Invest Talent Evaluation Report

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DARO

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Canada

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1. Executive Summary

Context/issue

Invest Vancouver, the economic development service for Metro Vancouver, had identified a critical labor shortage and a significant skills mismatch as factors that undermine their regional competitiveness. In response, they designed and implemented the Invest Talent initiative, a demand-driven talent development model which aims to align workforce training directly with specific industry needs to create a more resilient economic landscape.

What was tested/explored

The 2025 pilot phase of the Invest Talent initiative focused on exploring the conditions for better collaboration between employers, training organizations, workforce agencies, community organizations and government through sector-specific employer-centered hubs. It specifically tested a proof-of-concept for matching talent to employer skill needs through trainings co-designed with employers and other advisory organization partners. This was demonstrated via a targeted intervention in the MedTech sector, focused on providing jobseekers and workforce agencies with basic knowledge about medical device manufacturing and highlighting transferable skills needed in regionally high-growth Quality Assurance and Technician occupations in factory settings.

What was discovered/learned

The evaluation revealed three key insights: 1) The pilot successfully proved a scalable, high-conversion model for sector transition, with 26% of participants who completed training being fast-tracked into final recruitment stages of a leading MedTech employer. 2) A central convener with an established network of employer relationships and regional economic expertise is crucial for aggregating employer demand, facilitating design of system-level solutions, and coordinating logistics. 3) Rapid iteration through manual consultation and relationship-building (“soft infrastructure”) is a cost-efficient way to mobilize detailed and timely Labor Market Information (LMI) from employers that would otherwise not be available, and to better identify the relationships and data flows that will provide value for more sophisticated digital solutions in future.

Why it matters to the ecosystem partners

The initiative is highly relevant as it moves from supply-side education to an integrated, demand-driven ecosystem. For Invest Vancouver, the initiative operationalizes its mandate to

bolster the region's economic competitiveness and investment readiness by positioning talent as strategic economic infrastructure. For policymakers, it provides evidence on the effectiveness of employer-led intermediation models in coordinating regional demand. For the Metro Vancouver region and its employers, this coordinated approach provides broader access to high-quality, future-ready jobs and a steady talent pipeline to sustain innovation, foreign direct investment and economic growth.

2. Key Insights

The following 3 insights emerged as key takeaways from this pilot project. The evidence behind these insights is discussed and analyzed in following sections as noted.

Key Insight #1

Insight: **The Invest Talent pilot successfully demonstrated a scalable model for supporting the transition between sectors. Moving 295 interested individuals through a targeted talent development intervention co-created with employers and other advisor organizations proved its efficacy. Notably, 26% of the 114 participants who completed training were fast-tracked into final recruitment stages of a leading MedTech employer within just one month, and 87% of the participants who were admitted to training identified as being from equity-deserving groups.**

Key insight #1 draws from administrative data (registration forms & Zoom attendance), and information provided by employer interviewees. This insight is directly explored in the section on evidence & insights for Project-specific Question #2.

The impact of this innovative talent pipeline approach on individual jobseekers is explored in more detail in the section on evidence & insights for Strategic Question #1 ("What are the key ingredients to helping individuals successfully transition to new employment opportunities or keep up with the evolving skills requirements of their jobs?").

The impact on employers is explored in more detail in the section on evidence & insights for Strategic Question #10 ("What employer-led intermediation models are the most effective in aggregating and coordinating employer demand for upskilling and reskilling support?").

Key Insight #2

Insight: **Regional talent ecosystems are complex, and while high-growth employers can define their talent needs, they lack the convening power and strategic economic**

perspective to design system-level solutions, and lack internal bandwidth to manage the logistics required to build effective talent pipelines. A central convener with an established network of employer relationships and regional economic expertise can aggregate demand, design strategic solutions, and coordinate timely role-specific talent development.

Key insight #2 draws primarily from interviews conducted with employers and employment support organizations, as well as observation of discussions during Invest Talent events. This key insight is explored in more detail in the sections on evidence & insights for Strategic Question #10 ("What employer-led intermediation models are most effective in aggregating and coordinating employer demand for upskilling support?").

Key Insight #3

Insight: **Rapid iteration through manual consultation and relationship-building can be an effective and cost-efficient way to generate detailed and timely labour market information (LMI), build relationships and trust, and establish foundations that can be augmented by technology later on in a cost effective way.**

Key insight #3 draws from document review and interviews with the project implementation team. This key insight is explored in more detail in the section on evidence & insights for Strategic Question #4 ("How can labour market information (LMI) support successful career transitions?").

The process of pivoting to a manual data solution, and the project plan changes it required, is explored in more detail in the section on evidence & insights for Project Question #4, and in the Project Description section.

3. The Issue

Invest Vancouver, the economic development service for Metro Vancouver, had identified a critical labor shortage and a significant skills mismatch as factors that undermine their regional competitiveness. This region faces a considerable labor challenge, with 625,600 job vacancies expected over the next decade. Traditional training models have not been able to keep pace with rapid technological advancements, such as AI. The **Invest Talent** initiative was established by Invest Vancouver to address these systemic challenges. The core rationale for the initiative is the urgent requirement for a **demand-driven talent development model**. By aligning workforce training and talent cultivation directly with industry needs, the initiative aims to create a more resilient and responsive economic landscape.

This first phase of the initiative serves as a pilot, and was designed to explore several key areas:

- **Collaboration:** Identifying the conditions that enable better collaboration between employers, training institutions, and community organizations to nurture regional talent.
- **Proof of Concept:** Testing specific scenarios for matching talent to skill needs to provide an effective short-term proof of the Invest Talent concept.
- **Equitable Access:** Ensuring that pathways to skill development better serve the needs of First Nations and their members, specifically including those from multiple marginalized groups.

This initiative aims to inform both policy and practice as it moves away from traditional, supply-side education models toward an integrated ecosystem where industry demand drives the focus of upskilling and reskilling efforts. For policymakers, the initiative provides essential evidence regarding employer-led intermediation models and their effectiveness in coordinating regional demand.

In practice, this initiative seeks to encourage regional economic development, to provide broader access to high-quality, future-ready jobs for residents in the Metro Vancouver Region, and to give employers access to a steady pipeline of qualified talent to fuel innovation and growth.

4. Project Description

The **Invest Talent** initiative (formerly the Regional Talent Accelerator) is a demand-driven talent development model designed to mitigate critical labor shortages and skills mismatches within high-growth industries. It has been designed and implemented by **Invest Vancouver**, an agency that provides economic development services under the Metro Vancouver government. The initiative takes place on the shared and unceded territories of the Musqueam, Squamish, and Tsleil-Waututh Nations, within the Metro Vancouver region.

The initial pilot phase of this initiative's work focused on establishing a proof of concept for their specific approach to sector-specific talent development. To depart from previous fragmented efforts, the pilot aimed to coordinate regional efforts between employers, training providers, employment intermediaries, and community partners through a centralized neutral convenor to ensure scalability and sustainability. Prior to the pilot's launch, Invest Vancouver spent 18 months developing this concept in partnership with **Propero Learning Systems Inc.**. The project builds upon successful global and local models, including **Skillnet Ireland**, Calgary's **EDGE UP** program, and the **Talent Pipeline Management** framework. An aspect which makes this project unique is its initial focus on developing training more narrowly aligned with specific high-demand roles as defined by employers (rather than growing sectors more

broadly). Another related and unique aspect is Invest Vancouver's preexisting relationships with regional employers and prospective foreign investors and its mandate to support their investment-related decisions which then have downstream effects on regional skill demands.

The core audiences or groups which this initiative planned to support or collaborate with include, as described in proposal documentation:

- **Employer:** Employers seeking skilled talent – with prioritization in the pilot phase of 1) cross-sector employers with Cybersecurity talent needs, and 2) employers in the MedTech sector
- **Participants:** Underskilled or unemployed individuals, including equity-deserving groups such as Indigenous peoples, newcomers, and women facing barriers to high-demand jobs.
- **Training Providers:** Post-secondary institutions and other training providers focused on industry-relevant education.
- **Government Entities:** Regional, provincial, and federal decision-makers supporting economic growth and equity through funding and policy.
- **Community and Non-Profit Organizations:** Groups aiding individuals and employers, often specializing in equity-deserving populations

The core long-term outcomes this project initially aimed to generate, as described in the proposal documentation, include:

- **Reduced Skills Gaps:** Address specific shortages in key industries, benefiting employers and workers.
- **Economic Growth:** Strengthen industries and the regional economy by providing a skilled workforce.
- **Scalable Model:** Create a replicable framework and platform for regional workforce development.

The project's Theory of Change maps pathways to achieving and monitoring these outcomes in greater detail. It evolved over the course of the project through collaboration between the Invest Talent project implementation team and the DARO learning and evaluation team. The final version reflects an increased emphasis on relationship-building and process-strengthening as core for this initiative. A comprehensive visualization of these change pathways, including detailed inputs, activities, and long-term impacts, is provided in the section "Theory of Change" of the Appendix.

The project's initial proposal documentation outline the following core activities:

- **Skills Needs Forum:** Use the Talent Pipeline Management (TPM) approach to help industry identify skills gaps and job needs.

- **Platform Creation & AI Personalization:** Develop a workforce development platform to map skills, recommend personalized learning pathways, and integrate wraparound services.
- **Pilot Workforce Initiative:** Train 120 participants, engage 60 employers, and align industry needs with AI-skilled talent.
- **Work-Integrated Learning:** Provide 60+ opportunities for participants to gain practical experience in AI skills, with at least 30 students and work-integrated learning opportunities.
- **Equity-Driven Outreach & Support:** Partner with community organizations to recruit underrepresented participants and offer wrap around supports.
- **Monitoring and Evaluation:** Measure and refine outcomes, sharing insights through conferences and publications.

The pilot project plan initially covered the period from April 1st, 2025, to September 30th, 2025, but Invest Talent experienced multiple shifts in the timeline, format and scope of activities over the course of the project. Delays in finalizing funding agreements with the Future Skills Centre meant that the project timeline and the planned scope of the learning component had to be adjusted, and the project activities began mid-May, 2025. Rather than a longer training period followed by placements into Work-Integrated Learning positions, the project implementation team revised their plans to focus on brief trainings that would be co-designed with employers and aligned with identified employment opportunities. The project later received a funding extension to December 31, 2025, but still faced an extremely compressed timeline for some activities due to unexpected delays in technology procurement processes.

