



Annual Report

From building foundations to delivering impact









April 2025 to March 2026

LMiC LABOUR MARKET INFORMATION COUNCIL

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Message from LMIC's executive director

The past year was an important one for LMIC: it marked a shift from rebuilding and foundation-setting to delivery, growth, and momentum.

Over the past year, we strengthened LMIC's role as a recognized voice in Canada's labour market information (LMI) ecosystem. This growing recognition came from focusing our work where we can add real value: making LMI easier to access, understand, and use.

Canada produces a large volume of LMI, but access and usability remain persistent challenges. Labour market data can be complex, fragmented, technical, and difficult to translate into decisions. Workers, students, employers, educators, career practitioners, policymakers, and governments don't just need to know whether information exists. They also need to be able to trust, interpret, and apply it.

That is where LMIC continued to build momentum this year.



We launched new tools, dashboards, and knowledge products designed to make LMI more practical and accessible. We expanded our engagement with governments, researchers, workforce organizations, educators, employers, and practitioners across the country. We contributed to conversations about some of the most pressing labour market issues facing Canada, including labour market imbalances, youth employment, the influence of AI, online job postings, and foreign credential recognition.

Just as importantly, we strengthened our connections across the ecosystem. LMIC's value has always been rooted in its ability to bring different perspectives together. This year, that role became even more important. Through advisory panels, webinars, presentations, partnerships, and direct engagement, we continued to create space for shared learning, collaboration, and practical problem-solving.

This year was also a year of planning for LMIC's next phase. With guidance from our Board of Directors and input from partners and stakeholders, we developed LMIC's 2026–2030 Strategic Plan. The plan reflects both the maturity of the organization and the growing importance of LMI in a changing world of work. It positions LMIC to be proactive, interconnected, and focused on its role as a trusted knowledge broker.

I am proud of what LMIC delivered this year, but I am even more encouraged by what this year tells us about the organization's future. We are clearer about where we can have impact. We are more connected to the people and organizations that rely on LMI. And we are better positioned to support informed decision-making across Canada.

Thank you to LMIC's staff, Board of Directors, advisory groups, funders, partners, and stakeholders for their continued trust, collaboration, and support. The progress reflected in this report is a shared achievement, and it provides a strong foundation for the work ahead.

Rebecca Webb
Executive Director



Message from the LMIC board chair

On behalf of LMIC's Board of Directors, I am pleased to recognize the organization's progress over the 2025–26 fiscal year.



Labour market information (LMI) has never been more important. Across Canada, governments, employers, educators, workforce organizations, practitioners, and individuals are navigating a labour market shaped by technological disruption, skills pressures, shifting economic conditions, and evolving workforce needs. In these environments, timely, reliable, and accessible LMI is essential to sound decision-making.

