

Bringing you a WORLD-CLASS WORKFORCE

Manitoba Start

ANNUAL REPORT 2025 – 2026

ORGANIZATIONAL PROFILE

Manitoba Start, operated by Employment Solutions for Immigrants Inc., is Manitoba's central hub for newcomer workforce integration. The organization delivers coordinated settlement and employment services that align internationally educated talent with provincial labour market needs.

Manitoba Start serves as the primary access point for employment-focused settlement services, providing newcomers with standardized assessments, personalized settlement and employment plans, and coordinated referrals—strengthening system alignment and improving outcomes across the sector.

Manitoba Start supports clients across the full newcomer journey—from pre-arrival to post-arrival employment and career advancement. Pre-arrival programming equips clients with job search skills, labour market knowledge, and early connections before arrival. Upon arrival, comprehensive intake and settlement planning provide a structured pathway.

Career Services provide a comprehensive suite of supports designed to accelerate labour market integration and career progression. These include individualized employment counselling, career pathway planning, and targeted job search supports such as resume and cover letter development, ATS optimization, interview preparation, and LinkedIn branding. Clients also benefit from workshops on Canadian workplace culture, sector-specific employment strategies, and access to digital tools and resources. Services are tailored to meet clients at different stages—supporting both immediate employment outcomes and longer-term, career-aligned advancement.

Through its Job Matching Unit, Manitoba Start connects employers with qualified newcomer talent via targeted hiring events, networking opportunities, and direct referrals across key sectors such as healthcare, manufacturing, finance, IT, and education.

The organization also plays a key role in Foreign Credential Recognition (FCR), providing specialized guidance to internationally educated professionals navigating credential assessment, licensure pathways, and alternative career options—helping reduce barriers and accelerate labour market integration.

In addition, Manitoba Start delivers Diversity, Equity and Inclusion (DEI) training to employers and partners, supporting inclusive workplaces and strengthening employer capacity to effectively recruit, integrate, and retain newcomer talent.

Working in close collaboration with government, regulators, post-secondary institutions, community organizations, and employers, Manitoba Start advances an integrated workforce development system. Its model responds to Manitoba's evolving labour market needs by focusing on the effective activation of newcomer talent, ensuring individuals are connected not only to employment, but to sustainable, career-aligned opportunities.

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EXECUTIVE SUMMARY

Outcome Indicators & Performance

The 2025–2026 fiscal year marked a period of transition and strategic realignment for Manitoba Start, shaped by changes in Canada's immigration policies and evolving labour market demands.

Demographics

Client demographics continued to align closely with labour market needs, with an average age of 35 and 74% of clients under 40, alongside approximately 69% possessing post-secondary education. Many clients brought experience in high-demand sectors such as healthcare, education, engineering, and finance, positioning them as a highly skilled and job-ready talent pool capable of supporting Manitoba's priority industries and Canada's broader economic immigration objectives.

Client Reach and Retention

Manitoba Start registered 3,257 new clients, reflecting a decline from previous years due to federal policy changes, including reduced temporary resident admissions and caps on international students. Despite lower intake volumes, demand for services remained strong, with significant client re-engagement and over 2,500 follow-ups, highlighting a shift toward more impact-focused, sustained support rather than volume-driven service delivery.

Client and Employer Satisfaction

Client satisfaction remained exceptionally high across all service areas. Intake and NAARS services exceeded targets significantly, with 97% of clients reporting satisfaction, reinforcing Manitoba Start's role as a trusted and effective entry point into the settlement and employment system. Similarly, 95% of clients reported that referral services met their needs, reflecting the strength of coordinated service pathways and individualized planning. Employer satisfaction also remained strong at 92%, highlighting the value of Manitoba Start's employer engagement strategies and its ability to connect employers with job-ready newcomer talent.

Workforce Integration and Labour Market Alignment

In terms of workforce integration, results demonstrate solid outcomes within a more complex operating environment. 62% of clients transitioned to employment, education, or training opportunities, slightly below the 70% target, reflecting broader labour market challenges and increasing client complexity. Employment alignment outcomes remained strong, with 66% of clients securing opportunities aligned with their pre-arrival training or new career pathways, reinforcing the organization's focus on long-term, career-oriented integration rather than short-term job placement.





