



Policy Horizons
Canada

Horizons de politiques
Canada

Policy Horizons Canada

OCTOBER 2023

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Canada

Policy Horizons Canada

Policy Horizons Canada (Policy Horizons) is the Government of Canada's centre of excellence in foresight.

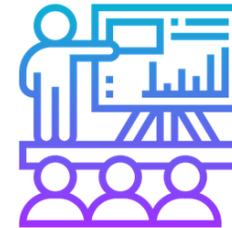
Our mandate is to empower the Government of Canada with a future-oriented mindset and outlook to strengthen decision making.



Conducting
foresight research



Partnering with
departments and agencies
across government



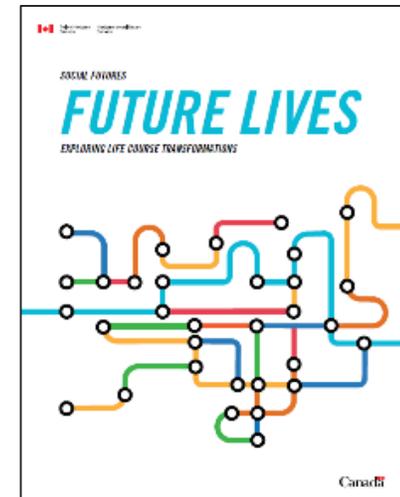
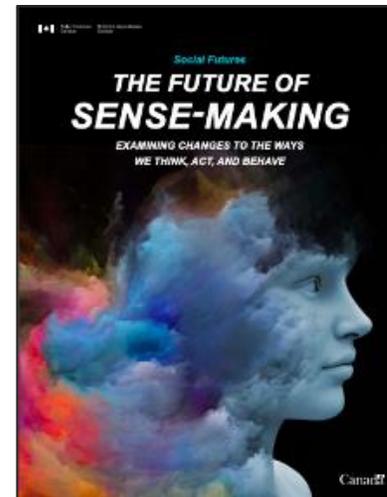
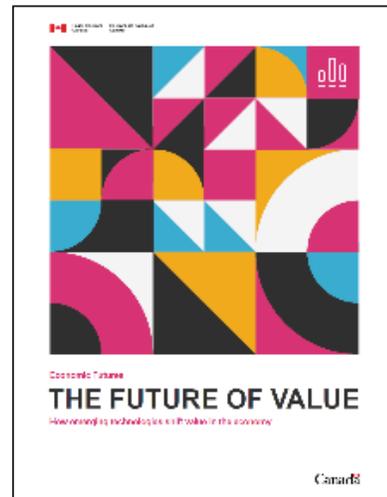
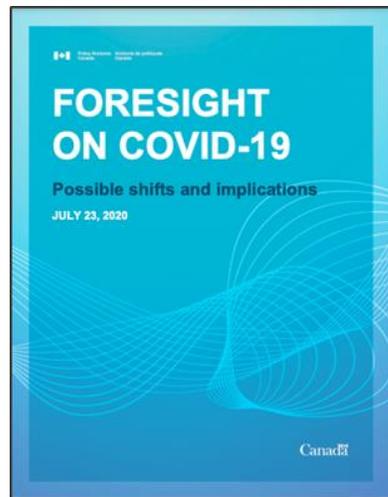
Building capacity among
analysts and leaders to understand
and use foresight

Our mandate is government-wide. We are governed by a Deputy Minister Steering Committee, co-chaired by the Deputy Minister of Employment and Social Development Canada and the Deputy Secretary to the Cabinet (Plans and Consultations) of the Privy Council Office.

Foresight Research – Publications

Policy Horizons' research is published on its website, and promoted on social media and through its *On the Horizon* newsletter. Below is a list of foresight reports available on our website:

- [Next Digital Economy](#)
- [The Future of Work](#)
- [The Future of Value](#)
- [Biodigital Today and Tomorrow](#)
- [Foresight on COVID-19: Possible Shifts and Implications](#)
- [The Future of Sense-Making](#)
- [Exploring Social Futures](#)
- [Future Lives](#)

