

Magnet Network Live Pan-Canadian Insights Report

2025 Spotlight Series

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Executive Summary

Canada's workforce is undergoing structural change shaped by demographic shifts, technological acceleration, sector transformation, and the lived realities of workers, employers, and communities. Across Atlantic Canada, Manitoba, and Alberta, distinct challenges surfaced—but so did powerful areas of alignment. Together, these regions reveal the contours of a workforce system that is emerging from practice, not policy: collaborative, employer-aligned, community-anchored, and shaped by the rhythm of work.

The regional conversations, convened through the Magnet Network Live Spotlight Series, illustrate how Canada's workforce is being redesigned from the ground up. The evidence points in one direction: the future will favour systems that connect learning with work, match technology adoption to operational needs, integrate demographic realities into strategy, and support Indigenous and newcomer participation through flexible, community-rooted pathways.

Seven pan-Canadian insights define the emerging picture:

- 1.** Training is moving inside the flow of work. Workers cannot leave jobs for long stretches, and employers cannot absorb extended absences. Across all regions, applied, modular, and employer-shaped learning models are gaining traction.
- 2.** Demographic pressures shape everything. Youth mobility, aging populations, Indigenous population growth, newcomer retention, and uneven access to foundational infrastructure act as the drivers of regional systems.
- 3.** SMEs adopt technology when it reduces friction. Digital tools, including AI, gain traction when they address real and current operational challenges.
- 4.** Indigenous-led and community-anchored models function effectively when policy allows them to grow. Each region offered strong examples that demonstrate both readiness and constraint.
- 5.** Post-secondary institutions act as workforce integrators. In all three regions, postsecondary institutions have become the connective tissue between employers, learners, and communities.
- 6.** Data, immigration, and funding systems are out of sync with regional behaviour. Labour markets move across borders and sectors, yet administrative systems remain siloed.
- 7.** Regions are ready for prototypes and demonstrations that operate at system scale. Manitoba's retention architecture, Alberta's convergence skills model, and Atlantic Canada's talent mobility and newcomer retention strategies offer a roadmap.

These insights reveal the conditions under which a connected, pan-Canadian workforce system can take shape. What follows is a national synthesis grounded in regional intelligence and aligned with a systems lens that supports collaboration, economic resilience, and shared prosperity.

Context & Purpose of the Report

Magnet Network Live designed the 2025 Spotlight Series as a multi-region engagement process to understand how Canada's workforce system behaves under real conditions. The series brought Magnet's leadership team, a national industry delegation, and regional partners into three distinct labour market systems (Atlantic Canada, Manitoba, and Alberta) to observe how demographic, economic, institutional, and technological pressures shape participation, skill development, and employer readiness.

The initiative was supported by regional partners who curated local participation and ensured that each Spotlight reflected provincial priorities and community context. In Atlantic Canada, the Newfoundland and Labrador Workforce Innovation Centre (NLWIC) helped convene partners across Newfoundland and Labrador, Nova Scotia, New Brunswick, and Prince Edward Island. In Manitoba, Winnipeg Economic Development & Tourism (WEDT) supported engagement across municipal, provincial, industry, and Indigenous networks. Their involvement grounded the regional spotlights in lived realities and strengthened the authenticity of each conversation.

The series also benefited from local and national sponsors, provincial and municipal government partners, and community hosts. Senior officials from governments across Newfoundland and Labrador, Nova Scotia, New Brunswick, Prince Edward Island, Manitoba, and Alberta participated alongside regional economic development organizations, employers, Indigenous economic development bodies, settlement partners, post-secondary institutions, and sector associations. Their participation ensured that insights were anchored in the operational and policy conditions shaping regional labour markets.

Travelling alongside Magnet were leaders from Palette Skills, ECO Canada, BioTalent Canada, Venture for Canada, Electricity Human Resources Canada, the Excellence in Manufacturing Consortium, Prepr, and Orbis/Symplicity. Their continuity across regions enabled cross-provincial comparison, strengthened national signal-detection, and created a shared understanding of emerging workforce pressures and opportunities. Several members of Magnet's Advisory Board, including Dr. Alexander (Sandy) MacDonald, Jean-Pierre Giroux, Christian Dandeneau, Marketa Evans, and Andrew Williams, also travelled to participate as ecosystem ambassadors. Their perspectives enriched cross-regional dialogue and reinforced Magnet's commitment to building a national learning infrastructure.

