

Understanding the Forces Shaping Regulation: Governance, Risk and Political Context in Atlantic Canada



Challenges and Opportunities – we will cover:

- Political and policy pressures influencing regulatory frameworks and decision-making
- Emerging risks
- Role of good governance, ethics and principled decision-making
- Opportunities for proactive, risk-informed and sustainable approaches to regulation
- How we build on our strengths and best practices to navigate change through these pressures

Influence of Federal Legislation and Politics

- Foreign credential recognition
- Apprenticeship programs
- Free Trade and Mobility Act 2025
- Immigration strategy
- Accountability, transparency and labour mobility
- Red Tape Reduction Act



Impact of Foreign Credential Recognition on Regulators

- Speeding up licensing
- Standardizing processes
- Building capacity
- Improving fairness, transparency and consistency
- Encouraging collaboration
- Balancing access with public protection



Federal Legislative Impacts

- Apprenticeships
- New pathways into professions
- Innovation Strategy
- Free Trade and Labour Mobility in Canada Act (2025)
- Immigration Strategy
- Red Tape Reduction Act
- Where next? New AI Strategy?



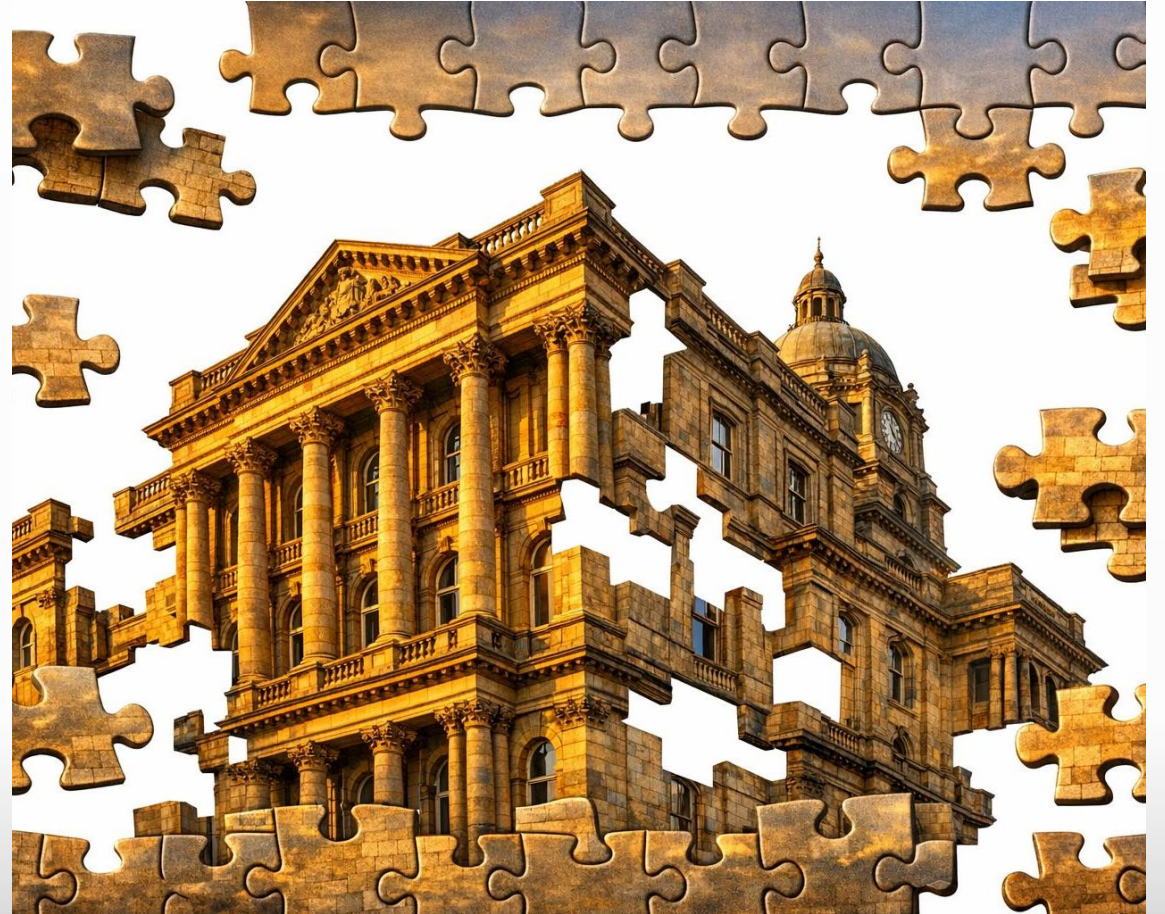
Policy Pressures

- Short-term cycles vs long-term regulatory goals
- Increased intervention and oversight
- Policy-driven expansion of scope
- Public accountability and scrutiny



