

Ontario Chamber of Commerce Skills Bridge Beta Interim Evaluation

Capacity-Building for Canadian Small and Medium-Sized Enterprise



This report was produced as part of a project funded by the Future Skills Centre (FSC), with financial support from the Government of Canada's Future Skills Program.

FSC is a forward-thinking centre for research and collaboration dedicated to preparing Canadians for employment success. We believe Canadians should feel confident about the skills they have to succeed in a changing workforce. As a pan-Canadian community, we are collaborating to rigorously identify, test, measure, and share innovative approaches to assessing and developing the skills Canadians need to thrive in the days and years ahead. The Future Skills Centre was founded by a consortium whose members are Toronto Metropolitan University, Blueprint ADE, and The Conference Board of Canada

The opinions and interpretations in this publication are those of the author(s) and do not necessarily reflect those of the Future Skills Centre or the Government of Canada.



Partners



The Diversity Institute undertakes research on diversity in the workplace to improve practices in organizations. We work with organizations to develop customized strategies, programming and resources to promote new, interdisciplinary knowledge and practice about diversity with respect to gender, race/ethnicity, Indigenous Peoples, abilities and sexual orientation. Using an ecological model of change, our action-oriented, evidence-based approach drives social innovation across sectors.



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For more than a century, the Ontario Chamber of Commerce (OCC) has undertaken important research on Ontario's most pressing policy issues, advocating for solutions that will foster the growth of Ontario businesses and lead to the creation of jobs in the province.

Through their focused programs and services, they support businesses of all sizes, encouraging workforce development and inclusive economic growth.



Magnet, housed at Toronto Metropolitan University, is a Centre of Innovation focused on the future of work. Magnet creates trusted partner networks and advances social innovation through tailored digital solutions. By bringing together innovators from across the labour market ecosystem, Magnet facilitates collaborative projects, supports social innovation and applies a systems approach to assessing how existing technologies can be adapted and integrated to further solutions for future of work challenges. We are committed to digital-first, inclusivity, social innovation, and building connections that drive economic and social prosperity.



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Authors

Wendy Cukier

Founder & academic director, Diversity Institute

Professor, Entrepreneurship & Innovation, Toronto Metropolitan University

Louie Di Palma

Vice president, SME Programs, Ontario Chamber of Commerce

Mark Patterson

Executive director, Magnet

Sharon Broughton

Senior research associate, Diversity Institute

Contributors

Erin Grosjean

Senior program manager, Diversity Institute

Katlynn Sverko

Director, research - special projects, Diversity Institute

Hunter Reedman

Program manager, Ontario Chamber of Commerce

Juliana Arbelaez

Project manager, Magnet

Alyssa Saiphoo

Senior research associate, Diversity Institute

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Executive Summary

Small and medium-sized enterprises (SMEs), with 1 to 499 employees, are an essential contributor to Canada's prosperity, productivity and growth. However, SMEs face challenges upskilling their workforce and hiring and retaining talent. SMEs often lack human resources (HR) staff and the expertise required to recruit and hire diverse talent. Further, resource and time constraints limit their ability to invest in skills training.

This interim report provides an evaluation of the Beta stage of the Skills Bridge project. Skills Bridge, developed by the Ontario Chamber of Commerce, Diversity Institute and Magnet, with the support of the Future Skills Centre, had the following goals:

- To understand the skill and training needs of SMEs and entrepreneurs
- To understand the barriers SMEs and entrepreneurs face in accessing skills and talent
- To develop, test and iterate a national platform to support the recruitment and skill development needs of SMEs and entrepreneurs, while assessing the platform's technological, operational and economic feasibility
- To identify the functionality and features desired by SMEs
- To advance EDI skills and capacity for SMEs, entrepreneurs and the ecosystem
- To develop a sustainability plan for a shared service.

Whereas testing phases 1-4 focused on the design and development of the Skills Bridge platform, the Beta phase aimed to address feedback from the previous phases and provide an integrated platform that was easy to use, creating a custom interface and experience. This phase also further refined the course offerings to address SMEs emerging needs and provided course bundles with clearer learning pathways.

Findings

Progress on project outcomes and objectives is as follows:

Content development and curation within a scalable, integrated, one-stop LMS: The project exceeded its targeted Beta outcome of 30 courses on the LMS across 13 learning pathways. By March 2025, there were 18 English and 18 French learning pathways on Skills Bridge. Between June 2023 and December 2024, 44 created courses were developed (22 French and 22 English); 36 were added to the LMS by December 2024. These courses, in addition to the 52 curated courses present on the Skills Bridge platform, brought the Skills Bridge course total to 88 by the end of December 2024.

Participation in platform testing and partnerships developed: 1355 SMEs and 857 learners registered for Skills Bridge during Beta (June 2023 - December 2024). Of the 1355 SMEs who registered for Skill Bridge, 46% (n=618) registered for asynchronous courses, 71% (n=438) of whom went on to participate in the courses. 491 SMEs registered for webinars, of which 51% (n=251) went on to attend the webinars. A total of 734 SMEs engaged in training, including both webinars or courses. Of those

engaging in training, 37% (n=445) attended Equity, Diversity and Inclusion (EDI) courses or webinars. Some SMEs may have participated in both webinars and courses. The project exceeded its target of 600 SMEs engaging in training; however, it fell short of the target to have 50% of SMEs engaging in EDI training. 11 new chambers of commerce participated in the process between June 2023 - December 2024, bringing the total number of participating chambers to 65.

Usability and Impact of Training: Based on their unaided open ended responses to the registration survey, the Skills Bridge courses align with the most prescient training and skills needs identified by SMEs. The post-course survey results are as follows:

- 87% of learners rated the overall course quality as high, marking a significant improvement from the 80% rating across phases 1 through 4.
- The average course quality rating was 8.75 out of 10.
- 83% of learners were likely to recommend their course.
- 83% of learners plan to apply the content to their work.
- 81% of learners found the course content compelling and useful (versus 69% in phases 1 through 4), with an average rating of 8.6 out of 10.

The Beta results indicate the project has successfully incorporated the platform and course content feedback received during the testing phases.

SME Adaptability and Competency Development: The training delivery scores are high and the length of the courses aligns with the capacity needs of SMEs. Based on stakeholder feedback, a strength of Skills Bridge lies in its effectiveness at consolidating content and only presenting skills training deemed essential for SMEs and their employees.

Inclusive Opportunities: According to the registration survey, 41% of SMEs participating in Beta had majority women ownership, 18% had majority racialized owners, 6% persons with disabilities and 2% Indigenous Peoples. During Beta, participants were given access to 8 DI developed EDI courses, 1 curated course and 5 webinars in this skill area. 268 SMEs engaged in EDI based course content and webinars. Some may have participated in both webinars and courses. On average, EDI courses were rated 8.9 out of 10 on overall quality, user-friendliness and usefulness, with 87% planning to apply the course content to their roles.

Pathways to Jobs: The project engaged diverse learners and promoted upskilling opportunities within SMEs. 857 learners registered for Skills Bridge during Beta, 639 participated in Skills Bridge asynchronous courses and there were 1197 combined webinar and course participants. Of the new learners who completed the registration survey, 43% self-identified as racialized people, 69% as women or non-binary people, 19% as persons with disabilities, 7% as Indigenous Peoples and 12% 2SLGBTQ+. The project identified digital resources to provide upskilling opportunities, career guidance and job retention in the emerging economic landscape.

Sustainable Marketplace: The project delivered a sustainable marketplace by building on the Magnet platform to reduce fragmentation and provide a one stop shop for SMEs. This marketplace enabled 1355 SMEs, during Beta, to build their capacity with respect to upskilling and reskilling. In addition to the present course offer, efforts are ongoing to source additional content in areas such as AI, Digital Skills, Communication, Workplace Safety, and Management.

Conclusion

The high participation rates and feedback collected throughout Beta validate the market demand for Skills Bridge, its modular asynchronous learning approach and the relevance of its learning pathways and content. The project has shifted from solely presenting curated content developed by others to the addition of custom content created based on SME feedback. A strength of the Skills Bridge platform lies in its effectiveness at consolidating content and only presenting skills training deemed essential for SMEs and their employees.

This evaluation provides substantive evidence on the achievement of immediate and interim goals and outcomes. It is less instructive on progress towards Skills Bridge long term objectives. In future, additional evaluation instruments are required to assess the progress on long term outcomes.

Skills Bridge Beta Program Overview

Small and medium-sized enterprises (SMEs) are an essential contributor to Canada's prosperity, productivity and growth. SMEs, defined as organizations with 1 to 499 employees, contribute almost half of the GDP produced by the private sector.¹ They employ nearly 9.5 million people or 53.8% of the Canadian workforce.² However, SMEs face challenges upskilling their workforce and hiring and retaining talent. About 40% of firms with 5-19 employees, 45% of firms with 20-99 employees and 47% of firms with 100+ employees report that challenges recruiting skilled workers present an obstacle to their business growth.³ SMEs often lack human resources (HR) staff and the expertise required to recruit and hire diverse talent. Further, resource and time constraints limit their ability to invest in skills training.

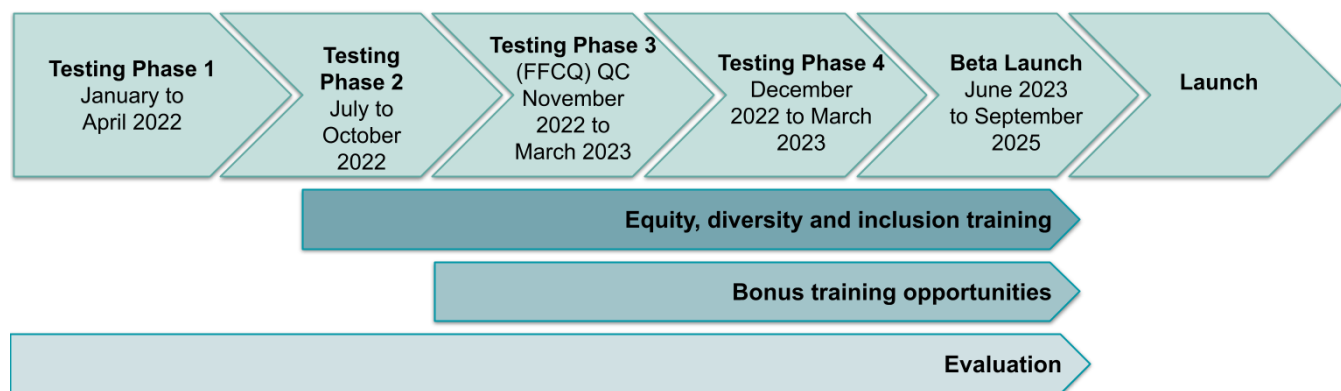
This interim report provides an evaluation of the Beta stage of the Skills Bridge project. The project aimed to leverage technology, simplify a fragmented training ecosystem and design a custom learning management system tailored to the needs of SMEs. Skills Bridge sought to address the most essential present and emerging skill requirements of diverse Canadian SMEs, while recognizing their capacity constraints. Skills Bridge needed to be effective and efficient, with a clear line of sight to SMEs' ability to attract and retain talent, innovate and grow.

Skills Bridge, developed by the Ontario Chamber of Commerce, Diversity Institute and Magnet, with the support of the Future Skills Centre, had the following goals:

- To understand the skill and training needs of SMEs and entrepreneurs
- To understand the barriers SMEs and entrepreneurs face in accessing skills and talent
- To develop, test and iterate a national platform to support the recruitment and skill development needs of SMEs and entrepreneurs, while assessing the platform's technological, operational and economic feasibility
- To identify the functionality and features desired by SMEs
- To advance EDI skills and capacity for SMEs, entrepreneurs and the ecosystem
- To develop a sustainability plan for a shared service.

The project consisted of 5 phases: Testing Phase 1, Testing Phase 2, Testing Phase 3, Testing Phase 4 and Beta (Figure 1). Results for the work completed in Testing Phases 1-4 are detailed in *Skills Bridge Preliminary Evaluation: Capacity-Building for Canadian Small & Medium-Sized Enterprises*.

