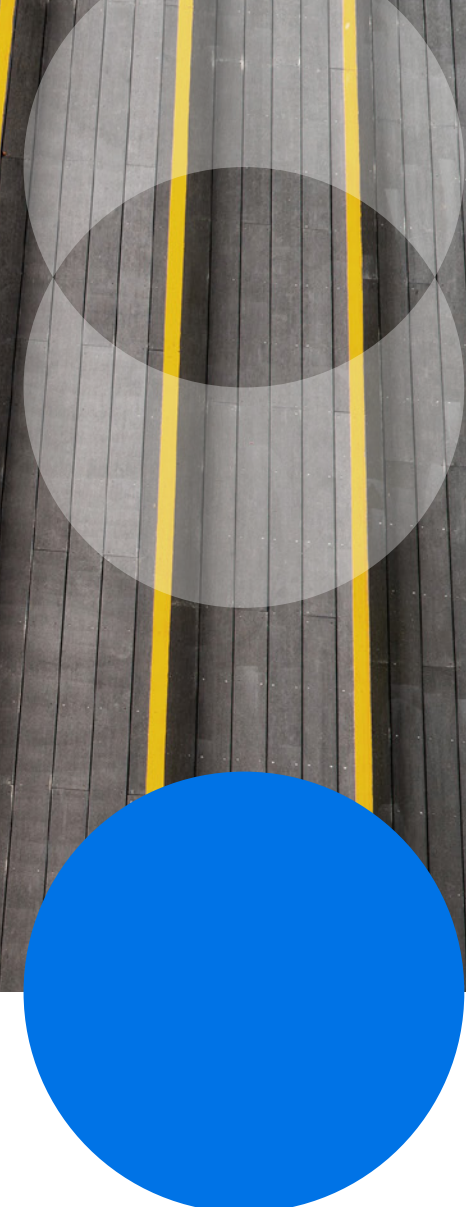


The Conference  
Board of Canada



# Impact Report

June 1, 2021, to May 31, 2022

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Making an Impact**

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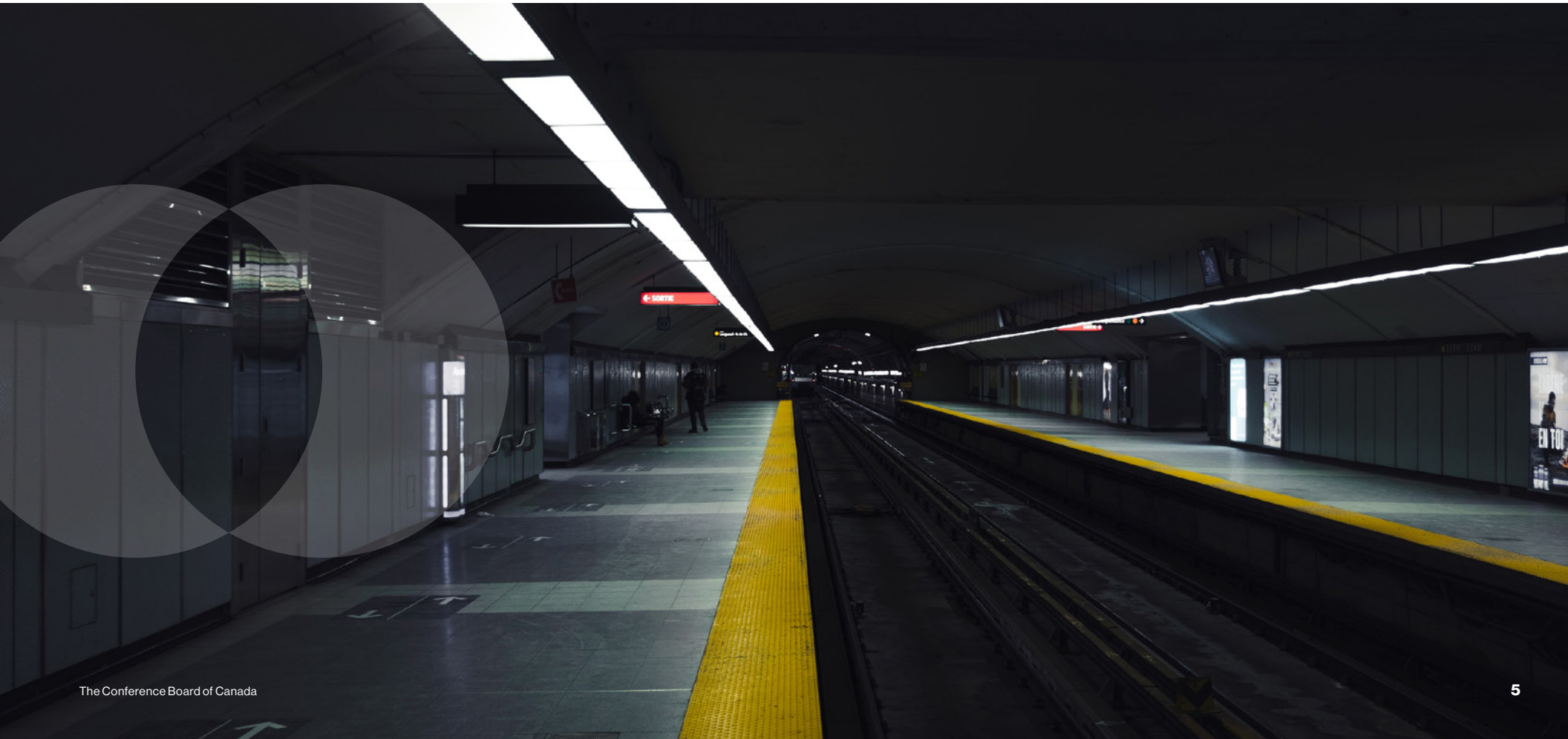