A new technology review process was introduced by Metro Vancouver just as the project was beginning, and this assessment took until September to complete. It ultimately resulted in the project team realizing the planned platform/AI component was unsuitable for securely managing participant data. An alternative solution could not be procured and implemented within the funded timeframe. This unexpected challenge caused delays to participant recruitment and training implementation, and meant that monitoring and evaluation data had to be collected and analyzed in a more manual and labour-intensive manner. Greater focus was placed on deep engagement with industry for the pilot phase. Rather than just conducting a single Skills Needs Forum, the project team facilitated ongoing sector-specific engagement through a Cybersecurity hub and a MedTech hub, which involved dozens of single-employer meetings, 2 roundtable meetings, and ongoing communications and report-sharing.

5. Evaluation Methodology

The evaluation of Invest Talent by DARO follows a mixed-methods, developmental approach designed to assess the project's design, implementation, and initial outcomes. As a pilot initiative, the evaluation focused on assessing its ability to serve as a proof of concept and establishing baseline measurements for future scaling. Given the pilot nature of the project, and unexpected delays to project plans, some of the evaluation questions and data collection approaches were updated to align with updated activities.

Evaluation Questions

The evaluation and learning activities were structured around generating insights related to the following questions.

Project Questions:

#1 - What conditions enable better collaboration to nurture talent in Vancouver, attract investment, and provide access to high-quality jobs?
#2 - What scenarios for matching talent to skill needs provide effective proof of concept in the short term?
#3 - How can pathways to skill development better serve the needs of First Nations and marginalized members? *(note: this question was removed from evaluation and learning plans – see related subsection of Evidence & Insights section for more details)*
#4 - What information and data flows best enable this initiative and allow impacts to be monitored?

FSC Strategic Questions:

#1 - What are the key ingredients to helping individuals successfully transition to new employment or keep up with evolving skill requirements?
#10 - What employer-led intermediation models are most effective in aggregating and coordinating employer demand for upskilling support?
#4 - How can labour market information (LMI) support successful career transitions? (*note: this question was added to evaluation and learning plans as a replacement for strategic question #17 – see related subsection of Evidence & Insights section for more details)*
#17 - How can programs best involve communities in co-designing, implementing, and evaluating skills-based programs? *(note: this question was removed from evaluation and learning plans – see related subsection of Evidence & Insights section for more details)*

Data Collection Methods and Participants

To ensure a comprehensive understanding of project impact, the evaluator (DARO) and the project implementation team (Invest Vancouver) collected data from a diverse range of collaborators.

- **Key Informant Interviews:** Qualitative data was collected through semi-structured sessions conducted by the evaluator with the project implementation team, and a sample of individuals from partner organizations, including employers, community employment support organizations, and training participants. Follow up email inquiries to key informants provided additional information, such as employer hiring data. Summaries and notes from additional interviews conducted by the project implementation team were also reviewed.
- **Admin data:** Zoom meeting attendance data for key events and participant registration form data was captured by the project implementation team and shared with DARO for quantitative and demographic analysis.
- **Surveys:** Feedback surveys were used to collect both qualitative and quantitative data during hub events and the participant training session. These surveys were administered by the project implementation team and shared with DARO for analysis.
- **Document Review:** DARO reviewed documentation shared by Invest Vancouver project proposals, internal documentation, and partnership tracking data to gain insights into strategy and design processes.
- **Direct observation:** DARO staff attended and directly observed some events, including the October MedTech roundtable and the December MedTech training workshop.

Equity, Diversity, Inclusion & Reconciliation (EDI&R)

On the shared and unceded territories of the Musqueam, Squamish, and Tsleil-Waututh Nations, the project implementation and evaluation teams aimed to conduct their work in a manner that respects traditional rightsholders and includes those in equity-deserving groups.

- **Targeted Data Collection:** The evaluation approach involved the collection of identity data and qualitative insights from community organizations regarding barriers, enablers, and best practices for ensuring equitable access and accountability.
- **Disaggregated Analysis:** Where possible, survey and platform data was disaggregated to enable intersectional analysis and identify any disparities in outcomes experienced by different groups.

The proposed evaluation and learning plan noted that the project teams would jointly determine the appropriateness of conducting a collaborative sensemaking session during the final stage of the project. The shortened project timeframe meant that many planned activities to

collaborate with community partners and rightsholders could no longer take place; this aspect of the evaluation was not conducted.

Evaluation Limitations

Two main factors served as limitations for this evaluation:

- **Pilot Stage Constraints:** A fulsome picture of long-term impacts cannot be produced due to the pilot taking place over less than 8 months, with evaluation data collection activities ending shortly after the funding period as well.
- **Technical Delays:** Delays in technology procurement meant that some of the platform-related data that was initially expected could not be collected. Evaluation questions and data collection activities shifted to align with the project activity changes that were required due to these delays.

The below table summarizes planned outputs and the impact of changes to the project implementation on these outputs or related measurements.

Originally planned outputs	***What was delivered & measured***	***What was not delivered***	***What would be required to measure it in a future phase***
Establish a regional Skills Needs Forum framework	Design & implementation of model directly observed over course of project (see Appendix "The Invest Talent model")	N/A	N/A
Develop a scalable AI-integrated workforce development platform	A minimum viable manual data collection approach was implemented and directly observed; process-related learnings were developed via interviews with project implementation team members	Platform could not be implemented due to lengthy procurement-related challenges (see additional details under insights for Project Question #4)	An AI platform is no longer understood as a technological requirement Opportunity for further process-related learnings related to minor iterative improvements to manual data collection approach
Engage 60+ employers and train 120+ participants, with 50% representation from	Delivery of training to 136 individuals (with 87% of 114 participants in	N/A	Continued deployment of registration forms, feedback surveys, Zoom meeting reports,

equity-deserving groups	jobseeker-specific session self-identifying with equity-deserving groups) confirmed via direct observation, Zoom reports, and registration form data Preliminary measurement of jobseeker participant outcomes via feedback surveys & interviews Employer engagement confirmed via direct observation and project documentation		jobseeker interviews, and direct observation Opportunity for measurement of medium-term outcomes through follow up surveys and interviews to participating employers and individuals
Deliver 60+ work-integrated learning opportunities, including 30 student projects	N/A	Decision made at project outset to pivot to shorter trainings, given short funding timelines	Sustainable long-term funding for the initiative and/or deepening of relationships with both employers and training providers
Strengthen collaboration among industry, education, government, and community	Collaboration-building activities were confirmed via direct observation, project documentation, event surveys, and interviews with employers and one community partner / workforce agency representative	Due to technology procurement challenges, training & related data analysis were implemented within a compressed timeline and involved less collaboration with community partners than originally planned (see additional details under insights for Project Question #17)	Continued deployment of event surveys, direct observation, and interviews by evaluation & learning team Opportunity to engage community partners / advisory table in review and sensemaking related to pilot phase findings and their implications for design of future training and evaluation cycles
Generate insights to expand the model to other sectors	Publication of Playbook and case studies was directly observed Insights on perceived value and the feasibility of scaling the model	N/A	Continued deployment of event surveys, direct observation, and interviews by evaluation & learning team

	captured via event surveys, and interviews with employers and one community partner / workforce agency representative		

A detailed list of metrics, methods, and data sources for each question can be found in the appendix of this report.

6. Evidence & Insights

Project Question #4. What information and data flows will best enable this initiative and allow impacts to be monitored and communicated?

Insight: **Low-tech manual data tools enabled new information flows to be quickly established between employers, workforce development and training institutions, individual jobseekers, and Invest Talent staff. When cutting edge commercial solutions failed to live up to expectations, spreadsheets provided a means to manage information securely, adapt to whatever existing information or structures that could be easily leveraged, and generate outputs that all partners and participants found valuable.**

The project's initial strategy was designed around the implementation of a sophisticated, large-scale, AI-powered platform that would use multiple commercial software solutions to manage complex talent data, automate coordination between partners, and track longitudinal outcomes across regional hubs. However, the team encountered significant technology procurement delays that prevented the full deployment of these high-level digital solutions within the original timeline.

Discussions with the Invest Vancouver team shed light on how the initial plan to build a custom platform was hampered by stringent procurement requirements and prolonged administrative timelines within the public sector framework. A technology review process that had not been required when the original timeline was proposed had been implemented by the time the project began. The rigor of this process proved warranted. Software that had been implemented in similar contexts and thus was initially understood as a reliable commercial solution turned out to be missing important industry-standard security elements needed to adequately protect participant data, such as multi-factor authentication.

The full technology review process took over 5 months to conclude. During this time more extensive consultation took place with employers and the advisory (of employment organizations, community organizations, and government), but other activities – notably the recruitment of individual participants – was delayed. To ensure the training component could still take place, the project implementation team pivoted from depending on implementation of a high-tech digital platform toward much technologically simpler solutions to manage the information required for evaluation and project implementation, particularly the structured management of participation, feedback, and outcome data from participants and hub partners. The evaluation and learning team and project implementation team worked together to rethink data collection plans and develop manual tools. In these circumstances, a Minimum Viable Product (MVP) approach was taken, where the simplest possible tools were used to create a solution that would only serve the most essential requirements, enabling quick iteration when needed informed by actual use. The evaluation and learning team provided support in designing an intermediate data model and a set of basic tables and forms that could enable data to be managed and analyzed in the short-medium term, and bridge the gap toward a more mature architecture in the longer term (see appendix).

This simplified infrastructure consists of a CRM-like (Customer Relationship Management) structure for partner tracking and a SIS-like (Student Information System) structure for monitoring participant progress. This will enable the initiative to maintain a functional baseline for outcome monitoring and continuous improvement activities, while prioritizing immediate operational needs over technical complexity. These structures can be maintained in secure but low-tech software Invest Vancouver already uses (a Microsoft SharePoint environment) and align with information flows which the pilot has established:

- Industry partners provide information on anticipated talent needs and perceived regional shortages, and participate in co-design of relevant interventions
- Workforce organizations, training providers, and government decisionmakers receive timely reports on talent needs, provide input on potential interventions, and connect Invest Talent to relevant pools of individuals
- Individuals provide basic demographic, work experience, and career interest information through a short form, receive invitations to receive relevant information or trainings, and provide feedback after they participate
- Industry partners are connected with a larger pool of better-aligned candidates, and provide aggregate application & hiring data that enables Invest Talent to monitor the outcomes of an intervention

Some of these information flows began to take place for Invest Talent's Cybersecurity employer hub, but a full cycle was most usefully demonstrated through activities tied to their MedTech hub. The details of this cycle, and how it served as a proof of concept for Invest Talent's

approach, are discussed further in relation to Project Question #2. This cycle is described, in terms less strictly focused on information flows, as a six-step model on the main Invest Talent project webpage (also included in the appendix).

