



(OWN)

Ottawa Women Newcomers Tech Initiative

5-YEAR REPORT

58 Women, 36% Wage Growth, and
a Blueprint for Successful Integration



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***“It was the best program
one could have asked for.***

*I recommended it to my other
newcomer friends and they
also secured a job after
passing the program”*



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Program Partners



OCCSC

Riipen

CATA*Alliance*



Executive Summary



We know your eye is being pulled to the big number on the right—but stick with us here.

Five years ago, Lighthouse Labs partnered with the Ottawa Chinese Community Service Centre (OCCSC), Riipen, and CATA Alliance to help 58 internationally educated newcomer women with information and communications technology (ICT) and digital experience reconnect with meaningful careers in Ontario's tech sector.

Funded by the Skills Catalyst Fund through Ontario's Ministry of Labour, Training and Skills Development, the Ottawa Women Newcomers Tech Initiative wasn't just about training. It reimaged career services as workforce infrastructure that built coaching, mentorship, employer connections, and real-world experience around sector demand.

While the Conference Board of Canada reports that newcomers can wait nearly 10 years to secure work that reflects their skills, the OWN model showed we can do better, faster.¹

These women had been in Canada for years—qualified, underemployed, and overlooked. By reconnecting their talent with opportunity, the program delivered outcomes that speak for themselves:

- **57.4% higher starting salaries than the national median for women**
- **36% income growth over five years**
- **97% of participants still recommend the program five years later**

This didn't happen by chance. It happened because of intentional design. OWN proves what's possible when career services are delivered at the moment they matter most.

This five-year spotlight shows what participants achieved, what we learned, and why Ontario's next phase of workforce investment should scale what's already working.

Stephanie Wilson
Vice President, Global Impact
Lighthouse Labs

With an investment of just \$450,000,
The Ministry of Labour, Training and
Skills Development generated

\$4,600,000

in economic return.

That's a 10:1 ROI for the Ontario economy.



It took more than luck to achieve these results.
And it didn't happen overnight.

It started with the design, delivery, and outcomes of a program built to unlock real potential for newcomer women in Canada. Here's a quick snapshot of what we ran, how long it took, and most importantly, the results—both during the program and in the five years that followed.

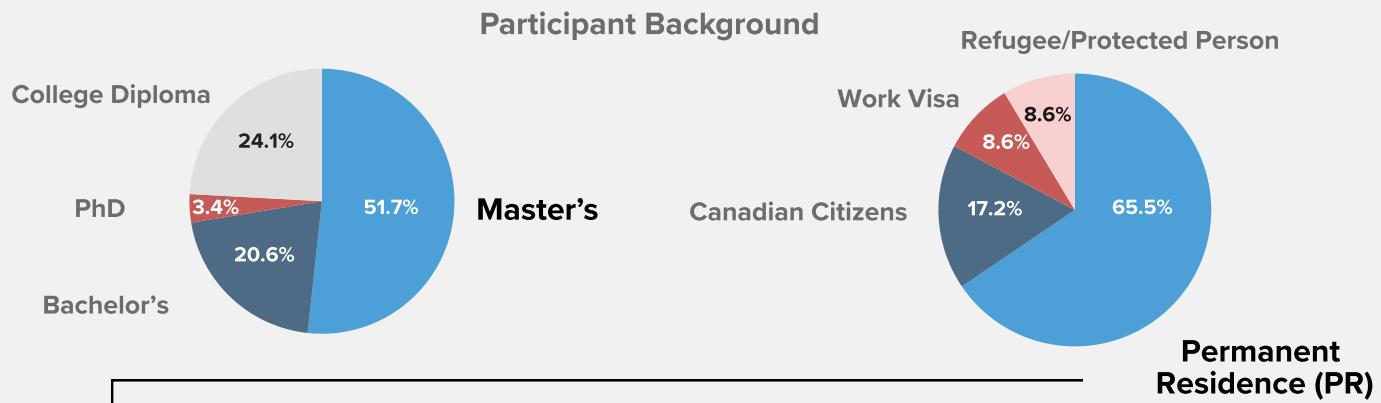
Program Snapshot



Participants Received

- 15 weeks of training, 8–10 hours per day
- Technical and essential skills training (soft skills delivered through OCCSC)
- Career coaching (needs assessments, mock interviews, and goal-setting)
- Mentorship (live support with experienced developers during training)
- Employment support (job search strategies, industry connections, 1:1 job matching)
- Work-integrated learning (real-world projects delivered through Riipen)
- Networking access (“Lift Up Level Up” program with tech leaders delivered through CATA Alliance)
- Optional rollovers and flexible support for schedule adaptability and retention

Impact Dashboard: The Program

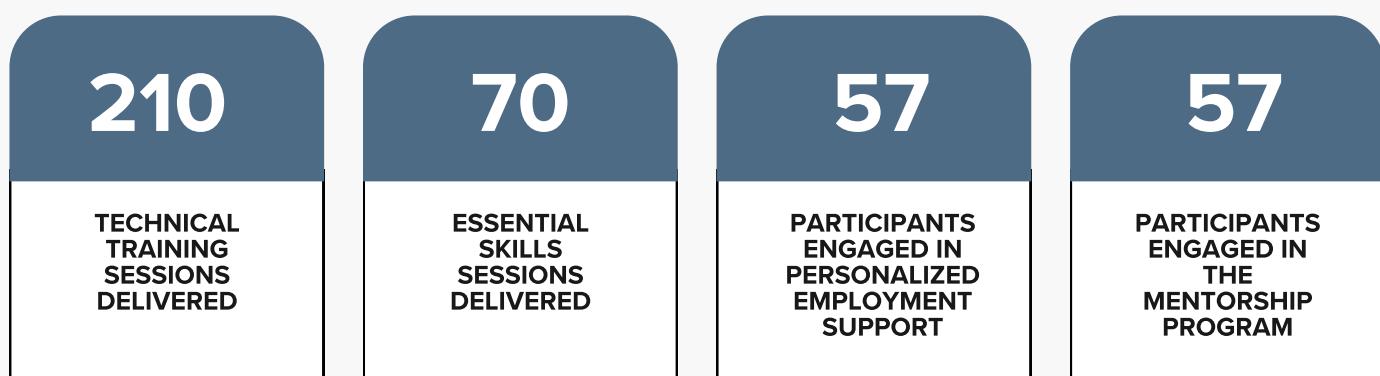


This program served educated newcomer women—most holding a Bachelor's or Master's degree, and the majority still in their first five years of settlement in Canada.

