

Pathway to Work: Sustainability Strategy

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Canada

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Overview

Objectives

The purpose of this sustainability strategy is to identify options to sustain the Pathway to Work (P2W) training model, in whole or in part and the stakeholders who can take this forward.

The specific objectives of the strategy include these:

- Define the pathways to sustainability of the P2W project impacts
- Identify viable and values-aligned sustainability models for the P2W approach
- Document lessons learned from the P2W project to inform implementation of sustainability models

Methodology

Sustainability was established as a priority from the outset of the Pathway to Work project and was considered throughout the five-year implementation period. A Sustainability advisor was engaged to lead the development of the sustainability strategy. The process for developing the sustainability strategy was as follows:

Step One: *Introduce potential sustainability opportunities and models to inspire*

The Sustainability advisor introduced the team to potential sustainability models including non-traditional financing approaches using case studies from Canada and other jurisdictions to inspire the team's thinking.

Step Two: *Define scope of sustainability strategy*

Through facilitated workshops, the Sustainability advisor sought to clarify which project impacts were most important to sustain and the various pathways through which these activities could be sustained. These workshops also served as an opportunity to refine the scope of the sustainability strategy.

Step Three: *Identify barriers to sustainability and keys to success based on implementation*

The Sustainability advisor engaged P2W project team members and partners to identify barriers to sustaining the project impacts that a sustainability strategy would need to address.

Step Four: *Assess fit of sustainability models*

A review of potential sustainability models was completed, assessing their fit for the P2W approach including their alignment with the P2W program outcomes, framework and core capabilities.

Step Five: *Document lessons learned in piloting sustainability approaches*

In the last two years of the project in particular, the P2W team was able to pilot some of the potential sustainability models through P2W cohorts and other partnership building activities. These pilots were assessed and lessons learned were documented to inform further implementation.

Sustainability Strategy Scope

Defining Sustainability

Project stakeholders brought diverse perspectives on the meaning of sustainability. The differing understanding of sustainability tended to come from the level of project outcome or impact that a stakeholder prioritized. Project stakeholders identified these three different meanings of sustainability:

1. Sustainability of learning or employment outcomes for program learners
2. Sustainability of the P2W training model itself and the learning that resulted from it
3. Sustainability of partnerships that developed during the project

Some of the perspectives on sustainability surfaced among stakeholders included these:

There is capability in this project to create ripple effects, to get the word out, to get more people engaged in working in this way.

I'm interested in seeing if we can support Nations in owning or driving this work forward in the future.

It's about the stickiness of the learning for the community – how much of what we do will stick? What paradigm shifts are happening that will sustain?

We can ensure communities have solid takeaways/assets they are left with that don't have ongoing costs to them so they have them going forward.

Sustainability of the [P2W partner] group and how much we have learned.

I feel really strongly that it's about building capacity in community.

Source: Quotes from interviews with project stakeholders in 2018.

Pathways to Sustainability

Insights gathered over the first three years of the project implementation were distilled into "pathways to sustainability". These pathways are the overarching approaches to sustaining the *impacts* of the P2W project. Some of these pathways were integrated into the original project design while others are pathways that will be explored further beyond the scope of the project period. It was important to document the many ways that sustainability has been considered throughout the design and implementation of the P2W project.

| Sustainability Pathway | Key Target Outcomes | Existing/Future Activities |
|---|---|--|
| Build capacity of those engaged in P2W to continue delivering similar programs in the future | Increased knowledge, skills and capacity of project stakeholders including partners and Nations to deliver literacy, Skills for Success and pre-employment training programs that connect Indigenous learners to meaningful employment opportunities. | <ul style="list-style-type: none"> • CAMERA/ESAT trainings (Existing) • Staff orientation training (Existing) • Project scoping and design approach (Existing) • Co-implementation' model – shared responsibility between P2W and community (Existing) |
| Extension of P2W approach to engage new learners, in existing or new communities | Additional Indigenous learners in communities across Canada are engaged in training that improves their literacy and skills for success and connects them to meaningful employment opportunities. | <ul style="list-style-type: none"> • Partnerships (Existing/Future) • Facilitator-led training (Future) • Access new funding (Future) |
| Mobilization of P2W resources by existing and new partners | Increased awareness of and access to tested resources that support delivery of literacy, skills for success and pre-employment training for Indigenous learners. | <ul style="list-style-type: none"> • Continue to develop curriculum assets (Future) • P2W website curriculum assets (Existing) • P2W videos documenting approach (Existing) • Technical assistance to organizations (Future) |
| Application of P2W Framework and learning to future projects | Improved outcomes of literacy, skills for success and pre-employment training for Indigenous communities, learners and employers. | <ul style="list-style-type: none"> • P2W website including P2W Framework documentation (Existing) • Technical assistance to organizations (Existing/Future) • Partnerships (Existing/Future) |