Feedback on this cycle from employers and other organizational partners (discussed further under Strategic Question #10), as well as from participants (discussed further under Strategic Question #1) was highly positive. Interviews with all groups clarified that the approach was sufficiently low-effort that it made it easy to participate, and provided them with high enough value that they were enthusiastic about the potential of Invest Talent continuing and expanding their work through similar collaborative interventions in future. As discussed further under Strategic Question #10, Invest Vancouver's existing "soft infrastructure" – such as networks of relationships, knowledge of the ecosystem, and work to establish trust in the initiative – was key to making this cycle and the information flows it depends upon possible.

Project Question #2. What scenario or opportunity for matching talent to skill needs can provide effective proof of the Invest Talent concept in the short term? What scenarios could provide the greatest value in the longer term?

Insight: **Moving 295 interested individuals through a targeted talent development intervention co-created with employers and other advisor organizations proved its efficacy. Notably, 26% of the 114 participants who completed training were fast-tracked into final recruitment stages of a leading MedTech employer within just one month, and 87% of the participants who were admitted to training identified as being from equity-deserving groups.**

Activities during the span of the project focused on Cybersecurity (across various sectors) and MedTech (medical device manufacturing as a subsector of the Life Sciences industry). These two areas had been assessed as high-demand by Invest Vancouver, through analysis of economic information. Identifying and leveraging existing relationships with large employers and other relevant organizations enabled the Invest Talent initiative to further understand and quantify demand.

As was observed during the October MedTech roundtable (and in conversations with the project implementation team) industry partners aligned on technician roles as a specific area of high demand and low supply. Workforce organizations, training providers, and government decisionmakers were then able to provide input on a range of promising interventions, such as technical or basic skills trainings and policy advocacy around specific NOC codes. As reported

by the project team, additional conversations with a specific MedTech employer partner, Kardium, resulted in an arrangement that would have them take a central role in an intervention scenario which serves as the first short-term proof of concept for the Invest Talent model.

Evidence of the potential impact of this specific intervention was promising, as Kardium staff reported anticipating a need to increase the number of technician roles they employ by 400 - 600 over 2 years. High attrition rates at the end of a lengthy hiring and job-specific training period meant sourcing talent for these roles was incredibly costly. They wanted to avoid having to outsource these roles and were willing to be the first employer to coinvest in training organized by Invest Talent. The project implementation team determined to pursue this specific opportunity which could, in a relatively short timeframe, help to keep jobs in the region and provide meaningful and measurable evidence of their ability to enable collaborative and effective solutions to talent pipeline solutions.

A 3-hour training session serving as an introduction to the sector was co-designed over a couple of months, in collaboration with a range of partners from the MedTech hub, and delivered on December 10th, 2025. It included brief presentations from Invest Vancouver, Life Sciences BC, and industry partner Kardium on the sector's growing opportunities, what typical technician work consists of, and how skills developed in other sectors could transfer. Introductory educational content from training institutions (Vancouver Community College, Canadian Alliance for Skills and Training in Life Sciences) on relevant concepts and technologies (e.g. Cleanroom protocols; ISO standards for Quality Assurance; and Environmental, Health and Safety regulations).

Targeted recruitment of participants to this training session was supported by workforce organizations (WorkBC, including Mosaic and YWCA) and training providers, and demographic information provided by those who registered interest enabled admissions of equity-deserving groups (primarily newcomers) to be prioritized and content to be tailored to reflect this expected audience. An additional 1-hour "train the trainer" style training session was delivered to 22 WorkBC staff, using similar content while focusing on enabling them to better understand MedTech talent needs and relevant transferable skills. As WorkBC's website describes, their workforce agency "serves over 100,000 people each year through 102 community-based centres" and the project implementation team therefore noted that they are a critical strategic partner given how this positions them to "acts as the primary, localized vehicle for delivering the training, retraining, and job-placement services needed to transition workers affected by instability and economic shifts."

Immediate feedback from participants was captured at the end of the training session through a survey, and then through follow up interviews with a small number of participants. Kardium representatives highlighted their own specific employment opportunities for technician roles

during the training session, added “Invest Talent” as an option individuals could select to flag how they had heard about the opportunity when applying, and reported this hiring data back to Invest Vancouver.

Analysis of registration and feedback survey data from participants, and hiring data shared by Kardium, have helped to quantify the impact of this pilot approach as implemented for the MedTech sector, and demonstrate the effectiveness of this preliminary talent pipeline. After establishing the MedTech and Cybersecurity subsectors as preliminary focus areas, registration forms were launched on the Invest Talent subsite. Through these forms, 295 individuals identified as interested in transitioning from declining or unrelated sectors into regional growth areas (Cybersecurity and MedTech). From this pool, 124 participants were admitted into the MedTech training workshop, with 114 successfully completing the full 3-hour session.

Analysis of demographic data among those who registered interest (in either or both of Cybersecurity and MedTech) showed that participants were most often female, university-educated, and residing in suburbs surrounding Vancouver. The percentage of registrants who self-identified as immigrants, refugees, or newcomers, was also particularly high (56%) compared to the percentage of similar populations counted in the general Canadian population (23%) or metro Vancouver population (42%) in the 2021 census. Of the 122 participants who were later admitted into the training program and provided demographic data, 106 (87%) had self-identified as being from equity-deserving groups. Table 1, which includes demographics summary for all registrants, can be found in the appendix.

As compressed project timelines meant that MedTech training was delivered in December 2025, the medium and long term employment-related impacts of this intervention remain to be seen. The short term impacts of this targeted intervention were therefore captured within a month of the training. Kardium reported in January that 30 of these trained participants had already applied for Technician roles. As Kardium staff were able to have more confidence in the preparedness of these applicants, they were all fast-tracked into the final recruitment stages. An interviewee involved in related hiring processes noted that their Applicant Tracking System (ATS) was configured to identify Invest Talent applicants specifically and that “we know that coming from this program, the quality of the candidates are here, and so we can expedite that.” Evidence that this process led to participants being fast-tracked past preliminary stages also emerged from an interview with one of the training participants (discussed further under Strategic Question 1). They described having no previous sector-specific experience, but applied to Kardium after the training session and then were quickly interviewed and hired. This corroborates that a quick pathway to employment was a possible outcome for participants, although further follow up is needed with participants and employers to better understand how widespread this was. Table 2 (below) displays the counts at each stage in the funnel from general interest to recruitment as counts and rates of conversion.

Table 2: MedTech Talent Pipeline from Interest to Employment

Pipeline Stage	Total Count	Overall Conversion Rate	Conversion Rate from Previous Stage
Total Expressions of Interest (Registrations)	295	-	-
Admitted to MedTech Sector Training	124	42%	42%
Successfully Completed Training	114	39%	92%
Fast-Tracked Applications to Partner Employers	30	10%	26%

These quantitative pipeline-related outcomes are promising early evidence for the effectiveness of the Invest Talent model's ability to shorten the distance for individuals between upskilling and employment in growing sectors. As the project continues, reports from partnered employers that they are hiring and retaining these participants, or from participants that they are finding other employment opportunities in the target sector, could provide strong additional evidence of positive employment-related outcomes. By delivering 30 "fast-tracked" candidates who already understood relevant basic technical concepts, what the work entails, and how their skills might transfer, the program may have saved the Kardium hundreds of hours in top-of-funnel screening.

It is not yet clear whether employers or funders will formally commit additional resources to expanding MedTech training pathways, developing Cybersecurity-related interventions, or other Invest Talent efforts, but the design and implementation of the MedTech technician scenario has generated meaningful proof of the concept in a very short time span. In the longer term, opportunities for lengthier and more in-depth interventions have been identified in both the Cybersecurity and MedTech sectors (additional details related to such opportunities are discussed further under Strategic Question #10).

Project Question #1. What conditions will enable better collaboration to nurture talent in the Vancouver metro region, attract greater investments, and provide broader access to high-quality jobs?

Insight: **To nurture talent in the Metro Vancouver region and attract greater investment, a**

primary enabling condition is the establishment of a collaborative infrastructure between employers, training organizations, employment and community organizations, and individual jobseekers. Coordinating between these groups can bridge the gap between organizations and individuals pursuing distinct but related goals in economic development, workforce development, and skill development.

Discussions with the Invest Vancouver team highlighted that their agency's efforts to attract high-growth employers to the region have previously faced limits due to a lack of integrated services or government investments ensuring that these firms' talent needs will be met. This gap is why the Invest Talent project has been such a major focus of their efforts since 2024. They intend for it to help ensure regional workforce development efforts are more connected, and enable more structured "aftercare" to be provided to employers who need to source talent after they decide to invest in the region.

As explored in relation to Project Question #2, the pilot phase provided good proof of concept, and generated promising short-term outcomes for the organizations and individuals who participated in the MedTech Training Workshop. For the project to successfully improve the conditions for nurturing talent and ensuring broader access to high-quality jobs, it must continue to demonstrate a clear Return on Investment (ROI) for employers and funders in the longer term and satisfy the distinct needs of a wider pool of participating partners and individuals.

Kardium staff have reported they found the initial results promising: they reached many jobseekers who had not previously been aware of their company, questions asked during the training workshop suggested many participants could be viable candidates, and they received a substantial number of applications following the training. They are interested in collaborating to develop 4-6 month trainings in future, but realize this will likely require a larger investment from a wider range of sources, and that clear longer-term results will be needed to enable scaling up to that level.

Similarly, a workforce agency staff member noted they would want to see the results replicated, as the approach was both unique and surprisingly effective. They saw a long term possibility to integrate the collaboration more closely with WorkBC infrastructure, and felt that the economic development angle the implementing team brought and coordination between growing employers enabled a "proactive" intervention that was a refreshing contrast to typically "reactive" workforce development initiatives targeting sectors in crisis. While they had seen many initiatives using broad economic information to inform reskilling and upskilling efforts, the timely and role-specific information Invest Vancouver was able to deliver to workforce agencies and jobseekers struck them as exceptionally useful. Given uncertainties around funding, they saw replication as a pathway to longer-term sustainability.

Interview quote: "My thought has been, through the Invest Talent experience, if we can replicate what was done. That model was a really effective way [...] within a matter of months, to pull together where there's significant labor demand projected, and there's some specificity around it, enough specificity that it could get presented to job seekers, so they knew, okay, this is what I'm actually applying for. If we can take that, whether it's by industry or by a specific employer, and make that a relatively accessible process, that would be great."

Lastly, on the employer side, there is a need to ensure that sufficient resources can be available on an ongoing basis to enable consultations with industry representatives. Engagement was tracked by monitoring how many employers and employer representatives participated in hubs, providing a baseline for measuring the perceived value of the collaborative sessions, and trends in attendance by participant type were explored.