Each Spotlight was built through a curated engagement model that combined early interviews, pre-engagement conversations, structured roundtables, collaboration lounges, and post-event reflections. The design avoided a traditional conference-style agenda. Instead, it prioritized cross-sector intelligence, candid dialogue, and interaction among leaders who rarely share the same room. The goal was to surface operational conditions, workforce challenges, and emerging opportunities that are often obscured in formal settings.

Within this shared structure, each region contributed distinct signatures:

- **Atlantic Canada:** Magnet partnered with NLWIC, the College of the North Atlantic, Holland College, Keyin College, Memorial University, the Government of Newfoundland and Labrador, and employers across hospitality, care, tourism, digital adoption, and small business. The Spotlight was aligned with the AI & Small Business Conference and the OECD Roundtable, positioning Atlantic insights within national and international conversations on productivity and technology.
- **Manitoba:** The Spotlight convened leaders from Winnipeg Economic Development and Tourism, the Province of Manitoba, and institutions including Red River College Polytechnic, the Manitoba Institute of Trades and Technology, University College of the North, the University of Winnipeg, and Assiniboine College, alongside small businesses and employers in aviation, advanced manufacturing, biosciences, agri-food, logistics, digital media, northern and Indigenous economic development.
- **Alberta:** Magnet hosted structured roundtables with senior leaders from AltaML, Propero Learning Systems, the Government of Alberta, LearningCITY, Orbis/Symplicity, Prepr, and national workforce organizations. Participants represented Alberta's industrial diversity, with attendees from heavy industry, environmental services, energy transition, resource extraction, digital innovation, advanced technology, and policy and credentialing systems.

This approach reflects Magnet's mission as a national systems intermediary: to strengthen labour-market infrastructure, deepen employer alignment, support inclusive participation, and advance tools and partnerships that improve the coherence of training and employment pathways. By embedding national and regional partners inside curated convenings—and by moving a consistent delegation across three different ecosystems—**Magnet built a living evidence base that reveals how Canada's workforce systems function in practice.**

This national report synthesizes that evidence. It draws on interviews, transcripts, notes, collaboration outputs, and on-the-ground observations across all three regions. It translates regional insights into a coherent pan-Canadian narrative that supports regional action, national strategy, and shared investment in a connected, Made-in-Canada workforce system.

What we Heard

Across Atlantic Canada, Manitoba, and Alberta, partners described conditions that reveal how Canada's workforce system is adapting under pressure. These signals appeared consistently across pre-engagement interviews, structured roundtables, collaboration lounges, and reflections from regional and national organizations. Together, they form a clear picture of how participation, learning, technology adoption, and employer behaviour are shifting nationwide in response to several growing trends.

Collaboration is the operating condition of workforce innovation

In all three regions, partners described collaboration as essential. Atlantic institutions spoke about long-standing cross-college coordination, shared training delivery, and province-to-province mobility that already functions as a regional labour market. Manitoba employers and institutions emphasized how proximity reduces friction and accelerates coordination, often enabling conversations that begin informally and quickly evolve into aligned action. In Alberta, roundtable participants described collaboration emerging where industry tempo demands rapid problem-solving, particularly in environmental services, advanced manufacturing, and AI-enabled operations. Across the regions, the message was consistent: workforce challenges outpace what any single actor can solve alone.

Learning is moving into the flow of work

Employers in every region reinforced that traditional training cycles no longer align with operational reality. Colleges described workers who cannot step away from production lines, care roles, warehouses, or front-line service to attend training for weeks at a time. Yet shorter and more integrated models exist. Institutions in Atlantic Canada highlighted employer-designed micro-credentials delivered onsite. In Manitoba, colleges spoke about programs that are revised in near real-time in response to shifts in aviation, agri-food, or manufacturing demand. Alberta partners emphasized the need for convergence skills—digital fluency combined with domain knowledge—as industry cycles tighten. These patterns show a decisive shift: learning must be short, stackable, and embedded where work happens.

