

Business Plan

Maximizing Canada's Talent Advantage

2024-2025

Version française disponible



About Palette Skills

Palette Skills runs one of the most ambitious talent initiatives in Canadian history. We connect Canada's innovative companies with the talent they need to grow. A national nonprofit, Palette Skills partners with employers, national business associations, leading academic institutions, and other nonprofits to develop and deploy rapid upskilling programs.

We help mobilize Canada's workforce to enable technology growth. Our model delivers high-value, rapid training that allows job-seekers to fill vital positions in Canada's future job market. With our network of partners, Palette Skills plays a role in creating a more globally competitive and inclusive economy for Canada.

Through the Upskill Canada initiative, with investment from Innovation, Science, and Economic Development Canada (ISED), Palette Skills is set to upskill 15,500 individuals and place a minimum of 75% in jobs with Canadian companies by 2026.





Who we serve

- Small and medium-sized companies in high-growth industries.
- Industry associations and community organizations providing direct employer and job seeker supports.
- Individuals from untapped talent pools, including racialized individuals, newcomers or immigrants, women, older workers, and people seeking work.



What we do

- Collaborate with industry to evaluate current talent needs and skill requirements, future growth plans, and hiring practices.
- Use this knowledge to design and deliver rapid, employer-led upskilling programs to workers, investing in people and giving them the opportunity to access good, well-paying jobs with Canadian businesses.
- Establish partnerships with training providers and community-based organizations to support program delivery and recruitment.
- Pilot and evaluate new approaches to upskilling and workforce development, creating an ecosystem of continuous improvement and innovation, and keeping Canada competitive on a global scale.



Our Strategy

We envision that Palette Skills will deliver value in the following ways:



SHORT-TERM OUTCOMES

- Job seekers have improved skills and knowledge in their area of training and in navigating the job search process.
- Job seekers secure job opportunities in fast-growing industries.
- Employers have access to skilled talent.



LONG-TERM OUTCOMES

- Employers are able to meet business needs and objectives that enable investment, growth, and productivity improvements.
- Canadian training providers have increased their offerings of industry-led, rapid upskilling programs.
- Through exposure to diverse talent, employers rethink their standards and indicators for hiring.
- Upskill Canada becomes the “go-to” hub for upskilling programs.



IMPACT

- Job seekers from diverse backgrounds have greater opportunities for high-quality careers in growing industries.
- Employers are more competitive and productive.
- A national upskilling ecosystem exists where companies can find the talent they need and job seekers can seamlessly transition jobs as demand shifts through a one-window approach to upskilling (UCAP).
- Upskill Canada provides a sustained and successful return on investment



Upskilling program targets & key outcomes

Building on the foundational work accomplished in the last two years, in this upcoming fiscal year 2024/25, Palette Skills will enhance program delivery and introduce continued improvements as our programs and organization scale.

We will adjust team resources based on learnings from the previous year, and pursue sustainability measures to ensure continued success of the organization.

Key outcomes for FY 24/25

- Employers
 - Employers engaged: 1,100
 - SME/Large company ratio 80%/20%
- Workers
 - Workers upskilled: 6,935
 - Workers with a new job or a better job within six months: 75%



Key outcomes - continued



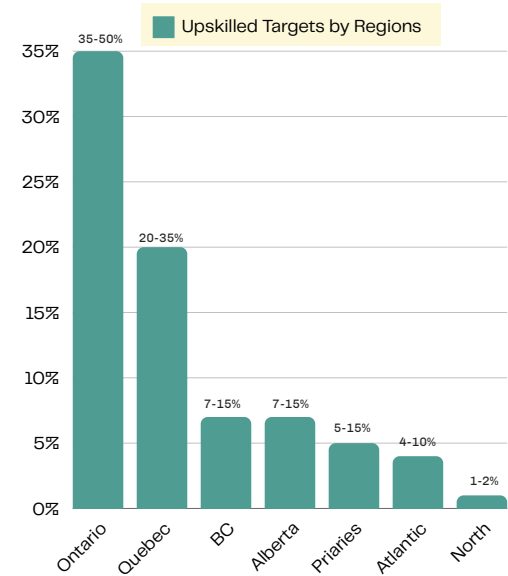
- Upskilling
 - Ecosystem Partners
 - Support delivery partners in program delivery and job placement.
 - Leverage the Learning Sandbox to improve program outcomes by creating a community of practice and peer networking opportunities.
 - Programs
 - Launch training programs and capacity-building tools and workshops through the Learning Sandbox.
 - Development of Palette's internal programs to reflect changing industry requirements.
- A national marketing campaign to drive participant and employer recruitment.
- Further implementation of programming in Quebec.
- Working with coalition groups to further accelerate the growth of industry-inspired upskilling programs across all regions in Canada.