Program Delivery

Strong demand, higher participation than expected.

We received 218 applications and selected 74 newcomer women to participate—well above our *target of 60*.



89% of participants benefited from and were satisfied with their mentors

Program Completion

58 NEWCOMER WOMEN COMPLETED THE PROGRAM

96% OF TARGET COMPLETIONS ACHIEVED

We set unapologetically high standards for our programs: 100% completion is our goal.



Income Growth Over 5 Years

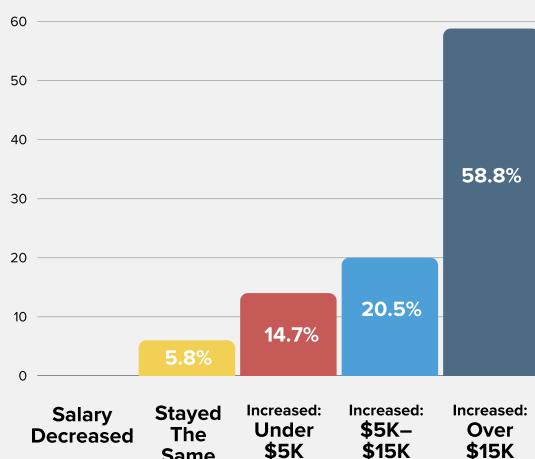


5 Years Later

"This program has been a life-changer for me and gave me a dream salary!"

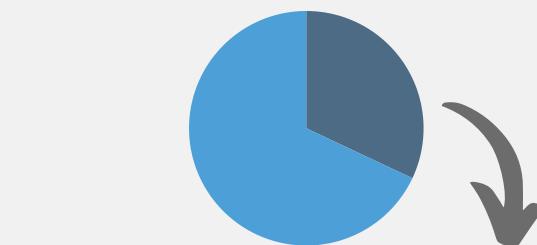


Salary Momentum Over 5 Years



Top-Earning Outcomes

*Collectively, participants have earned an estimated **\$20M+**.*



*32% of grads now earn over **\$95,000**
With some surpassing **\$125,000**.*

What Makes This Model Scalable?



Proven ROI



Low Cost per Participant



Plug-and-Play Design



Repeatable Framework



Fast to Launch

This model is built to grow—without reinventing the wheel.

The Newcomer Journey: Barriers to Employment

Before you can build a program, you need to understand the journey of the people you serve.

The OWN program started by listening to the experiences that too often go unheard—and unpacking the barriers that can't be solved with skill-building alone. We worked with trusted community partners to address the barriers newcomer women face, beyond skills, and build a program designed to move them forward.

The University of Waterloo's Women, Work, and the Economy (WWE) group (no affiliation with this program) reinforced what OWN sees every day: **it's about systems, not skills.** Its research shows that racialized newcomer women face **overlapping individual, institutional, and cultural barriers** that limit access to meaningful work. And conventional supports often fall short.

The WWE report points to ³
THREE interlocking challenges:



Barriers related to individual circumstances

Immigration pathways, marital status, and caregiving responsibilities can delay or disrupt the job search—pushing women to settle for roles that underuse their skills, undervalue their experience, and limit their long-term potential.

What it could look like:

Newcomer women's employment rate still trails Canadian-born peers by up to **15+ points.**⁴



Institutional barriers impeding career advancement and mobility

Recognizing credentials isn't the same as opening the doors to career-level jobs. Newcomer women are often pushed into routine, unstable work—limiting advancement and widening the gap between their potential and their reality.

What it could look like:

67% of newcomer women believe their pay does not match their qualifications.⁵



Cultural barriers

Half of newcomer women jobseekers look for roles below their qualifications, held back by soft gatekeepers like “Canadian experience.” Many women downgrade credentials, take unpaid work, or even change their names and appearance just to get in.

What it could look like:

81% of newcomer women actively looking for work cite Canadian experience as a primary obstacle.⁶

Community Support: The Bridge to Targeted Impact

Our solution?

With these barriers in mind, OWN needed to be more than a training program. We built a model shaped by the realities of the women it serves and delivered in partnership with organizations they already trust. Together, we met women where they were, moved with them toward lasting careers, and drove real economic mobility.

The OCCSC was a key part of that effort.

Marking 50 years of service in 2025, OCCSC brings deep cultural insight, strong employer connections, and a proven track record of supporting newcomers in Ottawa. Its two-week mandatory soft skills training helped participants rebuild confidence, navigate Canadian workplace norms, and turn job opportunities into lasting careers.

Programs like OWN only work when community partners like OCCSC are at the table.

Community Partner Spotlight: Ottawa Chinese Community Service Center (OCCSC)

OCCSC is a non-profit that supports newcomers, immigrants, and refugees in building successful lives in Canada. Through language training, employment support, community programs, and more, the organization helps individuals and families thrive while fostering a more inclusive and diverse society. While its name reflects its origins, OCCSC proudly serves a broad range of newcomers from around the world—including individuals and families from Chinese, Syrian, Ukrainian, Arabic-speaking, and many other backgrounds.

As a delivery partner, OCCSC provided soft skills and essential skills training that helped participants navigate systemic employment barriers. From workplace communication to confidence-building, this support equipped newcomer women to succeed in unfamiliar environments and thrive in roles where their talent could shine.



"I'm incredibly grateful for the opportunity to have participated in this program—it truly changed my life!"

I hope other women will have the chance to experience it as well."