Demographic pressures shape participation and system behaviour

The demographic landscape varied, but the pressures were consistent. In Atlantic Canada, leaders spoke about thin labour markets, youth mobility, and the challenge of retaining newcomers without community anchoring and family pathways. Manitoba partners described population growth driven by immigration and the central economic role of Indigenous youth, alongside persistent challenges retaining recent graduates. Alberta's population expansion created different pressures: employers must integrate new entrants while managing rapid sectoral and technological change. Across all regions, older workers surfaced as a stabilizing force, particularly in rural and seasonal sectors, but often face barriers in navigating digital-first tools and scheduling platforms.

Technology adoption is practical, incremental, and driven by necessity

SMEs across all three regions described digital adoption in grounded terms. Atlantic Canadian businesses talked about tools that stabilize scheduling or reduce administrative load during seasonal peaks. Manitoba employers highlighted workflow automation and digital inventory systems that helped maintain margins under fluctuating demand. Alberta organizations discussed the need for applied AI models that enhance environmental monitoring, predictive maintenance, or safety protocols. The pattern was consistent: SMEs adopt technology when it resolves a clear operational problem. Tools that demand major workflow redesign or heavy onboarding face resistance. This insight challenges narratives that assume digital adoption is constrained by mindset rather than friction.

Indigenous-led approaches demonstrate system-level strength when policy aligns

In each region, Indigenous organizations described models that integrate community priorities, long-term planning, training, employment, and economic development into a cohesive whole. Manitoba partners emphasized how culturally grounded approaches attract and retain learners while building pathways into in-demand sectors. Atlantic leaders highlighted models rooted in cultural stewardship, entrepreneurship, and local governance. Alberta roundtables underscored the scale of potential among Indigenous youth and the need for system-level collaboration to support advancement into technical and digital roles. These examples reinforce that Indigenous-led models often function as complete workforce systems when frameworks offer flexibility.

Post-secondary institutions act as workforce integrators

Colleges across all regions described rapid curriculum alignment, employer-designed programming, and the role they play in connecting learners to job opportunities. In Atlantic Canada, institutions move programs across campuses and communities based on seasonal and regional demand. In Manitoba, colleges coordinate with employers in aviation, manufacturing, and agri-food to build shared training pathways. Alberta partners emphasized colleges' role in preparing workers for technology-intensive sectors undergoing transition. Across the country, institutions are filling a structural gap by linking training capacity to real-time employer need.

Data, immigration, and funding structures lag behind readiness

While regions innovate quickly, partners described misalignment in administrative systems. Atlantic employers and settlement agencies referenced immigration allocations that do not match sector demand. Manitoba institutions pointed to funding structures that slow collaborative delivery, even when shared staffing or joint programming would reduce duplication. Alberta partners noted that credentialing and regulatory systems cannot keep pace with industry shifts. Across all three regions, stakeholders identified fragmented labour-market information systems as a barrier to regional mobility, employer alignment, and evidence-based planning. These frictions surfaced consistently and represent national points of system strain.

Regional Distinctions that Matter

While the regions share strong cross-cutting signals, their distinctions reveal how workforce systems behave under different structural conditions. These differences show where regional context shapes system design, where common solutions emerge, and where national strategies must adapt to local realities.

Atlantic Canada: Interdependence and demographic constraint

Atlantic Canada operates as a functional labour market across Newfoundland and Labrador, Nova Scotia, New Brunswick, and Prince Edward Island. Partners described workers moving fluidly between provinces for credentials, seasonal work, or sectoral opportunities. Colleges collaborate across borders. SMEs rely on shared talent pools. This interdependence strengthens adaptability, yet the region faces persistent demographic pressure due to aging populations, youth mobility, and newcomer retention challenges. Seasonal industries like tourism, fisheries, and hospitality reinforce cyclical labour patterns. Employers, training institutions, and government partners described a system that innovates from necessity: practical digital tools, employer-aligned micro-credentials, and community-anchored approaches that reflect the region's cultural and economic landscape.

Manitoba: System cohesion, clean-energy advantage, and workforce diversity

Manitoba's ecosystem is shaped by proximity and longstanding relationships across employers, post-secondary institutions, Indigenous organizations, and economic development bodies. Partners emphasized how "knowing each other" accelerates alignment in ways that larger jurisdictions struggle to replicate. Workforce demands are shaped by a diverse economic base that includes aviation, advanced manufacturing, biosciences, agri-food, transportation and logistics, and digital media. Manitoba's clean-energy advantage positions it for energy-intensive, innovation-driven sectors, including advanced manufacturing and applied AI. At the same time, employers and institutions highlighted challenges retaining youth, integrating newcomers fully into the labour market, and supporting Indigenous talent pipelines across rural and northern communities. Together, these dynamics create a workforce environment defined by collaboration, opportunity, and demographic complexity.

