



Mentorship for Success (M4S)

**Pathways to Prosperity (P2P) Workshop
November 21, 2023**



Land Acknowledgement



We are deeply committed to equity, diversity, and inclusion; at the forefront we honour Indigenous communities across Canada, it is their sacred land on which we are privileged to live and work.

Montreal is situated on the traditional territory of the Kanien'kehà:ka, a place which has long served as a site of meeting and exchange amongst many First Nations including the Kanien'kehá:ka of the Haudenosaunee Confederacy, Huron/Wendat, Abenaki, and Anishinaabeg. We recognize and respect the Kanien'kehà:ka as the traditional custodians of the lands and waters on which we meet today.

As we carry out our mission of supporting newcomers to Canada, we embrace our responsibility to learn about the history and culture of Indigenous communities, the past and present harm, and impact of colonialism, including the Trans-Atlantic Slave Trade, and we are committed to working together towards building a more inclusive, just, and equitable future.



Workshop flow at a glance



- Introductions
- Research Objective
- Research Partners
- The Challenge for Newcomer Entrepreneurs
- A Mentor Story
- Research Findings
- Recommendations
- Proposed Next Steps
- Client Success Stories
- Conclusion
- Discussion/ Q & A



Presenters



Otis Mushonga
**Director of Programs and
Partnerships**
ACCESS Community
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Catherine Wilding
Director of Entrepreneurship
ACCES Employment



Marlina Ramchandran
YSpace Program Officer
YSpace, York University

Mentor Funding Poll:

Zoom Poll:

3 questions

1. Do you have an entrepreneurship program in your organization?
2. Do you have mentorship as part of your program?
3. Are your mentors paid?



The Objective of the Research



To identify best practices, gaps and opportunities in the funding and structuring of mentorship for underserved newcomer entrepreneurs in the GTA, with the goal of developing a set of recommendations for funders at three levels of government for how funding can best be utilized to enable impactful mentorship for low-income and newcomer entrepreneurs.



Partners for the M4S Project



The Challenge...



“Newcomers face many of the same challenges in starting a business as the Canadian-born population. However, they may have some additional barriers in terms of language, lack of familiarity with business culture, lack of social networks, access to financing, and discrimination.”

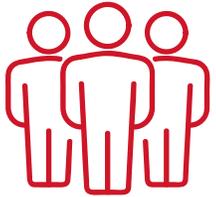
“Immigrant Self-Employment and Entrepreneurship in the GTA”, Sarah Wayland (2011)



A Mentor Story



Research Findings



Theme 1: Needs of Mentees

- More choices in the mentorship program
- Choosing the Mentor – vibe/chemistry
- Choice of Mentorship model
- The duration of the mentorship relationship



Research Findings



Theme 2: Mentors

- Diversity of Mentors
- Mentors with lived entrepreneurial experiences
- Mentors with DEI training and empathetic
- Mentors understanding cultural nuances



Research Findings



Theme 3: Gaps and Needs

- Need for a system
- Need for building entrepreneurs' capacity
- Need for handbook, reviewed by mentoring program
- Need for readiness assessment



Research Findings



Theme 4: Gaps in Measurement

- Breaking mentee goals into smaller goals and track the achievements towards the goals
- Track goals through both qualitative and quantitative data
- Metrics to assess other variables like improved efficiencies. Mentee satisfaction, mentee network
- Ability to add a dollar value to the time of a mentor



Research Findings



Theme 5: Gaps in Funding

- Primary need in compensating mentors
- Compensating mentors would enable access to more diverse mentors
- Compensating mentors would make them more accountable
- Funding budget line for new entrepreneurs



Research Findings



Theme 6: Mentorship model by phase of business

- Different mentoring models during different phases of business
- Initial phase – strategic sessions with 3 /4 mentors together
- Growth and Established phases – mentors from the same industry
- Choice in selecting type of mentorship



