

In Motion & Momentum+

Final Report

October 2026

Future Skills Centre | Centre des Compétences futures

Blueprint

Acknowledgements

About the Future Skills Centre

The Future Skills Centre 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. We bring 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 FSC, Blueprint works with partners and stakeholders to collaboratively generate and use evidence to help solve pressing future skills challenges.

The *IM&M+ Final Report* is funded by the Government of Canada's Future Skills Program.

Future Skills Centre | Centre des Compétences futures | Blueprint | Canada

The opinions and interpretations in this publication are those of the author(s) and do not necessarily reflect those of the Government of Canada.

Acknowledgements

About the Canadian Career Development Foundation

The Canadian Career Development Foundation (CCDF) is a nonprofit organization that works to strengthen the reach and impact of career/workforce development supports in an ever-changing labour market. It is a nationally and internationally recognized leader in the field of career development, with a legacy of sector-leading work focusing on applied research, policy consultation, training, resource development, and service capacity building.

CCDF would like to acknowledge that this study would not have been possible without the commitment and contributions of the organizations, facilitators, and participants who took part. To the organizations and their staff, thank you for welcoming this research into your work, for your dedication to implementation, and for your openness to learning alongside us. To the fabulous facilitators, thank you for the skill, care, and commitment you brought to IM&M+. You are an inspiration. Delivering the program while also supporting the requirements of a randomized controlled trial asked more of you, and we are deeply grateful for your flexibility, professionalism, and dedication. Most of all, we thank the participants who generously shared their time, experiences, and perspectives so that we could better understand what works to support people who come to Public Employment Services. Your contributions have helped build important evidence about IM&M+ and will help us better support people on their journeys toward meaningful work and the futures they want.

ccdf Canadian Career Development Foundation

fcdc Fondation canadienne pour le développement de carrière

Table of contents

Preface 5

1. Introduction 6

About this report 7

2. Context: Addressing complex barriers to employment 8

3. About the IM&M+ program 11

3.1. Program purpose, evolution, and scaling 11

3.2. Model design 14

4. Methodology 21

4.1. Blueprint's approach to evidence generation 21

4.2. Learning agenda 23

4.3. Evaluation design 24

4.4. RCT design and participant sample 25

4.5. Impact estimation method 28

4.6. Cost-benefit analysis method 30

4.7. Data sources and sample sizes 31

4.8. Data limitations 32

5. Findings 34

5.1. Program implementation 34

5.2. Program reach 36

5.3. Participant experiences 39

5.4. Program effectiveness 42

5.5. Cost-benefit analysis 65

6. Discussion and conclusions 69

6.1. Summary of findings 69

6.2. Discussion 72

Appendix A: Common outcomes framework 75

Appendix B: Survey socio-demographics. 77

Appendix C: LATE findings 79

Appendix D: Imputation findings 81

Appendix E: Skills gains and employment 83

Appendix F: Cost-benefit analysis: Detailed approach and sensitivity analysis . . . 84

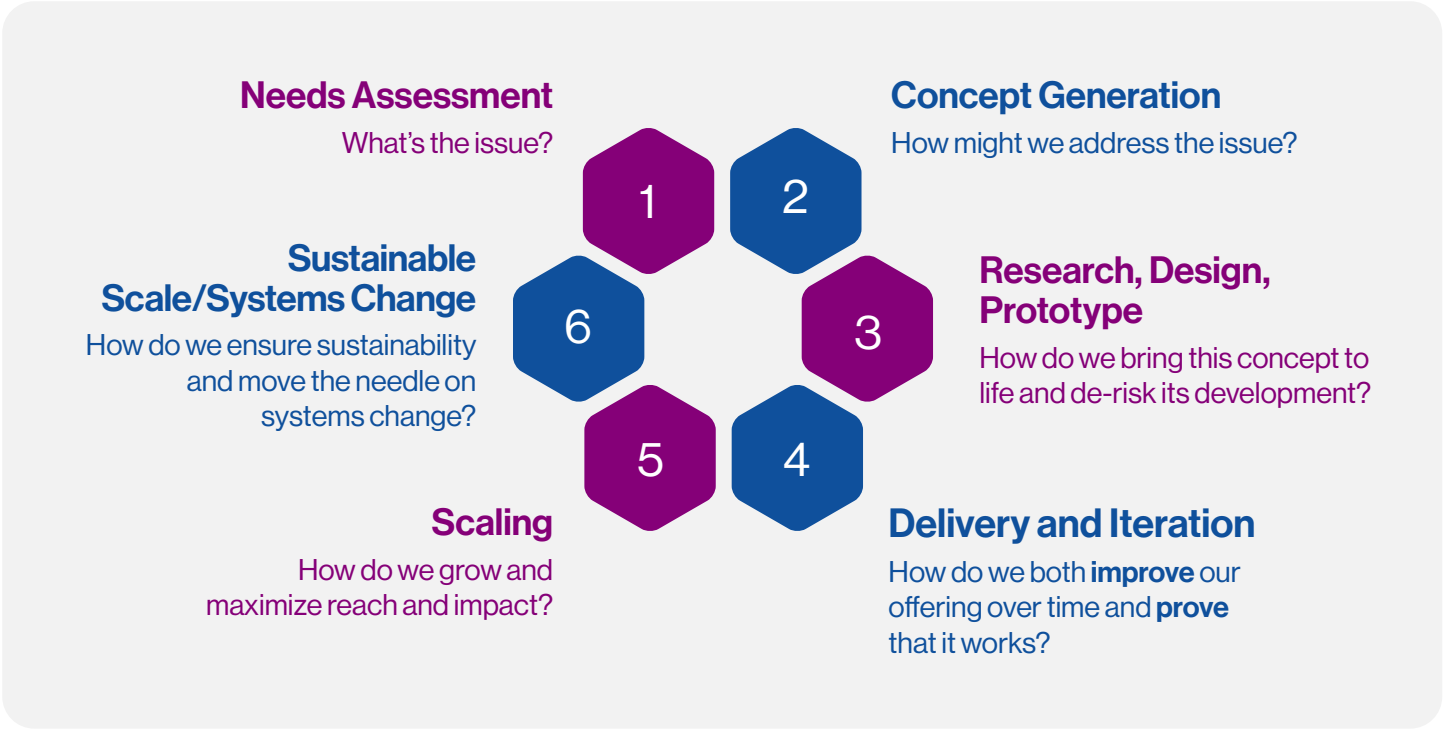
Endnotes 88

Preface

Canada's labour market is evolving rapidly, requiring responsive and evidence-based skills development programs. While many innovative programs emerge, scaling them beyond the pilot stage remains challenging. To address this, the **Future Skills Centre (FSC)** and **Blueprint** launched the Scaling Up Skills Development Portfolio and partnered with 11 organizations to support their scaling efforts. Blueprint works closely with each grantee to generate ongoing evidence, moving beyond the traditional 'one study at a time' approach to support continuous program improvement and scalability.

Aligned with the six-stage innovation cycle (see **Figure 1**), we focus on advancing interventions from the Delivery Phase (Stage 4) to the Scaling Phase (Stage 5), ultimately supporting Sustainable Systems Change at Stage 6. For more about our evidence generation approach and model, see our *Scaling Design Report*.

Figure 1 | The six-stage innovation cycle





1. Introduction

In Motion & Momentum+ (IM&M+) is a career development program that takes a readiness-first approach, helping people experiencing complex barriers to employment build the hope, confidence, skills, and self-determination needed to progress towards their work, education, and life goals. The Canadian Career Development Foundation (CCDF) first developed and trained facilitators to deliver IM&M+ in New Brunswick in 2016 for individuals receiving government income assistance. Since then, the program has been delivered by numerous public employment and social service organizations across eight provinces: Ontario, Alberta, British Columbia, Nova Scotia, Newfoundland and Labrador, Prince Edward Island, Manitoba, and Saskatchewan.

IM&M+ is delivered over 10 weeks through three modules: **In Motion**, **Momentum**, and **Momentum+**. The program is designed for people who feel stuck, are interested in making change, and need support before moving into employment, education, or training. Through a person-centred, strengths-based, solution-focused approach, IM&M+ helps participants explore their strengths and interests, identify goals and preferred futures, build employability skills, and take steps toward their career and life goals.

1.1. About this report

This report is part of Blueprint's Scaling Up Skills Development portfolio, an initiative funded by the Future Skills Centre (FSC). It presents findings from a randomized controlled trial (RCT) of IM&M+ (conducted from 2022 to 2025) and examines the program's impact on participant outcomes. It is the third in a series of reports by Blueprint on the IM&M+ RCT. The two prior reports are:

- *Interim Evidence Report* (November 2023), presenting findings from the RCT using data from February 2022 to March 2023; and
- *Interim Update Report* (March 2025), updating RCT findings using data collected from February 2022 to September 2024.

This *Final Report* updates findings presented in the reports above and draws on the full RCT dataset (February 2022 to December 2025). It describes the IM&M+ model and rationale, our evaluation methodology, findings on participant reach and satisfaction, and estimates of program impacts.

The report has the following sections:

- **Context (pp. 8–10)** describes the labour market needs, gaps, and opportunities that inspired IM&M+'s design.
- **About the IM&M+ model (pp. 11–20)** explains IM&M+'s components and how the program is designed to help participants build their career readiness.
- **Methodology (pp. 21–33)** outlines our evaluation approach, including our learning agenda, RCT design, data sources, and limitations.
- **Findings (pp. 34–68)** presents implementation, reach, and satisfaction findings for IM&M+ participants and estimated marginal impacts of IM&M+ participation.
- **Discussion and conclusions (pp. 69–74)** summarizes our findings and key takeaways.



"IM&M+ helps participants explore their strengths and interests, identify goals and preferred futures, and build greater hope, self-awareness, confidence, and career-management skills."



2. Context: Addressing complex barriers to employment

CCDF designed IM&M+ in response to three interconnected challenges:

1. growing income assistance caseloads, with many recipients remaining on assistance for longer periods;
2. an increase in the number of clients facing multiple and complex barriers to employment; and
3. a 'jobs-first' approach to career and employment services, which prioritizes rapid job placement but fails to address critical career readiness issues.

Income assistance caseloads are growing across Canada.

When New Brunswick approached CCDF in 2015 to develop a program for social assistance clients, the province had the highest per-capita social assistance costs in the country. While this is no longer the case, the overall pressures on social assistance systems have grown nationally. In 2023-24, caseloads increased in 12 of 13 provinces and territories, with Manitoba being the only exception.[1,i]

In addition to recent caseload growth, evidence suggests that income assistance clients are accessing supports for longer periods. An analysis of social assistance caseloads in British Columbia from 1989 to 2017 found that long-term recipients accounted for a large share of the overall caseload.[ii] While some clients entered and left assistance within a year, the majority had received social assistance for at least 48 of the previous 60 months. Ontario shows a similar pattern. Average stays on Ontario Works increased from 14 months in 2014 to 35 months in 2018, while exits from the caseload fell over the same period.[iii]

1 The reduction in Manitoba's social assistance caseload is partly explained by the introduction of new programming in 2023, which diverted some of the caseload from existing social assistance programs.

These trends raise concerns about the cost and sustainability of income assistance systems, pressures on other public systems, and the costs to individuals, families, and communities.

Front-line public employment service providers report that more clients are coming to services with complex needs that require support before they can move into sustainable employment.

In 2015, New Brunswick set out to address the systemic barriers that often prevent people from successfully transitioning from social assistance to employment. The province invested in housing, health supports, transportation, dependent care, and other services designed to reduce these barriers.

While these investments were essential, many participants continued to cycle back to social assistance and/or employment services. Internal consultations with frontline staff revealed that addressing systemic barriers alone was not enough. They shared that many individuals also needed support to rebuild hope, confidence, self-awareness, motivation, employability skills, connection, and belonging—all the career readiness factors required to navigate change and move forward with their career goals. This highlighted a critical gap in the service system: alongside barrier reduction, people also needed a career development approach that focused on readiness factors that build the personal, social, and career capacities required for sustainable labour market attachment.

In 2022, CCDF examined this gap through an anonymous online survey of 434 career development practitioners working at agencies across Canada. Nearly two-thirds of respondents worked in frontline service delivery. On average, practitioners estimated that 37% of their caseloads consisted of clients who had returned to the agency for further help after an earlier period of service had ended. This reflects a broader pattern in which clients repeatedly enter employment or training but return for services when those placements do not last.[iv]

Practitioners also reported that clients needed support in four broad areas: employment and personal development skills, including motivation, resilience, and emotional intelligence; a sense of direction, goals, and hope for the future; daily living needs that can affect employment, such as housing, transportation, and childcare; and health and well-being needs, including mental health.

These findings are based on practitioners' observations rather than data tracking what happened to clients over time. This may suggest that some clients are entering employment without the readiness and employability supports they need to remain employed.

There is limited career readiness programming available in the public employment system.

Across provinces and territories, publicly funded employment systems generally offer two main forms of support: employment assistance services and skills training. Employment assistance services help people find work through supports such as job search assistance, job development, résumé preparation, and interview coaching. Skills training helps people build the knowledge and competencies needed for employment, including literacy, numeracy, essential skills, and occupational training.

CCDF identified an opportunity to complement these two service streams with more sustained support for career readiness, career exploration, and job maintenance. CCDF sees this support as increasingly important as more clients face complex barriers to employment and social assistance caseloads continue to grow. The goal of IM&M+ is to offer missing supports to help people build the readiness they need to succeed sustainably in employment, education, or training.

Before creating IM&M+, CCDF reviewed 300 national and international programs designed to address pre-employment needs. Through this review, CCDF found that many programs included strong elements, but few combined them within a holistic career development approach that was person-centred, strengths-based, and solution-focused. This led CCDF to identify a need for programming that supports career readiness as a broader process rather than as a set of separate skills to teach.

IM&M+ was designed to address both gaps: limited access to career readiness programming and the limited use of a career development approach in programs addressing pre-employment needs. It aims to help participants develop foundational employability skills, build hope, confidence, self-determination, resilience, and self-awareness, and strengthen their connections to pursue their work, education, and life goals. It is designed to support participants in developing greater self-awareness, strengthening their social and emotional capabilities, reconnecting with their communities, and creating realistic, personally meaningful plans for their future. In doing so, participants can connect with resources, address personal or system barriers that get in their way, and engage more successfully in employment services, skills training, education, and employment, leading to more sustainable labour market attachment.

"The goal of IM&M+ is to offer missing supports to help people build the readiness they need to succeed sustainably in employment, education, or training."



3. About the IM&M+ program

This section describes IM&M+'s purpose, evolution, design, intended outcomes, and the participant journey.

3.1. Program purpose, evolution, and scaling

For over a decade, IM&M+ has grown from a two-module program developed for social assistance recipients in New Brunswick into a mature, three-module model, refined based on evaluation and delivered across Canada in different settings and with diverse participant populations. CCDF has taken an iterative, evidence-informed approach to this growth, using findings and feedback from each stage of implementation to refine IM&M+'s design, delivery, and supports. As the model expanded, successive evaluations also tested how well it could be delivered with different populations, organizations, settings, and delivery formats.

This section traces these parallel journeys of program development and evidence generation, from IM&M+'s initial design and early evaluation through its expansion and refinement. Based on positive evaluations, these parallel journeys culminated in the launch of an RCT, the program's most rigorous evaluation to date and the subject of this report. The trial represents an important step in building evidence about IM&M+'s effectiveness and its potential to be delivered successfully across different organizations and contexts.

Initial development and early evidence

With funding from the Government of New Brunswick, CCDF first developed and trained facilitators in the province to deliver In Motion & Momentum in 2016. The original program consisted of two modules, *In Motion* and *Momentum*, and was designed for individuals receiving social assistance. It aimed to help participants address personal and practical barriers, build foundational employability skills, and become better prepared to pursue employment, education, training, or other next steps.

The program focused on career readiness factors (e.g., emotional intelligence, employment hope, mental health, healthy behaviours, resilience, sense of personal control, self-esteem, positive relationship-building, accessing resources, networks and allies, and belonging and mattering) and employability skills (e.g., self-awareness, identifying skills and strengths, goal-setting, and creating a vision for the future). Following three years of implementation, an evaluation for the Government of New Brunswick in 2017-18 found that program graduates reported improvements in several employability-related areas, including openness to change, motivation, self-esteem, self-awareness, resilience, sense of personal control, self-efficacy, and social support. Based on consistent positive results, the Government of New Brunswick continues to fund province-wide delivery of this program.

Early expansion and refinement

In 2018, CCDF received funding from the Ontario Centre for Workforce Innovation (OCWI) to pilot the model at three sites in Ontario. The pilot tested whether community-based employment service providers could deliver the model outside of New Brunswick with guidance and support from CCDF. It also broadened the program's intended population beyond social assistance recipients to include employment service clients with readiness needs.

An evaluation by Blueprint found promising improvements in participants' employability skills and early employment outcomes. These findings, together with feedback from participants and facilitators, informed several changes to the program. CCDF added a third module, *Momentum+*, to provide greater transition support as participants prepared to leave the program and take their next steps. It also introduced a recruitment toolkit, screening guide, and community of practice to support learning and knowledge-sharing among facilitators.

Broader expansion across settings and populations

In 2020, FSC funded CCDF through its evidence stream to expand IM&M+ delivery across Canada and test the model in new settings and with new participant populations. Through this expansion, 26 community-based partners delivered IM&M+ in Alberta, British Columbia, Nova Scotia, Newfoundland and Labrador, Ontario, and Saskatchewan.

The expansion brought IM&M+ to a wide range of participants who often face barriers in the labour market. These include newcomers to Canada, Indigenous peoples, people with disabilities, people with complex health needs, and people who are incarcerated or justice-involved. It also occurred during the COVID-19 pandemic, requiring CCDF and delivery partners to adapt a program originally designed for in-person delivery to virtual and hybrid formats. An evaluation found that IM&M+ could be expanded to new locations, populations, and delivery modalities with relatively minor adaptations and that participants experienced positive outcomes. It also generated practical learning that informed the next stage of program evaluation.

The RCT

In 2021, IM&M+ became part of Blueprint's Scaling Up Skills Development portfolio, an initiative funded by FSC to build evidence about the effectiveness and scalability of promising skills development programs. As part of this initiative, Blueprint and CCDF launched an RCT of IM&M+ in February 2022.

Delivered through 14 service sites across five provinces, the trial was designed to determine whether IM&M+ improves participant outcomes compared with the public employment services they would otherwise receive. It would also generate further evidence about whether the model can be delivered effectively across different organizations and contexts. The trial concluded in December 2025.

The current IM&M+ model

Today, IM&M+ continues to provide up to 10 weeks of programming across its three modules—In Motion, Momentum, and Momentum+—to licensed organizations across six provinces. It can be delivered in-person, virtually, or through a hybrid model, with comparably positive outcomes. The program is intended to serve as an early step in a broader service pathway, helping participants build the confidence, skills, relationships, and stability

needed to move into employment assistance services, skills training, education, employment, or other meaningful next steps.

Across the three modules, participants explore their interests, values, and strengths; develop a vision for their preferred future; set goals; and create practical action plans. Participants also work together on a community-based project, such as organizing a community clean-up or raising funds for a local animal rescue organization. These activities allow participants to practise new skills, build social connections, and experience making a tangible contribution to their communities.

Table 1 shows how IM&M+ has evolved and scaled.

Table 1 | The evolution and scaling of IM&M+

Years	Funders	Provinces	Target populations	Scaling sites	Delivery and iteration
2014–2018	Government of New Brunswick	NB	Long-term social assistance recipients.	8	First delivery
2018	OCWI	ON	Employment services clients.	3	No significant iterations
2021	FSC: Evidence Stream	ON, SK, BC, AB, NS, and NL	Employment services clients, with a focus on newcomers, Indigenous peoples, women, people with disabilities, people with addictions, and people leaving incarceration.	26	• Added a third module: Momentum+. • Introduced a recruitment toolkit and screening tool. • Established a community of practice for facilitators. • Delivered fully remote and hybrid formats for the first time due to the pandemic. • Increased per-cohort funding for sites to support costs of research and wraparound supports.
2022–2026	FSC: Scaling Up Skills Development	ON, SK, BC, AB, NS, and NL	Employment services clients, with a focus on newcomers, Indigenous peoples, women, people with disabilities and/or complex physical illnesses, and men who are incarcerated.	14	No significant iterations

3.2. Model design

This section describes IM&M+'s target population and eligibility criteria, recruitment and admissions process, program structure, participant journey, delivery approach, and theory of change.

Target population and eligibility

IM&M+ is intended for people who are unemployed and face personal, practical, or systemic barriers that make it difficult to succeed in employment, education, or training. This includes people receiving employment insurance (EI), income assistance, and others who are distant from the labour market. A primary target group is people who are long-term unemployed. In this report, long-term unemployed refers to participants who were out of work for six months or more and not enrolled in education when they joined the study.

The 14 service delivery partners participating in the RCT serve a range of populations, including newcomers, Indigenous peoples, women, people with disabilities or complex health conditions, and men who were incarcerated. Participants who are a good fit for IM&M+ feel stuck in their lives, are interested in making a positive change, and are willing to try something new. They must also be able to participate in a group-based program and have at least a Grade 5 literacy level, some stability, and access to practical supports needed to take part consistently.



"CCDF has taken an iterative, evidence-informed approach to this growth."

Recruitment and admission

Recruitment. Each service delivery site is responsible for recruiting participants for IM&M+. Recruitment approaches vary by site and population served, but can include community advertisements, referrals from community partners, and referrals through existing case management relationships.

Admissions. Potential participants may apply directly to a service delivery partner or be referred by a community partner, caseworker, or other service provider. Facilitators use a screening guide that supports both the facilitator and potential participant in assessing whether IM&M+ is a good fit and what supports could help them be successful in the program. The guide considers participants' interest in positive change, willingness to try something new, comfort level with participating in a group setting, literacy, and whether they have sufficient stability or support related to areas such as mental health, substance use, dependent care, food, housing, and finances. It also prompts facilitators to consider practical participation needs, such as transportation for in-person delivery or digital literacy and access to technology for remote delivery.

Enrolment in the RCT. Applicants who are a good fit and who consent to participate are enrolled in the RCT.

Cost. IM&M+ is free to participants.

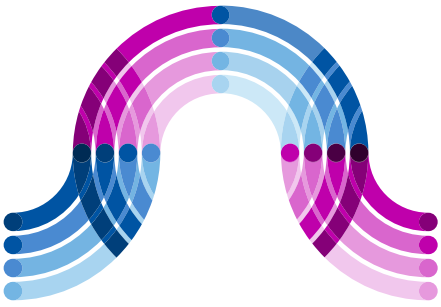
Program components

IM&M+ includes three modules and ongoing wraparound supports delivered over 10 weeks.

- **Module 1: In Motion** is delivered three days per week for three weeks. Participants explore their personal skills, strengths, and interests. They create a preferred future that aligns with their life, skills, strengths, values, and interests. They set goals and create an action plan.
- **Module 2: Momentum** is delivered four days per week for four weeks. Participants continue working on their personal goals and action plans. They also plan and complete a group-based community project that identifies and responds to a need in their community.
- **Module 3: Momentum+** is delivered two days per week for three weeks. Participants continue implementing their action plans with support from their group peers and facilitators as they prepare to move on from the program. They take part in tailored workshops and community-based resources that reflect their needs and interests.
- **Wraparound supports.** Across all three modules, participants can access individualized wraparound supports through the community partner that delivers the program.

IM&M+ uses a launch-when-ready approach, meaning participation concludes when an individual feels prepared to take their next steps rather than after a fixed requirement to complete all three modules. Participants may return later if they need additional support.