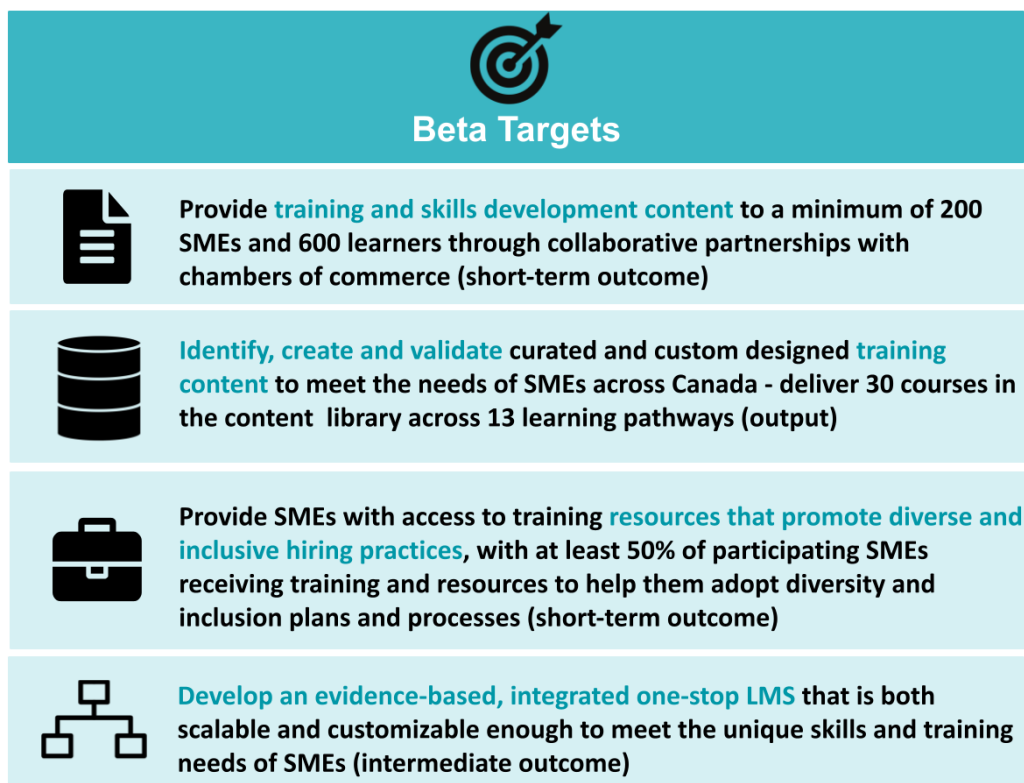
Figure 1. Testing phases: Timeline and activities



Whereas testing phases 1-4 focused on the design and development of the Skills Bridge platform, the Beta aimed to address feedback from the previous phases and provide an integrated platform that was easy to use, creating a custom interface and experience. This phase also further refined the course offerings to address emerging needs with more offerings related to the digital and connected world of work, the decarbonized economy, regulatory and professional requirements and governance as well as creating inclusive workplaces. It also provided bundles of courses with clearer learning pathways. In addition, the platform aimed to assess ways to motivate SMEs and employees to devote time and energy to upskilling and reskilling.

The objectives of the Beta phase can be found in Figure 2.

Figure 2. Beta project output and outcome targets



In the short term, during Beta, the project sought to engage with 4 new provincial chambers to achieve the participation objectives, and to partner with 3 industry associations or training providers and 1 Indigenous organization on course development. From an intermediate outcome perspective, once SMEs had engaged in training and applied their learnings, the aim was to improve SME decision making and the equity, diversity and inclusiveness of their workplaces. The project also sought to improve SMEs' understanding of the benefits of digital and AI adoption and of decarbonization strategies. Ultimately, the long-term goal of Skills Bridge is to ensure SMEs have access to the skilled labour they need.

The updated logic model for the Beta phase of the program, outlined the inputs (e.g., the partnerships, stakeholders and staff), the activities and the outputs with a focus on short-term, intermediate and long-term outcomes (Figures 3A & B).

Figure 3A. Skills Bridge program Beta logic model (activities and outputs)

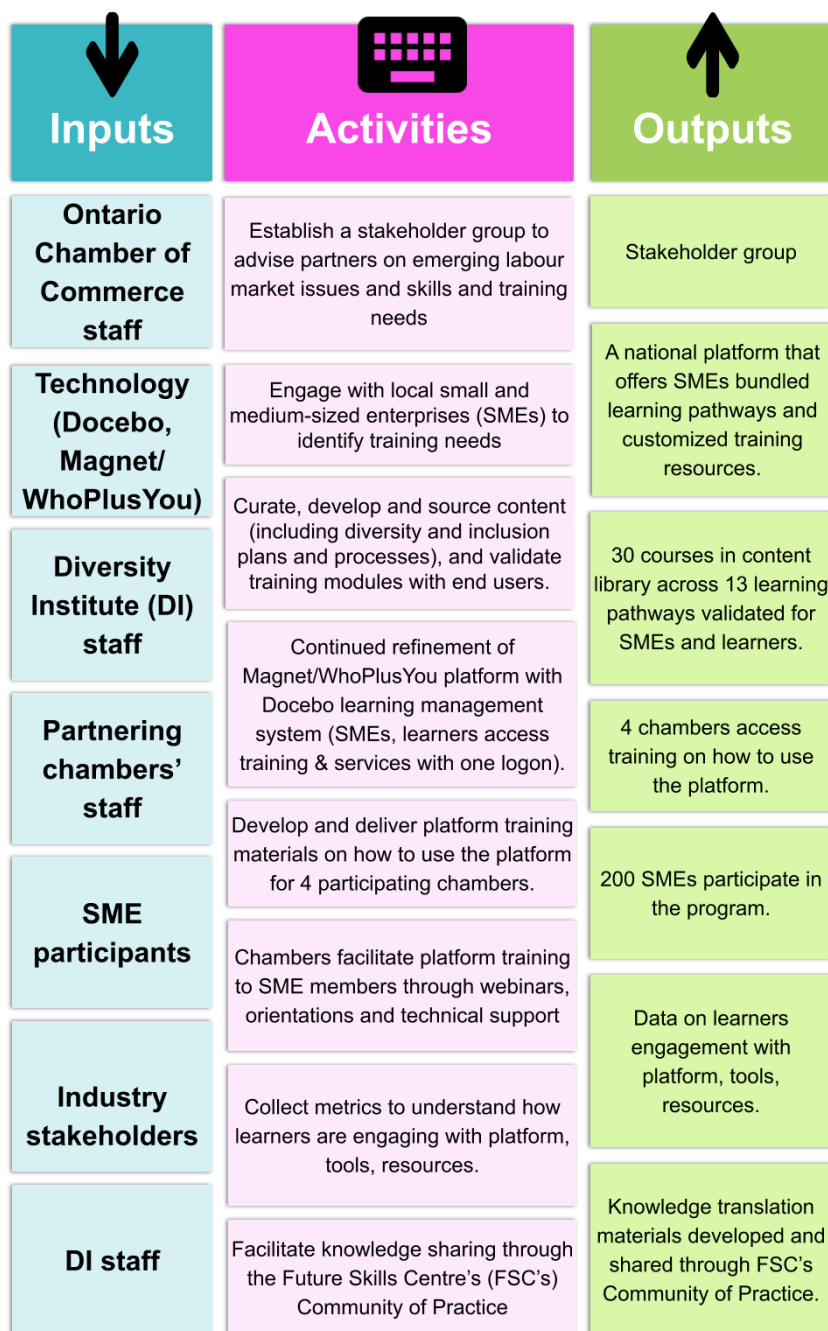
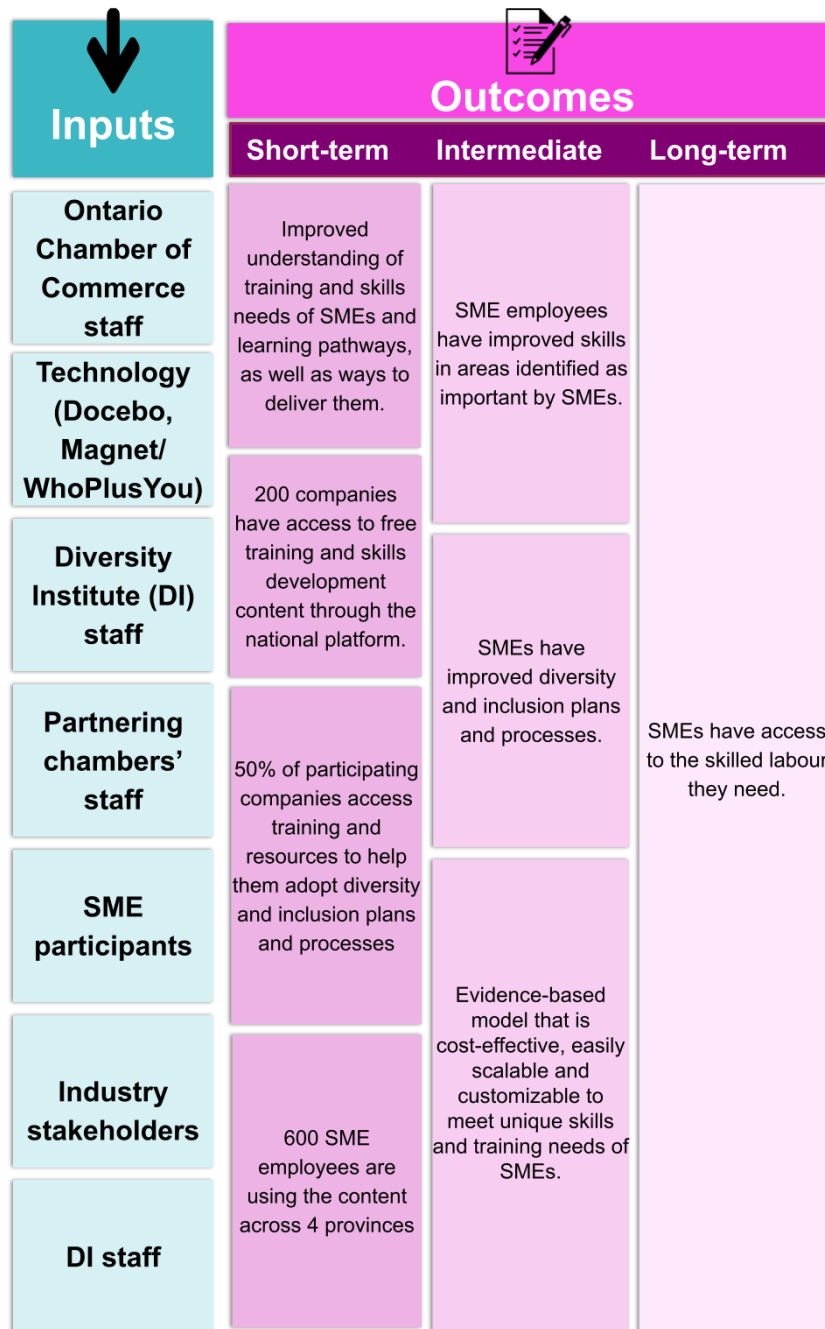


Figure 3B. Skills Bridge program platform Beta logic model (Outcomes)



Program Delivery

Overview

Previous feedback from the evaluation identified a series of issues and the Beta phase sought to address them. SMEs are desperate for skills and talent but have limited resources and time to devote so tools for them need to be easy to use and organized in ways that are adaptable to their schedules, preferences and needs. The Beta stage developed and refined the content, the courses offered and iterated and improved the integrated LMS to meet the training and skills development needs of SMEs.

1. The first phases linked together five different learning management systems with different interfaces which challenged users. The Beta Skills Bridge platform provided custom integration through the Magnet platform and the Docebo learning management system.
2. The Beta version included premium features such as: the Community Insights Dashboard, which allows the chamber to visualize and download various key performance indicators (KPIs) and a Community Engagement App, which also allows the Chamber to manage their affiliates.
3. The Beta version included a Learning Assignment Dashboard, which allows SMEs and program administrators to assign courses to their employees.
4. The Skills Bridge platform also allowed learners to self-enroll in courses, learning pathways, or be assigned courses by their SME leaders.

Course Development

In Phases 1 - 4, a collaborative course evaluation scorecard was developed by OCC and DI to evaluate which courses would be presented to SME participants.⁴ During Phases 1-4, the majority of the content was curated from a series of evaluated course providers. During the Beta phase, the majority of course content was custom developed by the project delivery team, taking into account feedback received in the testing phases. By March 2025, there were 18 English and 18 French learning pathways on Skills Bridge including (Figure 4):

Figure 4. Skills Bridge Learning Pathways (March 2025)

Skills Bridge Learning Pathways	
Equity, Diversity and Inclusion For Leaders Équité, Diversité et Inclusion pour les leaders	Business Essentials L'essentiel de l'entreprise
Equity, Diversity and Inclusion For Employees Équité, diversité et inclusion pour les salariés	Artificial Intelligence L'intelligence artificielle pour tous
Management and Supervisory Skills Compétences en matière de gestion et de supervision	Human Resources Ressources humaines
Digital Skills Basic Compétences numériques de base	Social Media Réseaux sociaux
Sales and Marketing Vente et marketing	Cybersecurity Cybersécurité
Finance and Accounting Finance et comptabilité	Advanced Digital and Professional Training (ADaPT) Formation en compétences numériques et professionnelles de pointe
Adaptability Adaptabilité	Collaboration Collaboration
Communication Communication	Creativity and Innovation Créativité et innovation
Writing Rédaction	Sales Fundamentals Principes fondamentaux de la vente

Beyond the 18 pathways developed for SMEs and their employees, a Board Governance pathway was added for chambers which currently offers the “Chamber Governance Refresher: Duties, Ethics and Leadership” course, developed by OCC to meet the needs of chamber network partners which is currently only available in English. The new pathways marked the refinement and expansion of the original 16 English and French learning pathways available through December 2024.

Between June 2023 and December 2024, 44 created courses were developed by OCC and DI (22 French and 22 English); 36 had been added to Skills Bridge by December 2024. The 36 created courses, in addition to the 52 curated courses present on the Skills Bridge platform, brought the Skills Bridge course total to 88 by the end of December 2024. In November 2024, 8 new courses were developed by DI on the topics of AI and Green Skills; the courses were added to Skills Bridge in January 2025, available in both English and French. An additional 13 courses, developed by OCC from December 2024 through January 2025, will be added to Skills Bridge in Spring 2025 (Appendix A). The additional courses responded directly to SME feedback regarding their emerging needs provided throughout the testing and Beta phases. All of the created courses are between 60 to 90 minutes, include reflection points, interactive activities, varied media and engagement forms and are based on relevant content identified by project partners and through feedback with participants.

