



FutureWorks Canada
Tour

From Feedback to Foresight

Four Futures for Workforce Integration

Prepared by (in collaboration):



Immigrant
Employment
Councils of Canada



Future
Skills
Centre
Centre des
Compétences
futures

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Executive Summary

The FutureWorks Canada Tour set out to understand how immigration can play a stronger and more intentional role in Canada's future workforce. Across five regional forums and three national convenings, more than five hundred employers, policymakers, educators, and community partners shared a consistent message. Canada is not short on talent. The issue is alignment. The skills exist in the labour market, but the systems responsible for recognizing, developing, and using those skills often move in different directions.

Employers are ready to hire and retain skilled newcomers, yet many face slow credential recognition, fragmented pathways, and limited HR capacity, especially among small and mid-sized enterprises. These challenges are longstanding, but the Tour revealed how they reinforce one another and restrict employers' ability to respond to demographic and technological change.

Using an evidence-based Knowledge Mobilization Framework, the project synthesized insights from literature, regional engagement, and national discussions. A clear pattern emerged. Talent is available, but fragmentation across immigration, education, credentialing, and labour systems prevents employers, communities, and newcomers from moving in step with one another. As a result, Canada struggles to anticipate skill needs, recognize competencies efficiently, and apply talent where it is most urgently required.

Several pressures shape this reality. Critical shortages persist in healthcare, the trades, and education because credentialing timelines, regulatory barriers, and succession pressures collide. Power skills such as communication, adaptability, and teamwork consistently influence workforce success. Retention depends

on belonging, mentorship, and community infrastructure such as housing, childcare, and transportation. Regions that bring employers, governments, and post-secondary partners together demonstrate the strongest capacity for innovation and problem-solving. A key insight also emerged. Employer capacity is a skill domain in itself, and many organizations need support with workforce planning, inclusive hiring, and retention.

These findings point to the need for coordinated national action. Canada requires stronger alignment across systems, modernized credential recognition, and meaningful support for employers. Labour-market intelligence must link foresight, data, and practice. Inclusion and retention need to be treated as economic priorities. Learning pathways must remain flexible and responsive. Programs and strategies must focus on system outcomes rather than isolated outputs.

The FutureWorks Canada Tour demonstrates that employer voice is not only feedback. It is foresight. When insights are synthesized across regions, they reveal the deeper structures shaping Canada's workforce future. These findings lay the foundation for SEFC 2.0 and for building a coordinated workforce ecosystem that learns and adapts together.



Introduction

The FutureWorks Canada Tour brought together regional and national employer intelligence to understand how labour, immigration, credentialing, and community systems are shaping Canada's workforce future. While each region has its own realities, the conversations revealed consistent patterns in how employers and partners experience the system. The Tour created space to connect these signals, compare what is happening across jurisdictions, and identify the deeper forces shaping employer readiness and newcomer inclusion.

This report extends those findings through a futures lens. By synthesizing insights across five regional forums and three

national convenings, the project uncovered patterns that no single conversation can reveal on its own. The goal is to make these patterns visible and to explore the multiple futures Canada is already beginning to experience.

The scenarios that follow are grounded in employer voice and real system behaviour. They are not predictions. They are tools that help stakeholders recognize where alignment is emerging, where readiness is uneven, and where opportunities exist to build a more coordinated and responsive workforce ecosystem. Together, they provide a foundation for the next phase of the Strengthening Employer Feedback Channels initiative.



Foreword

FutureWorks Canada Tour Scenario Synthesis Report

We did not set out to do scenario planning.
We set out to listen.

Across eight forum activities and five regions, employers, policymakers, educators, and community partners told us again and again that the system is not broken. It is misaligned. Canada is not short on skills. It is short on the ability to see them, recognize them, and apply them in a coordinated way. Programs succeed in pockets but struggle to scale. Pilots fade as soon as funding ends. People everywhere are working hard, but not in the same direction.