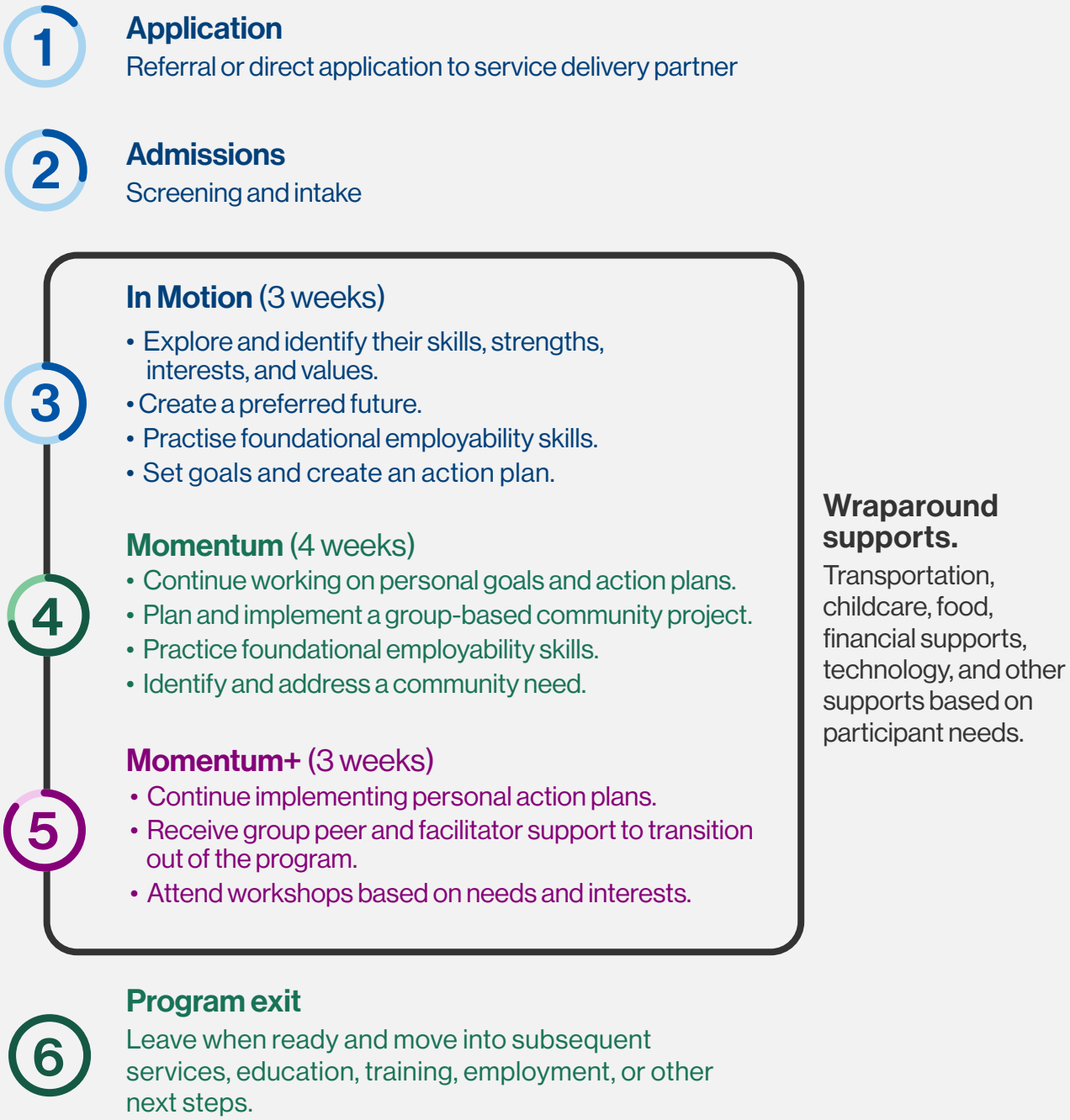
Figure 2 (on the next page) provides a visual map of the participant journey through IM&M+.



"These activities allow participants to practise new skills, build social connections, and experience making a tangible contribution to their communities."

Figure 2 | IM&M+ participant journey

Participants move through three program phases, with practical supports tailored to their needs.



Delivery approach

CCDF contracted with 14 service delivery sites across five provinces to deliver IM&M+ as part of the RCT. These sites were selected from the larger group of 26 providers that delivered IM&M+ during its first round of FSC funding. All were government-funded employment service providers with experience serving people with employability needs.

CCDF supported the service delivery sites through a five-day facilitator training session, facilitator guides and participant workbooks for each module, weekly facilitator check-ins, capacity building, troubleshooting, mentorship, and cross-site learning activities. Facilitators also had access to a private online community of practice where they could share resources and receive real-time peer support. Once trained, facilitators at each site were responsible for recruiting participants, screening applicants for fit, and delivering IM&M+.

Table 2 (on the next page) summarizes the roles and responsibilities of CCDF, the service delivery sites, and other organizations involved in delivering and evaluating IM&M+.



"Participants who are a good fit for IM&M+ feel stuck in their lives, are interested in making a positive change, and are willing to try something new."

Table 2 | Lead and partner organizations

Organizations	Population(s) served	Role
CCDF Canada-wide	N/A	**Lead** Responsibilities • Contract with and support delivery sites. • Provide program materials, guidelines, and facilitator guides. • Train facilitators. • Provide ongoing capacity building, troubleshooting, mentorship, and cross-site learning. • Support model fidelity across sites.
Edmonton Mennonite Centre for Newcomers, Edmonton, AB	Newcomers	**Delivery partners** Responsibilities • Recruit participants through community advertisements, partner referrals, and case management relationships. • Screen and admit participants. • Deliver IM&M+ modules. • Provide or connect participants to wraparound supports. • Participate in CCDF training, check-ins, troubleshooting, community of practice, and mentorship. • Support data collection and evaluation activities.
The Ability Hub, Saskatoon, SK	People with disabilities	
Regina Work Preparation Centre Regina, SK	General population	
AXIS Career Services, St. John's, NL	Newcomers	
Community Centre Alliance, St. John's, NL	General population	
John Howard Society West Coast Correctional Centre, Stephenville, NL	People involved in the justice system	
John Howard Society, Labrador Happy Valley- Goose Bay, NL	People involved in the justice system	
Community Employment Services, Oxford, ON	General population	
YWCA Metro Vancouver, Vancouver, BC	General population	
YMCA Niagara, Niagara, ON	General population	
YMCA of Owen Sound Grey-Bruce, Owen Sound, ON	General population	
Pinecrest Queensway Health Centre, Ottawa, ON	General population	
KEYS Job Centre, Gananoque, ON	General population, with a focus on older workers, people with disabilities, youth, and newcomers	
CSE Consulting, Prescott, ON	General population	

The RCT was conducted through seven cohorts delivered between February 2022 and September 2024. As shown in **Table 3**, the number of participating sites varied across cohorts, as did the number of participants assigned to the program and comparison groups. In total, 465 participants were assigned to the program group and 442 to the comparison group.[2]

Table 3 | IM&M+ cohorts

Cohort	Cohort start month/year	Number of sites	Program group	Comparison group
1	February 2022	12	82	84
2	September 2022	12	90	84
3	February 2023	14	108	100
3b	July 2023	1	6	6
4	October 2023	7	49	46
5	April 2024	9	69	66
6	September 2024	8	61	56

Theory of change

Figure 3 (on the next page) presents the IM&M+ theory of change. It outlines the program's inputs, activities, outputs, and pathways to intended participant outcomes. It also identifies factors that may help produce these outcomes (mediators) or affect when and for whom they occur (moderators).

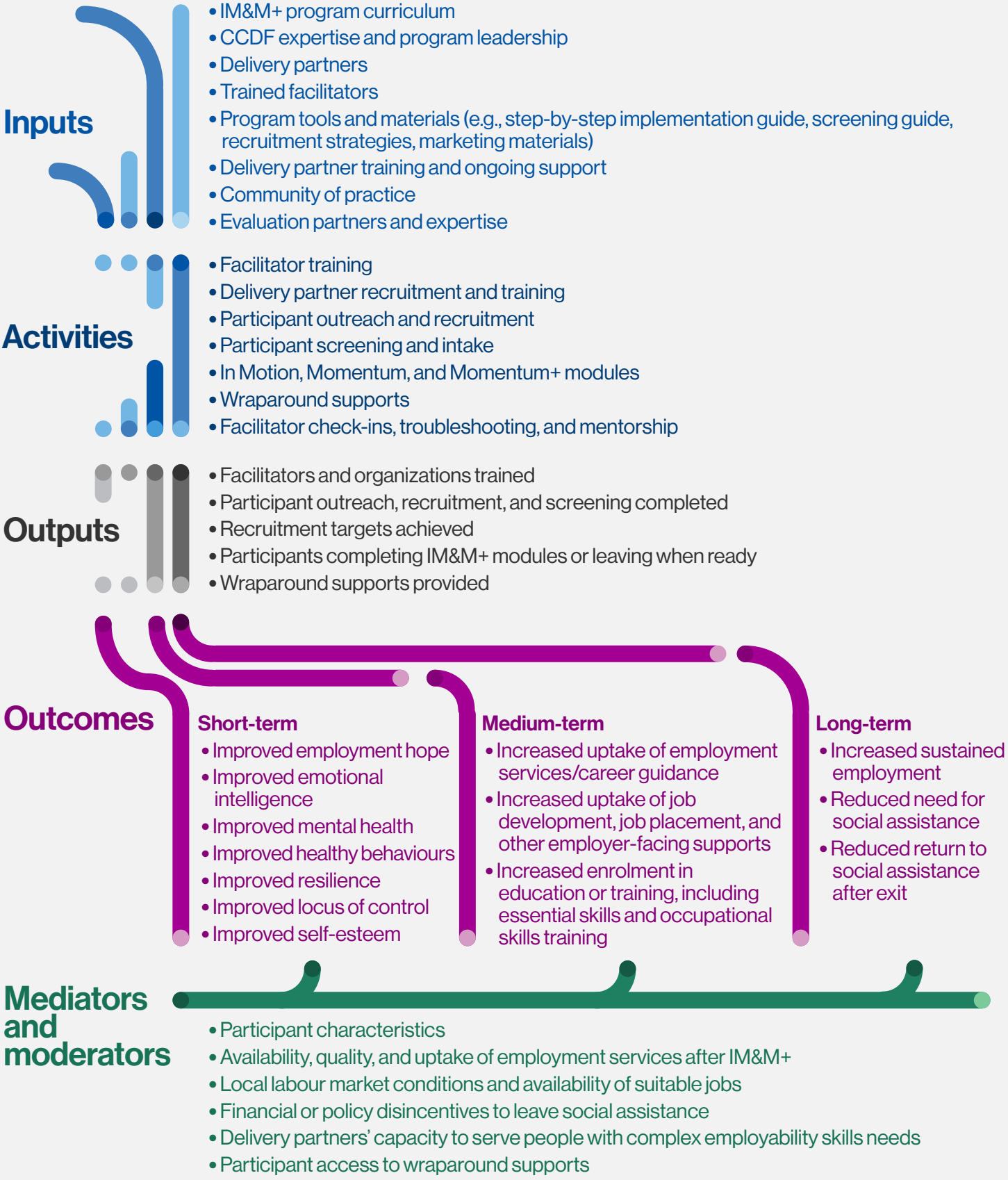
IM&M+ is designed to strengthen foundational employability outcomes directly, including employment hope, emotional intelligence, mental health, healthy behaviours, resilience, locus of control, and self-esteem. These changes are expected to help participants take further steps, including accessing career and employment services, community services, education or training, and employment. Over time, these pathways are intended to contribute to sustained employment or participation in education and training and reduce reliance on social assistance. Because IM&M+ focuses on preparing participants to take these next steps, it is intended to function as an early part of a broader service pathway rather than as a standalone employment intervention.

Whether these longer-term outcomes occur depends partly on participant characteristics, the availability and quality of services after IM&M+, local labour market conditions, access to suitable jobs and wraparound supports, and financial or policy incentives related to leaving social assistance. Many of these factors are outside the program's control, such as labour market conditions and social assistance policies. Others can be influenced through decisions about program design, partner selection, facilitator training, wraparound supports, and connections with other services.

2 While participants were randomized after the point of consent, they were randomized whether they decided to participate in the evaluation or not. **Table 3** therefore presents the total in each group, regardless of whether they consented and participated in the evaluation.

Figure 3 | IM&M+ theory of change

How program resources and delivery are expected to support participant outcomes over time.





4. Methodology

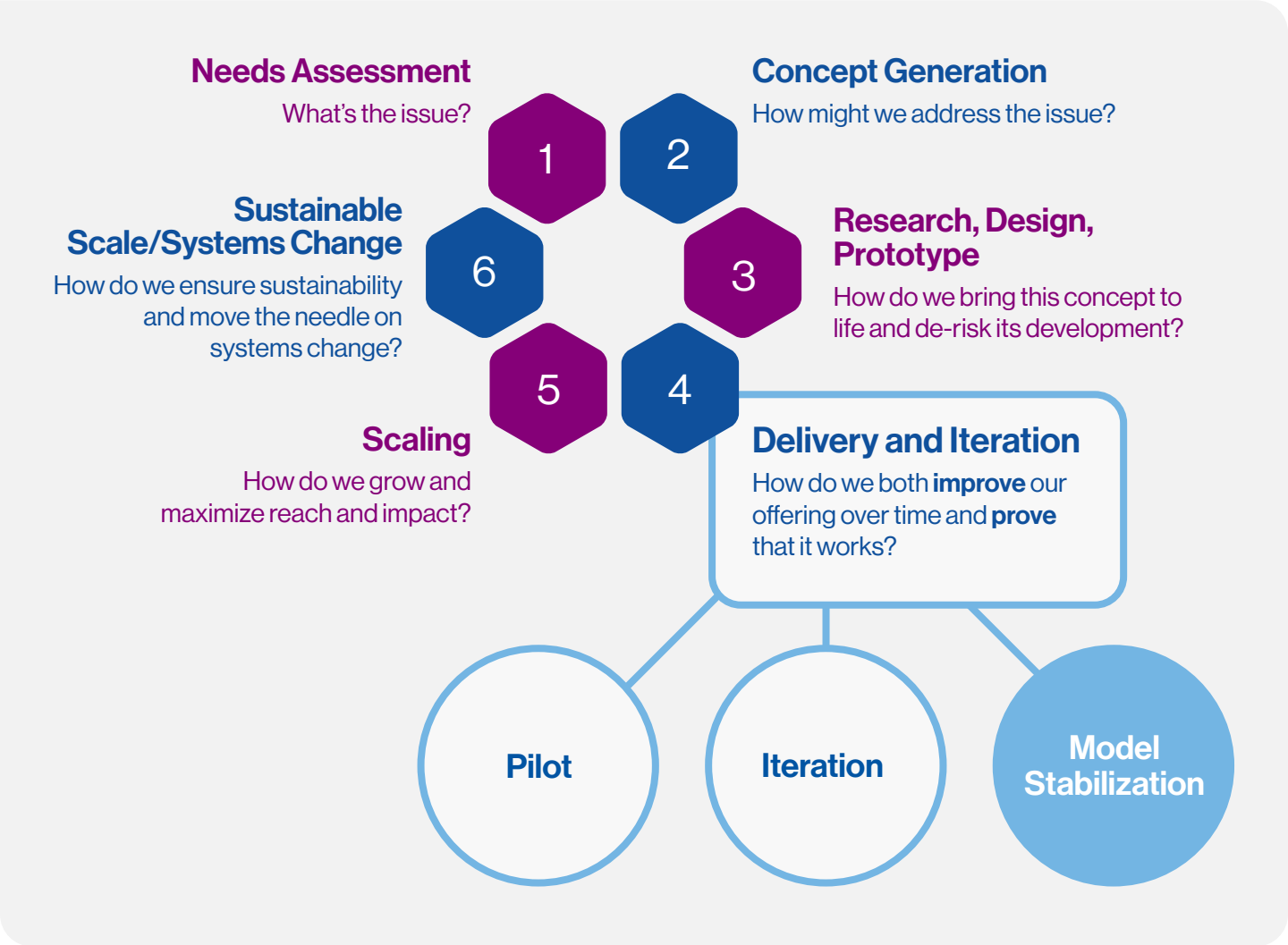
4.1. Blueprint's approach to evidence generation

IM&M+ is in **Stage 4: Delivery and Iteration** of our innovation cycle, introduced in our **Preface** on p. 5. Within Stage 4, IM&M+ is in **Stage 4c: Model Stabilization**, as shown in **Figure 4** (on the next page).

As described in the previous section, IM&M+ has evolved over the past decade from an initial program developed in New Brunswick into a mature model delivered by community-based organizations across Canada. Through repeated delivery, evaluation, and refinement, the program has generated promising evidence across different locations, delivery settings, and diverse participant populations.

The model is now well established and stable enough to support a rigorous assessment of its effectiveness. At this stage of IM&M+'s scaling journey, the focus of evidence generation has shifted from refining the model and testing its deliverability across contexts to estimating its effects on participant outcomes through an RCT.

Figure 4 | The six-stage innovation cycle and Stage 4: Delivery and Iteration sub-phases



"Comparing outcomes in this way is widely considered the most credible method for assessing a program's causal impact."

4.2. Learning agenda

For each project in the Scaling portfolio, Blueprint evaluates program reach, participant experiences, and program effectiveness (or outcomes). In this evaluation, we also examine program implementation, costs and benefits, and whether the employability skills emphasized by IM&M+ are associated with the labour market outcomes governments seek to achieve. Specifically, we address the following questions:

Program implementation

- To what extent was IM&M+ implemented as intended?

Program reach

- Did IM&M+ reach its target population?

Participant experiences

- Did participants complete the program?
- Were they satisfied with it?

Program effectiveness

- Compared with comparison group members, are IM&M+ participants more likely to experience improvements in:
  - Employability skills?
  - Employment and enrolment in education and training?
  - Earnings?
  - Social assistance receipt?
- Is there evidence of an association between the employability skills IM&M+ aims to build and participants' labour market outcomes?

Cost-benefit analysis

- What was the per-participant cost of delivering IM&M+?
- What is the net present benefit of delivering IM&M+ from the perspective of both society and government?

Blueprint uses a Common Outcomes Framework, detailed in **Appendix A**. This is a consistent set of outcome measures applied to all Scaling Up Skills Development projects, enabling cross-project and portfolio-level comparisons.

4.3. Evaluation design

Program implementation. To assess the extent to which IM&M+ was implemented as intended, we administered a survey to program facilitators. The survey asked facilitators about any changes they made to program activities, timelines, or other aspects of delivery.

Reach and participant experiences. We analyzed participants' socio-demographic data to assess whether IM&M+ reached its intended target population. To assess participant experiences, we examined administrative data on program completion and satisfaction data collected at program exit.

Effectiveness (marginal impact). Our evaluation of effectiveness focused on IM&M+'s intended outcomes: employability skills, employment, enrolment in education and training, and social assistance receipt. However, outcomes cannot be interpreted in isolation. Participants may experience success for reasons unrelated to the program, such as the use of other services, broader economic conditions, or individual characteristics. To address this challenge, we conducted an RCT to determine whether participation in IM&M+ led to better outcomes for participants compared to a group that continued to receive business-as-usual supports.

An RCT randomly assigns individuals from the same population to a program group, who are offered IM&M+, or to a comparison group, who continue to receive business-as-usual supports. Random assignment should create groups that are equivalent across both observed and unobserved characteristics. This ensures that any differences in outcomes can be attributed to program participation—the sole element distinguishing the groups. Comparing outcomes in this way is widely considered the most credible method for assessing a program's causal impact. See **section 4.4. RCT design and participant sample** for further details.

Cost-benefit analysis. We used the estimated impacts of IM&M+, together with program delivery costs, to project the program's potential economic and fiscal costs and benefits over a 10-year period. The analysis considers costs and benefits for program participants, government, and society overall. It includes program delivery costs, increased participant earnings, increased tax revenue, and reduced transfer payments where the evaluation identified an effect.

Future impact analysis. We are pursuing longitudinal data collection by working with Statistics Canada (StatCan). We plan to use administrative data in its Social Data Linkage Environment to measure IM&M+'s longer-term impacts on employment, earnings, education, and social assistance outcomes, alongside other projects in the FSC portfolio. We anticipate that full sample-linked data will be accessible through the StatCan virtual lab in 2027.

4.4. RCT design and participant sample

The IM&M+ RCT compares the outcomes experienced by two groups:

1. **Program group:** Individuals randomly assigned to be offered IM&M+
2. **Comparison group:** Individuals randomly assigned to be offered IM&M+ who did not participate in IM&M+ but continued to have access to other public employment services.

This approach allows us to estimate the marginal impact of participating in IM&M+ compared with the supports and services participants would otherwise have received.

We used a simple random assignment approach in which eligible applicants had an equal chance of being assigned to either group. **Figure 5** shows the consent, random assignment, and program participation process. As shown,

- 907 applicants were screened and determined to be suitable for IM&M+.
  - Of these, 761 applicants, or 84%, consented to participate in the research and were randomly assigned to either:
    - the IM&M+ program group: 393 participants; or
    - the comparison group: 368 participants.
  - The 146 applicants who did not consent were excluded from the research.
- The final research sample exceeded the target of 500 participants across both groups.

Figure 5 | Consent and randomization process and participation results

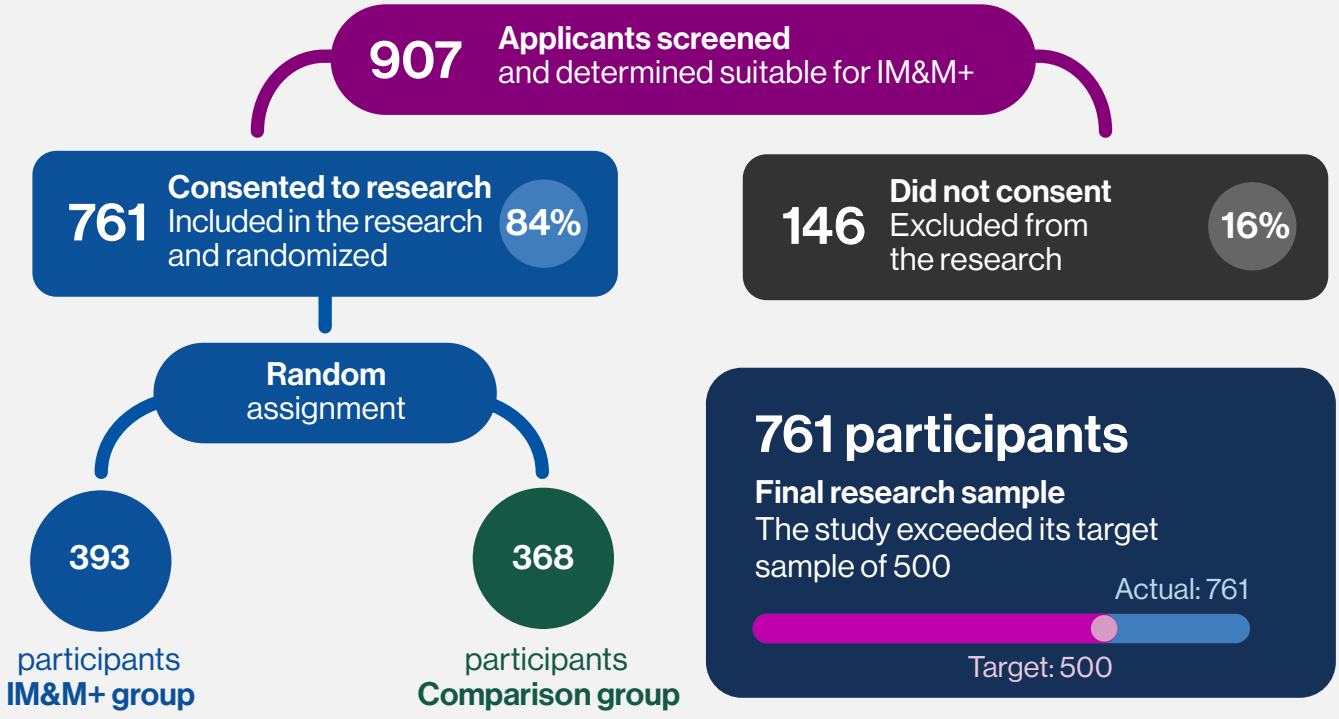


Table 4 presents the socio-demographic profile of the two groups, showing randomization produced balanced distributions across characteristics, allowing for fair outcome comparisons.