Why We Care About  
Making an Impact

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

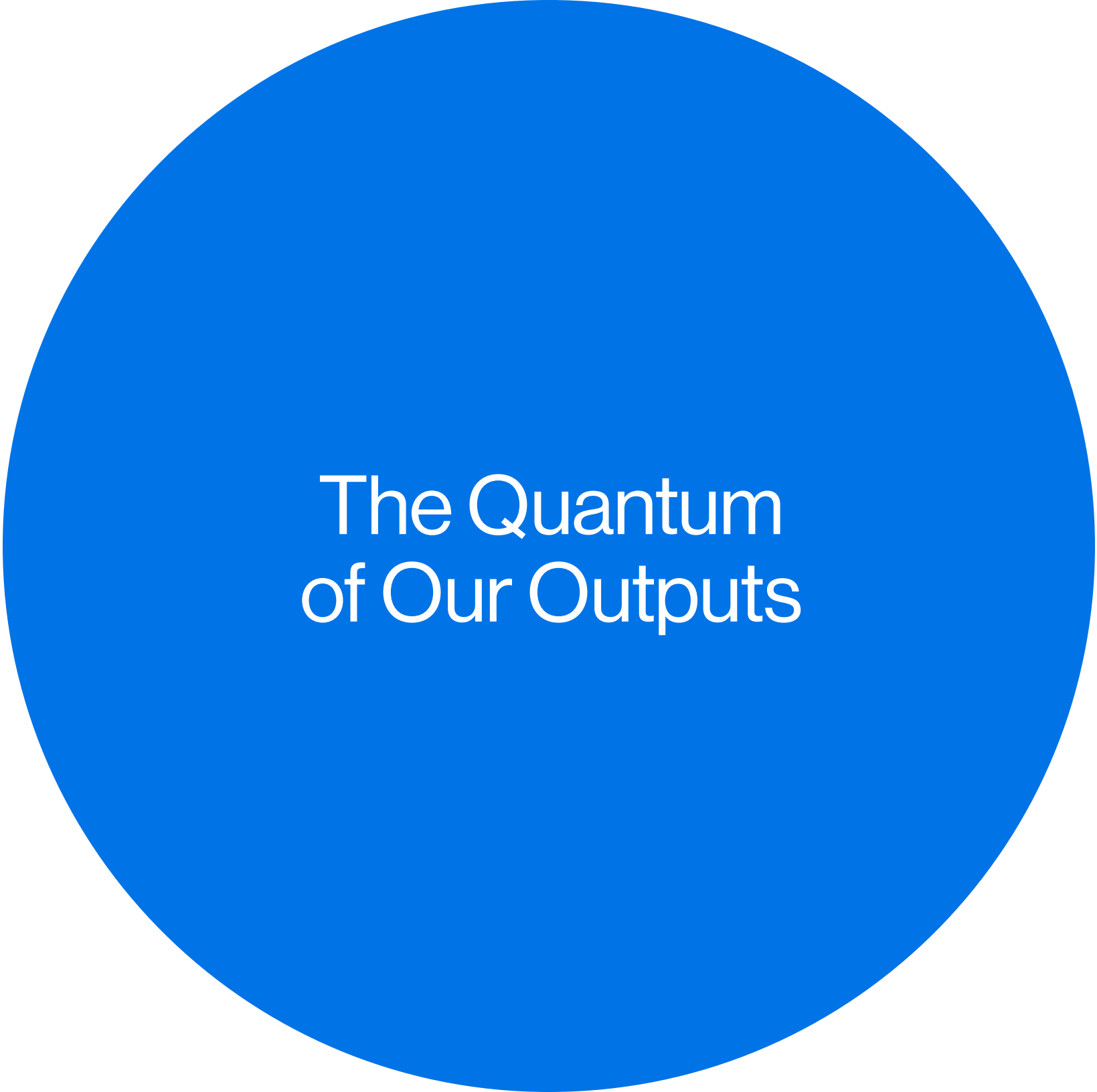
# To ensure that our work matters, we:

