



Century  
Initiative | Initiative  
du Siècle

# Designing a Bigger, Bolder Canada:

2021 Impact Report





**The Globe and Mail** is Century Initiative's official media partner and the exclusive media partner for our National Scorecard on Growth and Prosperity.

## About Century Initiative

Century Initiative is a national, non-partisan charity with a mission to enhance Canada's long-term prosperity, resiliency and global influence by responsibly growing the population of Canada to 100 million by 2100. Century Initiative delivers its mission by leading, enabling and partnering on initiatives that support long-term thinking and planning in immigration, urban development, employment and entrepreneurship, early childhood supports, and education.



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Canadian charitable number: BN 843519638 RR0001

## Message from our CEO and Board Chair

From the COVID-19 pandemic and the relentless effects of climate change to economic headwinds, rising populism around the world, and the spread of social justice movements, the last 18 months have offered no shortage of issues and challenges. These have forced Canadians to consider the kind of country we want for ourselves and for future generations. This moment in our history has demonstrated – like never before in Century Initiative’s six years – the importance of a strong voice leading the call for a carefully considered approach to the long-term planning needed to secure a prosperous, inclusive, and sustainable future in which more Canadians enjoy a high quality of life and standard of living.

We are proud of the role Century Initiative has played – and the impact we have had – in 2021 to help drive a national conversation about the economic importance of increased immigration, of investing in childcare, education, and infrastructure, and of encouraging innovation and entrepreneurship. As this report shows, the past year has seen our influence grow and our efforts result in tangible outcomes. Whether we are talking about government policy and decision-making, or the attitudes of Canadians toward immigration, our work is making an impact.

While our collective attention has rightfully been focused primarily on Canada’s social and economic recovery from the pandemic, we cannot lose sight of the gains we have made, or of the work yet to be done. Since our founding, Century Initiative proven itself to be a resilient, forward-looking organization capable of informing change. We expect nothing less from the year ahead.

On behalf of the Board of Directors we want to thank our supporters, volunteers and our National Expert Panel members for their commitment to Century Initiative and our mission, and for their contribution to building a more prosperous and sustainable Canada for future generations.

Sincerely,



*Lisa Lalonde*

Lisa Lalonde, CEO, Century Initiative



*Mark D. Wiseman*

Mark D. Wiseman, Chair of the Board, Century Initiative;  
Senior Advisor, Lazard; and Chair of the Board, Alberta  
Investment Management Corporation (AIMCo)

## Our Mission —

We advocate for policies and programs that would increase Canada's population to 100 million by 2100. We lead, enable, and support long-term thinking and planning required to manage this growth well and ensure a high quality of life and standard of living for all.



— *"We don't actually have a population policy in Canada. If we did, we would be able to debate what is the right size for Canada. Putting a stretch target on the table as Century Initiative has is energizing. Grounding it in a long term, turn-of-the century arrival makes it imaginable and possible to reach and grasp for it."*

.....  
The Honourable Ratna Omidvar,  
C.M., O.Ont.



— *"Century Initiative is committed to a growing, sustainable Canada in which prosperity is shared more equitably. We recognize that can only happen if our path forward is built on a foundation of reconciliation. We are committed to making that journey because it is the right thing to do, and it will contribute to a more prosperous Canada for more Canadians."*