Table 4 | Participant characteristics for program and comparison groups at baseline

Category	Characteristic	Program	Comparison	All
Gender	Man	39% (149/387)	40% (144/364)	39% (293/751)
	Woman+	61% (238/387)	60% (220/364)	61% (458/751)
Equity-deserving groups	Racialized	43% (162/377)	47% (167/355)	45% (329/732)
	Indigenous	13% (51/393)	14% (50/367)	13% (101/760)
	Disability	42% (162/387)	38% (141/367)	40% (303/754)
Age	Under 30	22% (87/390)	25% (93/367)	24% (180/757)
	30–64	77% (301/390)	74% (271/367)	76% (572/757)
	65+	1% (2/390)	1% (3/367)	1% (5/757)
Migration	Born in Canada	70% (272/388)	66% (243/366)	68% (515/754)
	Immigrant	30% (116/388)	34% (123/366)	32% (239/754)
	Newcomer (<five years in Canada)	59% (68/116)	51% (61/120)	55% (129/236)
Education	Lacking HS diploma	21% (82/383)	20% (72/363)	21% (154/746)
	HS diploma	31% (119/383)	37% (136/363)	34% (255/746)
	PSE	48% (182/383)	43% (155/363)	45% (337/746)
Employment	Employed	12% (46/381)	14% (52/365)	13% (98/746)
	Unemployed	80% (302/379)	74% (269/364)	77% (571/743)
	Long-term unemployed (six or more months)[3]	47% (183/386)	50% (181/365)	48% (364/751)
	Never employed	8% (31/379)	12% (43/364)	10% (74/743)

3 In addition to having been unemployed for six or more months, our definition of long-term unemployed also includes not being currently enrolled in education, since those who are NEET (not in employment, education, or training) are a primary target group for IM&M+.

Category	Characteristic	Program	Comparison	All
Duration of unemployment	Under one month	14% (53/381)	10% (38/365)	12% (91/746)
	1–6 months	19% (74/381)	17% (61/365)	18% (135/746)
	7–12 months	6% (24/381)	6% (22/365)	6% (46/746)
	1–2 years	11% (42/381)	12% (43/365)	11% (85/746)
	2–5 years	16% (61/381)	16% (59/365)	16% (120/746)
	More than five years	22% (83/381)	27% (98/365)	24% (181/746)
Hours worked per week	10 or fewer	42% (19/45)	33% (16/49)	37% (35/94)
	11–30	36% (16/45)	51% (25/49)	44% (41/94)
	31–40	13% (6/45)	10% (5/49)	12% (11/94)
	41 or more	9% (4/45)	6% (3/49)	7% (7/94)
Employment type	Seasonal	13% (6/46)	26% (13/50)	20% (19/96)
	Temporary	15% (7/46)	28% (14/50)	22% (21/96)
Employment tenure	Under one month	16% (7/44)	10% (5/49)	13% (12/93)
	1–6 months	25% (11/44)	27% (13/49)	26% (24/93)
	7–12 months	9% (4/44)	8% (4/49)	9% (8/93)
	Over one year	50% (22/44)	55% (27/49)	53% (49/93)
Employment quality	Opportunities for advancement	17% (8/46)	26% (13/50)	22% (21/96)
	Satisfaction	41% (19/46)	48% (24/50)	45% (43/96)
	Worry about losing job	16% (7/45)	30% (15/50)	23% (22/95)
Income assistance	Receiving EI	6% (23/390)	4% (15/366)	5% (38/756)
	Receiving social assistance	49% (192/390)	52% (189/366)	50% (381/756)
	None of the above	45% (175/390)	44% (162/366)	45% (337/756)

Source. Participant baseline survey

4.5. Impact estimation method

Sample inclusion

Our analytic sample included everyone who consented to the evaluation, even if they never attended IM&M+, started but did not complete the program, or withdrew after randomization. This is known as an **intent-to-treat (ITT) analysis** and is the standard approach in RCTs. It treats participation as being assigned to the program group, regardless of whether participants attended or completed the program. This means the results reflect the real-world effect of being offered a place in IM&M+.

To check whether the results differed based on who participated in the program, we also calculated the **local average treatment effect (LATE)** for participants who started each module. Because most participants completed the program and comparison group members did not have access to IM&M+, the LATE results were very similar to the ITT results. We therefore report only the ITT results in the main body of the report and include the LATE results in **Appendix C**.

Survey analyses

In our primary survey analysis, we used the subset of participants who completed all five surveys: intake, midpoint, exit, and three- and 12-month follow-ups. We refer to this as the **complete-case dataset**. This approach allowed us to examine outcomes for the same participants over time. However, restricting the analysis to participants who completed every survey reduced the sample size, making it more difficult to detect changes caused by the program.

We also conducted a secondary analysis to assess whether missing survey responses affected the findings. This included participants who completed one or more surveys. We refer to this as the **imputed dataset**. This analysis used multiple imputation, a technique that accounts for missing data by estimating a range of plausible values based on available information. It helps address the possibility of non-response bias, which can occur if participants who benefited (more or less) from a program were also more or less likely to respond to later surveys.

In the **Findings** section, we focus on the complete-case results because they allow us to examine outcomes for the same group of participants over time. However, we note where the multiple-imputation results differ. Where the two analyses align, we have greater confidence in the findings. Where they differ, the complete-case results may be affected by missing data and should be interpreted with greater caution.

We also examined survey respondents' socio-demographic characteristics to assess whether the program and comparison groups remained broadly comparable. The socio-demographic profile of survey respondents is presented in **Appendix B**.

Estimation method

For most outcomes, including foundational employability outcomes, employment, education and training, and social assistance receipt, data were collected at baseline. For these outcomes, we used a **difference-in-differences** approach to estimate program impacts. This approach compares how outcomes changed from baseline for the program group with how they changed over the same period for the comparison group.

For outcomes without comparable baseline data, including participation in job-search activities, we used **regression modelling** to estimate differences between the program and comparison groups at each time point.

To account for differences between participants and improve the precision of our estimates, our analyses of outcomes measured at baseline and follow-up included **individual-level fixed effects**. These account for characteristics that remain constant for each participant and allow us to compare changes within individuals over time. The analyses also accounted for site and time. In addition, we included baseline foundational employability outcomes and employment status as **covariates** to help account for differences between survey respondents in the program and comparison groups.

Because dividing the study sample into subgroups substantially reduced the number of participants included in each analysis, we were generally unable to determine reliably whether IM&M+'s impacts differed among key participant groups. The **Findings** section therefore reports subgroup analysis only for participants who had been unemployed for at least six months, where the sample size was sufficient to support the analysis.

Finally, we used regression modelling to examine the relationship between participants' foundational employability outcomes and their employment outcomes. This analysis shows whether stronger foundational employability outcomes were associated with better employment outcomes.



4.6. Cost-benefit analysis method

A cost-benefit analysis compares the cost of delivering a program with the financial benefits it may produce. Our analysis estimates the potential longer-term value of IM&M+ using this report's evaluation results.

We estimate the program's impact—the difference in outcomes between program group participants and comparison group members after accounting for differences between them—after 12 months. Impact estimates are uncertain, so an observed difference may reflect an effect caused by the program or it may be due to chance. In addition, the estimated impact on earnings changed when we used a different approach to account for participants with missing survey responses. This uncertainty is discussed alongside the earnings and cost-benefit findings.

This analysis does not measure benefits that have already occurred over 10 years. Instead, it asks: if the estimated earnings impact at 12 months was caused by IM&M+, and if it continued beyond the study period, what costs and financial benefits could result over the following 10 years?

Our primary measure of value for money is **net social benefit (NSB)**, **normalized per participant (NSBP)** and **per dollar of direct fiscal cost (NSBD)**. In addition to global NSB, we also consider a variation we call **net fiscal benefit (NFB)**, which counts only the value of benefits that accrue to the government's balance sheet.

- The **NSB** tells us how many dollars of net benefit IM&M+ generated: the total benefits experienced by participants minus the combined direct and indirect public costs to deliver the program, adjusted to account for the marginal cost of taxation.[v,vi]
- **NSBP** divides the total NSB by the number of participants to produce a measure that is comparable between IM&M+ and similar programs.
- **NSBD** divides the total NSB by the direct fiscal cost of delivering IM&M+ to produce a measure that is comparable across any program, regardless of scale, intensity, or target population.
- **NFB** is calculated in the same way as NSB except that it omits the value of benefits to participants. Like NSB, NFB also adjusts for the marginal cost of taxation, so it still counts benefits in terms of dollars of value to society. As with NSB, we present NFB normalized by participant (NFBP) and by dollar value of direct costs (NFBD).

Because the evaluation followed participants for only 12 months, we do not know whether the estimated earnings impact would continue, become smaller, or grow over time. We tested all three possibilities by modelling three scenarios:

- **Consistent-effect scenario.** The estimated earnings impact remains the same for 10 years.
- **Decreasing-effect scenario.** The estimated earnings impact gradually falls by 70% by year 10. In other words, 30% of the first-year effect remains in year 10.
- **Increasing-effect scenario.** The estimated earnings impact gradually grows by 70% by year 10. In other words, the effect in year 10 is 1.7 times the first-year effect.

These scenarios are not predictions. They allow us to see how the results would change under different assumptions after the evaluation ends.

When calculating net benefits, we consider the **present value** of the projected costs and benefits. Present value expresses future amounts in today's dollars, recognizing that a dollar received in the future is worth less than a dollar received today. We used a **7% annual discount rate**, following guidance from Canada's Treasury Board Secretariat. Finally, we compared the value of the projected benefits with the cost of delivering IM&M+.

Our assumptions, sensitivity analyses, and detailed approach to calculating measures of net benefit are presented in **Appendix F**.

4.7. Data sources and sample sizes

Table 5 summarizes **participant** data sources and the corresponding sample sizes and response rates. Consenting program group participants and comparison group members completed the following: an intake survey before the program group began IM&M+; a midpoint survey after the second module; an exit survey when the program ended for their cohort; and follow-up surveys three- and 12 months after the program group exited IM&M+.

Table 5 | Participant data sources and sample sizes

Data sources	Collection dates	Program group	Comparison group	Totals and response rates
Administrative data:[4] eligibility and assignment; program attendance, completion and exit reasons	Jan. 2022–Dec. 2024	465	442	907
Research consent form	Jan. 2022–Sept. 2024	84% (393/465)	83% (368/442)	84% (761/907)
Intake survey: participant characteristics and skills	Jan. 2022–Sept. 2024	98% (387/393)	100% (367/368)	99% (754/761)
Midpoint survey: skills and outcomes; satisfaction (program group only)	Apr. 2022–Nov. 2024	71% (278/393)	57% (208/368)	64% (486/761)
Exit survey: skills and outcomes; satisfaction (program group only)	Apr. 2022–Dec. 2024	64% (252/393)	54% (200/368)	59% (452/761)
Three-month follow-up survey: service use and outcomes	July 2022–March 2024	58% (229/393)	51% (189/368)	55% (418/761)
12-month follow-up survey: service use and outcomes	Apr. 2023–Dec. 2025	37% (147/393)	36% (134/368)	37% (281/761)

4 Administrative data were tracked for all participants regardless of whether they consented to the research.

Table 6 summarizes the facilitator data source used and the corresponding sample size and response rate. The survey was administered to all program facilitators at the end of each module.

Table 6 | Facilitator data source and sample size

Data source	Collection dates	Total and response rate
Facilitator survey: program fidelity and facilitators' delivery experiences	March 2022–Dec. 2024	86% (163/189)

4.8. Data limitations

Findings in this report should be interpreted within the context of certain limitations:

- **Survey attrition.** As is common in longitudinal studies, response rates for both groups declined over time, falling below 50% at the 12-month follow-up. This may bias or obscure observed outcomes across survey periods. We used multiple imputation to help mitigate this. It will also be mitigated by examining outcomes for consenting participants through linkage to StatCan administrative data, which does not rely on participants continuing to respond to surveys.
- **Different response rates from program and comparison groups.** Fewer comparison group members completed the midpoint, exit, and three-month follow-up surveys than those assigned to the program group. This resulted in consistently smaller comparison group samples across these survey periods and limits the precision of estimates for them. We used multiple imputation to help address this limitation. An analysis using StatCan administrative data linkage would also help address it.
- **Challenges in identifying participant withdrawal reasons.** This limitation applies specifically to findings on program completion and participants' reasons for leaving IM&M+. When a participant left the program, facilitators recorded their reasons for doing so. However, facilitators noted that participants could be difficult to reach. Participants who left for negative reasons, such as the program not being a good fit, may also have been less likely to disclose their reasons than those who left for positive reasons, such as employment. Findings on reasons for leaving may therefore over-represent positive reasons and under-represent negative reasons.
- **Limitations of measurement scales.** We shortened some validated scales used to measure employability skills to avoid overburdening participants. Because the scales were adapted, comparisons with findings from studies using the full validated scales should be made with caution.



- **Limitations to the cost-benefit analysis.** The cost-benefit analysis relies on program impacts measured 12 months after participation and assumptions about how those effects may change over time. The estimated earnings impact for IM&M+ has a wide confidence interval, so the true effect could be considerably lower or higher than the estimate used in the model. Earnings were measured at a point in time and converted into estimated annual earnings, while taxes were estimated using assumed rates rather than participants' actual tax records. The analysis also excludes some potential costs and benefits, including longer-term changes in transfer payments, the costs of other training or employment supports used by comparison-group participants, and potential benefits to employers from greater productivity or better job matches. Longer-term linked administrative data will allow us to update the analysis using more complete measures of earnings, taxes, and program impacts.

5. Findings

5.1. Program implementation

Nearly all cohorts were delivered with fidelity to the program model. The two exceptions were excluded from the RCT analysis.

Before the RCT began, Blueprint worked with CCDF to identify the elements of IM&M+ that were essential to achieving its intended outcomes. To deliver the program with fidelity, facilitators were expected to:

- Deliver all significant program components and activities.
- Preserve the intended outcome of each activity.
- Deliver the intended number of days and hours for each module.
- Follow the intended order of activities and modules.

Facilitators could make practical adjustments to reflect their delivery context without affecting fidelity. For example, a facilitator could adjust the schedule due to illness, provided the required content and delivery time were met.

Facilitators completed a survey after delivering each module. **Figure 6** (on the next page) shows the percentage of facilitators whose delivery did and did not meet the fidelity requirements for program activities and duration. The results show that:

- **Program activities.** Activities were delivered with fidelity by **96%** of facilitators for In Motion, **87%** for Momentum, and **93%** for Momentum+.

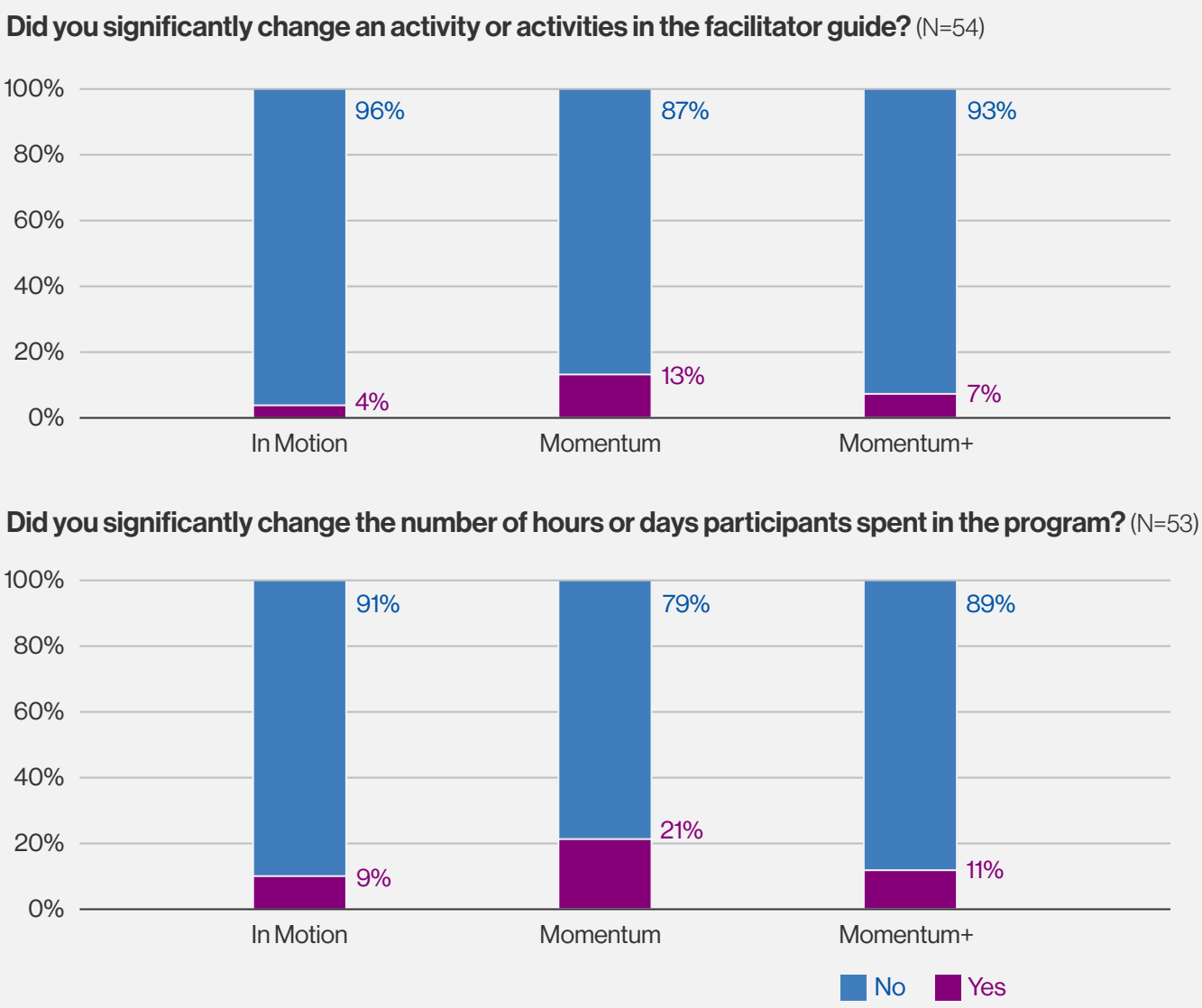


- **Program duration.** The required number of hours and days was delivered by **91%** of facilitators for In Motion, **79%** for Momentum, and **89%** for Momentum+.

Reporting a change did not necessarily mean that the program was not delivered with fidelity. Most changes were practical adjustments that preserved the program's core elements.

Only two cohorts were not delivered with fidelity. In one, scheduling conflicts led the facilitator to deliver the modules out of order. In the other, all but one participant left the cohort before delivery was complete. The facilitator then stopped delivering the group program and helped the remaining participant search for work. Both cohorts were excluded from the RCT analysis. All cohorts included in our analysis were therefore delivered with fidelity to the program model.

Figure 6 | Program fidelity



5.2. Program reach

IM&M+ successfully reached its target audience.

Table 7 presents the demographic profile of IM&M+ participants in the program group.

Table 7 | Baseline characteristics of IM&M+ program group participants

Category	Characteristic	%
Gender	Man	39% (149/387)
	Woman+	61% (238/387)
Equity-deserving groups	Racialized	43% (162/377)
	Indigenous	13% (51/393)
	Disability	42% (162/387)
Age	Under 30	22% (87/390)
	30–64	77% (301/390)
	64+	1% (2/390)
Migration	Born in Canada	70% (272/388)
	Immigrant	30% (116/388)
	Newcomer (<five years in Canada)	59% (68/116)
Education	Lacking HS diploma	21% (82/383)
	HS diploma	31% (119/383)
	PSE	48% (182/383)
Employment	Employed	12% (46/381)
	Unemployed	80% (302/379)
	Long-term unemployed (six or more months)[5]	47% (183/386)
	Never employed	8% (31/379)

5 In addition to having been unemployed for six or more months, our definition of long-term unemployed also includes not being currently enrolled in education, since those who are NEET (not employed or in education or training) are a primary target group for IM&M+.

Category	Characteristic	%
Duration of unemployment	Under one month	14% (53/381)
	1–6 months	19% (74/381)
	7–12 months	6% (24/381)
	1–2 years	11% (42/381)
	2–5 years	16% (61/381)
	More than five years	22% (83/381)
Hours worked per week	10 or fewer	42% (19/45)
	11–30	36% (16/45)
	31–40	13% (6/45)
	41 or more	9% (4/45)
Employment type	Seasonal	13% (6/46)
	Temporary	15% (7/46)
Employment tenure	Under one month	16% (7/44)
	1–6 Months	25% (11/44)
	7–12 Months	9% (4/44)
	Over one year	50% (22/44)
Employment quality	Opportunities for advancement	17% (8/46)
	Satisfaction	41% (19/46)
	Worry about losing job	16% (7/45)
Income assistance	Receiving EI	6% (23/390)
	Receiving social assistance	49% (192/390)
	None of the above	45% (175/390)

Source. Participant baseline survey

Many participants had been out of work for an extended period.

Most IM&M+ participants were not working when they entered the program:

- **80%** were unemployed, and a further **8%** had never been employed.
- **47%** met the study's definition of long-term unemployed: they had been out of work for six months or more and were not enrolled in education.
- **22%** had been out of work for more than five years.
- **12%** were employed at baseline. Among those who were working:
  - **78%** worked 30 hours or fewer per week.
  - **13%** were in seasonal employment, and 15% were in temporary employment.
  - **17%** reported opportunities for advancement in their current job.
  - **41%** were satisfied with their job, while **16%** worried about losing it.

Nearly half of participants were receiving social assistance.

Among program group participants, **49%** were receiving social assistance when they started IM&M+ and 6% were receiving EI. The remaining **45%** were receiving neither form of income assistance.

Many participants belonged to equity-deserving groups and had diverse levels of education.

Among program group participants, **61%** were women+, **43%** were racialized, **13%** were Indigenous, **30%** were immigrants, and **42%** reported having a disability. These categories overlap because participants could belong to more than one group.

Many participants had PSE: **48%** had completed some PSE, **31%** had a high school diploma, and **21%** had not.

These findings broaden the profile of people who may benefit from IM&M+: being disconnected from the labour market is not necessarily associated with limited education or work experience.

5.3. Participant experiences

More than half of participants completed all three modules.

As noted, IM&M+ uses a launch-when-ready approach. Participants can leave the program at any time based on their needs, experiences, and progress. For this reason, completing all three modules is not a key measure of program success. However, we tracked module completion to understand how much of the program participants received and how far they progressed through the three modules.

Table 8 shows that **76%** of participants completed In Motion, **64%** completed Momentum, and **58%** completed Momentum+. Most attrition occurred early in the program: among participants who did not complete all three modules, over half left before finishing In Motion, with smaller proportions leaving during Momentum or Momentum+. Completion rates were higher for long term unemployed participants and participants with disabilities and lower for immigrants in the later modules.

Table 8 | Module completion rates

	In Motion	Momentum	Momentum+
All participants	76% (335/440)	64% (281/440)	58% (253/440)
Long-term unemployed	84% (153/183)	69% (126/183)	68% (124/183)
Persons with disabilities	85% (138/162)	72% (117/162)	65% (105/162)
Immigrants	75% (87/116)	59% (69/116)	52% (60/116)

Source. Program administrative data

Participants left the program for a range of reasons.