Alberta: Industrial tempo, convergence skills, and transitions in energy and technology

Alberta's workforce system operates at a pace set by industrial cycles, environmental services, and emerging transitions in energy and digital innovation. Employers described tight project timelines, rapid adoption of new technologies, and an increasing need for convergence skills that blend digital fluency, environmental expertise, and hands-on problem-solving. The province is experiencing population growth, expansion of digital-first roles, and intensifying expectations for workers who operate in hybrid technical environments. Institutions highlighted both opportunity and pressure: the need to modernize curricula quickly, develop applied-AI and data-driven pathways, and support workers transitioning from traditional resource industries into new sectors. Alberta's distinct tempo underscores how critical alignment, agility, and labour-market intelligence are to system design.

These regional distinctions do not compete with one another. Instead, they form a complementary national picture. Atlantic Canada demonstrates interdependence and community-rooted adaptation. Manitoba illustrates relational coordination and sector diversity. Alberta reveals the workforce conditions of high-tempo, innovation-driven industries. Together, they show the breadth of conditions a connected, pan-Canadian workforce system must accommodate.

Pan-Canadian Forces Shaping Workforce Futures

Across all three regions, several structural forces define the operating environment for Canada's evolving workforce system. These forces extend beyond sector or geography and shape the design requirements of future pathways.

The convergence of learning and work

Learning is no longer adjacent to employment—it occurs within the rhythm of work itself. Employers expect short, stackable, competency-based learning that aligns with operations. Colleges and training providers are redesigning delivery around real-time employer needs. This convergence is reorienting training systems across sectors and regions.

Demographic transition as a defining constraint

Indigenous youth growth, aging workers, newcomer retention, youth mobility, and interprovincial migration shape participation patterns. These forces create uneven regional conditions: thin labour markets in Atlantic Canada, population growth in Alberta, and workforce diversity in Manitoba. Workforce strategies must build around demographic realities rather than react to them.

Technological acceleration outpacing institutional readiness

Digital and AI-enabled tools are transforming workflows faster than training and credential systems can adapt. SMEs and large employers alike want practical, integrated tools rather than abstract transformation. Institutions require support to keep pace with changing skill sets, digital expectations, and industry standards.

Sector transformation and cross-sector skill demand

Energy transition, advanced manufacturing, environmental services, agri-food innovation, biosciences, care-economy pressures, and digital adoption cut across regions. Many sectors now require hybrid competencies—technical, digital, regulatory, environmental, and interpersonal. This shift blurs traditional occupational boundaries and accelerates demand for convergence skills.

Infrastructure as the foundation of participation

Housing, transportation, childcare, broadband, and access to community services shape participation as much as program design. Regions identified infrastructure gaps as decisive barriers to retention, training accessibility, and employer recruitment. These gaps influence whether workers can stay, move, or advance.

Together, these forces form the structural context in which any future workforce system must operate. They highlight the need for flexibility, interoperability, and system-level coordination across jurisdictions.

Potential Pathways for Action

Across the three regions, partners described approaches and experiments that represent early prototypes of a future workforce system. These prototypes demonstrate what is possible when training, work, and community are aligned with employer needs and regional realities.

1. Employer-shaped, work-integrated training + credentialing ecosystems

All three regions are advancing modular, employer-aligned training delivered inside the workplace. Atlantic Canada described on-site micro-credentials in seafood processing, trades, and health-support roles. Manitoba institutions spoke about rapid curriculum adaptation in aviation, agri-food, and manufacturing. Alberta highlighted convergence-skills training aligned with AI adoption and environmental services. These models offer a foundation for a national micro-credential ecosystem that supports mobility and reduces duplication.

2. Population-specific retention and advancement architectures

Youth, newcomers, Indigenous learners, and older workers surfaced as groups requiring distinct retention strategies. Atlantic partners emphasized the centrality of belonging and family pathways for newcomers. Manitoba highlighted newcomers' underutilized skills and the potential of Indigenous youth. Alberta underscored the need to support workers navigating transitions between traditional industries and emerging innovation-driven roles. Regions demonstrated readiness for coordinated, population-specific retention frameworks.

