Contents

3  Why We Care About Making an Impact
6  How We Make an Impact
8  The Quantum of Our Outputs

11 How We Measure Our Impact
14 Awareness KPIs
19 Value KPIs
24 Act Narratives
Why We Care About Making an Impact
We endeavor to get our research into the hands of decision-makers—be they in government, business, or civil society—so that they can act on the best evidence and research in Canada. Through the strength of our analysis, the clarity of our recommendations, and the depth of our connections to decision-makers, we seek to change the world for the better.
We are unique in the Canadian landscape.

We approach our work with a dedication to independence and neutrality. Our choice of research is driven by the needs of Canada’s leaders and not by personal or political interests or ideology. Our relationships with leaders are anchored on their trust in the validity and objectivity of our analyses and insights.
How We Make an Impact
To ensure that our work matters, we:

**Focus on relevant issues** by researching the *Wicked Problems* Canada faces and convening around these most pressing and complex problems challenging our leaders.

**Involve key thought leaders and practitioners** in the design and delivery of our content to ensure it is focused on relevant questions and provides meaningful solutions.

**Ground our work in the realities** of politics, business practices, and systems change – so that our recommendations are applicable, and create momentum for change.

**Provide meaningful and actionable recommendations** for leaders, based on the evidence we generate.
The Quantum of Our Outputs
Nine Events

Canadian Immigration Summit – May 24–26, 2022
Strategic Foresight Workshop – April 12–28, 2022
Better Workplace Conference 2022 – April 5–7, 2022
Start-Up Success: The Gender Difference – March 30, 2022
Future Skills Summit – February 22–24, 2022
TELUS Roundtable – February 2, 2022
Strategic Foresight Workshop – January 11–27, 2022
IBM Roundtable – December 9, 2021
Nordic Tour – June 8–23, 2021

Nine Webinars

• COVID-19 and Our Financials: A Closer Look at the State of Household, Business, and Government Finances in Canada
• Business Succession Using International Investment
• Colorectal Cancer Care Pathways in Ontario and Quebec
• Working With a New Reality: Managing Mental Health With Knowledge and Resilience
• Canada’s Economic Outlook: The Post-Election Road to Recovery
• Canada’s Readiness for New Alzheimer’s Disease Diagnostics and Treatments
• Canada’s Attractiveness to Global Tech Talent
• Economic Outlook with the Chief Economist: Inflation, Pandemic and War—Forecasting in a Time of Uncertainty
• Leveraging Immigrant Talent in the Labour Force
416 Research Outputs

- 289 economic forecasts
- 127 research reports

We produced:

- 150 Issue Briefings
- 164 Online Experiences
- 76 Impact Papers
- 7 Primers
- 10 Summaries for Executives
- 5 Case Studies
- 4 Data Briefings

Research Reports (n = 127)

- Indigenous and Northern: 16%
- Innovation and Tech: 11%
- Sustainability: 12%
- Health: 11%
- Education and Skills: 19%
- Economics: 7%
- Human Capital: 19%
- Immigration: 6%
How We Measure Our Impact
CBoC makes an impact when Canada’s leaders are **aware** of our work, **value** our research and expertise, and **act** on our insights.
How We Measure Awareness of Our Work

**Awareness is about our reach.**
Who is consuming our content? Who is meeting with us? Who is participating in our research and convening? We create content that resonates with a broad cross-section of Canadian leaders.

Leveraging **innovative distribution channels**, we provide our audience with a variety of ways to engage with our work. Beyond this, we seek audiences with critical decision-makers in a deliberate way—we know the 10 key people that need to see our work, and we create opportunities to bring it to them.
Awareness KPIs

Engagement

2.4M page views on conferenceboard.ca

30,800 downloads of our research outputs

267 subscribers to our digital subscription line of business

27,800 listens to our podcast episodes

Bright Future 13,600
Leadership Perspectives 8,300
Carrying On 3,400
FSC 2,500

6M in social reach

20,400 Twitter followers

540 LinkedIn post impressions per day on average

11,900 broadcast and media articles

1,200 of those are in Tier 1 media (with an audience of over 500K)