Table 9 presents the reasons participants gave for leaving IM&M+ before completing all three modules. The most common were employment (**24%**), mental or physical health issues (**23%**), and 'other' (**23%**).

Reasons for leaving varied by module. For **28%** of participants who left before completing In Motion, no reason was recorded. Among those who left before completing Momentum, **35%** left because of mental or physical health issues. Among those who left before completing Momentum+, **29%** left for employment.

Table 9 | Participants' reasons for leaving the program by module

Reason for leaving	Left before completing In Motion	Left before completing Momentum	Left before completing Momentum+	Totals
Employment	25% (26/105)	20% (11/54)	29% (8/28)	24% (45/187)
Mental and/or physical health issues	17% (18/105)	35% (19/54)	21% (6/28)	23% (43/187)
Training	9% (9/105)	6% (3/54)	4% (1/28)	7% (13/187)
Housing instability	1% (1/105)	0% (0/54)	0% (0/28)	1% (1/187)
Food insecurity	0% (0/105)	2% (1/54)	0% (0/28)	1% (1/187)
Other	21% (22/105)	28% (15/54)	21% (6/28)	23% (43/187)
Unknown	28% (29/105)	9% (5/54)	25% (7/28)	22% (41/187)

Source. Program administrative data

"Overall, 81% of respondents were satisfied or very satisfied with the program."

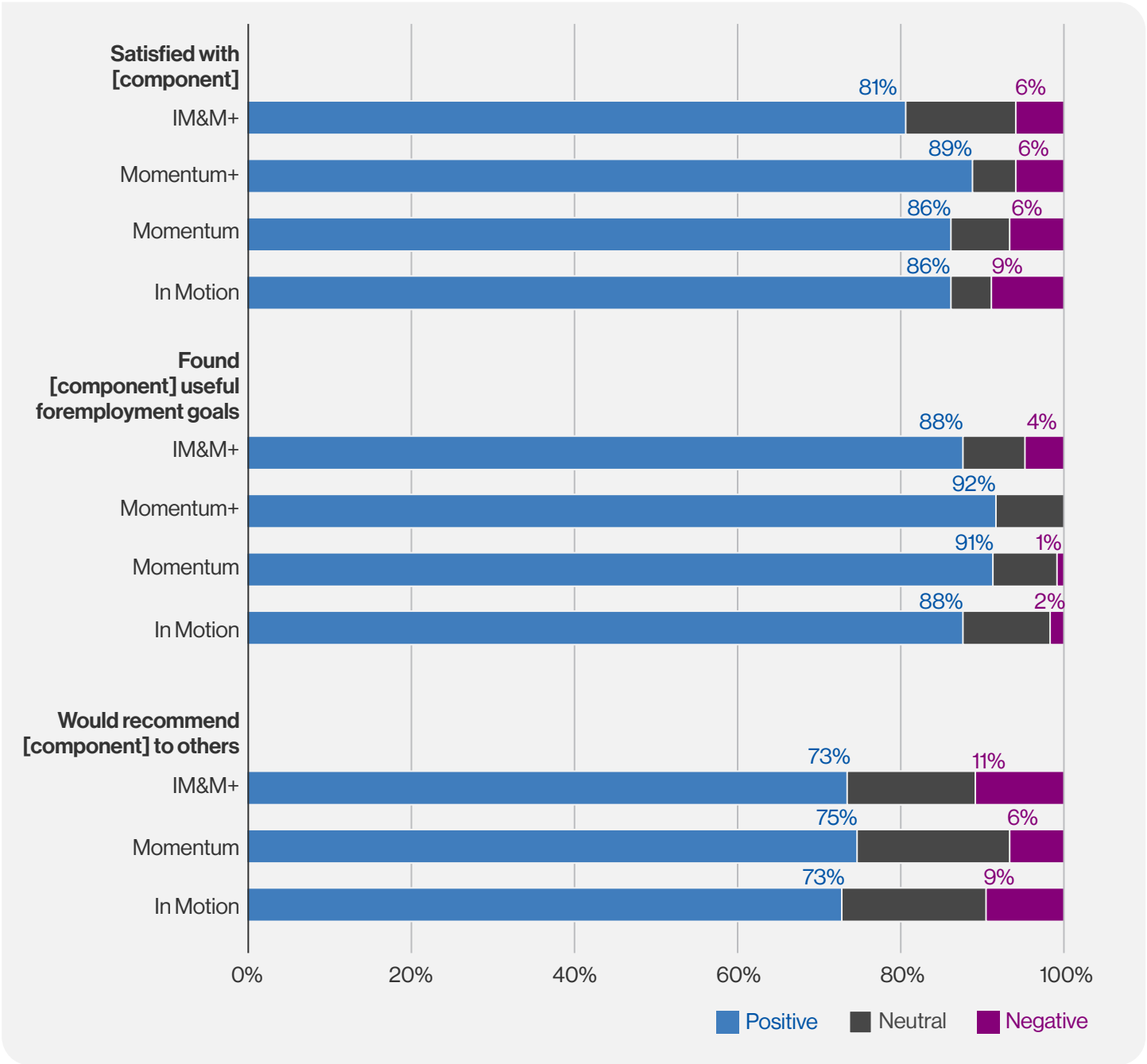


Most participants were satisfied with IM&M+.

Figure 7 presents participants' satisfaction with IM&M+ overall and with each module. Overall, **81%** of respondents were satisfied or very satisfied with the program. Satisfaction with the individual modules ranged from **86%** to **89%**.

Most respondents also found IM&M+ useful for their employment goals. This ranged from **88%** for the program overall to between **88%** and **92%** for the individual modules. Between **73%** and **75%** of respondents said they would recommend the modules to others.

Figure 7 | Participant satisfaction with IM&M+



5.4. Program effectiveness

This section compares outcomes for IM&M+ program participants and comparison group members to assess the program's impacts. Findings are presented in the same order as the theory of change:

- foundational employability outcomes;
- job-search activities;
- education and training;
- employment and earnings; and
- social assistance receipt.

For most outcomes, data were collected at intake and at one or more follow-up points. For these outcomes, we compared how results changed over time among program participants with how they changed among comparison group members. For outcomes without comparable intake data, including job-search activities, we compared the program and comparison groups at each follow-up point. We used regression analysis to estimate the impact of being offered IM&M+, accounting for the factors described in **section 4. Methodology**.

The primary impact analysis included participants with complete data for the relevant outcome. We also conducted a sensitivity analysis that estimated outcomes for participants with missing survey responses. We note where the two analyses lead to different conclusions, as this makes the findings less certain. Full results from the sensitivity analysis are presented in **Appendix F**.

Findings generally focus on the full study sample. Because dividing the sample into subgroups substantially reduced the number of participants included in each analysis, we were generally unable to determine reliably whether IM&M+'s impacts differed among key participant groups. We report subgroup findings only for participants who had been unemployed for at least six months where the sample size was sufficient to support the analysis.

Box 1 (on the next page) summarizes IM&M+'s impacts across the five outcome areas.



Box 1 | Summary of findings

- **IM&M+ improved most foundational employability outcomes.** At program exit, the program had positive impacts on employment hope, emotional intelligence, mental health, and healthy behaviours.
- **Greater employment hope was associated with later employment.** Participants with greater employment hope at program exit were more likely to be employed three and 12 months later. This does not prove that employment hope caused employment, but it is consistent with IM&M+'s theory of change.
- **IM&M+ strengthened job-search goal setting and confidence in finding employment among those looking for work.** Among participants looking for work, IM&M+ increased job-search goal setting at 12 months. It also increased unemployed participants' confidence about becoming employed at exit. All unemployed participants were less likely to be actively searching for work at three and 12 months. While the evaluation could not determine the cause of these findings, it may be consistent with IM&M+'s readiness-first approach, which recognizes that participants may need to address employability needs before pursuing work.
- **IM&M+ increased education and training enrolment among participants experiencing long-term unemployment.** The program did not have an overall impact on enrolment. However, it had positive impacts at three and 12 months among participants who had been unemployed for at least six months.
- **Employment outcomes were stronger for IM&M+ participants by 12 months.** The adjusted estimate suggests that being offered IM&M+ increased the likelihood of employment by approximately 12 percentage points at 12 months. The result was just above the conventional threshold for statistical significance and was sensitive to how missing survey responses were treated.
- **Earnings also moved in a positive direction, although the evidence is less certain.** The estimated impact on annual earnings at 12 months was approximately $4,363. The estimate was not statistically significant and was not evident in the analysis that estimated outcomes for participants with missing survey responses.
- **IM&M+ did not reduce social assistance receipt within 12 months, though it may be too soon to determine if IM&M+ has an impact on social assistance receipt.** Longer-term administrative data are needed to determine whether impacts on employment, earnings, or social assistance receipt emerge or persist over time.

In the remainder of this section, we present detailed findings for each outcome. We first present the observed results for program group participants and comparison group members at each relevant time point, including percentages or average scores. For outcomes measured at intake, we also show how results changed over time.

We then present regression-adjusted estimates of IM&M+'s impacts. The observed results show what actually happened among survey respondents, while the adjusted estimates allow us to assess the difference attributable to being offered IM&M+. The adjusted estimates may differ slightly from the simple difference between the observed results because the analysis accounts for participants' baseline outcomes and characteristics.

For each adjusted estimate, we report the standard error, p-value, and 95% confidence interval. **Box 2** explains what these measures mean and how they should be interpreted.

Box 2 | Regression model outputs

The **effect estimate** shows how much the outcome changes based on participation in the IM&M+ program or the comparison group.	**Standard error** shows how much the results vary. Larger standard errors mean the effect must be larger for us to trust the result.	**P-value** tells us how likely it is that the result is due to chance. Smaller values mean more confidence that the result is real.	**Confidence intervals** show the range where the true result likely falls. Narrow ranges indicate more certainty; wide ranges suggest caution.

As described in **section 4. Methodology**, the number of participants included in some analyses limited the precision of the estimates. We therefore discuss a small number of estimates that did not meet the conventional threshold for statistical significance but may point to meaningful patterns. In these cases, we report the p-value and confidence interval and clearly describe the uncertainty.

5.4.1. Foundational employability outcomes

To understand IM&M+'s impact on participants' foundational employability outcomes, we compared changes in these outcomes from program intake to program exit. The sections over the next few pages present findings for each outcome.

IM&M+ had a positive impact on participants' employment hope overall and across all four subscales.

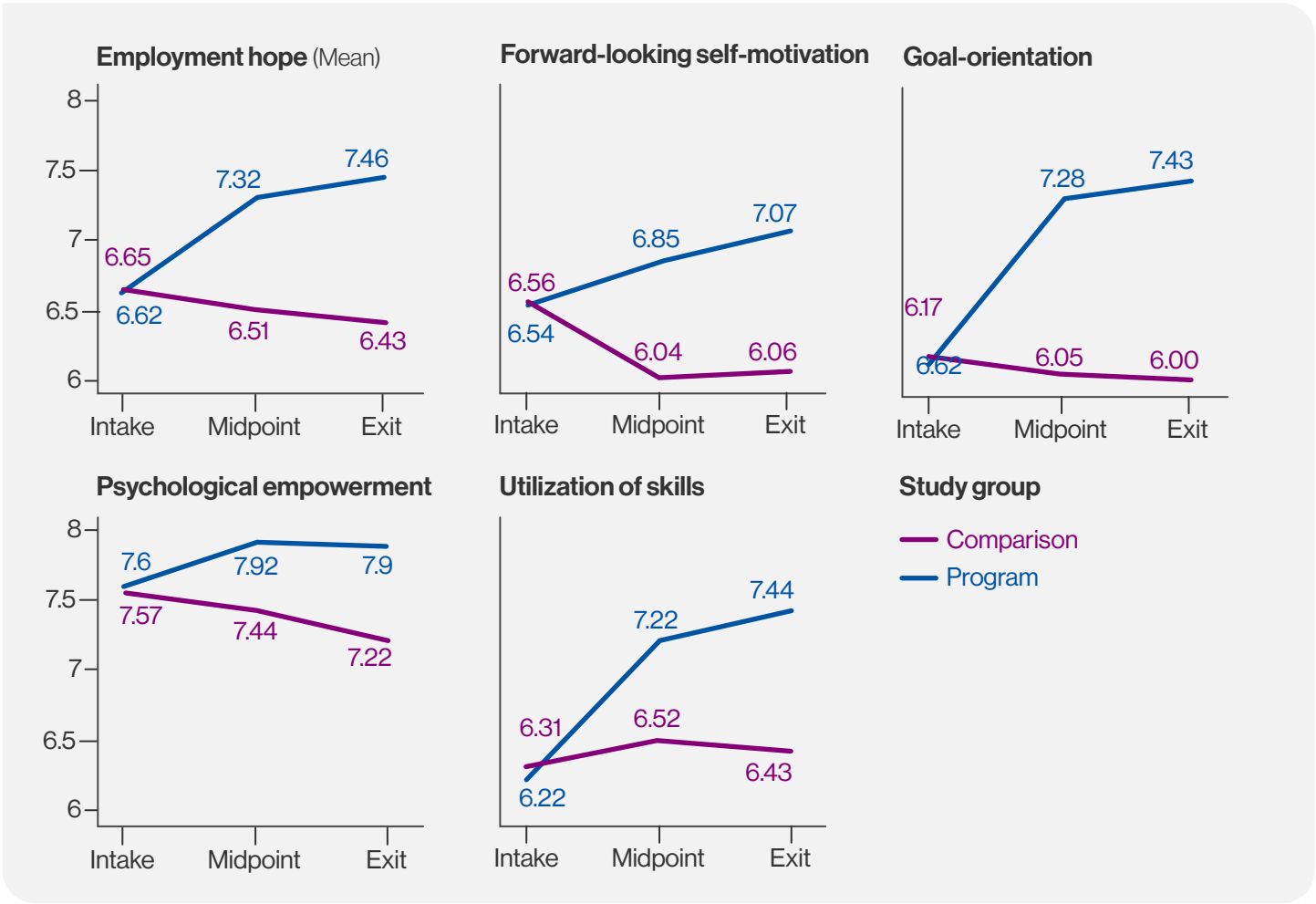
We measured employment hope using the Short Employment Hope Scale,[vii] a validated composite scale that uses 14 questions to assess participants' hope about reaching their employment and financial goals. Each question is rated from 0 (strongly disagree) to 10 (strongly agree). The scale includes four subscales:

- **Motivation.** Feeling energized when thinking about future achievements.
- **Empowerment.** Feeling worthy and capable of working in a fulfilling job.
- **Skill utilization.** Being aware of and able to use one's skills.
- **Goal orientation.** Feeling that one is making progress toward one's goals.

Responses were averaged to create an overall employment hope score and a score for each subscale, ranging from 0 to 10.

Figure 8 shows the average overall employment hope and subscale scores at program intake, midpoint (five weeks), and exit for the program and comparison groups. **Table 10** (on the next page) shows the change in scores for each group, the difference in these changes, and the regression-adjusted effect estimates, which control for baseline scores and participant characteristics.

Figure 8 | Average scores for overall Employment Hope and subscales



Source. Participant baseline, midpoint, and program exit surveys

Average scores increased among program group participants across the overall scale and all four subscales. Scores among comparison group participants remained constant or decreased slightly, except for a small increase in skill utilization.

IM&M+ had highly statistically significant positive impacts on all measured metrics ($p < 0.001$). At program exit, participants' overall employment hope increased by 1.12 points. This increase reflected gains across all four subscales, led by a 1.53-point increase in goal orientation, followed by skill utilization (1.11 points), motivation (1.08 points), and empowerment (0.74 points).

These findings are based on the complete sample; however, the imputed analysis showed the same overall pattern. Full results from the imputed analysis are presented in **Appendix D**.

Table 10 | Employment hope outcomes and impacts

Outcome	Program group (point change), N=250	Comparison group (point change), N=200	Difference in change (P-C)	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)
Employment hope (overall; Scale: 0–10)	0.84	-0.22	1.06	1.12	0.21	< 0.001	0.69–1.54
EHS Motivation	0.53	-0.50	1.03	1.08	0.26	< 0.001	0.58–1.59
EHS Goal Orientation	1.32	-0.17	1.49	1.53	0.25	< 0.001	1.04–2.01
EHS Empowerment	0.30	-0.35	0.65	0.74	0.21	< 0.001	0.33–1.15
EHS Utilization	1.22	0.12	1.10	1.11	0.24	< 0.001	0.65–1.58

Source. Participant baseline and program exit surveys

p ≤ 0.3 | p ≤ 0.2 | p ≤ 0.05 | p ≤ 0.01 | p ≤ 0.001

IM&M+ had a positive impact on participants' emotional intelligence.

Emotional intelligence is the ability to perceive and manage emotions. We measured it using nine items drawn from three sources: the Schutte Self-Report Emotional Intelligence Test (SREIT),[viii] the Trait Emotional Intelligence Questionnaire (TEIQue),[ix] and the World Health Organization Disability Assessment (WHODAS).[x] The five items drawn from the SREIT and TEIQue asked participants to rate statements such as "I am aware of the non-verbal messages that other people send" on a scale from 1 (strongly disagree) to 5 (strongly agree). Four WHODAS items asked participants how easy they found activities such as talking with people they did not know during the previous month, on a scale from 1 (very difficult) to 5 (very easy). Responses to the nine items were summed to create an emotional intelligence score ranging from 9 to 45.

Figure 9 presents the average emotional intelligence scores of program group participants and comparison group members at program intake, midpoint (five weeks), and exit. **Table 11** presents changes between intake and exit and the estimated impact of IM&M+.

Emotional intelligence scores increased between intake and exit among program group participants and decreased slightly among comparison group members.

At program exit, IM&M+ had an estimated positive impact of 3.13 points on participants' emotional intelligence scores ($p < 0.001$). This impact was statistically significant.

Figure 9 | Average scores for emotional intelligence

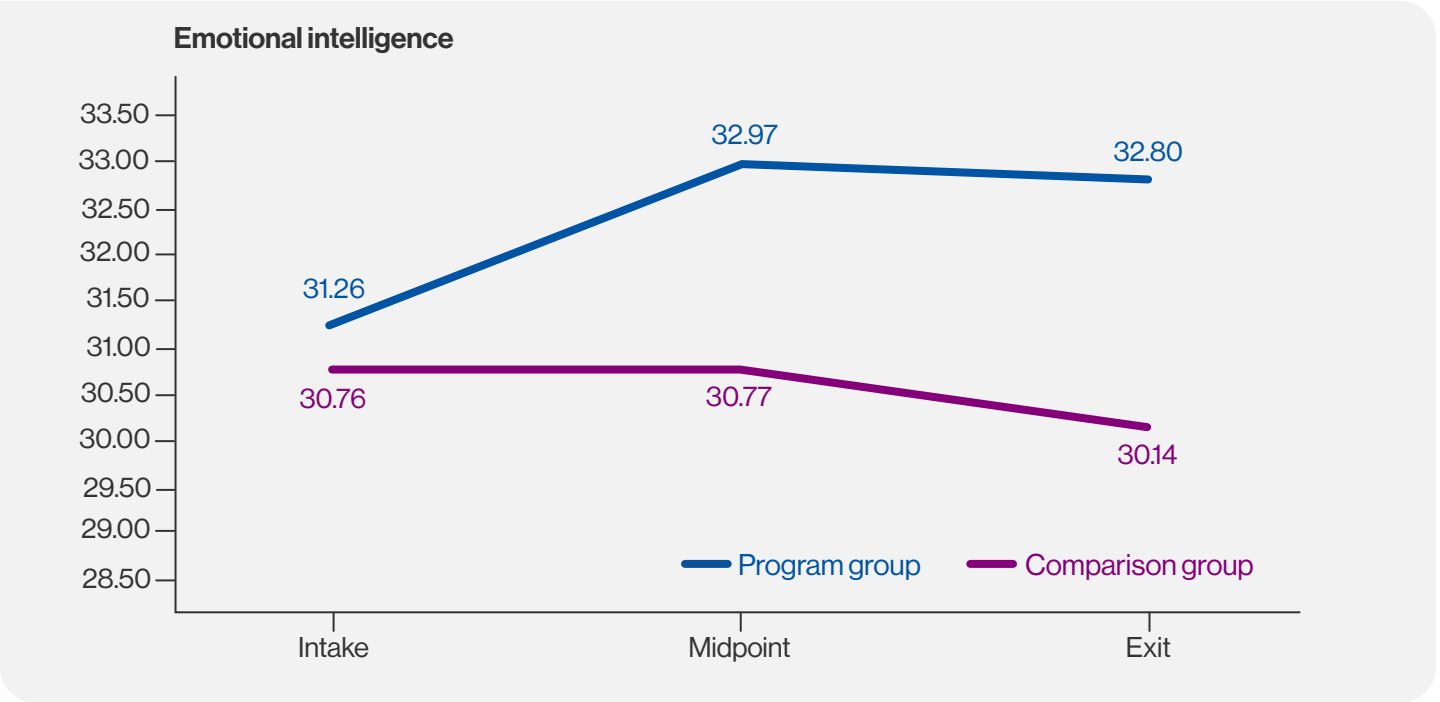


Table 11 | Emotional intelligence outcomes and impact

Outcome	Program group (point change), N=250	Comparison group (point change), N=200	Difference in change (P-C)	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)
Emotional intelligence (Scale: 9–45)	1.54	-0.62	2.16	3.13	0.60	< 0.001	1.96–4.31

Source. Participant baseline and program exit surveys

p ≤ 0.3 | p ≤ 0.2 | p ≤ 0.05 | p ≤ 0.01 | p ≤ 0.001

IM&M+ had a positive impact on participants' self-rated mental health.

We measured mental health using two items from the Patient Health Questionnaire,[xi] a validated measure of depression, and both items from the Generalized Anxiety Disorder Scale,[xii] a validated measure of Generalized Anxiety Disorder. The questions asked participants how often, during the previous two weeks, they had been bothered by having little interest or pleasure in doing things, feeling down, feeling anxious, and being unable to stop worrying.