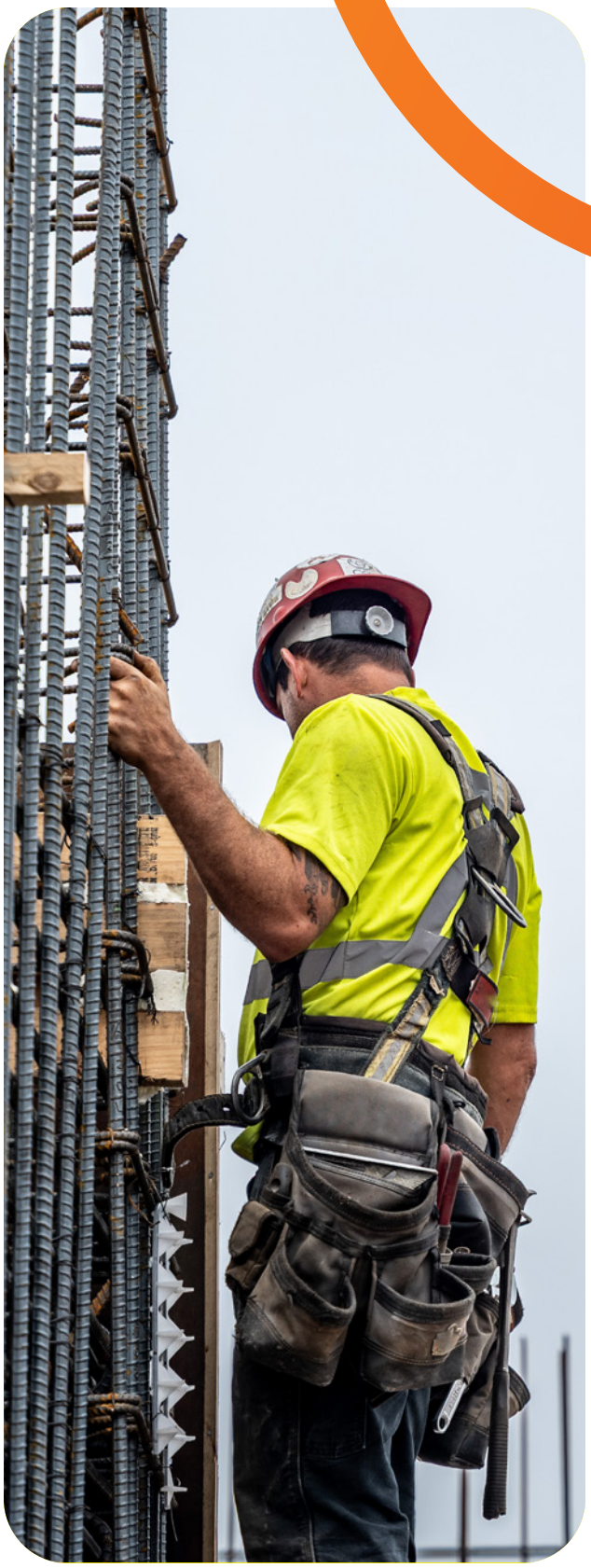
As a pan-Canadian, neutral, and collaborative organization, LMIC strengthens the LMI ecosystem by improving access to data and insights, supporting knowledge-sharing, and creating opportunities for connection across jurisdictions and sectors. This role is particularly important for federal, provincial, and territorial governments, which rely on strong LMI to inform policy, programs, planning, and service delivery. It is equally important to the broader LMI ecosystem, including the researchers, employers, educators,

workforce organizations, career practitioners, community partners, and individuals who need accessible, reliable information to make decisions about work, skills, training, and workforce planning.

This year demonstrated LMIC's continued growth and increasing maturity as an organization. LMIC expanded its suite of tools and products, deepened its engagements with stakeholders, contributed to important labour market conversations, and strengthened its presence as a trusted voice in the ecosystem. Its work reflected a clear focus on practical value: helping people and organizations better understand labour market trends and use LMI more effectively.

The Board was also pleased to guide the development of LMIC's 2026–2030 Strategic Plan. This plan provides a clear direction for LMIC's next phase and reflects the growing importance of its role as a proactive, interconnected, trusted knowledge broker while also reinforcing its commitment to collaboration, neutrality, and public interest value.

As LMIC looks ahead, there is much to be optimistic about. The labour market will continue to change, and the need for accessible, trusted, and actionable LMI will grow. LMIC is well-positioned to help meet that need, and the Board looks forward to supporting the organization as it enters this next phase of impact.



Suzanne Harbottle

Chief Operating Officer and Assistant Deputy Minister, Workforce Strategies, Jobs, Economy, Trade and Immigration, Government of Alberta

Executive summary

Fiscal year 2025–2026 marked a significant step forward for LMIC

Over the course of the year, LMIC launched new dashboards and products designed to make labour market information (LMI) more accessible, understandable, and actionable. These initiatives reflected a growing recognition that high-quality LMI alone is not enough: Canadians also need tools and resources to help them navigate, interpret, and apply that information effectively.

LMIC continued to advance work on key labour market issues, including labour market imbalances, youth employment, AI and LMI, online job postings, and foreign credential recognition. At the same time, we strengthened our engagements with governments, researchers, workforce organizations, educators, and other partners across Canada.

This year also saw the development of our 2026–2030 Strategic Plan. Developed with extensive stakeholder engagement and guided by LMIC's Board of Directors, the plan establishes a clear direction for the organization as a proactive, interconnected, and trusted knowledge broker within Canada's LMI ecosystem.

