

Magnet Network Live Regional Insights Report

Spotlight Alberta

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Executive Summary

Alberta is navigating a period of economic tension and possibility. The province holds deep expertise in energy, heavy industry, environmental management, and emerging technologies, yet institutional systems, investment behaviours, and training models have not adapted at the pace required. Conversations at MNLSpotlight Alberta revealed a province facing structural skills shortages, rapid technological change, and shifting demographic pressures while holding the capacity, and appetite, to shape a more ambitious workforce future.

Leaders emphasized several forces: accelerating AI adoption; the rise of convergence skills combining human capabilities with technology fluency; growing demand across traditional and emerging energy sectors; the fragility of training and credentialing systems; and the need for practical, industry-aligned workforce solutions. Participants described an economy where employers are close to the resource base yet often distant from decision-making structures, and where the return on talent investment is still not recognized as central to long-term productivity and competitiveness.

At the same time, Alberta's assets are considerable: world-class environmental and reclamation expertise; a culture of pragmatism and problem-solving; an entrepreneurial mindset; and a workforce rooted in operational excellence. These strengths position the province to lead in applied AI, data-centric industries, clean energy infrastructure, advanced manufacturing, and Indigenous economic development—if systems evolve to match the pace of opportunity.

MNLSpotlight Alberta convened leaders across industry, sector councils, government, post-secondary institutions, and national partners to make sense of this moment. Several themes stood out:

- Alberta's resource economy creates strengths few provinces can match, yet the province must signal a clearer transition narrative to move from extraction to value-added innovation.
- Employers require workforce solutions that match the speed of technology and the operational realities of work.
- Public institutions, especially post-secondary systems, need to move faster and closer to industry.
- Indigenous youth represent one of Alberta's strongest demographic opportunities, yet training systems often do not reach them effectively.
- The coming decade will intensify competition for talent across energy sectors—traditional, renewable, hydrogen, SMR, geothermal, carbon capture, battery materials, and data infrastructure.

The insights that follow reflect Alberta's lived conditions and point toward what a future-ready provincial workforce system requires: clarity, speed, industry alignment, and collaboration that moves beyond program cycles toward coordinated system design.

Context & Purpose of the Report

Magnet Network Live is a platform for shared learning, cross-sector intelligence, and systems design. Following the success of MNL24 in Toronto's Distillery District, the 2025 MNLSpotlight Series expanded to Atlantic Canada, Manitoba, and Alberta to illuminate how regional dynamics shape workforce development, innovation, and economic growth.

The Alberta Spotlight had four primary goals:

1. Build a shared understanding of the province's workforce landscape, including pressures across energy, manufacturing, environmental services, digital roles, and public systems.
2. Highlight structural challenges and emerging strengths linked to Alberta's resource economy, demographic shifts, institutional pace, and evolving identity.
3. Examine how technology and productivity demands are reshaping skills, with a focus on AI adoption, convergence capabilities, and employer readiness.
4. Connect Alberta's insights to a national systems lens and identify opportunities for prototypes, collaboration, and coordinated demonstrations.

MNLSpotlight Alberta used a formal roundtable structure to support focused dialogue. A context briefing led by Magnet's Executive Director, Mark Patterson, and Propero Learning Systems Co-Founder Curtis Clarke, anchored the day. A chaired roundtable on Alberta's opportunities brought together leaders from ECO Canada, Excellence in Manufacturing Consortium, AltaML, the Government of Alberta, and LearningCITY.

A second roundtable examined how national and regional priorities intersect, with perspectives from Venture for Canada, Electricity Human Resources Canada, BioTalent Canada, the Diversity Institute, and Palette Skills. Closing reflections from Prepr, Orbis/Symplicity, and Magnet helped clarify near-term actions and system-level considerations. The structure emphasized candid, high-level dialogue across senior leaders rather than collaborative exercises.

This report reflects four commitments:

1. To synthesize insights from interviews, roundtable notes, survey responses, and real-time observations.
2. To interpret Alberta's contributions into analysis that highlights prototypes, demonstrations, and policy considerations.
3. To place Alberta's insights within a coherent national narrative about systems design, talent development, and workforce innovation.
4. Contribute to a pan-Canadian body of insight, alongside reports from Atlantic Canada and Manitoba, that informs the development of a more connected, Made-in-Canada workforce system.

