



ANNUAL REPORT

2023 / 2024

BRINGING YOU A
**WORLD-CLASS
WORKFORCE**



MESSAGE FROM CHAIRPERSON AND EXECUTIVE DIRECTOR

ALISHA MIGUEZ & MICHELE HAZELL

In the year 2023-24, Manitoba Start continued to witness the impacts of the Russia- Ukraine conflict. As Canada and Manitoba received a large number of Ukrainian newcomers under the Canada Ukraine Authorization for Emergency Travel (CUAET) initiative, Manitoba Start continued to evolve and enhance its services for this new client group.

Manitoba Start has been an integral part of the provincial reception centre for Ukrainians from the onset. At the center, Manitoba Start provides registration, needs assessment, orientation and referral services to facilitate awareness of settlement supports that link people to language training, the workforce and longer-term settlement needs. The Manitoba Start Career Service team has developed specialized workshops for Ukrainian Clients, and the Job Matching Unit has been assisting with targeted programs.

Since the beginning of 2022, the Manitoba Start intake team has been delivering the **Manitoba Needs and Assets Assessment and Referral (MNAARS) Program**, which is a very detailed needs assessment. Under the MNAARS program, Manitoba Start is the centralized registration service for all federally funded settlement organizations in Manitoba.

Intake Services registered and referred 5773 new clients. 50% of the clients were Work permit holders (majority from CUAET initiative). Provincial Nominees who are traditionally our major client group formed only 16% of the client base this year. The top source countries were Ukraine, Nigeria and India. Under the MNAARS program, Manitoba Start also delivered 190 Information & Orientation sessions were successfully attended by 1811 clients.

In 2023-24, Career Services had over 5,150 client registrations. Over 40% of the clients were from Ukraine with immediate employment needs, needing adaptations in programming. For clients with lower levels of English, in person workshops were delivered. For clients with higher language levels, the organization continued to utilize technology and utilized e-learning curriculum as well as live coaching to support clients in their employment preparation journey. Clients were also given access to an AI tool called JobScan to help them develop resumes that would be ATS friendly.



**MANITOBA START
SUPPORTED 2,088
CLIENTS TO ENTER
THE MANITOBA
LABOUR MARKET.**

**THIS WAS A RESULT OF
CAREER SERVICES AND
JOB MATCHING UNIT
WORKING TOGETHER
IN SUPPORTING
THE CLIENTS'
EMPLOYMENT GOALS.**

Manitoba Start supported 2,088 clients to enter the Manitoba labour market. This was a result of Career Services and Job Matching Unit working together in supporting the clients' employment goals. The Job Matching Unit piloted an innovative program known as PitchLab in collaboration with New Media Manitoba that helped professionals from information technology sector in developing their personalized pitch and presenting it to Interactive Digital Media Companies in Manitoba.

Manitoba Start is a firm believer in technology and data management. This year, the IT team created a Dashboard for monitoring Project Output and Outcome Measures (POOM Dashboard), incorporating diverse datasets from Intake, Career Services, and the Job Matching Unit. This database provides a snapshot of the work carried out within the different units and supplements the comprehensive Manitoba Start dashboard.

As an organization, in 2024, Manitoba Start is entering into a consultative partnership to develop an Indigenous strategy for both our staff and newcomers, running parallel to our Diversity Strategy. As a first step, the staff at Manitoba Start will be participating in a workshop (Turtle Island Project), which is an Experiential Exercise for Non-Indigenous, Newcomers, and Canadian-born individuals.

Manitoba Start is pleased to recognize our Board of Directors and funders—core funder Province of Manitoba; Service Canada; and Immigration, Refugees and Citizenship Canada. Without your support, we would not be able to serve our clients the way we do.

Manitoba Start would also like to acknowledge the late Dr. Judith Hayes for her contributions to Manitoba Start. In her nine years with the organization as an Executive Director, Judith embodied Manitoba Start's vision to empower newcomers and spearheading the organizations' efforts to be the leading provider of career services for newcomers to the Province. Judith was a champion of diversity and intercultural competence in the workplace and community—values that she instilled in the staff and culture of Manitoba Start. She will be remembered fondly as an inspirational leader, a great orator, and an astute manager by all those who knew her.



Dr. Judith Hayes

STRATEGIC FRAMEWORK

Vision

A stronger Manitoba workforce built on cultural diversity and global talent.

Mission

To welcome and empower newcomers as they build their careers in Manitoba by establishing and strengthening connections between skilled newcomers and businesses for mutual success and prosperity.

Values

Cultural Competence

Demonstrating an understanding and respect for different cultures.