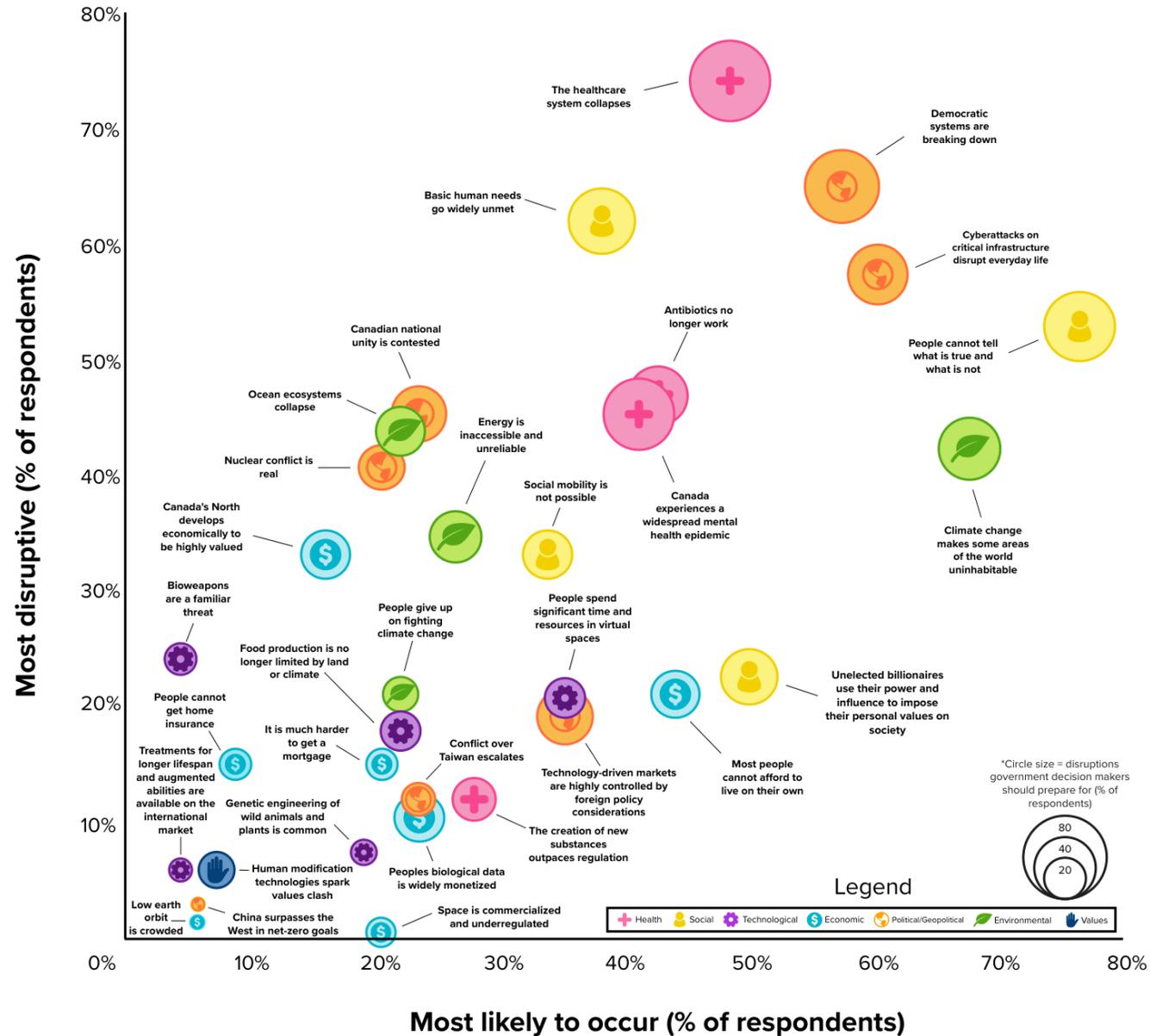


Outreach

- Networks
 - Federal Foresight Network (FFN)
 - Heads of Federal Foresight Network
 - Heads of Central Government Foresight Units
 - DG Strategic Policy Network on Foresight
- Events
 - Futures Week
 - Scan Club
 - Horizons Talks
- Partnerships
- Trainings
- Communications:
 - Publications and videos
 - Website
 - Social media
 - On the Horizon newsletter



Disruptions on the horizon: survey map



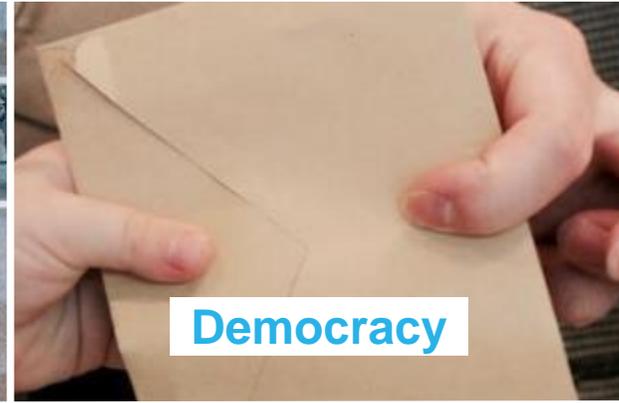
Big disruptions—what if...