This sustainability strategy focuses on the future activities identified above and not on evaluating the approaches that were integrated into the delivery of the project over the past five years. These existing approaches have been well documented and evaluated through the project's cohort evaluations and documentation of the P2W Framework.

Potential Models for Sustaining P2W Impact

As a guiding framework for identifying potential sustainability models, we adapted strategies for scaling impact based on the work of Duke University's Centre for the Advancement of Social Entrepreneurship¹ and J.W. McConnell Foundation²'s scaling impact approaches.

The adapted framework outlines high-level strategies for scaling an organization's (or initiative's) impact. Within each of these strategies, there are many more specific models for sustainability that can be identified.

| Growth | Partnership | Open Source |
|--|--|---|
| An organization grows the footprint of the program or model organically by expanding within geographies or to new geographies. | Partners (not-for-profit, private, government) replicate and/or adapt the program, model or approach and deliver it using their own resources. | Make methodology, resources and intellectual property available under a license which allows anyone to use, and sometimes adapt and distribute them without a cost. |

| Technical Assistance/Advisory | Advocacy |
|---|---|
| Leverage methodology, experience and/or intellectual property to provide targeted support to organizations with identified need or problem as a means of building capacity long-term. | Using evidence and/or experience from direct delivery of a program or model to advocate for systems-level changes to how a problem is addressed or how solutions are implemented. |

¹ Center for the Advancement of Social Entrepreneurship, Duke University. "Scaling Pathways" (2021) <https://centers.fuqua.duke.edu/case/knowledge-center/scaling-pathways/>

² J.W. McConnell Family Foundation. "Scaling Out, Scaling Up, Scaling Deep: Scaling Innovation" (2015). <https://mccconnellfoundation.ca/report/scaling-out-scaling-up-scaling-deep-scaling-innovation/>

P2W was also interested in exploring innovative financing and sustainability models that might decrease reliance on traditional funding sources and potentially support more impactful outcomes for the community.

These were some of the initial models that were identified to explore:

| | |
|---|--|
| Employment Social Enterprise | Employment social enterprises (ESEs) are businesses that create employment opportunities for people facing barriers to the labour market. |
| Results-based Financing | Results-based funding is similar to traditional grant funding with the exception that instead of funding for outputs (the results of activities) as most grants are currently structured the grant contract instead provides funds based on outcomes (the impact achieved). |
| Community Benefit Agreements | Community Benefits Agreements (CBAs) are agreements between a public or private development agent and a coalition of community-based groups guaranteeing specific community benefits. CBAs are a strategy used by community groups to ensure that the community benefits from large development and infrastructure projects. |
| Fee-for-service Program Delivery | Fee-for-service program delivery refers to programming that is delivered for a set fee rather than funded through grants or other funding sources. |

