

# Strategic Plan

## Leveraging Our Success and Opening the Door to Opportunity

The New Strategic Plan of the  
Certified General Accountants  
Association of Canada

CGA-Canada  
January 2006



Certified General  
Accountants  
Comptables généraux  
accrédités

## **ABOUT CGA-CANADA**

CGA-Canada is a professional accounting body, representing 64,000 Certified General Accountants and students in Canada and abroad. The Association sets professional standards, develops education programs, publishes professional materials and develops national policy.

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# Foreword

Dear Members,

Over the past two years, it has been my primary goal to realize the adoption of a new strategic plan for CGA-Canada. The process we undertook to achieve that goal was comprehensive and rigorous. With input from a broad range of CGA stakeholders and with a thorough assessment of our current environment, we have crafted a dynamic new strategy to support the growth and enhancement of our designation in the years to come.

This plan emerges from three major themes that form the philosophical basis on which we will build all future activities:

- To deliver high value to members
- To be a leading player within our profession
- To be a protector of the public interest

Certified General Accountants are part of a proud profession. As the fastest growing accounting designation in Canada, our 41,000 members and 23,000 students rely on their national and provincial CGA associations to create an environment where they can realize their individual career aspirations and meet the increasingly complex demands of a rapidly evolving profession.

CGA-Canada, working closely with affiliated CGA provincial and international associations, has succeeded in positioning CGAs to provide outstanding leadership. Employers are increasingly seeking CGAs to fill a wide range of leadership roles, while organizations from all sectors look to CGAs to meet their complex consulting needs.

This success has been part of a well planned and well executed strategy which has guided us over the past decade or more, to ensure the CGA designation maintains its position of strength in this rapidly changing competitive environment.

CGA continues to expand its wings internationally. We support members in all parts of the world. We are actively involved in a number of key international accounting professional bodies including board representation at the International Federation of Accountants (IFAC), the presidency of the Interamerican Accounting Association (IAA) and representation on the board of the Fédération internationale des experts-comptables

francophones (FIDEF). These and other international activities have enhanced and solidified our international presence.

Our innovative CGA education program continues to evolve, remaining relevant and attractive to students and potential students.

The CGA designation carries with it a high degree of responsibility to the general public and to society at large. CGAs and their national and provincial associations are strong advocates of ethical professional practices. This ethical philosophy will never be compromised and forms one of our strongest guiding principles.

This is CGA-Canada's strategic plan. However CGA-Canada has undertaken the development of this new strategic plan in its capacity as one of a group of affiliates within a national federation framework. Collective issues that concern the federation as a whole are also addressed within this document.

The next ten years will have a significant impact on our profession. Through the implementation of this new strategic plan, which is now in the hands of our President and Chief Executive Officer, Anthony Ariganello and his team, we intend to ensure that CGAs not only ride the wave but influence the direction of that wave as we move ahead to the future.

And finally, I would like to thank the members of CGA-Canada's Strategic Planning Committee<sup>(1)</sup> for their most valuable contribution to this process. Committee members brought their experience, wisdom and insights to the table and the final result truly reflects their key contributions.

Sincerely,

Dany Girard, BBA, FCGA  
Chair,  
Certified General Accountants  
Association of Canada



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# The CGA-Canada Mission

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# The CGA-Canada Mission

*CGA-Canada advances the interests of its members and the public through national and international representation and the establishment of professional standards, practices, and services.*

CGA-Canada fulfills its mission by:

**Working with provincial CGA affiliate associations to set uniform standards**

Uniform standards clarify professional, educational and ethical expectations among students and members. Uniformity ensures consistency and the highest possible standards of practice.

**Protecting the public and advocating for public interest**

CGA-Canada is committed to its role as a protector of the public interest. This is a vital element in our efforts to enhance public confidence in our designation and in the accounting profession.

**Representing CGA interests to governments, regulatory authorities and the community**

We accomplish this by leading and guiding the profession as it evolves. We strive to keep CGA-related issues at the forefront by speaking on behalf of members and the public interest.

**Promoting the CGA brand**

Provincial CGA affiliate associations and CGA-Canada work collaboratively (as a federation) and are responsible for effectively marketing the CGA designation to support and enhance our brand.

**Continuously increasing the value of the CGA designation**

Differentiating the CGA designation and giving it superior value is instrumental in attracting a greater number of individuals to the profession and to the designation.



