It therefore had more time to support participants and engage employers in identifying employment opportunities.

Four of the 31 YMCA participants secured some form of employment. They represented **13%** of YMCA participants and **8%** of the **50** participants receiving services across all sites.

In monthly implementation meetings with Blueprint, YMCA partners highlighted how the job developer enabled these outcomes. They reported leveraging their existing employer network and building relationships with regional employers to identify work-tasting and employment opportunities. They also continue to support participants after they secure employment.





6. Conclusions and next steps

6.1. Summary of findings

Early findings suggest PtO is showing promise as an intensive, participant-centred employment support model for social assistance recipients facing complex barriers to work.

Early findings from the first four months of delivery suggest that PtO is showing early promise. The model is functioning largely as intended while generating valuable implementation learnings to support ongoing refinement. Although implementation is at an early stage, several promising signs have emerged:

- Sites have successfully launched and operationalized the model.
- Participants are engaging with core service components.
- Strong coaching relationships are emerging, and staff report progress in implementing new approaches to coaching and job development.
- Participant feedback reflects very high levels of trust, support, and engagement.
- Preliminary outcomes at the YMCA site suggest early progress toward labour market attachment for some participants.

The notes below summarize findings in this report on participant reach and experience, implementation, and emerging employment outcomes.

PtO is successfully engaging participants facing complex and intersecting barriers to employment through a highly personalized, relationship-based service model.

Participants entered PtO with a range of employment barriers. These involve finances, basic needs, transportation, disrupted work, low confidence in employability, and broader circumstances: housing, childcare, health, and family responsibilities. PtO's combination of coaching, financial empowerment, wraparound supports, and job development is enabling sites to respond to these interconnected needs in a flexible, participant-centred way.

Participants are reporting consistently strong experiences with employment coaches, suggesting that the coaching relationship is a central strength.

Across survey responses, participants overwhelmingly reported feeling understood, supported, encouraged, and motivated by their coaches. Staff described participants as more engaged and invested in their employment journeys than clients in other employment services. This suggests that the MyGoals-informed coaching approach, emphasizing trust-building, participant-led goal-setting, and strengths-based support, is resonating strongly with participants and helping foster engagement.

Sites have made substantial progress in implementing core components of PtO and building new service delivery capacity.

All sites successfully launched personalized coaching and financial empowerment supports. All have begun to operationalize PtO's approach to job development and retention support. Staff reported meaningful learning and capacity building related to consultative-selling job development and the creation of work-tasting opportunities. However, findings suggest that implementing this model required a significant shift in practice for some sites and staff, particularly compared to traditional employment service approaches.

Early findings highlight the critical role of job development in supporting employment outcomes for participants facing complex barriers.

Early results from the YMCA site suggest that proactive employer engagement and work-tasting opportunities are important drivers of progress toward employment. They suggest that job development is a core component of enabling access to employment opportunities.

For many participants, barriers such as limited transportation, financial instability, and disrupted work histories can make independent job search challenging. In this context, a tailored, relationship-based, consultative-selling approach can help bridge the gap between participant readiness and employer opportunity by identifying flexible, appropriate roles and supporting employer connections that align with individual circumstances.

Implementation findings highlight important operational and engagement challenges, generating valuable learning for future delivery.

Recruitment at the Toronto sites was slower than anticipated, in part due to the randomized recruitment process. The need to navigate digital registration may have created a barrier for some participants. Staff reported that some participants' negative experiences with employment services and ongoing life challenges affected their ability to consistently engage in PtO. In response, sites took more time to establish trust and continue to test engagement supports. These early learnings will help the team better understand the conditions needed to deliver intensive, relationship-based employment supports to participants facing complex barriers.

Early employment outcomes at the YMCA site suggest promising initial progress toward labour market attachment for some participants.

As the first site to launch PtO, YMCA had more time to build employer relationships and support participants in moving toward employment opportunities. At the time of analysis, four participants had secured employment across a range of sectors, including transportation, retail, accommodation and food services, construction, manufacturing, and personal care. While preliminary findings are limited to one site, they suggest the model can support participants in making progress toward employment outcomes.

6.2. Future data collection and final reporting

PtO will continue delivery until September 30, 2026. Blueprint will oversee data collection related to implementation, participant reach, user experience, and effectiveness. The *Final Report* will be released in late 2026/early 2027. It will provide a more comprehensive picture of participant characteristics via access to OW administrative data available through MCCSS. It will also report on a broader range of participant outcomes, including employment hope, employment attainment and retention, earnings, and social assistance exits.



“Early findings suggest PtO is showing promise as an intensive, participant-centred employment support model for social assistance recipients facing complex barriers to work.”



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