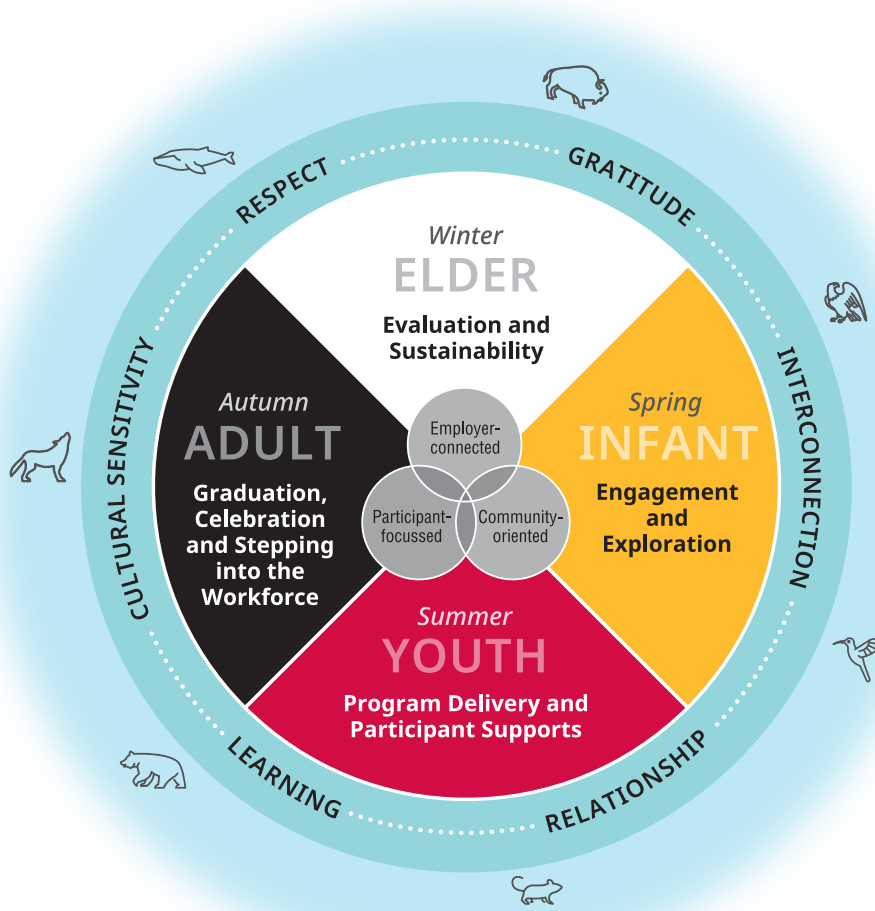
Framework for Assessing Fit of Sustainability Models

To determine which sustainability models were most relevant and useful for the P2W project, the following criteria were identified:

- **Alignment with P2W Framework** – The P2W Framework is the guiding compass for the project and has many relevant insights for the fit of sustainability strategies.
- **Barriers to Sustainability** – After five years and seven cohorts of implementing the P2W program model, there has been significant learning about the potential challenges to sustainability that must be addressed by sustainability models.

Alignment with P2W Framework

The P2W Framework shown here, developed by Kelly Foxtrot-Poirier with support from P2W team members, served as a guidepost for all decision-making in the project. This framework offers insights into the sustainability approaches that are most aligned to the core principles and learnings of P2W.



| Framework Phases | Sustainability models should accomplish these things: |
|--|---|
| INFANT Engagement and Exploration | <ul style="list-style-type: none"> • Support long-term investment in relationships • Enable autonomy for communities • Be driven by community • Be responsive to community capacity |
| YOUTH Program Delivery and Participant Supports | <ul style="list-style-type: none"> • Offer flexibility for delivery approaches that are responsive to community needs • Support Indigenous-led program facilitation and delivery |
| ADULT Graduation, Celebration and Stepping into the Workforce | <ul style="list-style-type: none"> • Be connected to employers or clear pathways to employment opportunities |
| ELDER Evaluation and Sustainability | <ul style="list-style-type: none"> • Reflect learning and guiding principles from P2W • Support capacity for ongoing engagement with participants, partners and communities |

The P2W Framework emphasizes the need for programs and solutions to be Indigenous-led, community-driven and ultimately for benefits of the program to accrue primarily to learners and Indigenous communities. Given this, sustainability approaches that focus on growing P2W as a national project, or any of the settler organization partners of the project owning or driving the P2W approach were deprioritized in this strategy.