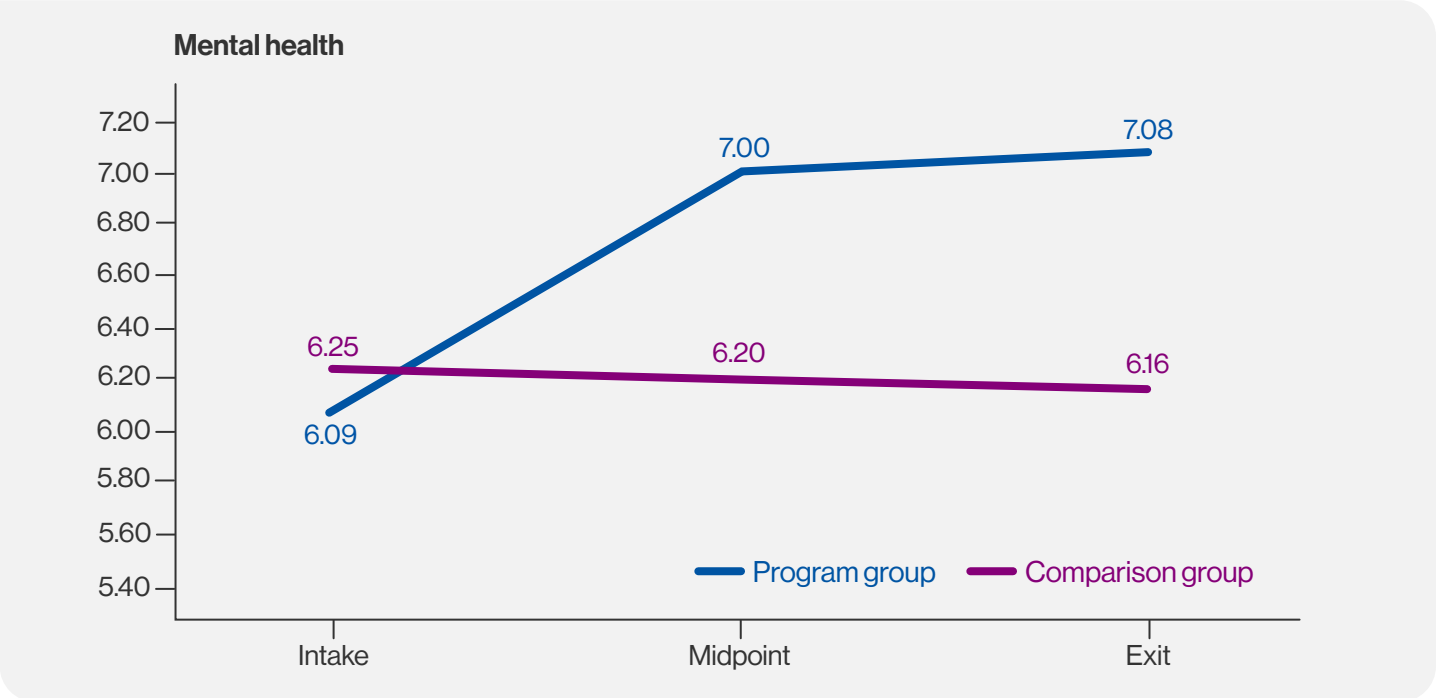
Each item was measured on a scale from 0 (not at all) to 3 (nearly every day). Responses were summed to create a score ranging from 0 to 12 and then reversed so that higher scores indicate better mental health.

Figure 10 presents the average mental health scores of program and comparison group participants at program intake, midpoint (five weeks), and exit. **Table 12** (on the next page) presents changes between intake and exit and the estimated impact of IM&M+.

Mental health scores increased between intake and exit among program group participants and decreased slightly among comparison group participants.

At program exit, IM&M+ had an estimated positive impact of 0.98 points on participants' mental health scores (p = 0.001). This impact was statistically significant.

Figure 10 | Average scores for mental health



Source. Participant baseline, midpoint, and program exit surveys

Table 12 | Mental health outcomes and impact

Outcome	Program group (point change), N=250	Comparison group (point change), N=200	Difference in change (P-C)	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)
Mental health (Scale: 0–12)	0.99	-0.09	1.08	0.98	0.31	0.001	0.38–1.58

Source. Participant baseline and program exit survey

p ≤ 0.3 | p ≤ 0.2 | p ≤ 0.05 | p ≤ 0.01 | p ≤ 0.001

We measured healthy behaviours by asking participants how often they ate regular healthy meals, got enough sleep or rest, and arrived at appointments on time. Each item was measured on a scale from 1 (almost never) to 5 (most of the time). Responses were summed to create a healthy behaviour score ranging from 3 to 15.

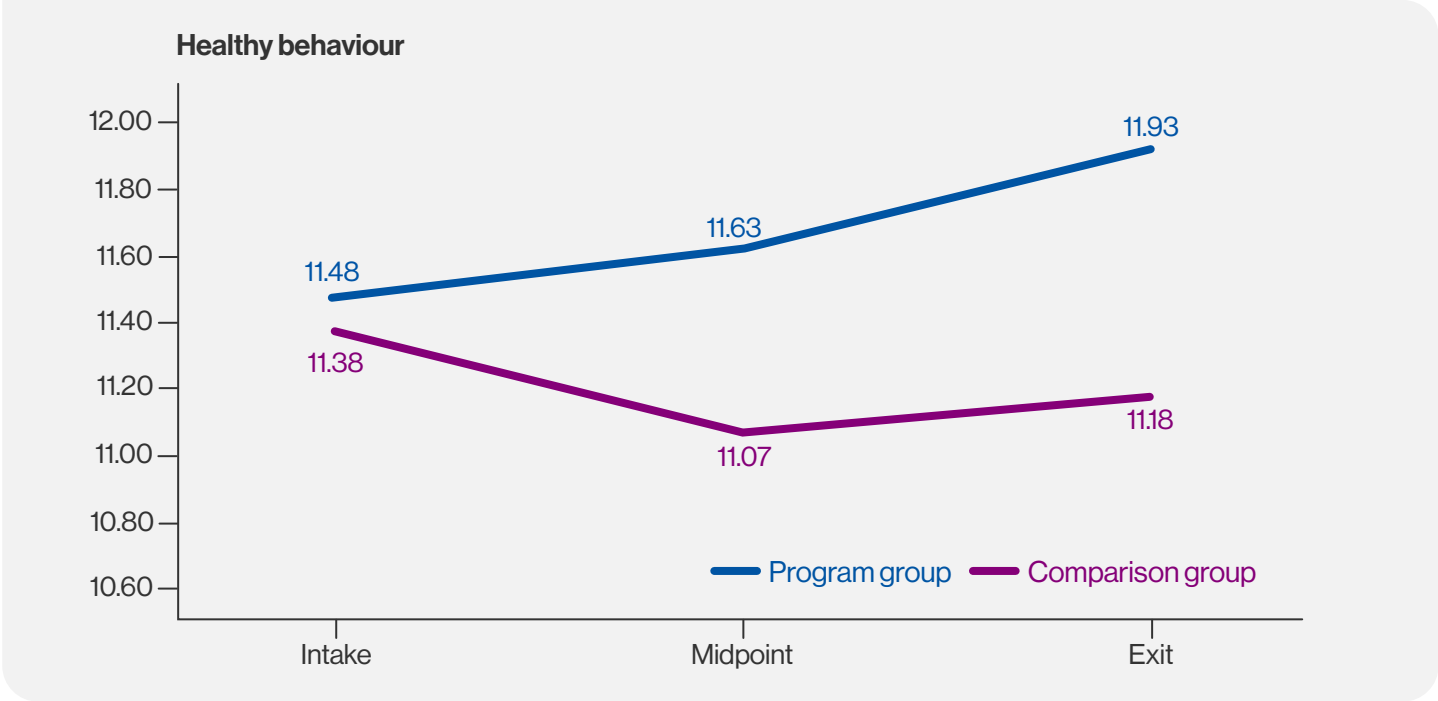
Figure 11 (on the next page) presents the average healthy behaviour scores of program group participants and comparison group members at program intake, midpoint (five weeks), and exit. **Table 13** (also on the next page) presents changes between intake and exit and the estimated impact of IM&M+.

Healthy behaviour scores increased between intake and exit among program group participants and decreased slightly among comparison group members. At program exit, IM&M+ had an estimated positive impact of 0.74 points on participants' healthy behaviour scores (p = 0.001). This impact was statistically significant.

Impacts were greater for people experiencing long-term unemployment.

Subgroup analyses showed that the positive impact of IM&M+ on healthy behaviours was larger for long-term unemployed participants than for other participants, meaning that it had a stronger effect on their healthy behaviours than it did on other participants.

Figure 11 | Average scores for healthy behaviour



Source. Participant baseline, midpoint, and program exit surveys

Table 13 | Healthy behaviour outcomes and impact

Outcome	Program group (point change), N=250	Comparison group (point change), N=200	Difference in change (P-C)	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)
Healthy behaviours (Scale: 3–15)	0.45	-0.20	0.65	0.74	0.22	0.001	0.31–1.17

Source. Participant baseline and program exit surveys

p ≤ 0.3 | p ≤ 0.2 | p ≤ 0.05 | p ≤ 0.01 | p ≤ 0.001

IM&M+ did not affect participants' self-esteem, resilience, or locus of control.

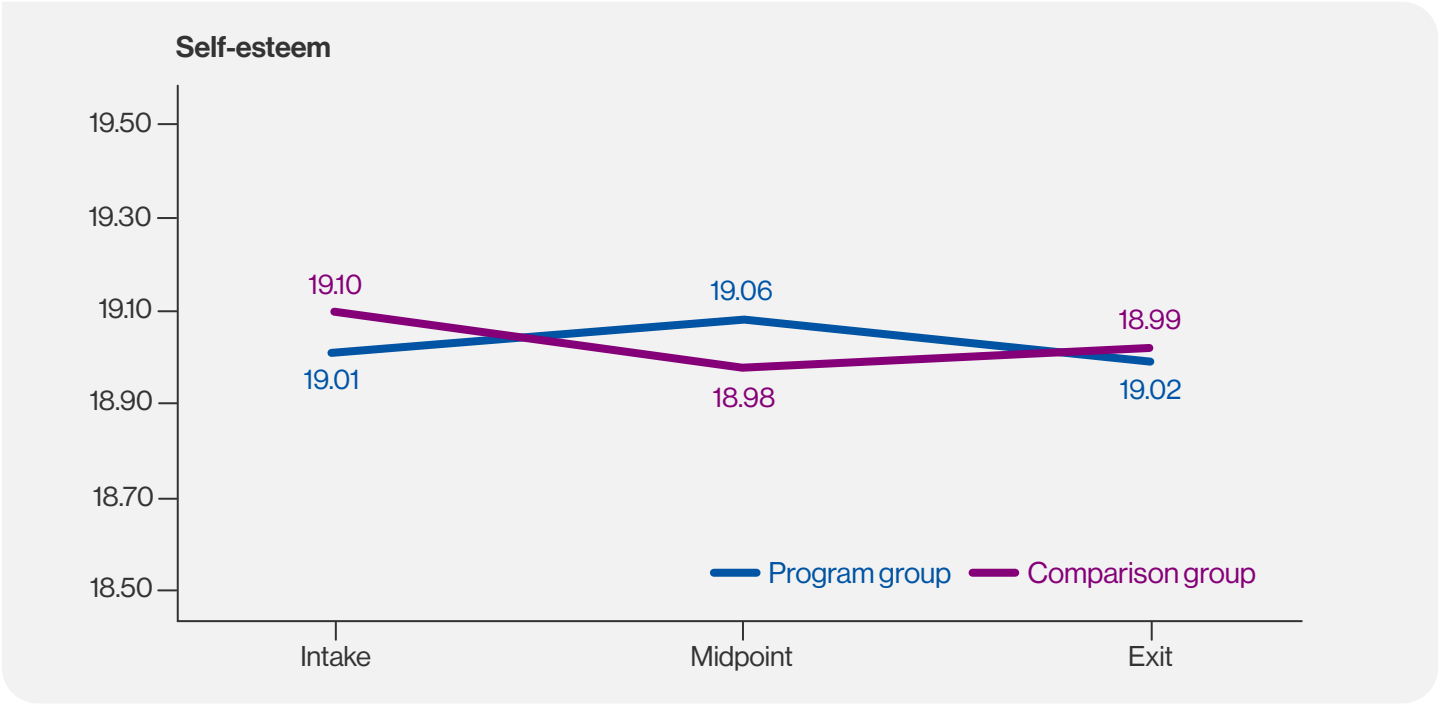
- We measured resilience using the six-item Brief Resilience Scale,[xiii] which assesses participants' ability to recover from stress.
- We measured self-esteem using a modified version of the Rosenberg Self-Esteem Scale.[xiv] To reduce the burden on participants, the original 10-item scale was shortened to six items assessing participants' feelings about themselves.
- We measured locus of control using a validated nine-item version of Levenson's (1974)[xv] locus of control scale,[xvi] which assesses the extent to which participants believe their lives are determined by their own actions.
- All three measures used a five-point response scale ranging from strongly disagree to strongly agree.

Figures 12 to **14** (over the next few pages) present the average self-esteem, resilience, and locus of control scores of program group participants and comparison group members at program intake, midpoint (five weeks), and exit. **Table 14** presents changes between intake and exit and the estimated impacts of IM&M+.

Self-esteem scores decreased slightly among both program and comparison groups. Locus of control scores decreased slightly among program group participants and increased slightly among comparison group members. Resilience scores increased slightly among program group participants and decreased slightly among comparison group members.

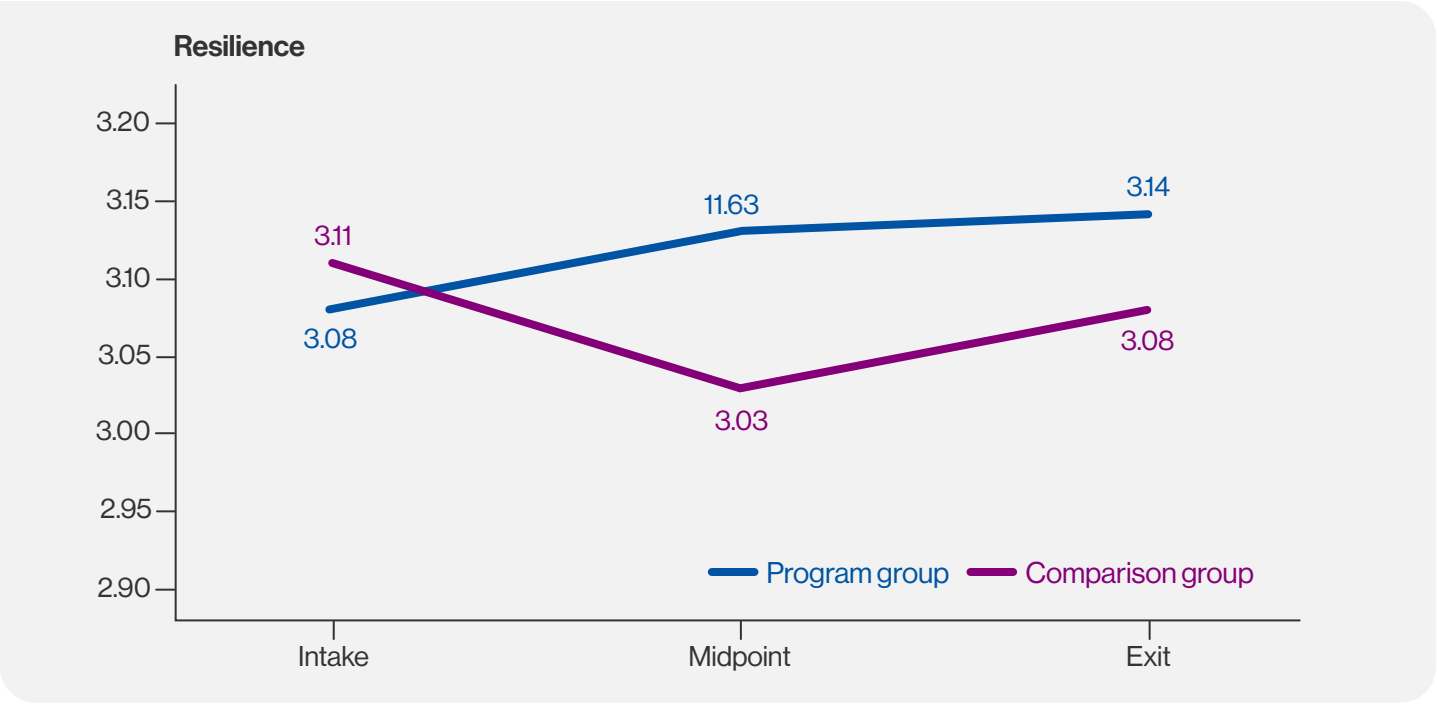
We observed no statistically significant impacts of IM&M+ on self-esteem or locus of control. The estimated impact on resilience was small and positive but was not statistically significant (p = 0.229), meaning there is a high level of uncertainty about whether IM&M+ affected this outcome.

Figure 12 | Average scores for self-esteem



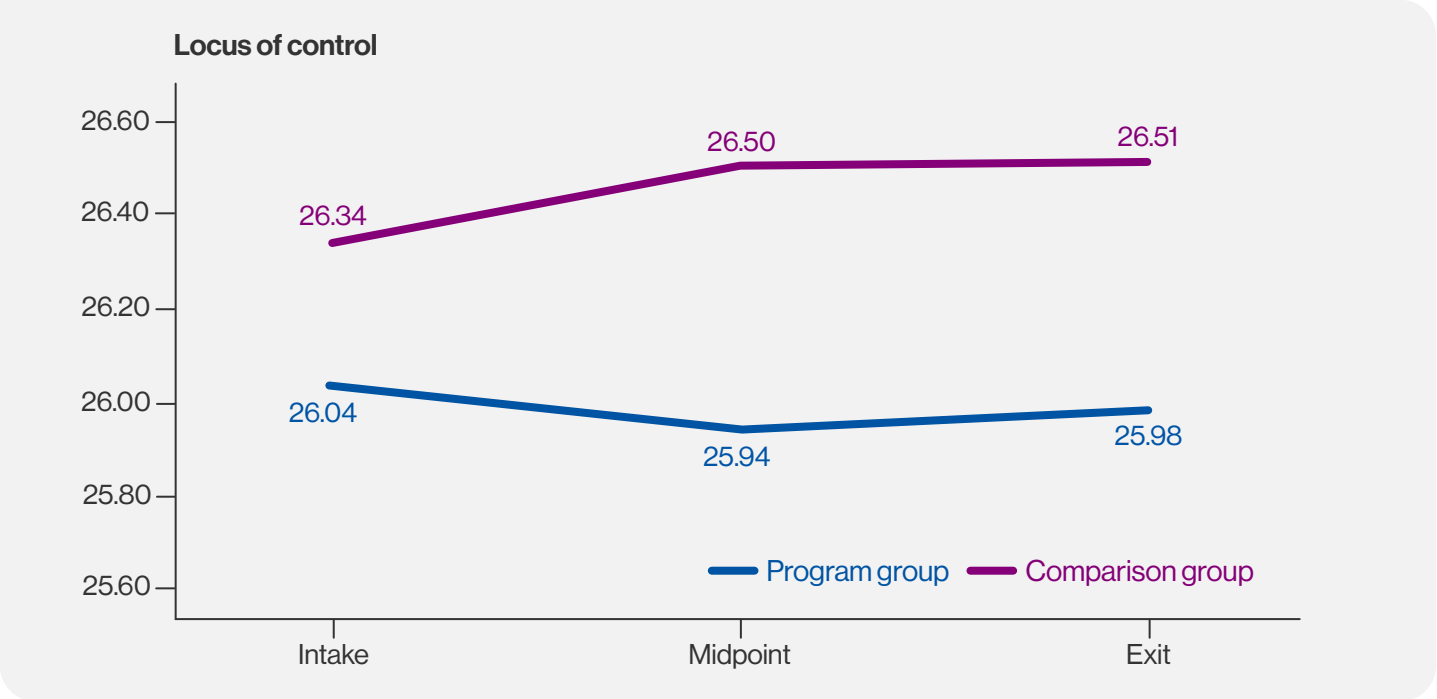
Source. Participant baseline, midpoint, and program exit surveys

Figure 13 | Average scores for resilience



Source. Participant baseline, midpoint, and program exit surveys

Figure 14 | Average scores for locus of control



Source. Participant baseline, midpoint, and program exit surveys

Table 14 | Self-esteem, resilience, and locus of control outcomes and impact

Outcome	Program group (point change), N=250	Comparison group (point change), N=200	Difference in change (P-C)	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)
Self-esteem (Scale: 6–30)	-0.02	-0.08	0.06	0.09	0.24	0.70	-0.37–0.56
Resilience (Scale: 1–5)	0.06	-0.03	0.09	0.05	0.04	0.229	-0.02–0.12
Locus of control (Scale: 9–45)	-0.06	0.17	-0.23	-0.44	0.44	0.317	-1.32–0.43

Source. Participant baseline and program exit surveys

p ≤ 0.3 p ≤ 0.2 p ≤ 0.05 p ≤ 0.01 p ≤ 0.001

5.4.2. Education and training

At program intake and each follow-up point, participants were asked whether they were enrolled in an education or training program other than IM&M+. This included secondary or PSE, apprenticeship training, employability or essential skills training, and English-language programming.

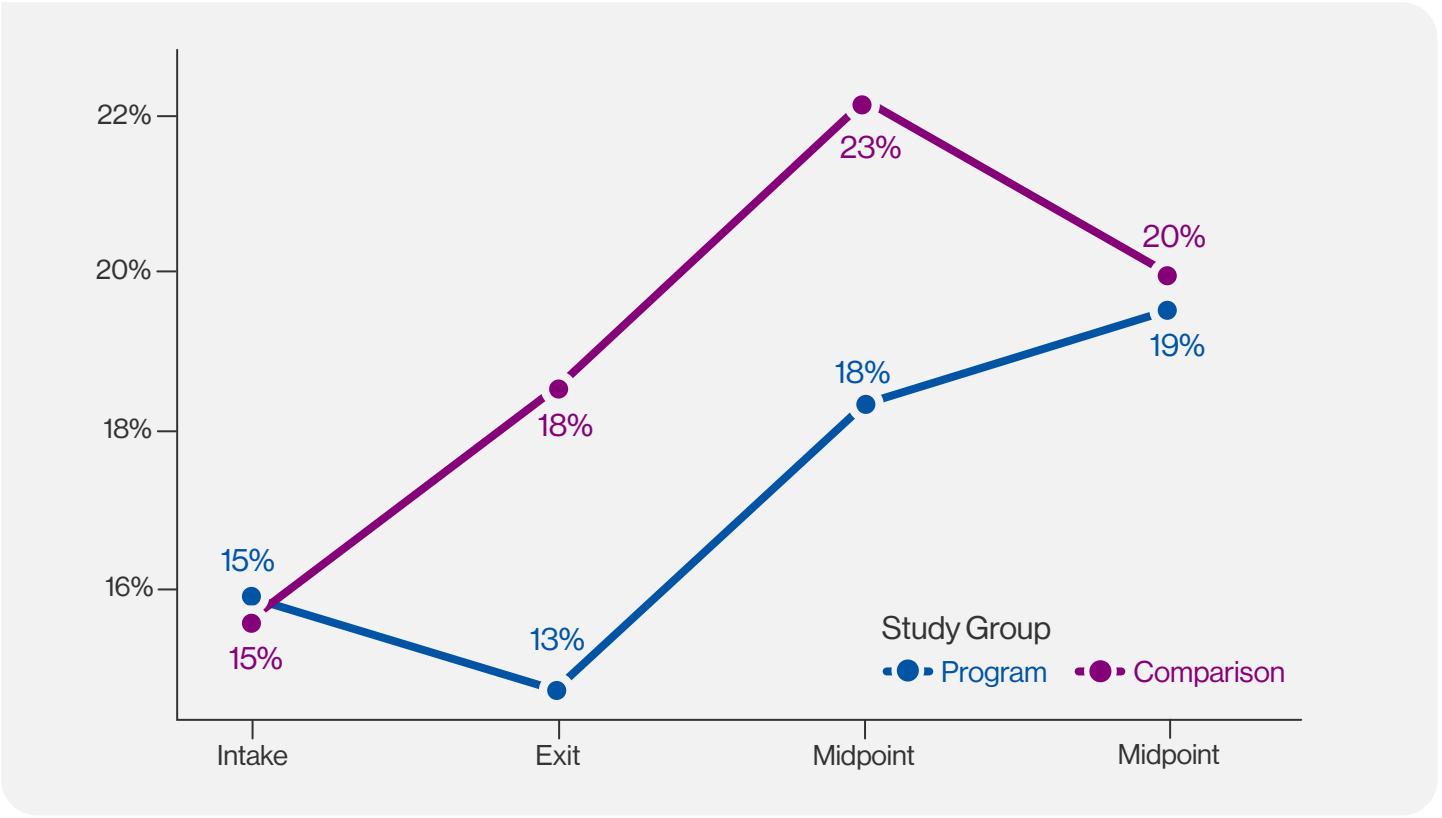
Enrolment increased among IM&M+ participants by 12 months, but we did not observe a statistically significant impact on education or training enrolment overall.