Notably, the first cybersecurity event was attended mainly by representatives from training institutions rather than industry leaders. While employers expressed interest, the project found that one-to-one meetings were vital for collecting detailed information and generating genuine buy-in. Both employers and the project implementation team reported the importance of these interactions, and how spending time to build a deep and trusting relationship allowed for successful collaboration. This is a highly resource-intensive approach that will be difficult to sustain long-term; future success depends on ensuring sufficient project resources and efficient consulting and convening structures.

Project Question #3. How can pathways to skill development better serve the needs of First Nations and their members, including multiple marginalized members?

Near the beginning of this project, this was identified as one of the project-specific questions for which the evaluation and learning activities would seek to collect evidence. As the project's implementation progressed, tech-related delays significantly shortened the time in which trainings could be designed and implemented and in which collaboration with community partners could be facilitated.

Initial discussions with community partners were held early on in the project, and included Mosaic, YWCA and the First Nations Tech Council. A summary of findings from those conversations produced by the project implementation team noted that "barriers faced by First Nations learners, women, newcomers, and other marginalized groups are layered and structural—spanning cost, credential recognition, cultural safety, childcare, housing, and bias.

Successful pathways therefore integrate wraparound supports and recognize lived experience alongside formal education." Key opportunities identified by the project implementation team through this process for better serving the needs of First Nations and their members and other marginalized groups include "paid work-integrated learning, cohort-based models, explicit employer commitments [... and in the longest term] stackable, culturally grounded pathways that support progression, leadership development, and community-aligned careers."

Reconciliation with First Nations and their members continues to be a key element of the project's long-term Theory of Change. This will require continued efforts to 1) enable the involvement of Indigenous individuals as participants (i.e. enrolling in trainings to improve their career prospects) and 2) enable the involvement of Indigenous groups and individuals as community partners (i.e. co-designing programming and its evaluation). As one meaningful early step for the project's reconciliation workstream, a guest presentation was made during the MedTech roundtable by an administrator of an Indigenous business leadership program. During the presentation Indigenous training and economic reconciliation opportunities were discussed, linking to microcredentials and wraparound support for Indigenous talent.

The project team determined that objectives of the reconciliation workstream should be uncoupled from the pilot training implementation workstream, which aimed to deliver the short-term outcome of a viable proof of concept through the short workshop created with the MedTech hub. The evaluation and learning team and project implementation team therefore jointly determined not to solicit additional information from First Nations rightsholders outside of the project implementation team for the evaluation and learning purposes of this project. Such consultation would be an extractive research process, in the context where sufficient time and resources could not be devoted to relationship-building with rightsholders and where not all employers who demonstrated readiness to participate in the pilot training design demonstrated similarly high levels of commitment to the project's reconciliation goals.

Demographic disaggregation of data on participants demonstrated that 87% of those admitted to the training workshop self-identified as belonging to equity-deserving groups (particularly women & newcomers), meaning that in terms of purely quantitative metrics the pilot has been quite successful in ensuring inclusion of a diverse set of individuals. The evaluation team agrees with the conclusion arrived at by the implementation team that sustained reconciliation efforts which could address barriers and opportunities uncovered through early conversations will require longer-term partnership-building, dedicated resourcing, and employer readiness aligned with Indigenous engagement principles embedded in the initiative's broader Theory of Change.

Given the small sample sizes and incentives involved, and the inability to involve community partners in interpreting data, the evaluation and project implementation teams were cautious in interpreting feedback survey data as evidence of differing barriers or support needs between

groups of participants (via the demographic info provided during registration). However it was observed that the most frequently suggested improvements to training sessions were often from those who self-identified as belonging to equity-deserving communities, particularly immigrant, newcomer and refugee communities (who made up 44/85 of those who chose to provide both feedback and demographic data). These suggestions related to the format of trainings have been noted in the recommendations section as minor implementation-related recommendations.

Strategic Question #1. What are the key ingredients to helping individuals successfully transition to new employment opportunities or keep up with the evolving skills requirements of their jobs?

Insight: **Surfacing opportunities in growing local sectors and highlighting transferable skills for related new roles helps to enable career transitions.**

Helping individuals navigate transitions into new and evolving employment opportunities requires a strategic combination of industry visibility and the demystification of how existing skills apply to unfamiliar roles. The Invest Talent pilot project demonstrates that when high-growth sectors—such as MedTech—are presented and explained to the local workforce, it bridges the information gap that often prevents qualified candidates from making a career pivot. By explicitly highlighting the transferability of skills to in-demand occupations, the program can transform unseen local opportunities into viable career paths for individuals coming from declining or unrelated sectors.

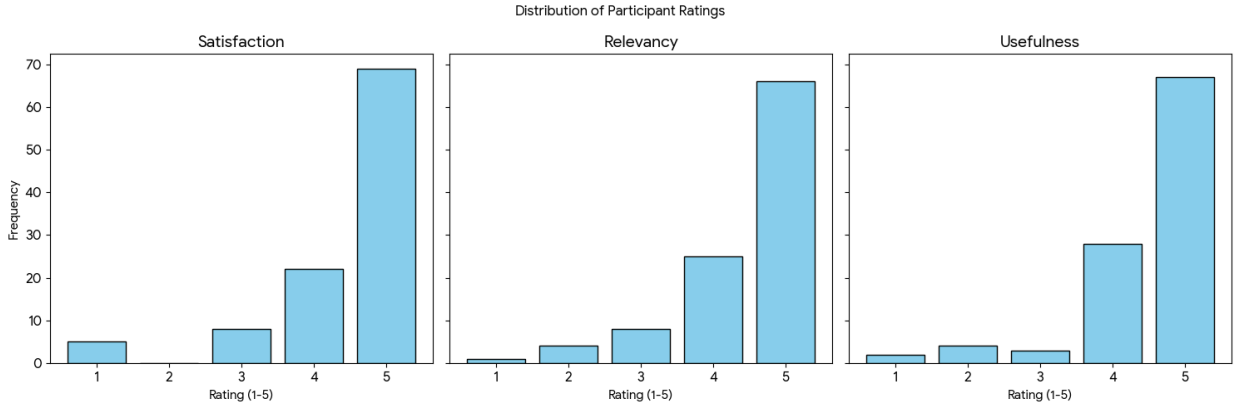
Quantitative data from the participant feedback forms strongly supports the effectiveness of this approach. Based on survey responses from 104 participants in the Medtech training, the pilot achieved a high average overall satisfaction rating of 4.44 out of 5. Metrics specifically tied to career transition were equally robust, with relevancy and usefulness scoring 4.45 and 4.48, respectively. These figures provide compelling evidence that the program successfully reached a population eager for change and provided information they deemed directly applicable to their professional advancement. Table 3 and Figure 1 (below) provides a more detailed breakdown of aggregate ratings from the post-training survey to participants.

Table 3: Summary of Participant Ratings (post-training survey, n=104)

Metric	Average Score (out of 5)	Median Score	% Rating 4 or 5
Overall Satisfaction	4.44	5.0	87.5%

Relevancy of Training	4.45	5.0	87.5%
Usefulness of Training	4.48	5.0	91.3%

Figure 1: Distribution of Participant Ratings (post-training survey, n = 104)



The high proportion of website registrants who successfully completed the training, and the overwhelmingly positive ratings they provided for this training should still be interpreted with the caveat that there was meaningful incentivization involved: participants received $100 each in gift certificates as an honorarium for attending. Furthermore, while multiple Medtech employers were consulted in the design of this specific training/intervention, a single employer, Kardium, was used as an example and had their specific job openings highlighted to participants as an opportunity. A possible alternative interpretation of the participation and rating data could be that participants were incentivized to exaggerate the value of the session, and that it may only have longer-term benefits to the small number eventually hired by Kardium. However, analysis of longtext fields in survey responses and participant interviews, suggests this is not the case. This additional data also strongly supports the interpretation that participants genuinely found the training to be useful in raising their awareness of a growing sector and teaching them how their skills could transfer.

In the post-training survey, participants were asked to accompany their ratings by written responses on the impact of the training on their future employment, which aspects were most relevant, and which aspects were least relevant. An overwhelming majority of responses to the impact question were positive. 13 out of the 104 participants who completed the post-training survey noted awareness of or understanding of Kardium specifically as the reason why they believed the training would have a positive impact on their future employment. A much larger proportion, 48 participants, affirmed that the training would have a positive impact by increasing their general awareness of MedTech and MedTech-related workplace realities (e.g. working in a cleanroom). The relative frequencies of these two major themes in responses suggested that more people came away with a broader awareness of opportunities in a new field, rather than viewing it as a specific Kardium event. This suggests there could be benefits

more broadly for the sector, and the other employers who collaborated on the intervention's design, rather than just one company. Many of the other responses were generically positive, but a final thematic cluster of 10 responses focused on how the training enabled them to determine their own compatibility to the highlighted role and sector. These participants mentioned learning how their skillsets are good matches for opportunities related to medtech, Kardium, quality assurance, etc. This suggests that for a subset of participants the benefits moved beyond awareness of sectoral opportunities and into new understanding of the transferability of their own existing skills.

Selected participant feedback survey responses to the question*: "Do you think this training will have a positive impact on your future employment? Why?"*

- *"Yes, definitely! It showcased an in depth look at the work done at Kardium which is something you don't necessarily get when you are applying for jobs. I have actually been very vocal with my local MP and MLA about WorkBC adopting more technically skilled people from these areas into their job search process. So this is wonderful and I hope to see more in the future!"*
- *"Definitely! I have a background in quality assurance in industrial kitchen and love working with quality assurance, it's great to know about the opportunities in the health/science fields"*
- *"This really helped open my eyes towards what opportunities I have available to me, I had no idea these types of jobs were options for me."*

A number of participants were chosen at random to be contacted for a follow-up interview, and of this group 3 were interviewed. It turned out that 1 of those 3 interviewees had already applied, completed a multi-step interview and assessment process, and been hired when they were interviewed by the evaluation and learning team. As final data collection for this evaluation took place very shortly after the MedTech training itself, the number of participants who will ultimately be hired by Kardium or into the MedTech sector is not yet certain. However the story shared by the participant who was hired is a helpful illustration of how the Invest Talent model can improve employment outcomes for individuals.

This participant's motivation for joining the program was rooted in a desire to transition away from the retail and service sectors. Having been unable to complete a college program due to high costs, they viewed medical technology as a meaningful alternative where they could "positively contribute" to the medical field without being a doctor. They indicated that the intrinsic value of the information provided was a sufficient draw, even if the gift card had not been offered, but that their initial expectation was that they would need to find a way to complete more years of training before MedTech sector work would be possible. The participant noted that the program's focus on transferable skills gave them confidence that it

could be possible to be hired into the medical sector without additional training and “guidance on how to continue forward.”