Barriers to Sustainability

CAPACITY

One surprising insight was the recognition that funding itself was not always the greatest barrier to delivering training like that offered by P2W. In most communities that P2W engaged, the community did have access to ISET (Indigenous Skills and Employment Training) funding and other funding that was currently underutilized for training or not being accessed at all. Instead, *capacity* was identified as one of the greatest barriers to sustainability of the P2W model. One team member said, “I can find thousands of dollars of funding for communities to deliver training programs, but there is just no capacity to champion these initiatives”.

Capacity has many dimensions – time, motivation, experience, knowledge and skills, among others. P2W team members also identified that for people in community and those working closely with Indigenous communities, competing priorities (including crises in community) and burnout (particularly through the pandemic and recovery) are significant inhibitors of capacity in community for programs like P2W.

Capacity is something that is difficult to invest in short, cohort-based bursts. P2W found the most success when key anchor stakeholders, including Ron Castel from Manitoba Building Trades Institute and Geri-Lynn Fontaine of Kanata Indigenous Workplace Skills, were able to engage in the project deeply and for the long-term. Challenges emerged in delivery when trying to identify coordinators and facilitators for single cohorts.

Keys to success for sustainability models:

- Enable investment in long-term capacity for the people engaged in program delivery. This includes staff in Nations but also Indigenous consultants, organizations and facilitators who collaborate regularly with nations and support their ability to pursue training opportunities.
- Build coordination capacity and implementation capacity. Of course, the people who actually deliver the program are essential – the trainers/facilitators – however, it is just as important to have the capacity to coordinate before, during and after programming. Strong pre-program coordination and responsive coordination during the program were essential to the success of P2W cohorts.
- Sustainability models should not rely only on staff or resources within the community because in many cases, these resources are already extremely stretched. Rather, models that focus on bringing together aligned partners and collaborations that bring capacity to community may be more valuable.

COMMUNITY SIZE, NETWORKS AND ACCESS

Another barrier to sustainability in some communities is simply the size or remoteness of the community making it unlikely that some sustainability models would be viable. For smaller, remote communities without year-round road access, it is unrealistic to expect the community itself to deliver P2W-style programming on a regular basis. There may be too few potential learners, limited construction-related employment opportunities in the community or limited seasonal access to opportunities outside the community.

Keys to success for sustainability models:

- To repeat, sustainability models should not rely on the resources within individual communities, rather, models that focus on bringing together aligned partners or bringing together Nations may be more valuable.
- Exploring opportunities to apply the P2W Framework to other employment sectors outside of construction would be valuable for communities where construction-related opportunities are not viable for those who do not wish to leave the community.

RELIANCE ON A SMALL GROUP OF INDIGENOUS FACILITATORS

It was noted on several occasions throughout the project that the Indigenous facilitators engaged in delivering the program were absolutely critical to the program achieving the desired outcomes. These facilitators each bring deep personal experience, skills, connections to the community and a unique approach that is difficult to replicate or train.

Keys to success for sustainability models:

- Models should create income-generating opportunities for Indigenous facilitators, consultants and Indigenous-led organizations that are critical to the success of these models to support their livelihoods and the sustainability of their work.
- Opportunities to build on and invest in growing networks of Indigenous facilitators, consultants and Indigenous-led organizations offering pre-employment training should be explored.

NOT AN OUT-OF-THE-BOX PROGRAM

One of the unique strengths of the P2W approach is that it is not one-size-fits-all – the goal of the approach is to be responsive and flexible and to build on existing community assets. The model is primarily based on a strong set of guiding principles and some methods or approaches. Documentation to support replication of this approach has proved challenging throughout the P2W project because of the desire for flexibility rather than a prescriptive methodology or process.

While this is exactly what some communities or partners are looking for, others are interested in a more ready-made program due to limitations in their capacity to engage in the process of co-implementing a responsive program or its timelines.

Keys to success for sustainability models:

- Continuing to invest in established partnerships from the P2W project is valuable because these partners have already demonstrated this approach is a fit for them.
- Explore opportunities to support the application of the P2W approach through consulting or technical advisory engagements to help organizations translate the existing documentation of the P2W approach into something tangible for their organization/project.

Prioritized Sustainability Models

Using the criteria described above, potential sustainability models were analyzed and prioritized based on their alignment with the goals and values of the P2W approach.