During Beta, the courses and pathways were reorganized to better fit the skill areas and needs identified by the SME community, including Human Resources, Mental Health, Social Media and Digital, Sales Fundamentals, and Adaptability. Further, some of the newly created courses addressed more advanced levels of study (e.g., advanced customer service), responding to SME and learner

feedback discussed later in this report. For a full list of updated learning pathways and courses as of March 2025 see Appendix B.

In addition to the asynchronous course content, the following 6 webinars were held, addressing topics in EDI and AI, including:

- Land Acknowledgements: More Than Just Ticking A Box;
- Embedding DEI Intro Workforce Development;
- Equity, Diversity and Inclusion (EDI) Strategy;
- Working Caregivers: Creating a Baseline Understanding;
- Disability Inclusion IS a Business Imperative; and
- AI: Understanding the Impact and Risks (Appendix C).

Recruitment and Outreach

The first cohort of Chambers from the testing phases were contacted again and an additional 11 Chambers from the OCC chamber network and the Alberta Chambers of Commerce network were engaged, bringing the total chambers engaged across all phases of the project to 65.

Chambers were provided with outreach materials, such as email scripts, social media posts and course brochures, and were trained on the Skills Bridge platform by OCC staff. Once an SME agreed to participate, OCC staff connected with them to acquire their consent. Starting in mid-2024, a second method of recruitment was utilized which initiated a waitlist marketing campaign. Chamber partners pushed promotional material which directed learners to a waitlist. This allowed OCC to reach out personally to each SME and onboard them throughout the onboarding process.

SME employees had the opportunity to participate in training as directed by SMEs. The Skills Bridge LMS allowed users to self-enroll in courses and learning pathways, or be assigned courses by their SME leader. SMEs and their employees received regular reminders and facilitation to encourage course completion. This process, while laborious, was necessary given the competing demands and time constraints facing SMEs and their teams.

Beta Program Evaluation

The evaluation of the Skills Bridge Beta echoed the methods and evaluation points from the initial four testing phases. Data was collected through surveys, roundtables, and interviews. Although Beta runs from June 2023 through September 2025, this interim evaluation is concerned with data collected during the reporting period, June 2023 to December 2024. Data was collected on participation and the perspectives of learners, SMEs, and chambers of commerce and boards of trade. Evaluation occurred across three different time points in the project. For further details on the program evaluation process for the Skills Bridge project and the initial four testing phases, please refer to Skills Bridge Preliminary Evaluation: Capacity-Building for Canadian Small & Medium-Sized Enterprises.⁵

During Beta, A combined total of 1197 learners and 734 SMEs participated in asynchronous courses and webinars, from which 639 learners from 483 SMEs participated in Skills Bridge asynchronous courses. Some may have participated in both courses and webinars. Eleven additional chambers of commerce participated in Beta between June 2023 to December 2024, bringing the total participating chambers to 65. The evaluation results show the following outcomes:

- Overall, 87% of learners rated the quality of the course as high, marking a significant improvement from the 80% rating across phases 1 through 4.
- The average course quality rating was 8.75 out of 10.
- 83% of learners were likely to recommend their course.
- 83% of learners plan to apply the learning content to their work.
- 81% of learners found the course content compelling and useful (versus 69% in phases 1 through 4), with an average rating of 8.6 out of 10.
- Beta survey results indicate the project has successfully incorporated the platform and course content feedback received during the testing phases.
- The Beta Skills Bridge LMS appears to have been more effective at engaging equity-deserving groups. Of the new learners who completed the registration survey, 43% self-identified as racialized people, 69% as women or non-binary people, 19% as persons with disabilities, 7% as Indigenous Peoples and 12% 2SLGBTQ+.

Findings

This section leverages the following data sources to evaluate Beta results against targeted outcomes and objectives:

- (1) course and milestone updates provided by the project team;
- (2) chamber registration surveys;
- (3) SME registration surveys;
- (4) learner registration surveys;
- (5) learner post-course evaluation surveys;
- (6) learner post-webinar evaluation surveys;
- (7) post-course evaluation surveys from test Phases 1-4 for comparison purposes;
- (8) 6 roundtable discussion transcripts; and
- (9) transcripts from 3 in-depth interviews with participating SMEs.

As this is an interim evaluation, learner exit surveys have not yet been administered and do not form part of this evaluation. Further, due to the long-term nature of some project objectives and outcomes (e.g., promote increased employment through upskilling opportunities within SMEs), this interim evaluation aims to provide a detailed assessment of the short-term outcomes and a directional assessment of long-term outcomes. Additional measurement and survey instruments required to meet the final project evaluation requirements will also be identified.

Content development and curation within a scalable, integrated, one-stop LMS (Skills Bridge)

As of December 2024, there were a total of 88 courses available on Skills Bridge in English and French (See Appendix A). 44 courses were developed by OCC and DI during the period; 36 of these courses were available on Skills Bridge by December 2024 (Appendix A) and 8 courses launched in January 2025. An additional 13 courses will launch in Spring 2025. As of December 2024, there were 16 learning pathways on Skills Bridge: 8 learning pathways in English and 8 in French. By Spring 2025, there were 18 updated English and 18 French learning pathways available on Skills Bridge. The project exceeded its targeted Beta outcome of a total of 30 English and French courses across 13 learning pathways available on the LMS by December 2024.

Participation in testing platform and partnerships developed

Recruitment through provincial and local chambers was essential to the project exceeding its SME participation targets. Chambers from the testing phases were contacted again and an additional 11 Chambers from the OCC and Alberta Chambers of Commerce networks were engaged, bringing the total chambers engaged through all phases to 65.

1355 SMEs registered for Skills Bridge during Beta between June 2023 and December 2024 and a total of 734 SMEs participated in training, exceeding the targets of 200 SMEs and 600 SMEs respectively. Of those participating in training, 483 engaged in the asynchronous course content and 251 attended webinars. Some SMEs may have engaged in both courses and webinars. Further, given that the webinar recordings were sent to all registrants following the webinars, additional SMEs likely engaged with the webinars subsequent to the live events. 164 SMEs and 351 learners participated in EDI webinars and 104 SMEs participated in EDI courses. Some SMEs may have participated in EDI webinars and courses. Among the SMEs participating in training, 37% participated in EDI courses or webinars, falling short of the 50% target. For the first four phases of the project, including Beta, 1736 SMEs registered for Skills Bridge, 1164 learners engaged in the asynchronous courses and 65 chambers participated in the process (Table 1); some may have participated in more than one phase. Table 2 presents the implementation results during the Beta phase through to December 31, 2024, with results compared to targets. Although the project met its Skills Bridge registration and SME learner targets, there is an opportunity with respect to conversion. Approximately 82% of SMEs that registered for the Skills Bridge platform went on to register for courses or webinars; however, among those SMEs registering for courses or webinars, only 78% and 51%, respectively actually participated in the learning. Online registration is easy with digital learning but converting registrations into real engagement requires additional effort. It is recommended that additional actions are undertaken to drive engagement.

The project met its new industry association and training provider collaborations target. During Beta the team engaged Chambers Plan Johnston Group, WATSpeed from University of Waterloo, and Microsoft to support content and course development. These collaborations led to the development of webinars delivered during Beta, along with new courses which are forthcoming. In addition, OCC collaborated with organizations with expertise in AI and EDI to co-host the 6 webinars offered during Beta: WATSpeed from the University of Waterloo, Magnet, Diversity Institute, ACCES Employment, Canadian Centre for Caregiving Excellence, Ontario Caregiver Organization and Clarity Hub. A partnership with an Indigenous organization has not been secured yet; the planned course around Indigenous business has not yet been developed.

Table 1. Overview of Skills Bridge program participation (as at December 31, 2024)

	Phase 1	Phase 2	Phase 3 (Fr)	Phase 4	Beta
SME Learners	176	264	123	111	734
Registration surveys	120	170	83	70	110
Post course surveys	457	497	158	168	606
Exit surveys	64	127	56	46	To launch in 09/2025

Small and medium-sized enterprises	88	122	64	107	1355
Registration surveys	59	88	38	69	244
Chambers	15	21	15	3	11
Surveys	14	14	10	0	7
Roundtables	3	3	2	3	6
Participants	79	33	20	9	37

Table 2. Implementation results of the Skills Bridge Beta phase

Outcome	Description	Target	Actuals
Provide free and sponsored training and skills development content to SMEs through a collaborative partnership with local chambers of commerce and others.	Provincial chamber of commerce partners engaged	4	2
	Additional industry associations and/or training providers engaged	4	4
	1 partnership with an Indigenous organization	1	0
	Unique SMEs engaged (i.e., have access to the training and skills development content via the prototype LMSs and Skills Bridge platform)	200	1355
	600 SME employees across 4 provinces are using the content (courses & webinars)	600	734*
Provide SMEs with access to training resources that promote diverse and inclusive hiring practices	SMEs engaged in EDI training	50% of participating SMEs	37%
	Unique participants from equity-deserving groups, including women	50% of participants	Achieved (see below)

*Some SMEs may have participated in both courses and webinars.

During Beta, the SMEs that registered for Skills Bridge were primarily from Ontario (77%) and Alberta (9%). Registration surveys were completed by 18% (n=244) of participating SMEs. Survey respondents

reflected a similar geographic distribution with ninety percent of SME participants having been based in Ontario (73%) and Alberta (11%). British Columbia (7%) and New Brunswick (2.5%) were also represented among survey participants. The registration survey data indicates that participating SMEs came from diverse sectors, including professional, scientific and technical services (n=32); health care and social assistance (n=24); retail trade (n=22); construction (n=19); manufacturing (n=19); and educational services (n=15). Fifty-four percent of respondent SMEs operated in these sectors.

Among the SMEs that registered for Skills Bridge, 88% reported an organization size of fewer than 50 employees. This statistic was similar for SME registration survey respondents with 84% reporting fewer than 50 employees. The majority (74%) were also for-profit organizations. Sixty-three percent described their business model as business-to-consumer and 48% as business-to-business. Further, 98% offered their services in English and 17% offered their services in French. Eighty-six percent used the English language for internal communication and 7% used French.

The goal for Beta of engaging SMEs with diverse representation among owners was achieved. Among the SME participants who completed the registration survey, 41% of the companies were majority owned by women; 18% were majority owned by racialized persons; 6% by persons with disabilities and 2% by Indigenous Peoples. Excluding those who selected “prefer not to answer” or did not respond, 69% (n=134) of organizations indicated that individuals from equity-deserving groups (e.g., women, racialized or Indigenous persons, persons with disabilities) hold senior leadership positions with their firms. Over one-half of SMEs had representation from equity-deserving groups on their boards of directors (57%, n=91). While the overall diversity metrics were achieved, Indigenous-led organizations were not well represented. It is recommended that greater efforts be made to engage with Indigenous-led and-owned SMEs in future.

Through phases 1-4 of Skills Bridge, the project incorporated feedback and participation from diverse SMEs across the country. This allowed the project to develop content aligned with the needs of Canadian SMEs. A potential limitation, however, was that SMEs from many provinces were underrepresented in the Beta data. For example, only 2% of the SMEs engaged were headquartered in Quebec, whereas over seventy percent were headquartered in Ontario.

Another important challenge was the registration survey completion rate among participating SMEs at only 18%. This limits our ability to generalize the survey results and potentially narrows the breadth of perspectives that can be incorporated into the evaluation and program design. The project might consider implementing incentives to improve survey completion rates in future. Incentives were applied in phases 1-2 and were successful at increasing survey participation rates.

Chamber participation

Among new chamber participants, seven registration surveys were received. The membership size of the chambers varied, on average having just under 400 members. Geographically, the chambers surveyed were located in Ontario and Alberta, resulting in the higher levels of SME recruitment in these regions.

As of March 2025, there have been 2 provincial chamber networks engaged versus the target of 4. The Ontario Chamber of Commerce and the Alberta Chambers of Commerce have participated in Beta to date. In the first and second quarters of 2025, project staff will engage with 3 additional provincial chamber networks.