.....  
Dr. Marie Delorme,  
CEO, The Imagination Group of Companies

## Our Guiding Principles —

Collaboration

Shared Prosperity

Pluralism

Environmental Sustainability



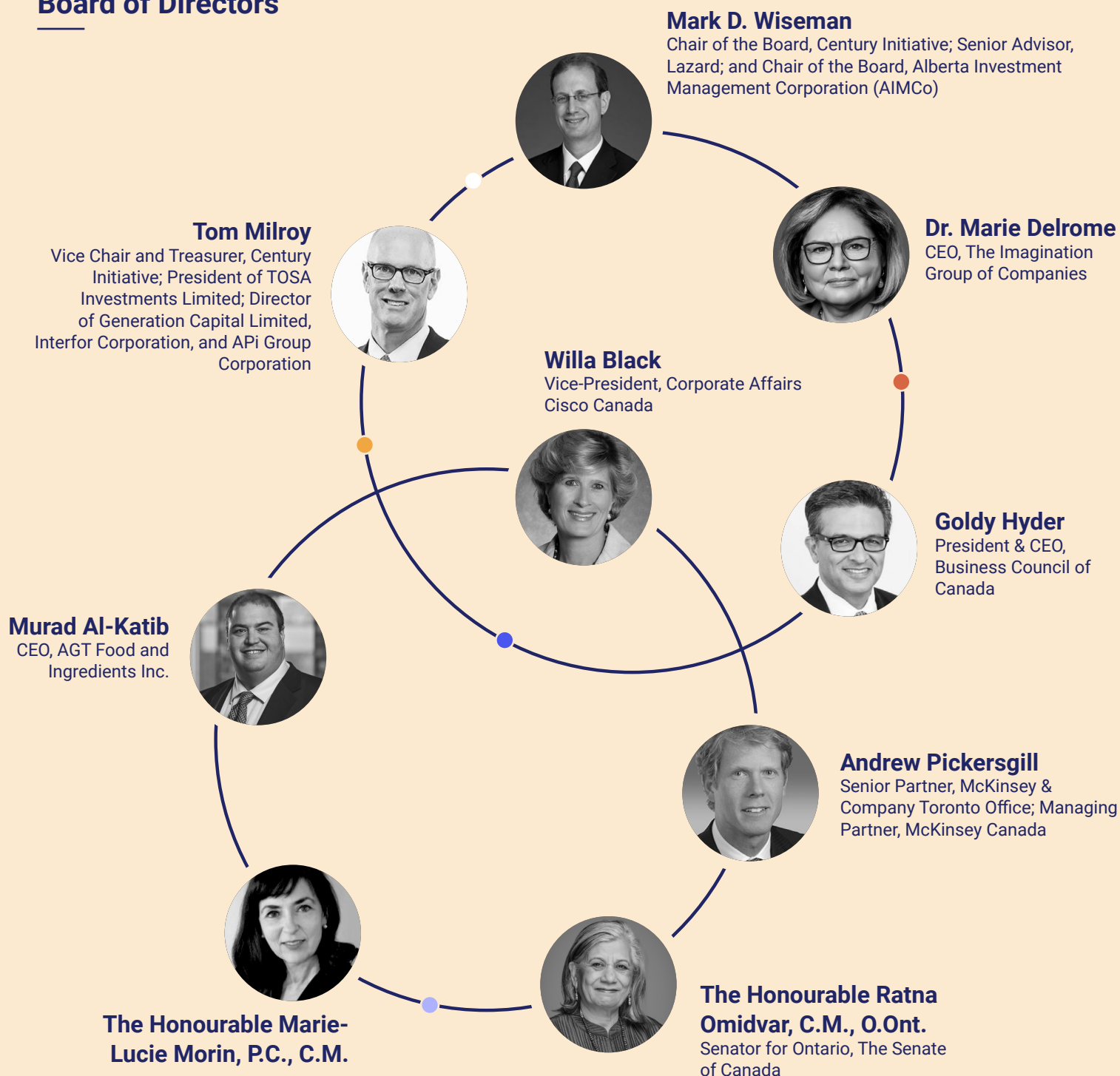
— *"CI is clearly focused on the bigger economic picture, offering perspectives to decision-makers which connect population growth, childcare, education and entrepreneurship in the quest for a more sustainable and prosperous Canada. I look forward to CI continuing its work in the coming years as the need for long-term thinking about important social and economic issues becomes even more acute."*

.....  
The Honourable Marie-Lucie Morin, P.C., C.M.

## Our People

Century Initiative's mission is supported by experts from Canada's business, academic, and charitable sectors who share a belief that prosperity takes planning, and that with the right approach, Canada can enhance its economic strength and resilience at home, and our influence abroad.

### Board of Directors



## Expert Panel

Our Expert Panel members are leading practitioners and academic experts from a range of fields who help to inform Century Initiative's annual agenda setting and policy planning. Their diverse perspectives and deep expertise are invaluable to Century Initiative's work and impact.



**Andrew Parkin**  
Executive Director, Environics  
Institute for Survey Research



**Daniel Rubinstein**  
Director of Policy & Research  
at the Federation of Canadian  
Municipalities



**Anna Triandafyllidou**  
Canada Excellence Research Chair  
in Migration and Integration at  
Ryerson University



**Howard Duncan**  
Executive Head, Metropolis Project,  
Carleton University



**Craig Alexander**  
Chief Economist, Deloitte Canada



**Andrea Doucet**  
Canada Research Chair in Gender,  
Work & Care, Professor of Sociology  
and Women's & Gender Studies at  
Brock University, Adjunct Research  
Professor in Sociology at Carleton  
University