Basic needs



Knowledge work



Democracy



Reskilling



Critical infrastructure



Healthcare



Social mobility



Mis/disinformation



Geotechnomics



Basic needs

A significant portion of people in Canada struggle to access basic necessities

- Water
- Food
- Energy
- Shelter
- Financial security and employment



Knowledge work

Shifts in knowledge work are affecting entire professions

- Artificial intelligence
- Quantity and quality of knowledge work
- Centaur work
- Accreditation systems
- Other white-collar transitions



Democracy

The struggle between the authoritarian and democratic models is messy

- Hollowing out of democratic systems
- Extremely wealthy individuals' platforms, businesses, foundations, investments, and public opinion
- Biodigital advancements
 - Human augmentation
 - Ecosystem interventions



Reskilling

The need for constant education and reskilling is massive

- Ageing and education/skills
- Automation and innovation
- Need for care workers



Critical infrastructure

There are frequent disruptions to critical services due to regular cyberattacks

- Technology and its role in critical infrastructure
- Digitized economy
- Trust in technology
- Geotechnomics



Healthcare

The healthcare system cannot meet Canadians' daily needs, much less respond to crises

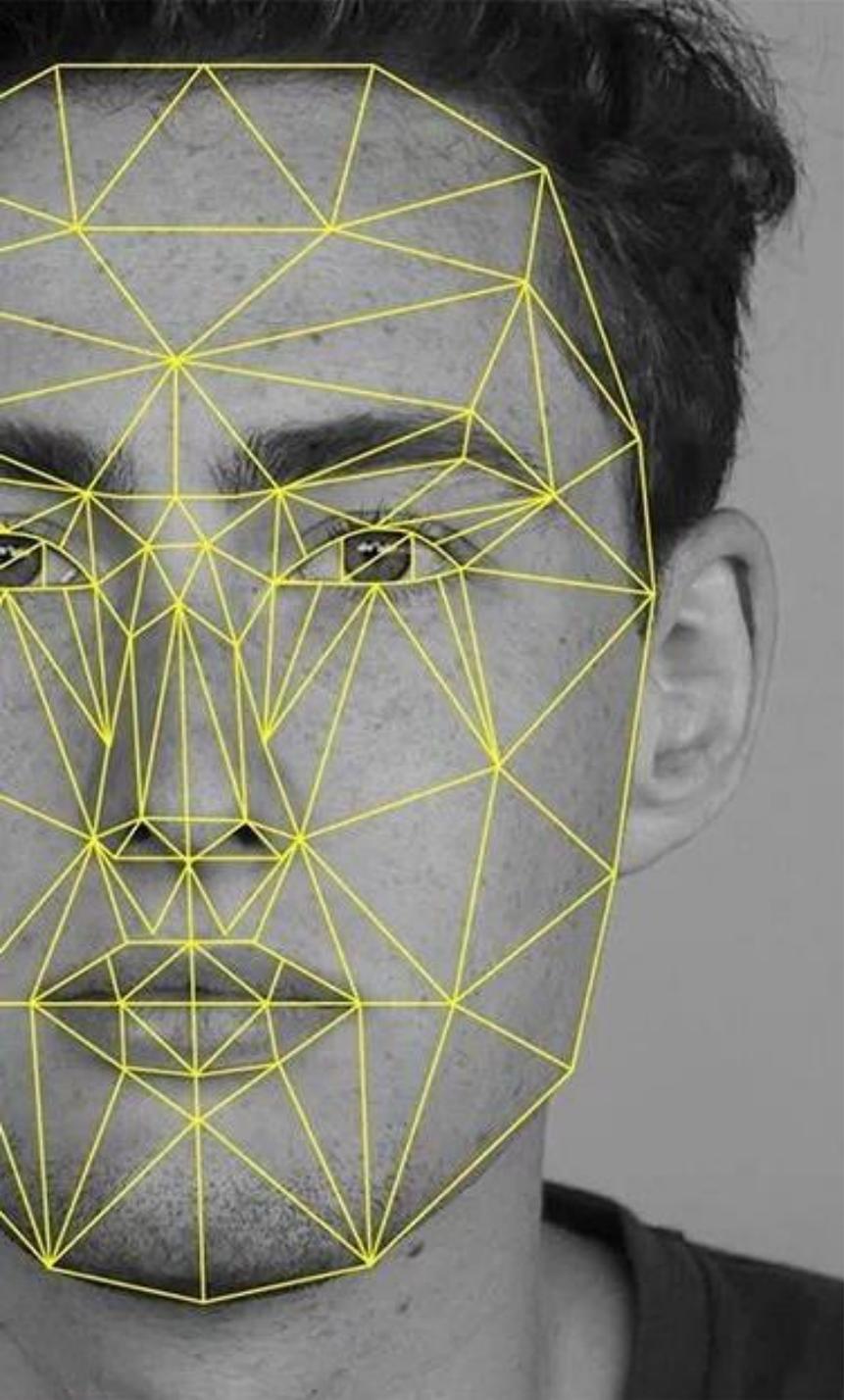
- Antimicrobial resistance
- Biodigital convergence