28 Globe and Mail articles since the start of FY22
Top 10 Digital Subscription Outputs

2. Compensation Planning Outlook 2022
4. Provincial Economies Shift Gears; Looking to Recover Lost Potential: Provincial Outlook
6. Provincial Economies Get a Boost: Provincial Outlook August 2021
7. Compensation Planning Outlook 2022: Pulse Check
8. Talent Trends: Languishing and the Great Attrition
9. Canadian Human Resources Benchmarking: Turnover

Top 10 Free Outputs

1. Remote, Office, or Hybrid? Employee Preferences for Post-Pandemic Work Arrangements
2. Seeking Support: The Future of Employee Health
3. Workplaces for the Future: A Playbook for Municipal Leaders on Exploring Remote, Hybrid, and On-Site Models
4. Lost Opportunities: Measuring the Unrealized Value of Skill Vacancies in Canada
5. Could Inflation's Surge Lead to Stagflation? Canadian Economic Impact Analysis
6. Valued Workers, Valuable Work: The Current and Future Role of (Im)migrant Talent
7. Green Occupation Pathways: From Vulnerable Jobs to Rapid-Growth Careers
8. Preparing Canada’s Economies for Automation
9. Green Homes: Sustainable Finance for Residential Retrofits
10. Modelling Job Transitions in Canada
The Conference Board of Canada

How We Measure Our Impact

Tier 1: Decision-Makers

Definition
Decision-makers are individuals that have a direct ability to change policy, processes or programs.

In government, these are:
- premiers
- ministers
- deputy Ministers
- others with the ability to directly change government policy

In business and organizations, these are:
- CEOs and C-suite leaders who can improve organizational processes

Tier 2: Influencers

Definition
Influencers are individuals that will play a role in influencing decisions taken by Tier 1 individuals. These include analysts and others that are seeking to influence decisions but cannot take them alone themselves.

Connections

652
meetings with external Tier 1 and 2 stakeholders

273
meetings with Tier 1 decision-makers

379
meetings with Tier 2 influencers
How We Measure Our Impact

**Awareness KPIs**

**Participation**

- 17,285 people contributed to our research as *survey respondents*, *interviewees*, *focus group members* or *roundtable participants* this year
- 1,100 people participated in our *webinars*
- 5,200 people participated in our *events*
How We Measure the Degree to Which Our Work Is Valued

We have influence when leaders who are aware of our work seek us out or agree to collaborate with us.

The degree to which our work and expertise are valued is reflected in the invitations we receive to share our insights, the frequency with which our work is referenced, and the calibre of the organizations and individuals who are willing to partner with us and lend us their voice.
## How We Measure Our Impact

### Value KPIs

<table>
<thead>
<tr>
<th>Profile</th>
<th>86</th>
<th>54</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>public speaking engagements for CBoC staff</td>
<td>presentations to government committees, participation in official government consultations and presentations to government ministers</td>
<td>external podcasts that CBoC experts were guests on</td>
<td>Tier 1 op-eds published</td>
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</tbody>
</table>

- **10** instances of CBoC research being cited in government or political statements, speeches, and documents
- **11** CBoC research cited in private sector statements, speeches, and documents
- **40** academic citations

**Tier 1 op-eds published**
- July – *The Globe and Mail*, Iain Reeve, Immigration
- September – *iPolitics*, Babatunde Olateju, Sustainability
- October – *The Hill Times*, Pedro Antunes, Economics
- January – *iPolitics*, Michael Burt & FSC, Education & Skills
- February – *The Globe and Mail*, Iain Reeve, Immigration
- March – *Research Money*, Darren Gresch, Innovation and Technology
- April – *iPolitics*, Chad Leaver, Health
- May – *Environmental Journal*, Brett Goodwin, Sustainability
Value KPIs

Allies

We thank all of the Research Advisory Board members who contributed to our research this past year.