**Dr. Susan Black**  
CEO, Conference Board of Canada



**Jaxson Khan**  
Senior Growth Manager at Fable



**Agapi Gessesse**  
Executive Director of CEE Centre for  
Young Black Professionals



**Mary Rowe**  
President and CEO, The Canadian  
Urban Institute





**Kareem El-Assal**  
Director of Policy & Digital Strategy  
at CanadaVisa



**Martha Friendly**  
Founder and Executive Director of  
the Childcare Resource and Research  
Unit



**Dawn Madahbee Leach**  
Vice-Chair - National Indigenous  
Economic Development, General  
Manager of the Waubetek Business  
Development Corporation



**Alastair MacFadden**  
Executive-in-Residence Johnson  
Shoyama Graduate School of Public  
Policy University of Regina



**Maximilian Seunik**  
CEO of Young Diplomats of Canada



**Sara Austin**  
Founder and CEO, Children First  
Canada



**Matthew Mendelsohn**  
Senior Advisor, Boston Consulting  
Group; Visiting Professor, Ryerson  
University



**Pedro Barata**  
Executive Director, Future Skills  
Centre



**Naomi Alboim**  
Senior Policy Fellow at the Canada,  
Excellence Research Chair in  
Migration and Integration at  
Ryerson University, Distinguished  
Fellow at the School of Policy  
Studies at Queen's University



**Jonathan Dewar**  
Chief Executive Officer, First Nations  
Information Governance Centre



**Stephen Atkinson**  
Senior Vice President at Marsh  
Canada Ltd.

# Century Initiative in 2021: A Year of Significant Impact

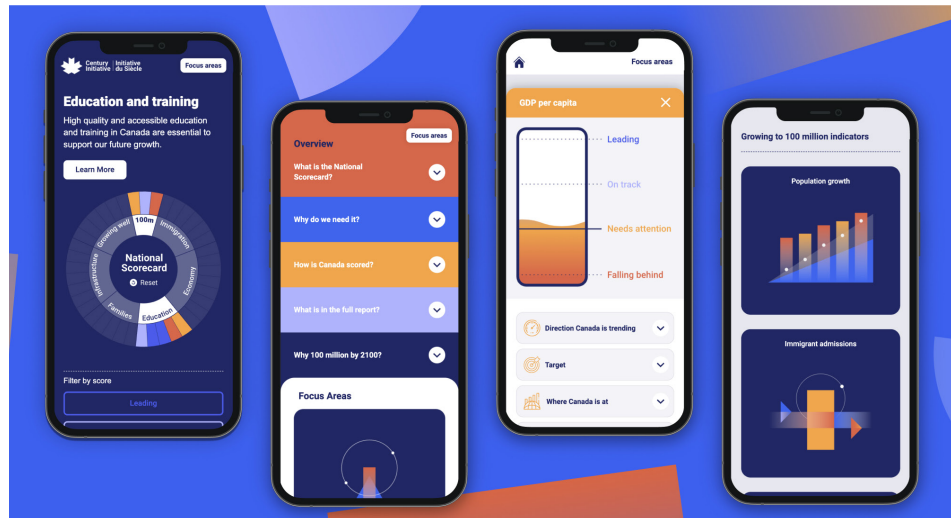
## Taking a Big Picture View of Prosperity – A New Tool to Track Progress

*“As we begin mapping our country’s post-COVID-19 future, let’s seize the opportunity to imagine what a bigger, bolder Canada could look like – a Canada that is more prosperous, diverse, resilient, and globally influential. To get there, our vision must be grounded in thoughtful, careful and purposeful growth. With the launch of Century Initiative’s National Scorecard on Canada’s Growth and Prosperity policy makers have a tool to help track our progress toward a more prosperous future for more Canadians.”*



**Andrew Pickersgill**

This year, we launched [\*\*The National Scorecard on Canada’s Growth and Prosperity\*\*](#), providing policy and decision makers with the country’s first-ever tool to track progress toward a more prosperous, sustainable Canada for more Canadians. The National Scorecard sets a bold new economic and social vision for the country. It provides a strategic window into where we are leading, on track, in need of attention, or falling behind on the issues and factors that will influence Canada’s future. As Century Initiative’s (CI) work progresses, The Scorecard will be



our annual pulse check on the work that has been achieved and the steps ahead.

The Scorecard’s findings were highlighted and discussed in key national public convening events including a [\*\*national Globe and Mail event\*\*](#) (March 30, 2021); the Banff Forum (Oct. 21-22, 2021); and the National Immigration Summit [\*\*alongside The Right Honourable Adrienne Clarkson and Dan Rees, Group Head of Scotiabank\*\*](#) (May 27, 2021).