Figure 15 (on the next page) presents education and training enrolment rates for program and comparison group participants at program intake, exit, and the three- and 12-month follow-ups. **Table 15** (also on the next page) presents changes from intake and the estimated impacts of IM&M+.

Among the program group, enrolment decreased slightly between intake and exit and then gradually increased through the 12-month follow-up. Among the comparison group, enrolment increased after intake, peaked at three months, and then decreased slightly at 12 months. Despite these different patterns, IM&M+ did not have a statistically significant effect on education or training enrolment among the full sample at any follow-up point.

The evaluation cannot determine what explains the different enrolment patterns. One possibility is that comparison group members accessed education or training sooner through the services normally available to them. IM&M+ participants may have spent more time identifying their learning goals, preparing or applying for education or training, or waiting for programs to begin. However, the evaluation did not collect enough information about participants' pathways into education or training to confirm this explanation.

Figure 15 | Enrolment in education or training at intake, exit, three months, and 12 months



Source. Participant baseline, exit, three-month, and 12-month surveys

Table 15 | Education and training enrolment outcomes and impacts at exit, three months, and 12 months

Outcome	**Program group** (point change), N=250	**Comparison group** (point change), N=200	**Difference in change** (P-C)	**Effect estimate** (regression -adjusted)	**Standard error**	**P-value**	**Confidence interval** (95% CI)
Exit	-2	4	-5	-0.051	0.06	0.414	-0.17–0.07
Three-month	3	8	-5	-0.052	0.06	0.407	-0.18–0.07
12-month	4	5	-1	-0.010	0.06	0.876	-0.13–0.11

Source. Participant baseline, exit, three-month, and 12-month surveys

$p \leq 0.3$ $p \leq 0.2$ $p \leq 0.05$ $p \leq 0.01$ $p \leq 0.001$

IM&M+ increased education and training enrolment among participants experiencing long-term unemployment.

Among participants who had been unemployed for at least six months at intake, program group participants were more likely to be enrolled in education or training than their counterparts in the comparison group at three and 12 months. These results were statistically significant at both three months (p = 0.032) and 12 months (p = 0.001).

This is an important finding. Although IM&M+ did not affect enrolment across the full sample, it helped participants who had been disconnected from employment for longer move into education or training, which may be an important intermediate step toward employment.

5.4.3. Job search

The comparison group was more actively job-seeking, while IM&M+ participants showed stronger job-search goal-setting, felt they were making more progress toward their goals, and expressed greater confidence in finding employment.

At program exit and the three- and 12-month follow-ups, all participants in the study were asked whether they were looking for work. Those actively searching were also asked whether they set job-search goals, felt they were meeting those goals, and how many hours they spent searching each day. **Table 16** (on the next page) presents the results.



Overall, comparison group members were more likely to be actively looking for work. At three months, IM&M+ participants were **14 percentage points** less likely to be looking for work than the comparison group (p = 0.013), increasing to **21 percentage points** at 12 months (p = 0.002). Both differences were statistically significant.

IM&M+ participants, however, were more likely to set job-search goals and to feel they were meeting them at three months, although the difference was not statistically significant (p = 0.262). Both groups spent about the same amount of time looking for work.

Table 16 | Job-search activities at exit, three months, and 12 months

Outcome	Program group (point change), N=250	Comparison group (point change), N=200	Difference in change (P-C)	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)
Currently searching							
Exit	61%	58%	+3	0.026	0.05	0.627	-0.08–0.13
Three-month	53%	67%	-14	-0.140	0.06	0.013	-0.25–0.03
12-month	48%	69%	-21	-0.215	0.07	0.002	-0.35–0.08
Setting search goals							
Exit	61%	58%	+3	0.031	.07	0.649	-0.10–0.17
Three-month	66%	61%	+5	0.050	0.07	0.486	-0.09–0.19
12-month	73%	50%	+23	0.229	0.09	0.014	0.05–0.41
Meeting search goals							
Exit	40%	40%	0	0.003	0.09	0.976	-0.17–0.18
Three-month	47%	36%	+11	0.103	0.09	0.262	-0.08–0.29
12-month	33%	24%	+9	0.091	0.11	0.413	-0.13–0.31
Hours searching							
Exit	2.2 hours/day	2.6 hours/day	-0.4	-0.435	0.33	0.183	-1.08–0.21
Three-month	2.7 hours/day	2.4 hours/day	+0.3	0.249	0.42	0.555	-0.58–1.08
12-month	2.7 hours/day	2.7 hours/day	0	0.022	0.559	0.968	-1.09–1.13

Source. Participant baseline, exit, three-month, and 12-month surveys

$p \leq 0.3$ $p \leq 0.2$ $p \leq 0.05$ $p \leq 0.01$ $p \leq 0.001$

Despite being less likely to be actively looking for work, IM&M+ participants expressed greater confidence in their ability to find employment. At program exit, they rated their likelihood of becoming employed within the next year **6.9 percentage points** higher than the comparison group (p = 0.032), a statistically significant difference. The estimated impact remained positive at three months but was no longer statistically significant (p = 0.143), and there was no statistically significant impact at 12 months. **Table 17** presents the results at program exit and the three- and 12-month follow-ups.

Table 17 | Job search at exit, three months, and 12 months

Outcome	Program group (point change), N=250	Comparison group (point change), N=200	Difference in change (P-C)	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)
Perceived chance of becoming employed in the next year							
Exit	76%	69%	+7	0.069	3.22	0.032	0.60–13.29
Three-month	71%	66%	+5	0.053	3.58	0.143	-1.79–12.32
12-month	64%	59%	+5	0.056	4.76	0.239	-3.79–15.04

Source. Participant baseline, exit, three-month, and 12-month surveys

p ≤ 0.3 | p ≤ 0.2 | p ≤ 0.05 | p ≤ 0.01 | p ≤ 0.001

One possible explanation is that participants in the two groups were taking different paths toward employment. Comparison group participants likely accessed public employment services that encouraged or required active job search. IM&M+ participants may instead have focused first on building their readiness for sustainable employment or pursuing other career-related steps before beginning an active job search. If so, their lower rate of active job search may reflect differences in the timing and pathways of their progress rather than disengagement from their longer-term employment goals. The evaluation did not track participants' broader career-management activities or why they were not looking for work, so it cannot confirm this explanation.

5.4.4. Employment

By 12 months, employment had increased more for IM&M+ participants than for comparison group members.

At program intake, exit, and the three- and 12-month follow-ups, we asked participants whether they had received income from employment or self-employment during the previous week.

Figure 16 (on the next page) presents the percentage of program group participants and comparison group members who were employed at each timepoint. **Table 18** (also on the next page) presents changes in employment rates from intake and the estimated impacts of IM&M+ at exit, three-, and 12 months.

Employment increased over time in both groups. At 12 months, the employment rate had increased by **30 percentage points** from intake among program group participants and by **19 percentage points** among comparison group members. The unadjusted difference between these changes was **11 percentage points**.

After accounting for participants' baseline characteristics, the estimated impact of IM&M+ on employment at 12 months was **11.5 percentage points** ($p = 0.062$). The p-value was just above the conventional threshold for statistical significance ($p < 0.05$). We therefore interpret this as promising but not conclusive evidence that IM&M+ had a positive impact on employment at 12 months. The evaluation did not find a statistically significant impact at program exit or three months.

The analysis using imputed data, which estimated outcomes for participants with missing survey responses, found no impact ($p = 0.979$). The two analyses make different assumptions about participants with missing data. The fact that the estimated impact disappears in the imputed analysis suggests that missing survey responses and their treatment may be influencing the finding. Longer-term analysis using linked StatCan administrative data will provide stronger evidence because it does not depend on participants continuing to respond to surveys.



Figure 16 | Percentage of participants employed at intake, exit, three months, and 12 months

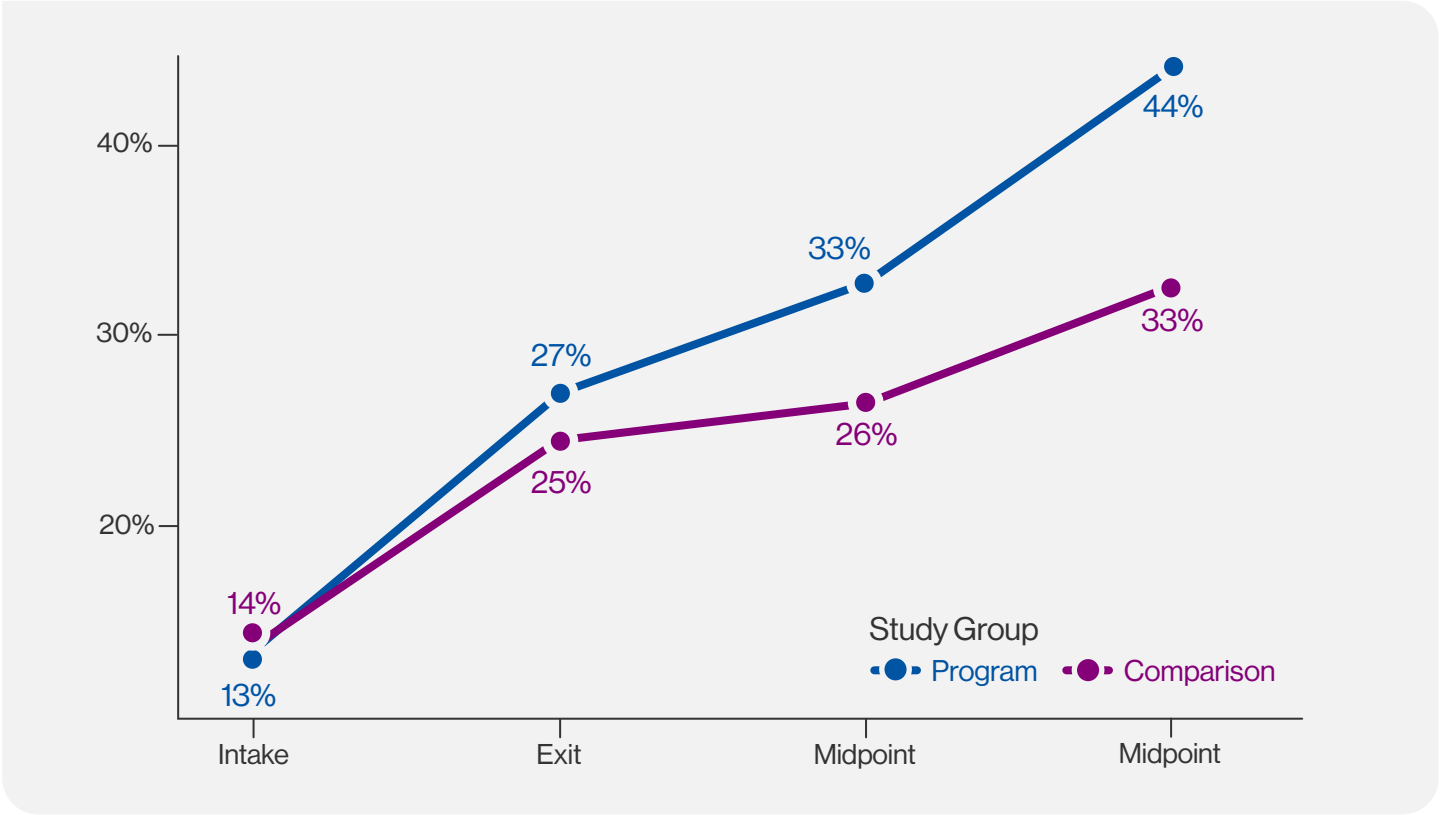


Table 18 | Employment outcomes at exit, three months, and 12 months

Outcome	Program group (point change), N=250	Comparison group (point change), N=200	Difference in change (P-C)	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)
Exit	13	11	2	0.025	0.06	0.682	-0.10–0.15
Three-month	19	12	7	0.067	0.06	0.278	-0.05–0.19
12-month	30	19	11	0.115	0.06	0.062	-0.01–0.24

Source. Participant baseline, exit, three-month, and 12-month surveys

p ≤ 0.3 p ≤ 0.2 p ≤ 0.05 p ≤ 0.01 p ≤ 0.001

Greater employment hope at program exit was associated with employment three and 12 months later.

IM&M+'s theory of change predicts that improvements in foundational employability outcomes will contribute to improved employment outcomes. To explore this relationship, we examined whether participants' employability outcomes at program exit were associated with employment at exit and at three and 12 months.

Participants with greater employment hope at program exit were more likely to be employed three months later. The same relationship was evident at 12 months. Both associations were statistically significant (p = 0.001).These results do not show that greater employment hope caused participants to become employed. Other factors may have influenced both participants' employment hope and their later employment. However, the results show the pattern we would expect to see if stronger employment hope helps participants move toward work, as set out in IM&M+'s theory of change.

Healthy behaviours at program exit were also associated with employment at program exit (p = 0.034). The relationship at 12 months was positive but not statistically significant (p = 0.108). **Table 19** presents the associations between employment hope, healthy behaviours, and later employment. Full results for the other foundational employability outcomes are presented in **Appendix E**.

Table 19 | Relationship between self-reported skills at exit and labour market outcomes

Skill	Timepoint	Relationship between skill level at exit and outcome
Employment hope (overall)	Three-month	Positive (p = 0.001)
	12-month	Positive (p = 0.001)
Healthy behaviours	Exit	Positive (p = 0.034)
	12-month	Positive (p = 0.108)

Source. Participant baseline, exit, three-month, and 12-month surveys

p ≤ 0.3 | p ≤ 0.2 | p ≤ 0.05 | p ≤ 0.01 | p ≤ 0.001

5.4.5. Earnings

By 12 months, average annual earnings had increased more for IM&M+ participants than for comparison group members.

At program intake, exit, and the three- and 12-month follow-ups, we asked participants about their earnings. **Figure 17** (on the next page) presents average earnings among program and comparison groups at each time point. **Table 20** (also on the next page) presents changes in earnings from intake and the estimated impacts of IM&M+ at exit, three months, and 12 months.

Earnings increased over time in both groups. At 12 months, average earnings had increased by $11,250 from intake among program group participants and by $6,887 among comparison group members—a difference of $4,363.

The complete-case analysis estimated that IM&M+ increased earnings at 12 months by $4,363 ($p$ = 0.133). This suggests a potential positive impact even though the estimate was not statistically significant.

The earnings finding above depends on how missing survey data is treated.

The analysis based on participants with complete data found a possible positive impact on earnings at 12 months. However, the analysis using imputed data, which estimated earnings for participants with missing survey responses, found no impact (p = 0.934).

The two analyses make different assumptions about participants with missing data. The fact that the estimated impact disappears in the imputed analysis suggests that missing survey responses and how they are treated may be influencing the finding.

Longer-term analysis using linked StatCan administrative data will provide stronger evidence because it does not depend on participants continuing to respond to surveys.

"Participants with greater employment hope at program exit were more likely to be employed three months later."

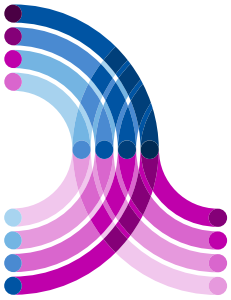
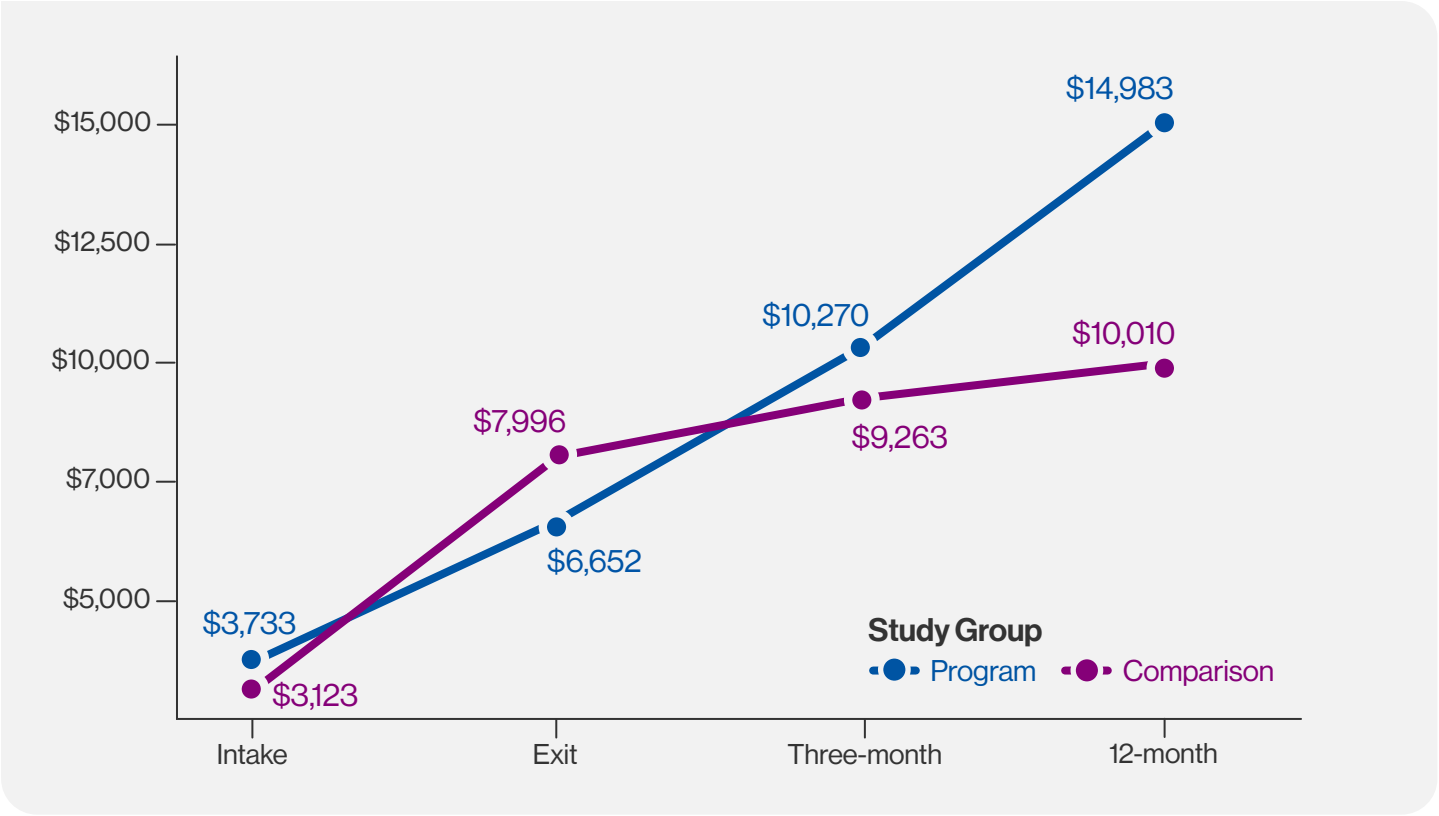


Figure 17 | Earnings outcomes and impacts at exit, three months, and 12 months



Source. Participant baseline, exit, 3-month, and 12-month surveys

Table 20 | Earnings outcomes and impacts at exit, three months, and 12 months

Outcome	Program group (point change), N=250	Comparison group (point change), N=200	Difference in change (P-C)	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)
Exit	$2,919	$4,873	-$1,954	$-1,954	2,897	0.500	-7,642–3,735
Three-month	$6,537	$6,140	$397	$397	2,897	0.891	-5,291–6,086
12-month	$11,250	$6,887	$4,363	$4,363	2,897	0.133	-1,326–10,052

Source. Participant baseline, exit, three-month, and 12-month surveys

p ≤ 0.3 | p ≤ 0.2 | p ≤ 0.05 | p ≤ 0.01 | p ≤ 0.001

5.4.6. Social assistance receipt

It may be too soon to know whether IM&M+ leads to lower social assistance receipt.

At program intake, exit, and the three- and 12-month follow-ups, participants were asked whether they were receiving provincial social assistance. **Figure 18** (on the next page) presents the percentage of program group participants and comparison group members receiving social assistance at each timepoint. **Table 21** (also on the next page) presents changes in social assistance receipt from intake and the estimated impacts of IM&M+. Positive effect estimates indicate that IM&M+ increased the likelihood of receiving social assistance, while negative estimates indicate that it reduced the likelihood.

Social assistance receipt decreased between intake and 12 months in both groups. At 12 months, receipt had decreased by **8 percentage points** among program group participants and by **10 percentage points** among comparison group members.

The complete-case analysis did not find a statistically significant impact on social assistance receipt at any time point. At program exit, the analysis estimated that IM&M+ increased the likelihood of receiving social assistance by approximately **7 percentage points** (p = 0.140). However, there was considerable uncertainty around this estimate, and the difference did not persist at later follow-ups.

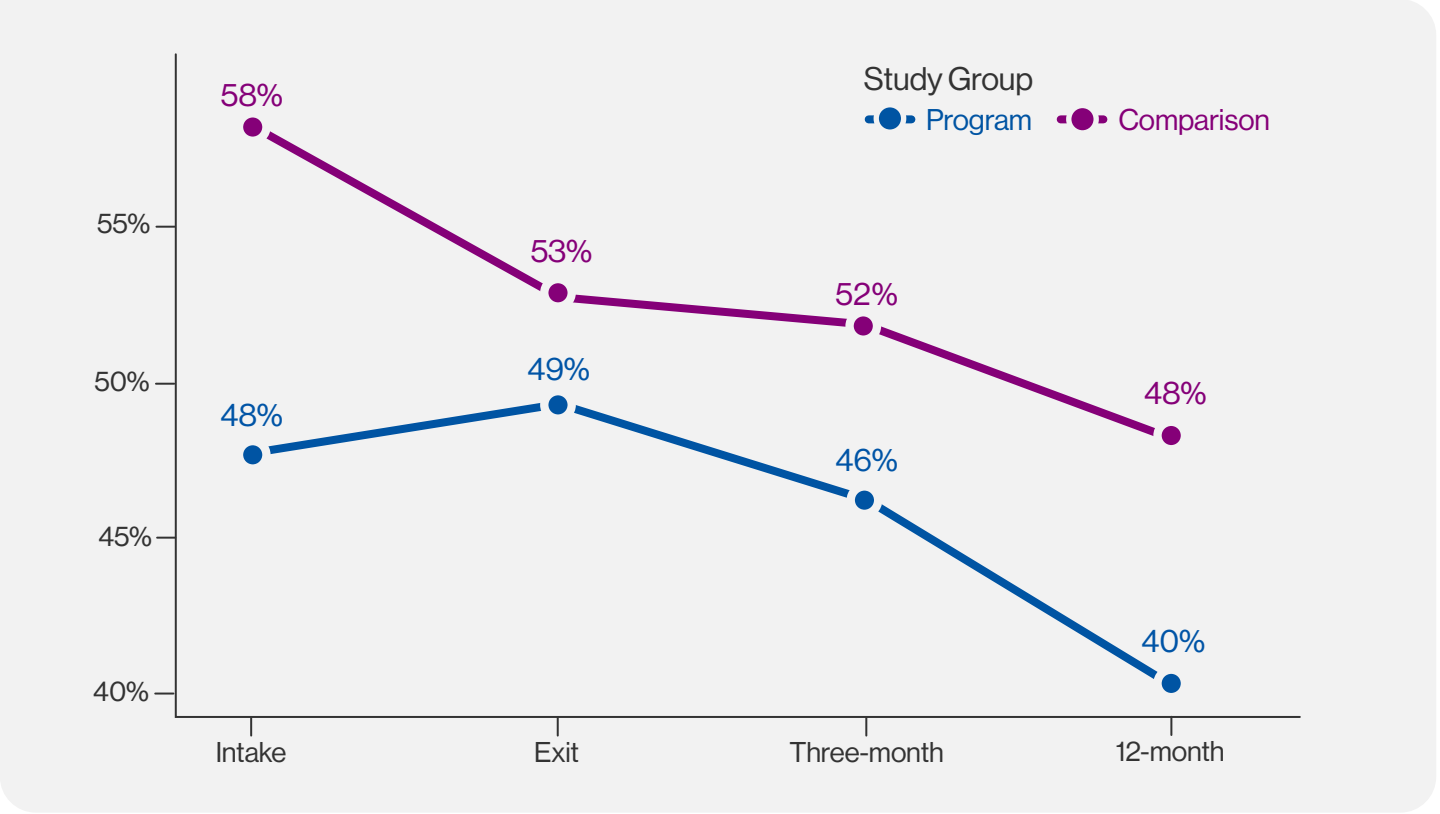
The imputed analysis that estimated outcomes for participants with missing survey responses produced a different result at 12 months. It estimated that IM&M+ reduced social assistance receipt by **6.5 percentage points** (p = 0.177), although this estimate was also not statistically significant. Neither analysis therefore provides conclusive evidence that IM&M+ affected social assistance receipt within 12 months.