Marjan Abbasi, Associate Clinical Professor, Site Lead, Department of Family Medicine, University of Alberta; Misericordia Hospital
Shawn Abbott, Partner, Inovia
Mandie Abrams, Executive Director, Hospitality Workers Training Centre
Ather Akbari, Professor, St. Mary’s University
Naomi Alboim, Senior Policy Fellow, Canada Excellence Research Chair in Migration and Integration, Toronto Metropolitan University
Tammy Anstey, Senior Policy Analyst, Immigration, Refugees and Citizenship Canada (IRCC)
Joan Atlin, Director, Strategy, Policy and Research, World Education Services Canada
Rupa Banerjee, Canada Research Chair and Associate Professor, Toronto Metropolitan University
Dominique Barker, Managing Director and Head, Sustainability Advisor, CIBC Capital Markets
Kathleen Barnard, Founder of multiple national Cancer Care organisations, Save Your Skin Foundation, All Can Canada, Canadian Oncology Network for Exchange, Cancer Care Innovation, Treatment Access and Education (CONECTed)
Tanya Basok, Professor, University of Windsor
Gerald Batist, Director, Segal Cancer Centre, Jewish General Hospital
Krista Bax, CEO, go2HR
Angela Behboodi, Director, Government Affairs and Advocacy, Amgen

Tony Bennett, Executive Director HR Analytics & Planning, Alberta Health Services
Neil Berinstein, Professor of Medicine/immunology, University of Toronto, Odette Sunnybrook Cancer Centre
Sarita Bhatla, Director General, Canadian Heritage
Louise Binder, Health Policy Consultant, Save Your Skin Foundation
Sandra E. Black, Professor of Medicine (Neurology), Scientific Director, Sunnybrook Health Sciences Centre; University of Toronto and the Dr. Sandra Black Centre for Brain Resilience and Recovery
Alex Buchan, Vice President, Corporate Social Responsibility, TMAC Resources
Craig Burns, Patient (retired, person living with dementia), Alzheimer Society of B.C.
Marco Campana, Freelance consultant
Candace Chartier, President and CEO, Providence Living
Alex Cheng, Chief Controller and Accounting Officer, Ontario Power Generation
Sharon Cohen, Neurologist, Medical Director, Toronto Memory Program
Alexandra Cuatean, Chief Research Officer, Information and Technologies Council (ICTC)
Dav Cvilkovic, Chief Operating Officer, Plug’n Driver
Janet Dean, Policy, Projects, and Outreach Specialist, Status of Women Council of the Northwest Territories
Patrice Desmeules, Department of Pathology, Institut universitaire de cardiologie et de pneumologie de Québec, Université Laval
Carissa DiGangi, Director of Operations & Government Relations, ABC Life Literacy
Louie DiPalma, Vice President, SME Programs, Ontario Chamber of Commerce
Dany Drouin, Director General, Plastics and Waste Management Directorate, Environment and Climate Change Canada (ECCC)
Nilo Edwards, Executive Director, First Nations Major Projects Coalition
Martine Elias, Executive Director, Myeloma Canada
Bill Evans, Professor Emeritus, Department of Oncology, McMaster University
Leanna Falkiner, Co-Founder, NeuroInclusion Works
Samer Faraj, Canada Research Chair in Technology, Innovation & Organizing, SSHRC
Noémie Ferland-Dorval, Ordre des conseillers en ressources humaines agréés du Québec, Ministère de l'Environnement et de l’Énergie du Québec, Université Laval
Leanne Hodaly, Assistant Director Indigenomics Institute
Carol Anne Hilton, CEO, Indigenous Student Success Cohort, University of Lethbridge
Mariana Hudson, Provincial Coordinator, Education, Alzheimer Society of B.C.
Jennifer Ingram, Consulting Geriatrician, Member, Senior Care Network Central East Ontario, Provincial Geriatrics Leadership Ontario