As labour market challenges continue to evolve, LMIC remains committed to helping Canadians access, understand, and use LMI to support informed decisions about work, education, skills development, and workforce planning.

About LMIC: Who we are

A neutral and collaborative role

LMIC is a pan-Canadian non-profit organization established in 2017 to address gaps in labour market information (LMI). We work collaboratively with governments, researchers, employers, and other stakeholders to improve access to relevant, timely, high-quality LMI across the country.

Guided by our mission, we serve as a neutral convenor and capacity-builder within the broader LMI ecosystem.



Mandate

To improve the timeliness, reliability, and accessibility of LMI to facilitate decision-making by employers, workers, job seekers, academics, policy-makers, educators, career practitioners, students, parents, and under-represented populations.

Mission

To empower Canadians to make informed decisions by enabling access to quality, relevant, comprehensive data and insights across the Canadian LMI ecosystem.

Vision

Canadians have the necessary information and insights to succeed in a changing, dynamic world of work.

Fiscal year 2025 to 2026 at a glance

Publications

- Reports: ***2***
- Blogs: ***9***
- Snapshots: ***2***
- Guides: ***1***
- Surveys: ***1***
- Future of Work (FoW) entries: ***41***
- Dashboards launched: ***3***
- Videos: ***3***

Engagement

- People engaged: ***83,226***
- Organizations engaged: ***1,629***
- Provinces & territories represented: ***13***
- Presentations and webinars delivered: ***15***
- Conferences/events attended: ***29***
- Letter of support sent: ***1***
- Events sponsored: ***3***

Reach

- Website visits: ***177,249***
- Dashboard interactions: ***39,967***
- Research views: ***45,000***
- Video views: ***26,696***
- Social media reach: ***210,817***
- Media mentions: ***97***

Collaboration

- Partnerships: ***3***
- Advisory panel meetings: ***11***
- Board meetings: ***4***
- GSAP meetings: ***9***

From renewal to impact

Last fiscal year was a period of renewal for LMIC.

New leaders joined the organization and devoted significant effort to strengthening our internal processes, refining how we prioritize and deliver work and laying the foundation for a new strategic direction. These efforts were necessary to ensure that LMIC is well-positioned to meet the evolving needs of Canada's LMI ecosystem.

Fiscal year 2025–26 represented the first full year of building on that foundation.

Throughout the year, we focused on understanding the ecosystem's needs and executing on work that made a difference. We launched new products and tools, expanded our engagement activities, and deepened our partnerships. The work we undertook throughout the year reflected one consistent objective: making LMI more accessible, understandable, and useful for diverse audiences across Canada.

At a time when LMI is becoming increasingly complex and important, LMIC continued to strengthen its role as a neutral convenor, connector, and knowledge broker. Through research, engagement, collaboration, and product development, we worked to help Canadians better understand labour market trends and make more informed decisions.

The result was a year marked by momentum and growing organizational maturity as we laid the groundwork for implementing our 2026–2030 Strategic Plan.



Expanding access to LMI

LMI is most valuable when people can access it, understand it, and apply it to real-world decisions.

While Canada produces a significant volume of LMI, challenges related to accessibility, interpretation, and usability remain. Policymakers, workforce practitioners, employers, educators, researchers, and job seekers need information that is not only accurate and timely, but also practical and easy to use.

Throughout fiscal year 2025–26, LMIC continued to expand the ways in which Canadians engage with LMI. Through dashboards, plain-language resources, webinars, and new digital products, we focused on helping audiences move beyond data toward understanding.

These efforts reflect LMIC's role as a knowledge broker: transforming complex LMI into resources that are accessible, actionable, and relevant to a wide range of users.

Interactive dashboards

The LMIC Dashboards are a suite of interactive online tools that bring LMI together in one place, making it easier to access, explore, and interpret.

Designed for a wide range of audiences, the dashboards present data in a clear, user-friendly format that makes complex information easier to understand.

Together, the Canadian Job Trends Dashboard, Labour Market Imbalances Dashboard, and Youth Employment Dashboard provide complementary perspectives on labour market conditions, helping users examine key indicators, signals, and trends across Canada.