Foreign Credential Recognition

Foreign Credential Recognition (FCR) services continued to show high engagement and impact. Participation rates exceeded expectations, with 88% of eligible clients accessing FCR supports, demonstrating strong demand for credential recognition pathways. However, outcomes within the licensure process highlight ongoing systemic barriers. While clients are actively engaging, 134 clients successfully connected with regulatory bodies, with others experiencing barriers, underscoring the complexity of credential recognition systems, including financial, regulatory, and language-related challenges.

Employer Engagement

Manitoba Start maintained a strong base of 508 active employers, with deeper, more targeted engagement leading to improved job alignment and high satisfaction levels. A total of 59 events were organized, including 28 information sessions, 9 hiring events, 6 speed networking events and 2 job fairs. The events were targeted to in-demand sectors, such as Healthcare, Finance/Insurance, Manufacturing, Education/Childcare., Accounting and Information Technology.

Strategic Partnerhips and Outreach

Strategic partnerships and outreach activities continued to strengthen system coordination and service alignment, supporting improved referral pathways and enhanced access to employment opportunities.

Overall, the results highlight a clear shift from volume-driven performance to impact-driven service delivery. Manitoba Start continues to demonstrate strong outcomes in client and employer satisfaction, meaningful progress in employment alignment, and leadership in credential recognition support. At the same time, the findings underscore the need for continued focus on addressing systemic barriers to licensure and enhancing workforce integration outcomes in an evolving immigration and labour market context.

CENTRALIZED INTAKE AND REGISTRATION

KEY STATISTICS

3,257 new clients registered
↓ from 5,328 in 2024–25 and 5,770 in 2023–24

3,150 clients received Needs Assessments & settlement plans (~97% coverage)

2,500+ follow-ups completed at 90 days, strengthening continuity of care

82% of clients referred to internal employment services

2,104 clients connected to Settlement Zones (place-based supports)

97% client satisfaction

KEY TRENDS

- **Declining intake volumes driven by federal immigration policy changes and reduced arrivals**
- **Shift in immigration composition:**
  - Provincial Nominees (18%) now largest group
  - Work Permit holders dropped significantly (28% → 16%)
- **Changing country mix:**
  - Continued diversification (India, Nigeria, Eritrea, Philippines)
  - Ukraine decline (12% → 4%) reflecting tapering of CUAET arrivals
- **Younger client base:**
  - Average age 35
    74% under 40, aligned with workforce integration goals
- **Sustained demand for employment services:**
  - Strong internal referrals (82%) indicate high labour market focus

KEY ACHIEVEMENTS & STRENGTHS

- **Maintained high service quality despite reduced volumes**
  - *Exceptional client satisfaction (97%)*
- **Strengthened continuity of service**
  - *Robust 90-day follow-up model (2,500+ touchpoints)*
- **Highly integrated service model**
  - *Strong linkage between Intake → Career Services → JMU*
- **Effective system navigation & referrals**
  - *Coordinated internal and external pathways across sectors*
- **Leadership in sector coordination**
  - *9 Community of Practice (CoP) sessions + additional working groups*



REFERRAL & SYSTEM IMPACT

- **Internal Integration:**
  - 82% referred to employment services → strong alignment with labour market outcomes.
- **External Referral Network:**
  - WELARC (78%), NEEDS (18%), Welcome Place (9%), Accueil Francophone (6%).
- **Targeted referrals:**
  - Immigrant Centre (8%) for pre-employment supports; CDEM (2%) for Francophone employment services.
- **Complex Needs Support:**
  - Family Dynamics (3%), Pluri-elles, Resilia Community Wellness Centre.
- **Settlement Zone Connections:**
  - 2,104 clients connected: Family Dynamics (25%), Immigrant Centre (21%).

PRE-ARRIVAL & SPECIALIZED POPULATIONS

128 clients accessed pre-arrival services (SOPA, PFC, AEIP)

Targeted populations served:

144 Ukrainian CUAET clients
136 Government Assisted Refugees (GARs)
329 referrals from Accueil Francophone



CAREER SERVICES

KEY STATISTICS

3,166 clients registered
(reduction of 30% compared to last year)

Clients from
126 countries
68.6% with more than 15 years of education

1,213 employment outcomes
(985 assisted + 228 direct placements)

62% positive outcomes
at file closure (employment and/or training)

67% employed
in aligned or related career pathways

SERVICE DELIVERY VOLUME

188 workshops delivered
1,842 attendees

84% average workshop completion rate

95.5%
client satisfaction

2,920 resumes developed
(17% above target)