In the post-training survey as well as the interview this participant noted how the Invest Talent MedTech training session helped to clarify “what it's gonna look like” on a daily basis, which reduced the ambiguity often associated with entering a new industry. They also highlighted the advantage of having their resume fast-tracked for consideration. Within a week of applying they were invited to complete a screening call and a hand-eye coordination assessment. This was followed by an interview, a reference check process, and then a job offer – all within a month of the initial training session. This participant’s experience is a compelling example of how the Invest Talent model of employer-driven microtrainings can quickly provide both the necessary technical orientation and a viable pathway to immediate employment.

> ***Quote from training participant: “****This program, it really benefited me, it enabled me to find a job [...] I wasn't very confident that I would get a job [...] I just wanted to get more information [... about the] kind of jobs that I would study for, like, several years, and then after that, I go work there, if it really interests me. After I came out of the session I was quite hopeful. They weren't like ‘you need this kind of knowledge or experience, and if you don't have it, you're not gonna get hired.’ [...] I came out of this little Zoom session, I applied, and then a week later I got my phone call for the interview.”*

The other two participants who were interviewed were from the group who did not apply to roles at Kardium. Both arrived with no prior science-related training or background in medical technology and were less interested in the technical or scientific portions of the session. One participant observed that there were “so many details” that were “science-based” and “highly technical”, while the other found the chemistry-related questions from other attendees to be “intimidating” and “overwhelming”. Additionally, both interviewees noted they had decided that the entry-level technician salary was not a compelling enough incentive to pivot from their current professional trajectories.

Despite their decision not to pursue the role, both participants emphasized that the program’s format was a valuable way of helping jobseekers better understand a sector or a specific type of opportunity, and of encouraging regional economic growth more broadly. They appreciated the transparency of the model, which allowed them to vet the role before committing to a formal application process. Both appreciated hearing about a broader range of job types within the company, such as roles in HR or project coordination, and noted that a lengthier “helicopter view” of various departments and potential “pathways” for growth would have increased the session's relevance for them personally.

These accounts offer a neutral perspective on how the training model functions for individuals who ultimately determine that the specific role is not the right fit for their career path. They highlight that there may be some opportunity to increase the effectiveness of future training sessions by either pre-filtering for participants with more closely aligned interests or highlighting pathways into other related jobs. Given that there will always be some members of a general interest pool who turn out not to be a fit for a specific sector or employer, these interviews do not suggest any major weaknesses. Instead, the fact that these participants strongly endorsed the Invest Talent model despite choosing not to apply provides a strong final piece of evidence in its favor, from the participant perspective. A light-touch introductory training can be an efficient step towards better employment-related decisions for individuals, whether those decisions are for or against a specific sector or occupation.

Strategic Question #10. What employer-led intermediation models are the most effective in aggregating and coordinating employer demand for upskilling and reskilling support?

Insight: **Regional talent ecosystems are complex, and while high-growth employers can define their talent needs, they lack the convening power and strategic economic perspective to design system-level solutions, and lack internal bandwidth to manage the logistics required to build effective talent pipelines. A central neutral convener with an established network of employer relationships and regional economic expertise can aggregate demand, design strategic solutions, and coordinate timely role-specific talent development.**

The importance of a central neutral convener is a recurring theme across the project's development, initially surfacing during the Cybersecurity hub consultations in 2025. Individual conversations and convening discussions revealed that high-growth employers had good understanding of their own talent challenges but lacked tools to begin addressing what is a systemic problem. Early interviews conducted by Invest Talent with employers for the cybersecurity hub resulted in the finding that 80% of employers interviewed reported severe cybersecurity hiring challenges. Interviewees reported that currently fragmented efforts conducted by individual employers, training providers, workforce agencies, and industry organizations were inadequate in addressing challenges. Core problems identified included credential mismatches and security clearance issues preventing recruitment of international candidates and inconsistent job titles and misalignment with training programs impeding local recruitment efforts.

Activities organized around the Cybersecurity hub enabled Invest Talent to uncover several employers interested in co-funding future targeted interventions to collectively upskill

employees or widen their talent pools, and a key opportunity for them to do so – through short "Blue Team" simulation trainings. While this could be more logistically complex, it could also be a valuable opportunity for future scaling efforts. It would involve a larger number of employers (with potentially greater economies of scale), an increased depth of training, and could provide significant value in terms of the potential to produce positive outcomes across multiple employers and industries, and to collect data on outcomes over a longer timeframe.

The greater focus during the pilot phase on the MedTech hub as proof of concept also means that activities conducted around this hub resulted in more evidence of relevant impacts. Interviews with Kardium staff provided direct evidence regarding internal constraints and the value provided through Invest Talent's role as a convenor, strategist, and project manager. One senior staff member described how funding 4-6 month industry-specific upskilling programs had not been "on the radar" previously as a solution, but that Invest Talent had helped this become something they could seriously consider doing in collaboration with other employers to address common skill gaps. They noted that coordinating upskilling with multiple educational organizations internally would be unrealistically costly and complex, whereas Invest Talent could create an economy of scale and centralize logistics. Another senior staff member added that Vancouver had become a hub for pharmacology training, but there was much less focus on training related to medical device manufacturing, and Invest Talent was instrumental in "facilitating the introduction" to key educational facilities and programs for the company.

> ***Quote from employer staff**: "Having Invest Talent provide some of the project management, the coordination, and [partners] just having deliverables – like [...] we need to put something together to present what it is that we're looking for, or meet with other manufacturers to get some consensus on the key skills that maybe we should target, so that they're skills that everybody can use, and that drives the sustainability of the program – that's something that's also needed."*

From the perspective of workforce agencies, the neutral convenor role was also vital for translating industry needs into accessible career paths for newcomers. A senior staff member from a workforce agency that provides settlement and employment services for newcomers observed that Invest Talent's role as a central neutral convenor for roundtables was useful, but that this alone could have resulted in fairly typical "high level insights" similar to what other organizations have been able to deliver. He noted that their approach was uniquely valuable because of their work as an intermediary "to translate that high-level notion of where the demand is going to be to something that actually becomes specific to an employer or employers, and specific to target job seekers." A facilitated process to help employers, training institutions, and workforce agencies collaborate around a specific and timely opportunity resulted in an exchange of more actionable information than typical reports on employer demand.

> ***Quote from Workforce Agency staff****: "our teams are just receiving this high-level information all the time, saying, oh, retail needs people, oh, you know, mining needs this type of worker. It becomes very cursory, or, you know, what stands out from what I heard in the last week? [Invest Talent created a] structure that we know this employer, they're hiring 50 people over the course of the next 6 months, there's opportunity in January for an intro session, and then in March, and then in June – That's where things can actually move, where you get real job applicants connecting to real employers with some specificity. [Prior to the 1 hour training for workforce agencies] I would never have conceived of someone with, you know, working at McDonald's could actually even be considered for this type of role, but they're saying, actually, there is transferability of some of those skills [into MedTech technician roles]. Those kind of things only happen when they're the [type of] conversations that were convened."*

This Workforce Agency representative reported learning specific details about the work environment and transferable skills that made their work to refer jobseekers more effective They, in turn, provided suggestions on helping newcomers think more positively about the opportunity, by including current employees with similar lived experiences. They saw this be incorporated impactfully during the training workshop.

> ***Quote from Workforce Agency staff:*** *"[During the training workshop] when we had a tour of the [Kardium] facility one of the key people giving the tour was this person from Brazil who mentioned [their lived experience as a newcomer], and that really stood out to me and my colleague [...] one of the first things you see are flags from around the world, and these are all flags that represent countries that their employees have come from. Those smaller, intangible things give a sense of, as a newcomer, or as an immigrant, this is a company that values the diversity of experience that people can bring from different parts of the world."*

In the lead up to the MedTech training workshop, wider industry-wide buy-in was quantified through the strongly positive feedback gathered during the MedTech Roundtable. Survey responses from the session showed that 80% of participants felt "confident about collaboration in the sector as a result of the dialogue". Participants' appetite for concrete action by the end of this roundtable, with attendees expressing a desire to move beyond discussion toward a short training program, enabled the MedTech training to move forward as it did. Ultimately, the model succeeds because a dedicated intermediary provides the "really effective way in short order" to pull together specific and actionable employer demands and present them so workforce agencies, training providers, and jobseekers can more effectively and efficiently act on the opportunities.

> ***Quote from employer staff****: "I've really appreciated the work that Jen and her team have done. I see an exciting opportunity, and I would like to see this continue. My expectations for the event that we had in December [were] to build awareness. I didn't expect that we were gonna have, after a day, people ready to come and work for us.*

[This is an] opportunity to kind of do something new that I don't think we're doing, certainly not in BC, and, I'm really excited that we are kind of the test group for that [... Invest Talent is] something I'd like to see continue so that we can really see the results of the work that's happened so far."

Strategic Question #4: How can labour market information (LMI) support successful career transitions?

Insight: **Rapid iteration through manual consultation and relationship-building can be an effective and cost-efficient way to generate detailed and timely labour market information (LMI), build relationships and trust, and establish foundations that can be augmented by technology later on in a cost effective way.**

The Invest Talent pilot demonstrated that establishing new, automated data infrastructure for matching talent to training is substantially more complex than had been anticipated at the project outset. By pivoting to a manual, high-touch consultation process, the project was able to bypass the significant maintenance costs and development delays of a digital platform while still successfully facilitating a pilot pipeline for the MedTech sector. As noted by one workforce agency staffer, this approach allowed a prototype for information sharing to be established very quickly – the opportunity for it to integrate more deeply with or become "embedded" within existing regional infrastructure, such as that managed by WorkBC, is made apparent early on without the full financial burden of developing a bespoke software system.

> ***Quote from Workforce Agency staff:*** *"I felt like this model was a really effective way in short order - a few months - to pull together where there's significant labor demand projected, with enough specificity that it could be presented to job seekers so they knew 'okay this is what I was actually applying for.' We could take this by industry or specific employer and make that a relatively accessible process. I think that would be great."*

By starting with relationship building and fostering an understanding of one another's pain points and priorities across the ecosystem, the initiative built the critical foundations required to collectively solve talent gaps. This focus on human-centric LMI is essential because it enables targeted interventions (i.e. increased basic MedTech sector understanding) while simultaneously building the partnerships and systemic knowledge needed to define actual requirements for future tools. This can help to ensure that any eventual technology will solve the actual problem as defined by those who will use it, rather than a perceived technical gap.

This approach allowed the project to move with a level of speed and cost-efficiency that building a complex technical solution simply could not match.