Ibrahim Gedeon, CTO, TELUS
Margaret Gibson, Professor, University of Waterloo
Patrice Gilbert, VP, Agnico Eagle
Judith Glennie, President, J.L. Glennie Consulting Inc
Terry Goodtrack, President and CEO, AFOA Canada
Kelly Greer White, CIO, Irving Oil
Susanna Gurr, Research Director, Social Research and Demonstration Corporation (SDRC)
Nancy Hansen, Associate Professor, University of Manitoba
Lauren Harris, Managing Director, Northleaf Capital Partners
Catherine Hébert, Conseillère aux affaires externes, Societe du Plan Nord
Brooke Heisterkamp, Team Lead, Research, Ontario Ministry of Heritage, Sport, Tourism and Culture Industries
Carol Anne Hilton, CEO, Indigenomics Institute
Leanne Hodaly, Assistant Director for the Settlement Network in BC and Yukon, Immigration, Refugees and Citizenship Canada (IRCC)
Michelle Hogue, Associate Professor & Coordinator Indigenous Student Success Cohort, University of Lethbridge
Patrice Gilbert, Professor Emeritus, Nutrition and Psychiatry, McGill University
Julie Gauthier, Senior Manager, Government Affairs and Policy, Amgen

The Conference Board of Canada
Value KPIs

Ian Jacobsen, Director, Indigenous Relations, Ontario Power Generation
Ashley Janes, Manager of Economic Analysis, Government of Northwest Territories
Daniel Jun Martinez, Medical Development Director, Amgen
Yusra Kabir, Policy/Economic Officer, Transport Canada
Elie Kassoul, Hematologist and Medical Oncologist, CIUSSS de Lanaudière, Quebec, Canada
Sampada Kukade, Director, Employer Engagement & Partnerships, and Program Marketing, Skills for Change
Sandra Lapointe, Director/Professor, The/La Collaborative/ McMaster University
Sheny Khera, Associate Teaching Faculty, Academic and Clinical Director, Misericordia Family Medicine Centre, Department of Family Medicine, University of Alberta
Olaf Koester, Managing Partner & Principal, OHIW Business Management Advisory
Creig Lamb, Senior Policy Advisor, Brookfield Institute for Innovation and Entrepreneurship
John Main, Member of Legislative Assembly, Government of Nunavut
Jennifer Major, Senior Program Lead, Health care Excellence Canada
Joshua Maldonado, Acting Director, Alberta Advantage Immigration Program
David Manji, Credit origination, TD Securities
George Marchewa, Principal Economist, Government of Yukon
Lisa Maslanka, Senior Manager, Oncology Access and Policy, Amgen
Jeff Maurice, Director/President, Nunavut Tungavik Inc./Nunavut Fisheries and Marine Training
Michelle McBane, Managing Director, StandUp Ventures
Tim McNeill, Deputy Minister Education, Nunatsiavut Government
Micha Melnyk, Acting Director, Nuclear Energy Division, Natural Resources Canada
Shannin Metatawabin, CEO, National Aboriginal Capital Corporations Association
Catherine Middleton, Professor & Director, Toronto Metropolitan University, Ted Rogers School of Technology Management
Katherine Minich, Lecturer, Carleton University
Naomi Mison, CEO and Founder, Discuss Dementia
David Moloney, Mutual Fund Indexer, CIBC
Philip Mondor, CEO, Tourism HR Canada
Darlene Murphy, Advisor to Vice President, National Research Council of Canada Industrial Research Assistance Program
Amar Narain, CIO & VP, Pizza Pizza
Cindy Nestman, AVP HR Services & Insights, The Co-operators
Kirk Nylen, Vice President, Integrated Discovery and Informatics Ontario Brain Institute
Kathleen Oliphant, Manager HR Reporting and Analytics, Worksafe BC
Barbara J. Orser, Professor of Entrepreneurship, Telfer School of Management, University of Ottawa
John Paul, Executive Director, Atlantic Policy Congress of First Nations Chiefs
Lucie Perreault, Program Director, FEDNOR
Stephen Piazza, Senior Manager, Canadian Cancer Society
Francois Picotte, Senior Economist, Government of Nunavut
Deborah Pietruski, Chair, Plastics Alliance of Alberta
Viviane Poupon, President and CEO, Brain Canada
Sharry Sowiak, Acting Director HR, Strathcona County
Christian Spence, Project Coordinator, Inuit Tapiiriit Kanatami
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Randy Steflian, Director, Public Policy and Government Relations, Alzheimer Society of Canada
Sharin Stevenson, Trust Manager, AFOA Canada
Jennifer Stewart, Manager, Advocacy and Education, Alzheimer Society of B.C.
Dale Sturges, National Managing Director, Indigenous Financial Services Group, RBC
Mahadeo Sukhai, Director of Research, Chief Inclusion and Accessibility Officer, Canadian National Institute for the Blind
Malcolm Taggart, Senior Economic Research Analyst, Government of Yukon
John Tahyer, Senior Vice President, Sales and Marketing, NOVA Chemicals and Committee Chair, American Chemistry Council – Plastics Division
Lisa Taylor, President, The Challenge Factory
Hillary Thatcher, Senior Director, Project Development, Indigenous Infrastructure, Canada Infrastructure Bank
Steven Tobin, Board Member, Ottawa Economics Association
Mansharn Toor, Research & Policy Analyst, Indigenous Infrastructure, Canada Infrastructure Bank
Christian Spence, Project Coordinator, Inuit Tapiiriit Kanatami
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Steven Tobin, Board Member, Ottawa Economics Association
Mansharn Toor, Research & Policy Analyst, Indigenous Infrastructure, Canada Infrastructure Bank
Christine Williams, Deputy Director and Head, Clinical Translation, Ontario Institute for Cancer Research
How We Measure the Degree to Which Our Work Has Resulted in Positive Change