Each of these models and their fit for sustaining the P2W project impacts is described below. Note that these models are not discrete and can and should be integrated with one another. For example, a partner who is replicating the P2W model may pursue collaborative funding to fund program cohorts, or a partner who is replicating the P2W model may engage PTP as a technical advisor for their program.

Low Potential Sustainability Models

- Employment social enterprises
- Results-based financing
- Growth of P2W national project

Tested High Potential Sustainability Models

- Collaborative funding
- Partnership to replicate/adapt model
- Technical assistance
- Facilitator-led fee-for-service programs

Future Potential Sustainability Models

- Fee-for-service employer-funded programs
- Community benefit agreements

Low Potential Sustainability Models

The following models that were originally identified were determined not to be a strong fit for the P2W model. A brief rationale is provided for each.

| Low Potential Models | Rationale |
|--------------------------------------|---|
| <p>Employment social enterprises</p> | <p>Stakeholders interested in launching employment social enterprises must have a strong commitment to the long-term investment required to get them to viability. In order for this strategy to be in line with the P2W approach, the enterprises would ideally be launched and led by Indigenous communities. As discussed, a barrier to sustainability is capacity. These approaches require capacity in terms of time, but also construction know-how and an understanding of the relatively complex regulatory environment related to construction companies.</p> <p>In the construction sector, while there are a handful of examples of employment social enterprises in Canada, P2W partners also identified some of the challenges these enterprises face, particularly related to employing sufficiently experienced tradespeople to supervise work completed and the limited scope of types of construction projects that these companies may be able to engage in.</p> <p>While this is a model that does have the potential for positive? impact, and with the right combination of skills and experience could be viable, during the course of the P2W project we did not identify stakeholders who would be interested in this model.</p> |
| <p>Results-based financing</p> | <p>The outcomes or results of each P2W cohort varied significantly and many of the positive? impacts of programs that were emphasized by learners themselves (such as increased confidence, sense of purpose, connection to others, trust and wellness) are difficult to measure. Results-based financing generally requires that there is a relatively simple-to-measure and objective outcome upon which funding is based. For the P2W model, tying funding to a single outcome may lead to prioritizing the program’s desired outcomes over those of the learners.</p> <p>In addition, P2W moved at the speed of trust in building relationships and designing and launching cohorts. This resulted in cohorts taking varying lengths of time from initial contact with the community to an actual completed cohort, with some engagements spanning the whole duration of the project. In order for results-based financing to be viable and sustainable for the stakeholders involved, a level of predictability related to the length of time it takes to achieve the agreed-upon outcome is necessary. This is not the case with the P2W approach and could risk rushing the important foundational relationship- and trust-building that have been identified as critical to the P2W approach.</p> |

| Low Potential Models | Rationale |
|--------------------------------|--|
| Growth of P2W national project | <p>Growing the P2W national project through additional funding has not been identified as a priority. A key learning from the P2W project is that ideally, relationships with Indigenous communities should already be established before projects are proposed, or, that existing community partners bring their project ideas to the table. In order to expand to additional communities or grow the P2W project nationally, new partners would need to be identified with relationships in those geographies and with those communities. Greater potential has been identified in supporting organizations with existing relationships with Indigenous communities and/or supporting Indigenous-led organizations to own this approach going forward with P2W's role to be to provide assistance or support to their work as is useful.</p> |

Tested High Potential Sustainability Models

These high potential sustainability models have already been piloted during the P2W project period and are approaches that are currently being implemented to continue to drive the impact of the P2W model forward.