- Upskill Canada Application Portal launched with the goal of all programs available on the portal by the end of the fiscal year.

Reach and representation

Upskill Canada activities will deploy across the country with regional distribution targets for the number of workers trained. Additionally, the following implementation strategies are in place, to ensure local, regional, and national coverage and representation:

- The Upskill Canada governance structure includes representation from across the country and industries. This ensures responsiveness to local and regional needs and monitoring of national program selection to ensure regional equity.
- Upskill Canada receives program applications on an ongoing basis and works to refine new concepts from regional partners. Data collection of regional and sectoral needs is a program requirement to ensure that partners identify, validate, and meet these needs.
- The Delivery Partner management team has local and regional representatives tasked with making connections, forging relationships, and fostering collaborations between regional ecosystem stakeholders.
- A mix of program delivery types (e.g., in-person, hybrid, remote) ensures that participants across Canada have access to a wide range of program options.



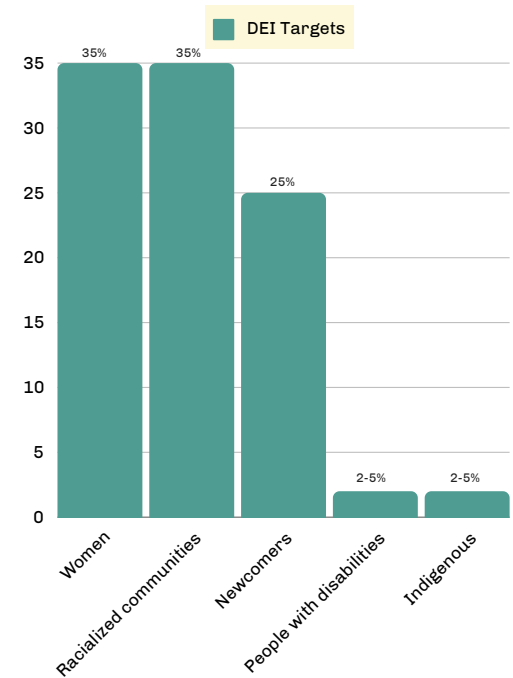


Equity, diversity, and inclusion

Upskill Canada aims to foster and prioritize the recruitment of untapped talent pools across all programs.

All delivery partners funded through Upskill Canada must provide recruitment targets for diversity and inclusion.

Delivery partners must identify which specific demographic groups they are prioritizing through their recruitment strategies, how they determine diversity targets, and provide strategies for how they will support these groups throughout the program.



Bilingual strategy

Palette Skills is dedicated to enhancing its bilingual capabilities, reflecting its commitment to organizational growth, linguistic inclusivity, and accessibility. There has been an ongoing assessment of our linguistic capabilities and gaps, and an effort to enhance bilingual resources, from staff capacity to documents and assets available in both languages.



Further, collaboration with partners with established bilingual capacities will extend Palette's reach and enhance service delivery in Canada's official languages. This synergy facilitates sharing best practices and resources, streamlining efforts effectively.

Consultations, meetings, delivery partner-led training, and events will be accessible in both official languages, where appropriate, ensuring an equitable upskilling experience for participants from minority language communities.

Palette will continue to develop an Official Languages Policy to outline and communicate its values, legislative context, instruments, administrative roles, and processes.