LSBC Governance Review 2021

- Governance structure review:
 - Able to deliver purpose?
 - EDI support?
 - Good governance standards?
- Conclusion: unfit to regulate in public interest



Other examples

- Advisory Group on the Real Estate Council of BC (2016)
- Dan Perrin's BC Real Estate Regulatory Structure Review (2018)
- Report of the Superintendent of Real Estate BC (August 2021)
- Ontario College of Social Workers and Social Service Workers (May 2022) report on improving governance
- College of Dental Hygienists of Ontario (February 2024) report on improving governance (Cayton)



Real Estate Commission of Ontario

- Commission failed to protect the public after notice of misappropriations
- All publics impacted
- Licensees urged government to intervene
- CEO/Registrar and Board fired
- Superintendent installed



NS Government and Self-Regulation

- Pre-2017 hands-off
- Fair Registration Practices Act (FRPA)
- Self-Regulated Professions Policy
- Regulated Health Professions Act
- Self-regulation out – independent regulation in



RHPA – an example of government policy impact

Why introduced?

"...all health profession regulators are **required** to follow modern best practices and standard processes. They **must** participate in the Quality Assurance Program for Regulator Performance... that assesses regulators against a set of standards for good governance."

Purpose?

"... government oversight of regulators with transparency, strong patient protection, and quality-care assurance."

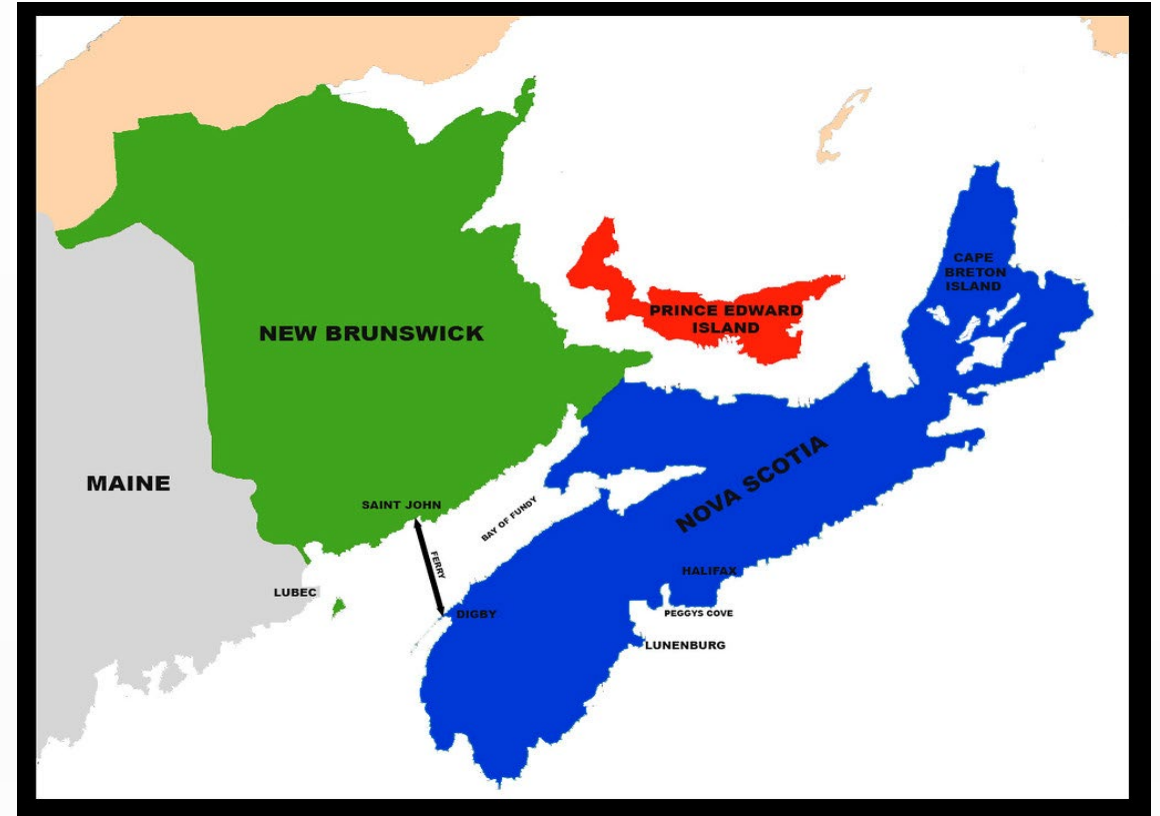
Policy in play?

"The RHPA also addresses recommendations from the Mass Casualty Commission's final report, Turning the Tide Together (2023), by supporting smaller regulatory bodies to **amalgamate** to share resources, improving **government oversight** and understanding regulator capacity and performance, and shifting the regulatory model towards **proactively** addressing misconduct."