We are pleased to report that The Scorecard was heavily cited in the Senate Prosperity Group Action Report: [\*\*“Rising to the Challenge of New Global Realities: Forging a New Path for Sustainable, Inclusive and Shared Prosperity in Canada”\*\*](#) (Sept

28, 2021). It has been added to the [\*\*Legislative Library of Ontario\*\*](#) as a policy making resource. It informed the development to two key insight reports: [\*\*Canada’s Early Learning and Child Care System: Building a Foundation for Sustainable Population Growth\*\*](#); and [\*\*Driving Innovation and Entrepreneurship in Canada: The Benefits of Immigration\*\*](#) (December 2021).

We will continue to expand our reach, encouraging Canadians, businesses, non-profits and governments to think longer term and work together toward ensuring all Canadians benefit from future growth and prosperity.



## Achieving Impact– Driving Future Economic Growth and Prosperity through Immigration

*“Canada must build a cutting-edge, new-century economy that encourages invention and innovation, dynamism, adaptiveness, resilience, and the development of key investment networks and relationships. If we get this right, Canada will be an engine of innovation, entrepreneurship and talent – key drivers of 21st century competitiveness. But scaling up Canada’s population is a necessary condition of this success, and Century Initiative has a plan for helping meet that need in a thoughtful, sustainable way.”*



**Tom Milroy**

In 2021, the federal government satisfied Century Initiative’s long-standing calls for new pathways to permanent residency for essential workers and students and for more ambitious immigration targets, with a series of policy announcements and commitments. We are pleased to see our efforts, and those of like-minded stakeholders being recognized in these tangible ways.

See Century Initiative’s statements:

**Statement:** [Century Initiative responds to today’s Speech from the Throne](#) (Nov. 23, 2021)

**Statement:** [Century Initiative welcomes Budget 2021’s ambitious plans for long-term economic recovery](#) (April 20, 2021)

**Statement:** [Century Initiative welcomes new pathways to permanent residency](#) (April 14, 2021)

## The Case for an Ambitious Immigration Policy



The Hon. Marco Mendicino



Lisa Lalonde



Goldy Hyder

**April 15th, 2021, 12:00 PM ET**



## Achieving Impact – Making the Economic Case for a National Early Learning and Child Care Plan

*“Access to high-quality, affordable child-care has a positive impact on the well-being of children and families, and can contribute to job creation, the attraction and retention of newcomers to Canada, and greater participation of women and parents in the economy. That is why Century Initiative has been such a vocal advocate for a national childcare program, and we were thrilled to see the federal government move forward with its commitment to implementing one in 2021.”*



Willa Black

Since its founding, Century Initiative has advocated for a national early learning and child care plan to allow more women to enter or return to the work force, in addition to allowing more families to make the decision to have children. In April, the federal government announced a historic budget that included a commitment of \$30 billion over 5 years to build a national early learning and child-care system. See Century Initiative’s statement welcoming this bold commitment to Canada’s future.

After this announcement, Century Initiative efforts shifted to supporting ongoing education efforts and ensuring continued momentum

with the release of “[Canada’s Early Learning and Child Care System: Building a Foundation for Sustainable Population Growth](#)” (August 6). The report identified key issues to be addressed (to avoid pitfalls of the past) in delivering a long-term plan and supporting gender equity. An article on the paper’s findings was published First Policy Response: “[Momentum is building for a Canada-wide child-care system. Let’s keep it going](#)” (August 13).

As of December 1, the first bilateral federal-provincial early learning and child care agreements under this plan have been signed with nine jurisdictions.



## Advancing Long-Term Thinking and Planning

*"The future we desire will require a willingness among Canadians to bring a long-term lens to our biggest current challenges, meeting them with bold, forward-looking policies and significant investment to match. It will require leadership. And it will require a series of national strategies to get us to our goal."*



Mark Wiseman

Century Initiative is the only organization in Canada advocating for a more holistic view of the full range of factors – including population growth – required to build a bigger, bolder, and more prosperous future

for more Canadians. Greater, more sustainable prosperity requires an understanding of the relationship between the size of our population, our investments in infrastructure and childcare, education and more. Only Century Initiative can bring that perspective to the table. It starts with how we have structured our organization to ensure that every decision we make or position we take is informed by the perspectives and insights of a broad range of thinkers, experts, and people with lived experience.

For instance, in 2021 we strengthened our governance model by expanding our Board of Directors, and enhanced our expertise by introducing a

National Experts Panel, and a National Council of Champions (to launch in 2022). Together they help expand our reach to new stakeholders and provide insights and advice to guide our advocacy efforts.