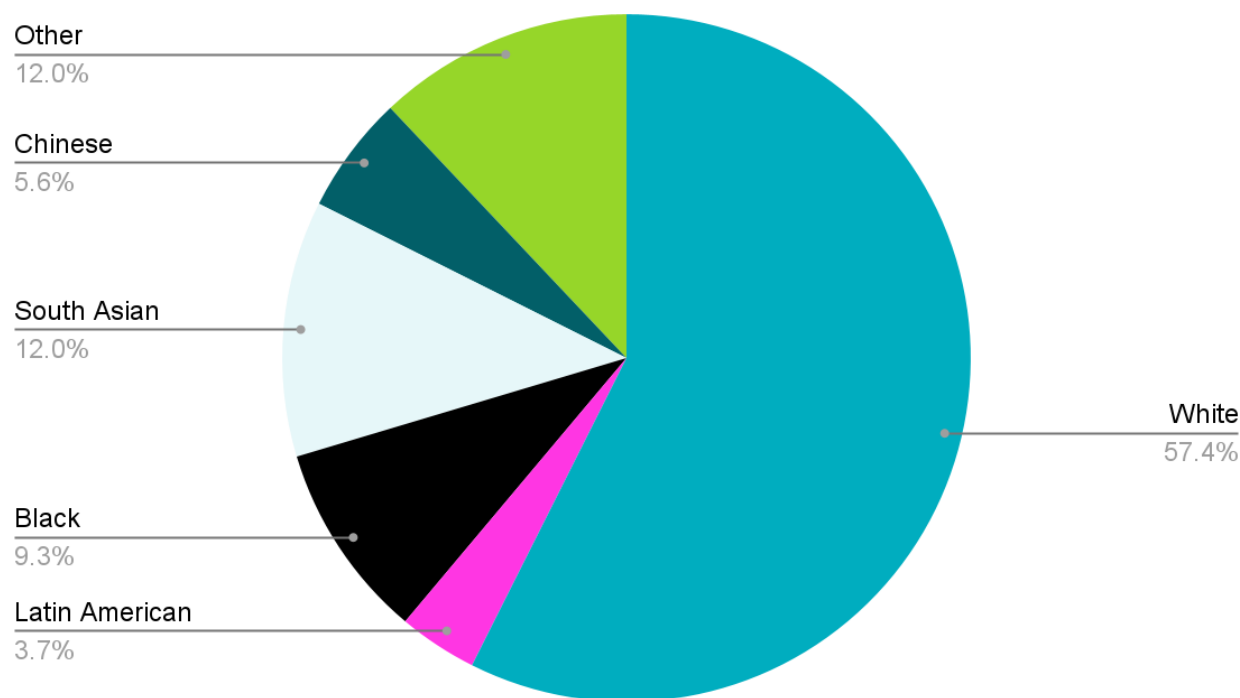
Learner demographics

From June 2023 through December 2024, 110 learners completed registration surveys. Among survey respondents, there was solid representation across various age groups. Most learners (76%, n=72) were Canadian citizens by birth and the majority (90%) have post-secondary education.

Representation of equity-deserving groups in learners: A key aim during Beta was to further engage equity-deserving groups and the project made efforts to facilitate greater representation. These efforts included partnering with chambers of commerce that represent SMEs majority-owned by equity-deserving groups, such as Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC), Canadian Women's Chamber of Commerce, Canada Pakistan Business Council and the Afro-Canadian Chamber of Commerce.

The majority of learners who completed the course registration survey identified as women (69%, n=74).⁶ Seven percent of learner surveys were completed by those identifying as Indigenous or Métis (n=7), and 19% of learners who filled out surveys represented persons with a disability (n=21).⁷ There was significant representation of learners from racialized groups, with 43% of survey respondents identifying as an ethnic group other than white (Figure 5). Overall, the project exceeded its objective of engaging learners from equity-deserving groups including women, surpassing its target of 50%. Demographic data was not collected in the post-webinar surveys.

Figure 5. Ethnicity of registered learners



EDI Training Engagement: This short-term outcome reflects the extent to which the Skills Bridge project was able to engage SMEs to participate in EDI training or access EDI resources. As discussed, research shows that SMEs can play an important role in building a more inclusive Canadian economy but more resources are needed to support them. More than one-half of SME respondents say their organization has an EDI strategy (54.5%) and a diverse hiring strategy (52.5%). However, less than one-half (38.9%) of the SMEs who participated in the survey say they have a dedicated HR role in their organization or mandatory EDI training for employees (33.6%). The EDI activities in this project included synchronous and asynchronous learning. Given that 734 SMEs participated in Skills Bridge during Beta (i.e., the total SME webinar and course participants), the 50% metric for this threshold is 367. As of December 31, 2024, 268 SMEs had accessed training and webinars designed to help them adopt diversity and inclusion plans and processes.

Six webinars supplemented the asynchronous content from the Skills Bridge platform (Appendix C). During Beta, 351 learners across 251 SMEs participated in webinars and 256 learners from 164 SMEs participated in the five webinars focused on EDI topics.

Usability and Impact of Training

Beyond having the courses available and participants engaged, Skills Bridge’s performance during Beta is ultimately contingent upon meeting the training needs of SMEs and driving action across the identified priorities. This section evaluates: the degree to which the training aligns with the skills training needs of SMEs; course quality, usefulness and learner experience; and the effectiveness of the

Skills Bridge program with respect to reducing fragmentation, creating a one-stop shop and bundled learning pathways that meet the needs of SMEs.

Addressing the training needs of small and medium-sized enterprises: In order to achieve Skills Bridge’s usability and impact objectives, a robust process to understand and respond to SME training and skills needs was requisite. Throughout Beta, the project continued to leverage stakeholder feedback to refine the Skills Bridge platform, course offering and customer experience. To that end, in the registration survey, SMEs identified a number of goals with respect to their participation in Skills Bridge, with training employees in the skills needed to create benefits for their businesses being a priority for 70% of surveyed SMEs. Other priorities included exposing staff to new concepts and ideas (59%), motivating employees to learn and build company value (56%) and building their company culture and reputation for valuing employees (55%).

SMEs participating in Beta articulated specific training and skills needs in order to deliver on their objectives and meet present and future market demands. Based on their unaided open-ended responses to the registration survey, SMEs’ most prescient training and skills needs included: (1) technology topics such as AI use, information technologies, coding, digital security, automation and digitization; (2) marketing, particularly digital marketing and search engine optimization (SEO), followed by social media marketing; (3) finance and accounting; (4) Leadership, equity, diversity and inclusion and HR training; (5) Sales, customer service and ecommerce; (6) Communications; and (7) business strategy and growth. This serves to further validate the Skills Bridge learning pathways and course offering which collectively address these areas (See Appendix A and Appendix B).

One important gap in the Skills Bridge offering was in the area of AI. The inclusion of the “Your Essential Guide to Generative AI-A 60 Minute Bootcamp” course in December 2024, along with the January 2025 launch of created courses “Introduction to Artificial Intelligence (AI) for Canadian SMEs” and “Leveraging AI for Canadian SMEs: A Practical Guide” within a newly created learning pathway “Artificial Intelligence for All” aimed to address this gap. These entries speak to the project’s ongoing efforts to meet the emerging training needs of SMEs. The timing of their entry into the Skills Bridge course offering, however, precludes an assessment of course efficacy at this time. In addition to training areas noted in SME registration surveys, SME roundtable participants identified the need for health and safety training, including mental health, self-awareness and emotional intelligence (EQ), and specific human resource topics such as crisis management, dealing with workplace issues and internal mobility. The project team responded to this feedback with most topics addressed in upcoming March 2025 course launches (Appendix A).

Accessible, user-friendly skills development: A second measure of the Skills Bridge’s impact and effectiveness in meeting SMEs skills and training needs during Beta involved learners’ assessments of the courses in the post-course survey. On this account, improvements made through Phases 1-4 and further refinements during Beta have delivered results. The assessment results have significantly increased across the post-course evaluation metrics.

Overall, 95% of participants believed learning objectives were clearly outlined, 90% experienced no barriers taking the courses and 83% rated 8 or higher out of 10 on achieving the course learning objectives. Further, on the four key performance indicators of course quality, user friendliness, finding the course useful and compelling and likelihood of recommending the course to a coworker, the courses were on average rated significantly higher by learners in Beta than learners in Phases 1-4 of the project (Table 3). This suggests that successive iterations of course content, customization and platform refinements have generated improved outcomes.

Table 3. Learner Course Assessments Phase 1-4 and Beta

	Phase 1-4 Mean	Beta Mean	Difference	Significance
Course Quality	8.36	8.75	.39	0.000
User Friendly	8.35	8.87	.52	0.000
Useful and Compelling	8.01	8.57	.57	0.000
Recommend	7.7	8.55	.85	0.000

Examining the detailed ratings, 86% of Beta learners rated the course quality as high (rating 8 or higher), versus 77% in previous course and platform iterations in Phases 1-4. (Figure 6). In addition, 81% of Beta learners found the course content to be useful (Figure 7), versus 68% of Phase 1-4 learners. As a result, 79% of Beta learners were likely to recommend their course to a co-worker or friend.

Figure 6. Overall course quality rating (Phase 1-4 and Beta)

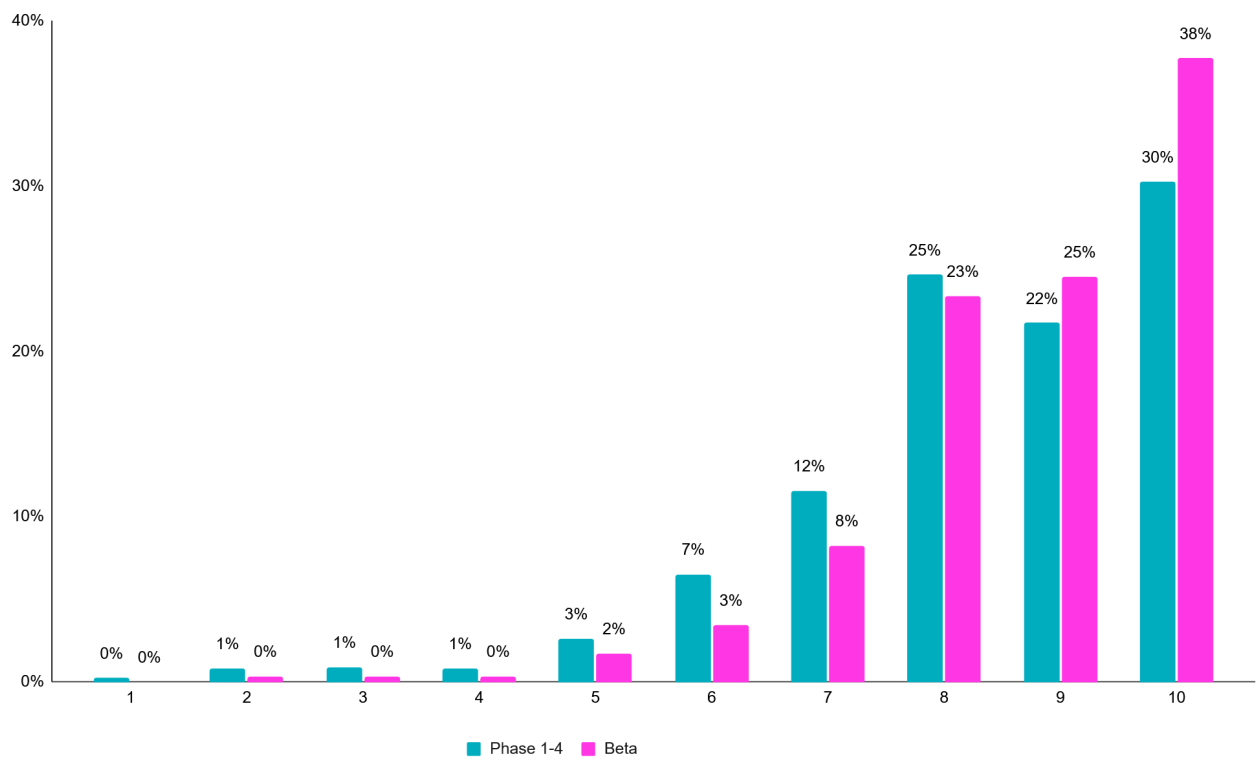
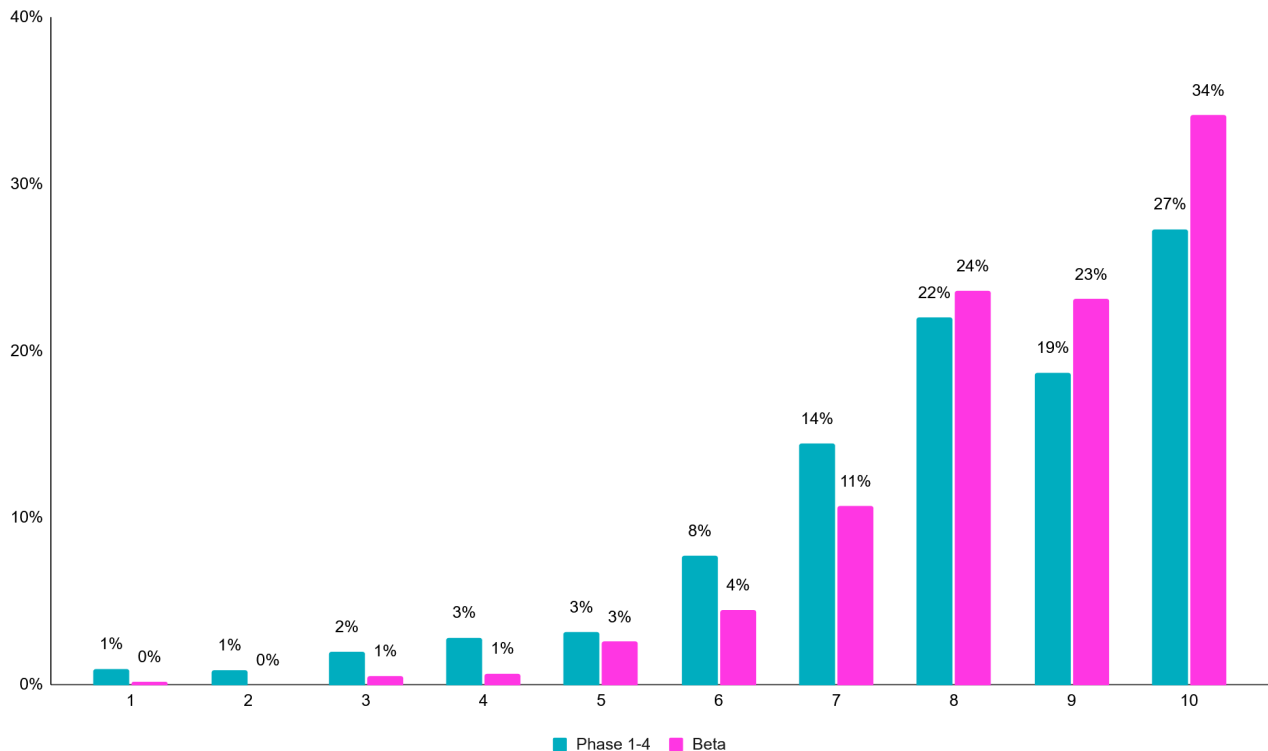


Figure 7. Usefulness of course content rating (Phase 1-4 and Beta)



In terms of course duration, 88% of the participants agreed that the course was the correct length, but others suggested longer or shorter sessions. There was also significant variation depending on the course. Leadership and Human Resources course offerings were among the most popular among survey respondents, wherein 90-95% agreed these courses were the right length. However, among participants who had completed Business Writing and Building Resiliency and Positive Team Connections, 21% and 30% respectively believed the course should have been shorter.