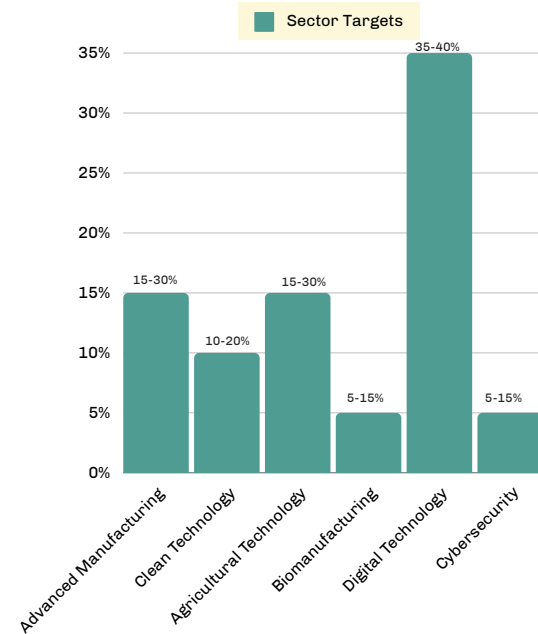
Industry sectors

Upskill Canada's programs are focused on the following high-growth sectors:

1. Digital technology
2. Cybersecurity
3. Agricultural technology
4. Advanced manufacturing
5. Clean technology
6. Biomanufacturing

These sectors were identified by ISED as a priority and Palette conducted independent research to validate the demand and growth potential of each of these sectors. As we evaluate the job demand across the Canadian economy, we may explore additional sectors.

Palette Skills will endeavour to provide Upskilling Programs for these six high-growth sectors in the following proportions. (See Sector Targets table).





Financials

2024/2025 (FY25) Budget

Cost Category		Labour and Salaries	Sub-Contractors/Consultants	Technical Equipment and Material	Other Costs	Contributions to Ultimate Recipients	Total
2022-2023	ISED Contribution	235,247	1,240,893	224,431	31,831		1,732,402
	Other Sources (Cash)				500,000		500,000
	In-Kind Contributions				4,167		4,167
	Total	235,247	1,240,893	224,431	535,988	0	2,236,559
2023-2024	ISED Contribution	6,254,270	2,434,529	5,405,336	717,306	23,056,443	37,867,884
	Other Sources (Cash)				326,927	4,531,193	4,858,120
	In-Kind Contributions				323,338	3,406,154	3,729,492
	Total	6,254,270	2,434,529	5,405,336	1,367,571	30,993,790	46,455,496
2024-2025	ISED Contribution	8,542,167	3,953,585	492,098	1,842,250	80,513,384	95,343,484
	Other Sources (Cash)				2,669,418	14,492,409	17,161,827
	In-Kind Contributions				1,779,612	9,661,606	11,441,218
	Total	8,542,167	3,953,585	492,098	6,291,280	104,667,399	123,946,529
2025-2026	ISED Contribution	8,969,275	4,491,714	516,700	1,934,362	79,431,434	95,343,485
	Other Sources (Cash)				2,864,169	14,297,658	17,161,827
	In-Kind Contributions				1,909,446	9,531,772	11,441,218
	Total	8,969,275	4,491,714	516,699	6,707,977	103,260,864	123,946,530
Total	ISED Contribution	24,000,959	12,120,721	6,638,564	4,525,749	183,001,261	230,287,255
Total	All Other Sources	0	0	0	6,360,514	33,321,260	39,681,774
Total	In-Kind Contributions	0	0	0	4,016,563	22,599,532	26,616,095
GRAND TOTAL		24,000,959	12,120,721	6,638,564	14,902,826	238,922,053	296,585,124



Sustainability

Our long-term sustainability strategy will focus on a combination of revenue diversification activities and seeking a path to renewal on our relevant federal and provincial investments.

Palette Skills will be targeting an annual operating budget of \$95M supported by a new Business Development and Sustainability team which will develop an organizational sustainability and growth strategy based on:



Corporate and partnership sponsorship for diversified funding.



Additional government grants to reduce our dependence on a single source.



Revenue generation through industry and employer-funded initiatives.





Increasing third-party contributions

With the sustainability of upskilling in Canada in mind, Palette Skills is targeting increased levels of contributions from stakeholders, including other levels of government and private sector partners.



As our ecosystem partners start realizing the economic and societal benefits of upskilling, we will be well-positioned to leverage our successes to attract additional funding from external sources.

This becomes a realistic expectation as the benefits of upskilling for partners and employers are more known following our successes to date. It is our intention to leverage our success and experience gained to target other programs that are a natural fit for Upskill Canada.

The targeted ratio of third-party contributions to upskilling program costs will remain at 30% total for this fiscal year but with a greater cash contribution than during FY2023-24:

- 30% in 2024-25
 - 18% cash (previously 15%)
 - 12% non-cash (previously 15%)
- 30% in 2025-26
 - 18% cash
 - 12% non-cash

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