Throughout 2021, we engaged our stakeholders, met new ones, brought new resources into the CI family, published a wide range of reports, found new partners, and secured an enviable level of media coverage. Together, all these efforts contributed to raising CI's profile and awareness of some of the key economic issues facing Canadians and our policy and decision makers. Following are just a few of the highlights of the past year.

## 2021 Highlights

### Panel Discussion

#### Smart Growth: How might Canada plan for more people?

				
<b>Moderator:</b> <b>Doug Saunders</b> International Affairs Columnist <i>The Globe and Mail</i> @DougSaunders	<b>Kareem El-Assal</b> Director of Policy and Strategy <i>CanadaVisa</i> @canadavisa_com	<b>Dawn Madahbee Leach</b> Vice-Chair National Indigenous Economic Development Board @TheNIEEB	<b>Don Iveson</b> Mayor of Edmonton @doniveson	<b>Armine Yalnizyan</b> Atkinson Foundation's Fellow on the Future of Workers @ArmineYalnizyan

P&P Webcast

We are raising awareness among and connecting with more Canadians through an innovative new multi-year partnership with *The Globe and Mail*. Together we hosted our first-ever virtual event, the ***People and Prosperity*** webcast, generating national media coverage and featuring participants like the Right Hon. Brian Mulroney and the Right Hon. Beverly McLachlin, among others.

CI actively engaged the stakeholder community throughout 2021, joining the federal immigration minister at a ***virtual Canada 2020 event***, participating in two Canadian Club events, the Conference Board of Canada's National Immigration Summit, OECD Global Action on Promoting Social and Solidarity Economy Ecosystems, and the Banff Forum, among many others.



Banff Forum





Centre Block, Parliament Hill, Ottawa

Century Initiative shared its perspective on immigration, childcare, and other economic issues with the federal government through our contributions to House Standing Committees federal public consultations, and through submissions to relevant federal ministries, including at the Department of Finance, as well as Immigration, Refugees, and Citizenship. For example, CI presented to House of Commons Standing Committee on Citizenship and Immigration on June 7, 2021 and submitted the following brief.

We released five reports on a range of critical policy issues, including childcare, immigration and entrepreneurship, competitiveness, and Canadian attitudes toward racism and discrimination, among others.

- *Driving Innovation and Entrepreneurship in Canada – The Benefits of Immigration* (December 13, 2021)
- *Canadian public opinion on immigrants and refugees* (with The Environics Institute, Oct. 22, 2021)
- *Canadian public opinion about Indigenous Peoples and Reconciliation* (with The Environics Institute, Sept. 29, 2021)
- *Canada's Early Learning and Child Care System: Building a Foundation for Sustainable Population Growth* (August 6, 2021)
- *Building on COVID-Period Immigration Levels: The Economic Case* (with the Conference Board of Canada – July 28, 2021)

We partnered with the Conference Board of Canada to undertake annual population growth modelling to help better inform public policy decisions related to immigration.

CI made the connection between immigration, population growth and prosperity through strategic communications activities and projects, including the production and release of the *People and Prosperity Video* (2020-2021).



*"No one considers Canada's immigration record to be a big deal, and that's remarkable"*

- Jon Ibbitson, Globe and Mail, Oct. 22, 2021

*On the path to prosperity, or managing our decline?*

- Globe and Mail, CI Op-Ed, Mar. 31, 2021

*"Decline in immigration will cut Canada off at its knees by limiting our economic growth, our potential and, ultimately, our voice on the world stage"*

- Lisa Lalande, The Institute for Peace & Diplomacy, Sept. 14, 2021

2021 is among our most active in the media. In addition to multiple op-eds in the Globe and Mail, First Policy Response, The Institute for Peace and Diplomacy, and a series in The Philanthropist, we participated in interviews on a range of key policy issues with outlets like the Toronto Star, TVO's The Agenda with Steve Paikin, and The Globe and Mail, as well as a series of podcasts, helping us reach new audiences across Canada.



# The Way Forward

The demographic changes underway in Canada will, over time, impact our quality of life, our standard of living, and the cultural fabric of the country. At Century Initiative, we recognize that prosperity takes planning, and getting ahead of these trends requires long-term thinking to help us grow Canada's population – responsibly and sustainably – to 100 million by 2100. If we are successful, we will have contributed to a more prosperous Canada for future generations.

**This work would not be possible without the generous support of our donors some are listed here. We are grateful for their continued support of our work.**