Solution-Driven Approach

Finding innovative ways to deliver programs and services

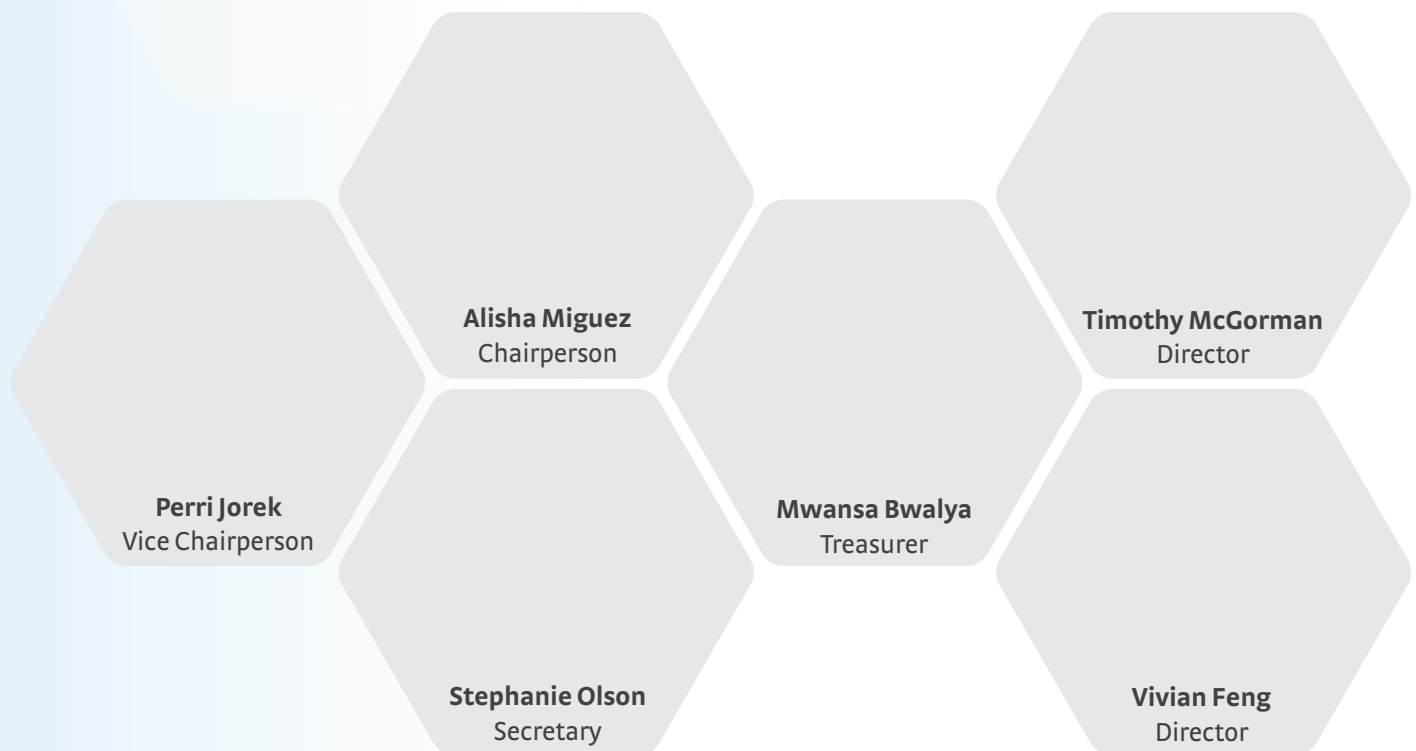
Partnerships

Collaborating with others

Learning Centered Philosophy

Supporting and encouraging ongoing continuous learning by all International Training and Expertise – Benefiting from and enhancing newcomers' skills.

2023-2024 BOARD OF DIRECTORS



Funded by the
Government
of Canada

Canada

Manitoba



CORE SERVICES

Centralized Intake

Manitoba Start is the first step for all new immigrants, including successful Manitoba Provincial Nominee Program applications. Each year, over 5,000 newcomers from 115 countries visit Manitoba Start to connect to settlement, orientation, language, and employment services.

Cross-Cultural Coaching

Cross-Cultural coaching is a powerful tool for organizations that are committed to investing in the development of their diverse workforce and assists both managers and employees to better understand and adapt to new ways of interacting in the workplace.

Job Matching

Manitoba Start addresses employers' hiring needs by connecting employers to highly skilled, job-ready newcomers. Thousands of internationally educated professionals and skilled workers immigrate to Manitoba each year. Manitoba Start matches qualified individuals with employers' specific job requirements through direct engagement, employer cafes, and job fairs.

Career Services

Manitoba Start is the leading provider to career development services to newcomers to the Province. Newcomers benefit from employment workshops, personalized career coaching, resume development, interview skill practice, job search assistance, and networking opportunities to achieve their professional goals.

Diversity Management Solutions and Business Supports

Diversity and Intercultural Training – Provides employers with customized tools and human resources supports to attract and retain a diverse workforce to create more inclusive workplaces.



INTAKE SERVICES

- Intake Services were extremely busy in 2023-24 due to Canada Ukraine Authorization for Emergency Travel (CUAET) initiative.
- Manitoba Start played a key role at the provincial reception centre for Ukrainians, offering registration, needs assessment, orientation, and referral services.
- These services facilitated awareness of settlement supports, linking newcomers to language training, the workforce, and long-term settlement needs.
- At the downtown location, a blended service delivery model was used, with in-person and virtual support via email and phone.
- 5773 Needs Assessments were completed during this fiscal year and settlement plans were developed for clients.
- A total of 3302 (57%) clients were registered in-person while 2471 (43%) were registered virtually.
- 50% of the clients were work permit holders, primarily from the CUAET initiative.
- A total of 2,066 clients under the Ukrainian CUAET program were registered in this fiscal year.
- Provincial Nominees, traditionally the major client group, made up only 16% of the client base this year.
- The top source countries were Ukraine, Nigeria, and India.
- Intake Services connected 4,343 clients with their Settlement Zone through the Manitoba Needs And Assets Referral Services (MNAARS) process:

Settlement Zones	Clients
Immigrant Centre	2155
Family Dynamics	810
Louis Riel School Division	546
River East Transcona School Division	282
Seven Oaks School Division	279
Elmwood Community Resource Centre	187
Mount Carmel Clinic	84

Intake conducted 190 Information & Orientation sessions, attended by 1,811 clients.

