



Resilient by Design: What to know before you read

Canada's immigration debate is increasingly focused on numbers. But the real issue is not how many people come. It is how well we plan for it. Our latest report, *Resilient by Design*, makes a simple argument: Canada's current approach to immigration levels planning is becoming harder to sustain because short-term pressures are driving long-term decisions.

What's going wrong

Across the system, the same pattern is emerging:

- Decisions are becoming more reactive
- Immigration levels are more volatile
- Planning is not grounded in a clear view of system capacity
- Data is fragmented and incomplete
- National decisions do not reflect local realities
- Public debate is being shaped faster than evidence can respond

Individually, these are known challenges. Together, they are making the system less stable and harder to manage.

What's new in this report

This is not a report about whether Canada needs immigration. It is about how immigration should be planned. The key shift is from:

- setting targets → **to planning for system capacity**
- reacting to pressure → **to structuring decisions over time**

What this report proposes

A clearer framework for immigration levels planning built around three-time horizons:

1. **Short-term**
What can housing, infrastructure, and services absorb right now
2. **Medium-term**
How programs and flows adjust as conditions change
3. **Long-term**
Canada's workforce, economic, and demographic objectives

The core principle: **Short-term pressures should not determine long-term immigration strategy.**

Why it matters now

Canada is making rapid policy adjustments in response to public pressure. Without a clear framework, those decisions risk: increasing volatility, putting more strain on systems, further eroding public confidence.

How to read this report

If you only read a few sections, start here:

- **Key lessons** → where the system is breaking down
- **Planning framework** → what would change in practice
- **Recommendations** → how to move forward

Bottom line: Canada needs immigration. But it also needs a more disciplined approach to planning for it.