The webinars offered during Beta also received high ratings from participants. Six webinars were held between June 2024 and December 2024 (Appendix C). Of the 351 learners who attended webinars, 9% (n=34) completed post-webinar surveys. Among respondents, 82-88% rated the webinars as high quality overall, as well as with respect to their content, format and delivery. The webinars also received high ratings for being useful to participants, with a mean score of 8.4 out of ten.

In addition to surveys completed by participants, roundtables were convened in March, August, November and December of 2024 to gather qualitative feedback primarily from SMEs and their representatives. SME interviews were also conducted in September 2024. These sessions provided the opportunity to explore opportunities and challenges regarding topics including course quality, the learning experience and usability in greater detail.

Overall, roundtable participants' feedback was consistent with that of learners with respect to the high quality of the courses, their content, format and the variety of courses offered. SMEs appreciated the mix of video, journaling, quizzes, other media and key message downloadable PDFs (where offered), and they believed this mix was helpful at driving learner engagement. For example, after commenting that they have been applying the learnings to attract and retain diverse talent within their organization, one SME interview participant noted the following on course format:

Another participant commented on the course offering: "I was interested in trying to go, and get some additional training on bettering my management skills because I have no training in management skills.

"I think most of the courses fall maybe 45 minutes to an hour...which is pretty much user friendly. Some of the course are on a video script, some of the course are on a PowerPoint Presentation, courses followed by quizzes, which definitely reflects whether you have actually understood the content or not...I'm pretty much convinced I'm pretty much happy with that model."

Roundtable Participant

So this was, essentially exactly, I think, what I was hoping for without having to go back to post-secondary education."

Roundtable participants also provided suggestions for improvement. For example, many courses are information-heavy versus "how to" and could be enhanced by adding case studies, interactive learning and role playing for practical application. Further, the learning journey could be enhanced with customized dashboards, reminders, indicators of progress, course completion certificates and distinct levels of courses for novices, intermediate learners etc., so learners can engage at the level they require or continue their learning journey. As one roundtable participant noted, "I took the leadership and human resources courses and I thought they were really good. They were introductory courses. I'd love a, I'd love to know the next step too, if there's an extra course after that." Another participant who was already experienced in the area desired a course that was more in-depth.

In response, the Skills Bridge project team has incorporated this consideration into the development of learning plans. For example, the Introduction to Human Resources Part 1 and Part 2 were developed in 2023; Part 3 was developed in 2024 and made available on Skills Bridge in January 2025, to provide a further level of advanced knowledge transfer. Further development of the content and assessments may be required to ensure e-learning can adequately scaffold learning to increase depth of knowledge and increase competency across the project's skills areas.

Another important theme throughout the roundtables was that participants' perceptions of Skills Bridge were informed by their experiences with other learning platforms. For example, Duolingo was referenced for its motivational reminders, pop-ups and timing indicators that keep learners engaged. In addition to its user feedback process, Skills Bridge might consider ongoing monitoring of other platforms to capture best practices and generate ideas for future learner experience innovations. On the topic of reminders, during Phases 1-4, the project received feedback requesting that Skills Bridge limit the number of notifications and reminders. Reminders were scaled back during Beta in response to this feedback. As it is difficult to arrive at a frequency that works for all, where possible,

considerations for the implementation for participants to self-select the frequency of notifications are underway.

Reducing fragmentation, creating a one-stop shop and bundled learning pathways that meet the needs of SMEs: A key objective of Beta was to move beyond the evaluation of individual courses and test higher order objectives, such as evaluating the platform's efficacy as a one-stop shop that allows SMEs to break down training silos and create relevant, comprehensive learning pathways for their teams. Roundtable feedback suggests this area was generally a strength of the Skills Bridge Platform.

The platform's main strength lies in effectiveness at consolidating content and only presenting skills training deemed essential for SMEs and their employees. This was appreciated by roundtable participants who recognized that the Skills Bridge courses were customized and curated specific to meet their needs. Comparisons were made to Coursera, Udemy and LinkedIn where SMEs must navigate through thousands of courses, sometimes making their selection based on the program's popularity without the ability to assess its relative quality or relevance. As one participant noted with respect to Skills Bridge:

"I found it's a more boiled down version of what LinkedIn offers. 'Cause I pay for that right now. And one of the things that got me to start paying for it is all these courses, I can get through them, but it's an ocean. They've got some like 60,000 courses and it's easy to get lost, right. Whereas yours is just easier to navigate."

The ease of navigation was also a function of Skills Bridge's single, integrated platform launched for the Beta phase. Training across topic areas and supporting services can now be accessed through a single source versus multiple logons and platforms, as in Phases 1-4.

While the integrated platform, streamlined course offering and provision of essential content were seen as strengths, aspects of the Skills Bridge platform, namely the management interface, received mixed reviews. Learners who completed post-course surveys and SMEs participating in the March and August roundtables had positive feedback on usability. Participants were positive on the course and platform experience and there were only minor improvements mentioned regarding one issue logging on from multiple devices and, for one participant, confusion over the need to scroll. On average learners rated their course 8.87 out of 10 on user friendliness.

In the December 2024 roundtables and one SME interview, however, participants raised concerns related to the management interface and communications. Some found the onboarding process confusing and were not clear on whether the SME was "in" or waitlisted. Some also found the mechanism for populating and assigning courses to be cumbersome and it took some SMEs hours to comprehend. The project team noted that this was a recent problem as the Learning Assignment Dashboard functionality launched in 2023, without issue. The technology partners are working to refine the user experience and address this issue with updates scheduled to launch in March and April 2025.

A related challenge was with navigating selecting the courses SMEs wanted to assign versus the learning pathways in which they were bundled. Given this, it was suggested that reference charts would be helpful to assist with navigation, including noting the steps for adding users and other management interface functions. It was noted that the LMS should be intuitive for those who are not tech savvy. This is notable, as some SMEs in technical fields also had challenges with the management interface. After the roundtables, this feedback was prioritized and the project team has worked to address the issues in their March and April 2025 system updates. User experience is being refined and user guides developed. A comprehensive support section exists in Skills Bridge and the access to this support system is being refined.

The technical interface can impact the platform's adoption and efficacy as a tool to help SMEs manage employee training and address skills gaps. During the December 2024 roundtables, it was noted that immediately prior to these sessions, major system modifications had been implemented. If this issue is related, it suggests that the change management and testing protocol could be improved to avoid unexpected system usability challenges.

A final technical request from earlier roundtables was to allow for a customizable dashboard. The desire was for the dashboards to move beyond employer and chamber reporting. Ideally SMEs and their employees could set up customizable dashboards to foreground their goals and manage their progress.

Intermediate outcomes

Improved skills important to small and medium-sized enterprises: Learners assess their skills before and after training, however, as the Beta phase is still active through September 2025, exit surveys have not yet been administered. Prior to participating in training, learners were most confident in their abilities with respect to essential skills such as reading, problem solving, collaboration and adaptability (Table 4). Learners rated their skills the lowest, on average, in the key areas of numeracy (e.g., analyzing or comparing numerical data to identify trends or compile statistics), digital skills (e.g., using spreadsheet software) and in entrepreneurship (e.g., creating new business ventures, defining options and evaluating possible outcomes).

There was also a gendered aspect to the self-assessments. Women learners self-assessed their skill levels significantly lower than men did in the areas of numeracy and entrepreneurship and in the problem-solving attribute focused on “identifying and analyzing solutions and making decisions”. This is perhaps not surprising given the impact of societal bias and stereotypes;⁸ however, it does highlight the need to analyze post-training outcomes by gender. Further, it validates the Skills Bridge emphasis during Beta on attracting diverse SMEs and learners to the program.

Table 4. Assessment of participants’ skills before training

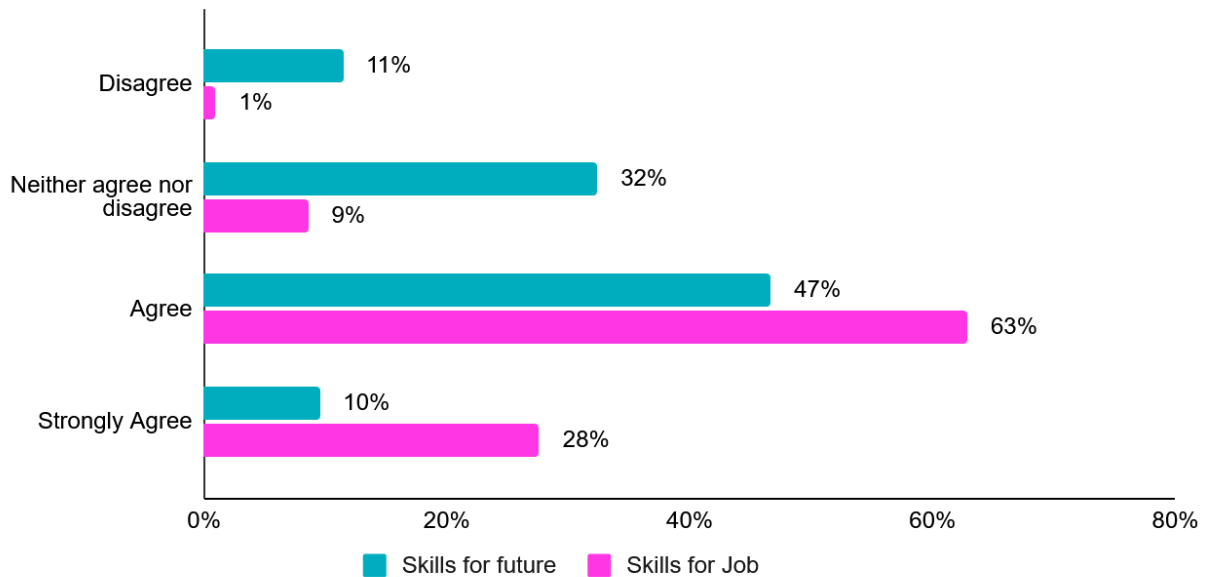
	Total	Men	Women	Difference
Reading	4.64	4.63	4.63	0.00

Problem Solving	4.36	4.56	4.33	0.23
Collaboration	4.35	4.37	4.34	0.03
Adaptability	4.32	4.49	4.27	0.22
Writing	4.28	4.33	4.26	0.07
EDI	4.23	4.39	4.18	0.21
Innovation	4.17	4.41	4.11	0.30
Management	4.05	4.25	4.06	0.19
Entrepreneurship	4.01	4.46	3.83	0.63*
Digital Skills	4.00	4.23	3.93	0.29
Numeracy	3.76	4.23	3.58	0.64*

*Difference is significant at the 0.05 level (2-tailed).

Also notable is that prior to the training, 91% of learners agreed that they had the skills required to perform well at their current job; however, only 56% believe they have the skills they need for the future (Figure 8). A key objective of Skills Bridge is to provide pathways to jobs and promote increased employment through upskilling opportunities for SMEs' employees. The project has also emphasized future skills such as AI and green skills. The participant feedback suggests that future skills learning is particularly prescient for learners.

Figure 8. Learner skills self-assessment prior to training: having the skills to do their job well versus the skills they will need in future



Improved equity, diversity and inclusion plans and processes: SMEs juggle a number of competing priorities and often have difficulty in knowing where to start and focus their EDI efforts which create barriers to SMEs’ ability to address skills gaps and recruit, hire and retain top talent.⁹ For example, only 42% of Beta SMEs indicated they have a dedicated Human Resources role and only 39% conduct mandatory EDI training for employees. A key objective of Skills Bridge during Beta was, therefore, to support SMEs with training and tools to develop more inclusive workplaces and attract and retain individuals from equity-deserving groups.