Social mobility

Social mobility is not possible and people's hopes of thriving in society dwindle

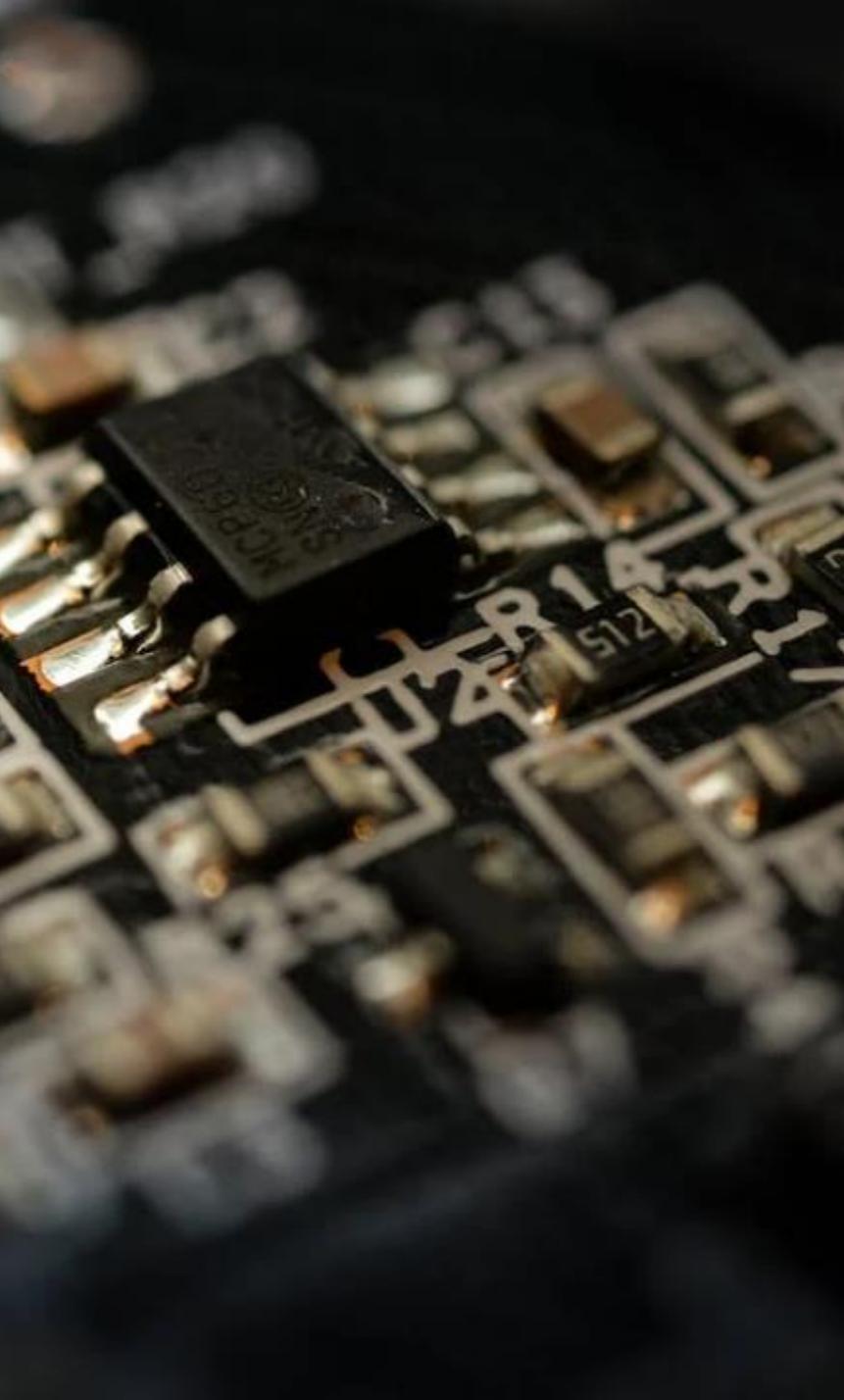
- Access to education
- Barriers to the housing market
- Insecure work arrangements
- Mental health



Mis/disinformation

**People cannot tell
what is true and what
is not**

- Deepfakes, machine-generated content
- Trust in authorities



Geotechnomics

Competition for technological dominance is determining the international order

- Industrial policies
- Regulation of certain companies
- Innovation investments
- Intervention and trust

Questions for conversation

- **Which disruption will most significantly disrupt Canadian society?**
- **For which of these disruptions are we least prepared?**
- **For which of these disruptions should we most prepare?**

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