*A simple truth emerged.
We are optimizing
yesterday's structures for
tomorrow's challenges.*

So we took a different approach. Instead of filing employer feedback under "lessons learned," we treated it as raw material for futures thinking. We used sensemaking, synthesis maps, actants, tensions mapping, and scenario development, not as academic exercises, but as tools to see deeper patterns shaping people, systems, and relationships.

This was never about predicting the future.

It was about seeing the system clearly enough that new futures could become possible.

Why Scenarios? Because the Feedback Demanded It

When we connected what employers raised in Brandon, what nurses described in Vancouver, what policymakers emphasized in national discussions, and what rural leaders voiced in New Brunswick, a pattern appeared that no single conversation could reveal.

*Canada is not one labour
market. It is multiple futures
unfolding at the same time.*

In a system that is fragmented, uncertain, and pulled in conflicting directions, traditional planning fails. Linear planning does not work in a non-linear environment. Scenario work allowed us to hold these competing truths at once: the hope, the frustration, the innovation, and the structural limits. It allowed us to place these realities inside four plausible futures grounded entirely in employer voice and lived experience.

*Scenario work did not
invent these insights.
It revealed them.*

Methodology

How we built the scenarios

These scenarios emerged through a full synthesis of the FutureWorks Canada Tour. They are grounded in qualitative and quantitative evidence, not theory.

01

Sensemaking and Synthesis

We organized employer feedback, survey data, and interview findings into a synthesis map. This revealed repeated patterns across regions and outliers that signaled emerging challenges or opportunities.

02

System Tensions Mapping

We identified the deepest pressure points shaping the workforce ecosystem: funding fragmentation, inconsistent readiness, uneven community capacity, siloed policy environments, and different expectations of immigration's role.

03

Actants Analysis

We examined what different system actors value, such as employers, educators, newcomers, policymakers, municipalities, and SPOs, and how their motivations and constraints interact.

04

Possibility Mapping

We translated insights into “How Might We” questions and “What If” explorations to surface opportunities for alignment and innovation.

05

Scenario Development

Two critical uncertainties shaped the Scenario Matrix:

- the degree of system alignment across immigration, education, and labour systems
- the level of employer and community readiness to implement inclusive, skills-focused practices

These axes produced the four futures in this report.

This approach allowed us to move past isolated observations and instead reveal the deeper patterns, tensions, and possibilities shaping Canada's workforce system. It provides a clear, evidence-based foundation for understanding the futures that employers, communities, and policymakers are already beginning to experience.

Scenario Matrix

The Future of Possibilities Matrix maps four plausible futures that emerged from the synthesis of employer insights, system tensions, and regional patterns collected across the FutureWorks Canada Tour.

The matrix is built on two defining dimensions:

- **System alignment**
How well immigration, education, labour, credentialing, and community systems move in a coordinated way. The horizontal axis reflects this spectrum, from fragmented alignment on the left to strong alignment on the right.
- **Employer and community readiness**
The capacity of employers, municipalities, and communities to attract, hire, develop, and retain diverse talent. The vertical axis reflects this range, from limited readiness at the bottom to strong readiness at the top. When the two dimensions intersect, they create four distinct futures. Each quadrant illustrates a coherent system pattern based on employer voice and real-world behaviours observed during the Tour.

Adaptitive Future

(High alignment, uneven readiness)

Policy coordination and system alignment begin to improve.

Some regions move quickly, while others lag behind due to uneven employer readiness, community infrastructure gaps, or sector-specific pressures. Innovation emerges, but progress is inconsistent.

Future-ready Canada

(High alignment, high readiness)

Immigration, labour, education, and community systems reinforce one another.

Employers have strong HR capacity, communities are prepared to welcome and retain newcomers, and systems share accountability through real-time labour market insights and flexible, skills-based pathways.

Technocratic Future

(Low alignment, low readiness)

Systems are efficient in structure but disconnected from employer and newcomer realities.

Processes work on paper, but employers struggle with capacity, and communities cannot fully support talent integration.

Reactive Future

(Low alignment, high readiness)

Employers and communities try to adapt but do so without coordinated support.