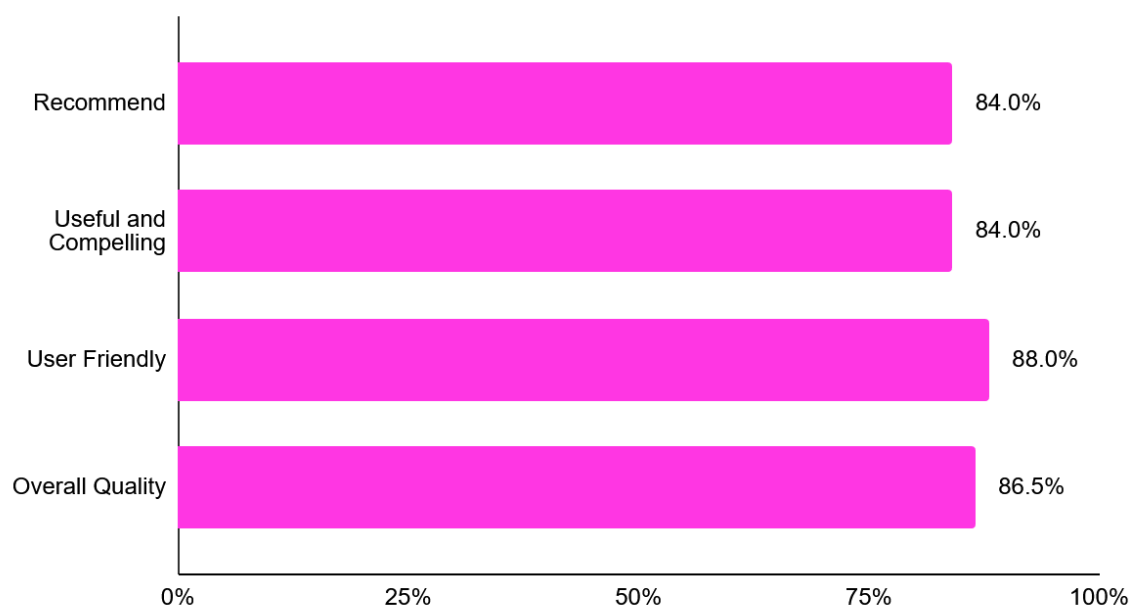
During Beta, 16 courses were developed and launched (8 in English and 8 in French) that were specific to EDI topics, there were 2 curated courses (1 English and 1 in French) that contained substantive EDI-related content (Table 5). During Beta, 37% of SMEs that engaged in training participated in EDI courses or webinars. Forty-two unique learners completed post-course evaluation surveys, representing a total of 74 course completes for EDI courses. As exit surveys have not yet been administered, follow-up assessments will be required at the end of the Beta phase to measure and evaluate the longer-term outcomes of EDI training.

Table 5. EDI Courses Introduced during Beta

Equity, Diversity and Inclusion Courses	
<ul style="list-style-type: none"> ● Introduction to EDI ● How to Create an Inclusive Organization (DAT App Introductory Course) ● Increasing Diversity in Boards and Leadership ● Understanding Bias, Microaggressions and How to Be an Ally ● Inclusive Human Resources: Attracting, Developing and Retaining Talent for the 21st Century ● Diversity and Inclusion Through the Value Chain ● Diversity and Inclusion Through the Value Chain: Supplier Diversity ● What gets Measured gets Done ● Video Marketing Strategy: AI and Accessibility (Curated) 	<ul style="list-style-type: none"> ● Introduction à l'équité, la diversité et l'inclusion ● Comment créer une organisation inclusive ● Accroître la diversité dans les conseils d'administration et les instances dirigeantes ● Compréhension des préjugés, des micro-agressions et comment être un allié ● Ressources humaines inclusives : Attirer, développer et retenir les talents pour le 21e siècle ● Diversité et inclusion dans la chaîne de valeur ● Diversité et inclusion dans la chaîne de valeur : Diversité des fournisseurs ● Ce qui est mesurable est réalisable ● Stratégie de Marketing Vidéo: Intelligence Artificielle et Accessibilité (Curated)

Overall, however, the EDI courses were well received with an average rating of 8.9 out of 10 on each of the key metrics: overall course quality, the interface being user-friendly, the course content being useful and compelling and on participants' likelihood to recommend the course to a coworker. Further, participants rated their EDI course high on overall quality (86.5%), user-friendliness (88%), usefulness (84%) and they'd recommend the course to a coworker (84%) (Figure 9). Additionally, 87% of respondents plan to apply the course content to their current roles, and 87% stated their understanding of EDI concepts had improved and the majority felt that after taking the course, they believed EDI was more important to their work than they had previously.

Figure 9. High EDI Course Rating Percentages (8 or higher out of 10)



EDI course feedback was equally positive among participants attending the roundtable discussions. Participants appreciated the online journaling component offered in some courses, the overall course content and the speaker, in the case of a synchronous webinar. They noted how the inclusion of the research behind the EDI concepts was an important aspect to getting resources into manager and leadership hands, so that they could become agents of change. The importance of senior leadership buy-in and advocacy for EDI was stressed in both EDI roundtables, and several had their leaders engage in the training. For example, a SME in the construction sector had their entire board complete the training and noted that their members found it valuable. Several stated how the microaggressions session was helpful for everyday use and one participant SME used the EDI course content to define the objectives and responsibilities for a newly created (and filled) HR manager role. The courses were then utilized to onboard the new employee.

Roundtable participants also identified opportunities to further develop the content and learner experience. They noted that EDI course content could be enhanced by including examples from different sectors so organizations could understand how EDI relates to their line of work. This included the need for varied business case examples and case studies to illustrate relevancy. It was also felt that there needed to be a distinction between small and large organizations. Small organizations, for example, felt that they did not have the bandwidth for policy documents. Lastly, it was suggested that the repetitive content be removed or minimized. For example, one participant completed 8 EDI courses and noted the same introductory video was included in every course. While this introduction was provided for context, as the courses may be viewed standalone, perhaps there could be an option to skip the introduction if it has previously been viewed.

Community of Practice and post-learning support: A common theme across both roundtable discussions was the interest in a community of practice and post-learning support. EDI training is complex and providing opportunities for questions and discussion were deemed crucial to keeping the conversation going and ensuring leaders walk the walk. Participants noted the sessions could take the form of asynchronous online bulletin boards where anonymity is maintained, synchronous online discussions or professional development days hosted by OCC - in all scenarios, knowledgeable facilitation is requisite. For OCC, incorporating post-learning support could be a tool for ongoing measurement and future course development.

Progress towards Beta objectives

SME Adaptability and Competency Development: The project has successfully launched an evidence-based, integrated learning platform that addresses in-demand competencies and is tailored to the needs of SMEs. As the learner surveys illustrate, the training delivery scores are high, including for accessibility and user-friendliness. The length of the courses is appreciated as it respects the capacity issues of SMEs. In addition to the quality of the course offering, a strength of the platform is its effectiveness at consolidating content and only presenting skills training deemed essential for SMEs and their employees. Participants identified the relevance of the course curation and custom content and the associated ease of navigation as a unique benefit of Skills Bridge versus its competitors.

From an opportunity perspective, technical aspects of the management interface created issues for some SME participants in December 2024. An important aspect of Beta was the robust process for gathering ongoing SME feedback, allowing the platform to be updated iteratively to quickly address suggestions or concerns. At this time, we do not have the information to evaluate skills improvement among learners (to be addressed in the future exit survey) nor the degree to which the program has reduced the skills mismatch experienced by SMEs. The latter should be a topic for future roundtables and SME surveys. Courses in AI and the decarbonized/green economy were released later in the Beta period and will be assessed in the final evaluation report.

Inclusive Opportunities: The project exceeded its Beta objectives relating to supporting diverse SMEs in their capacity to develop more inclusive workplaces and attract and retain individuals from equity-deserving groups. During Beta, participants were given access to 1 curated and 8 DI developed Equity, Diversity, and Inclusion based courses and an additional 5 webinars were held in this skill area. Project partners and chambers promoted these webinars across social media platforms and in newsletters. 268 SMEs engaged in EDI based course content and webinars; some SMEs may have engaged in both webinars and courses. The EDI courses received high ratings, with SMEs and learners on average rating their courses 8.9 out of 10 on overall quality, user-friendliness and usefulness, with 87% planning to apply the course content to their roles.

The project was also successful at engaging with diverse SMEs. According to the registration survey, 41% of SMEs participating in Beta had majority women ownership, 18% had majority racialized owners, 6% persons with disabilities and 2% Indigenous Peoples. This evaluation was not designed to assess the extent to which SMEs had applied the course learnings and made gains in attracting and retaining employees from equity-deserving groups. This topic should be included in future SME surveys and roundtables.

Pathways to Jobs: The project promoted increased employment through upskilling opportunities within SMEs for 857 individuals. Sixty-nine percent of surveyed Beta learners were women, 43% self-identified as racialized persons, 7% as Indigenous Peoples and 19% as persons with a disability. The project identified digital resources to provide learnings, upskilling opportunities, career guidance and job retention in the emerging economic landscape. Participants were recruited to access related course content on the Skills Bridge platform and had access to 6 webinars in the areas of EDI and Artificial Intelligence. OCC identified organizations to co-host the 6 webinars which had expertise in these two skill areas, including WATSpeed from the University of Waterloo, Magnet, Diversity Institute, ACCES Employment, Canadian Centre for Caregiving Excellence, Ontario Caregiver Organization and Clarity Hub. Given that updated course pathways and courses addressing emerging fields (e.g., AI) were offered later during Beta, their impact will be further assessed in the final evaluation.

Sustainable Marketplace: The project has delivered a sustainable marketplace of skills, talent, and support, building on the Magnet platform with selected partners and industry associations to reduce fragmentation and provide one stop shopping for SMEs. During Beta, this marketplace provided 1355 registered SMEs with the capability to upskill and reskill their workforce. As of December 2024, 44 courses in both English and French had been developed for Skills Bridge by the Ontario Chamber of Commerce and the Diversity Institute. Thirty-six of the courses were available in Skills Bridge by December 2024 and 8 courses launched in January 2025. In March 2025, an additional 13 French and

English courses created by OCC are scheduled to be available on Skills Bridge, for which development finished between December 2024 - January 2025. Efforts are ongoing to source additional content in areas such as AI, Digital Skills, Communication, Workplace Safety, Management and others. A paywall is under consideration for development in the Spring of 2025 which will help test the Marketplace of Learning, the value proposition and SME willingness to pay for access to training and resources tailored to meet their needs. In addition to assessing the incremental course offering, it is recommended that the final evaluation investigate SMEs' experience and use of the other business supports available on the Magnet platform.

Robust Evaluation: During Beta, data was collected and analyzed from multiple sources including: SME and learner roundtable discussions (n=37); SME interviews (n=3); chamber (n=7), SME (n=244) and learner (n=110) registration surveys; post-webinar learner surveys (n=34); post-course learner surveys (n=606); and exit surveys (to follow). The existing data sources were effective at generating insights regarding SMEs present and emerging skills development needs and the degree to which Skills Bridge delivers on SME needs in a concise, time effective manner. Course quality and usefulness and the effectiveness of the learner and management interface were also assessed. Further, the exit survey will allow the project to evaluate the extent to which SME and learner skills have improved across the essential skill areas, allowing for a robust evaluation of short term and immediate outcomes. Additional qualitative and quantitative data collection is needed to evaluate longer term outcomes. This could take the form of additional SME participant interviews and roundtables with a revised interview guide, along with a new SME survey instrument to allow for more robust feedback in this area.

Conclusions

Throughout the Beta phase, the project has stewarded the evolution of Skills Bridge in a manner that, based on the survey and roundtable data, better meets the needs of SMEs and their employees. The high participation rates and feedback collected throughout Beta validate the market demand for Skills Bridge, its modular asynchronous learning approach and the relevance of its learning pathways and content. The project's shift from presenting primarily curated content developed by others to the creation of custom content and a single platform LMS has given Skills Bridge a unique value proposition versus its competitors.

This evaluation has resulted in the following key learnings that can be used to further develop the platform and fully launch Skills Bridge:

- Recruitment through provincial and local chambers was important to the project's exceeding its SME participation targets. Existing and new chamber relationships and the provision of chamber onboarding, training and marketing support will have continued salience as the project heads towards a full launch. The project can drive further engagement through actions designed to improve conversion rates - increasing the percentage of SME registrants that go on to engage in courses and webinars.
- The project has successfully engaged diverse chambers, SMEs and learners. This is important in order to ensure equitable access to training and resources. The significant differences between the genders in pre-course self-assessed skill ratings, indicators that measure both skills and confidence, are evidence of the need for equitable learning opportunities.
- Beta demonstrated the importance of soliciting ongoing feedback to ensure the program remains relevant and includes new content to meet the emerging needs of SMEs. This has been executed well to date, with the addition of 13 custom created courses scheduled for March 2025 covering topics such as risk management, hybrid workplaces, advanced customer service, advanced communication skills, mental health in the workplace, managing people and entrepreneurship.
- Course format and course duration of 60 to 90 minutes including reflection points, interactive activities, varied media and engagement forms has worked well for SMEs and learners.
- On the four key performance indicators of overall course quality, user friendliness, finding the course useful and likelihood of recommending the course to a coworker, the courses ratings are strong and Beta learners rated their courses significantly higher than learners in Phases 1-4.
- Successive iterations of course content, customization and platform refinements have generated improved outcomes. Skills Bridge can continue to drive course quality and usability scores by looking for opportunities to reduce duplication across courses (e.g., Introductory section in EDI courses), by continuing to incorporate distinct course levels for

beginners, intermediate learners etc. and by continuing to respond to learner and SME feedback.