LMiC Dashboards

New ways to engage with LMIC

This year, we introduced several new products and initiatives to help audiences engage with LMI in new and meaningful ways.

We developed a series of animated explainers to introduce foundational LMI concepts. Meanwhile, our LMIC Snapshots presented key information and insights in a concise, plain-language format.

Our Instagram activity expanded throughout the year, with a broader mix of visual and educational content that complemented these efforts. We also launched a biennial audience survey to gather feedback that will help inform our future research priorities, products, tools, and communications.

In addition, we began developing two new products that will launch in fiscal year 2026–27. One of them, titled *What in the LMI does this mean?*, will be a video series featuring LMIC experts explaining common LMI terms and concepts in clear, accessible language.

Making research more accessible

Beyond developing new tools and products, LMIC continued to support the broader use of its work through a range of complementary resources that helped audiences communicate key findings, share insights, and put evidence into practice.

Alongside research reports:

- Downloadable PDFs made findings easy to save and share.
- Blogs highlighted key insights in a concise format.
- Videos communicated labour market concepts through engaging visual storytelling.
- Practical toolkits provided ready-to-use resources for sharing LMIC's work within organizations and networks.

View the appendix to access all releases.



Advancing insight on labour market issues

LMIC continued to explore labour market issues that matter to governments, practitioners, employers, and workers.

Labour market imbalances

Research

Labour market imbalances 101: An LMIC guide

This guide provides key insights into labour market imbalances in Canada, explaining what they are, why they matter, how they can be identified, and what they mean for workers, employers, and the broader economy.

Dashboards

Labour market imbalances dashboard

This dashboard is an interactive, always-available tool for monitoring labour market imbalances across Canada. It offers a high-level view of labour market conditions across the country.

Ongoing projects

LMIC continues to build understanding of labour market imbalances through complementary resources. We are working on a follow-up guide that will explain several key indicators for interpreting labour market imbalances in Canada and show how these can be applied to answer real-world labour market questions.

An LMIC-hosted webinar will complement this work by exploring why labour market data do not always tell a simple story, bringing together research and practical tools to help audiences interpret and apply labour market data.

AI and LMI

Research

The way of the future: How LMIC is approaching AI's impact on LMI and the future of work

This blog post introduces key concepts and perspectives to support a deeper understanding of AI and LMI and explains how LMIC is approaching the impact of AI on LMI and the future of work.

Webinar

Through the looking glass: Making sense of the AI LMI wonderland

This webinar examines how AI is being used in LMI. The LMIC-hosted webinar introduces different types of AI systems, their current applications in LMI, and approaches for interpreting AI-derived insights responsibly.

Presentations

Cannexus 2026

Cannexus is Canada's largest bilingual career development conference. We presented a session on how AI systems are used to collect and process online job-postings data. The session also explored the limitations of different types of AI systems and their practical applications in supporting job-seekers.

Data-informed advising: LMI for career development professionals

LMIC joined a panel discussion on the critical role of high-quality LMI in career development services. The discussion highlighted key labour market trends, including the rise of AI and demographic shifts.

Ongoing projects

LMIC continues to study the impact of AI on LMI and the labour market. Collaborations with a pan-Canadian consortium of researchers on AI and worker health and contributions to the Institute for Work & Health's Analytical Cluster are supporting research on occupational exposure to AI and worker well-being. We are also exploring AI applications in LMI and future-of-work research.

Foreign credential recognition

Research

The case for better LMI in Canada's foreign credential recognition process

This report examines how LMI in Canada's foreign credential recognition process affects newcomers' ability to integrate into the workforce. Drawing on interviews and focus groups, the report identifies information gaps and system complexities that can impede skilled immigrants as they try to enter the labour market, leading to delays.

What happens when newcomers' skills go unrecognized?

Published on CareerWise, this sponsored blog highlights key insights into Canada's foreign credential recognition system and the barriers that skilled newcomers face.