MODEL 1: COLLABORATIVE FUNDING

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| <p>Description of Model and Benefits</p> | <p><i>Collaborative funding is an approach where multiple funders and other stakeholders who can allocate resources to the project come together to achieve a shared outcome.</i></p> <p>This model can create opportunities for delivery approaches that are more flexible and responsive to community needs. P2W was able to support communities to access ISET (Indigenous Skills and Employment Training) funding, employer funding and other private funding to maximize the impact of the program funding available. For each cohort, Nations also contributed in-kind resources such as space in the community. This approach not only stretched the resources available for P2W, but also enabled learners to be supported with resources that P2W was unable to provide due to funding restrictions or timing of expenses.</p> <p>This collaborative approach can enable sustainable program delivery by connecting aligned funding stakeholders who have a long-term interest in achieving shared outcomes related to employment and well-being in Indigenous communities. P2W invested significantly in cultivating relationships between stakeholders who are now connected, have built trust and established a model for working together thus making it easier to replicate in the future.</p> |
| <p>Example from P2W</p> | <p>P2W Cohort 7 hosted by Snaw-naw-as First Nation and Snuneymuxw First Nation provides an example of this collaborative funding model.</p> <p>The Cohort brought together four partners who contributed the following financial or in-kind resources to the program:</p> <p>P2W (Not-for-profit, government funding)</p> <ul style="list-style-type: none"> • Foundational relationship-building and community engagement • Scoping and designing Cohort 7 • Facilitator fees • Coordinator fees <p>Stuart Olsen (Private, Employer)</p> <ul style="list-style-type: none"> • Sponsoring two participants for program <p>RBC Foundation (Private foundation)</p> <ul style="list-style-type: none"> • Bus transportation for participants from Snaw-naw-as First Nation • Catering for lunches <p>Snuneymuxw First Nation</p> <ul style="list-style-type: none"> • Space for program delivery |

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| <p>Alignment with P2W Framework</p> | <ul style="list-style-type: none"> • Offer flexibility for delivery approaches that are responsive to community needs – More responsive and flexible funding when bringing together multiple stakeholders who have different assets and interests • Be connected to employers or clear pathways to employment opportunities – Invites employers to not just provide placement opportunities but become engaged stakeholders in the whole journey of learners and provide assets along the way • Support capacity for ongoing engagement with participants, partners and communities – This collaborative approach connects communities, learners and partners to more stakeholders within the community who may be able to support delivery of similar programs in the future |
| <p>Keys to Success</p> | <p><i>Groundwork led by Indigenous Liaison in BC, Nene Kraneveldt, and supported by the PTP team included hosting several collaborative gatherings to bring partners and community together, explore shared interests and understand one another's desired outcomes. Anchor funding through P2W was important to bring together these stakeholders in the first place and to have the resources to engage in laying a strong foundation of trust and relationships for years in advance of this cohort taking place.</i></p> |
| <p>Challenges/ Limitations</p> | <ul style="list-style-type: none"> • Aligning multiple funding stakeholders to a shared timeline that also works with community timelines and construction timelines can be a challenge. • This approach requires strong and consistent coordination capacity, something that is a challenge for many Nations - particularly smaller Nations – due to stretched human resources and many competing priorities, including community crises. Providing coordination support was one of the most important roles the P2W played in many cohorts. Without anchor funding, coordination may be piecemeal and result in delays to cohorts being launched. |

MODEL 2: PARTNERSHIP TO ADAPT AND REPLICATE APPROACH

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| <p>Description of Model and Benefits</p> | <p><i>Partners adapt and/or replicate the P2W approach with their own communities leveraging the resources, assets and lessons learned from the P2W project.</i></p> <p>Throughout the P2W project, there were many key partnerships established, some of which spanned the entire project lifecycle. These partnerships were essential to delivering the project and are central to the ability to sustain the project impacts long-term. Working closely with partners through a co-implementation approach where P2W and the partner shared responsibilities for coordination, design and implementation of the program created a learning journey where the partner gained experience and confidence in delivering this style of programming.</p> |
| <p>Example from P2W</p> | <p>Manitoba Building Trades Institute (MBTI) was a core partner in the P2W project and remains committed to sustaining P2W programming as part of its comprehensive pipeline of training programs that support individuals in gaining employment in construction trades. P2W programming fills a key gap in the MBTI programmatic offering; it serves as an entry point for those who are not yet ready to move into pre-apprenticeship style programs. MBTI has recently opened their skilled trades training facility in Winnipeg where they will continue to deliver P2W style programming. MBTI has already pursued additional funding opportunities to deliver new programs that integrate P2W assets and approaches and target slightly different communities, such as women. They are making significant commitments building online training resources as well which could be an opportunity for P2W-style programming to reach an even larger audience.</p> <p>This is not the only example of a partner developing a program offering based on their engagement in P2W. Eagle Urban Transition Centre (Assembly of Manitoba Chiefs) is also designing a program based on their engagement in Cohort 5 of P2W in Winnipeg.</p> |
| <p>Alignment with P2W Framework</p> | <ul style="list-style-type: none"> • Support long-term investment in relationships and support capacity for ongoing engagement with participants, partners and communities – The partnership approach provides an anchor for P2W programming to live with organizations that have a strong commitment to the community, engaging Indigenous learners and supporting employment readiness, thus creating capacity for ongoing engagement with participants, partners and communities. |