2,124 client meetings
and **10,115 follow-ups**

867 referrals
to Job Matching Unit (JMU)

EMPLOYMENT TIMING

38%
employed within 3 months

34%
within 3–6 months

83%
employed within 6 months overall

PROGRAMMING CHANGES

- **Integration of Canadian Workplace Culture into core curriculum**
- **Consolidation of international student programming into mainstream services**
- **Increased use of group-based models** (resume labs, study groups, workshops)



SUCCESSES

- **Strong employment alignment to client backgrounds** 67%
- **Increased follow ups enabling outcome tracking and sustained engagement**
- **Improved workflow efficiency** (e.g., resume labs replacing 1:1 bottlenecks)
- **Stronger collaboration between Career Services and Job Matching Unit leading to:**
  - More targeted hiring pathways
  - Increased employer engagement



KEY CHALLENGES

Client barriers to employment:

- *Language proficiency (CLB levels)*
- *Limited Canadian experience*
- *Need for foundational employment supports*

Complex client needs:

- *Increasing proportion requiring intensive, longer-term support*

FOREIGN CREDENTIAL RECOGNITION (FCR)

KEY STATISTICS

510 clients
(16%) of all clients:

497 clients
from regulated backgrounds

13 clients
from Trades in 2025-26

363 clients
received direct FCR navigation support; 86 clients attended FCR workshops.

88%
participation rate in FCR services (above 70% target)

FCR OUTCOMES

134 clients registered with regulatory bodies

90 clients completed licensing exams

37 completed credential assessments

24 clients achieved licensure
(teachers, nurses, CPA, technicians, etc.)

22 clients in education/training pathways

118 clients connected to financial supports

KEY TRENDS

- **Growing demand for structured FCR navigation support**
- **High engagement but long licensure timelines**
- **Increasing need for:**
  - Financial supports; Language training; Alternative career pathways
- **Strong concentration in healthcare, engineering, and education sectors**



PROFESSIONAL DESIGNATIONS ACHIEVED

Engineers-in-Training 23

Teachers 15 **Nurses** 9

Clinical Assistants 9

CPA 4 | **PMP** 3 | **others**

KEY ACHIEVEMENTS

- **Launch of Manitoba's centralized FCR website**
  - Covers 31 regulated professions + trades
  - Integrated pathways, labour market information, and booking tools
- **Extensive FCR programming:**
  - 25 occupation-specific workshops
  - Targeted sector sessions (healthcare, engineering, legal, etc.)
- **Innovative supports:**
  - NAC OSCE study groups →14/16 physicians passed
  - Veterinary (IEV) study groups established
- **Strong system partnerships:**
  - Shared Health, NNAS, regulators, post-secondaries
- **Increased employer linkage:**
  - Referrals to healthcare recruitment pipelines

KEY BARRIERS FOR CLIENTS

- **Financial barriers (licensing, exams, study materials)**
- **Complex and lengthy licensure processes**
- **Limited client understanding pre-engagement**
- **Language and communication barriers**
- **Difficulty obtaining international documents**
- **Family and time constraints impacting participation**
- **Regulatory system challenges:**
  - Slow response times
  - Lack of clarity in processes

EMPLOYER ENGAGEMENT AND HIRING SUPPORTS

KEY STATISTICS

508 active employer contacts maintained

1,111 clients engaged with JMU services

1,272 files closed, with 62% positive outcomes (↑ 6% YoY)

66% of outcomes were full-time roles

66% of placements aligned with client career pathways (↑ 10% YoY)

92% employer satisfaction (exceeding 85% target)

KEY TRENDS

Stronger employment alignment:
- Increased placements in roles matching pre-arrival or new career paths (66%)

Growing employer engagement depth:
- Sustained high number of employer contacts (508)
- Increased collaboration through events, partnerships, and sector sessions

Sector-focused hiring approach:
- Targeted efforts in healthcare, manufacturing, finance, and service sectors

Improved outcomes despite lower intake volumes:
- Higher placement quality and alignment, even with fewer overall clients

EMPLOYER ENGAGEMENT & RELATIONSHIPS

Robust employer network across key industries 28 employer information sessions:
- 22 in-person | 5 virtual | 1 company tour

Continuous engagement enabled:
- Real-time labour market insights
- Better alignment between client skills and employer needs
- Strengthened employer confidence and repeat participation

HIRING & NETWORKING OUTCOMES

Hiring Events
- 9 in-house hiring events + 5 partner events
- 43 employment outcomes across targeted sectors

Targeted Job Fairs
- Healthcare job fair → 6 hires on-site
- Manufacturing job fair → 2 hires on-site

Speed Networking
- 15 sector-specific events + RBC partnership
- 53 employment outcomes

Direct employer-client engagement models (job fairs, networking) continue to produce immediate and measurable hiring outcomes.