Local efforts are genuine but fragmented. Pilots thrive temporarily but fail to scale, and outcomes depend on individual champions rather than system design.

HIGHER ALIGNMENT

LOWER READINESS

HIGH READINESS

LOW ALIGNMENT

The Four Futures

What Each Scenario Represents and What Is Happening Inside Them

The Scenario Matrix outlines four plausible futures based on the intersection of system alignment and employer or community readiness. These futures reflect what employers across the country are already signaling and the deeper tensions shaping Canada's workforce environment today.

Each scenario is grounded in real feedback from the FutureWorks Canada Tour and reflects how IECs, immigration systems, and labour markets behave within that future.



WHAT IECS ARE DOING

01

Technocratic
Future

Systems attempt to modernize, but without shared direction or sufficient readiness, progress remains inconsistent. Improvements appear on paper, yet real-world integration is weak. Processes feel rigid, slow, and disconnected from employer and newcomer needs.

- Delivering consistent programs, but unable to influence deeper structural change
- Producing high-quality reporting, though uptake is uneven across siloed policy environments
- Supporting employers reactively in navigating fragmented, unclear pathways

02

Reactive
Future

Employers and communities are willing and motivated, but systems cannot support their efforts. Progress depends on individual champions. Local solutions thrive for a moment, then fade. No one can scale what works.

- Running strong local pilots that succeed temporarily but do not scale
- Responding to employer issues case by case because system direction is unclear
- Filling operational gaps created by inconsistent or conflicting processes

03

Adaptive
Future

Systems begin aligning. Shared frameworks emerge. Policy signals become clearer. But readiness across employers and communities remains uneven. The system is starting to move in the same direction, but the ground-level capacity needed to support that movement is still developing.

- Coordinating employer feedback using shared tools and early alignment frameworks
- Introducing inclusive hiring and onboarding practices, though employer uptake remains inconsistent
- Beginning to support readiness-building through diagnostics and early learning tools, slowed by capacity constraints

04

Future-Ready
Canada

Immigration, labour, education, and community systems operate as an integrated workforce ecosystem. Employers have the capacity to hire inclusively, and communities can support long-term newcomer success. Talent mobility becomes frictionless. Workforce planning becomes strategic.

- Leading coordinated national employer engagement supported by real-time labour intelligence
- Operating a shared Navigator platform linking employers, educators, SPOs, and regulators
- Running design labs that produce scalable, future-focused workforce solutions
- Using scenario trendlines to anticipate shifts in employer behaviour and workforce needs



WHAT IMMIGRATION LOOKS LIKE

- Administrative improvements that do not translate into practical usability
- Credential and licensing reforms advance unevenly, without employer or community readiness
- National strategies appear aligned, but regional interpretations and capacities vary widely

WHAT THE LABOUR MARKET LOOKS LIKE

- Employers follow procedural steps but still struggle to attract or retain immigrant talent
- SMEs face low HR capacity and persistent uncertainty
- Talent continues to be underutilized due to weak onboarding, retention, and belonging practices

LOW ALIGNMENT
LOW READINESS

- Frequent policy changes driven by short-term pressures
- Provinces, municipalities, and sectors create local workarounds
- Credentialing and regulatory systems remain slow, siloed, and unpredictable

- Employers hire reactively to address immediate shortages
- Rural and remote areas face growing recruitment and retention challenges
- Credential barriers continue to block skilled workers
- Retention suffers due to housing, childcare, transportation, and community capacity issues

LOW ALIGNMENT
HIGH READINESS

- Selection and credential pathways begin aligning with labour needs
- Early collaboration strengthens between IRCC, ESDC, provinces, and regulators
- Competency-based recognition expands gradually but unevenly

- Employers invest more in retention, upskilling, and early belonging practices
- Shortages ease in regions with stronger alignment and infrastructure
- SMEs benefit from shared tools that reduce the complexity of hiring immigrants
- Community supports improve but remain inconsistent across regions