Intake Services received 30 My Action Plans (MAPS) from Planning for Canada (PfC) clients from the Philippines, Nigeria, India, and other countries.

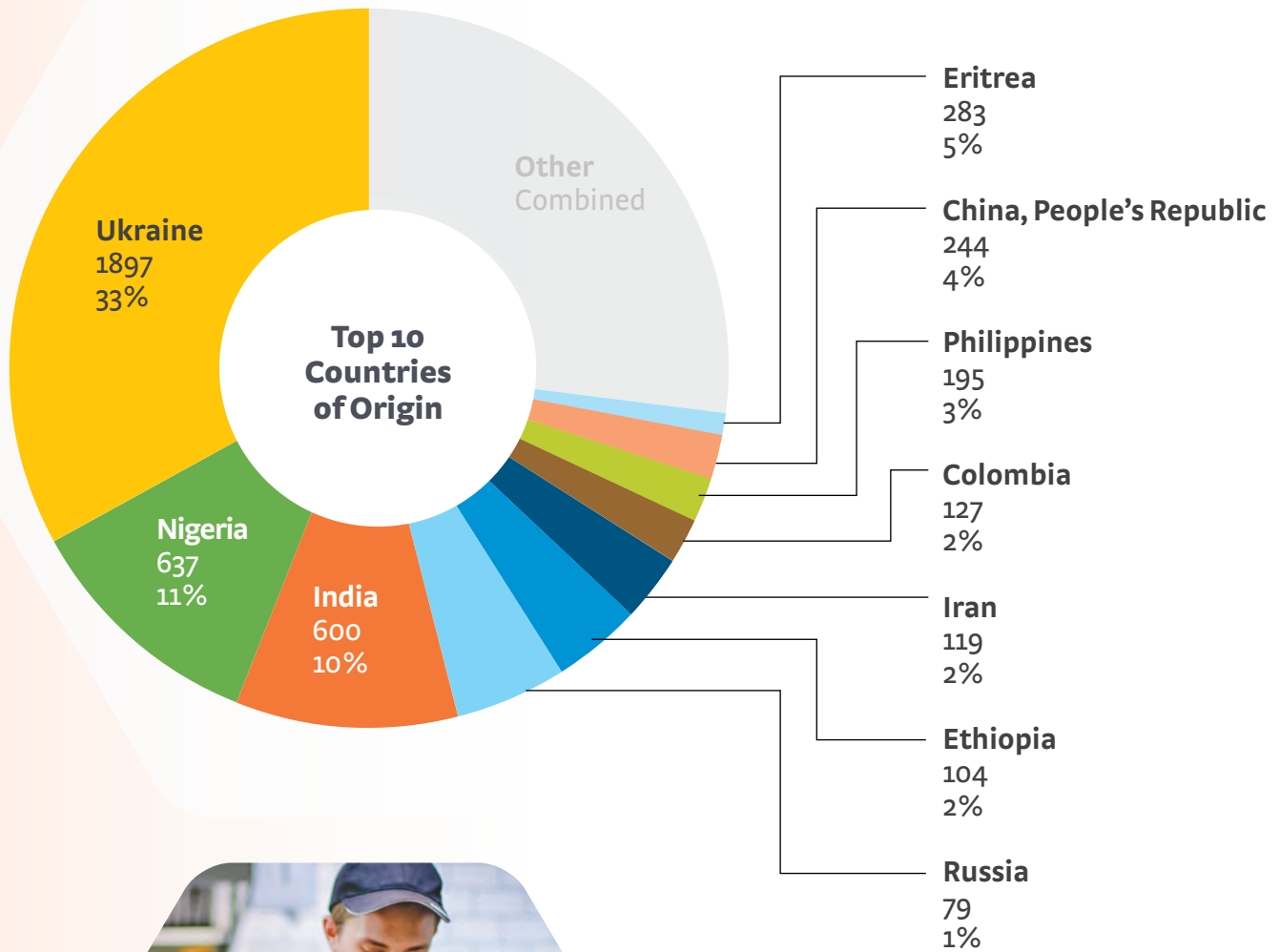


Intake Services hosted 23 exploratory visits for clients considering moving to Manitoba under the Manitoba Provincial Nominee program.