HIGH-DEMAND SECTORS

Placements aligned with Manitoba labour market priorities:

- **Healthcare (nurses, support workers)**
- **Manufacturing & Production**
- **Education & Childcare**
- **Finance & Insurance**
- **Sales & Customer Service**

KEY CHALLENGES

Reduced client pipeline
- Linked to lower intake volumes due to immigration policy changes

Balancing volume vs. quality
- Fewer clients but higher expectation for tailored job matching
- Ensuring client readiness matches evolving labour market demands

STRATEGIC COLLABORATION PROJECTS

Pitch Lab (New Media Manitoba)
- **Focus:** Tech sector integration
- **Outcome:** 7 clients secured tech jobs

Credit Union IIP Program (ACU, SCU, CCU)
- **Focus:** Banking sector pathways
- **Outcome:** 6 clients placed in financial roles

KEY ACHIEVEMENTS & SUCCESSES

Exceeded employer satisfaction targets (92%)

Improved employment outcomes (+6%) and alignment (+10%)

Strong full-time employment results (66%)

Effective employer engagement strategy:
- High-quality partnerships
- Repeat employer participation

Scalable engagement models:
- Hiring events, networking, and sector collaborations

OUTREACH AND PARTNERSHIP **DEVELOPMENT**

In 2025–2026, Manitoba Start strengthened its role as a system integrator and connector, bringing together employers, settlement providers, post-secondary institutions, regulators, and community organizations to enhance newcomer integration and workforce outcomes.

Through coordinated partnerships, targeted presentations, and extensive outreach, Manitoba Start improved referral pathways, service alignment, and access to employment opportunities across Manitoba.

SCALE OF ENGAGEMENT

34 sector coordination and planning meetings

43 industry webinars and information sessions delivered

24+ outreach events and community activations

15+ stakeholder presentations

9 NAARS Community of Practice sessions led

Active participation in provincial, national, and sector tables

STRATEGIC PARTNERSHIPS

- **Government & System Partners:** Including IRCC, the Province of Manitoba, Shared Health, and National Nursing Assessment Service, supporting alignment between settlement services, labour market needs, and licensure pathways.
- **Settlement & Community Organizations:** Partnerships with organizations such as WELARC, NEEDS, Immigrant Centre, and Accueil Francophone enhanced referral coordination and support for high-needs clients.
- **Post-Secondary Institutions:** Collaboration with Red River College Polytechnic – Centre for Newcomer Integration, University of Manitoba, and others strengthened transitions from education to employment.
- **Industry & Sector Partners:** Engagement with Engineers Geoscientists Manitoba, CPA Manitoba, and sector councils supported career pathways in high-demand occupations.
- **Presentations & Knowledge Sharing**
  Targeted presentations were delivered to employers, students, community groups, and newcomer cohorts on topics including:
  - *Employment pathways and job search strategies*
  - *NAARS intake and referral system*
  - *Foreign Credential Recognition (FCR)*
  - *Labour market trends*
- **Impact**
  Improved awareness of services, earlier client engagement, and stronger employer understanding of newcomer talent.

OUTREACH & COMMUNITY ENGAGEMENT

Manitoba Start participated in major community and career events, including newcomer fairs, cultural festivals, and institutional outreach.

- **Impact:**
  - Direct engagement with thousands of newcomers
  - Potential for increased registrations and service uptake
  - Improved awareness in underserved populations

SYSTEM LEADERSHIP & COORDINATION

As Winnipeg's Designated NAARS provider, Manitoba Start led 9 Community of Practice sessions, strengthening collaboration across service providers and improving referral consistency. The organization also contributed to national and provincial tables, including NAARS advisory groups and IRCC consultations.

- **Impact:**
  - Stronger system coordination
  - Reduced duplication of services
  - Alignment with government priorities

EMPLOYER & WORKFORCE INTEGRATION

Through employer partnerships, joint webinars, and hiring-focused initiatives, Manitoba Start supported workforce integration across key sectors.

