



Council Decision Note

Item: Governance Enhancement Plan – Proposed Work Plan

Public Interest Rationale: The College is committed to operating a governance model that builds public confidence through transparency, accountability and efficiency. Continuous improvement and alignment to modern governance practices supports the College's governance function.

Strategic Alignment: Strong, effective governance supports achievement of the strategic plan – the College's purpose, its goals and enablers.

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Issue

In December 2025, Council undertook a prioritization exercise of initiatives proposed for an overall Governance Enhancement Plan (GEP). With this ranking, the following work plan is proposed for Council's approval to affirm the initiatives underway for 2026 and the progress, including touchpoints and milestones, Council can expect in the coming months.

Background

The GEP is a collection of initiatives identified by Council, Subcommittee, Committee members and College staff, gathered through operational feedback and experience, for ongoing improvement and longer-term strategic enhancement to the College's governance framework. These initiatives were shared with Council in October 2025 with an opportunity to add additional initiatives. In December 2025, Council undertook a prioritization exercise to share their views

on the relative importance and impact of the proposed initiatives. The final ordering of the 12 initiatives is reflected in the Appendix.

Proposed Approach

Together, GEP priorities form an overall plan to enhance the governance function of the College. With the prioritization exercise complete, the following three “buckets” of Council priorities have emerged to allow a synergistic approach to implementation:

1. Bucket 1 is a focus on foundations or baseline tools for Council members to build their governance expertise and knowledge of the College’s governance framework and tools residing within.
2. From these foundations, Bucket 2 initiatives are focused on people and building the capacity (onboarding) and continuity (succession) for governance excellence within the College’s framework.
3. Lastly, Bucket 3 initiatives are focused on education and effectiveness, including tools to evaluate progress and identify needed development areas.

These buckets combine to achieve the goals of the GEP for current priorities and a structured approach for other initiatives that may be identified in the future. Although positioned as separate buckets, these items are interconnected and may naturally intersect as the work is underway.

Bucket 1: Foundations: Focus on structure, clarity and baseline tools

GEP Initiative	Council Rank	Brief Description (<i>full description included in Appendix</i>)
Council Governance Manual	5	A Governance Manual would be a comprehensive document that provides clear guidelines and resources to support Council members in fulfilling their governance responsibilities. It would outline roles, responsibilities, policies, procedures, and best practices

GEP Initiative	Council Rank	Brief Description (<i>full description included in Appendix</i>)
		that Council members should follow to maintain good governance.
<ul style="list-style-type: none"> Risk-based Policy Review Cycle 	2	This initiative focuses on creating a formal policy review cycle that evaluates governance policies through a risk-based lens.
<ul style="list-style-type: none"> EDIA Strategy for Council 	7 (tied)	This initiative aims to develop a strategy to integrate EDIA principles into the governance framework of the College.
<ul style="list-style-type: none"> Reporting Schedules for Committees 	6	This initiative involves reviewing and potentially enhancing the regular reporting schedules for Statutory and Regulatory Committees to the Council.
<ul style="list-style-type: none"> Competency Matrix Enhancements* <p>*This priority is being split into two components: how the matrix is used (Bucket 1 foundations) and what is in the matrix (Bucket 2 continuity and capacity). How it is used (Bucket 1) needs to be addressed first to ensure it includes the necessary elements for effective use.</p>	1	Enhancing the matrix means refining how the College evaluates the qualifications, expertise, and experience of Council members in relation to the needs of the organization and how the competency matrix can support identifying the appropriate gaps to be filled.

Bucket 2: Continuity & Capacity: Focus on people, skills, sustainability

GEP Initiative	Council Rank	Brief Description
Succession Plan for Chair/Vice-Chair Roles	3	This initiative would outline a process for selecting, training, and preparing new leaders to step into these roles when current Chairs and Vice-Chairs' terms end or there is a vacancy.
Standardized orientation programming	9	This initiative proposes developing an orientation program for Council,

GEP Initiative	Council Rank	Brief Description
		Committee and Roster members that would standardize governance-related information and processes in addition to role-specific information.
Recruitment processes for Council, Committee, Rosters	11 (tied)	This initiative aims to evaluate the current recruitment tools and processes to ensure an adequate pool of candidates for governance positions.
Competency Matrix Enhancements* *This priority is being split into two components: how the matrix is used (Bucket 1 foundations) and what is in the matrix (Bucket 2 continuity and capacity).	1	Enhancing the matrix means refining how the College evaluates the qualifications, expertise, and experience of Council members in relation to the needs of the organization and how the competency matrix can support identifying the appropriate gaps to be filled.

Bucket 3: Education: Focus on education and effectiveness

GEP Initiative	Council Rank	Brief Description
Governance Education Strategy and Content	4	This initiative focuses on creating an ongoing educational strategy and content specifically designed for Council and Committee members around key education domains.
Evaluation Framework	7 (tied)	This initiative aims to develop a formal framework for evaluating the performance and effectiveness of both the Council and its Committees.
Post-meeting Reflections	10	This initiative proposes a formal process for gathering feedback from Council members after each meeting.
Enhancements to GovNet	11 (tied)	This initiative proposes improvements to the portal used by Council and committee members.

Proposed Work Plan

As a foundation for all enhancement priorities, Bucket 1 will be the focus of 2026 with the following timeline outlining how Bucket 1 initiatives will be developed and brought to Council. College staff will advise Council of any emerging work that may impact any of the proposed timelines.