HIGH ALIGNMENT
LOW READINESS

- Seamless alignment across selection, credentialing, employment, and integration
- Fast and fair recognition enables talent mobility across provinces and sectors
- Immigration strategy integrates with housing, transportation, and economic planning
- Policy adapts in real time based on labour-market intelligence

- Employers plan long term and reduce reliance on reactive hiring
- SMEs operate with mature, integrated HR and inclusion tools that support strong retention
- Communities offer reliable infrastructure that supports newcomer belonging
- Talent flows fluidly across regions and sectors
- Economic growth becomes more resilient, innovative, and equitable

HIGH ALIGNMENT
HIGH READINESS

Key Findings

What the Synthesis Made Visible

Across all regions and sectors, four insights were unmistakable:

01

Canada currently operates between a Technocratic and Reactive future.

Administrative systems and goodwill coexist with fragmentation, bottlenecks, and uneven access.

02

There are signs of movement toward an Adaptive future.

Employers are experimenting, communities are building belonging, and education partners are adjusting pathways, but progress remains uneven and localized.

03

Alignment, not effort, is the missing ingredient.

Canada has the talent, programs, and partnerships. What is missing is the connective tissue that turns isolated wins into national progress.

04

The ecosystem needs shared language and shared expectations.

The scenarios offer this and help stakeholders understand the broader system forces shaping employer experiences.



These findings make one thing clear. **Canada does not lack talent or effort. It lacks alignment.** The scenarios help explain why progress feels uneven and why strong ideas struggle to scale. They turn scattered insights into a clear picture of the system forces shaping employer experiences and the conditions needed for national impact.

Further detail and supporting analysis are provided in the Appendices.



How this shapes our work going forward

These scenarios will not sit on a shelf. They are already reshaping employer engagement, data collection, program design, and policy influence across IECC.



01

Strengthening the Collection System

Integrating futures-informed questions into forums, Navigator conversations, and surveys to capture signals of readiness, alignment, and emerging skills.

02

Using Scenarios as Alignment Tools

Using scenarios in regional and national engagements to identify gaps and misalignment.

03

Building Scenario Trendlines

Tagging employer insights to scenario patterns to create early-warning intelligence.

04

Informing SEFC 2.0

Using scenario signals to guide which ideas to test, where to test them, and which readiness conditions matter most.

05

Designing Future-Ready Tools and Platforms

Embedding scenario insights into the Employer Navigator platform, diagnostics, and learning hubs.

06

Strengthening Knowledge Mobilization

Turning scenarios into an employer-facing video, a facilitation kit for IECs, scenario cards, a government-ready summary, and a cross-regional learning bulletin.





Conclusion

The Future Is Not Something We Wait For

The FutureWorks Canada Tour showed that Canada's challenge is not talent or effort. It is alignment across systems that determine how quickly talent contributes to economic growth. The scenarios make this visible by revealing how different levels of readiness and coordination shape employer experience, newcomer outcomes, and system behaviour. They transform hundreds of insights into a coherent picture of where we are, where we are drifting, and what conditions must shift for national progress.

These futures are not predictions. They are invitations. They invite policymakers, employers, educators, and community partners to see the system clearly, compare realities honestly, and act with shared purpose. They offer a practical way to understand why strong ideas succeed in some regions and disappear in others, and what

it will take to build a more coordinated, inclusive, and effective workforce ecosystem.

FutureWorks was created to do exactly this. Turn employer voice into foresight. Turn foresight into alignment. Turn alignment into system change. The scenarios in this report are already shaping how we design SEFC 2.0, strengthen employer engagement, build readiness tools, and connect labour-market intelligence to real decision making.

The future is not fixed. It will be shaped by what we choose to pay attention to and what we decide to build together. The scenarios give us a shared starting point. The work ahead is to align around it and move with intention.

Alignment is the lever that turns employer voice into workforce participation, and workforce participation into productivity, resilience, and long-term economic growth.

Appendix

System Tensions Map

The System Tensions Map captures the most persistent pressure points shaping Canada's workforce and immigration ecosystem. These tensions emerged across all FutureWorks Canada Tour regions and reflect structural barriers that limit alignment, readiness, and impact.