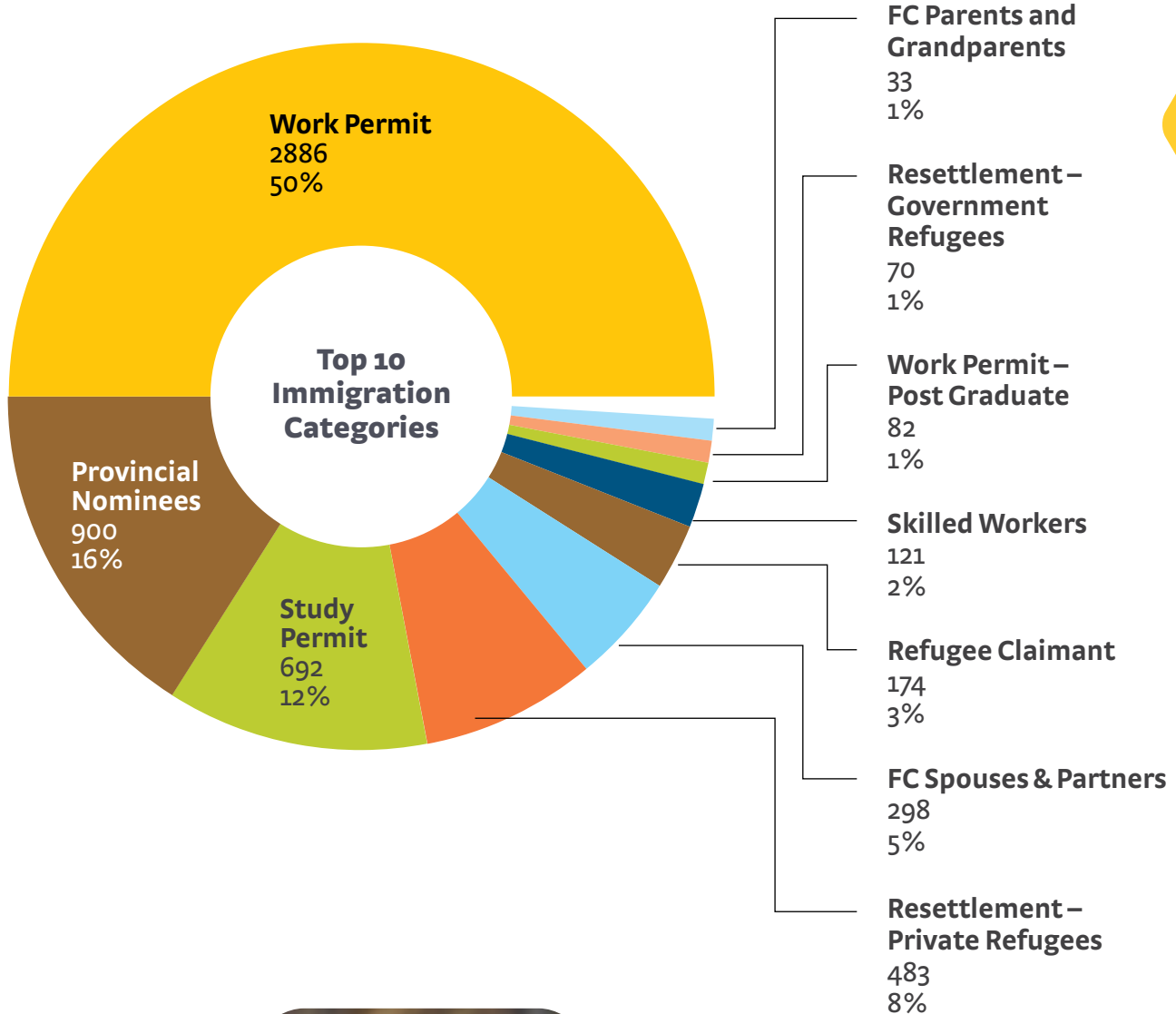


WELCOME WORLD

Profile of the Clients: (* % is based on total annual clients)