Why This Region and Sector Matter



This program launched amid a global pandemic, but it tackled problems that both predated and outlived that disruption

It tackled two distinct challenges in Ottawa's labour market:

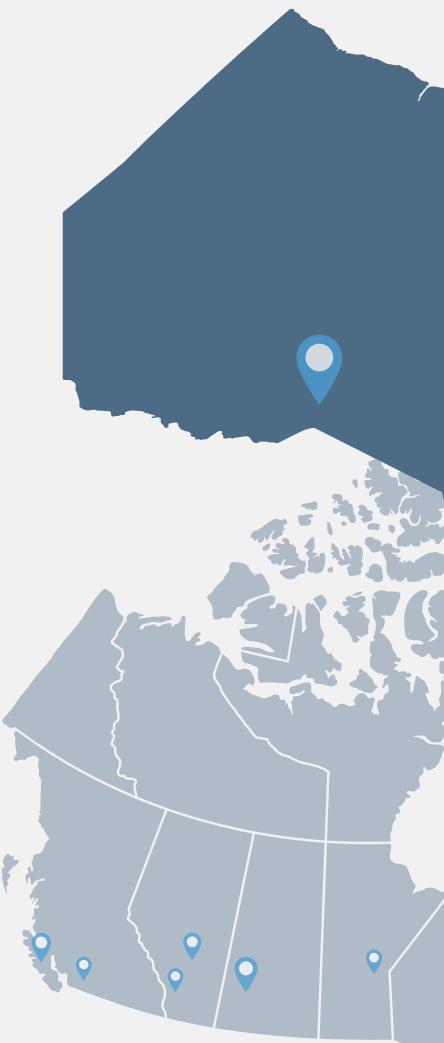
- 1 - A pre-existing tech talent shortage
- 2 - A new wave of demand from digital transformation

A Pre-Existing Tech Talent Shortage

Even before the pandemic, Ottawa was a rising tech hub. The 2019–2020 CBRE Scoring Tech Talent Report **ranked Ottawa #1 in North America for tech worker concentration**, with tech accounting for 11.3% of total employment in the region—outpacing San Francisco and New York.⁷ Across all metrics, Ottawa ranked #14 for overall tech talent, ahead of other growing hubs like Montreal and Chicago.

But growth came with strain. Employers—especially small and mid-sized firms—struggled to hire for key roles in software development, IT support, and systems analysis.

OWN launched in the middle of that crunch, **connecting educated newcomer women**—already in Canada but underemployed—with the roles local employers urgently needed to fill.



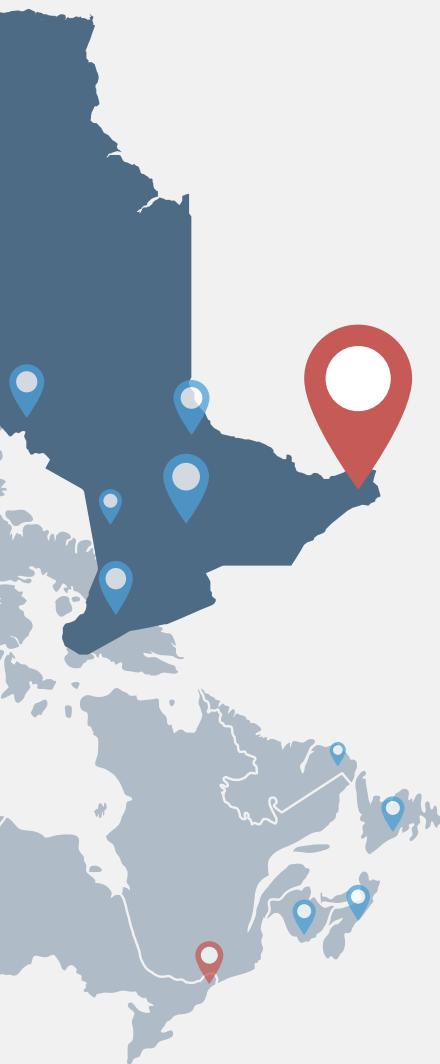


A New Wave of Demand from Digital Transformation

Beyond disrupting the labour market, the pandemic rapidly accelerated digitization. Businesses were forced to adopt remote operations, shift to digital service delivery, and upgrade their tech infrastructure—practically overnight.

A 2021 KPMG report found that **79% of Canadian businesses needed more IT-skilled workers to keep up**.⁸ The result: a nationwide hiring surge, including in Ottawa. Local vacancy data confirmed the pressure. Job-seekers in Q2 of 2022 would find more job openings for “computer and information systems professionals” **in Ottawa than any other occupation**—except food counter attendants and kitchen helpers.⁹

OWN became part of the regional response. It showed the talent wasn’t missing—it was overlooked. By recognizing the skills of highly educated newcomer women, the program helped fill critical gaps at a time of national urgency, strengthening Ottawa’s workforce and the broader economy.



Unlocking Opportunity Across Ontario

Since the launch of the OWN program, the tech talent pool in Ottawa has surged to 91,500 employees, growing 51.7% over five years, with tech accounting for 12.3% of all employment in the region.¹⁰

And Ottawa isn’t alone. The tech market is expanding across other key Ontario regions—places where many newcomers build their lives and where programs like OWN have the potential to create powerful returns. *According to 2023 data:*

- **Toronto:** The top job market in North America for tech graduates with 314,100 tech workers. That’s a five-year growth rate of 44%. Tech talent now makes up 10.1% of the city’s population.
- **Waterloo Region:** A leading hub for tech education and home to institutions like the University of Waterloo. The region has 29,100 tech workers, up 45.5% in five years—totalling 9.6% of the population.
- **London:** The fastest-growing emerging tech market in North America, with 16,400 tech workers representing a growth rate of 88.5% over five years.