Key tensions identified include:

- fragmented funding and program structures
- uneven regional and sectoral readiness
- inconsistent community capacity
- siloed policy environments
- misaligned expectations between immigration and workforce systems
- gaps in data, shared measurement, and real-time labour intelligence

These tensions reinforce one another, showing that workforce integration challenges cannot be solved by any single actor. Progress requires coordinated action across federal, provincial, municipal, sectoral, and community systems.

	META LEVEL SYSTEM LEARNING & PURPOSE	MACRO LEVEL POLICY, FUNDING & GOVERNANCE	MESO LEVEL COORDINATION & CAPACITY	MICRO LEVEL PRACTICE & LIVED EXPERIENCE
LEADING TENSION	Pilot Fatigue vs. System Learning	National consistency vs. Regional Flexibility	Collaboration vs. Competition	Recognition vs. Re-Assessment
WHY IT MATTERS	Canada's workforce ecosystem is rich in pilots but poor in consolidation. Each initiative generates insights, yet lessons stay local, unlinked, and unrepeatable. This undermines cumulative progress and causes actors to continuously "reinvent" rather than evolve.	Federal and provincial systems strive for comparable measures and equity across Canada, but workforce and immigration realities are highly regional. The rigidity of national frameworks can stifle innovation, while too much flexibility fragments results.	Organizations, especially SPOs, PSIs, and workforce boards, are expected to collaborate but compete for limited, project-based funding. This erodes trusts, causes duplication, and prevents shared infrastructure or scaling of success.	Newcomers repeatedly prove what they already know. Employers, recruiters, and regulators lack confidence in existing credential systems, creating cycles of redundancy and frustration that waste talent and delay contribution.
LEVERAGE FOR CHANGE	Create a national learning architecture (shared metrics, data commons, evaluation loops) that turns pilot insights into institutional memory and ongoing system adaptation.	Design modular policy frameworks with a shared national core (outcomes, indicators) and adaptable regional layers to preserve both coherence and context.	Establish regional learning hubs and shared employer engagement platforms with joint funding, enabling cooperative delivery and shared credit for outcomes.	Implement Pathways Passports and interoperable digital credentials that document verified skills once, recognized consistently across provinces, employers, and sectors.
	LEARNING Evidence from local pilots feeds directly into policy adaptation cycles.	ALIGNMENT Funding design rewards collaboration, not competition, sustaining local coordination.	COLLABORATION Employer, SPO, and worker data integrate, making the job-training and recognition pathway transparent.	RECOGNITION Lived experience becomes data for system learning, closing the loop between user reality and policy design.

Actants for Ideation Summary

The Actants for Ideation tool helped us map the motivations, constraints, roles, and values of key system actors influencing workforce and immigration outcomes. This tool clarified how different stakeholders understand their responsibilities and where collaboration can unlock new possibilities.

The analysis highlighted:

- what each actor values most
- what constraints shape their decisions
- where priorities overlap or diverge
- which innovations or solutions each actor would champion

The Actants Map supported the creation of a Possibility Map, which surfaces opportunities for joint action and forms the conceptual base for future cross-regional Design Labs under SEFC 2.0.