Insights & Signals From Alberta

The conversations across Edmonton and Alberta's ecosystem revealed a province shaped by technical strength, resource-based expertise, and an economy undergoing rapid change. What emerged was a constellation of signals that explain how Alberta's labour-market system is adapting under technological acceleration, institutional constraints, demographic pressure, and the demands of an evolving energy landscape. These signals surfaced across formal roundtables, context briefings, survey responses, and the reflections offered by leaders Magnet engaged before and after MNLSpotlight Alberta.

Proximity to industry shaping economic behaviour

Alberta's proximity to resource operations, heavy industry, and environmental services appeared as one of the province's defining characteristics. Leaders from ECO Canada, the Excellence in Manufacturing Consortium, AltaML, LearningCITY, and the Government of Alberta described how workforce decisions are shaped by direct exposure to work sites, operational constraints, and production pressures.

Employers emphasized that Alberta's economy is close to the ground: decisions reflect real conditions, timelines are short, and workforce needs shift quickly. This proximity creates strengths, practicality, precision, applied expertise, but also reveals a gap between on-the-ground realities and the systems responsible for training, credentialing, and long-term planning.

Taken together, these patterns show a province where industry conditions act as the primary driver of workforce behaviour, yet institutional systems struggle to match that pace.

Workforce development competing with economic cycles

Training surfaced as a second signal. Participants described how workforce development must adapt to the rhythm of Alberta's economy, where project timelines, site demands, and seasonal cycles shape when people can learn. Employers noted that workers often cannot step away from operations for extended periods, particularly in energy, environmental services, trades, and advanced manufacturing.

Leaders stressed the need for short-cycle upskilling, employer-shaped curricula, and training that moves closer to the flow of work. Several highlighted the rising importance of convergence capabilities, technical expertise blended with AI literacy, digital confidence, and strong decision-making.

These insights point toward a broader shift: Alberta's workforce development system must reflect the tempo of its economy, not operate outside it.

Demographic pressures revealing structural constraints

Demographic pressures underscored this shift. Indigenous organizations and ecosystem partners emphasized that Indigenous youth represent one of Alberta's most significant demographic opportunities, yet many face barriers that limit participation. Community-based training access remains uneven, recognition-of-prior-learning pathways are limited, and employer readiness for Indigenous retention varies across sectors.

Participants also described a growing population of newcomers and mid-career workers who face credentialing delays, pathway complexity, and unclear mobility opportunities within Alberta's labour market.

These pressures reveal structural forces that shape Alberta's future: workforce participation depends heavily on the design of systems that connect talent to opportunity, especially in a province experiencing rapid population growth and sector diversification.

Technology opportunity accelerating faster than readiness systems

Technology adoption created another set of signals. Leaders across AI, trades, manufacturing, and public systems acknowledged the increasing importance of AI-enabled tools and the speed at which they are transforming work. Several participants noted that employability now depends on digital and AI literacy and that workers lacking these capabilities will face rising barriers.

Discussions on meta-prompting, applied AI, and human/AI collaboration revealed an emerging consensus: Alberta requires a clear, practical approach to AI readiness. Employers need tools that integrate into day-to-day operations, not conceptual frameworks. Workers need confidence and support that matches the pace of technological change.

AI has become a foundational condition for competitiveness across Alberta's economy.

Investment behaviours shaping talent development

Investment behaviour surfaced as a final signal. Survey responses and roundtable discussions showed that many investors and employers do not see workforce development as a return-generating activity. This affects training, technology adoption, and long-term talent planning.

Participants described complex programs, fragmented incentives, and limited clarity on the productivity benefits of investing in people. Leaders noted the tension between short-term extraction models and the long-term investments required to build adaptive workforce capabilities.

These patterns do not diminish Alberta's capacity to innovate; they clarify the economic logic that workforce strategies must account for if they are to scale.

Competitiveness depends on systems shaped by real solutions

Alberta is building solutions anchored in operational reality. The province's strengths: technical depth, environmental and reclamation expertise, entrepreneurial culture, and proximity to industry, offer national value. Yet these strengths sit within systems that have not fully adapted to faster economic cycles, AI-driven skill demands, or demographic shifts.