Webinar

Foreign credential recognition in Canada: Building understanding through design thinking

This sponsored webinar explores the challenges and opportunities faced by newcomers navigating Canada's foreign credential recognition system. It includes insights from LMIC's research and uses a design thinking activity to deepen understanding of the immigrant experience and support more effective workforce integration.

Presentations

Colleges and Institutes Canada presentation on LMI and foreign credential recognition

LMIC presented its research on foreign credential recognition and facilitated a discussion with college representatives on coordinating data and expertise to better support their information needs.

Economics Society of Northern Alberta presentation on LMI and foreign credential recognition

LMIC shared findings on how LMI gaps and the complexity of credential recognition can affect skilled newcomers as they navigate Canada's workforce.

Youth employment

Research

Eligible bachelors: Canada's new class of university graduates facing an increasingly challenging job market

This work explores how recent graduates with bachelor's degrees in Canada face fewer entry-level opportunities as automation and changing employer needs reshape traditional career pathways.

Boom or bust? The opportunities and risks in Ontario's youth labour market

This article, written for the Ontario Undergraduate Student Alliance annual publication, *Educated Solutions*, examines how rapid shifts in the labour market are reshaping Canada's future of work. It highlights what these changes could mean for youth and new graduates as they enter and navigate the labour market.

Webinar

Youth employment in 2025: Trends reshaping the next gen workforce in Canada

This LMIC-hosted webinar highlights key trends and challenges related to youth employment in Canada. It focuses on young people's participation in the labour market and the factors shaping their employment outcomes.

Presentations

Growing the North conference

LMIC delivered a presentation on youth employment trends and the future of Canada's next-generation workforce during a plenary session at the Growing the North conference in Grande Prairie, Alberta.

Halton District School Board professional activity day workshop

LMIC engaged with K–12 teachers to share insights about their local economy and workforce needs and how they can leverage LMI to support students. We highlighted regional labour market trends, emerging careers, and in-demand skills.

Panel discussion at ReimaginEd: Shaping the Future of Ontario PSE

LMIC participants attended this conference and discussed employer perspectives on hiring and developing recent post-secondary graduates, with a focus on the skills, expectations, and value these grads bring to the workforce.

Columbia College Calgary's Academic Council meeting

At this meeting, we focused on using LMI to inform strategic micro-credential programming, support industry-responsive course design, and enhance graduate employability.

Higher Education Quality Council of Ontario lunch and learn

LMIC experts provided insights into the relationships between post-secondary education and the labour market, emphasizing the connections between education pathways and workforce needs.

Ongoing projects

LMIC continues to deepen its understanding of youth employment through research and engagement. We plan to examine the emerging labour market issues that affect young people while engaging directly with employers and youth. Together, these efforts will contribute to a more thorough understanding of youth employment.



Strengthening connections across the ecosystem

Canada's LMI ecosystem is shaped by a network of provincial, federal, and territorial governments, researchers, workforce organizations, employers, educators, and practitioners. While each contributes valuable perspectives and expertise, meaningful collaboration is essential to ensuring that LMI remains accessible and responsive to emerging challenges.

LMIC plays an important role in bringing these perspectives together. Throughout fiscal year 2025–26, we continued to create opportunities for dialogue, collaboration, and knowledge exchange across jurisdictions, sectors, and disciplines. Through advisory panels, partnerships, presentations, webinars, and stakeholder engagement activities, we strengthened connections across the ecosystem while fostering informed conversations about Canada's changing labour market.

Creating opportunities for connection

Collaboration is essential to a strong LMI ecosystem. Throughout fiscal year 2025–26, LMIC continued to create opportunities for governments, the private sector, researchers, workforce organizations, educators, employers, and practitioners to connect, exchange ideas, and explore emerging labour market issues. While these interactions took many forms, they shared the objective of strengthening understanding and supporting more informed conversations about LMI across Canada.

One of the primary ways in which LMIC supports this work is through the Government Stakeholder Advisory Panel (GSAP), a community of practice that brings together LMI experts from federal, provincial, and territorial jurisdictions. Through regular meetings and facilitated discussions, GSAP provides a forum for sharing

perspectives, discussing emerging issues, and exploring the challenges facing the LMI ecosystem.