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# Critical Issues

## Environmental Factors

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# Critical Issues

## Environmental Factors

Some of the key environmental factors which are having a profound effect on the accounting profession are:

### **A global economy**

The impact of economic globalization continues to be felt around the world. This in turn affects the evolution and convergence of international financial reporting standards (IFRS) and the continued refinement of the norms and standards of all types of professional practice. National boundaries are becoming less relevant to the flow of capital, goods, services and people with a profound impact on the development of business and the professions.

The associated impact of these global trends on the accounting profession is immense. The scope of responsibility for today's professional accounting leaders has never been more complex.

Globalization affects the practice of currently designated accountants and the education of future accountants. Meanwhile, all professional accounting bodies are seeking international alliances and partnerships to better serve their members' needs and those of an increasingly mobile population.

### **Breaking down external and internal trade barriers**

Along with the overall trend towards a fully integrated global economy comes the diminishing of trade barriers both between and inside countries. In Canada this is best reflected in the continued pressure for the reduction and eventual elimination of internal trade barriers and the need for greater professional and labour mobility within the Canadian federation. This in turn is having a major impact on all professions, including accountants.

### **Greater fiscal literacy equals greater fiscal accountability**

As the public grows increasingly conscious of national and local government spending priorities, so too does its impatience with waste, inefficiency and ineffective policy and program spending decisions. Accounting professionals and their representative associations will increasingly be called upon to address these matters from a fiscal responsibility and expertise perspective. There will be a resulting impact on the development of sound public policy and sound fiscal management within government and public sector management.

### **The ongoing challenge of building corporate credibility**

These challenges are not yet resolved to the public's satisfaction. There will continue to be broad interest in sound corporate governance practices and greater corporate social responsibility. Corporate sustainability reporting will grow in influence and will provide a new avenue for professionally designated accountants to demonstrate leadership.

Meanwhile, corporations will struggle with a new burden of increased regulation and oversight which will prove to be a challenge to business growth and productivity in a national and international context.

### **An aging population will challenge all professional groups**

Particularly in North America (where the post-war baby boom bulge is pronounced), greater numbers of retirees will put pressure on the growth of professional designations and on workforce planning in general. Simultaneously, greater emphasis will be placed on financial planning and fiscal preparedness for an aging population with a resulting draw on the accounting profession to provide guidance, expertise and leadership.

### **A federal-provincial jurisdictional landscape**

Canada's structure of shared federal and provincial jurisdictions brings added complexity to the matter of professional regulation and oversight. For example, Canada currently has a national auditor oversight body that was established outside of the realm of federal legislation, unlike its US counterpart. In order to achieve its mandate, that body (the Canadian Public Accountability Board — CPAB) will be seeking legislative protection. Yet without the necessary accountability, CGA associations will continue to challenge its structure and transparency.

Likewise, securities regulation continues to be retained as a provincial responsibility in Canada, with some cross-jurisdictional harmonization initiatives underway. Yet some national business and government leaders have suggested there is a need for a single national securities regulator. Opportunities will continue to exist for CGA associations to participate in this ongoing public policy debate.

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# Critical Issues

## Professional Factors

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# Critical Issues

## Professional Factors

Some of the emerging professional issues we face are closely linked to the global environmental factors listed above. They are:

### MACRO

#### **Increased oversight**

As policy makers move to regain public trust we can expect a more aggressive trend toward independent oversight in general, and stricter compliance regimes for the professions in particular. The need for high ethical standards and transparency within the professions will be greater than ever. Additional training will be required for professional accountants at a time when there is a shortage of resources in the profession. This will likely increase service costs to members and the public.

#### **Litigation**

Legal actions against public practice firms will continue to be an important professional factor to consider within a strategic planning context. As well, the growing issue of director liability will continue to play a role. IFAC has identified these two trends as significant issues and has pledged to support member organizations in initiatives which address professional liability reform.

#### **Concentration of firms**

Independence rules are now in place for the accounting profession as a whole. It is likely that there will be an increase in the concentration of public company audits within large accounting firms, and a restructuring of those firms to ensure the separation of consulting services and accounting/auditing services. Small and medium sized accounting practices will face unique challenges in meeting the new independence standards while continuing to serve their traditional client bases.

#### **Changing demographics**

The changing demographic makeup of the accounting profession is another key issue affecting the accounting profession as a whole and more specifically, CGA-Canada. Demographic and value changes, including the impact of age, sex, ethnicity, skill shortages, immigration, and wealth management, will have a critical impact on CGA membership. The need to conduct research and develop new programs and services to cater to the needs of these evolving demographic segments will be a key issue for the association in the years to come.