The signals from Alberta point toward what a future-ready workforce system will require: training embedded within the tempo of work; institutional agility that matches industry speed; clear pathways for Indigenous and newcomer participation; technology adoption grounded in practical needs; and investment environments that support, rather than limit, long-term talent development. Alberta's story affirms that competitiveness depends on systems shaped by real conditions, and Alberta has clarity on those conditions.

Forces Shaping Alberta's Workforce Future

Alberta's workforce landscape is shaped by several structural forces that influence how partners design, adapt, and coordinate. These forces operate across energy, manufacturing, environmental services, technology, and public systems, and together they define the conditions under which provincial innovation must occur. When Alberta is viewed as a system rather than a set of projects, pilots, and sector-specific conversations, it reveals patterns that explain both its constraints and its potential for transformation.

An economy organized around real-time operational demands

Alberta's economy is structured around industries where timelines are short, margins depend on precision, and workforces must adapt to changing field conditions. Energy, construction, heavy manufacturing, and environmental services rely on operational continuity; interruptions carry economic consequences.

This creates a workforce environment where learning, mobility, and talent planning must happen within the rhythm of production cycles. It also shapes institutional expectations: systems built for long planning horizons struggle in an economy where decisions are made at the pace of markets and project conditions. The force here is not proximity alone, but an operating logic that treats time, practicality, and technical expertise as core economic variables.

Institutional structures that evolved for stability, not speed

Alberta's post-secondary, regulatory, and funding systems were designed to support long-term program delivery rather than rapid skill adaptation. Approval cycles, credential requirements, and funding rules assume stability in occupational pathways, even as AI, automation, and energy diversification disrupt those pathways.

This creates a structural mismatch in which institutions built to ensure quality now operate in an environment that requires responsiveness. The issue is not institutional intent, but institutional architecture, which cannot adjust quickly enough to emerging sector needs.

As a result, employers fill gaps through informal training, internal upskilling, or talent poaching—workarounds that signal where system modernization might be required.

An economic identity shaped by resource cycles and diversification pressures

Alberta's long-standing identity as a resource-driven economy has created both enduring strengths and systemic inertia. Expertise in extraction, engineering, environmental remediation, and complex project execution remains foundational. Yet the province is also undergoing a structural shift toward diversified energy systems, low-carbon technologies, data infrastructure, and advanced manufacturing.

These changes require talent strategies that connect legacy strengths to new opportunity domains. They also require a narrative that helps employers, institutions, and workers understand how Alberta's economic identity is evolving.

This force is less about sector trends and more about a transition in economic logic from extraction toward value-added innovation.

Population growth and uneven access to pathways

Alberta's population is growing, but not all groups access training, mobility, or career progression at the same rate. Indigenous youth represent one of the province's strongest demographic assets, yet systems still assume pathways that require leaving the community, navigating credentialing complexity, or engaging with employers unprepared for Indigenous retention.

Newcomers face parallel constraints in credential recognition and regulated occupations. Mid-career workers must navigate shifting skill demands without adequate transition supports.

These are structural conditions that determine who participates in Alberta's future economy and who remains at its margins.

Technological acceleration outpacing human-capital systems

AI, automation, and digital tools are advancing faster than Alberta's readiness systems—education, training, labour-market information, and organizational change—can absorb. The province's strongest sectors are now integrating AI into inspection, diagnostics, safety, planning, fabrication, and environmental monitoring.

Yet readiness is uneven. Many employers lack clear frameworks for adoption and many workers lack access to training that matches the pace of change.

The force here is not technology itself, but the growing gap between capability and capacity, a gap that will widen unless Alberta designs mechanisms to synchronize human and technological development.

Investment logics shaped by short-term production cycles

Investment behaviour in Alberta's dominant sectors is influenced by commercial models that reward immediate output over long-term capability building. Industries accustomed to commodity cycles often allocate training and technology investment based on short-term pressures rather than strategic labour-market planning.

This produces systemic underinvestment in workforce development, especially when program eligibility is complex, incentives are unclear, or ROI is difficult to quantify. The underlying force is an investment paradigm that must evolve if Alberta is to build the adaptive, multi-skilled workforce required for its next economic era.

Together, these forces show a province shaped by operational tempo, institutional architecture, economic transition, demographic reality, technological acceleration, and investment logic.