WELCOME WORLD

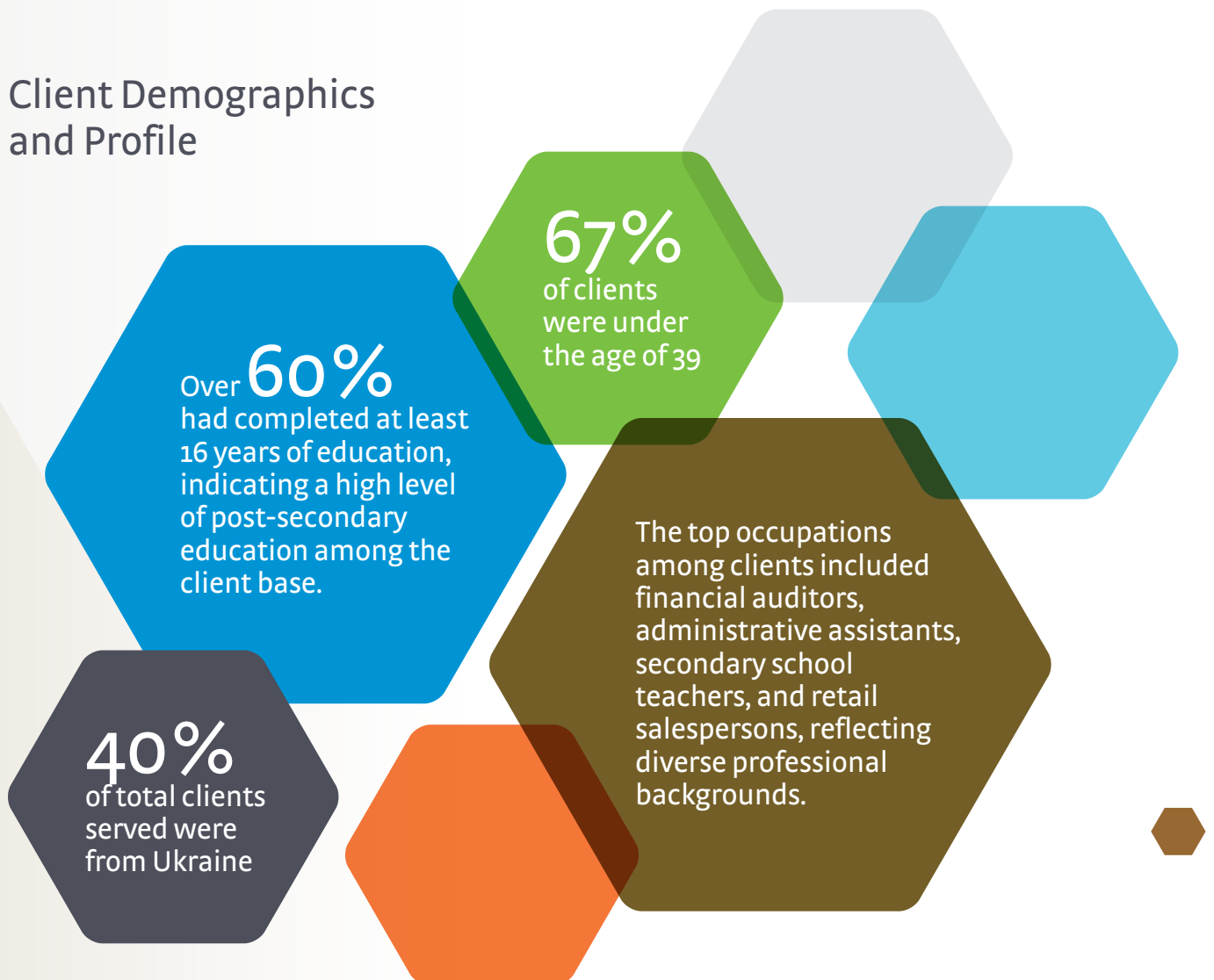


CAREER SERVICES

In the 2023-2024 fiscal year, Career Services successfully navigated a high demand for its services, assisting 5,154 clients. While this number reflects a slight 6% decrease from the previous year, it represents a remarkable 165% increase from 2021-2022 and a 268% increase from 2020-2021.

The department's ability to adapt to virtual delivery methods, offering workshops and one-on-one coaching online, played a crucial role in maintaining accessibility and supporting clients' career planning and job search needs.

Client Demographics and Profile



Workshops and Program Delivery

Career Services delivered a total of **411 workshops** throughout the year, with a combination of online and in-person formats.

The Fast Track Work Search Workshop, tailored specifically for Ukrainian nationals, saw the highest completion rate at **99%**

Specialized courses, such as those for international students, were introduced to address the unique challenges faced by this population, helping them navigate the job market more effectively.

The workshops covered a broad spectrum of topics, from resume writing and interview skills to Canadian workplace culture.

Client Outcomes and Impact

The department's efforts resulted in substantial client outcomes. Over the year, Career Services:

Facilitated **3,151** one-on-one meetings

Developed **1,791** career plans.

Created **2,733** resumes

QUALIFICATION RECOGNITION

Manitoba Start supports clients' career pathways by guiding clients through the QR and licensing process, information about financial resources, EAL / Occupation Specific Language programs, bridging programs, or alternative careers and training. Manitoba Start now has a designated QR Navigator and updated QR resource guides and would like to establish its reputation as the QR Centre of Excellence.

Manitoba Start offers the following QR supports to its clients:

Client Meetings

- Provides career pathway support through guidance on Qualification Recognition (QR) and licensing processes.
- Offers information on financial resources, English as an Additional Language (EAL)/Occupation Specific Language programs, bridging programs, alternative careers, and training.

Workshop Delivery:

- QR Information Sessions: Cover licensing processes, alternative careers, training options, and career planning.
- QR Navigation Meetings: Offered to participants needing additional support navigating the QR process.
- 2023-2024 Workshops: Medical Lab Technologists, Dentists, Engineering Technicians and Technologists, Architects, Pharmacists.

QR Guides:

- 21 QR guides available on the website.

Partnerships with Regulators:

- Contacts with regulatory bodies for assistance with licensing processes and unique client situations.
- Notable Partnerships in 2023/24: CPA Manitoba

PROGRAMMING FOR INTERNATIONAL STUDENTS *

- In response to the needs of international students and other specific client groups, the department developed new resources and materials.
- Two new workshops were piloted: Resumes and Applicant Tracking Systems; and Canadian Workplace Culture.
- Seven International Student Occupational Resource booklets were created in the 2023-2024 :Artificial Intelligence, Human Resources, Finance, Administrative, Advertising and Marketing, Network Security, and Web Development, to:
 - o help international students identify occupational titles matching their courses of study.
 - o provide comprehensive career planning information in one accessible location.
- Presentations and outreach efforts were also expanded, with the department engaging with various educational institutions and industry events to promote its services and support clients' career development.

* New Program



JOBSCAN *

Job Scan Tool:

Purpose:

- Provides job seekers with in-depth analysis on how well their resume is tailored for a specific job.
- Optimizes resumes for Applicant Tracking Systems (ATS).

Implementation:

- Demonstrated in 5-day workshops, with clients receiving premium accounts for the resume portion.
- Available for 1:1 client use.

Features:

- Tracks job applications, optimizes cover letters, and enhances LinkedIn profiles.
- Average user performs 13 scans, indicating active tailoring of resumes to job postings, crucial for landing interviews.