(my emphasis added for dramatic effect)

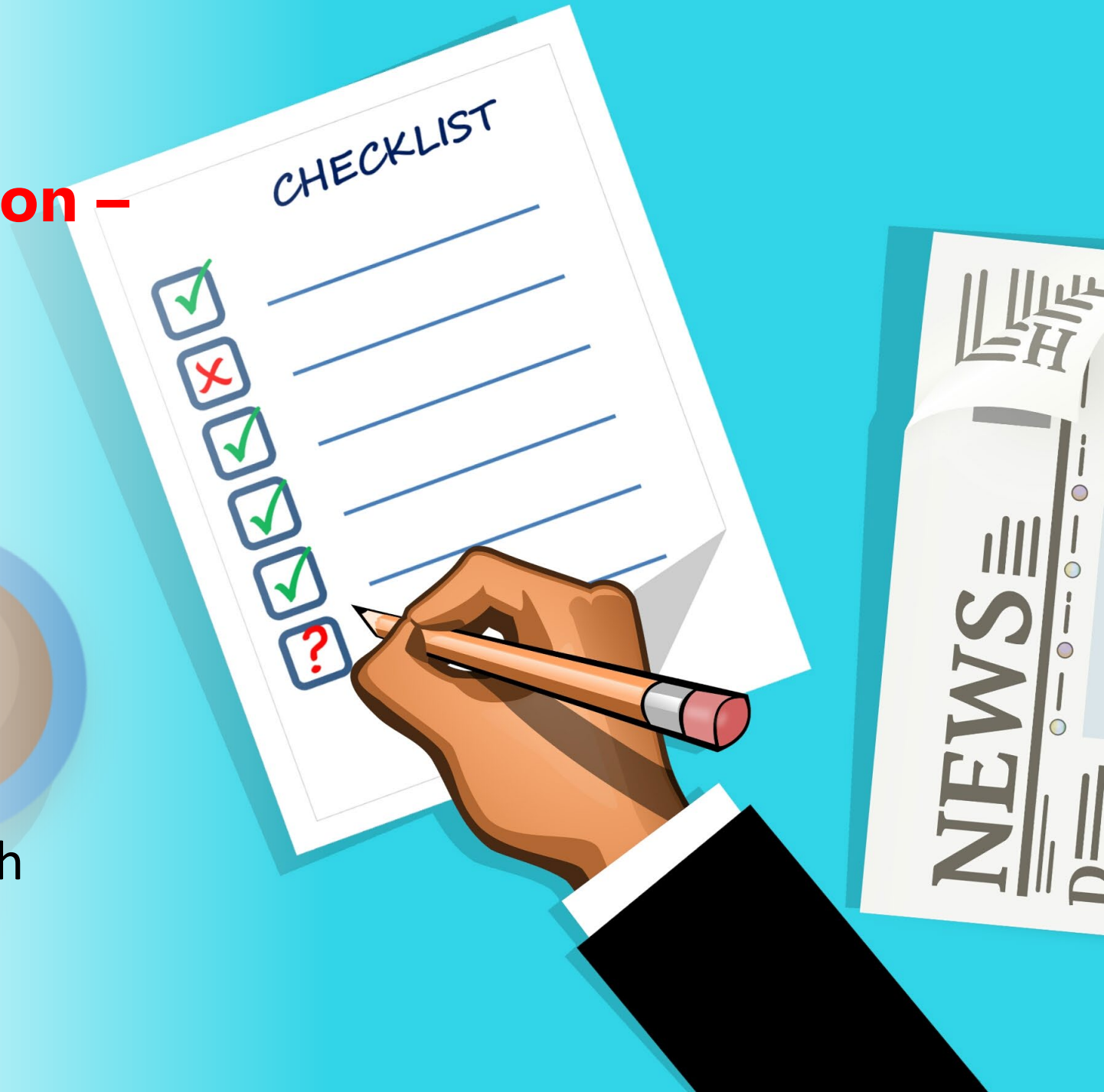
NB and PEI Legislation

- Fair Registration Practices in Regulated Professions Act (NB, 2022)
- 50 regulated bodies
- Amended by Bill 14 (2025)
- PEI Regulated Health Professions Act (2013)