**The talent is here. The opportunity is, too.
Now’s the time to connect the two.**

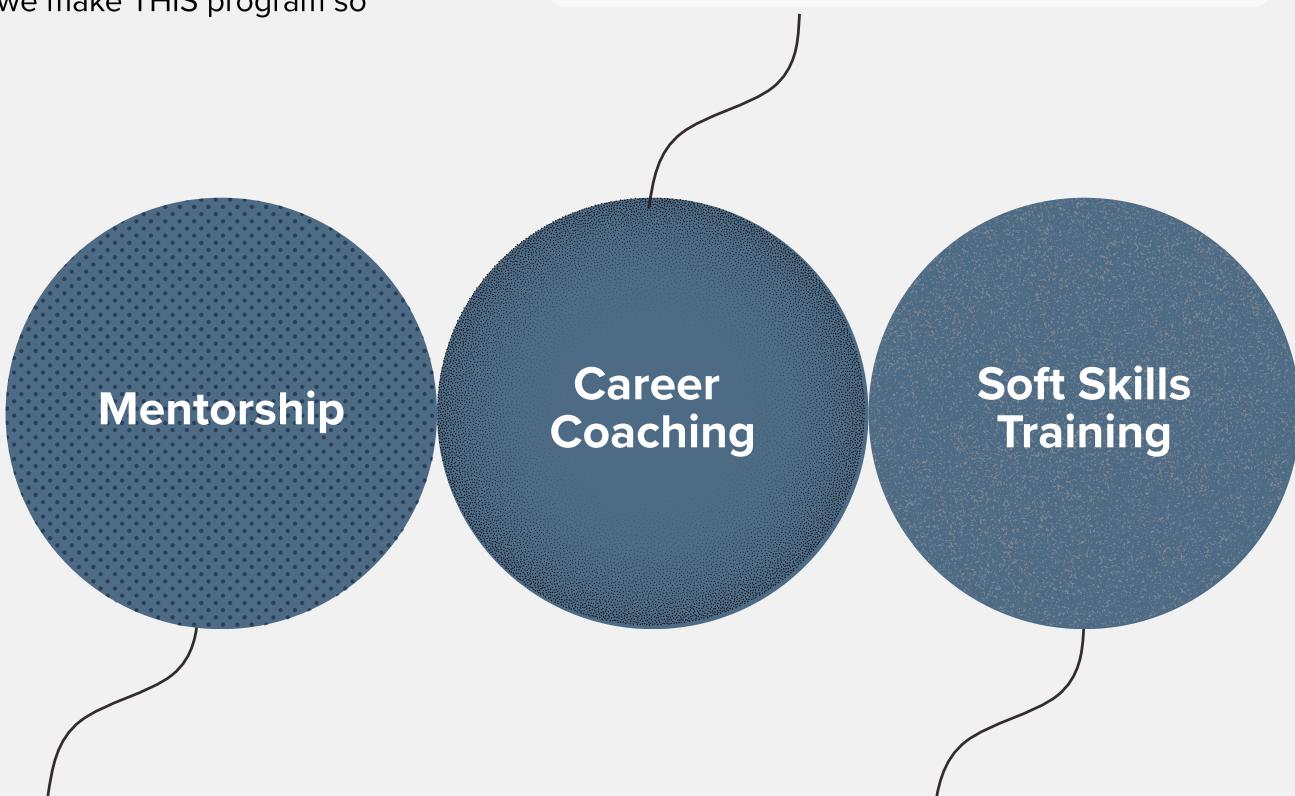
Inside The OWN Program Model

As we mentioned, this program wasn't designed as a "traditional" training initiative. It was built as a targeted career service for educated newcomer women who already had the qualifications and experience, but who faced systemic barriers to employment in Canada. The focus wasn't on upskilling. It was on unlocking potential that already existed.

So how did we make THIS program so successful?

78.1% of participants had a positive experience with Career Coaching—helping them navigate and integrate into the Canadian workplace with confidence.

Participants learned to articulate their value, build long-term career plans, and confidently navigate the Canadian job market with 1:1 coaching at the start and end of the program.



Through a structured Mentorship Program, OWN paired participants with mentors who provided technical support, cultural insight, and practical guidance on Canadian workplaces.

Lighthouse Labs would go on to hire 10 OWN graduates through its paid Mentor Apprentice Program to support future learners.

We focused on communication, confidence, and workplace norms—often overlooked, but essential for thriving in new environments. For many, it was the first step in rebuilding their professional identity in Canada.

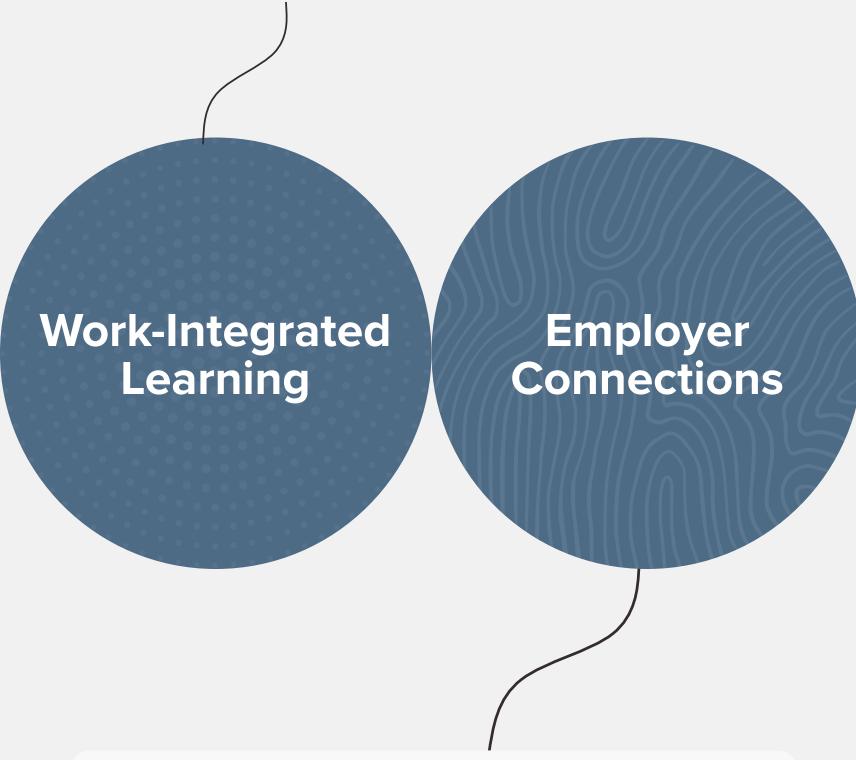
Delivered by OCCSC, this mandatory two-week course built the soft skills essential for success in the Canadian workplace.

Community Partner Spotlight: Riipen

The Riipen logo is displayed in a white rounded rectangle. The word "Riipen" is written in a bold, sans-serif font. The letter "i" is unique, featuring an orange vertical bar that extends upwards and then turns 90 degrees to the right, connecting to the letter "p".