**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

16

Executive  
Councils

Corporate Ethics  
Management Council

Corporate Responsibility &  
Sustainability Council

Corporate-Indigenous  
Relations Council

Council for Chief Data and  
Analytics Officers

Council for Chief Privacy Officers

Council for Innovation  
and Commercialization

Council for Safe Workplaces

Council of Chief Information Officers

Councils of HR Executives  
(East/West)

Council of Labour  
Relations Executives

Council of University Executives

Council on Emergency Management

Council for Inclusive  
Work Environments

Council on Workplace Health  
and Wellness

Council for Cyber and  
Business Security

Strategic Risk Council

7

Multi-Funded  
Centres

Compensation Research Centre  
Centre for a Clean Energy Growth Economy  
Centre for the North  
Global Commerce Centre  
National Immigration Centre  
Value-Based Healthcare Canada  
Workplace Mental Health and Wellbeing  
Research Centre

18

Events and  
Webinars

### 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

24

Videos

21

Podcasts

82

EQTs

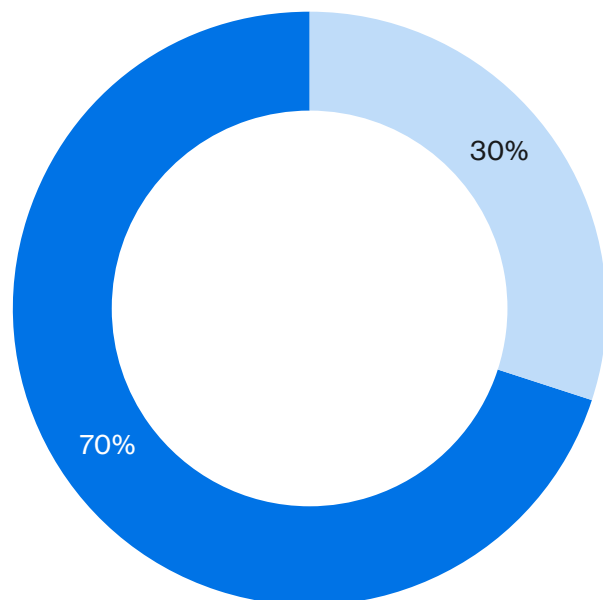
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Commentaries