They also show that Alberta's conditions function as design signals for a future workforce system. Alberta requires models that operate at industry speed, integrate learning with work, support population diversity, align with emerging energy pathways, and position AI readiness as foundational infrastructure. Understanding these forces is essential for designing strategies that strengthen participation, support innovation, and ensure Alberta's long-term competitiveness.

Potential Pathways for Action

The conversations across Alberta revealed a province that is already experimenting with solutions shaped by its lived economic realities. Alberta's workforce partners are adapting to the pressures of rapid AI acceleration, sector diversification, institutional pace constraints, Indigenous youth population growth, and changing investment behaviours. What emerged across interviews, roundtable discussions, survey reflections, and pre-event engagements is a set of prototypes with early traction, models growing from Alberta's conditions that hold national relevance.

An employer-shaped convergence training model

A strong signal surfaced from Alberta's emerging convergence of technical, digital, and human skills. Leaders from ECO Canada, AltaML, the Excellence in Manufacturing Consortium, and environmental services organizations described how workers require blended competencies: domain expertise, AI literacy, operational decision-making, and communication skills.

Several partners outlined examples already underway. Fabrication shops have begun cross-training workers in digital tools to improve throughput. Environmental technicians are integrating AI-enabled monitoring tools into fieldwork. Employers emphasized that training must live inside the workflow, not adjacent to it.

These examples reveal an early prototype: a convergence skills model shaped by employers, aligned with industrial tempo, and expandable across Alberta's energy, manufacturing, and environmental sectors. A coordinated framework could reduce duplication, accelerate AI readiness, and position Alberta as a national demonstration of applied human/AI collaboration.

A multi-population participation and retention model

Demographic shifts revealed a second pathway. Indigenous partners, newcomer-serving organizations, and employers each described barriers that limit retention and long-term workforce attachment. Indigenous youth face limited local training delivery and uneven community-to-employer pathways. Newcomers cited credentialing delays and mobility barriers. Employers noted rising competition for talent across traditional and emerging energy sectors.

These insights point toward a prototype focused on participation and retention at scale—one that integrates community-based pathways for Indigenous youth, improved recognition processes for newcomers, and transition supports for mid-career workers navigating technological change. Alberta's demographic composition and growth trajectory position the province to design a multi-population retention architecture that strengthens labour-force participation and stabilizes future supply.

A practical, industry-led productivity and technology adoption cluster

Technology adoption in Alberta surfaced as a third prototype. Employers across energy, manufacturing, trades, environmental monitoring, and logistics described how digital tools are adopted when they reduce risk or operational friction. Participants stressed that productivity is not an abstract goal but a daily requirement for meeting timelines and regulatory standards.

Several organizations highlighted early efforts, including applied AI pilots in manufacturing, digital inspection tools in energy, workflow automation in environmental services, and data-driven scheduling in trades. These examples signal readiness for a coordinated productivity cluster that documents practical adoption paths, tests low-barrier digital tools, and clarifies what applied AI looks like in Alberta's industrial context.

With its sector mix and operational culture, Alberta is well-positioned to lead a national demonstration of practical technology adoption for high-tempo industries.

Community-anchored pathways for Indigenous and rural workforce development

Training gaps in rural, remote, and Indigenous communities surfaced another prototype. Leaders emphasized that participation depends on access to broadband, transportation, childcare, stable housing, and employer readiness. Several partners noted that young people often leave communities because training is distant, delivered on a schedule misaligned with local realities, or disconnected from regional economic opportunities.

These discussions point toward a community-anchored workforce model, where training is delivered in place, through braided partnerships between colleges, Indigenous communities, employers, and ecosystem organizations. Community-owned hubs could expand access to digital tools, recognition-of-prior-learning pathways, and local employment opportunities.

Alberta's geography and population distribution make this model essential for long-term workforce stability.

Applied AI readiness as provincial infrastructure

A final prototype emerged from Alberta's appetite for clarity in the face of rapid technological acceleration. Employers, AI practitioners, and workforce intermediaries described the need for plain-language frameworks that help organizations understand AI risks, opportunities, and practical use cases.

Participants emphasized that AI literacy must reach both frontline and professional roles, and that early experimentation must evolve into a coordinated approach. Alberta's energy, environmental, and manufacturing sectors are already integrating applied AI, but readiness systems have not yet caught up.