- **Impact:**
  - Reduced hiring barriers for newcomers
  - Increased employer confidence
  - Improved job matching and employment outcomes

OVERALL IMPACT

- **For Newcomers:**
  - Faster access to services and employment pathways
  - Improved awareness and navigation of systems
  - Stronger integration into the labour market
- **For Employers:**
  - Access to skilled, job-ready talent
  - Better understanding of newcomer skills and potential
- **For the System:**
  - Enhanced coordination across sectors
  - More efficient and responsive service delivery



DIGITAL MEDIA



KEY STATISTICS

Social Media Audience

Facebook: **8,800+** followers (+7.5%)

Instagram: **2,700+** followers (+19.7%)

LinkedIn: **9,800+** followers (+12.3%)

Content Output

400+ posts **(Facebook & Instagram each)**

550+ posts **on LinkedIn**

Website Performance

214 **average daily visitors**

Most visited pages: Job Board, Career Services, Events

Newsletter

35,500+ **subscribers**

54% **open rate** (strong engagement)

KEY CHALLENGES

Converting digital engagement into service uptake

- Ensuring followers transition into active clients

Measuring deeper impact

- Moving beyond reach metrics to track outcomes (registrations, placements)

KEY TRENDS

- **Strong organic growth across all platforms, particularly on Instagram and LinkedIn**
- **Shift toward high-frequency, consistent content strategy (400–550 posts annually)**
- **Increased use of:**
  - Event highlights and success stories
  - Partner tagging and cross-promotion
  - Interactive and engagement-driven content

KEY ACHIEVEMENTS & STRENGTHS

- **Significant audience growth without paid amplification**
- **High engagement rates, especially through newsletter (54% open rate well above industry averages)**
- **Strong visibility of services and events, driving awareness and participation**
- **Effective use of LinkedIn for employer and professional audience engagement**
- **Integrated digital strategy supporting outreach, programming, and partnerships**

DIVERSITY, EQUITY AND INCLUSION **(DEI) PROGRAM**



KEY STATISTICS

- **12 DEI workshops delivered (external + internal)**
- **External sessions delivered to organizations including:**
  - City of Winnipeg
  - NEEDS Centre Inc.
  - International College of Manitoba
- **46 participants attended flagship internal panel event (Welcoming Communities Week)**

KEY INITIATIVES

- **Internal culture-building initiatives**
  - Diversity programming for staff
- **Strategic marketing launch**
  - New DIT marketing materials and LinkedIn campaign
- **Integration into core programming**
  - Indigenous and DEI content embedded into Canadian Workplace Culture curriculum

TRUTH & RECONCILIATION INITIATIVES

- **Land Acknowledgement integrated across website, programming, and presentations**
- **New Indigenous history course developed for clients**
- **Staff training on:**
  - Indigenous stereotypes
  - Impacts of residential schools
- **Land-based learning initiatives in partnership with Welcome Place**

KEY TRENDS

- **Growing employer demand for DEI/DIT training, reflected in increasing inquiries (17 organizations)**
- **Increased emphasis on:**
  - Workplace inclusion and leadership training
  - Intercultural communication
  - Support for diverse and refugee employees
- **Strong alignment with broader labour market inclusion and retention strategies**

INTERNAL DIVERSITY & INCLUSION STRATEGY

- **Organization-wide engagement through cultural recognition initiatives, including:**
  - Welcoming Communities Week (panels, storytelling, film screenings)
  - Cultural and religious observances (Diwali, Ramadan, Hanukkah, Black History Month, etc.)
- **Staff engagement and awareness initiatives**
  - Speaker sessions (e.g., neurodiversity, Black leadership)
  - Internal communications and activities to promote inclusion

INFORMATION TECHNOLOGY AND BUILDING OPERATIONS

Digital Infrastructure & Service Delivery

- Upgraded audiovisual systems to support virtual and hybrid events, expanding reach and improving the quality of training, workshops, and information sessions.

Data Systems & Reporting

- Conducted database research and system analysis to improve data management, reporting, and operational efficiency.
- Engaged multiple vendors to explore scalable, flexible, and analytics-driven solutions.
- Updated internal processes and dashboards to reflect partner changes and reporting requirements.

Website Enhancements

- Improved website usability and navigation, including an upgraded events calendar for more reliable and timely updates.
- Achieved accessibility compliance, enhancing access for users with disabilities.
- Integrated Foreign Credential Recognition (FCR) resources, improving client access to credential pathways, supports, and employment information.