3. Practical SME productivity and applied-AI clusters

SMEs across regions are adopting digital and AI-enabled tools that resolve operational challenges. Atlantic SMEs emphasized scheduling, compliance, and communication tools. Manitoba employers referenced digital inventory, automation, and workflow solutions. Alberta organizations highlighted predictive analytics and AI-enabled environmental monitoring. These practices form the basis for applied-AI demonstration clusters grounded in real operational use cases.

4. Community-anchored workforce hubs supporting rural, remote, and Indigenous communities

Institutions such as University College of the North (MB), regional institutions across Atlantic Canada, and Indigenous economic development bodies in Alberta described models that integrate training, employment, broadband access, and community supports. These hubs strengthen participation for populations and geographies often excluded from standard workforce pathways.

5. Applied-AI readiness frameworks aligned with sector realities

Alberta's AI-driven industries, Manitoba's clean-energy advantage, and Atlantic Canada's SME experimentation present an opportunity to design a pan-Canadian applied-AI readiness framework driven by real employer conditions. Such a model could support institutions, sector councils, and employers in aligning training to emerging demands.

These prototypes reflect strategies already in motion across Canada. With coordinated investment, they could scale into national demonstrations capable of informing policy and strengthening system design.

Policy Considerations for a Connected Workforce Ecosystem

Regional insights revealed common policy barriers and structural conditions that influence whether innovative models can scale. These conditions represent the system-level enablers required for a coherent, pan-Canadian workforce system.

Immigration systems must reflect real labour-market demand

Employers in all regions described challenges hiring job-ready candidates due to allocation limits, credentialing delays, and incompatible occupational categories. These frictions reduce economic capacity and undermine retention efforts.

Funding structures must support flexible, employer-aligned delivery

Institutions require the ability to co-deliver programs, share staff, adapt curricula rapidly, and design modular pathways. Partners across all regions noted that current funding frameworks often restrict collaboration and slow responsiveness.

Interoperable labour-market and data systems are essential

Labour markets do not follow jurisdictional boundaries. Shared LMI infrastructure would strengthen mobility, improve alignment between supply and demand, and support regional and sectoral planning.

Indigenous-led workforce innovation must be recognized as core economic strategy

Indigenous models demonstrate complete workforce systems integrating governance, culture, training, and employment. Policy frameworks must provide flexibility and recognize Indigenous-designed pathways as central—not peripheral—to Canada's workforce future.

Infrastructure investments shape workforce participation

Housing affordability, childcare access, transportation, and broadband influence whether workers stay, move, train, or advance. Policymakers and partners emphasized that these conditions are foundational to successful workforce strategies.

What These Findings Teach Us About System Design in Canada

The cross-regional evidence reveals a national workforce system shaped by structural pressures, lived realities, and the operational rhythms of employers and institutions. These insights show what future systems must become if they are to respond to demographic change, technological acceleration, and the complexity of work.

1. System architecture emerges from real operating conditions —not program design

Across every region, partners showed that system behaviour is defined by the tempo of work, the demographics of communities, and the constraints of employers and institutions. When programs do not match these rhythms, participation drops and innovation stalls. Canada's future system must treat operational conditions—pace, geography, visibility of opportunities, worker mobility, and daily workflow—as the foundation of design, not as afterthoughts.

2. Learning must be embedded directly into the flow of work

Traditional training cycles are no longer aligned with how industries operate. Employers need workers who can acquire skills while remaining productive. Colleges need flexibility to redesign curricula at the speed of industry change. Workers need pathways that fit the pattern of their lives. Systems must move from episodic training to continuous, in-role learning supported by portable, validated competencies.

3. Flexibility is the core enabler of system coherence

Regions delivered the same message: rigid funding, credentialing, and administrative structures cannot accommodate employer tempo or learner realities. System design must enable institutions to co-deliver, share staff, adapt programs quickly, and respond to sector signals in real time. Flexibility is not a reform item—it's the infrastructure that allows collaboration to function.

4. Population dynamics must be treated as economic strategy

Indigenous youth populations, newcomer settlement and retention, older-worker participation, and youth mobility are shaping Canada's economic trajectory. These patterns are the core inputs of workforce planning. Systems must incorporate population-specific advancement pathways, community-embedded delivery, and policy frameworks that reflect regional demographic realities.