These insights point toward a provincial applied-AI readiness infrastructure: meta-prompting education, human-AI workflow design, sector-specific demonstrations, and early integration into K-12. Alberta's industrial base and innovation culture create strong conditions for a national model in this space.

Across these pathways, Alberta shows the foundations of a provincial workforce design lab.

The work ahead is not inventing new strategies but aligning and amplifying the models already emerging: employer-shaped convergence training, multi-population retention, industry-led productivity demonstrations, community-anchored pathways, and applied AI readiness. Alberta's opportunity is to turn these early signals into coordinated demonstrations supported by system-level infrastructure and shared evidence.

To make these pathways actionable, Alberta can begin advancing the following demonstration-ready prototypes:

- A convergence skills and employer-shaped training framework
- A provincial participation and retention architecture for Indigenous youth, newcomers, and mid-career workers
- A practical productivity and applied-AI cluster anchored in Alberta's industrial sectors
- Community-anchored workforce hubs that integrate training and local employment
- A province-wide applied-AI readiness model with national demonstration potential

These prototypes offer pathways to strengthen competitiveness, expand workforce participation, and contribute to a pan-Canadian workforce system that is responsive, connected, and future-focused.

Policy Considerations

If Alberta's emerging prototypes illustrate what the province is ready to build, the policy environment reveals where momentum accelerates and where it slows. Across interviews, roundtable discussions, and participant reflections, partners described a gap between Alberta's speed of innovation and the structures that govern training, participation, technology adoption, and labour mobility. These constraints do not stop progress, but they limit its reach and clarify where alignment would yield greater impact.

Immigration and recognition systems surfaced as a central friction point. Employers, settlement agencies, and sector organizations described skilled newcomers who meet Alberta's labour needs but face delays in credential evaluation, categorization, or experience recognition. These issues were noted in environmental services, advanced manufacturing, energy services, health support roles, and IT. Several partners summarized the challenge in similar terms: "The talent is here. The opportunity is here. But the system makes it difficult for them to meet." These are not isolated administrative delays; they restrict participation, slow employer growth and weaken Alberta's competitive position. A more responsive, Alberta-aligned immigration and recognition environment, one that reflects regional demand and emerging occupations, would allow employers to access needed skills with far greater precision.

Funding structures shaped the second major constraint. Colleges and training providers described operating within frameworks that reflect a slower pace than what Alberta's sectors require. Institutions attempting to align programming with employers in energy, manufacturing, environmental services, and trades noted the difficulty of adapting curriculum, expanding short-cycle training, or co-delivering programs across institutions under rigid approval timelines. Roundtable partners emphasized that Alberta's industrial tempo is measured in weeks and months, not academic cycles. Funding environments that enable joint delivery, flexible scheduling, rapid program modification, and shared staffing would support the province's natural orientation toward agility and applied solutions.

Digital, data, and workforce infrastructure also emerged as decisive areas where policy has not kept up with system-need. Employers highlighted gaps in access to real-time labour information, training availability, and technology adoption pathways. Workforce organizations noted that fragmented data systems limit the ability to plan, especially as AI adoption accelerates. Several partners stressed that applied AI strategies require coherence across K-12, post-secondary, sector councils, and industry. Rural and Indigenous partners underscored that broadband policy directly shapes access to training, remote work, and digital tools. Alberta has the innovation culture to build integrated data and digital systems, but progress requires clear mandates, shared infrastructure, and provincial-federal coordination.

Conversations also reinforced the need for policy frameworks that position Indigenous workforce innovation as central to Alberta's economic future. Indigenous leaders described community-owned training models that require long-term investment, flexible delivery, and alignment with local governance. Partners emphasized that rigid program templates do not reflect community realities: travel distances, digital limitations, childcare access, and the need for training delivered in place. These are not peripheral issues. Alberta's Indigenous youth population is growing, and its participation will shape provincial labour supply. Policies that support community-led hubs, long-term planning, and place-based capacity-building would unlock models with direct relevance to provincial system design.

Broader policy alignment remains essential for Alberta's strategic advantages to translate into workforce impact. Partners pointed to the need for regulatory clarity around AI integration, energy transition adaptation, and sector diversification. Employers emphasized that productivity and technology adoption require supportive cost-sharing mechanisms, pragmatic training incentives, and pathways that reduce risk for SMEs. Housing, transportation, and rural infrastructure policies continue to influence whether participation models can scale outside major centres. Several stakeholders noted that energy transition funding and workforce programs must reflect the realities of mid-career workers navigating shifts in skills, identity, and community stability.