Riipen is a leading work-integrated learning platform that connects students with real-world projects from employers. By enabling hands-on experience through short-term, skills-based collaborations, Riipen helps bridge the gap between education and employment across Canada.

Participants applied their skills and gained exposure to Canada's tech sector through employer-led WIL projects. These experiences built real-world confidence, expanded networks, and deepened understanding of Canadian workplace culture.

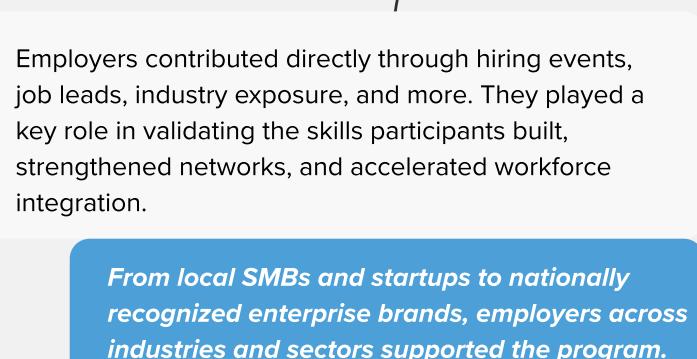
A large blue circle on the left contains the text "Work-Integrated Learning". A line connects this circle to a smaller blue circle on the right, which contains the text "Employer Connections".

Work-Integrated Learning

Employer Connections

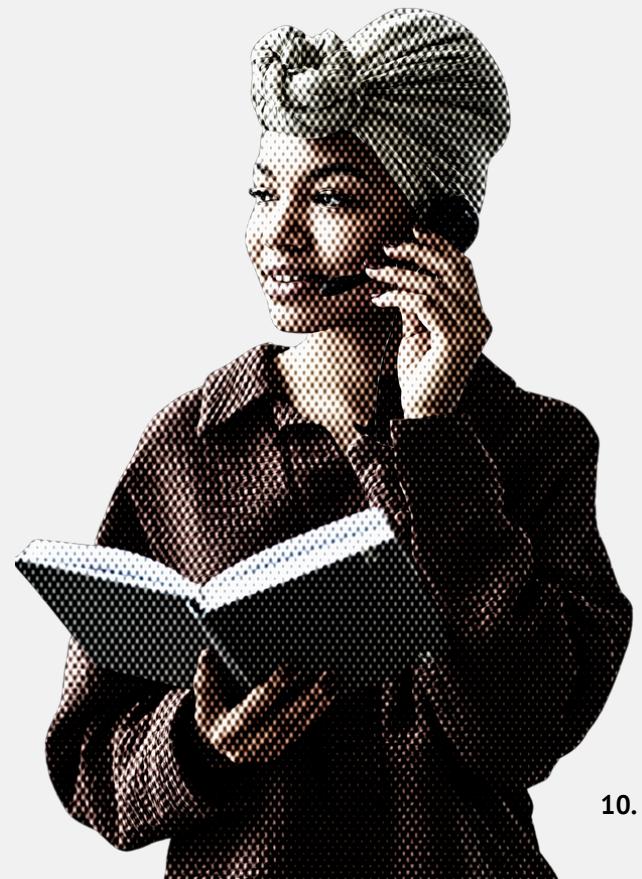
"This program not only helped secure my first career in Canada but also gave me a platform to connect with likeminded people."

I was able to integrate into Canadian society because of it. I am still friends with people who I met through the program now and possibly forever."

A white rounded rectangle contains the following text: "Employers contributed directly through hiring events, job leads, industry exposure, and more. They played a key role in validating the skills participants built, strengthened networks, and accelerated workforce integration." Below this, a blue box contains the text: "From local SMBs and startups to nationally recognized enterprise brands, employers across industries and sectors supported the program."

Employers contributed directly through hiring events, job leads, industry exposure, and more. They played a key role in validating the skills participants built, strengthened networks, and accelerated workforce integration.

From local SMBs and startups to nationally recognized enterprise brands, employers across industries and sectors supported the program.



From Small Circles to Big Impact

Government & Public Sector



Canada Revenue Agency



Shared Services Canada

Carleton University



Enterprise Tech & Consulting



Deloitte.