The association must acknowledge that a “one size fits all” approach no longer works to address the needs of CGAs. We must invest the resources required to ensure our designation is attractive to many different segments of the population.

An aging membership suggests that senior CGAs will be leaving positions for retirement, with a resulting impact on association revenues. Concurrently the profession must adapt to the changing values and attitudes of younger generations. We can expect the composition of the membership to change as the proportion of new members entering the profession continues to shift from male to female and as growing ethnic diversity continues to reshape the population. At the same time, more CGAs will find themselves working outside Canada.

#### **The evolution of accounting**

The role of accountants is evolving. Individuals whose traditional role was primarily technical accounting are increasingly taking on managerial and leadership responsibilities. Risk management and fraud examination are examples where the role of accounting has evolved and which are presenting new leadership and compliance opportunities for professionally designated accountants.

### **Increased competition**

Professional competition within and external to the accounting profession will become a major factor. As public accounting reforms are implemented across Canada, opportunities previously limited to certain designations will be open to all accounting designations. As the legitimacy of various training regimes are embraced and as the number of professionals vying for top jobs increases, competition will be stiffer and more aggressive than in the past.

In addition there will be higher educational expectations for professional accountants, an increase in global opportunities and greater value being placed on them. Smart systems will have an impact on the role of accountants as will increased demand for regulation and public accountability. Brand recognition will play an important role in the success of all accounting designations.

### **Technology**

Fuelled by a continuous stream of new technological innovations designed to dissolve borders and geographical boundaries, Canadian business professionals will see more individuals from abroad competing for the same jobs. Yet Canadians can also expect to enjoy greater opportunities to work for and with offshore organizations. Increased globalization opens new opportunities for potential CGA partnerships with individuals and practitioners who live and work abroad.

Less encouraging though, new technology will continue to encroach on or even erode some of the traditional fields of practice in accounting and financial management. The World Wide Web, as well as protocols like XBRL (extensible business reporting language) will allow users of financial information to easily manipulate data. These and other technology innovations will continue to present a particular challenge to the assurance (audit) function and to the evolution of global auditing and assurance standards.

### **Taking on risk**

It is vitally important that we become more adaptable and ultimately less risk averse. Change is inevitable, and those who are able to evolve accordingly will be the ones to achieve success. CGA-Canada's strategy for the future will be flexible and able to respond rapidly to change.

Becoming proactive instead of reactive is the key to addressing this last challenge. It will be essential to focus on CGAs and what they want to achieve. It will also be more important to shape strategy around the needs of members and clients than to focus exclusively on the external environment. We must clearly define and brand CGA products/services relative to members' wants and needs.

### **Promoting and branding CGAs**

The lifeblood of CGA-Canada and our provincial affiliates is new members entering the profession. The same holds true for other accounting designations in Canada, all of whom are vying for their share of the same potential student population. Possible professional mergers may have a major impact in the future, and all professional educational bodies will be re-evaluating their product offerings and branding programs to remain competitive. It will be increasingly important for the CGA designation to stand out from, rather than blend in with, the other professional programs.

Re-branding the CGA designation so that it can be easily differentiated from the competition will be a key priority in addressing this particular challenge. Promoting the CGA designation as "the" standard to reach for when it comes to an accounting designation, will help achieve this goal.

### **Dissemination of information**

Distance learning, flexibility of education programs and many other changes are impacting the way information is disseminated. We must adapt our education programs to today's business realities. This will require re-thinking and possibly re-tooling education programs so they can be geared to all management streams and not just as an entree into the accounting profession. We must position the CGA designation as a core program that can be leveraged for further career growth.

## **MICRO**

### **Time constraints and other commitments**

In addition to shifting demographics, it is important to note that people are busier than ever. Accounting professionals are no exception. Balancing ever-increasing workloads with family and other commitments, means that finding time to actively participate in professional associations is a growing challenge. As a result, stiff competition for members' time and energy can be expected.

### **A more educated client base**

As the role of accounting evolves, so too does the role of the end user. Clients are becoming more sophisticated and more educated in their knowledge of business and accounting matters. This trend will persist.

### **Staying current**

CGA-Canada must always be prepared to modify its programs and services to respond to continuous change and shifting market forces. Professional development programs must stay current if they are to be relevant.