## Research Outputs

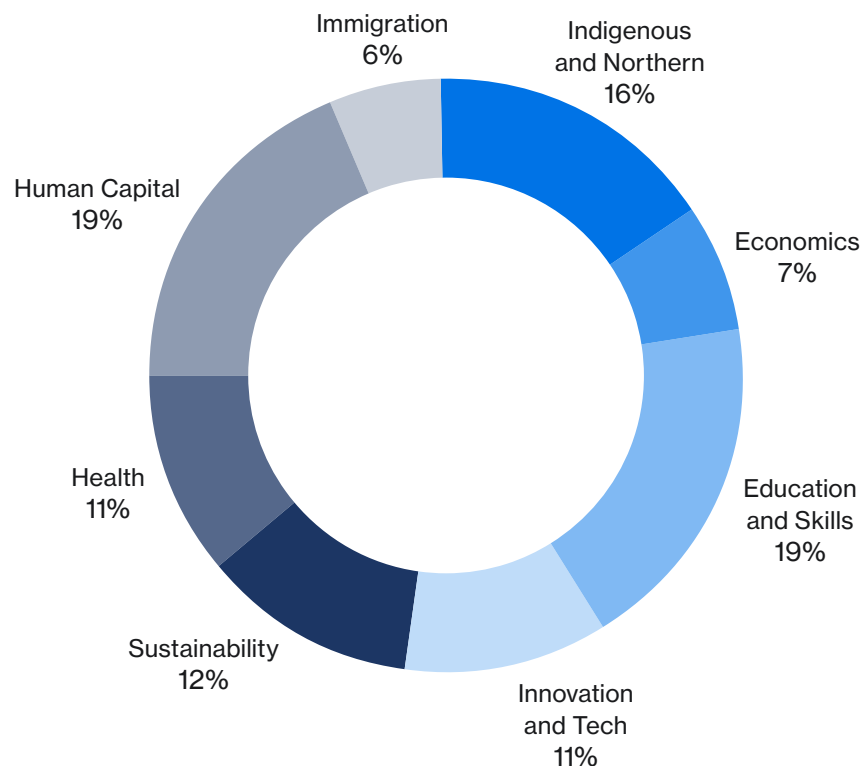
### 416 Research Outputs

- 289 economic forecasts
- 127 research reports



### Research Reports

(n = 127)



### We produced

150

Issue Briefings

164

Online Experiences

76

Impact Papers

7

Primers

10

Summaries for Executives

5

Case Studies

4

Data Briefings



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

## Awareness KPIs

---

# Top 10 Digital Subscription Outputs

- 1 Working Through COVID-19: The Next Normal
- 2 Compensation Planning Outlook 2022
- 3 Working Through COVID-19: Vaccination Policies
- 4 Provincial Economies Shift Gears; Looking to Recover Lost Potential: Provincial Outlook
- 5 Economic Recovery Under Way, but Third Wave Hinders Some Provinces: Provincial Outlook—June 2021
- 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
- 10 Labour Relations Outlook 2022—Part 1: The Bargaining Environment

# 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

## Awareness KPIs

# Connections



652

meetings with external  
Tier 1 and 2 stakeholders

273

meetings with Tier 1 decision-makers

379

meetings with Tier 2 influencers

## 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.

## 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.

## Value KPIs

---

# Profile

86

public speaking engagements  
for CBoC staff

54

presentations to government  
committees, participation in  
official government consultations  
and presentations to  
government ministers

11

external podcasts that CBoC  
experts were guests on

10

Tier 1 op-eds published

July – **The Globe and Mail**, Iain Reeve, Immigration

September – **The Globe and Mail**, Sohaib Shahid, Economics

September – **iPolitics**, Babatunde Olateju, Sustainability

October – **The Hill Times**, Pedro Antunes, Economics

November – **The Globe and Mail**, Pedro Antunes &  
Sohaib Shahid, 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

---

# Citations

11

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

## 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 (CONNECTed)

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 Cutean, Chief Research Officer, Information and Technologies Council (ICTC)

Dav Cvitkovic, 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)

Niilo 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

Janice Festa, Senior Policy Adviser, Transport Canada

Kyle Fitzgerald, Manager, Government Relations and Public Policy, Alzheimer Society of Ontario

Riley Found, Project Manager, Canadian Nuclear Association

Serge Gauthier, Professor Emeritus, Neurology and Psychiatry, McGill University

Julie Gauthier, Senior Manager, Government Affairs and Policy, Amgen

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 Hebert, Conseillère aux affaires externes, Société 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

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

## 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 Kassouf, Hematologist and  
Medical Oncologist, CISSS  
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, OHWK Business  
Management Advisory

Creig Lamb, Senior Policy Advisor,  
Brookfield Institute for Innovation  
and Entrepreneurship

Linda Lee, Associate Clinical  
Professor, Research Chair  
in Primary Care for Elders,  
Department of Family Medicine,  
McMaster University, Schlegel-UW  
Research Institute for Aging

Danielle Levine, Director /  
CEO, Chartered Professional  
Accountants (CPA BC) / Kanuu  
Indigenous Innovation Society