Safety & Security

- Implemented in-person security services, strengthening safety for staff, clients, and visitors.

Sustainability & Efficiency

- Completed lighting upgrades across the facility to improve energy efficiency and reduce consumption.

Key Trends

- **Shift toward digital and hybrid service delivery models**
- **Increasing focus on:**
  - Data-driven decision-making and reporting
  - System scalability and integration
- **Growing importance of:**
  - Accessibility compliance
  - User-friendly digital experiences



HUMAN RESOURCES

Organizational Capacity Building

Human Resources continued to strengthen Manitoba Start's organizational capacity by supporting recruitment, workforce development, staff engagement, and internal talent growth.

- *8 new hires, supporting service delivery and organizational growth.*
- *3 internal career advancements, reflecting progression within the organization.*
- *3 employees in developmental roles, gaining skills and experience for future progression.*

Training and Development

Training and development in 2025–2026 focused on a more intentional, role-aligned approach, ensuring staff are well-equipped to succeed as they transition into new and evolving responsibilities. Emphasis was placed on strengthening leadership capacity, enhancing role-specific competencies, and maintaining strong connections to sector trends and best practices.

Leadership Development

Staff participated in targeted leadership programs designed to build management and strategic capabilities, including the Leadership Program, Advanced Leadership Skills through Volunteer Manitoba, and the Leadership Intensive at the Asper School of Business.

Certified Role-Based Training

Role-specific training supported staff in delivering high-quality services across programs. This included Career Services Certification, Job Developer Certification, and Case Management Training, strengthening core competencies in client service delivery, employment support, and case management practices.

Sector Engagement

Ongoing participation in sector conferences, events, and networking opportunities supported continuous learning and knowledge exchange. Staff engaged in key events such as Cannexus, Metropolis, Let's Get to Work, and QNET, as well as MBiz Breakfasts, Chamber events, and MANSO and P2P sessions.

These combined efforts supported a culture of continuous learning, strengthened internal capacity, and ensured Manitoba Start staff remain aligned with evolving labour market trends and leading practices in the sector.

CLIENT SUCCESS STORIES

Background
Internationally educated nurse with completed licensure in Manitoba

Goal
Secure full-time nursing position

Challenge
Navigating the Canadian job market while clearly positioning her professional experience and credentials.

Manitoba Start Support
- Career Development Workshop
- 1:1 coaching with Career Coach
- Resume development and job search strategy
- Job Matching Supports

Outcome
- Secured **Full-Time General Duty Nurse position**
- Salary: **$59/hour**
- Successfully aligned with healthcare

Background
Master's in Commerce, 10+ years experience

Goal
Secure employment related to pre-arrival career

Challenge
Loss of confidence and difficulty aligning previous experience with Canadian roles.

Manitoba Start Support
- Ongoing career coaching
- Resume tailoring strategies
- Confidence-building and encouragement

Outcome
- Secured Senior Accountant position
- $95,000/year salary
- Achieved long-term career goal

CLIENT TESTIMONIALS

Shared with career coaches and FCR navigators

Lucrecia Krivoy, Internationally Educated Physician and OSCE Study Group Lead

I'm thrilled to share that I achieved a superior performance on the NAC OSCE, well above the national average. I honestly believe that none of this would have been possible without you — from connecting me with other physicians at the very beginning, to guiding and supporting me throughout the preparation. Your help created the foundation for both my success and the strong, collaborative group we built together. I'm also proud to share that, among the physicians who attended our sessions regularly, at least 14 successfully passed the exam, which is such a rewarding outcome for all of us.

It also makes me excited to see that this group is growing into something bigger: being able to continue supporting other physicians preparing for the exam feels like a natural extension of what you helped start. I will always be grateful for your guidance and for the trust you placed in me to carry this forward.

Lucrecia was connected with the Health Care Recruitment and Retention Office and is now working as a Clinical Assistant.

Laila Souto Rodrigues, Internationally Educated Nurse

My name is Laila and I am a nurse from Brazil who arrived in Winnipeg in 2017 and you supported me and my husband when I arrived at Manitoba Start.

I arrived with low English level and a dream to became a nurse here in Canada. You supported me and showed me all the steps I would need to go through to become a nurse again. First, I would need to learn English and then start the process...after my meeting with you, I started my long journey to become a nurse here in Canada!