Program Recommendations

Analyzing the literature review, data received from the surveys, the focus group discussions and 1:1 interviews, we came up with the following program recommendations:

Educational Training

Each educational training component should be culturally appropriate and sensitive

Readiness Assessment

The tail end of the educational training component should have a readiness assessment embedded that measures a mentee's readiness for mentorship in areas such as: business plan, readiness for mentorship

Networking Opportunities

Embed networking opportunities between mentors and mentees so familiarity and trust can be built before the mentoring relationship begins

Mentorship Continuum

Offer a mentorship continuum in which the entrepreneur receives, during ideation / start-up phase, one-on-one mentoring (traditional mentoring) or group mentorship (depending on readiness assessment results)

Program Recommendations (contd)

Analyzing the literature review, data received from the surveys, the focus group discussions and 1:1 interviews, we came up with the following program recommendations:

Speed Mentoring®

Offer Speed Mentoring® opportunities for mentees so they can select their preferred mentor(s)

System-wide Measurement and collaboration

Develop a system-wide measurement framework that provides consistent data across mentoring programs and continue building collaboration, and collective action towards mentorship programs

Stipend for Mentors

Develop a strategy with funders to raise awareness about funding gaps; specifically, the need to provide a reasonable stipend to mentors

Backbone Structure

A mentorship program needs a backbone structure that curates and co-develops, with the M4S Partners, a platform that hosts mentors, mentor profiles, eases matching, hosts all mentee goals, tracks progress on goals, etc.

Mentor Recommendations

Analyzing the literature review, data received from the surveys, the focus group discussions and 1:1 interviews, we came up with the following program recommendations:

Curate Mentors

Curate mentors that are diverse in age, stage of business, race, knowledge/expertise, gender, sexual orientations, etc.

Mentors with lived entrepreneurial experiences

Mentors should have lived experience with being an entrepreneur

Mentors who understand cultural nuances

Mentors need to understand the diversity and cultural differences and be empathetic

Mentor Training

Mentors need to be trained on Mentor basics, DEI, Mental Health and Trauma –informed approaches, facilitation skills



Mentee Recommendations

Analyzing the literature review, data received from the surveys, the focus group discussions and 1:1 interviews, we came up with the following program recommendations:

Flexibility

Ensure flexibility in the mentoring program regarding time span, mentorship model and mentor

Matching

Mentees get to choose the mentor as chemistry between mentor and mentee is deemed as the criteria for success

Access to a Network of Professionals

Provide Mentees access to a network of professionals to test their product and give critical feedback

Group Mentorship Sessions

Offer mentees a strategic session with a group of mentors that will identify and discuss the issues in the mentee's business plan



Proposed Next Steps



Establishing a Backbone Structure

Having conversations that can help determine the specifics of a backbone structure for the entrepreneurship system



Defining terminology to keep consistency

Defining terminology of terms that are used in mentorship programs and their corresponding metrics



Data Protocols

The co-creation of data protocols that can be used by partners in the collective. These protocols will ensure that data that is shared by the backbone meets the standards and criteria of all organizations involved



A Mentee Story



Conclusion



- Mentorship programs require an intentional, consistent, and diverse approach that keeps the needs of mentees at the centre of all efforts
- There is a sense of fragmentation in the system that can be repaired by more collective planning and funding
- The creation of a readiness assessment, a mentee-centered matching process, an online database profiling mentors, a robust training continuum, and system-wide metric development that assess for impacts



Call to Action



- Speaking to you today is part of our dissemination plan to share the findings widely across the entrepreneurship ecosystem
- The full report is available on the ACCES Employment website:
<https://acesemployment.ca/publications/mentorship-for-success-initiative>
- Use this research project report to continue to advocate for support of newcomer entrepreneurs and the funding of mentoring to build on the success of their businesses
- We hope to continue the collaboration in 2024 and invite new partners to join us



Discussion



Thank You!



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