	Actors <i>Who's Involved</i>	Perspectives <i>What Shapes Their Actions</i>	Signals <i>What We're Seeing</i>	Possibilities <i>What We Could Build</i>	Value <i>What This Enables</i> <i>(Social, Economic, Ecological)</i>
EMPLOYERS & JOB CREATORS	<ul style="list-style-type: none"> • Small & Medium Enterprises • Mid-Market Enterprises • Large Enterprises Recruiters & Talent Intermediaries 	High motivation to hire inclusively, combined with time, capacity, and system complexity constraints, drives demand for simple and standardized tools, clear credential equivalencies, and reliable data to reduce risk and demonstrate tangible ROI in training, retention, and workforce investment.	Across regions, SMEs show high enthusiasm but low readiness and want shared HR services and simple tools, mid-sized organizations are moving toward more structured workforce development through partnerships, and large organizations are seeking scalable, technology-enabled solutions, alongside consistent calls for clearer credential verification, standardized hiring tools, and shared talent pools for faster, fairer matching.	Shared SME starter kits and HR Pods, Regional Talent Compacts and learning credits, competency-based analytics and knowledge hubs, and recruiter tools like job crosswalks and verified talent portals could create simpler, scalable, skills-based pathways to hire, develop, and retain talent.	Stronger trust, belonging, and credibility; faster, fairer, and more predictable hiring with lower turnover and admin burden; measurable returns through better pipelines, performance tracking, and business growth; and a more aligned, data-enabled, and resilient workforce system that supports local self-sufficiency, scalability, and collective impact.
NEWCOMER TALENT & SUPPORT ECOSYSTEM	<ul style="list-style-type: none"> • Workers & Newcomers • Service Provider Organizations (SPOs) & Community Organizations 	The need for fair, transparent, and predictable pathways to meaningful work, combined with fragmented systems, short-term funding cycles, and capacity constraints, drives a focus on reducing duplication through shared tools and templates, strengthening employer partnerships, and building cross-sector collaboration to support retention, career growth, and community belonging.	Employment outcomes are increasingly seen as dependent on community integration and wraparound supports as much as on hiring, alongside growing calls for faster and more transparent credential recognition, clearer bridges into work, and more coordinated systems with shared data, predictable funding, and standardized readiness tools to strengthen preparation, placement, and retention.	Pathways Passports and a national skills recognition portal, expanded supervised practice and micro-bridging, community anchor supports, and SPO-led retention, integration, and learning platforms could create clearer, faster, and more coordinated routes into work while strengthening employer engagement and long-term retention.	Belonging and dignity, fair and predictable pathways to stable work with recognition of international experience, predictable funding and shared tools, and integrated, data-enabled systems that link work with housing, childcare, transport, and settlement.

Actors*Who's Involved*

- Post-secondary institutions, Research & Training Partners
- Regulators & Sector Councils

Perspectives*What Shapes Their Actions*

Balancing academic quality and public safety with industry needs and labour shortages, while constrained by rigid processes and siloed funding, is driving greater use of competency-based and modular pathways, stronger partnerships, applied research, and more efficient, evidence-based credentialing.

Signals*What We're Seeing*

Growing emphasis is being placed on agility, collaboration, and portable, work-integrated learning aligned to labour-market needs, alongside increased experimentation with modular and competency-based pathways, data and forecasting, cross-jurisdictional alignment, and supervised or alternative routes to recognition to balance rigour with faster, more responsive access to credentials.

Possibilities*What We Could Build*

Micro-stacks and regional talent accelerators, co-recognized work-sample and e-portfolio assessments, supervised practice pathways, and interoperable digital credentials and competency systems could create faster, more portable, and more trusted routes from learning to licensing and work.

Value*What This Enables (Social, Economic, Ecological)*

Inclusive access and trusted partnerships, sustainable and performance-based funding with faster competency-based credentialing, and integrated, interoperable systems that align education, employment, and policy while improving safety, portability, and continuous learning.

- Policy, Funding & System Stewards
- Workforce Boards
- Municipal Governments & Economic Development Agencies
- Provincial Ministries
- Federal Departments
- Foundations & Funders
- Data & Innovation Enablers

The aim to align national policy with regional realities, combined with funding instability, limited jurisdiction, and fragmented coordination across systems, shapes a focus on shared measurement, integrated and interoperable data, flexible and place-based program design, trust-based partnerships, stronger communication loops, and scalable models that support collaboration, learning, and impact.

Stronger demand is emerging for coordinated, place-based planning and sustained collaboration, alongside calls for predictable funding, shared measurement and evaluation, better cross-ministry alignment, system-level investment, and interoperable data and analytics to reduce fragmentation, improve learning, and connect national strategies with regional realities.

