



GOING UPSTREAM NEWSLETTER — SEPTEMBER 2026

WHY SOME REGULATORS SEE CHANGE COMING—AND OTHERS DON'T

This Month's Focus — Regulatory Intelligence & Foresight

Most regulators have access to more information than ever before—from Board reports and environmental scans to stakeholder feedback, performance data, sector updates, and professional intelligence. Yet emerging technologies, shifting government priorities, workforce pressures, and changing expectations still take organizations by surprise.

The challenge is often not information scarcity. It is recognizing which developments matter, understanding their potential implications, and bringing them forward early enough to support an appropriate regulatory response.

This Month's Upstream Question:

Are important developments reaching your organization early enough to support proactive action—or only after they become urgent?

Three Types of Intelligence Challenges

Specific issue. An organization needs to understand the implications of an emerging technology, workforce trend, policy development, or other discrete change.

Recurring pattern. Important developments repeatedly arrive as surprises, environmental scanning rarely influences decisions, or decision-makers receive conflicting signals about emerging risks and opportunities.

Organizational capability. Intelligence activities are fragmented, governance is unclear, or insight is not effectively connected to planning, decision-making, and organizational adaptation. Identifying the type of challenge helps determine the most appropriate response.

Why This Matters

Stronger intelligence systems intentionally identify developments requiring attention, validate information, connect insight to organizational priorities, and translate it into action. Although these practices cannot eliminate uncertainty, they improve preparedness, decision quality, regulatory effectiveness, and the organization's ability to fulfill its public-interest mandate.

See Earlier. Understand Better. Decide Smarter. Prepare More Effectively.

This Month's New Resources



[Read the Full Article](#): *Why Some Regulators See Change Coming—and Others Don't*

Executive Insight Briefing – Wednesday, September 16, 1:00-2:00pm EDT



Register for [Seeing Change Coming: Strengthening Regulatory Intelligence & Foresight](#)

This briefing will examine why important developments are often recognized too late, distinguish information from intelligence and foresight, and introduce practical approaches for strengthening regulatory awareness, preparedness, and future readiness.

August's Regulatory Signals: Expanding Access While Strengthening Accountability

August's newsletters suggest that regulators are working to improve access while reinforcing the safeguards that support public confidence. Across the sector, organizations are expanding registration and prescribing pathways, addressing workforce pressures, clarifying supervision and quality assurance requirements, updating professional standards, strengthening title protection, and introducing more practical guidance on AI and emerging technologies. Regulators are also placing greater emphasis on transparent, evidence-informed decisions and measurable service improvements.

The signal is that access and accountability are increasingly being advanced together rather than treated as competing objectives. Faster pathways require effective supervision. Expanded scopes require clear competence expectations. AI-enabled practice requires professional judgment, privacy safeguards and accountability. Sustainable regulatory modernization will depend on connecting these initiatives across registration, standards, quality assurance, enforcement and organizational performance.

Featured Practice Area: Regulatory Intelligence & Foresight

Our **Regulatory Intelligence & Foresight™ Practice Area** helps regulators build more systematic environmental-scanning and foresight capabilities or assess the implications of a specific emerging issue. It provides a structured way to connect external developments with strategic priorities, regulatory risks, and decision-making.

Learn more about the [Regulatory Intelligence & Foresight Practice Area](#), part of our [Regulatory Solutions Framework](#).

Let's Compare Notes

If your organization is strengthening its intelligence, environmental-scanning, or foresight capabilities, I'd be pleased to compare observations and discuss practical approaches being used across Ontario's regulatory sector. jordan@upstreammanagesolutions.com

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