

Candidate Platform Statement — Vicki Hilborn, P.Eng. for Western Regional Councillor

I am seeking re-election as **Western Regional Councillor** for Professional Engineers Ontario (PEO). I am running because I believe deeply in the responsibility PEO has to the public and to the engineering profession, and because I want to continue contributing to a regulatory system that is modern, fair, accountable, and grounded in evidence and integrity.

For more than a decade, I have been actively involved in PEO as a volunteer, a chapter leader, a committee member, and now a Councillor. These experiences have shaped my perspective on what effective regulation, good governance, and strong volunteer engagement look like in practice. I have seen the challenges that come with the balancing act between professional expectations and public trust, and the importance of clarity in roles, responsibilities, and decision-making. My goal has always been to bring a steady, practical voice to Council: one focused on problem-solving, clear process, and constructive leadership.

My Background and Approach

I hold a **BASc in Environmental Engineering from the University of Waterloo** and a **MASc in Environmental Engineering from the University of Guelph**. Over the past **15 years working both in private and public sectors**, I have gained practical regulatory and policy expertise and a deep understanding of the role engineers play in setting technical standards that protect the public.

I have served in numerous volunteer roles within PEO, including **Chapter Chair of the Brantford Chapter**, membership on the **Equity and Diversity Committee**, the **Government Liaison Committee**, and the **Advisory Committee on Volunteers**. I have served on multiple Council committees, including the **Executive Committee**, **Audit and Finance**, and the **Regional Councillors Committee**. I currently chair the **Regulatory Policy and Legislation Committee (RPLC)**. In this role, I work closely on the development, review, and modernization of regulatory documents and policies, ensuring alignment with PEO's statutory mandate.

My leadership style is steady, respectful, and structured. I am detail-focused, direct when needed, and always interested in improving processes for the benefit of licence holders, applicants, volunteers, Council, and the public. I believe in thoughtful governance, transparent decision-making, and genuine collaboration. MY focus is always on the quality of our decisions and our responsibility as a regulator.

My Platform Priorities

1. Strengthening Governance and Regulatory Clarity

As a regulator, PEO's strength depends on the clarity, consistency, and enforceability of its governance and regulatory frameworks. Confusion around roles or mandates can slow decision-making, create unnecessary conflict, and undermine confidence in our processes. My work on the

RPLC has made it clear that the path to effective governance is not more rules—it's **clear rules**, applied consistently.

If re-elected, I will continue to prioritize:

- **Clear, well-documented policies and procedures** that support good regulatory outcomes.
- **Efficient governance processes** that allow Council to focus on core decisions without unnecessary complexity.
- **Regulatory guidance that is modern, practical, and enforceable**, supporting PEO's role in protecting the public.

PEO is at its best when expectations are clear, decisions are transparent, and governance supports—not hinders—its mandate. I will continue to advocate for processes that are accessible, understandable, and accountable.

2. Respecting and Supporting Volunteers and Chapters

PEO's volunteers are essential to its work across Ontario. As a former Chapter Chair, I understand both the opportunities and the challenges that chapters face. Volunteers bring enthusiasm, regional knowledge, and community connection that cannot be replicated anywhere else in the organization. However, we must ensure that volunteers receive the structure, information, and clarity they need to contribute effectively.

If re-elected, I will continue to advocate for:

- **Clear, up-to-date guidance** for chapters so volunteers can confidently understand what is expected of them.
- **Two-way communication** between chapters and PEO leadership that ensures local perspectives are heard and valued.
- **Processes that respect volunteer time**, reducing ambiguity and unnecessary administrative burden.
- **A consistent framework for chapter operations**, so expectations remain stable and fair across the province.

Volunteers should feel supported, not frustrated; empowered, not uncertain. I want to continue helping PEO build the volunteer experience our organization relies on.

3. Public Interest at the Centre of PEO

PEO's mandate is to **regulate the practice of professional engineering in the public interest**. Every policy, decision, and change should be measured against that standard. As Councillors, our role is not to advocate for personal or professional interests, but to ensure that the public can trust PEO to oversee engineering practice fairly, competently, and transparently.

My work on Council and the RPLC has reinforced the importance of:

- **Evidence-based decision-making**, where policies are grounded in data, risk assessment, and regulatory best practices.
- **Plain-language regulatory updates** that are accessible to engineers and understandable to the public.
- **Consistent interpretation and application** of regulatory documents to ensure fairness and accountability.
- **A modern regulatory framework** that adapts to emerging technologies, evolving practice areas, and public expectations.

A strong, modern regulator should be predictable, principled, and focused on outcomes that enhance public safety. This will continue to guide all of my work at Council.

4. Professionalism, Integrity, and Constructive Leadership

I am running for re-election because I believe Council benefits from leaders who bring calm, thoughtful, and balanced perspectives. I take my responsibilities seriously, prepare thoroughly, and work collaboratively—even when discussions are challenging.

My core leadership values are:

- **Integrity** — doing the right thing consistently, transparently, and without drama.
- **Respect** — treating all volunteers, staff, and Councillors professionally.
- **Continuous improvement** — identifying issues and helping fix them rather than accepting the status quo.
- **Kindness** — leadership that is strong without being adversarial, decisive without being divisive.

These values shape the way I approach every committee, discussion, and decision I take part in.

Conclusion

I am seeking re-election as Western Regional Councillor to continue:

- Strengthening governance and regulatory clarity
- Supporting and respecting the volunteers and chapters that sustain PEO
- Ensuring public interest remains central in every decision
- Bringing principled, constructive, and practical leadership to Council

Thank you for your consideration. If you would like to connect or ask questions, you can reach me anytime at vhilborn@gmail.com.

I respectfully ask for your support and your vote.