It may take longer for improvements in foundational employability outcomes and employment to lead to lower social assistance receipt. Planned linkage to StatCan administrative data will provide stronger evidence by covering all consenting participants without depending on continued survey participation. It will also track outcomes over a longer period and capture changes in benefit amounts that may not be reflected in the survey's yes-or-no measure.



"By 12 months, employment had increased more for IM&M+ participants than for comparison group members."

Figure 18 | Percentage of participants receiving social assistance at intake, exit, three months, and 12 months



Source. Participant baseline, exit, three-month, and 12-month surveys

Table 21 | Social assistance receipt outcomes and impacts at exit, three months, and 12 months

Outcome	Program group (point change), N=250	Comparison group (point change), N=200	Difference in change (P-C)	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)
Exit	1	-5	6	0.069	0.05	0.140	-0.02–0.16
Three-month	-2	-6	4	0.049	0.05	0.301	-0.04–0.14
12-month	-8	-10	2	0.025	0.05	0.590	-0.07–0.12

Source. Participant baseline, exit, three-month, and 12-month surveys

p ≤ 0.3 | p ≤ 0.2 | p ≤ 0.05 | p ≤ 0.01 | p ≤ 0.001

5.5. Cost-benefit analysis

5.5.1. Overview

IM&M+ has the potential to produce positive financial benefits for society and government if its estimated earnings gain was caused by the program and continues over time.

At 12 months, annual earnings had increased by **$11,250** among IM&M+ participants and by **$6,887** among comparison group members. The complete-case analysis—which includes participants who responded to the relevant surveys—estimated that IM&M+ increased annual earnings by **$4,363**.

This estimate was not statistically significant, so we cannot be confident that IM&M+ caused the earnings difference. The result also changed when we used a different approach to account for missing survey responses: the analysis using imputed data found no impact on earnings. The earnings impact is therefore uncertain.

The analysis below asks what IM&M+'s financial benefits could be over 10 years if the **$4,363** estimate was caused by the program and continues beyond the 12-month study period. These results are conditional projections. They are not observed long-term impacts or forecasts.

As indicated in **section 4.6.**, because the evaluation followed participants for only 12 months, we do not know whether the estimated earnings impact would continue, become smaller, or grow over time. We tested all three possibilities by modelling three scenarios:

- **Consistent-effect scenario.** The estimated earnings impact remains the same for 10 years.
- **Decreasing-effect scenario.** The estimated earnings impact gradually falls by 70% by year 10. In other words, 30% of the first-year effect remains in year 10.
- **Increasing-effect scenario.** The estimated earnings impact gradually grows by 70% by year 10. In other words, the effect in year 10 is 1.7 times the first-year effect.

Key inputs and outputs of cost-benefit calculations introduced in **section 4.6**. of the methodology are summarized in **Box 3** (on the next page). Details of how these values are calculated are provided in **Appendix F**.

"Under all three scenarios, we estimate that investment in IM&M+ generates substantial net benefit to society."



Box 3 | How to interpret the cost-benefit projections

Inputs to cost-benefit calculations

- **Starting point.** The model uses the complete-case estimate that IM&M+ increased annual earnings by $4,363 per participant at 12 months.
- **Program cost.** IM&M+ cost an estimated average of $5,419 per participant. This program-wide average is used as our measure of direct cost.
- **Time period.** We projected potential costs and benefits over 10 years.
- **Three scenarios.** The estimated annual earnings gain remains at $4,363, gradually decreases to about $1,300, or gradually increases to about $7,426 by year 10.

Outputs of cost-benefit calculations

- **Net social benefit per participant (NSBP).** An overall per participant measure of the total benefit created by the intervention, minus its direct and indirect costs.
- **Net social benefit per dollar (NSBD).** A measure of the total benefit created by the intervention, minus its direct and indirect costs, per dollar of direct delivery cost. Results in a ratio of dollars in benefit experienced by society per dollar of delivery cost.
- **Net fiscal benefit per participant (NFBP).** A subset of NSBP that only considers benefits that accrue to government and omits those experienced only by participants. This provides a perspective on whether government is covering its costs on a per-participant basis via increased tax revenue.
- **Net fiscal benefit per dollar (NFBD).** A ratio of net fiscal benefit per dollar of direct delivery cost, indicating the dollars in benefit accrued to government for every dollar invested.

All projected benefits depend on the $4,363 earnings estimate reflecting an impact caused by IM&M+ and on that impact continuing beyond the evaluation period. We adjust all future costs and benefits using a 7% annual discount rate to recognize that money received in the future is worth less than the same amount received today.

5.5.2. Estimated social and fiscal benefits

Under all three scenarios, we estimate that investment in IM&M+ generates substantial net benefit to society and returns moderate fiscal surplus.

We estimated IM&M+'s potential value to society by comparing participants' projected additional earnings with the program's estimated delivery and indirect costs. **Table 22** presents the net social benefits per dollar spent and per participant in each of our three effect scenarios.

Depending on the trajectory of the estimated earnings gain over a ten-year follow-up period, we estimate the following net benefit per dollar for IM&M+:

- Each dollar spent on IM&M+ produces a net social benefit (NSBD) between **$2.78** and **$6.39**.
- Of that net benefit, between **$0.33** and **$1.74** accrues to the public as fiscal surplus (NFBD) via increased taxes paid by participants, while the remainder accrues to participants themselves as increased after-tax earnings.

Across these scenarios, we also estimate that IM&M+ generates the following net benefits per participant over this period:

- The total net social benefit per participant (NSBP) generated by IM&M+ ranges from **$15,088** to **$34,642** per participant.
- Of this net benefit, the net fiscal benefit per participant (NFBP) accrued to government via increased tax receipts ranges from **$1,784** to **$9,419** per participant.

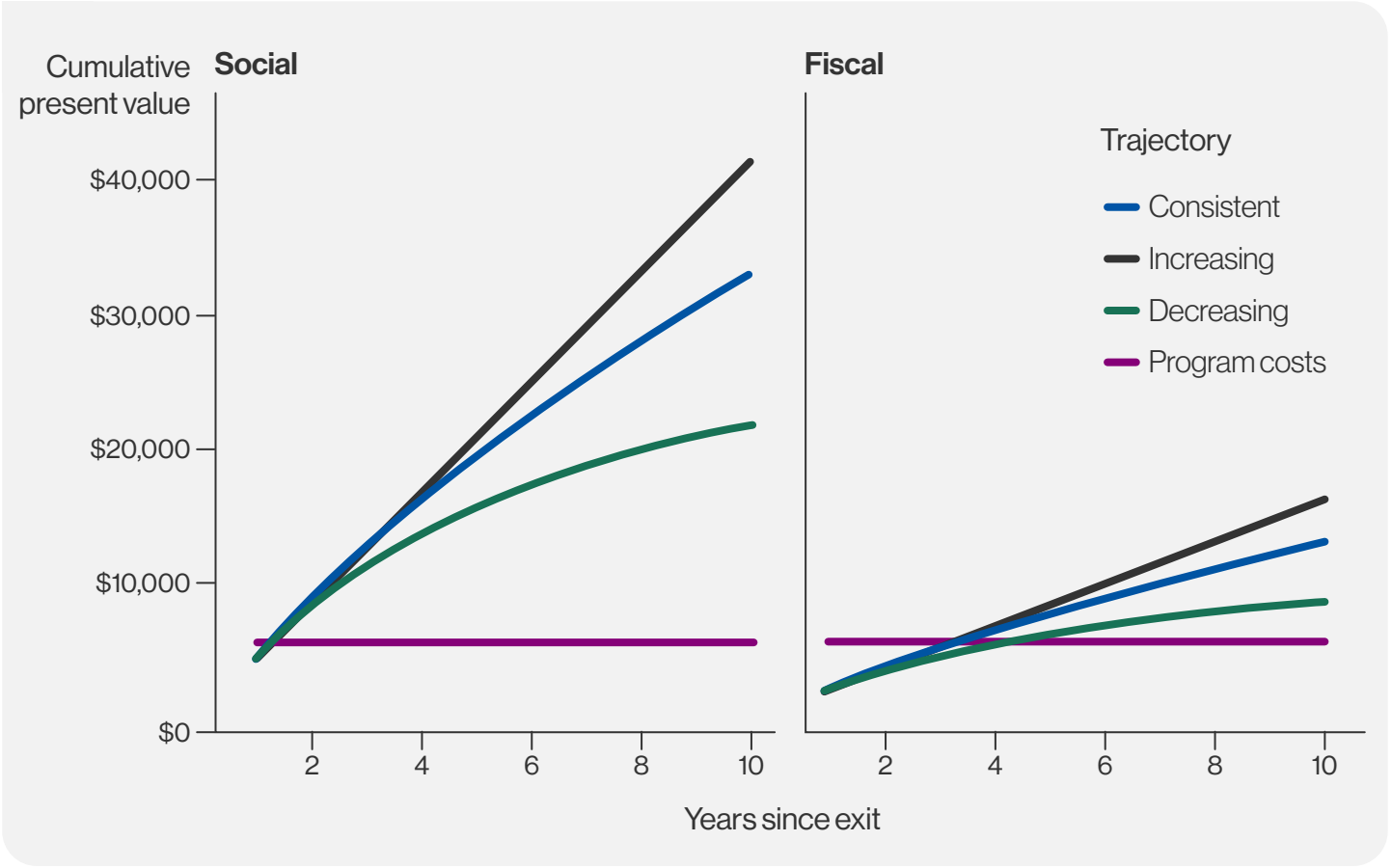
Figure 19 (on the next page) presents the total social and fiscal benefit (respectively) per person accumulated by the end of each year in our follow-up window, as well as the direct cost of implementing IM&M+. The points in each figure where the cumulative net benefit intersects the cost line represent the point at which we estimate that either the social or fiscal benefits generated by IM&M+ start exceeding the costs to run it.

- Under all three scenarios, the **social benefit** generated by IM&M+ exceeds the program cost by the end of the second follow-up year.
- The **fiscal benefit** generated by IM&M+ exceeds program cost soon after the end of the third follow-up year in the consistent and increasing scenarios, while in the decreasing scenario, it exceeds program cost soon after the end of the fourth follow-up year.

Table 22 | Net benefit per participant and per dollar

Trajectory	Direct cost		Welfare impact	Fiscal savings	Net social benefit		Net fiscal benefit	
	(Actual)	(MCPF)		(MCPF)	NSBP	NSBD	NFBP	NFBD
Consistent	$5,419.00	$6,738.02	$20,224.96	$12,954.95	$26,441.90	$4.88	$6,216.93	$1.15
Decreasing	$5,419.00	$6,738.02	$13,304.29	$8,521.96	$15,088.23	$2.78	$1,783.95	$0.33
Increasing	$5,419.00	$6,738.02	$25,223.30	$16,156.60	$34,641.89	$6.39	$9,418.58	$1.74

Figure 19 | Present value of program costs and social benefits



Appendix F provides the detailed approach, assumptions, and sensitivity analyses for the social and government projections.



6. Discussion and conclusions

6.1. Summary of findings

IM&M+ had positive impacts on most of the foundational employability outcomes it was designed to strengthen. It increased unemployed participants' confidence about becoming employed at program exit and increased education and training enrolment among participants experiencing long-term unemployment. Participants with greater employment hope when they left IM&M+ were more likely to be employed three and 12 months later, consistent with the program's theory of change.

By 12 months, employment and earnings had increased more for IM&M+ participants than for comparison group members. The findings suggest a likely positive impact on employment and a possible positive impact on earnings, although both are sensitive to how missing survey data are treated. It may be too soon to know whether IM&M+ leads to lower social assistance receipt. Overall, the findings reinforce the IM&M+ theory of change, result in statistically significant impacts on targeted readiness factors, and point to its promising impact on longer-term employment outcomes.

IM&M+ reached people facing substantial barriers to employment. At intake, 13% of RCT participants were employed, nearly half had been unemployed for at least six months, and nearly half were receiving social assistance. Participants included substantial proportions of people with disabilities, immigrants and newcomers, those who were incarcerated, Indigenous people, racialized people, and people without a high school diploma. This indicates that IM&M+ reached the population it was designed to serve: people who may need support to build foundational employability outcomes before they are ready to pursue employment, education, or training.

Most participants were satisfied with IM&M+ and found it useful for their employment goals. Among survey respondents, 81% were satisfied or very satisfied with IM&M+ overall, 88% found it useful for their employment goals, and 73% would recommend it to others. More than half of participants completed all three modules, even though IM&M+ uses a launch-when-ready approach that allows participants to leave when they feel ready to pursue their next steps. These findings suggest that the program worked well for participants facing a wide range of barriers and could be delivered successfully by different community-based organizations.

IM&M+ improved employability outcomes. Relative to the comparison group, IM&M+ participants experienced greater improvements in employment hope, emotional intelligence, mental health, and healthy behaviours. The clearest impacts occurred at program exit. Participants also improved over time in resilience, sense of personal control, and self-esteem (but the evaluation did not find statistically significant impacts on these outcomes). Some impacts weakened at later follow-ups, suggesting that participants may need continued opportunities and support to maintain and build on the gains made during the program.

IM&M+ increased enrolment in education or training among participants experiencing long-term unemployment. Among participants who had been unemployed for at least six months at intake, program group participants were more likely to be enrolled in education or training than their counterparts in the comparison group at three and 12 months. These results were statistically significant at both times. This suggests that IM&M+ supported participants experiencing long-term unemployment in taking an important intermediate step toward employment. The evaluation did not find an overall impact on enrolment at program exit, three months, or 12 months.

IM&M+ strengthened job-search goal setting and short-term confidence, but not job-search activity itself. Among participants looking for work, IM&M+ increased job-search goal setting at 12 months. It also increased unemployed participants' confidence about becoming employed at program exit. However, unemployed IM&M+ participants were less likely than comparison group members to be actively searching for work at three and 12 months. One possible explanation is that some comparison group members accessed services that encouraged or required active job search, while IM&M+ participants may have focused first on building their readiness or pursuing other career-related steps. However, the evaluation did not track these broader activities or why participants were not looking for work, so it cannot confirm this explanation.



"IM&M+ may fill an important gap earlier in the employment-service pathway."

By 12 months, employment had increased more for IM&M+ participants than for comparison group participants. Employment increased in both groups, but the increase was larger among IM&M+ participants. At 12 months, the regression-adjusted analysis estimated that the likelihood of employment was 11.5 percentage points higher among IM&M+ participants than comparison group members. The p-value was just above the conventional threshold for statistical significance. This provides promising but not conclusive evidence of a positive employment impact. The evaluation did not find a statistically significant impact at program exit or three months, suggesting that it may take time for improvements in foundational employability outcomes to contribute to employment.

Participants with greater employment hope when they left IM&M+ were more likely to be employed later. Participants with higher employment hope at program exit were more likely to be employed three months later. This relationship was also evident at the 12-month follow-up. Healthy behaviours were associated with employment at program exit and may also have been associated with employment at 12 months, although this evidence was less certain. These findings do not prove that employment hope or healthy behaviours caused participants to become employed. However, this is the pattern we would expect to see if stronger foundational employability outcomes help participants move toward employment, as set out in IM&M+'s theory of change.

By 12 months, average annual earnings had increased more for IM&M+ participants than for comparison group members. Average annual earnings increased by $11,250 from intake among program group participants, compared with $6,887 among comparison group members. The regression-adjusted estimate was $4,363 at 12 months (p = 0.133). The direction of the estimate is consistent with the employment findings, but it was not statistically significant. The evaluation therefore cannot conclude that IM&M+ caused the difference in earnings.

Assuming earnings impacts continue, IM&M+ produces both net social and fiscal benefits over a 10-year period. Considering a range of potential trajectories for how earnings effects might change over time, we expect IM&M+ to produce a net social benefit per participant of $15,088 to $34,642 over the 10 years following program participation. Of this net benefit, we expect that $1,784 to $9,419 would accrue directly to government in the form of increased tax revenues, indicating that the intervention would pay for itself from a fiscal perspective. These benefits translate to IM&M+ producing between $2.78 and $6.39 in net social benefits per dollar invested, including between $0.33 and $1.74 in net fiscal benefits per dollar invested, beyond already covering the direct costs of the intervention.

Employment and earnings findings are sensitive to how missing survey data are treated. The primary analyses were based on participants with complete data for the relevant outcomes. They identified a likely positive employment impact and a possible positive earnings impact at 12 months. Neither effect appeared in analyses that estimated outcomes for participants with missing survey responses. This difference means that survey attrition and the assumptions used to address missing data may be influencing the results. Longer-term analysis using linked StatCan administrative data will provide stronger evidence because it will cover the full sample of consenting participants without depending on continued survey participation.

It may be too soon to know whether IM&M+ leads to lower social assistance receipt. Social assistance receipt decreased in both groups, but the complete-case analysis did not find a statistically significant impact at 12 months. The analysis that estimated outcomes for participants with missing survey responses estimated a reduction at 12 months, but this result was also not statistically significant. It may take longer for improvements in foundational employability outcomes and employment to lead to lower social assistance receipt. Longer-term administrative data will help determine whether a program-related decrease emerges over time.

6.2. Discussion

Based on our findings, we identify three key conclusions:

1. IM&M+ may fill an important gap earlier in the employment-service pathway.

The findings support the core premise of IM&M+: people facing substantial barriers to employment may need to build hope, direction, self-awareness, well-being, and other foundational employability outcomes before or alongside pursuing employment, education, or training. The evaluation shows that a structured career readiness program can improve most of the foundational outcomes it was designed to strengthen. IM&M+ had positive impacts on employment hope, emotional intelligence, mental health, and healthy behaviours.

Many publicly funded employment services focus on job search, job development, or occupational skills. These services may work best for people who are ready to take those steps. IM&M+ serves a different but complementary purpose; it helps people build the foundations they may need to benefit from these services and move toward their longer-term employment goals. The findings therefore suggest that IM&M+ may fill an important gap earlier in the employment-service pathway.

There are also signs that these foundational outcomes are connected to employment. IM&M+ participants were more likely to be employed and may also be more likely to have higher earnings at 12 months. Participants with greater employment hope when they left IM&M+ were more likely to be employed three and 12 months later. This association does not prove that greater employment hope caused participants to become employed. However, it is consistent with IM&M+'s theory of change and suggests that employment hope is a meaningful part of the pathway toward work.

2. Progress after IM&M+ may take different forms, and the pathways participants follow after the program matter.

The evaluation did not find a statistically significant impact on employment at program exit or three months, but by 12 months, employment had increased more for IM&M+ participants than for comparison group members. The timing of the stronger employment outcomes is consistent with how the program is intended to work. IM&M+ is intended to build individuals' readiness to move into sustainable employment and help them develop a comprehensive plan for moving toward their career goals.

The education and training findings illustrate how progress after IM&M+ may take different forms. The program increased enrolment among participants who had been unemployed for at least six months, suggesting that education or training may be an important intermediate step for this group. Other participants may have accessed employment services, community supports, or other opportunities, or found work independently. The evaluation did not track participants' broader activities after IM&M+, so it cannot determine which pathways or experiences helped them move into employment.

CCDF developed IM&M+ in part to address what it describes as a "spin cycle," in which some people repeatedly move through short-term employment, training, and services without first building the readiness and supports needed to sustain progress. The evaluation does not establish that IM&M+ leads to more sustainable employment. However, the pattern of findings is consistent with the program's emphasis on building a stronger foundation for longer-term progress.

Because IM&M+ is intended as an early step in a broader service pathway rather than a standalone employment intervention, what happens after the program may be important. Participants' progress may depend on whether suitable services and supports are available, whether they can access them, and how well those services respond to their needs. By helping participants understand their needs and identify their next steps, IM&M+ may also help them navigate toward services, education, training, and employment opportunities. However, the evaluation did not track participants' service use after IM&M+ and cannot determine whether the program played this role.

Individual readiness also cannot overcome every barrier to employment. Participants' progress may be affected by the availability, accessibility, coordination, and responsiveness of services. It may also be limited by inadequate income, unaffordable housing, transportation and childcare barriers, limited digital access, and other conditions that make it difficult to pursue or sustain employment. Employer and workplace practices also matter. Preparing employers and workplaces to recruit, support, and retain people who have faced substantial barriers to employment may be an important part of the broader service pathway.

Future research should follow participants after IM&M+ to understand the services, supports, and opportunities they access; how they use those supports to meet their needs; and the pathways they follow toward employment. It should examine whether and how IM&M+ affects participants' ability to navigate the broader service system, which combinations or sequences of supports are associated with stronger employment and earnings outcomes, and which barriers most often limit

participants' progress. This would provide a fuller understanding of what helps or hinders progress after IM&M+ and where stronger service connections or broader changes may be needed.

3. Longer-term evidence is needed to confirm IM&M+'s labour-market and social assistance impacts.

The 12-month employment and earnings findings are encouraging but sensitive to how missing survey data are treated. The primary analysis, based on participants with complete data for the relevant outcomes, identified a likely positive employment impact and a possible positive earnings impact. Neither appeared in the analysis that estimated outcomes for participants with missing survey responses. This difference means that survey attrition and the assumptions used to address missing data may be influencing the results.

It is also likely too soon to know whether IM&M+ leads to lower social assistance receipt. The evaluation did not find a statistically significant impact within 12 months. Participants who begin working may initially receive lower benefits without leaving social assistance completely, and it may take time for employment and earnings to stabilize. The survey's yes-or-no measure could not capture changes in benefit amounts, combining employment with partial assistance, or movement on and off assistance.

Planned linkage to StatCan data will provide stronger evidence because it will cover all consenting participants, including those who did not complete follow-up surveys, and track their outcomes over a longer period. This will help determine whether the possible employment and earnings impacts are evident across the full sample and whether they persist, weaken, or grow. More detailed administrative data will also help identify changes in social assistance receipt that were not captured by the survey.