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| Keys to Success | <p><i>Connections to employers – It is important that partners seeking to implement the P2W approach have connections to employers or organizations who have relationships with employers. Connection to employment opportunities was one of the unique differentiators for P2W identified by stakeholders and is a critical part of the P2W model. While P2W has resources to support an organization with the implementation of the program including curriculum and training, it cannot offer relationships with employers.</i></p> |
| Challenges/ Limitations | <ul style="list-style-type: none"> • Partners who want to take this approach forward may need to secure funding resources to support it. The benefit, however, of many partners taking this forward is the access to diverse networks of funders and supporters they each bring which may enable them to mobilize different resources than the P2W project is able to access. Other sustainability models identified in this strategy can be used to access funds for partner-led programming. |

MODEL 3: TECHNICAL ASSISTANCE

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| <p>Description of Model and Benefits</p> | <p><i>Technical assistance is an approach of providing targeted support to an organization with an identified need or problem and is a means of building capacity of the organization long-term.</i></p> <p>Leveraging the lessons learned from P2W alongside the P2W Framework and developed tools and resources, a technical assistance approach is one way the P2W model can be sustained by partners. PTP is the stakeholder primarily taking forward this technical assistance approach as it is most strongly aligned to their strengths and experience as well as long-term interests (over other partners in the P2W project).</p> <p>One key gap that technical assistance is able to address is the capacity of Indigenous organizations and/or community-based organizations to access larger-scale funding opportunities that can support employment programs.</p> |
| <p>Example from P2W</p> | <p>PTP has assumed the following technical assistance roles alongside P2W partners:</p> <ul style="list-style-type: none"> • Proposal writing • Proposal submissions • Taking a lead role in identifying and bringing multiple delivery stakeholders together • Managing and technical advising <p>An example of this is technical assistance for the now confirmed Women First project which PTP is leading and MBTI is one of six program sites.</p> <p>In this project specifically, PTP will support MBTI through the following activities:</p> <ul style="list-style-type: none"> • Structuring their project implementation plan and budget • Project management and reporting • Advising on human resource requirements for project |
| <p>Alignment with P2W Framework</p> | <ul style="list-style-type: none"> • Reflect learning and guiding principles from P2W - The technical advisory approach is based on applying learning from P2W to future projects. It offers an active model for these insights to be mobilized and applied to new essential skill and employment training programs. • Enable autonomy for communities and be driven by community - By taking on a technical advisory role versus a lead role, PTP is able to support community leadership and support programs that are Indigenous-led. |

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| Keys to Success | <ul style="list-style-type: none"> • <i>By acting in a technical advisory role, PTP can support organizations that are closer to the communities where the programs are being delivered to access funding.</i> • <i>Builds on PTP's expertise and unique assets as an organization that has received and successfully managed several large scale, national projects funded by a variety of levels of government.</i> |
| Challenges/ Limitations | <ul style="list-style-type: none"> • Technical advisory engagements tend to be limited in scope and can therefore have varying levels of results. They are most successful when focused on building the capacity of the organization itself to address gaps long-term. • Requires ongoing outreach and relationship building to promote PTP's experience and expertise so organizations are aware of PTP's technical advisory offering. |