5. Technology readiness is a system foundation, not an optional layer

SMEs adopt digital and AI-enabled tools when they reduce friction, not when positioned as transformation narratives. Institutions struggle to modernize curricula without clear guidance from employers. Workers face uneven digital expectations. These conditions show that digital readiness must be treated as infrastructure—planned, aligned, and supported—rather than as training delivered after the fact. System design must reflect how technology changes workflows, risk profiles, and skill expectations.

6. Regional diversity strengthens national capacity when linked through shared intelligence

Atlantic Canada's interdependence, Manitoba's relational cohesion, and Alberta's high-tempo innovation each reveal different system pressures and opportunities. These regional differences demonstrate what a national system must be able to accommodate: small, thin markets; rapidly shifting industrial landscapes; community-rooted governance; and urban innovation clusters. A national workforce system must recognize regional diversity as strategic capacity and link regions through shared tools, mobility pathways, and cross-jurisdictional data.

7. Community-anchored models show how participation becomes durable

Indigenous, rural, northern, and community-based partners emphasized that participation strengthens when training occurs in place, supports are integrated, and governance reflects local realities. These models demonstrate what durability looks like: consistent participation, long-term advancement, and alignment between opportunity and identity. National system design must reflect that participation is built through community infrastructure, not solely through program access.

8. Evidence must come from practice—through prototypes, demonstrations, and cross-regional comparison

The strongest insights across the Spotlight Series were generated in rooms where employers, institutions, Indigenous organizations, and governments tested real conditions together. This shows that system design is strengthened by demonstrations and rapid-learning environments, not by abstract planning. Canada's future workforce strategies will require national demonstration sites, shared intelligence platforms, and iterative learning across regions.

Taken together, these insights reveal that Canada's workforce system is already evolving, but unevenly and under strain. The next phase of system design must anchor policies, tools, and investments in what the regions have shown: systems advance when they reflect the tempo of work, the realities of people, and the opportunities already emerging across communities.

Closing Perspective

The Spotlight Series revealed a national system in transition, one shaped by demographic shifts, technological change, operational pressures, and the ingenuity of regions working within their own constraints. Across Atlantic Canada, Manitoba, and Alberta, partners described the same underlying truth: Canada's workforce system is evolving from the ground up through practical innovation, community-anchored leadership, and collaboration that emerges out of necessity. Employers are reshaping roles as workflows change. Institutions are redesigning curricula to match industry tempo. Indigenous and northern partners are building complete models that align governance, training, and opportunity. SMEs are adopting technology where it fits the reality of work. Governments are searching for ways to align policy with regional dynamics and emerging national priorities.

What emerges is a clearer picture of how a connected system behaves. It adapts quickly when solutions match operational conditions. It strengthens when learning occurs in the flow of work. It gains coherence when funding enables flexibility. It becomes more inclusive when communities shape their own workforce pathways. It accelerates when technology adoption is practical and rooted in real needs. And it gains national relevance when regional strengths are linked through shared intelligence.

Canada now has an opportunity to move from promising prototypes to coordinated system design. The pathways already emerging across the three regions—applied-AI demonstrations, employer-aligned micro-credentials, community-rooted training hubs, population-specific retention strategies, and flexible delivery ecosystems—offer a foundation for national demonstrations capable of informing policy and shaping investment.

Magnet's role within this emerging system is clear: to build the connective tissue that links regions, sectors, and institutions. This includes shared tools that reduce friction for employers, platforms that support data-informed decision-making, partnerships that strengthen alignment, and convenings that surface the lived realities behind workforce challenges. By carrying insight from one region to the next, Magnet enables national learning grounded in real conditions, not abstraction.

The work ahead is to deepen the prototypes already in motion, align policy and funding structures with the pace of industry and the needs of learners, and invest in infrastructure that supports participation and mobility across communities. Canada's workforce future will be built through coordinated action, place-based leadership, and systems that reflect how work, technology, and community realities are shifting.

The Spotlight Series demonstrates that the building blocks of a connected, inclusive, and future-ready workforce system already exist across the country. The task now is to link them so that insight becomes strategy, prototypes become demonstrations, and regional strengths become the architecture of a truly pan-Canadian workforce system.