Notably, discussions with project team members uncovered the fact that their team's preliminary efforts to conduct analysis of regional economic data and job posting data did not identify the talent needs that emerged through many conversations with employers. Challenges that had been encountered in previous hiring rounds, and anticipated hiring projections are a unique form of LMI that likely cannot be obtained through any existing public sources. This information has the potential to be much more timely and actionable in a local context, but is internal to employers and unlikely to be recorded in any format that can easily be aggregated in the short term.

The granular LMI generated through these manual processes demonstrably improved decision-making. The Invest Talent team had forward-looking information to inform prioritization and design of interventions. Employers learned about the talent needs of peer organizations, opportunities to collaborate with workforce and community organizations, and about populations of qualified jobseekers that were being missed in current recruitment processes. Workforce agencies, community organizations, and training providers gained timely information about upcoming hiring cycles and more granular details about their skill requirements. For job seekers, this high-specificity LMI translated into better information to support their career planning. As one participant noted, the training "provided guidance on how to continue forward" by making the role feel tangible and attainable (survey response).

Ultimately, the pilot's primary takeaway is that fast iteration through human consultation, led by a convenor with strong industry connections, can pull together labour demand with enough timeliness and specificity that jobseekers and supply-side organizations have the means and incentive to act on it. This suggests that the most effective way to improve LMI is to invest in the human intermediaries who can translate complex ecosystem needs into real-time, actionable insights and produce information-sharing pathways that can be scaled up as partnerships mature.

Strategic Question #17. How can skill-based programs best accommodate the need to involve communities served by such programs in co-designing programs and participating actively in their implementation and evaluation?

Near the beginning of this project, FSC Strategic Question #17 was determined as one of the questions for which the evaluation and learning activities would seek to collect evidence. As the

project's implementation progressed, tech-related delays significantly shortened the time in which trainings could be designed and implemented. This in turn meant that collaboration to codesign the format of trainings with community partners had to be substantially limited, but that time to consult and coordinate around employer skill needs and readiness to collaborate before moving into the training design phase was significantly extended. The evaluation and learning team and project implementation team therefore jointly determined at a later point in the project that Strategic Question #4 could be more usefully answered with the evidence collected than Strategic question #17. In future phases, there may be good opportunities for community partners engaged through the reconciliation workstream to co-design data collection processes used to collect longitudinal, follow-up outcome data from participants and employers and to then collaborate on analysis of data and development of recommendations that could be applied broadly across future cycles of trainings.

7. Lessons learned/ Recommendations

Funding Ecosystem: Shift from "Tech-First" to "Process-First" Data Infrastructure

- **Lesson Learned:** the project's initial technology strategy was designed around a sophisticated, AI-powered platform that faced significant unforeseen delays due to technical complexity and procurement requirements. The project succeeded because it pivoted to a practical, iterative strategy using manual tools. The pivot produced a vital lesson: manual prototyping can help to build the necessary soft infrastructure required for any digital tool to be adopted and scaled across organizations.
- **Recommendation:** Funders and implementers of workforce and skill development initiatives should be cautious with new initiatives that invest significant resources at the outset into new technical solutions. Where possible, delay large-scale software procurement until processes and data flows have been stress-tested with actual use. Use manual tools to refine the requirements for future data system integrations, automations, or digital platform solutions.

Funding Ecosystem: Enable Conveners with Strong Demand-side Relationships to Roles to Manage Administrative Bandwidth

- **Lesson Learned:** Employers often lack the internal capacity to manage and coordinate partnerships required for effective talent pipelines.

- **Recommendation:** Fund and empower organizations that can serve as a central neutral convener to coordinate within the regional ecosystem. This role must handle the logistics, demand aggregation, and partner orchestration, allowing industry to focus on its core operations while still benefiting from a steady talent supply. Existing infrastructure could be leveraged within intermediaries like WorkBC, but Invest Vancouver's relationships with & focus on expanding employers (including those not yet in the region) give it an advantage in working with industry to develop talent around forward-looking needs.

Evaluation and Learning: Maintain Continuity of Learning Processes & Assess Longitudinal Outcomes

- **Lesson Learned:** The current project timespan was insufficient to produce a fulsome picture of outcomes and impact beyond the short term. Most improvements to employment or hiring outcomes would not yet have been realized by the project end. Additionally, a shortened timeline for implementing training and engaging community partners meant that questions related to serving the needs of members of First Nations and other equity-deserving participants, and to co-designing with community partners, could not be answered.
- **Recommendation:** Future evaluation-related data collection should aim to follow up with jobseekers 3 to 9 months after training was completed to determine whether they are employed by a partnered employer or in a connected industry, along with other relevant insights on their needs and the impact of the training intervention. It should also aim to follow up with employers to capture longer-term quantitative data on progression of Invest Talent participants through their hiring pipeline, and other relevant insights on the impact of the training intervention on availability of talent and time to productivity. Lastly, in alignment with the decision by the project implementation team to decouple the advisory table and reconciliation workstream from hub-specific timelines, pilot phase data should be considered as a possible input for further sensemaking and the development of related recommendations (i.e. for training design or learning and evaluation processes).

Invest Vancouver: Aim in Short- or Medium-Term to Transition from One-to-One to Collective Convening

- **Lesson Learned:** While one-to-one meetings were successful for generating buy-in and preliminary assessment of needs, they are resource-intensive. Employer participation in collective convening structures, where multiple firms can align on common skill needs simultaneously, increases efficiency and is a signal of growing investment in the initiative.

- **Recommendation:** Use the first 6 months of a hub to build individual buy-in, but establish a clear plan to transition into primarily group sessions to maximize the convener's impact. Evidence of impact from the pilot phase can be leveraged, along with the project's reports and other knowledge assets to provide a stronger value proposition to employers to dedicate resources to active participation.

Invest Vancouver: Aim in Mid-term to Replicate or Scale Single-day Trainings

- **Lesson Learned:** The MedTech sector served as an ideal proof of concept through a single-day training event. This demonstrated how a central convener could create immediate value by raising awareness of specific opportunities among jobseekers and providing employers access to a larger pool of better-informed candidates. This scenario proved effective in the short term, with 26% of participants being fast-tracked into final recruitment stages of a current hiring process within just one month.
- **Recommendation:** Use the existing pilot's approach as a replicable engagement tool. It serves two purposes: allowing jobseekers to test-drive a sector with low risk, and providing employers with a pre-screened pool of candidates. Partners have expressed enthusiasm for seeing this success repeated, and learning from whether a similar structure can be replicated in different contexts. The speed with which this process was conducted makes it a relatively light lift to reproduce given the right partnerships. The ability for Invest Talent to connect directly with participants in this less formal workshop environment, and therefore to conduct follow up data collection if additional research-focused funding can be sourced, would make this specific form of intervention a good fit for further exploration. Opportunities discovered through the cybersecurity hub, such as simulation training, could be a good option to explore scaling this process into a scenario involving a larger number of employers.

Invest Vancouver (and Funding Ecosystem): Aim in the Medium to Long Term to Harness "Internal" Employer Labor Market Information (LMI)

- **Lesson Learned:** traditional, public LMI, such as general economic data or job posting data, often fails to capture needs in a manner that is sufficiently timely, detailed, or locally-specific enough to be actionable. Manual consultations revealed that the most valuable LMI wasn't collected from conventional sources, but from building relationships that encouraged employers to share internal Human Resource Information System (HRIS) data – detailed specifics about upcoming roles and aggregate hiring processes – with a trusted central convenor.
- **Invest Vancouver Recommendation:** Investing in human intermediaries to extract and aggregate this internal LMI, through continuation of Invest Talent's current work, will be

valuable. In the longer term, convincing employers to provide this type of information in more structured manners (e.g. through web-based forms) would reduce the level of effort required by Invest Talent to collect it, and increase the usefulness of insights that can be derived. Incentivizing this type of sharing will likely require longer-term additional work to build up trust and evidence of the initiative's effectiveness, and to collaborate with employers to determine how HRIS data could be shared in a secure and low-effort manner. In the medium term, encouraging employers to adopt data practices that enable them to more easily share back aggregate data on an ad hoc basis (e.g. by updating application forms or HRIS systems to tag Invest Talent participants), could be a useful improvement, and employers are likely willing to make these small changes out of their own interest a more data-informed understanding of the initiative's ROI. Collaborate with employers to collect and aggregate data they already produce that can illustrate ROI, such as tracking "time-to-fill" and "candidate readiness."

- **Funding Ecosystem Recommendation:** Funders and implementers of workforce and skill development initiatives should learn from the uniquely valuable information Invest Talent was able to access during this pilot and the effective manner in which it was leveraged and explore opportunities where similar processes and partnerships could be enacted. If employers can be appropriately incentivized to share internal HRIS data or other information about projected hiring months in advance, it could be invaluable for decision-making.

Invest Vancouver: Aim in Mid-Long Term to Secure Shared-Cost Models for Long-Term Sustainability

- **Lesson Learned:** Employers are interested in "shared-cost" models if an effective ROI can be demonstrated. Participating firms that employ large numbers of staff in the region showed readiness to integrate these interventions into long-term strategic planning, provided the intermediary continues to handle the logistics.
- **Recommendation:** Leverage existing and new information on employer ROI to advocate for cost sharing, to ensure sustainability for the model. Transition hubs to public-private partnerships where industry shares the costs of training, and seek additional sources of funding to supplement project management, infrastructure, evaluation, learning and research activities.

Invest Vancouver: Aim in Longer Term to Scale-up into Modular, Stackable Training

- **Lesson Learned:** Employers see the need for longer trainings to address skill gaps, but recognize that new demands from employers are not often quick to be reflected in traditional full-degree programs. Participants want to know the time and resources they

invest into training will lead to a wide range of opportunities and meaningful increases in compensation.

- **Recommendation:** A trusted neutral convenor like Invest Talent could in the long term build sufficient consensus and cooperation among employers that their joint investments could have a bigger influence on program development by training institutions. They could similarly build sufficient cooperation among workforce agencies and training institutions to understand the connections between specific skills demanded by employers in the short term and the longer upskilling pathways that jobseekers could continue along. Invest Talent should aim in the longer term to scale up to enable coordination of modular training pathways between larger networks of employers, training organizations, and other partners. This would allow PSIs to offer more short trainings that could meet employers' immediate needs while ensuring individuals and training institutions continue to have a range of opportunities available when demands shift.