Top Occupations Clients Applied For (in 2023-24):

- Project Manager
- Administrative Assistant
- Project Coordinator
- Software Developer
- Business Analyst
- Customer Service Representative
- Accounting Clerk
- Construction Project Manager

Top Companies Clients Applied to (in 2023-24):

- Manitoba Hydro
- Telus
- City of Winnipeg
- Government of Manitoba
- Price Industries
- Wawanesa Insurance

Benefits:

- Helps the organization understand clients' job and company preferences.
- Aids in planning strategies and events to better connect clients with relevant job and networking opportunities.



* New Program

PITCHLAB *

PitchLab: An innovative self-marketing and work search workshop for IT professionals

In partnership with New Media Manitoba (NMM), Manitoba Start piloted a training program to assist IT professionals to develop advanced self-marketing and work search skills. This condensed four-day program called “PitchLab, was offered to eligible Manitoba Start clients free of charge.

Candidates were referred to this program if they possessed:

- One year (or more) of experience in software development in their home country or Canada.
- Basic skills in two or more of the following: HTML5, JavaScript, C#, C++, CSS, Python, Ruby, Go, or NoSQL.

By participating in this program, candidates were able to:

- Learn self-promotion and enhance their first impression skills.
- Learn to create professional bios and LinkedIn profiles.
- Participate in a networking opportunity with industry representatives.

The program was offered at Manitoba Start from January 8 to 11, 2024, and covered the following topics:

Day 1: Effective Resume and Bio Writing

Day 2: Personal Pitch Preparation and Practice

Day 3: Crafting an Impactful Portfolio

Day 4: Optimizing Your LinkedIn Presence

Employer Feedback: On January 18, 2024, New Media Manitoba invited a five-employer panel to Manitoba Start to provide feedback on candidate’s pitches; review portfolios and resumes; and make constructive suggestions.

The panel consisted of Dan Blair from BSD XR; Chris Clarke from Flipside; Jessie Rew from Yes Winnipeg; Marcus Wiens from Event Camp; and Jonathan Phú Son Lê from StudioLab.

The panel feedback to the clients was specific, direct, focused on improvement and welcomed by the newcomer participants. A free and open exchange helped each candidate understand more fully what they must do to engage, win over and impress employers in the Interactive Digital Media (IDM) sector.

Manitoba Start aims to utilize this pilot program to:

- Enable our IT professionals to stand-out from their competition.
- Showcase our IT candidates to a new batch of employers.
- Present to NMM the skills and experience of Manitoba Start’s IT professionals.
- Strengthen the partnership with New Media Manitoba.
- Utilize this pilot program as the basis for future programming for Manitoba Start clients.
- Model approaches from the training that sharpen clients’ soft skills by providing strategies for internal self-talk, defeating negative thoughts, public speaking skills and interview skills.



JOB MATCHING UNIT

Manitoba Start offers a full spectrum of staffing solutions to connect Manitoba employers with internationally educated professional's and refugees who are ready to enter the workforce. The Job Matching Unit actively engaged with 2353 employer contacts this fiscal year.

Tapping into the abilities and new perspectives of skilled immigrants helps business to expand market reach, maintain a competitive edge and build a forward thinking, productive and diverse workforce.

- o Manitoba Start's Career Services and Job Matching Unit supported 2088 clients to enter the labour market.
- o Close to 50% of the outcomes were related to the clients' pre-arrival or new career path.
- o 68% of the positions were full-time positions.

The Job Matching Unit Provided:

- Pre-screening of selected candidates
- Post hiring follow-ups to facilitate a seamless workplace transition
- Advertising for job postings
- Coordination of work experience opportunities that fill employers HR needs and may lead to full-time employment
- Opportunities to meet and recruit skilled immigrants through information sessions and hiring events.



WORKSTART (WORK EXPERIENCE PROGRAM FOR YOUTH)

WorkStart: A work experience program (funded by Service Canada) that taps the skills of newcomer youth, professionals and provides up to 8-weeks of paid work experience at no financial cost to the employer.

The total number of participants in 2023-24 for this program was 53.

Of the 53 participants who participated in the program:

- 35 clients (66.03%) were employed by the organizations that hosted their work placement.
- 8 clients (15.09%) were not hired by host organizations, but they got jobs on their own or through the direct referrals.
- 2 clients (3.77%) returned to school.
- 8 clients (15.09%) were still looking for a job.

Total employment rate for this program was 85%. All of the participants are working in career related fields.

Notable positions from this program include:

- Bilingual Analyst, Account Receivable
- Accounting Technician
- Software Engineer
- Software Developer
- Software Acceptance Technician
- CAD Drafter
- Human Resources Assistant
- Laboratory Assistant
- Medical Administrative Assistant

REDI (REFUGEE EMPLOYMENT DEVELOPMENT INITIATIVE)

In 2023-24, Manitoba Start conducted outreach to market the REDI project, identify appropriate candidates and arrange for information and assessment sessions. A total of 391 clients were recruited, assessed, and referred to service programs, well exceeding our contracted number of 161 referrals. The service providers for the REDI program include:

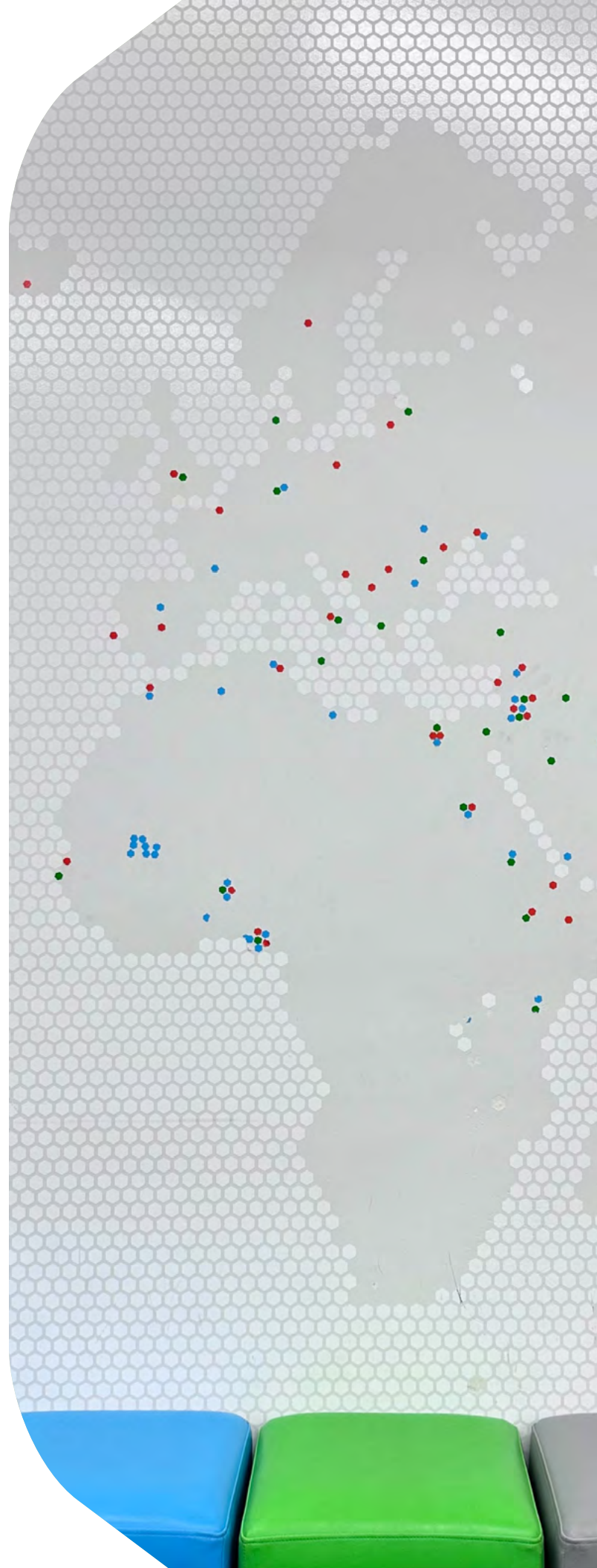
- Red River College (29 seats)
- Winnipeg Industrial Skills Training Centre (29 seats)
- Manitoba Institute of Trades and Technology (44 seats)
- Opportunities for Employment (44 seats)
- Pluri-elles (15 seats)



INFORMATION TECHNOLOGY

Manitoba Start adheres to a concept that places a high value on education and encourages ongoing development with technology. The IT Department at Manitoba Start conducted the following technological updates:

- Implemented onsite deployment of new laptops, encompassing software installation, system security enhancements, policy implementation, and comprehensive pre-deployment testing, aimed at boosting performance, minimizing downtime, and supporting increased application resource demands.
- Enhanced the Manitoba Start Dashboard with the integration of referral filters for comprehensive data analysis and expanded the dashboard overview to feature monthly trends and facilitate annual comparisons.
- Created a comprehensive Dashboard for monitoring Project Output and Outcome Measures, incorporating diverse datasets from Intake, Career Services, and the Job Matching Unit.
- Enhanced the computer lab resources by integrating a shared folder that features resume templates for client access and added a direct link to the e-learning platform for workshops.



DIVERSITY AND INTERCULTURAL TRAINING

Innovation and Respect for Diversity are Manitoba Start's core values which motivate us to continually seek ways to improve employment outcomes, inclusiveness for newcomer clients and to respond to the workplace needs of business partners. Manitoba Start's Diversity and Intercultural Training Program is a customized diversity training for management and frontline staff to meet workplace needs and supports organizations in building cultural competence, Diversity, Equity and Inclusion (DEI), and Belonging.

Throughout this fiscal year, Manitoba Start delivered 8 workshops to Manitoba business partners, and trained 136 employees. Workshops were delivered both in-person and virtually from one-hour "Lunch and Learns" to 3-hour sessions. In addition, a Cultural Awareness video was recorded by DIT for a client to use as a part of their new hire orientation process.

Marketing of the DIT program has been increased through Social Media as well as the Manitoba Start's quarterly newsletter.

Resources

A resource was developed to support Employers in assessing workplace inclusivity called "Diversity, Equity and Inclusion Checklist".