Making an impact is a journey composed of many small steps to build understanding that the Wicked Problems facing our country have solutions. Through our work, we seek to bring about positive change.

The journey of impact culminates when leaders place such a high value on our insights that they are persuaded to take action. These actions result in new or adjusted policies and practices that provide social, environmental, and economic benefits to Canadians.
Through our impact key performance indicators, we track our organization’s steps on the journey to change. Our **awareness** and **value** indicators demonstrate how our research and expertise are being received outside of our organization. Our **act narratives** show how leaders are taking action based on our insights.
Act Narratives
Since its first release over 40 years ago, our annual Compensation Planning Outlook survey has grown a devoted and loyal following among compensation experts. Each year, the Outlook provides organizations with the information they require to inform their pay planning and compensation decision-making.

As part of our commitment to research excellence we regularly evolve our survey based on comprehensive practitioner feedback. In our most recent interviews and focus groups with compensation and total rewards professionals, they emphasized the importance they place on the information we provide.

HR leaders told us:
If I just need one sound bite to say to the executive or board briefing it’s usually The Conference Board of Canada. It has a good reputation, and we don’t question the information.

* * *
I use that as an anchor to kind of reflect back on the other survey data, just to see where that sits in relation to that planning survey. It’s a go-to document.

* * *
[While] [w]e use a variety of the well-known compensation reports, it’s always nice to have the Conference Board reports and presentations because [they give] us that true, unbiased look, and I never have to worry about that.

A mainstay in our human resources subscription service, the Compensation Planning Outlook is relied on by HR professionals across Canada for its trusted, actionable insights.
The Centre for the North

Supporting Meaningful Engagement of Indigenous Communities

The Centre for the North (CFN) is one of The Conference Board of Canada’s longest-operating multi-funded centres. With over a decade of research on issues facing Canada’s North, the Centre has focused thematically on supporting capacity development, regionally driven engagement, and Indigenous skills inclusion in the socio-economic development of the North.

In 2022, we released *Fly-In, Fly-Out Labour in Canada’s North: Benefits, Challenges, and Social Impacts*. This work provides one of the most comprehensive reviews of how Northern communities can better leverage local talent and make the most of temporary workers in the North. This is an example of the Centre for the North working with its members to identify long-standing challenges for Northern communities.

Our work generates research-based insights that address gaps in knowledge and support informed decision-making. The Canadian Executive Service Organization (CESO), a CFN member, relied heavily on our research to inform their feasibility study for procurement in the mining sector across the North.

One of CESO’s senior executives noted:

First, [the Conference Board’s] analysis on the existing business development supports available to Indigenous entrepreneurs across the North provided a key list of service providers that were included in the toolkit CESO produced for communities and Indigenous entrepreneurs. This list saved us time and staff resources, allowing us to complete the feasibility study earlier.