Startups & Innovation

RAVEN

veem

Noibu

Consumer & Retail Tech



Loblaw Digital



Software & Platforms



cira



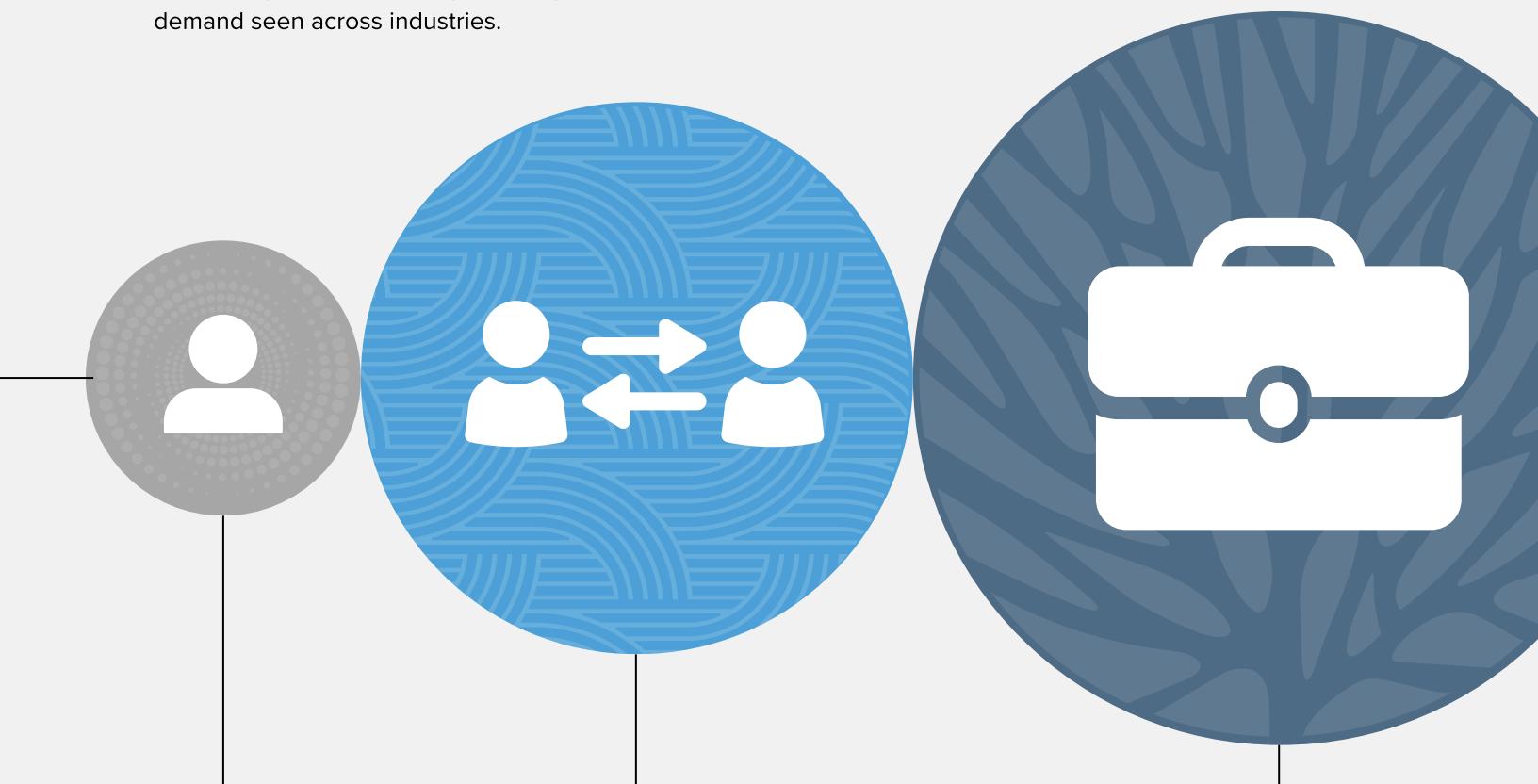
Ottawa Region SMBs



Career growth starts with connection. The OWN program helped participants build careers by expanding their limited local ties to include national, regional, and local employers. **And it works.**

Where program participants got hired

Supporting the tech shortage and digital demand seen across industries.



Limited network in Canada

Peer and mentor network through the program

220+ Ottawa-region employers engaged in the program

Employer connection

Community Partner Spotlight: **CATA Alliance**



The Canadian Advanced Technology Alliance (CATA Alliance) champions the growth and competitiveness of Canada's innovation economy. Through policy advocacy, industry collaboration, and strategic research, CATA Alliance supports technology leaders, startups, and scale-ups in driving economic development, job creation, and global impact.

Through the **“Lift Up Level Up”** mentorship initiative, CATA Alliance connected participants with professionals already working in their target roles, helping them grow both their networks and their technical expertise.

Mentorship made the difference and opened doors across sectors.

“

This program has been a life-changer for me and gave me a dream salary. The available mentors, the way of teaching, and all the support I had during this program were success keys.

I am so grateful to everyone I met during this program.“

One career can ripple through a family, a community, an economy—and beyond.

Life and Career Outcomes in Canada

Not just making an impact. Making an impact in Canada.

For a career program to be truly successful, its impact must go beyond salary growth or job titles. It should help participants envision a future in Canada while contributing to the strength of the communities and regions they now call home.

Five years later, participants shared how the program helped them build their confidence alongside their careers. They reported gains in self-belief, social capital, and emotional resilience—all key to long-term integration and success in Canada.

97% said programs like this should continue because they work and more newcomers deserve access.

66% said the program improved their confidence in themselves.

65% said the program helped them secure their first longer term career-related job in Canada.



Are still working
in **the same**
industry five
years later

Still use the
skills gained
from the
program in their
jobs

Found
employment
support helpful in
building an
industry network

79%

71%

78%

*When I first arrived, I was not sure where to begin.
However, your program has provided valuable
guidance, helping me explore different avenues and
build my confidence. I sincerely appreciate your
support. Thank you!*



A Public Investment with Public Returns

Financial returns are one thing, but for a program like this to be truly successful, it must contribute to the strength of the communities and regions it serves. OWN did just that, delivering measurable financial returns for the Ottawa region and laying the foundation for long-term stability, growth, and belonging for the women it benefited.

Before the program, most participants had already spent over three years in Canada—unemployed or underemployed. During that time, their potential was underutilized, and many relied on publicly funded supports without the opportunity to fully contribute to the labour market or economy.

OWN helped change that trajectory:

- **By the end of the program**, the average salary had risen to \$58,545—bringing in an estimated \$719,512 in income tax alone, based on Ontario rates.
- **And five years later**, with raises, promotions, and career growth, participants now earn an average of \$79,766, generating an estimated \$4.6 million in income tax contributions.
- **That's a 10:1 return** on a \$450,000 public investment.

But the most powerful outcomes go beyond tax dollars.

Participants used that financial momentum to grow roots, improve their lives, and strengthen their communities. Five years later:

- 20.2% have purchased or co-purchased a home
- 42.4% used increased salaries to pay down debt or build personal savings