LMIC also expanded opportunities for engagement through webinars, presentations, and participation in conferences and industry events across Canada. These activities enabled us to share research findings, showcase new tools and dashboards, gather stakeholder feedback, and contribute to broader discussions on workforce development, labour market trends, and the future of work.

In addition to speaking engagements, LMIC increased its presence at key events throughout the year, creating opportunities to demonstrate its growing suite of LMI tools and products to users. These conversations provided valuable insights into how audiences access and use LMI, helping to inform future product development and knowledge mobilization efforts.

Collectively, these activities strengthened relationships across the LMI ecosystem while helping to ensure that LMI remains accessible, relevant, and responsive to the needs of Canadians.

By the numbers:

9

GSAP meetings

13

webinars and presentations

3

sponsored events

4,797+

attendees engaged

Preparing for the future

A new strategic direction

While FY 2025–26 was a year of delivery and growth, it was also a year of planning. Throughout the year, LMIC worked closely with its Board of Directors, government partners, advisory groups, and stakeholders to develop its 2026–2030 Strategic Plan. The process provided an opportunity to reflect on the evolving needs of Canadians and the role LMIC can play to help address ongoing and emerging challenges and opportunities across the LMI ecosystem.

The resulting plan reaffirms our commitment to improving the timeliness, reliability, and accessibility of LMI while building on our strengths as a neutral convener, connector, and knowledge broker. It also establishes a clear direction for how we will continue to support informed decision-making across Canada's LMI ecosystem over the next five years.

The strategic plan reflects a shared vision for the future—one that recognizes the growing importance of accessible, actionable, and trusted LMI in a rapidly changing world of work.

Looking ahead

As we enter the next phase of our evolution, we remain focused on helping Canadians navigate an increasingly complex labour market.

The work we completed in fiscal year 2025–26 has strengthened our foundation for future growth and positioned LMIC to play an even greater role in supporting collaboration, accessibility, and informed decision-making across Canada's LMI ecosystem.

Guided by its new strategic plan, LMIC will continue to work with partners across the country to ensure LMI is not only available, but accessible, understandable, and useful for the people and organizations that rely on it.

As the challenges facing Canada's labour market continue to evolve, so too will LMIC's commitment to helping Canadians better understand and respond to them.

Financials

LMIC's financial statements for the fiscal year ending March 31, 2026, were audited by Baker Tilly and approved by the Board of Directors.

In Baker Tilly's opinion, the financial statements present fairly, in all material respects, the financial position of LMIC as of March 31, 2026, as well as the results of its operations and cash flows for the year, in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

LMIC's audited financial statements, including the independent auditor's report, are available upon request. To request a copy, please email info@lmic-cimt.ca



Appendix

Board of directors

- **Chair:** Suzanne Harbottle, Chief Operating Officer and Assistant Deputy Minister, Workforce Strategies, Jobs, Economy, Trade and Immigration, Government of Alberta
- **Vice-Chair:** Catherine Demers, Associate Assistant Deputy Minister, Skills and Employment Branch, Employment and Social Development Canada
- **Treasurer:** Joanna White, Assistant Deputy Minister, Workforce Development and Skills Training, Ministry of Post-Secondary Education and Future Skills, Government of British Columbia
- **Secretary:** Katie Norman, Assistant Deputy Minister, Immigration and Population Growth, Department of Immigration, Population Growth and Skills, Government of Newfoundland and Labrador
- David Beaulieu, Assistant Deputy Minister, Strategic Policy Division, Ministry of Labour, Immigration, Training and Skills Development, Government of Ontario
- Josée Bégin, Assistant Chief Statistician, Social, Health and Labour Statistics Field, Statistics Canada
- Christa Ross, Assistant Deputy Minister, Ministry of Immigration and Career Training, Government of Saskatchewan
- Lynn Houghton, Executive Director, Economic and Labour Market Policy Division, Ministry of Economic Development and Jobs, Government of Manitoba
- Sandy Graves, Associate Deputy Minister, Department of Labour, Skills and Immigration, Government of Nova Scotia
- Sandy Kownak, Assistant Deputy Minister, Income Assistance and Career Development, Department of Family Services, Government of Nunavut
- Michael Murray, Assistant Deputy Minister, Labour and Strategic Services Division, Department of Post-Secondary Education, Training and Labour, Government of New Brunswick Steve St. Pierre, Director, Labour Development and Standards, Department of Education, Culture and Employment, Government of the Northwest Territories
- Anton Solomon, Director, Labour Market Development, Department of Economic Development, Government of Yukon
- Steve St. Pierre, Director of Labour Development and Standards, Department of Education, Culture and Employment. Government of the Northwest Territories
- Kal Whitnell, Executive Director, Economic and Population Growth, Government of Prince Edward Island