MODEL 4: FACILITATOR-LED TRAINING

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| Description of Model and Benefits | <p><i>Facilitator-led training is the approach of Indigenous facilitators who have been engaged in P2W program delivery offering their services to communities for a fee to deliver pre-employment programs that implement P2W resources, curriculum and/or approaches (the P2W Framework).</i></p> <p>This model is particularly relevant for communities who are already engaged in a P2W cohort and have the capacity to coordinate the additional aspects of the P2W approach outside of training delivery such as identifying and facilitating employment placements.</p> |
| Example from P2W | <p>In 2022, Pine Creek First Nation (P2W Cohort 3) reached out to Geri-Lynn Fontaine of Kanata Indigenous Workplace Skills, the facilitator of P2W programs in Manitoba, to deliver another (not funded as part of the P2W project) pre-employment program based on the P2W cohort that was delivered in 2021.</p> <p>During their P2W engagement, Pine Creek First Nation had received CAMERA and ESAT training as well as a staff training for program readiness that helped build their capacity to coordinate future cohorts of pre-employment training programs. Pine Creek First Nation also had access to training dollars to support a training of this kind.</p> |
| Alignment with P2W Framework | <ul style="list-style-type: none"> • Support long-term investment in relationships - As demonstrated by Pine Creek engaging Geri-Lynn, this approach cultivates the potential for long-term relationship-building between facilitator, communities and learners. • Be driven by community - This approach relies on communities to lead the engagement of the facilitator, rather than being driven by a project or program. • Support Indigenous-led program facilitation and delivery – This model supports Indigenous consultants, facilitators and/or Indigenous-led businesses in growing sustainable livelihoods. |
| Keys to Success | <p><i>This model relies on communities to have the capacity to coordinate cohorts and access funding dollars to support cohort delivery. Communities who have already engaged in P2W programming may be better primed to deliver this model.</i></p> |
| Challenges/ Limitations | <ul style="list-style-type: none"> • The capacity of facilitators is inherently limited (by time) and the P2W project engaged a small number of Indigenous facilitators. There would be significant value in investing in building a broader network of Indigenous facilitators and potentially leveraging a mentorship-style approach or train-the-trainer model to share wisdom between more experienced facilitators and new facilitators. • Project-based or cohort-based work can be precarious employment for facilitators. Longer-term engagements may provide more decent work that is reliable and consistent. |

Additional Future Sustainability Opportunities

While the following models were not piloted during the P2W project period, they still present some opportunity and may be pursued by partners who take up the P2W approach going forward.

| Future Sustainability Opportunities | Rationale |
|--|---|
| Fee-for-service Employer-funded Programs | Fee-for-service employer-funded programs are a model that may be a fit for partners who have strong relationships with employers and when there is a clear, large-scale employment opportunity that will support the training and hiring of a cohort of learners. While this was not implemented directly in P2W, the engagements with Stuart Olsen and Iron North provided insight into how this approach may work and the type of requirements an employer may have. Both these employers expressed a real need to attract Indigenous workers who are workplace ready and reliable as they face challenges recruiting and retaining workers. This approach requires work up-front to ensure there is sufficient alignment between community and learner goals and the employer's goals before entering into a fee-for-service contract so that employer goals are not imposed on the community. |
| Community Benefit Agreements | Community Benefit Agreements were an early identified sustainability approach that would enable more long-term funding availability for programs like the P2W approach. This model did not end up being a strong fit for most of the P2W programming because of the nature of the communities that P2W worked with, particularly in Manitoba. Most communities were quite small and many were very remote, making a community benefit framework less of a viable approach. There were limited construction projects and employers with whom to engage in CBA discussions in those communities; many people would have had to travel for their employment opportunities. However, the CBA approach can be valuable in larger jurisdictions, particularly as Manitoba Building Trades Institute continues to expand their offerings in Winnipeg. |

Conclusion

It is a testament to the impact of the P2W initiative that at the end of the project, there are already several partnerships and sustainability opportunities that are being actively pursued by several different project stakeholders. Thanks to the strength of the P2W implementation team, and the partnerships they have cultivated, the momentum behind this work continues despite the project winding down. It is our hope that this sustainability strategy can strengthen these efforts and ensure that the lessons from the P2W project are built upon going forward.