10

return on pub

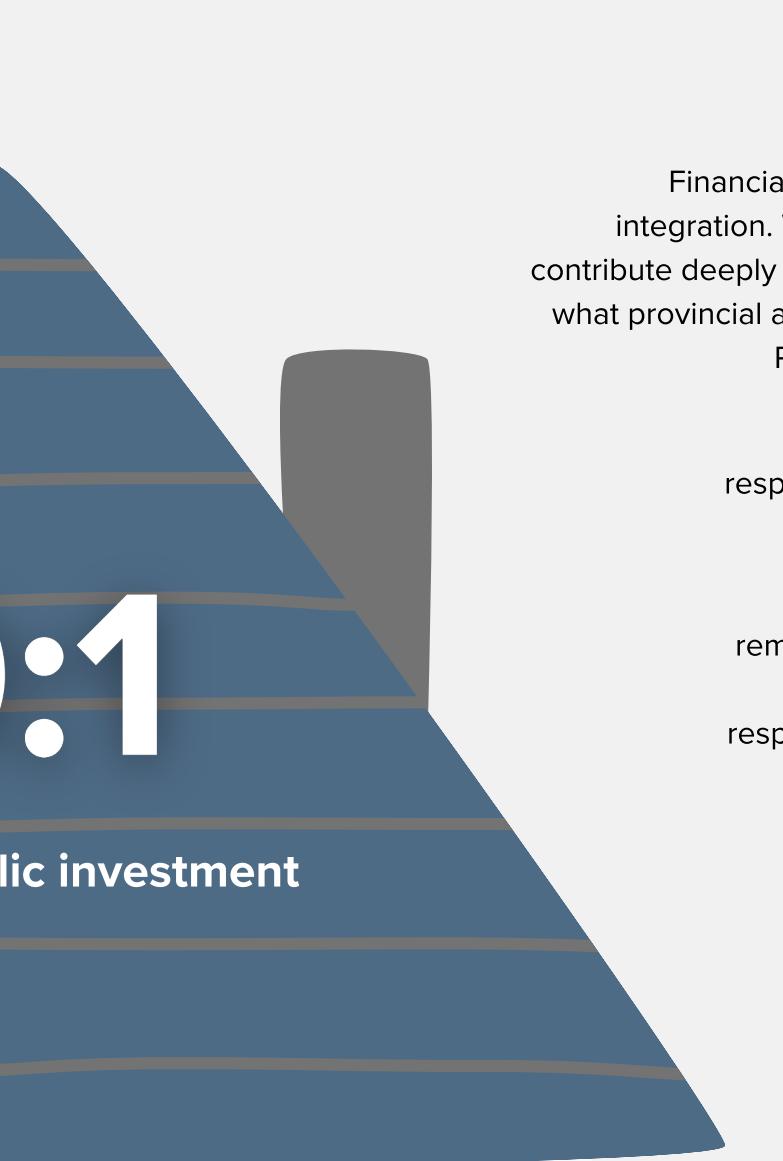
20.2%

PURCHASED OR
CO-PURCHASED A HOME

42.4%

BUILT PERSONAL SAVINGS
OR PAID DOWN DEBT





Financial milestones matter, but so do the markers of true integration. When newcomers choose to stay and settle, they contribute deeply to the regions they now call home. This is exactly what provincial and federal strategies like the “Immigration Levels Plan” aim to achieve: not just landing, but thriving.

Career stability also allowed participants to fulfill responsibilities that go far beyond individual success.

Nearly 48% now provide financial support to extended family in Canada and abroad through remittances and other means. For many, this support is deeply meaningful as a cultural and economic responsibility, and one of the key reasons they chose to come to Canada in the first place.

Public investment

48%

SUPPORT EXTENDED FAMILY



That's what Career Success can unlock

Stability in the household.

Contribution in the community.

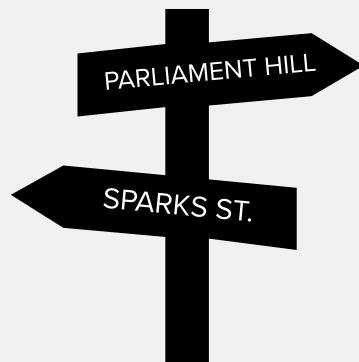
Connection across borders.

OWN enabled new levels of personal progress, and when multiplied across participants, it created an even greater public return.

That's why investing in newcomer career pathways after they land in Canada isn't just smart.

It's essential.

So let's build more returns like this. Together.



Three Bold Recommendations

Programs like OWN show what's possible when workforce investments are structured around measurable outcomes, local delivery, and employer partnerships. And it's exactly the type of solution that's needed right now.

In May 2025, Ontario tabled *A Plan to Protect Ontario*, a budget that defines today's economic and geopolitical environment as one of "extraordinary circumstances." Under the Fiscal Sustainability Act, that framing justifies new deficit spending—but it also sets a higher bar. **Every dollar now needs to work harder, deliver faster, and return more.¹¹**

The recommendations that follow were built with that reality in mind.



EXPLORE A “SCALING STREAM” TO BUILD ON WHAT’S WORKING

Ontario's 2025 Budget signals strategic leadership with a \$1 billion boost to the Skills Development Fund (SDF), bringing the total investment to \$2.5 billion. It's a forward-looking move—recognizing that a skilled workforce is one of Ontario's best tools to tackle today's and tomorrow's economic challenges.

As this next phase of SDF funding rolls out, Ontario is well positioned to build on its momentum by revisiting how renewals are handled for high-performing programs. Right now, proven programs must reapply from scratch—competing alongside untested pilots, despite delivering strong outcomes and long-term value. By refining this process to recognize established success, Ontario can ensure that public investments deliver high value for our provincial economy.

Programs like OWN show what's possible five years after the program ended: participants report a 36% wage increase, long-term employment in tech, and stronger contributions to their communities. The program also delivered \$4.6 million in ROI—evidence that the value of stable delivery and local partnerships compounds over time.

We'd welcome the chance to explore a Scaling Stream within the SDF—one that recognizes what's already working and helps scale it faster. With the right structure, Ontario could further reduce duplication, grow impact, and deliver stronger, faster returns for workers, employers, and communities alike.

2

EXPLORE THE POTENTIAL OF EDUCATED AND EXPERIENCED NEWCOMERS AS PART OF ONTARIO'S ECONOMIC RESPONSE

Ontario's 2025 Budget comes at a time of economic uncertainty and growing fiscal pressures. In this context, the province has an opportunity to make the most of the world-class talent it already has—trained, educated, and ready to contribute.

Ontario is already committed to mounting a strong, strategic response to our economic challenges. This is an opportunity to amplify what's already working. When educated newcomers are positioned as part of the province's economic response, the results are clear: faster workforce integration, immediate productivity gains, and stronger sector pipelines.

That's what we witnessed through the OWN program. Participants were degree-holding professionals with experience in high-demand sectors like software, data, and quality assurance. They didn't need retraining—they needed activation. Once barriers were removed, they moved directly into full-time roles. The result? Immediate returns—not years later, but within months.

This isn't a long-term bet—it's a near-term return. Ontario has a unique opportunity to position educated newcomers as a workforce solution that delivers within the same fiscal year. No credentialing delays. No long-cycle retraining. Just targeted activation and rapid contribution to Ontario's priorities. We are encouraged by the province's direction and invite more exploration into how this talent pool could continue supporting Ontario's economic recovery and productivity goals.