Well, today I am almost finishing my nurse re entry program at RRC and on December I will be able to work as a nurse again. I am sending this email to you because I want to let you know how important you were for me and say THANK YOU!

You were the first person here in Manitoba I met who showed me that I could make my dream come true!

Thank you for what you did! Thank you for your work and your dedication. As a new comer, we always have a mix of feelings, and meet people like you, make things better.

Laila completed her RRC Nursing Re-Entry Program and is proudly working as a Registered Nurse with Prairie Medical Centre.

QUICK IMPACT SNAPSHOTS

Finance Leadership Success

CLIENT: J.A.

ROLE: Business Manager / Financial Controller

SALARY: $85K

- Resume + interview preparation
- Workshop + 1:1 coaching
- Transitioned into senior finance role

Fast-Track Career Entry

CLIENT: E.D.

ROLE: Project Supervisor

- Mock interview using Path Pilot
- Real-time interview coaching
- Hired within days of workshop

High-Value Career Breakthrough

CLIENT: T.O.

ROLE: Operations Manager / Territory Sales Manager

SALARY: $100K+

- Overcame “no Canadian experience” barrier
- Intensive interview coaching
- Received two executive-level offers

Engineering to Employment

CLIENT: C.E.

ROLE: Employment & Language Counselor

SALARY: $58,000/year

- Learned ATS resume strategies
- Received interview coaching
- Secured role shortly after workshop

CONCLUSION

The 2025–2026 year marked a significant shift in Manitoba’s immigration landscape, with reduced newcomer arrivals and evolving federal policies shaping service demand. In this environment, Manitoba Start demonstrated strong leadership by focusing on what matters most: successful newcomer integration and long-term workforce participation.

Through coordinated intake, targeted employment supports, expanded Foreign Credential Recognition pathways, and deepened partnerships, Manitoba Start ensured that newcomers were not only supported—but positioned to succeed. The organization’s ability to connect systems, align services, and respond to labour market needs has reinforced its role as a central hub for workforce integration in Manitoba.

The results are clear: faster employment outcomes, stronger career alignment, increased employer engagement, and improved access to services for diverse newcomer populations.

Looking ahead, Manitoba Start remains committed to:

- Strengthening pathways from arrival to employment and licensure
- Expanding employer partnerships in high-demand sectors
- Continuing to lead system coordination through enhanced partnerships

As immigration levels evolve, Manitoba Start’s focus remains unchanged—ensuring that every newcomer can contribute, succeed, and thrive in Manitoba’s economy and communities.

FINANCIALS

STATEMENT OF FINANCIAL POSITION

CURRENT ASSETS	2026	2025
Cash	587,828	611,903
Investments	287,542	336,491
Accounts and Grants Receivable	143,706	166,055
GST Receivable	17,607	5,865
Prepaid Expenses	9,381	10,561
	1,046,064	**1,130,875**

CURRENT LIABILITIES	2026	2025
Bank Indebtedness	----------	278,120
Accounts Payable	151,236	126,982
Deferred Contributions – Grants	105,818	6,769
	257,054	411,871
UNRESTRICTED NET ASSETS	789,010	719,004
	1,046,064	**1,130,875**

STATEMENT OF REVENUE AND EXPENSES

REVENUE	2025	2024
Grants	3,357,631	3,283,521
Fee for Service	21,245	34,025
Interest	18,951	15,089
Donations	193	100
	3,398,020	**3,332,735**
EXPENSES	3,328,014	3,180,291



SOURCES OF REVENUE



- **Province (Core Programming)**
  $2,600,000 / 76.52%
- **IRCC – MNAARS**
  $527,604 / 15.53%
- **Settlement Online Pre-Arrival**
  $207,027 / 6.09%
- **Fee for Service/ Other Income**
  $40,389 / 1.19%
- **Colleges and Institutes Canada**
  $23,000 / 0.68%



- **Province (Core Programming)**
  $2,600,000 / 78.01%
- **IRCC – MNAARS**
  $420,730 / 12.62%
- **IRCC - Labour Market Connections**
  $95,624 / 2.87%
- **Province (REDI)**
  $59,392 / 1.78%
- **Service Canada**
  $54,378 / 1.63%
- **Fee for Service/ Other Income**
  $49,214 / 1.48%
- **Youth Employment Services Manitoba**
  $29,497 / 0.89%
- **Colleges and Institutes Canada**
  $23,900 / 0.72%

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