Government stakeholder advisory panel

- Laura Adkins-Hackett, Chief Labour Economist and Senior Manager, Government of Alberta
- Derrick Barrett, Manager of Labour Market Information, Government of Newfoundland and Labrador
- André Bernard, Assistant Director, Centre for Labour Market Information, Statistics Canada
- John Calhoun, Senior Economist, Government of New Brunswick
- Annika Gilgen, Labour Market Development Officer, Government of Yukon
- Erwin Gomez Gomez, Senior Research Advisor, Employment and Social Development Canada
- David Hartnett, Manager, Employment and Social Development Canada
- Martha Kornobis, Team Lead, Labour Market Policy, Government of Ontario
- Kemi Medu, Director, Labour Market Intelligence, Ministry of Immigration and Career Training, Government of Saskatchewan
- Mike Milloy, Manager of Research and Analysis, Department of Labour, Skills and Immigration, Government of Nova Scotia
- Naomi Pope, Director, Labour Market and Immigration Analysis, Government of British Columbia
- Patrick Perry, Policy Analyst, Government of Prince Edward Island
- Steve St. Pierre, Director, Labour Development and Standards, Department of Education, Culture and Employment, Government of the Northwest Territories
- Christian Torfason, Data Evaluation Manager, Government of Manitoba
- Andrew Wong, Senior Policy Analyst, Government of Nunavut

Staff

Senior leadership team

- Rebecca Webb, Executive Director
- Ken Chatoor, Director of Research and Strategic Foresight
- Jessica Perreault, Director of Marketing and Communications

Research and communications team

- Alvaro Balkowski, Data Engineer
- Lorena Camargo, Principal Researcher
- Louise Ferbach, Data Scientist
- Lauren Hamilton, Content Operations Specialist
- Gabrielle Larose, Manager of Content and Public Relations
- Vivian Li, Senior Economist
- Mish Mellow, Executive Assistant
- Pete Nelson, Senior Economist
- Bryan Oates, Digital Marketing and Events Officer
- Bashira Tahiya, Marketing Coordinator

Releases

Reports

- Foreign Credential Recognition: The Case for Better Labour Market Information in Canada's Foreign Credential Recognition Process
- LMIC Demonstration Report: Benchmarking Online Job Postings to the Job Vacancy and Wage Survey to Improve the Accuracy of Vacancy Estimates

Guide

- Labour Market Imbalances: An LMIC Guide

Snapshots

- LMIC Snapshot: Labour market resilience in the face of an aging population
- LMIC Snapshot: What job postings can tell us about skills in Canada

Blog posts

- The Way of the Future: How LMIC Is Approaching AI's Impact on LMI and the Future of Work
- Bridging the Gaps: From Post-Secondary to the Workforce
- Eligible Bachelors: Canada's Newest University Graduates Face an Increasingly Challenging Job Market
- Supporting a shifting workforce: Preparing for the reality of an aging population
- Reflections from CEWIL 2025: Staff Takeaways on Work-Integrated Learning
- Mirage or Reality? The Limitations of Online Job Postings
- Reflections from the 2025 Polytechnics Showcase
- Foreign credential recognition in Canada: What happens when newcomers' skills go unrecognized?
- What online job postings can reveal about Canada's labour market needs

Dashboards

- Canadian Job Trends Dashboard
- Labour Market Imbalances Dashboard
- Youth Employment Dashboard

Videos

- What is LMI?
- What's the difference between data and information?
- Youth Employment in 2025: Trends Reshaping the Next Gen Workforce in Canada