New Initiative:

The DIT program will be offering quarterly 1-hour sessions open to the Employer Partners and the general public. Some new Signature Topics have been added to the 3-hour sessions:

1. Exploring and Achieving Workplace Cultural Awareness
2. Workplace Communication: The Impact of Culture
3. Workplace Conflict: The Impact of Culture
4. Engaging your Diverse Work Team (Supervisory)
5. Building 2SLGBTQ+ Awareness
6. An Introduction to Equity, Diversity and Inclusion (EDI)
7. Unconscious Bias at Work
8. Strategies to Lead Diverse & Inclusive Teams

In addition, Manitoba Start hosts one-hour 'Lunch and Learn' presentations on the following topics:

1. Strategies for a Successful Diverse Workforce
2. Strategies for Intercultural Communication at Work
3. Strategies for Supporting Refugee Employees
4. Building 2SLGBTQ+ Awareness
5. Unconscious Bias at Work

Testimonials

Thank you Manitoba Start for the three workshops on building diversity, equity and inclusion within our Centre but also with our WECM community. It was a great way to end the year and to plan for the upcoming new year!

—Women's Enterprise Centre of Manitoba

Thank you for your excellent presentation. We really appreciated learning about the 10 aspects of culture. You also shared many interesting statistics about immigration and why immigrants are so important to this country, as well as valuable information about diversity.

—K. Loeb, EESE

TRAINING AND DEVELOPMENT

TURTLE ISLAND PROJECT

In March 2024, all staff at Manitoba Start participated in the Turtle Island Training. The Turtle Island Project (TIP) is an Experiential Exercise in Reconciliation for Non-Indigenous, Newcomers, and Canadian-born individuals. The aim of this training is to:

- Create a safe and authentic space to openly dialogue
- Create a safe and authentic space to explore common grounds between Indigenous and Newcomer populations
- Facilitate participants' roles in reconciliation and relationship-building with Indigenous Peoples in Canada
- Support Newcomer Canadians to fully understand and realize their position in society by being part of "We Are All Treaty People"
- Debunk myths and misinformation about Indigenous People

The staff greatly appreciated the opportunity to participate in this experiential exercise and there were deep reflections in the discussion that followed the training. In 2024-25, Manitoba Start is working with Joseph Thompson, who is Aboriginal professional with several years experience advising individuals and organizations on Aboriginal employment to develop a strategy to include Indigenous perspectives and inform the project design and delivery of this project.

2SLGBTQIA+ TRAINING

In February and March 2024, all staff at Manitoba Start participated in the **2SLGBTQ+ Awareness, Inclusion, and Affirmation workshop**.

This 3-hour workshop was very informative and provided information on differences between sex assigned at birth, gender identity, gender expression, attraction, and cultural identities. It also provided insights into the intersectionality of sexuality, gender, race, social status impacts the society. The workshop provided strategies to

enhance the organization's capacity to create and maintain safe(r) and more inclusive spaces for all staff, clients/customers, and other stakeholders.

As a step towards 2SLGBTQ+ inclusion and affirmation at Manitoba Start, staff now include their pronouns in their email signatures.

CERTIFICATIONS

Manitoba Start is committed to the growth and development of our employees. The organization provides job specific training and liaises with service providers for certifications for staff in its core teams: Intake, Career Services and Job Matching Unit.

Case Manager Program

- Certificate Program offered to Intake Advisors as part of their training plan.
- Training conducted by Life Strategies.
- Equips case managers to conduct needs assessments, conceptualize cases, prioritize client needs, collaborate with clients to develop action plans and select interventions.
- Provides tips and techniques for managing time, systems, and data including case notes and documentation.

Career and Employment Coach Program

- Certificate Program offered to Career Coaches as part of their training plan
- Training conducted by Winnipeg Transition Centre.
- Provides "Train the Trainer" workshops on: Career Planning; Resume Development; Interview Skills; Job Search

Job Developer Program

- Certificate Program offered to Job Developers as part of their training plan.
- Training conducted by Life Strategies.
- Develops/enhances participants' knowledge of job development including understanding the role of a Job Developer, preparing candidates for employment, and maintaining effective relationships with employers.

STATEMENT OF FINANCIAL POSITION

CURRENT ASSETS	2024	2023
Cash	258,974	392,885
Investments	487,228	473,656
Accounts and Grants Receivable	283,439	207,110
GST Receivable	18,352	18,525
Prepaid Expenses	18,673	45,733
	1,066,666	1,137,909
CURRENT LIABILITIES	2024	2023
Bank Indebtedness	370,770	387,422
Accounts Payable	107,292	179,962
Deferred Contributions – Grants	22,044	78,753
	500,106	646,137
UNRESTRICTED NET ASSETS		
	566,560	491,772
	1,066,666	1,137,909

STATEMENT OF REVENUE AND EXPENSES

REVENUE	2024	2023
Grants	3,837,304	3,825,683
Fee for Service	32,119	26,272
Interest	13,572	4,592
Donations	3,215	90
	3,886,210	3,856,637
EXPENSES		
	3,811,422	3,727,417

SOURCES OF REVENUE	2024	2023
Youth Employment Services Manitoba	62,047	67,827
IRCC - MNAARS	442,574	486,852
IRCC - Labour Market Connections	86,649	94,758
Province (REDI)	115,638	120,225
Province (Core Programming)	2,790,210	2,675,183
Colleges and Institutes Canada	11,800	39,468
Fee for Service/ Other Income	48,906	30,954
Service Canada	328,386	341,370



**WEBSITE**

manitobastart.com

ADDRESS

271 Portage Avenue
Winnipeg, Manitoba
R3B 2A8

PHONE

204 944 8833