Proposed Timeline – Council Intersections

	Jun 2026	Sep 2026	Dec 2026	2027
Bucket 1: Foundations				
Council Governance Manual <ul style="list-style-type: none"> • June: draft table of contents (for approval) • Sept: updates, progress, consultation • Dec: tranche 1 of manual documents • 2027: tranche 2 of manual documents, finalization 	✓			◇
Risk-based Policy Review Cycle <ul style="list-style-type: none"> • Sept: draft review criteria and cycle policy (for approval) • 2027: implementation of review cycle 		✓		◇
EDIA Strategy for Council <ul style="list-style-type: none"> • Sept: updates, progress, consultation • Dec: draft strategy (for approval) • Mar: framework for monitoring 			◇	
Reporting Schedules for Committees <ul style="list-style-type: none"> • Sept: consultation • Dec: proposed schedule (for approval) 			◇	
Competency Matrix Enhancements – Bucket 1 <ul style="list-style-type: none"> • Mar: referral to SNS • June: proposal for how current matrix is/should be used (for approval) • Sept: report on SNS use for committee/roster appointment process • Dec: report on SNS use for Council, chair, vice-chair applicants 	✓		◇	

✓ milestone

◇ complete

A proposed work plan for bucket 2 initiatives will be shared towards the end of 2026 allowing an opportunity for realignment of existing priorities or additional of new proposed enhancements.

Decision Sought

The following motions are recommended:

That Council approve the proposed work plan for Bucket 1 of the Governance Enhancement Plan.

That Council refer the Bucket 1 Competency Matrix Enhancements to the Selection and Nominating Subcommittee for report back to the June 2026 Council meeting on how the current competency matrix is or should be used for reviewing and assessing applications for appointment to Council, committee and roster positions.

Appendix

List of GEP Priorities: as ordered by Council December 2025

1. Competency Matrix Enhancements

A competency matrix is a tool used to assess the skills and competencies of Council members for appointment and reappointment. Enhancing the matrix means refining how the College evaluates the qualifications, expertise, and experience of Council members in relation to the needs of the organization. This initiative also explores how the competency matrix can support identifying the appropriate gaps to

be filled, ensuring that the Council's composition is always aligned with the skills required for effective governance.

As noted above, this priority is being split into two components: how the matrix is used (bucket 1 foundations) and what is in the matrix (bucket 2 capacity). How the matrix is used needs to be addressed first to ensure it includes the necessary elements for effective use.

2. Risk-Based Policy Review Cycle

This initiative focuses on creating a formal policy review cycle that evaluates governance policies through a risk-based lens. It would involve assessing each policy's potential risk to the organization—whether in terms of legal compliance, operational efficiency, or strategic goals. Policies would be reviewed and updated regularly to ensure they remain relevant and mitigate risks effectively.

3. Succession Plan for Chair and Vice-Chair Roles

A succession plan involves identifying potential future leaders for key positions, such as the Chair of Council and the Chair and Vice-Chair of Committees. This initiative would outline a process for selecting, training, and preparing new leaders to step into these roles when current Chairs and Vice-Chairs' terms end or there is a vacancy. It helps ensure leadership continuity and stability within the governance framework.

4. Governance Education Strategy and Content

This initiative focuses on creating an ongoing educational strategy and content specifically designed for Council and Committee members. It would identify key education domains such as financial literacy, fiduciary duties, governance best practices, roles and responsibilities of regulators, and any other areas crucial for effective decision-making and oversight. This ensures Council and Committee members have the knowledge they need to perform their roles at a high level.

5. Council Governance Manual

A Governance Manual would be a comprehensive document that provides clear guidelines and resources to support Council members in fulfilling their governance responsibilities. It would outline roles, responsibilities, policies, procedures, and best practices that Council members should follow to maintain good governance. This manual serves as an essential resource for both new and existing members.

6. Reporting Schedules for Statutory and Regulatory Committees

This initiative involves reviewing and potentially enhancing the regular reporting schedules for Statutory and Regulatory Committees to the Council. It would focus on ensuring that these Committees are providing timely, comprehensive, and relevant updates to the Council. Improved reporting can lead to better oversight and more informed decision-making by the Council.

7. (tie) Equity, Diversity, Inclusion and Access (EDIA) Strategy for Council

This initiative aims to develop a strategy to integrate EDIA principles into the governance framework of the College. It would focus on ensuring that governance practices are inclusive and addressing systemic barriers to participation for underrepresented groups.

8. (tie) Evaluation Framework for Council and Committees

Aims to develop a formal framework for evaluating the performance and effectiveness of both the Council and its Committees. This could involve defining clear metrics for assessment, such as how well the Council is fulfilling its oversight duties, and how well individual members are contributing. Regular evaluation would help ensure accountability and continuous improvement and aligns with governance best practices.

9. Standardization of orientation programming for Council, Committee, and Roster roles

This initiative proposes developing an orientation program for Council, Committee and Roster members that would standardize governance-related information and processes in addition to role-specific information. This would include subcommittees and ensure that all Council, Committee, and Roster members maintain their understanding of their role and the associated processes to support the effectiveness of their work.

10. Integration of Post-Council Meeting Reflections

This initiative proposes a formal process for gathering feedback from Council members after each meeting. This would be a closed session following each Council meeting and focus on sharing what went well, what could be improved, and any outstanding concerns with the functioning of the Council. Incorporating these reflections will help improve future meetings and overall governance practices.

11. (tie) Refinement of recruitment processes for Council, Committee, and Roster roles

This initiative aims to evaluate the current recruitment tools and processes to ensure an adequate pool of candidates for governance positions. This process would involve the evaluation of the current application form platform, communication strategy, and application process as a whole.

12. (tie) Enhancements to GovNet (Council/Committee portal)

GovNet is an internal portal or system used by Council and Committee members to access documents, review training videos, and receive relevant updates. This initiative proposes improvements to the portal to better align with the current governance structure, making it more user-friendly, efficient, and secure for Council members and Committee Chairs.