Regional learning tables and dashboards, cross-ministry funding and accountability, a national integration framework with shared data hubs, joint funding labs, and a workforce data exchange with common skills standards could align policy, funding, and data around coordinated, evidence-driven system

Trusted convening and collaboration, predictable and efficient investment, inclusive and place-based growth, and shared data, measurement, and learning systems that align policy, funding, and infrastructure across levels of government and partners to deliver accountable, scalable, and long-term workforce impact.

Scenario Planning Framework & Future of Possibilities Matrix

To extend the synthesis beyond immediate feedback, we used a structured futures approach informed by real employer voices, tensions mapping, and cross-regional insights. This framework enabled us not only to understand what is happening today, but to identify the futures that are already emerging across Canada.

This appendix outlines:

- how the scenarios were built
- the critical uncertainties shaping the scenario logic
- and the Future of Possibilities Matrix that maps how system actors behave across the four futures

1. Scenario Planning Framework

The scenario-building process used multiple evidence-based steps:

- synthesis mapping
- system tensions identification
- actants analysis
- possibility mapping
- and Future State Scenarios development

Critical Uncertainties

Two uncertainties shape the scenario environment:

- **System Alignment**
The degree to which immigration, education, labour systems, and communities work in coordinated ways.
- **Employer and Community Readiness**
The level of capacity to adopt inclusive hiring, onboarding, retention, and skills-based practices.

These uncertainties form the axes of the Scenario Matrix.

2. Future of Possibilities Matrix

The matrix illustrates four plausible futures that Canada could experience depending on the degree of alignment and readiness across systems:

- **Technocratic Future**
- **Reactive Future**
- **Adaptive Future**
- **Future-Ready Canada**

This matrix shows how major actors behave under each future, including: newcomers, employers, immigration and welcome systems, settlement and community organizations, credentialing bodies, education and training providers, provincial and territorial governments

It highlights how actors shift from fragmented, reactive positions to coordinated, adaptive, and future-ready roles as alignment and readiness increase.

ADAPTIVE FUTURE

Efforts to align immigration, education, and workforce systems are gaining traction, but inclusion and implementation remain uneven. Coordination improves at the policy level, yet community capacity and employer readiness vary across regions.

Hallmarks: Emerging system coherence, policy alignment, and innovation, but limited reach and inconsistent inclusion.

Legends

Newcomers to Canada

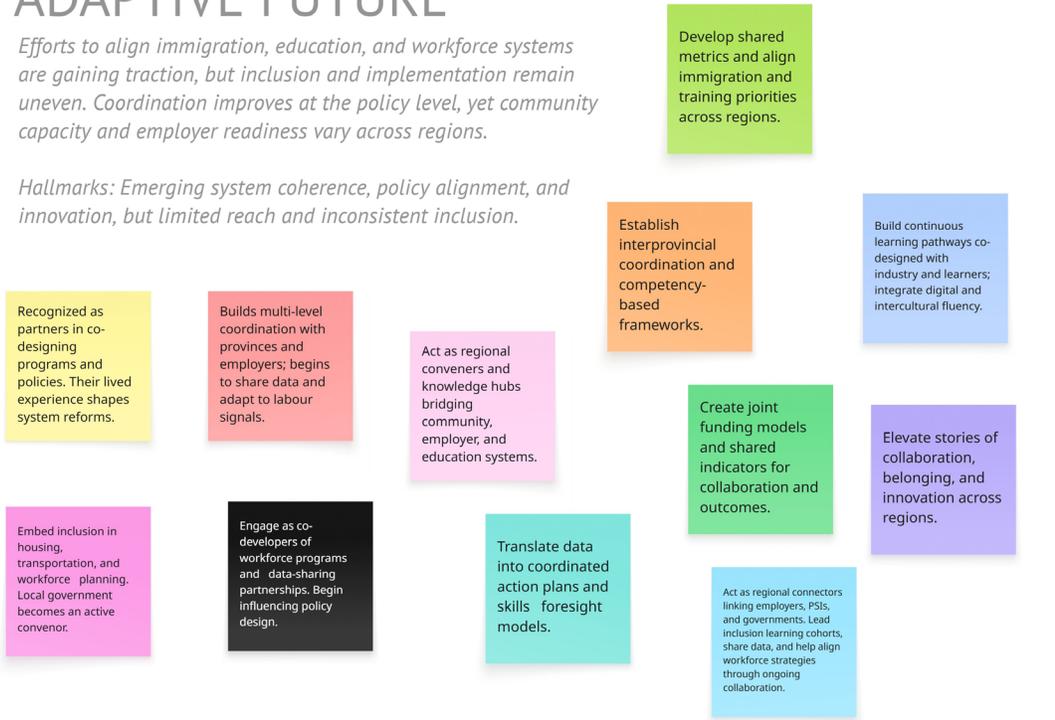
Immigration & Welcome System (IRCC & PNPs, etc.)