Good Governance Standards – Harry Cayton – applying lessons

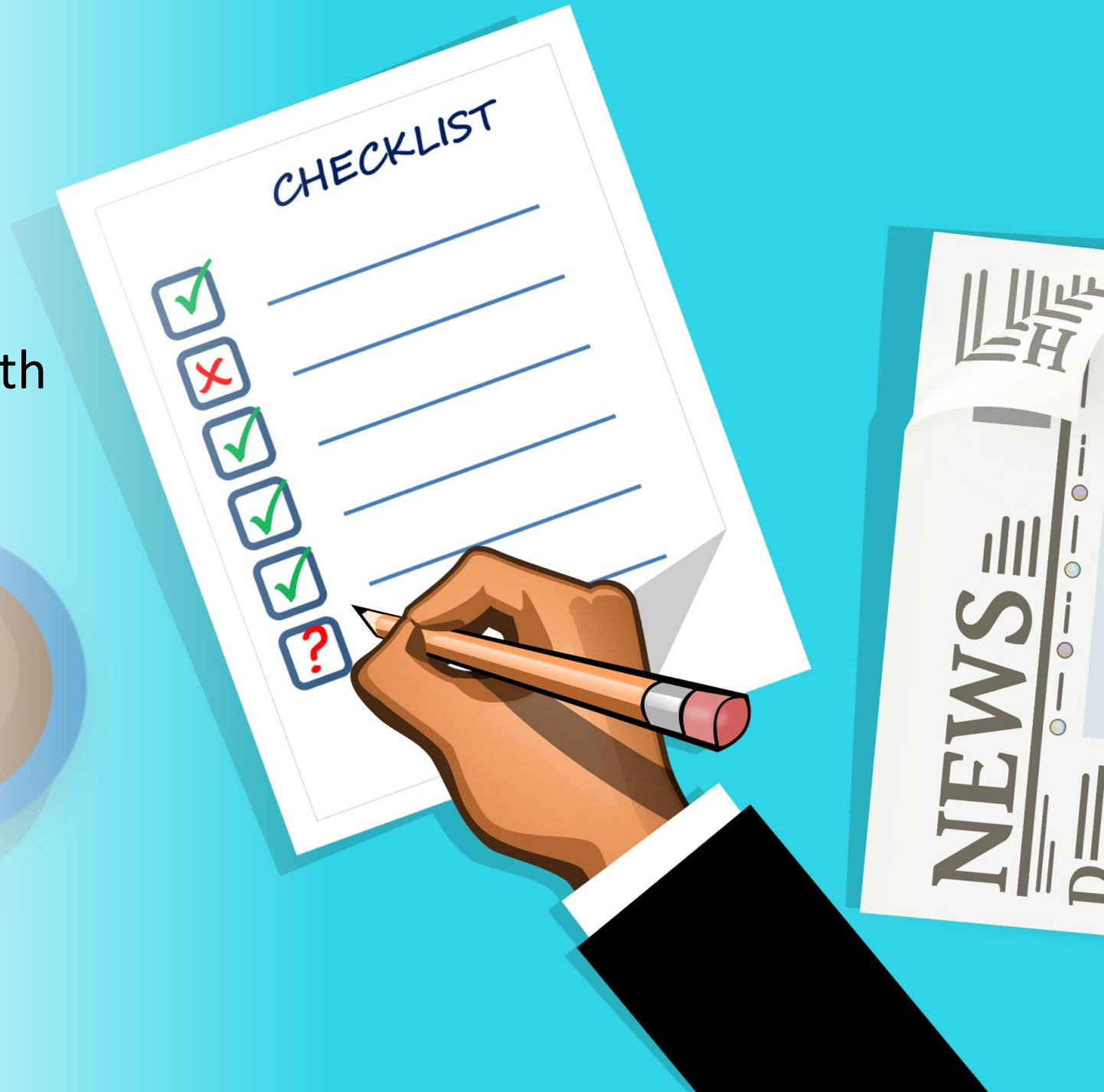
1. Identify, assess, escalate and manage risk
2. Clear governance policies
3. Strategic objectives
4. Commitment to transparency
5. Effective engagement with public



Good Governance Standards (cont.)

6. Appropriate engagement with licensees
7. Equality and diversity
8. Effective Board oversight of Executive
9. Board works corporately

Use Standards as checklist



Regulatory Integrity – the foundation

- Independence and accountability
- Ethical frameworks
- Principles-based regulation
- Making good decisions in times of uncertainty



Looking Forward – adapt and thrive

- Develop an adaptive and anticipatory model of governance and regulation
- Create effective regulatory risk/organizational risk frameworks
- Proactive engagement
- Embrace digital transformation



A Sound Governance Structure means:

- Take stock of and focus on your strengths and expertise
- Collaborate
- Stay engaged with your 'publics'
- Be transparent with regulatory decisions
- Engage in ongoing professional development



A Sound Governance Structure means:

- ✓ Regular review of mandates and governance framework
- ✓ Outcomes-focused strategic plans
- ✓ Effective communications strategies
- ✓ Decision-making that is fair and consistent
- ✓ Being at the table with government



Key Take-aways – your recipe for success

- Maintain a strong governance framework
- Operate with efficiency at all levels
- Adopt a risk-informed, proactive regulatory approach
- Adapt, be flexible and collaborate



Questions?



Thank you

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