3

EXPLORE SECTOR-BASED HIRING PATHWAYS ACROSS WORKFORCE PROGRAMS

In a tight economy defined by extraordinary circumstances, Ontario rightly recognizes that economic resilience depends on keeping both workers and employers engaged. Ontario's 2025 Budget shows a clear commitment to supporting businesses, with billions invested through WSIB rebates, tax relief, workforce centres, and targeted employer supports.

Talent is one part of the puzzle, but alignment is everything. As the province looks to deepen its impact, this is a strategic moment to lead by strengthening sector-specific alignment within workforce programs. The sectors driving Ontario's growth—from tech to advanced manufacturing to clean energy—can benefit greatly from talent strategies tailored to their hiring practices and regional realities.

Programs like OWN demonstrate how building hiring pathways with regional organizations and employers can lead to stronger outcomes and more resilient talent pipelines. This alignment ensures workforce investments translate into lasting impact—more jobs, faster growth, and stronger returns across the economy.

We are encouraged by the success of OWN and would value the chance to explore how sector partnerships could be embedded more consistently into future program design and delivery—ensuring that Ontario's workforce programs are built for impact, aligned with sector-specific needs from day one, and positioned to deliver continual, measurable results.



From Ontario to Canada: A Scalable Blueprint



These recommendations were designed with Ontario in mind—and their impact begins here. They align with Ontario's economic integration priorities and directly support regional workforce development goals. At the same time, they contribute to broader national objectives around social and economic integration of newcomers, proving what's possible when provincial investment leads the way.

The Opportunity to Lead is Right in Front of Us

The OWN program didn't start from scratch. It connected what already existed and made it work better. Wages rose. People thrived. Ontarians profited. Communities grew. And it happened because of integrated:

Community support —— Sector-aligned career services —— Employer partnerships

When these elements come together, *the impact is real.*

Ontario has laid the groundwork.

Now's the time to scale what works—with purpose, and with partners.

Let's Keep the Momentum Going

Want to bring this model to your region or sector? Let's talk. Interested in deeper outcomes, employer stories, or implementation insights? We'll share what we've learned. Have ideas, experience, or challenges of your own? We'd love to hear them.

[REACH OUT](#)

[LEARN MORE](#)



About Uvaro

Uvaro is a Canadian leader in workforce development, delivering national programs with regional and local impact. Through career services, employer partnerships, and skills-aligned programming, Uvaro helps individuals thrive in high-opportunity industries—while supporting communities in building inclusive, future-ready economies.



About Lighthouse Labs

Lighthouse Labs delivers industry-driven technical training that helps people launch and grow careers in every sector of the economy. With programs spanning data, development, and digital skills, Lighthouse Labs equips learners with the tools they need to succeed in today's evolving job market—no matter the industry.

Appendix: Surveys & Data

To understand both the short-term outcomes and long-term impact of the OWN program, two distinct data collection strategies were used:

1-Year Outcome Data

Source: Aggregated from 3-, 6-, 9-, and 12-month participant surveys

Collected By: OCCSC and Lighthouse Labs

Survey Coverage: 100% of participants

As part of funder reporting requirements, surveys were conducted at regular intervals following program completion. These captured progress and outcomes related to employment, skill application, and participant experience.

While early survey responses helped track short-term progress, the 12-month survey data was used as the definitive snapshot of participant outcomes one year after program completion. This includes:

- Employment status and job titles
- Salary data and income growth
- Participant satisfaction with the program
- Reported confidence and skill usage
- Continued engagement with mentorship and community

5-Year Outcome Data

Source: Lighthouse Labs-led follow-up survey

Timing: Conducted five years after program completion

Survey Coverage: 59% response rate

Data Verification: Self-reported data cross-referenced with publicly available employment data (e.g., LinkedIn)

The 5-Year Survey was initiated independently by Lighthouse Labs to assess long-term impact beyond the scope of mandated funder reporting. It gathered qualitative and quantitative insights related to:

- Long-term salary progression and role advancement in the Canadian workforce
- Retention and usage of program-acquired skills
- Financial milestones in Canada like homeownership, debt reduction, and savings
- Confidence, motivation, and professional identity in Canada
- Lasting community connections and support networks

Appendix: ROI & Sources

ROI Methodology

Income Growth Data

Earnings were modeled using a linear progression from the Year 1 to Year 5 reported salary data.

Year	Avg Salary	Earnings (58 people)	Tax Rate	Estimated Tax
1	\$58,545	\$3,395,610	23.24%	\$789,140
2	\$63,850	\$3,703,300	23.24%	\$860,647
3	\$69,155	\$4,010,990	23.24%	\$932,154
4	\$74,460	\$4,318,680	23.24%	\$1,003,661
5	\$79,766	\$4,626,428	23.24%	\$1,075,182
Total		\$20,055,008		\$4,660,784

Modeling Assumptions and Considerations

Assumptions used to model estimated earnings and tax contributions are outlined below.

Tax Rate Assumption

A flat tax rate of **23.24%** was applied to total earnings. This reflects a blended average of federal and Ontario marginal tax rates for individual incomes between **\$58,000 and \$80,000**, accounting for basic personal amounts. The rate aligns with combined federal-provincial tax guidance for the 2020–2024 period and reflects typical tax bracket ranges for early- to mid-career earners.

Employment Assumption

Tax estimates assume full employment across the **58-person cohort**. While some graduates may have experienced underemployment or delays in securing full-time roles, the model reflects potential earnings under optimal conditions.

Income Range Sensitivity

The estimated cumulative tax contribution of **~\$4.6 million** over five years is based on average earnings projections. Depending on real-world variations in salary growth and employment status, actual tax contributions could range from **\$3.5 million to \$5 million**. These figures account for both slower-growth scenarios (e.g., part-time roles) and accelerated career trajectories (e.g., promotions into higher-earning roles).

Modeling Methodology

Earnings were modeled using linear year-over-year progression from **Year 1 to Year 5**, based on observed salary data. No adjustments were made for inflation, tax policy changes, or regional cost-of-living differences.

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