Settlement & Community Organizations (SPOs, LIPs, Non-profits)

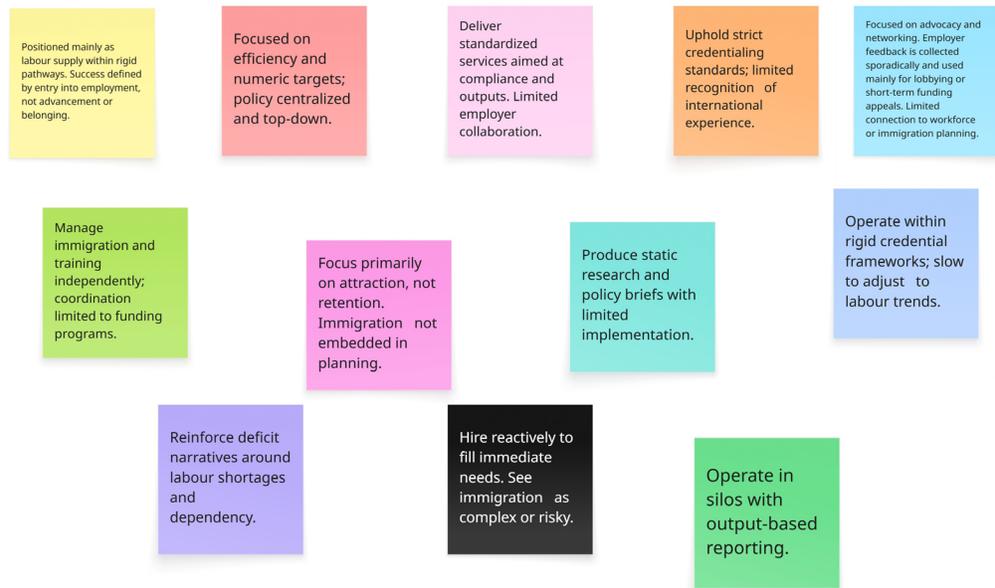
Professional Associations & Regulatory Bodies

Training & Education Institutions

Provinces & Territories



INCLUSION / READINESS



TECHNOCRATIC FUTURE

Systems are efficient but transactional. Immigration and credential processes are streamlined yet detached from lived experience. Inclusion is procedural, not felt.

Hallmarks: Data without empathy, productivity without belonging.

FUTURE-READY CANADA

Immigration, education, and workforce systems operate as one. Employers co-design learning pathways and retention strategies. Policy and practice are data-informed, human-centered, and adaptive.

Hallmarks: Shared accountability, lifelong learning culture, ethical technology use, inclusive communities.



REACTIVE FUTURE

Efforts to include immigrants and close skills gaps are well-intentioned but fragmented. Pilots succeed in pockets, but lessons are not scaled.

Hallmarks: Local leadership, short-term funding, and uneven access.

Legends

- Municipalities & Regional Councils
- Employers & Recruiters
- Sector Councils & Workforce Development Boards
- Federal Economic & Skills Policy Departments
- Media & Public Narrative Shapers
- Business and Industry Networks (Chamber of Commerce, Employer Councils, Industry Association)

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