Minor Implementation-Related Recommendations

For Participants:

- **Training Breaks:** Consider including a 10-minute break every hour during participant trainings.
- **Participant Jargon Primer:** Consider sending a glossary of industry terms to participants 24 hours before the event to give a preview of the subject matter and enable those with less technical backgrounds to have an easy point of reference.
- **Pre-Admission Aptitude Screening:** A full review of CVs before admitting registrants to a training could be too labour-intensive, but continuing to iterate on skill- or experience-related checkboxes or other registration form fields could enable more strongly-aligned participants to be selected

For Employers:

- **Automate Applicant Identification:** Consider the feasibility of providing a unique link to the employer's application forms for each participant, to track clickthrough rates
- **Post-Hiring Feedback Loop:** Establish a quarterly 15-minute check-in with employer partners to track the performance and retention of hires

8. What's Next

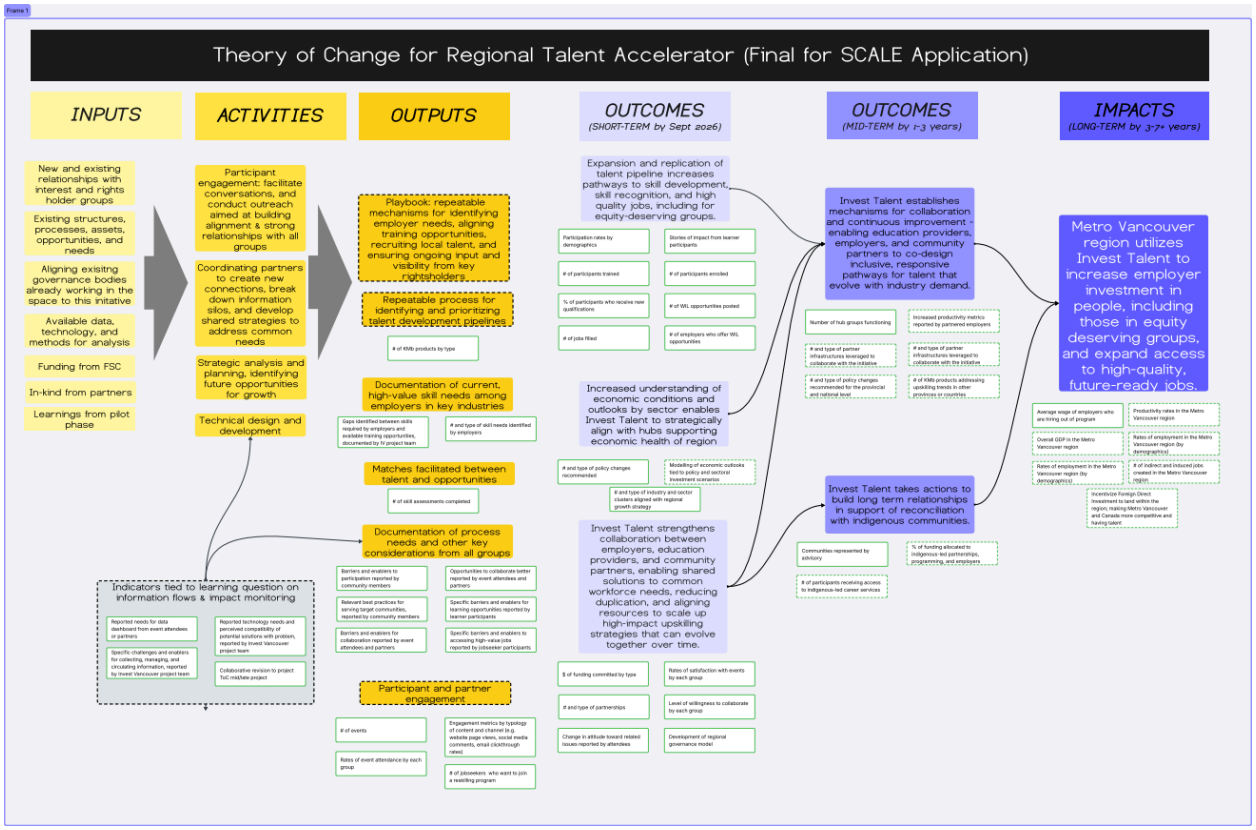
Invest Talent has applied to the Future Skills Centre's SCALE funding stream to formally scale their Cybersecurity hub. This planned work will involve convening 6–10 anchor employers to co-design modular, stackable pathways aligned to real hiring demand. The initiative plans to implement a blended funding model combining public investment and employer cost-sharing to finance these activities.

This future phase of work will address opportunities uncovered through work tied to the Cybersecurity hub in the pilot phase. Strategic findings from the Cybersecurity hub to be leveraged going forward include planned enterprise expansion and new cybersecurity centre build-outs that are projected to generate hundreds of additional roles, and challenges associated with the 4–6 month hiring timelines for mid-level positions reported by employers. Pilot-developed assets, such as the Invest Talent Playbook (an employer hub model), labour market intelligence tracking, Skill Needs Forums, governance frameworks, and data collection processes also remain in active use and will support the next phase of scaling.

Appendices: Supporting Materials

Logic model/Theory of Change

This Theory of Change was iteratively developed with the Invest Talent implementation team and the project learning and evaluation team.



Detailed description of evaluation methodology

Project-specific Evaluation/Learning Questions	Key Metrics / Indicators (disaggregated where possible)	Data Collection Methods & Sources
#1 What conditions will enable better collaboration to nurture talent in the Vancouver metro region, attract greater investments, and provide broader access to high-quality jobs?	Rates of event attendance by each group	Registration Event Attendance Interview Participation
	Rates of satisfaction with events by each group	Post Forum Survey Post Interview Survey
	Level of willingness to collaborate by each group	Post Forum Survey Post Interview Survey
	Change in attitude toward related issues reported by attendees	Post Forum Survey Post Interview Survey Interview Summaries

Project-specific Evaluation/Learning Questions	Key Metrics / Indicators (disaggregated where possible)	Data Collection Methods & Sources
	Opportunities to collaborate better reported by event attendees and partners	Post Forum Survey Post Interview Survey Interview Summaries Scenario Reports
	Barriers and enablers for collaboration reported event attendees and partners	Post Forum Survey Post Interview Survey Interview Summaries Scenario Reports
	Communities represented by advisory	Post Forum Survey Post Interview Survey Interview Summaries Scenario Reports Partnership Tracker
	Number of hub groups functioning	Summary Reports Project documentation Invest Vancouver project team interviews
	# and type of partnerships	Partnership Tracker
	$ of funding committed by type	Partnership Tracker
	# and type of policy changes recommended	Summary Reports
#2 What scenario or opportunity for matching talent to skill needs can provide effective proof of the Invest Talent concept in the short term? What scenarios could provide the greatest value in the longer term?	# and type of skill needs identified by employers	Interview Summaries Scenario Reports
	Gaps identified between skills required by employers and available training opportunities, documented by IV project team	Interview Summaries Scenario Reports
	# of jobseekers who want to join a reskilling program	Platform data (or project documentation such as

Project-specific Evaluation/Learning Questions	Key Metrics / Indicators (disaggregated where possible)	Data Collection Methods & Sources
		tracker spreadsheets)
	# of participants enrolled	Platform data (or project documentation such as tracker spreadsheets)
	# of skill assessments completed	Platform data (or project documentation such as tracker spreadsheets)
	# of participants trained	Platform data (or project documentation such as tracker spreadsheets)
	% of participants who receive new qualifications	Platform data (or project documentation such as tracker spreadsheets)
	# of employers who offer WIL opportunities	Platform data (or project documentation such as tracker spreadsheets)
	# of WIL opportunities posted	Platform data (or project documentation such as tracker spreadsheets)
	# of jobs filled	Platform data (or project documentation such as tracker spreadsheets)
	Average wage of employers who are hiring out of program	Platform data (or project documentation such as tracker spreadsheets)
#3 How can pathways to skill development better serve the needs of First Nations	Participation rates by demographics	Platform data (or project documentation such as tracker spreadsheets)
	Specific barriers and enablers to	Participant feedback

Project-specific Evaluation/Learning Questions	Key Metrics / Indicators (disaggregated where possible)	Data Collection Methods & Sources
and their members, including multiple marginalized members?	accessing high-value jobs reported by jobseeker participants	survey (or participant interviews)
	Specific barriers and enablers for learning opportunities reported by learner participants	Participant feedback survey (or participant interviews)
	Stories of impact from learner participants	Participant feedback survey (or participant interviews)
	Barriers and enablers to participation reported by community members	Community member interviews (or advisory committee meeting documentation)
	Relevant best practices for serving target communities, reported by community members	Participant feedback survey (or participant interviews)
#4 What information and data flows will best enable this initiative and allow impacts to be monitored?	Reported needs for data dashboard from event attendees or partners	Post Forum Survey Post Interview Survey Interview Summaries)
	Specific challenges and enablers for collecting, managing, and circulating information, reported by Invest Vancouver project team	Invest Vancouver project team interviews
	Reported technology needs and perceived compatibility of potential solutions with problem, reported by Invest Vancouver project team	Invest Vancouver project team interviews
	Collaborative revision to project ToC mid/late project	Invest Vancouver project team discussion &

Project-specific Evaluation/Learning Questions	Key Metrics / Indicators (disaggregated where possible)	Data Collection Methods & Sources
		collaborative writing outputs
	Engagement metrics by typology of content and channel (e.g. website page views, social media comments, email clickthrough rates)	Platform data and project documentation (aggregated or analyzed with support/advising from DARO evaluation & learning team)
	# of events	Project documentation (or Invest Vancouver project team interviews)
	# of KMb products by type	Project documentation (or Invest Vancouver project team interviews)

FSC Strategic Question(s)		What evidence and/or learning is expected towards this question?	Data Collection Methods & Sources
#	Text		
1	What are the key ingredients to helping individuals successfully transition to new employment opportunities or keep up with the evolving skills requirements of their jobs?	Specific barriers and enablers to accessing high-value jobs reported by jobseeker participants	Participant feedback survey (or participant interviews)
		Specific barriers and enablers for learning opportunities reported by learner participants	Participant feedback survey (or participant interviews)
		Stories of impact from learner participants	Participant feedback survey (or participant interviews)
		# of skill assessments completed	Platform data (or project documentation such as

FSC Strategic Question(s)		What evidence and/or learning is expected towards this question?	Data Collection Methods & Sources
#	Text		
			tracker spreadsheets)
		# of participants trained	Platform data (or project documentation such as tracker spreadsheets)
10	What employer-led intermediation models are the most effective in aggregating and coordinating employer demand for upskilling and reskilling support?	# and type of skill needs identified by employers	Project documentation (or Invest Vancouver project team interviews)
		Gaps identified between skills required by employers and available training opportunities, documented by IV project team	Project documentation (or Invest Vancouver project team interviews)
		Opportunities to collaborate better reported by event attendees and partners	Post-event survey (supplemented by interviews)
		Barriers and enablers for collaboration reported by event attendees and partners	Post-event survey (supplemented by interviews)
		# of employers who offer WIL opportunities	Platform data (or project documentation such as tracker spreadsheets)
		# of WIL opportunities posted	Platform data (or project documentation such as tracker spreadsheets)
17	How can skill-based programs best accommodate the need to involve communities served by such programs in co-designing	Barriers and enablers to participation reported by community members	Community member interviews (or advisory committee meeting documentation)
		Relevant best practices for serving target communities, reported by community members	Participant feedback survey (or participant interviews)