- A strength of the Skills Bridge platform lies in its effectiveness at consolidating content and only presenting skills training deemed essential for SMEs and their employees. This was appreciated by roundtable participants who recognized that the Skills Bridge course content was customized and curated specific to their needs.
- The technology interface, including the management interface for assigning and managing employee courses, can make or break adoption of the Skills Bridge platform. When system changes and enhancements occur, a robust change management process is requisite to ensure disruptions are avoided.

Lastly, while this evaluation provides substantive evidence on the achievement of immediate and interim goals and outcomes, it is less instructive on progress towards the Skills Bridge long term objectives. In future, it is recommended that roundtables and additional survey instruments be developed to understand the impact of Skills Bridge on SMEs having access to the skilled labour they need, among other objectives.

Appendix A

Course Development & Availability During Beta June 2023 to March 2025

	Course Title	Date Developed	Date Available
1	Introduction to EDI	December 2023	December 2023

	Course Title	Date Developed	Date Available
2	How to Create an Inclusive Organization (DAT App Introductory Course)	December 2023	December 2023
3	Increasing Diversity in Boards and Leadership	December 2023	December 2023
4	Understanding Bias, Microaggressions and How to Be an Ally	December 2023	December 2023
5	Inclusive Human Resources: Attracting, Developing and Retaining Talent for the 21st Century	December 2023	December 2023
6	Diversity and Inclusion Through the Value Chain	December 2023	January 2024
7	Diversity and Inclusion Through the Value Chain: Supplier Diversity	December 2023	December 2023
8	What gets Measured gets Done	December 2023	December 2023
9	Introduction à l'équité, la diversité et l'inclusion	March 2024	March 2024
10	Comment créer une organisation inclusive	March 2024	March 2024
11	Accroître la diversité dans les conseils d'administration et les instances dirigeantes	March 2024	March 2024
12	Compréhension des préjugés, des micro-agressions et comment être un allié	March 2024	March 2024
13	Ressources humaines inclusives : Attirer, développer et retenir les talents pour le 21e siècle	March 2024	March 2024
14	Diversité et inclusion dans la chaîne de valeur	March 2024	March 2024
15	Diversité et inclusion dans la chaîne de valeur : Diversité des fournisseurs	March 2024	March 2024
16	Ce qui est mesurable est réalisable	March 2024	March 2024
17	Green Skills: Business Case for Climate Action	November 2024	January 2025
18	Green Skills: How To Develop a Climate Strategy	November 2024	January 2025

	Course Title	Date Developed	Date Available
19	Introduction to Artificial Intelligence (AI) for Canadian SMEs	November 2024	January 2025
20	Leveraging AI for Canadian SMEs: A Practical Guide	November 2024	January 2025
21	Compétences vertes : Enjeux commerciaux de l'action climatique	November 2024	January 2025
22	Compétences vertes : Comment développer une stratégie climatique	November 2024	January 2025
23	Introduction à l'intelligence artificielle (IA) pour les PME canadiennes	November 2024	January 2025
24	Tirer parti de l'IA pour les PME canadiennes : un guide pratique	November 2024	January 2025
25	An Introduction to Leadership [Part 1]	April 2023	June 2023
26	An Introduction to Leadership [Part 2]	April 2023	June 2023
27	An Introduction to Human Resources Management [Part 1]	April 2023	June 2023
28	An Introduction to Human Resources Management [Part 2]	April 2023	June 2023
29	An Introduction to Business Communication	April 2023	June 2023
30	How to Bring your Bricks and Mortar Business Online: An Introduction to e-Commerce	April 2023	June 2023
31	How to Speak to Financial Managers without Being an Accountant	April 2023	June 2023
32	Building an Innovative Organization	April 2023	June 2023
33	Literacy and Basic Skills for Employees	April 2023	June 2023
34	Customer Service in Sales	April 2023	June 2023
35	Introduction au leadership - Partie 1	May 2023	June 2023
36	Introduction au leadership - Partie 2	May 2023	June 2023

	Course Title	Date Developed	Date Available
37	Introduction à la gestion des ressources humaines - Partie 1	May 2023	June 2023
38	Introduction à la gestion des ressources humaines - Partie 2	May 2023	June 2023
39	Introduction à la communication d'affaires pour les dirigeants	May 2023	June 2023
40	Introduction au commerce électronique	May 2023	June 2023
41	Comment s'adresser à des gestionnaires financiers sans être comptable	May 2023	June 2023
42	Construire une entreprise innovante	May 2023	June 2023
43	Littératie et compétences de base pour les employés	May 2023	June 2023
44	Le service client dans les ventes	May 2023	June 2023
45	Presentation skills	March 2022	June 2023
46	Business Writing	March 2022	June 2023
47	Communication styles	March 2022	June 2023
48	Introduction to search engine optimization (SEO)	March 2022	June 2023
49	Introduction to Microsoft Excel	March 2022	June 2023
50	Building resiliency and positive team connections	March 2022	June 2023
51	Creativity and problem solving	March 2022	June 2023
52	Project Management	March 2022	June 2023
53	Time management	March 2022	June 2023
54	Les techniques de présentation	March 2022	June 2023
55	L'écriture professionnelle	March 2022	June 2023
56	Les styles de communication	March 2022	June 2023

	Course Title	Date Developed	Date Available
57	Introduction à optimisation pour les moteurs de recherche SEO	March 2022	June 2023
58	Introduction à microsoft excel	March 2022	June 2023
59	Renforcer la résilience et établir une dynamique d'équipe positive	March 2022	June 2023
60	La créativité et les méthodes de résolution créative de problèmes	March 2022	June 2023
61	Introduction à la gestion de projet	March 2022	June 2023
62	Introduction à la gestion du temps	March 2022	June 2023
63	Introduction to Sales Fundamentals	March 2024	March 2024
64	Sales Fundamentals: The B2B sales process	March 2024	March 2024
65	Social Selling	March 2024	March 2024
66	Introduction to HTML	March 2024	March 2024
67	Introduction to CSS	March 2024	March 2024
68	Business Financials 01: Bookkeeping	March 2024	March 2024
69	Business Financials 02: The Financial Statements	March 2024	March 2024
70	Introduction to UX Design	March 2024	March 2024
71	The UX Design Process	March 2024	March 2024
72	Design Thinking	March 2024	March 2024
73	Cybersecurity Awareness: Part 01	March 2024	March 2024
74	Cybersecurity Awareness: Part 02	March 2024	March 2024
75	Introduction to Social Media Marketing	March 2024	March 2024

	Course Title	Date Developed	Date Available
76	Effective social media marketing techniques	March 2024	March 2024
77	Video Marketing for Small Businesses	March 2024	March 2024
78	Video Marketing Strategy: AI and Accessibility	March 2024	March 2024
79	Introduction aux Fondements de la Vente	March 2024	March 2024
80	Les Fondements de la Vente: Le Processus de Vente B2B	March 2024	March 2024
81	Les Fondements de la Vente: Vente sur les Réseaux Sociaux	March 2024	March 2024
82	Les Fondamentaux de HTML	March 2024	March 2024
83	Les Fondamentaux de CSS	March 2024	March 2024
84	Finances d'Entreprise 01 : Tenue de Livres	March 2024	March 2024
85	Finances d'Entreprise 02 : Les États Financiers	March 2024	March 2024
86	Les Fondamentaux de la Conception d'Expérience Utilisateur (UX)	March 2024	March 2024
87	Le Processus de Design d'Expérience Utilisateur (UX)	March 2024	March 2024
88	La Réflexion Conceptuelle	March 2024	March 2024
89	Sensibilisation à la Cyber Sécurité : Partie 01	March 2024	March 2024
90	Sensibilisation à la Cyber Sécurité : Partie 02	March 2024	March 2024
91	Initiation au Marketing sur les Réseaux Sociaux	March 2024	March 2024
92	Méthodes Gagnantes de Marketing sur les Réseaux Sociaux	March 2024	March 2024
93	Marketing Vidéo pour les Petites Entreprises	March 2024	March 2024
94	Stratégie de Marketing Vidéo: Intelligence Artificielle et Accessibilité	March 2024	March 2024

	Course Title	Date Developed	Date Available
95	Votre guide essentiel sur l'IA générative: Un Bootcamp de 60 minutes	December 2024	December 2024
96	An Essential Guide to Gen AI: A 60 Minute Bootcamp	December 2024	December 2024
97	Risk Management for Small Business	December 2024	March 2025
98	Hybrid Workplaces for Small Business (Change Management)	December 2024	March 2025
99	Introduction to Accessibility for Ontarians with Disabilities Act (AODA)	December 2024	March 2025
100	Advanced Literacy Skills for Employees: Written Communication	December 2024	March 2025
101	Advanced Literacy Skills for Employees: Oral Communication	December 2024	March 2025
102	Mental Health In The Workplace	December 2024	March 2025
103	Advanced Customer Service	January 2025	March 2025
104	Managing People	January 2025	March 2025
105	Entrepreneurship 101	January 2025	March 2025
106	Gestion des risques pour les petites entreprises	December 2024	March 2025
107	Milieux de travail hybrides pour petites entreprises (Gestion du changement)	December 2024	March 2025
108	Introduction à la Loi sur l'accessibilité pour les personnes handicapées de l'Ontario	December 2024	March 2025

	Course Title	Date Developed	Date Available
109	La santé mentale au travail	December 2024	March 2025
110	Chamber Governance Refresher: Duties, Ethics and Leadership	February 2025	TBD

Appendix B

Updated Learning Pathways on Skills Bridge as of March 2025

Learning Pathway Name	Course Name
Equity, Diversity and Inclusion For Leaders	Introduction to EDI
	How to Create an Inclusive Organization
	Increasing Diversity in Boards and Leadership
	Understanding Bias, Microaggressions and how to be an Ally
	Inclusive Human Resources: Attracting, Developing and Retaining Talent for the 21st Century
	Diversity and Inclusion Through the Value Chain
	Diversity and Inclusion Through the Value Chain: Supplier Diversity
	What gets Measured gets Done
	Introduction to Accessibility for Ontarians with Disabilities Act (AODA)
Equity, Diversity and Inclusion For Employees	Introduction to EDI
	Creating an Inclusive Organization (DAT App Introductory Course)
	Understanding Bias, Microaggressions and how to be an Ally
	Introduction to Accessibility for Ontarians with Disabilities Act (AODA)
Management and Supervisory Skills	Introduction to Leadership Part 1
	Introduction to Leadership Part 2
	How to Create an Inclusive Organization
	Introduction to Human Resources Management - Part 1

Learning Pathway Name	Course Name
	Introduction to Human Resources Management - Part 2
	Managing People
	Building Resiliency and Positive Team Connections
	Hybrid Workplaces for Small Businesses (Change Management)
	Mental Health in the Workplace
Digital Skills Basics	Introduction to UX Design
	Introduction to CSS
	Introduction to HTML
	Cyber Security Awareness: Part 01
	Cyber Security Awareness: Part 02
Sales and Marketing	Introduction to Sales Fundamentals
	Social Selling
	Sales Fundamentals: The B2B Sales Process
	Introduction to Social Media Marketing
	Effective Social Media Marketing Techniques
	Video Marketing for Small Businesses
	Video Marketing Strategy: AI and Accessibility
	Introduction to Search Engine Optimization (SEO & Google Analytics)
	Customer Service in Sales
Finance and Accounting	How to Speak to Financial Managers without Being an Accountant
	Quantitative Methods with Excel
	Business Financials 01: Bookkeeping

Learning Pathway Name	Course Name
	Business Financials 02: The Financial Statements
	Risk Management for Small Business
	Entrepreneurship 101
Adaptability	Creativity and problem solving
	Building Resiliency and Positive Team Connections
	Time Management
	Project Management
	How to Create an Inclusive Organization
	Hybrid Workplaces for Small Businesses (Change Management)
	Green Skills: Business Case for Climate Action
	Green Skills: How To Develop a Climate Strategy
Communication	Communication Styles
	Presentation Skills
	Understanding Bias, Microaggressions and how to be an Ally
	Advanced Customer Service
	Advanced Literacy Skills for Employees: Oral Communication
Writing	Literacy and Basic Skills for Employees
	Business Writing
	Advanced Literacy Skills for Employees: Written Communication
	Advanced Literacy Skills for Employees: Oral Communication
	Introduction to Business Communication for Leaders
Collaboration	Building Resiliency and Positive Team Connections
	Communication Styles