The second area where we had an opportunity was disseminating our findings and toolkit of information across key sectors across the North. The CFN worked with us to learn more about our project, prepare a written communication for CFN members, and [share] the information with the CFN network. As a result, CFN members have contacted CESO directly to look for opportunities to explore partnerships in delivering capacity development support to Indigenous entrepreneurs in the North.

Our commitment to the North and its peoples is reflected in the growing body of research and analysis created by the Centre for the North.
Skills Assessments
Increased Use by PSIs to Help Guide Students

The Conference Board of Canada’s many research projects related to skills development and skills identification are increasingly being used to inform post-secondary institutions (PSIs) in their self-assessments of program effectiveness. The mismatch between the skills of new graduates and the skills that employers need is costing the Canadian economy billions in lost productivity. Our research Lost Opportunities: Measuring the Unrealized Value of Skill Vacancies in Canada estimates the unrealized value of skills vacancies to be over $25 billion.

Our multi-pronged research in the space in 2022 includes:

- OpportuNext www.opportunext.ca (updated in 2022)
- The Model of Occupations, Skills, and Technology
- Employability Skills Toolkit
- The Future Skills Summit
- Digital Skills for a Future-Ready World
- Strengthening Social and Emotional Skills in Adults
- Essential Skills for Learning and Working

Orbis Communications provides a platform, Campus Connect, that is used by nearly all of the PSIs in Canada to host information on work-integrated learning programs and employment opportunities for students after graduation. Orbis had adopted our skills framework as a core component in the new “Anchor Competencies” that it uses to describe skills in its platform. The Campus Connect platform reaches over 1 million student accounts.

Preparing Canadians for the job market of the future—and helping them see where their skill set can take them today—is a key element of our significant investment in skills research.
Finding new ways to generate electricity with reduced carbon emissions is critical to meeting Canada’s 2050 net-zero emissions target. The Conference Board of Canada’s Sustainability knowledge area has been at the forefront of discussions on how new energy sources can be leveraged to achieve these goals. Our research has centred on the opportunities presented by small modular reactors (SMRs). In 2022, our research focused on one of the greatest hurdles facing this technology: access to financing.

Our research in 2022 includes:

- **Patient Capital: Financing Small Modular Nuclear Reactors to Commercialization**
- **Beyond Exclusions: Sustainable Finance for Nuclear Energy**

Our research in this area is having an impact. Alberta, Saskatchewan, New Brunswick, and Ontario released a joint strategic plan for the deployment of small modular reactors in March 2022 to address the country’s energy needs.

That strategic plan drew on the Conference Board’s analysis to highlight the economic benefits of SMRs for Ontario and Saskatchewan. Our research tells us that this technology offers Canada an opportunity to reclaim its position in the vanguard of nuclear power and has the potential to make a significant contribution to achieving our targets for reducing carbon emissions.

**Shout-Out: Engagement Indicators Playbook**

The Conference Board of Canada won the 2022 Canada Core Values Award for Research Project of the Year, awarded by the International Association for Public Participation (IAP2). Our research project *Strong Engagement, Strong Outcomes: An Engagement Indicators Playbook* helps communities monitor major projects and those going through federal impact assessments to co-create community engagement plans.
Taking a Seat at the Table
Advancing Immigration Discussions With the Government

The Conference Board of Canada's analysis of the pandemic’s impact on immigration, *Counting on Immigration: Measuring the Pandemic’s Effect and Building Back Stronger*, along with subsequent research and presentations, led us to be invited by Immigration, Refugees and Citizenship Canada (IRCC) to take part in the consultations on regional immigration levels plans. These virtual consultations inform the government’s annual levels plan report, which sets the immigration target for Canada on a three-year rolling basis.

This platform provides us with an opportunity to share our research with all federal and provincial immigration ministers in each region of Canada. We’ve been invited back to the table for at least the next two years and will be bringing our rigorous analysis and insights to help inform Canada’s immigration policies.
Where insights meet impact