Taken together, these insights reveal a broader truth: Alberta behaves like a dynamic, innovation-oriented workforce ecosystem, but policy still operates within older structures. Alignment is now essential. Alberta's competitiveness will increasingly depend on rules and systems designed for clarity, speed, coordination, and a willingness to treat workforce design as economic strategy. Policy that reflects Alberta's pace and ambition would allow the province to convert its early prototypes into scalable demonstrations with national significance.

What Alberta Teaches us About System Design

Alberta offers a distinct perspective on what future workforce systems must become: adaptive, clarity-driven, aligned with industry tempo, and shaped by regions navigating technological and economic transition. The province's mix of scale and sectors reveal frictions and amplify strengths such as applied innovation, cross-sector urgency, and the preference for practical solutions. Across conversations, partners described how a system behaves when momentum is driven by real-time pressures rather than by formal structures.

A central insight is that pace functions as a form of system architecture. Energy, environmental services, manufacturing, transportation, and technical trades operate on compressed timelines. Employers, sector councils, and training providers emphasized that solutions take hold when they match operational tempo and reduce friction. The result is a system that adapts quickly, but where policy and structural supports have not kept up. This offers a lesson for national design: systems must be built for speed and clarity, not complexity.

Another insight is that workforce strategy in Alberta is inseparable from the province's technological transition. AI adoption, digital monitoring, automation, and data-driven processes are reshaping workflows across sectors, yet literacy, governance, and risk frameworks remain uneven. This gap is not conceptual; it is structural. Alberta shows that technology readiness must be treated as infrastructure—planned, coordinated, and embedded early—rather than as supplementary training.

Indigenous and rural partners highlighted a further dimension: the importance of community-anchored pathways. Leaders described the limits of models that require people to leave their communities, travel long distances, or adapt to delivery frameworks that do not reflect local realities. Training that occurs in place, aligned with community governance and regional opportunity, demonstrates what durable participation looks like. This reinforces a principle for system design: communities build more resilient workforce pathways when they have authority over their own infrastructure.

Alberta's employer and ecosystem partners also revealed an essential system characteristic: practical innovation drives adoption. Participants stressed that productivity gains occur when tools address real pain points such as time, workflow, risk, and compliance. AI and digital tools gain traction when they make work easier, not when positioned as transformation narratives. Alberta demonstrates that readiness builds through applied problem-solving, not ambition alone.

Finally, Alberta illustrates how policy and infrastructure shape who can participate. Broadband limitations, transportation gaps, childcare access, and inconsistent recognition frameworks affect whether learners can enter, advance, and remain in the labour market. At the same time, Alberta's industrial base, innovation culture, and large-scale energy transition create strong conditions for testing applied AI, convergence training, and productivity models with national relevance. These dual dynamics clarify that infrastructure and policy alignment determine whether innovation spreads across regions or remains concentrated.

Taken together, these insights reveal a province with a clear sense of its operating conditions: fast, pragmatic, industry-connected, and shaped by regions adapting to rapid technological change. Alberta is responding to its pressures and illustrating how resilience forms when employers, institutions, and communities coordinate in real time. These patterns contribute directly to the national narrative emerging across the MNLSpotlight series. As the companion regional analyses show, systems advance most effectively when strategies reflect lived conditions, when training meets the rhythm of work, and when adoption models are built around practical readiness. Alberta adds specificity to this picture: systems must be designed for pace, technological transition, and community-rooted participation.

The work ahead is to strengthen the initiatives already emerging, expand models that support participation, and build infrastructure that enables applied innovation. With aligned policy, shared data systems, and continued collaboration across sectors, Alberta is positioned to lead demonstrations that inform national strategy.

Magnet will continue supporting this momentum by building the connective tissue of Canada's workforce system: platforms that reduce friction, partnerships that anchor coordination, and demonstrations that show how integrated, community-rooted, and digitally-enabled approaches create economic and social value. Alberta shows what becomes possible when innovation grows from operational realities, when partners act with urgency, and when systems are designed around people, workplaces, and communities rather than programs—a perspective that will continue shaping the national picture as Magnet advances a more connected, inclusive, and future-ready workforce system across Canada.