FSC Strategic Question(s)		What evidence and/or learning is expected towards this question?	Data Collection Methods & Sources
#	Text		
	programs and participating actively in their implementation and evaluation?	Specific challenges and enablers for collecting, managing, and circulating information, reported by Invest Vancouver project team	Invest Vancouver project team interviews

The Invest Talent model

This model can be found at Invest Talent webpage, following the link https://investvancouver.ca/invest-talent/Pages/default.aspx (accessed February 2026)

The Invest Talent model

Invest Talent follows a repeatable six-step model designed to align workforce development with economic development and regional investment priorities:

1 Identify priority sectors and roles using labour market and economic data

2 Aggregate employer demand to validate scale, timing, and readiness

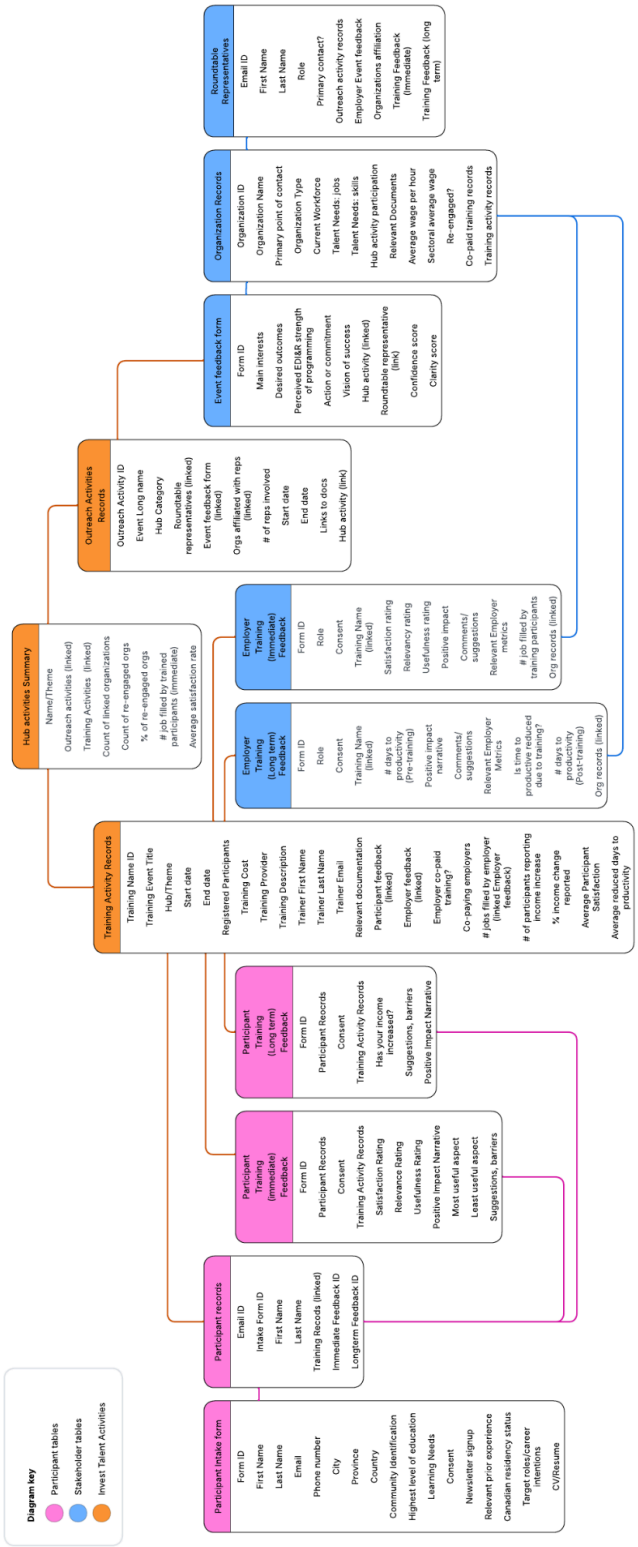
3 Signal clear, shared skills needs to training and workforce partners

4 Co-design applied, role-specific pathways with employers and partners

5 Deliver targeted pilots or ecosystem interventions

6 Measure, learn, and scale what works across sectors and regions

Manual collection data model



Data collection instruments

Jobseeker registration form

Individual participants initially registered their interest in participating via a form that included the following questions.

Question	Field type
1. First name	Short text
2. Last name	Short text
3. Email	Short text (valid email)
4. Phone	Short text
5. City	Short text
6. Province	Short text
7. Country	Short text
8. Community identification (optional): Diverse equity group. Select any that apply. This section helps us ensure equitable access and support.	Checkbox: Indigenous (First Nations, Métis, Inuit); Immigrant; Refugee or newcomer; Person with a disability; Racialized person; LGBTQ2S+; Prefer not to say; Other, please specify
9. Community identification (optional): Gender. Select any that apply. This section helps us ensure equitable access and support.	Checkbox: Female; Male; Non-binary; Prefer not to say; Other, please specify
10. What is the highest level of education you have completed?	Picklist: No certificate, diploma or degree; High school diploma or equivalency certificate; Registered Apprenticeship or other trades certificate or diploma; College, CEGEP, or other non-university certificate or diploma; University certificate,diploma, or degree below bachelor level; University Bachelor’s degree (e.g. B.A., B.A. (Hons.), B.SC., B.Ed., LL.B.); University certificate, degree, or diploma above bachelor level

11. Please describe any relevant certifications or credentials (e.g., CompTIA, AWS, ISO, GMP, etc.)	Long text
12. Please describe your target roles or career interests (e.g., cybersecurity analyst, medtech technician, quality assurance, regulatory affairs)	Long text
13. Are there any accommodations that would help you participate fully in this training? We will share requests with training providers to implement accommodations where possible.	Long text

Jobseeker post-training feedback survey

All individual participants were asked to share their feedback immediately after the Medtech training concluded via a survey that included the following questions.

Question	**Field type**
1. First name	Short text
2. Last name	Short text
3. Email	Short text (valid email)
4. LinkedIn	Short text
5. Date you completed your training	Date
6. Training you participated in	Picklist
7. Please rate your overall satisfaction with the training provided.	Likert: Very satisfied; Satisfied; Neutral; Unsatisfied; Very unsatisfied
8. Please rate the relevancy of the training	Likert: Very relevant; Somewhat relevant; Neutral; Somewhat irrelevant; Very irrelevant
9. Please rate the usefulness of the training	Likert: Very useful; Somewhat useful; Neutral; Somewhat not useful; Very not useful
10. Do you think this training will have a positive impact on your future employment? Why?	Long text

11. What aspect of the training felt most relevant and useful to you? Why?	Long text
12. What aspect of the training felt least relevant and useful to you? Why?	Long text
13. Do you have any suggestions for how we could make it easier for you or future participants to learn?	Long text

Jobseeker post-training interview guide

A random subset of individual participants were asked to share additional information about their experiences less than a month after the Medtech training concluded, via a semi-structured interview that was guided by the following questions.

- Please take a minute or two to tell us a bit about yourself and your career journey
- How did you first discover the training?
- Which specific parts did you find most valuable or relevant to your career goals?
- What about the format? Suggestions for other training?
- Your suggestions for future training programs, including content, format, or topics you'd like to see covered.
- What got you interested to apply?
- Would you still have attended (without $100)?
- Any other feedback?
- How can Invest Talent reach more people like you in future training?

Partner event survey

Industry, training institution, government, and community partners who attended the Medtech forum were asked to share their feedback at the end of the event via a survey that included the following questions.

Question	**Field type**

1. What are your main interests for attending the event?	Checkbox: Hiring solutions; Training alignment; Policy or funding coordination; Equity and inclusion pathways; Networking and collaboration
2. What are your desired outcomes for collaborating?	Long text
3. How clear are you on next steps?	Picklist: Very Clear; Somewhat Clear; Still Unclear
4. How confident are you about collaboration in the sector as a result of the dialogue?	Picklist: Yes; No; Somewhat
5. Do you feel reconciliation and EDI were well reflected in the discussion?	Picklist: Strongly; Somewhat; Not enough
6. What actions and commitments do you plan to make after the dialogue?	Long text
7. What ideas do you have about what success should look like for Invest Talent?	Long text

Employer and community partner interviews

During the pilot phase interviews with employer staff and one community partner did not use a general guide due to the small number of interviews conducted. They used highly relationship-specific framing, building on context shared by the Invest Talent project implementation team. For these reasons, detailed guides are not included here. Interviewees were notified during the process of scheduling interviews that topics covered would include:

- Your role and engagement with Invest Talent
- How you collaborated with Invest Talent or similar initiatives, and what makes them useful to you
- Your understanding of how Invest Talent can impact jobseeker and employer outcomes
- Your perception of the value of Invest Talent and where you see room for improvements

Registrant Demographics

Table 1: Registrant Demographics Summary

Category	Demographic Group	Medtech (%)	Cybersecurity (%)	Grand Total (%)
Gender	Female	52.9%	34.6%	**49.5%**
	Male	38.8%	55.8%	**41.9%**
	Non-binary / Other	1.3%	1.9%	**1.4%**
	Prefer not to say / No response*	7.0%	7.7%	**7.2%**
Education	University Bachelor's degree	31.7%	36.5%	**32.6%**
	University degree above bachelor level	30.4%	34.6%	**31.2%**
	University cert./diploma (below Bachelor)	8.4%	9.6%	**8.6%**
	College / Non-university Diploma	9.7%	3.8%	**8.6%**
	High School Diploma or Equivalency	15.0%	11.5%	**14.3%**
	Other / No Certificate	4.8%	3.8%	**4.7%**
Community	Immigrant	37.9%	30.8%	**36.6%**
	Refugee or newcomer	18.1%	25.0%	**19.4%**
	Racialized person	8.4%	9.6%	**8.6%**
	Person with a disability	5.3%	3.9%	**5.0%**
	LGBTQ2S+	4.4%	1.9%	**3.9%**
	Indigenous	1.3%	1.9%	**1.4%**
	Refugee Claimant	0.9%	0.0%	**0.7%**
Location	Vancouver	40.1%	44.2%	**40.9%**
	Other Municipality in Metro Vancouver Region	59.9%	51.9%	**58.4%**
	Kelowna	0.0%	1.9%	**0.4%**
	International	0.0%	1.9%	**0.4%**