Learning Pathway Name	Course Name
	Creativity and problem solving
	Diversity and Inclusion Through the Value Chain: Supplier Diversity
	Introduction to Business Communication for Leaders
Creativity and Innovation	Creativity and problem solving
	Entrepreneurship 101
	Building an Innovative Business
	Design Thinking
	Green Skills: Business Case for Climate Action
	Green Skills: How To Develop a Climate Strategy
	Diversity and Inclusion Through the Value Chain
	Diversity and Inclusion Through the Value Chain: Supplier Diversity
Sales Fundamentals	Introduction to E-Commerce
	Introduction to Sales Fundamentals
	Sales Fundamentals: The B2B sales process
	Social Selling
	Customer Service in sales
	Advanced Customer Service
Business Essentials (SME Essentials)	Introduction to EDI
	Building an Innovative Business
	Entrepreneurship 101
	How to Speak to Financial Managers without Being an Accountant
	Introduction to E-Commerce

Learning Pathway Name	Course Name
	Risk management
	Introduction to Artificial Intelligence (AI) for Canadian SMEs
	Introduction to Sales Fundamentals
	Introduction to Social Media Marketing
	Introduction to Search Engine Optimization (SEO & Google Analytics)
	Customer Service in sales
	Advanced Customer service
Artificial Intelligence	Introduction to Artificial Intelligence (AI) for Canadian SMEs
	Leveraging AI for Canadian SMEs: A Practical Guide
	Your Essential Guide to Generative AI-A 60 Minute Bootcamp
	Video Marketing Strategy: AI and Accessibility
Human Resources	Introduction to Human Resources Management - Part 1
	Introduction to Human Resources Management - Part 2
	Inclusive Human Resources: Attracting, Developing and Retaining Talent for the 21st Century
	Managing People
	Understanding Bias, Microaggressions and how to be an Ally
	Introduction to Accessibility for Ontarians with Disabilities Act (AODA)
	Modern Chamber Governance Methods: Structures, Strategy and By-law Compliance
Social Media	Video Marketing Strategy: AI and Accessibility
	Video Marketing for Small Businesses
	Effective Social Media Marketing Techniques

Learning Pathway Name	Course Name
	Introduction to Search Engine Optimization (SEO & Google Analytics)
	Introduction to Social Media Marketing
	Introduction to E-Commerce
Cybersecurity	Cyber Security Awareness: Part 01
	Cyber Security Awareness: Part 02
Chambers (for Chambers Only)	Chamber Governance Refresher: Duties, Ethics and Leadership
	Modern Chamber Governance Methods: Structures, Strategy and By-law Compliance
Advanced Digital and Professional Training (ADaPT)	Introduction to Search Engine Optimization (SEO & Google Analytics)
	Quantitative Methods With Excel
	Project Management
	Time Management
	Business Writing
	Building Resiliency and Positive Team Connections
	Creativity and Problem Solving
	Presentation Skills
	Communication Styles
	Sales Fundamentals: The B2B sales process
	Social Selling
	Introduction to HTML
	Introduction to CSS
	Business Financials 01: Bookkeeping
	Business Financials 02: Financial Statements

Learning Pathway Name	Course Name
	Introduction to UX Design
	The UX Design Process
	Design Thinking
	Cyber Security Awareness: Part 01
	Cyber Security Awareness: Part 02
	Introduction to Social Media Marketing
	Effective Social Media Marketing Techniques
	Video Marketing for Small Businesses
	Video Marketing Strategy: AI and Accessibility
	Introduction to Sales Fundamentals
Équité, Diversité et Inclusion pour les leaders	Introduction à l'EDI
	Comment créer une organisation inclusive
	Accroître la diversité dans les conseils d'administration et les instances dirigeantes
	Comprendre les préjugés, les micro-agressions et comment être un allié
	Ressources humaines inclusives : Attirer, développer et retenir les talents pour le 21ème siècle
	Diversité et inclusion à travers la chaîne de valeur
	Diversité et inclusion à travers la chaîne de valeur : Diversité des fournisseurs
	Ce qui est mesuré est fait
	Introduction à la Loi sur l'accessibilité pour les personnes handicapées de l'Ontario
Équité, diversité et inclusion pour les salariés	Introduction à l'EDI
	Comment créer une organisation inclusive

Learning Pathway Name	Course Name
	Comprendre les préjugés, les micro-agressions et comment être un allié
	Introduction à la Loi sur l'accessibilité pour les personnes handicapées de l'Ontario
Compétences en matière de gestion et de supervision	Introduction au leadership - Partie 1
	Introduction au leadership - Partie 2
	Comment créer une organisation inclusive
	Introduction à la gestion des ressources humaines - Partie 1
	Introduction à la gestion des ressources humaines - Partie 2
	Renforcer la résilience et établir une dynamique d'équipe positive
	Milieus de travail hybrides pour petites entreprises (Gestion du changement)
	La santé mentale au travail
Compétences numériques de base	Les Fondamentaux de la Conception d'Expérience Utilisateur (UX)
	Les fondamentaux de CSS
	Les fondamentaux de HTML
	Sensibilisation à la Cyber Sécurité - Partie 01
	Sensibilisation à la Cyber Sécurité - Partie 02
Vente et marketing	Introduction aux Fondements de la Vente
	Les Fondements de la Vente: Vente sur les Réseaux Sociaux
	Les Fondements de la Vente: Le Processus de Vente B2B
	Initiation au Marketing sur les Réseaux Sociaux
	Méthodes Gaganates de Marketing sur les Réseaux Sociaux
	Marketing Vidéo pour les Petites Entreprises

Learning Pathway Name	Course Name
	Stratégie de Marketing Vidéo: Intelligence Artificielle et Accessibilité
	Introduction à l'optimisation pour les moteurs de recherche (SEO)
	Le service client dans les ventes
Finance et comptabilité	Comment s'adresser à des gestionnaires financiers sans être comptable
	Introduction à Microsoft Excel
	Finances d'Entreprise 01 : Tenue de Livres
	Finances d'Entreprise 02 : Les États Financiers
	Gestion des risques pour les petites entreprises
Adaptabilité	La créativité et résolution de problèmes
	Renforcer la résilience et établir une dynamique d'équipe positive
	Introduction à la gestion du temps
	Introduction à la gestion de projet
	Comment créer une organisation inclusive
	Milieus de travail hybrides pour petites entreprises (Gestion du changement)
	Compétences vertes : Enjeux commerciaux de l'action climatique
	Compétences vertes : Comment développer une stratégie climatique
Communication	Les styles de communication
	Compétences de présentation
	Comprendre les préjugés, les micro-agressions et comment être un allié

Learning Pathway Name	Course Name
Rédaction	Littératie et compétences de base pour les employés
	L'écriture professionnelle
	Introduction à la communication d'affaires pour les dirigeants
Collaboration	Renforcer la résilience et établir une dynamique d'équipe positive
	Les styles de communication
	La créativité et résolution de problèmes
	Diversité et inclusion à travers la chaîne de valeur : Diversité des fournisseurs
	Introduction à la communication d'affaires pour les dirigeants
Créativité et innovation	La créativité et les méthodes de résolution créative de problèmes
	Construire une entreprise innovante
	La Réflexion Conceptuelle
	Compétences vertes : Enjeux commerciaux de l'action climatique
	Compétences vertes : Comment développer une stratégie climatique
	Diversité et inclusion à travers la chaîne de valeur
	Diversité et inclusion à travers la chaîne de valeur : Diversité des fournisseurs
Principes fondamentaux de la vente	Introduction au commerce électronique
	Introduction aux Fondements de la Vente
	Les Fondements de la Vente: Le Processus de Vente B2B
	Les Fondements de la Vente: Vente sur les Réseaux Sociaux
	Le service client dans les ventes

Learning Pathway Name	Course Name
L'essentiel de l'entreprise	Introduction à l'EDI
	Construire une entreprise innovante
	Comment s'adresser à des gestionnaires financiers sans être comptable
	Introduction au commerce électronique
	Gestion des risques pour les petites entreprises
	Introduction à l'intelligence artificielle (IA) pour les PME canadiennes
	Introduction aux Fondaments de la Vente
	Initiation au Marketing sur les Réseaux Sociaux
	Introduction à l'optimisation pour les moteurs de recherche (SEO)
	Le service client dans les ventes
L'intelligence artificielle pour tous	Introduction à l'intelligence artificielle (IA) pour les PME canadiennes
	Tirer parti de l'IA pour les PME canadiennes : Un guide pratique
	Votre guide essentiel sur l'IA générative: Un Bootcamp de 60 minutes
	Stratégie de Marketing Vidéo: Intelligence Artificielle et Accessibilité
Ressources humaines	Introduction à la gestion des ressources humaines - Partie 1
	Introduction à la gestion des ressources humaines - Partie 2
	Ressources humaines inclusives : Attirer, développer et retenir les talents pour le 21 ^{ème} siècle
	Comprendre les préjugés, les micro-agressions et comment être un allié

Learning Pathway Name	Course Name
	Introduction à la Loi sur l'accessibilité pour les personnes handicapées de l'Ontario
	Modern Chamber Governance Methods: Structures, Strategy and By-law Compliance
Réseaux sociaux	Stratégie de Marketing Vidéo: Intelligence Artificielle et Accessibilité
	Marketing Vidéo pour les Petites Entreprises
	Méthodes Gaganates de Marketing sur les Réseaux Sociaux
	Introduction à l'optimisation pour les moteurs de recherche (SEO)
	Initiation au Marketing sur les Réseaux Sociaux
	Introduction au commerce électronique
Cybersécurité	Sensibilisation à la Cyber Sécurité - Partie 01
	Sensibilisation à la Cyber Sécurité - Partie 02
Formation en compétences numériques et professionnelles de pointe	La créativité et les méthodes de résolution créative de problèmes
	Introduction à la gestion du temps
	Introduction à la gestion de projet
	Renforcer la résilience et établir une dynamique d'équipe positive
	Introduction à Microsoft Excel
	Introduction à l'optimisation pour les moteurs de recherche (SEO)
	L'écriture professionnelle
	Les styles de communication

Learning Pathway Name	Course Name
	Les techniques de présentation
	Les Fondements de la Vente: Le Processus de Vente B2B
	Les Fondements de la Vente: Vente sur les Réseaux Sociaux
	Les fondamentaux de CSS
	Les fondamentaux de HTML
	Finances d'Entreprise 01 : Tenue de Livres
	Finances d'Entreprise 02 : Les États Financiers
	Les Fondamentaux de la Conception d'Expérience Utilisateur (UX)
	Le Processus de Design d'Expérience Utilisateur (UX)
	La Réflexion Conceptuelle
	Sensibilisation à la Cyber Sécurité - Partie 01
	Sensibilisation à la Cyber Sécurité - Partie 02
	Initiation au Marketing sur les Réseaux Sociaux
	Méthodes Gaganates de Marketing sur les Réseaux Sociaux
	Marketing Vidéo pour les Petites Entreprises
	Stratégie de Marketing Vidéo: Intelligence Artificielle et Accessibilité
	Introduction aux Fondaments de la Ventes

Appendix C

EDI and AI Workshop Summaries

1. Land Acknowledgements: More Than Just Ticking A Box

In this webinar, we will explore how to create and deliver land acknowledgements with meaning, authenticity, and intention.

2. Embedding DEI Into Workforce Development

In this webinar, we will explore how Diversity, Equity, and Inclusion (DEI) can be pillars to a productive and profitable organization. The session explores how DEI can be a competitive advantage.

3. Equity, Diversity and Inclusion (EDI) Strategy

In this webinar, we will explore the importance of embedding equity, diversity and inclusion (EDI) into your business strategy, and ways you can improve and track your organization's progress in implementing EDI best practices. This session will address the state of EDI in small and medium-sized enterprises in Canada, the six dimensions to consider in your EDI strategy and resources like the Diversity Assessment Tool.

4. Working Caregivers: Creating a Baseline Understanding

In this webinar, we will explore promising practices and strategies for shifting organizational culture to support employees, which could reduce absenteeism, sick days, and unforeseen departures. This session aims to help build a resilient and sustainable workforce and share available services and supports for working caregivers and their employers.

5. Disability Inclusion IS a Business Imperative

In this webinar, we will explore the central reasons that make disability inclusion in the workplace a key to growth and prosperity for your business. This session will address how disability inclusion drives innovation, enhances company culture, and expands market reach.

6. AI: Understanding the Impact and Risks

In this webinar, we will explore the impact, risks, and opportunities associated with using AI. This session will address: the current state of AI and where it is headed; what businesses should

do to address the AI knowledge gap; what and where to find free and accessible AI tools and resources for SMEs; and how businesses can adopt and utilize AI to foster a more competitive and productive workplace and economy.

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5 Cukier, W., Patterson, M., Di Palma, L. and Dempsey, R. (2024). *Ontario Chamber of Commerce skills bridge preliminary evaluation: Capacity-building for Canadian small & medium-sized enterprises*. Diversity Institute. Future Skills Centre.

https://www.torontomu.ca/content/dam/diversity/reports/Di-FSC_OCC-Skills-Bridge-Preliminary-Evaluation.pdf

6 There were a total of 110 respondents in this survey. While all responded to the question related to their gender identity, two chose "Prefer not to answer" or they left it blank.

7 There were a total of 110 respondents in this survey. While all responded to the question related to whether they are persons living with a disability, 2 chose "Prefer not to answer" or left it blank.

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