Stephen Lidington, Managing  
Director, Infrastructure and  
Financial Transactions, Colliers  
Project Leaders

Naomi Lightman, Assistant  
Professor, University of Calgary

Kerry Liu, Executive Vice  
President, Kinaxis

Carmen G. Loiselle, Professor,  
Director, Psychosocial Oncology  
and Cancer Nursing Programs, and  
Senior Researcher, Department  
of Oncology, Ingram School of  
Nursing, Lady Davis Institute,  
Jewish General Hospital, CIUSSS  
Centre-Ouest

Terry Ma, Manager, Economic  
Development, Inuit Tapiriit Kanatimi

Radha MacCulloch, VP & Head  
of Canada, Specialisterne  
North America

Matt MacPhee, Part-Time  
Faculty at Saint Mary's  
University & Manager Business  
Design, Saint Mary's University  
Entrepreneurship Centre

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 Manii, 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 Tunngavik Inc./Nunaut  
Fisheries and Marine Training

Michelle McBane, Managing  
Director, StandUp Ventures

Tim McNeill, Deputy Minister  
Education, Nunatsiavut  
Government

Micah 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  
Shared 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 Pietrusik, Chair, Plastics  
Alliance of Alberta

Viviane Poupon, President and  
CEO, Brain Canada

Stéphane Pronovost, A/Director  
Strategic Policy, Canadian  
Northern Economic  
Development Agency

Sunil Rajput, Director,  
Research, Health Innovation,  
Alberta Innovates

Carlo Rupnik, Senior Economist  
Indigenous and Northern Affairs

Daniel Safayeni, Vice President  
of Policy, Workforce Development  
Policy Council, Ontario Chamber  
of Commerce

Sina Sajed, Consulting Physician,  
MINT Memory Clinics, Toronto  
Memory Program

Stephan Schott, Associate  
Professor, School of Public Policy,  
Carleton University

Pierre Seguin, Policy Analyst,  
Canadian Northern  
Economic Agency

Mathieu Seguin, General Manager,  
TC Transcontinental Recycling

Abidah Shamji, National Director,  
Government Relations and  
Advocacy, JDRF/FRDJ Canada

John Shields, Professor, Toronto  
Metropolitan University

Pauline Shum, Founder,  
Wealthscope, and Professor,  
QEII Health Sciences Centre,  
Division of Medical Oncology,  
Dalhousie University

Meenu Sikand, Assistant Deputy  
Minister, Ontario Government

Crystal Smith, Chief Councillor,  
Haisla Nation, Chair, First Nations  
LNG Alliance

Stephanie Snow, Medical  
Oncologist, Associate Professor,  
QEII Health Sciences Centre,  
Division of Medical Oncology,  
Dalhousie University

Cam Sorenson, Manager,  
Indigenous Affairs, CAPP

Sharry Sowiak, Acting Director HR,  
Strathcona County

Christian Spence, Project  
Coordinator, Inuit Tapiriit Kanatami

Krista Steeves, Regional Associate  
Director, Atlantic and Central  
Region, Co-operative Education  
and Work-Integrated Learning  
Canada

Randy Steffan, Director, Public  
Policy and Government Relations,  
Alzheimer Society of Canada

Sharon 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, Information  
and Communications  
Technology Council

Roopa Desai Trilokekar, Associate  
Professor, York University

Janvi Tuteja, Saskatchewan  
Rural Coordinator, Saskatchewan  
Association of Immigrant  
Settlement and Integration  
Agencies (SAISIA)

Jim Valerio, Contractor,  
Innovation, Science and Economic  
Development Canada

Louis Verret, Associate Professor,  
Faculty of Medicine, Director,  
Faculty of Medicine, Laval  
University, Interdisciplinary  
Memory Clinic, CHU de Québec

Eva Villalba, Executive Director,  
Coalition Priorité Cancer  
au Québec

Brian Wade, Director,  
Inuvialuit Community Economic  
Development Org

Elka Walsh, National Learning and  
Skills Lead, Microsoft Canada

Janice Webb, HR Manager,  
Nunatsiavut Group of Companies

Carolyn Whiteway, Director,  
Atlantic Region Association  
of Immigrant Serving Agencies  
(ARISA)

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



# The Compensation Planning Outlook

## 40+ Years as the Go-To Source

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](http://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.

# Net-Zero

## Securing Canada's Energy Futures

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