Appendix A:
Common outcomes framework

Table A1 | Common outcomes framework

	Outcome	Indicators
Socio-demographics	Sex and gender	Sex at birth
		Self-identified gender
	Age	Age
	Location	Province
		Region and municipality
	Marital status	Marital status
	Children and dependents	Children Dependents Household size
	Household income	Household income
	Education	Highest credential obtained
		Location of highest credential attainment
	Indigenous identity	Self-identified Indigenous identity
	Francophone status and languages spoken	First language spoken
		Official languages
		Language spoken at home
		Other languages spoken (at home)
	Citizenship status	Place of birth
		Year of arrival
		Citizenship status
	Racial identity	Self-identification as member of racialized group
	Disability	Self-identified disability
Employment status and history	Employment	Employment status
		Nature of employment (permanent, temporary, full/part-time)
	Earnings	Hours worked/week
		Wages
		Annual earnings
	Industry and occupation of employment	NAICS code of job
		NOC code of job
	Work history	Time since last employed
		NOC code of job
		NAICS code of job
	Income source	Income sources

	Outcome	Indicators
Intermediate outcomes	Program completion	Successful completion of planned activities
	Participant satisfaction	Satisfaction with program
		Perceived utility of program
		Likelihood to recommend
Customized intermediate outcomes	Skills gains	Measured gains in specific skills
	Program-specific credential attainment	Attainment of program-specific credentials
Long-term outcomes	Employment and retention	Employment status
		Nature of employment (permanent, temporary, full/part-time)
		Retention
	Earnings	Hours worked/week
		Wages
		Annual earnings
	Benefits	Presence of benefits including: paid leave, health and dental coverage, pension plan
	Industry and occupation of employment	NAICS code of job
		NOC code of job
	Job satisfaction	Satisfaction with job
		Perceived opportunity for career advancement
		Perceived job security
	Enrolment in further education	Enrolment in further education
		Type of training
		Field of study
	Credential attainment	Attainment of high school or PSE credentials
		Field of study credentials

Appendix B:
Survey socio-demographics

Table B1 | Sociodemographic characteristics of survey completers: complete cases

	Employment Hope indicators		Labour market outcomes indicators		Pre-employability skills indicators	
	Program	Comparison	Program	Comparison	Program	Comparison
Equity-deserving groups						
Long-term unemployed	49% (120/246)	51% (100/196)	49% (66/134)	52% (57/110)	48% (120/251)	50% (102/202)
Racialized	45% (107/239)	42% (80/192)	46% (60/131)	40% (44/109)	45% (110/244)	42% (84/198)
Indigenous	10% (25/246)	12% (23/196)	7% (10/134)	8% (9/110)	10% (25/251)	11% (23/202)
Persons with disability	41% (101/246)	43% (84/196)	39% (52/134)	40% (44/110)	41% (102/251)	43% (86/202)
Woman+	70% (172/246)	66% (129/195)	78% (105/134)	75% (82/110)	70% (175/251)	67% (134/201)
None of the above	9% (21/246)	10% (19/196)	4% (6/134)	5% (5/110)	9% (22/251)	9% (19/202)
Age						
Youth (<30)	22% (53/246)	24% (48/196)	21% (28/134)	25% (27/110)	21% (53/251)	25% (50/202)
Middle age (30–64)	78% (191/246)	75% (147/196)	78% (104/134)	75% (82/110)	78% (196/251)	75% (151/202)
Older (>64)	1% (2/246)	1% (1/196)	1% (2/134)	1% (1/110)	1% (2/251)	0% (1/202)
Migration						
Born in Canada	69% (169/246)	72% (141/196)	65% (87/134)	70% (77/110)	69% (172/251)	71% (143/202)
Immigrant	31% (77/246)	28% (55/196)	35% (47/134)	30% (33/110)	31% (79/251)	29% (59/202)
Newcomer (<5 years in Canada)	47% (40/85)	39% (24/62)	51% (24/47)	44% (14/32)	49% (43/87)	41% (27/66)

	Employment Hope indicators		Labour market outcomes indicators		Pre-employability skills indicators	
	Program	Comparison	Program	Comparison	Program	Comparison
Education						
No high school diploma	17% (42/246)	16% (31/195)	12% (16/134)	10% (11/109)	18% (44/251)	15% (31/201)
High school diploma	29% (71/246)	38% (74/195)	27% (36/134)	41% (45/109)	29% (74/251)	38% (76/201)
PSE	54% (133/246)	46% (90/195)	61% (82/134)	49% (53/109)	53% (133/251)	47% (94/201)
Employment						
Employed	13% (31/246)	13% (26/196)	13% (18/134)	14% (15/110)	13% (32/249)	13% (27/202)
Currently unemployed	80% (196/245)	76% (148/195)	82% (110/134)	79% (86/109)	80% (198/248)	76% (152/201)
Never employed	7% (18/245)	11% (21/195)	4% (6/134)	7% (8/109)	7% (18/248)	11% (22/201)
Financial assistance						
Receiving EI	6% (14/246)	4% (8/196)	6% (8/134)	5% (6/110)	6% (14/251)	4% (9/202)
Receiving social assistance	50% (122/246)	54% (106/196)	48% (64/134)	58% (64/110)	50% (125/251)	53% (108/202)
None of the above	45% (110/246)	42% (82/196)	46% (62/134)	36% (40/110)	45% (112/251)	42%(85/202)

Appendix C:
LATE findings

Table C1 | LATE findings for participants who started In Motion

Outcome	Timepoint	Effect estimate (regression-adjusted)	Standard error	P-value	Confidence interval (95% CI)
Employment	Exit	0.026	0.063	0.682	−0.097–0.149
	Three-month	0.068	0.063	0.279	−0.055–0.191
	12-month	0.117	0.063	0.062	−0.006–0.240
Education	Exit	−0.052	0.064	0.414	−0.178–0.073
	Three-month	−0.053	0.064	0.408	−0.178–0.073
	12-month	−0.010	0.064	0.876	−0.135–0.116
Earnings	Exit	−1,990.079	2,954.160	0.501	−7,790.055–3,809.898
	Three-month	404.482	2,954.160	0.891	−5,395.495–6,204.458
	12-month	4,443.814	2,954.160	0.133	−1,356.162–10,243.791
Social assistance	Exit	0.071	0.048	0.140	−0.023–0.165
	Three-month	0.050	0.048	0.301	−0.045–0.144
	12-month	0.026	0.048	0.59	−0.068–0.120

Source. Participant exit, three-month, and 12-month surveys

Table C2 | LATE findings for participants who started Momentum

Outcome	Timepoint	Effect estimate (regression-adjusted)	Standard error	P-value	Confidence interval (95% CI)
Employment	Exit	0.031	0.076	0.683	−0.118–0.181
	Three-month	0.082	0.076	0.28	−0.067–0.232
	12-month	0.142	0.076	0.063	−0.008–0.292
Education	Exit	−0.063	0.078	0.415	−0.216–0.089
	Three-month	−0.064	0.078	0.409	−0.216–0.088
	12-month	−0.012	0.078	0.877	−0.164–0.140

Outcome	Timepoint	Effect estimate (regression-adjusted)	Standard error	P-value	Confidence interval (95% CI)
Earnings	Exit	−2,411.691	3,578.863	0.501	−9,438.163–4,614.781
	Three-month	490.174	3,578.863	0.891	−6,536.298–7,516.646
	12-month	5,385.269	3,578.863	0.133	−1,641.203–12,411.741
Social assistance	Exit	0.086	0.058	0.141	−0.028–0.200
	Three-month	0.060	0.058	0.301	−0.054–0.174
	12-month	0.031	0.058	0.59	−0.083–0.145

Source. Participant exit, three-month, and 12-month surveys

Table C3 | LATE findings for participants who started Momentum+

Outcome	Timepoint	Effect estimate (regression-adjusted)	Standard error	P-value	Confidence interval (95% CI)
Employment	Exit	0.036	0.088	0.685	−0.137–0.209
	Three-month	0.095	0.088	0.283	−0.078–0.267
	12-month	0.163	0.088	0.064	−0.010–0.336
Education	Exit	−0.073	0.089	0.416	−0.248–0.102
	Three-month	−0.074	0.089	0.409	−0.249–0.102
	12-month	−0.014	0.089	0.877	−0.189–0.161
Earnings	Exit	−2,768.738	4,117.445	0.502	−10,852.622–5,315.145
	Three-month	562.743	4,117.445	0.891	−7,521.140–8,646.627
	12-month	6,182.550	4,117.445	0.134	−1,901.334–14,266.433
Social assistance	Exit	0.098	0.067	0.141	−0.033–0.229
	Three-month	0.069	0.067	0.301	−0.062–0.200
	12-month	0.036	0.067	0.59	−0.095–0.167

Source. Participant exit, three-month, and 12-month surveys

Appendix D:
Imputation findings

Table D1 | Imputation findings for pre-employment outcomes

Outcome	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)	Fraction of missing information
Employment Hope (Overall; Scale: 1-10)	0.68	0.18	< 0.001	0.34–1.02	12%
EHS Motivation	0.63	0.23	0.007	0.18–1.08	27%
EHS Goal Orientation	0.99	0.22	< 0.001	0.56–1.42	23%
EHS Empowerment	0.43	0.196	0.028	0.047–0.822	30%
EHS Utilization	0.64	0.20	0.001	0.25–1.02	17%
Emotional Intelligence (Scale: 9–45)	2.15	0.61	0.001	0.93–3.37	43%
Mental Health (Scale: 0–12)	0.62	0.31	0.051	-0.00–1.23	42%
Healthy Behaviours (Scale: 3–15)	0.49	0.22	0.029	0.05–0.93	42%
Self-Esteem (Scale: 6–30)	-0.02	0.25	0.942	-0.53–0.49	42%
Resilience (Scale: 1–5)	0.07	0.04	0.115	-0.02–0.15	40%
Locus of Control (Scale: 9–45)	-0.425	0.431	0.327	-1.280–0.430	30%

Source. Participant baseline and program exit surveys

Table D2 | Imputation findings for labour market outcomes

Outcome	Timepoint	Effect estimate (regression -adjusted)	Standard error	P-value	Confidence interval (95% CI)	Fraction of missing information
Employment	Exit	-0.044	0.05	0.396	-0.15–0.06	40%
	Three-month	0.022	0.06	0.737	-0.11–0.15	62%
	12-month	-0.002	0.06	0.979	-0.12–0.12	55%
Education	Exit	-0.030	0.05	0.551	-0.13–0.07	44%
	Three-month	-0.062	0.05	0.191	-0.16–0.03	36%
	12-month	0.008	0.06	0.886	-0.11–0.13	58%
Earnings	Exit	-$2,444.242	4,127.519	0.554	-10,547.067–5,658.584	11%
	Three-month	–$2,037.194	6,308.314	0.750	–15,071.284–10,996.895	65%
	12-month	341.033	4,091.836	0.934	–7,688.316–8,370.382	10%
Social assistance	Exit	0.036	0.04	0.333	-0.04–0.11	27%
	Three-month	0.019	0.04	0.621	-0.06–0.09	29%
	12-month	-0.065	0.05	0.177	-0.16–0.03	57%

Source. Participant baseline, exit, three-month, and 12-month surveys

Appendix E:
Skills gains and employment

Table E1 | Pre-employment skills at exit and their relationship with employment at three time points

Skill at exit	Employed at exit		Employed at three months		Employed at 12 months	
	Effect estimate	P-value	Effect estimate	P-value	Effect estimate	P-value
Employment Hope (Overall)	0.087	0.089	0.167	0.001	0.177	0.001
EHS Empowerment	0.042	0.636	0.083	0.362	-0.058	0.558
EHS Motivation	0.033	0.667	0.099	0.229	0.112	0.218
EHS Utilization	-0.107	0.294	-0.039	0.715	0.004	0.970
EHS Goal Orientation	0.120	0.179	0.027	0.773	0.097	0.326
Emotional Intelligence	0.013	0.562	0.033	0.150	0.023	0.367
Mental Health	-0.030	0.486	0.026	0.560	0.021	0.670
Healthy Behaviours	0.138	0.034	0.040	0.530	0.112	0.108
Self-Esteem	-0.024	0.699	0.026	0.674	0.000	0.994
Resilience	0.007	0.982	0.078	0.802	0.165	0.664
Locus of Control	0.024	0.451	-0.006	0.851	0.028	0.448

Appendix F:

Cost-benefit analysis: Detailed approach and sensitivity analysis

This appendix provides additional detail on the cost-benefit analysis presented in section 5.5. It explains what the analysis includes, how program costs were estimated, the assumptions used to project costs and benefits over 10 years, and how the results change when selected assumptions are varied.

Inputs

Table F1 | Assumptions

Input	Value used	Source
Annual earnings impact ($\Delta Earn_t$)	$4,363 per participant per year	Earnings impact at 12 months
Average program cost (D)	$5,419 per participant	Internal calculation based on $40,000 in funding for delivery and research for each of 63 cohorts and 465 program participants
Projection period (T)	10 years	Period over which potential costs and benefits were estimated
Annual discount rate (r)	7%	Used to express future costs and benefits in today's dollars, following guidance from Canada's Treasury Board Secretariat
Annualized change in the estimated earnings effect by year 10 (g)	No change (0.0%), a 70% decrease (-11.3%) or a 70% increase (+5.4%)	Used to represent different possible paths for the earnings effect after the evaluation ended
Average marginal tax rate (MTR)	34%	Government of Canada, 2022[xvii]
Uncompensated labour supply elasticity (ξu)	38%	Jantti et al., 2015[xviii]

What earnings estimate did we use?

The cost-benefit analysis uses the $4,363 estimate from the complete-case analysis as its starting point. The projections therefore show what the financial benefits could be if that estimate reflects an impact caused by IM&M+ and continues over time. If IM&M+ did not increase earnings, the projected benefits would not occur.

How did we estimate program delivery costs?

To estimate the average program cost of $5,419 per participant, we divide the program's $2.52 million in total delivery funding by 465 program group participants served since February 2022.

Our program cost figure does not account for the extent to which IM&M+ substituted for other publicly funded programming. Comparison group participants were referred to alternative publicly funded services, so we assume there is a substitution effect of some degree (i.e. participation in IM&M+ reduces participant consumption of other services) but available data on uptake and cost are insufficient to develop a credible approximation. It is likely that our average per-participant cost somewhat overstates the actual difference between the cost of IM&M+ and the cost of the status quo.

How did we project the earnings effect over time?

The evaluation followed participants for only 12 months. We therefore do not know whether the estimated earnings impact would remain the same, become smaller or grow over a longer period. To reflect this uncertainty, we modelled three illustrative scenarios:

- **Consistent-effect scenario.** The estimated annual earnings gain remains at $4,363 throughout the 10-year period.
- **Decreasing-effect scenario.** The estimated gain decreases annually by 11.3%, decreasing by a total of 70% by year 10.
- **Increasing-effect scenario.** The estimated gain grows annually by 5.4%, increasing by a total of 70% by year 10.

The increasing- and decreasing-effect scenarios were informed by longer-term findings from the WorkAdvance evaluation. That evaluation found that earnings impacts followed different paths across service providers: at some providers, impacts declined over time, while at others they emerged or grew during later years of follow-up.

WorkAdvance used a different training model from IM&M+. However, its participants had some relevant similarities: most were unemployed when they entered training, and many had experienced long-term unemployment. We use the range observed in WorkAdvance to illustrate how IM&M+'s earnings effect might change, not to predict that IM&M+ will follow the same path. See Yusim et al., 2025.

Intermediate steps

Present value of earnings impact (ΔEarn)

We derive the present value of $\Delta Earn_t$ as a T-period annuity with discount rate r and growth rate g using the canonical formula[xix]:

$$PV(\Delta Earn_t, r, g, T) = \frac{\Delta Earn_t}{r - g}\left[1 - \frac{1 + g^T}{1 + r}\right]$$

Marginal cost of public funds (MCPF)

We derive a constant approximation of MCPF, or the social cost of raising one extra dollar of tax revenue, using the formula specified in Bergstrom et al., 2026,[xx] which they denote as (1+ϕ):

$$MCPF = (1 + \phi) = \left(1 - \frac{MTR}{1 - MTR}\xi^u\right)^{-1}$$

Direct welfare impact (WTP) and fiscal benefit (Ω)

WTP is the share of earnings impact left to the participant after taxes, while Ω[6],[xxi] is the value of the resulting impact on tax revenue:

$$WTP = \Delta Earn \cdot (1 - MTR)$$
$$\Omega = \Delta Earn \cdot MTR$$

Measures

Net social benefit per participant (NSBP). An overall per-participant measure of the total benefit created by the intervention, minus its direct and indirect costs.

$$NSBP = WTP + MCPF(\Omega - D)$$

6 Where Bergstrom (2026) would frame the resulting increase in tax revenue generation as a negative behavioural cost, we follow Bastani (2024) in framing it as a positive fiscal benefit. This decision was made to maximize the legibility of the inputs by eschewing Bergstrom's double negative and has no impact on the outputs of our analysis.

Net social benefit per dollar (NSBD). A measure of the total benefit created by the intervention, minus its direct and indirect costs, per dollar of direct delivery cost. Results in a ratio of dollars in benefit experienced by society per dollar of delivery cost.

$$NSBD = \frac{NSBP}{D}$$

Net fiscal benefit per participant (NFBP). A subset of NSBP that only considers benefits that accrue to government and omits those experienced only by participants. This provides a perspective on whether government is covering its costs on a per-participant basis via increased tax revenue.

$$NFBP = NSBP - WTP = MCPF(\Omega - D)$$

Net fiscal benefit per dollar (NFBD). A ratio of net fiscal benefit per dollar of direct delivery cost, indicating the dollars in benefit accrued to government for every dollar invested.

$$NFBD = \frac{NFBP}{D}$$

Sensitivity analysis

The cost-benefit results depend on assumptions about future earnings, taxation and spending. We conducted sensitivity analyses to show how the results change when selected assumptions are adjusted. Each test changes one assumption while keeping all other assumptions the same. The tests use the consistent-effect scenario as their starting point. We tested:

- a $1,000 increase or decrease in annual additional earnings;
- a one ppt increase in the assumed average marginal tax rate;
- a $500 decrease in average per-participant cost.

Changes in additional earnings affect both participants' benefits and government revenues. Increasing the marginal tax rate changes how earnings gains are distributed between participants and government; decreasing delivery costs reduces government expenditures without changing participants' earnings. These adjustments are reflected in the net social and fiscal benefit measures.

Table F2 (on the next page) shows how much each adjustment increases or decreases the net social and fiscal benefit measures compared with the consistent-effect scenario.

Table F2 | Cost-benefit sensitivity analysis, using consistent-effect scenario

Adjustment	NSBP	NSBD	NFBP	NFBD
Baseline	$0.00	$0.00	$0.00	$0.00
Change in earnings (+/-$1,000 earnings impact)	+/-$7,604.84	+/-$1.40	+/-$2,969.28	+/-$0.55
Increase in marginal tax rate (+1ppt MTR)	+$223.11	+$0.04	+$529.54	+$0.10
Decrease in cost (-$500 delivery cost)	+$621.70	+$0.62	+$621.70	+$0.24

None of the individual changes tested reduces the projected social or government net benefit below zero. This means that the projections remain positive under the limited variations tested around the model's central assumptions.

However, these tests do not address the most important source of uncertainty: whether IM&M+ caused the estimated $4,363 earnings gain. The analysis using imputed data found no earnings impact. If the program did not increase earnings, there would be no additional earnings or tax revenue to offset the program cost.

The projections should therefore be interpreted as illustrations of what IM&M+'s financial benefits could be under the modelled conditions, rather than evidence that the program has already produced—or will necessarily produce—these longer-term benefits.

Endnotes

i Oliveira, T. (2025). *Social assistance summaries, 2024*. Maytree. https://maytree.com/wp-content/uploads/Social_Assistance_Summaries_2024.pdf

ii Green, D. A., Hicks, J., Warburton, R., & Warburton, W. (2021). *B.C. income assistance trends and dynamics: Descriptions and policy implications*. Vancouver School of Economics, University of British Columbia. https://economics.ubc.ca/wp-content/uploads/sites/38/2021/03/BC-Income-Assistance-Trends-and-Dynamics-Descriptions-and-Policy-Implications_Green_Hicks_RWarburton_BWarburton1.pdf

iii City of Toronto, Employment and Social Services. (2017). *A profile of Toronto's evolving Ontario Works caseload*. https://www.toronto.ca/legdocs/mmis/2017/ed/bgrd/backgroundfile-103798.pdf

iv Domene, J. F., Redekopp, D., & Warner, L. (2024). *Addressing the "spin cycle" in employment services across Canada: Understanding the need for pre-employability programming*. Canadian Career Development Foundation. https://immplus.ca/wp-content/uploads/CCDF_SpinCycleReport.pdf

v García, J. L., & Heckman, J. J. (2022). Three criteria for evaluating social programs. *Journal of Benefit-Cost Analysis*, *13*(3), 281–86. https://doi.org/10.1017/bca.2022.18

vi Bastani, S. (2024). The marginal value of public funds: A brief guide and application to tax policy. *International Tax and Public Finance*, *32* (4), 919–56. https://doi.org/10.1007/s10797-024-09860-x.

vii Hong, P.Y.P. & Choi, S. (2013). The employment hope scale: Measuring an empowerment pathway to employment success. *International Journal of Psychology Research*, *8*(3). https://ecommons.luc.edu/cgi/viewcontent.cgi?article=1027&context=socialwork_facpubs

viii Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., & Dornheim, L. (1998). Development and validation of a measure of emotional intelligence. *Personality and Individual Differences*, *25*, 167–177. https://www.sciencedirect.com/science/article/abs/pii/S0191886998000014?via%3Dihub

ix Petrides, K. V. (2009). Psychometric properties of the Trait Emotional Intelligence Questionnaire. In C. Stough, D. H. Saklofske, and J. D. Parker (Eds.), *Advances in the assessment of emotional intelligence*. Springer. https://link.springer.com/chapter/10.1007/978-0-387-88370-0_5

x World Health Organization. (2010). *Measuring health and disability: Manual for WHO Disability Assessment Schedule, WHODAS 2.0*. https://www.who.int/publications/i/item/measuring-health-and-disability-manual-for-who-disability-assessment-schedule-(-whodas-2.0)/

xi Löwe, B., Kroenke, K., & Gräfe, K. (2005). Detecting and monitoring depression with a two-item questionnaire (PHQ-2). *Journal of Psychosomatic Research*, *58*(2), 163–171. https://pubmed.ncbi.nlm.nih.gov/15820844/

xii Löwe, B., Decker, O., Müller, S., Brähler, E., Schellberg, D., Herzog, W., & Herzberg, P. Y. (2008). Validation and standardization of the Generalized Anxiety Disorder Screener (GAD-7) in the general population. *Medical Care*, *46*, 266–274. https://pubmed.ncbi.nlm.nih.gov/18388841/

xiii Smith, B. W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Bernard, J. (2008). The brief resilience scale: Assessing the ability to bounce back. *International Journal of Behavioral Medicine*, *15*, 194–200. https://pubmed.ncbi.nlm.nih.gov/18696313/

xiv Rosenberg, M. (1965). *Society and the adolescent self-image*. Princeton University Press. https://www.jstor.org/stable/j.ctt183pjjh

xv Levenson, H. (1974). Activism and powerful others: Distinctions within the concept of internal-external control. *Journal of Personality Assessment*, *38*, 377–383. https://psycnet.apa.org/record/1975-01204-001

xvi Sapp, S. G., & Harrod, W. J. (1993). Reliability and validity of a brief version of Levenson's locus of control scale. *Psychological Reports*, *72*, 539–550. https://psycnet.apa.org/record/1993-35865-001

xvii Government of Canada. (2022). *Report on federal tax expenditures: Concepts, estimates and evaluations 2022: Part 10*. https://www.canada.ca/en/department- finance/services/pu on s/fede ral -tax- expenditu res/2022/part-10 html

xviii Jäntti, M., Pirttilä, J., & Selin, H. (2015). Estimating labour supply elasticities based on cross-country micro data: A bridge between micro and macro estimates? *Journal of Public Economics*, *127*, 87–99. https://doi.org/10.1016/j.jpubeco.2014.12.006

xix Brealey, R. A., Myers, S. C., Allen, F., & Edmans, A. (2025). *Principles of corporate finance*. McGraw Hill. https://www.mheducation.com/highered/product/principles-of-corporate-finance-brealey.html

xx Bergstrom, K., Dodds, W., & Rios, J. (2026). *Optimal policy reforms*. *CESifo Working Paper No. 12883*. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=7245406

xxi Bastani, S. (2024). See endnote vi.

Future Skills Centre | Centre des Compétences futures

Blueprint

Canada