It will be important to realign methods of delivering information and education to address the changing needs of our target market segments. Overall, CGA-Canada must be responsible for *guiding* change within our profession. CGAs must be at the table influencing regulation and public policy as it affects our members in the years to come.



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# **Strategic Implications for CGA-Canada**

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# Strategic Implications for CGA-Canada

All these global and professional issues outlined above will continue to have a profound effect on CGA-Canada. It will therefore be necessary for our association to make continuous adjustments in programs, services and focus so as to continuously stay ahead of the curve and shifting external landscape.

Some of the key elements which must be in place to ensure success include:

## **Continuous efforts to re-build public confidence**

In order to ensure stable capital markets and solid economic growth for the long term, the public must be assured that financial reporting works. The accounting profession in general and CGA-Canada specifically have a huge role to play in this quest to restore full public confidence.

## **Building solid relationships with governments and the regulatory community**

It is vital that any professional association establish strong bonds with those who create relevant legislation as well as those who oversee and regulate their sector. This is equally true for the accounting profession and for CGA-Canada. Strong relationships between policy makers, legislators, regulators and the profession must be built on openness, trust and mutual respect. Continuous dialogue and ongoing participation must be the watchwords for this relationship to succeed.

## **Serving as a standards setter, nationally and internationally**

CGA-Canada has long participated in debate and discussion related to the evolution of accounting and auditing standards. Through responses to exposure drafts, the issuance of public policy documents and the convening of round table discussions, CGA-Canada has played a key role in the evolution of international financial reporting standards

and their recent adoption here in Canada. Going forward, it will be vital for us to continue and even enhance this participation, bringing the expertise and experience of CGAs to the standard-setting table.

## **Speaking out**

Acting as a spokesperson for the profession in the public realm is one important way we can build credibility for the profession and for the CGA designation. Through media relations activities, platform opportunities and participation in conferences and other high profile gatherings, we continue to put CGA on the public map and speak out in areas where we have expertise and can add value. External communication such as this will continue to shape the growth and vibrancy of the CGA designation. CGA-Canada will continue to allocate significant resources towards achieving this activity.

## **Serving as a facilitator**

We can support the advancement of our profession and the evolution of sound public policy by bringing various parties together for fruitful discussions and problem solving on relevant issues.

## **Being a leader in the evolution of professional accounting education**

Given our history, experience and expertise, CGA-Canada has a unique and powerful role to play in this regard within the Canadian and international landscape. As the steward of the CGA Program of Professional Studies, we can contribute to the ongoing establishment of new professional competencies as they emerge, and retain our leadership position in the delivery of professional accounting education.



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# Current Successes

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# Current Successes

## **Responding to the need for increased transparency**

As we have noted, negative events transpiring in such cases as Enron and WorldCom resulted in a widespread loss of public trust in financial reporting and increased pressure for transparency and better corporate governance. These developments in turn had a profound effect on the accounting profession as a whole.

CGA-Canada has made it a top priority to play a key role in determining how these events will shape the future of the CGA designation and the profession as a whole. We are continually providing commentary and analysis on accounting standards-setting reform, new forms of regulation and oversight, proposed legislation and ongoing related public policy discussions. CGA-Canada will continue to speak out publicly on the need for reform and renewal.

CGA-Canada has also taken important steps to review and revise educational and professional standards to promote professionalism, transparency and good corporate governance.

## **Expanding the reach of CGA influence**

As CGA-Canada evolves as a highly respected professional accounting leader at home, it is also fast becoming a key player internationally. This global outreach must continue, and will ensure that CGAs continue to have an important and expanding voice on the global scene.

## **A level playing field for CGAs across Canada**

Working with provincial CGA affiliate associations, CGA-Canada has supported significant progress recently in a national quest for full professional equity for all members. CGAs in all but one Canadian province now enjoy access to public practice rights. This ongoing quest will continue in the coming months and years.

Given the rapid progress to date on this file, our ultimate success is now assured. We will soon see an end to the existing monopoly by one accounting designation. Further, from a strategic point of view, it will then become critical to ensure the preservation and enhancement of these professional rights for the long term. Indeed, such professional equity will ensure greater recognition by business, governments, regulators and clients.

## **High impact research and policy development**

The recently enhanced CGA-Canada Research and Standards Department has made a significant impact on Canadian research and public policy in the past two years with the publication of reports on matters of broad public policy interest including pension reform, Canada's aging population and corporate sustainability reporting.

With this increased research capacity, CGA-Canada has another significant opportunity to contribute to professional accountancy in Canada. The association's research capacity will continue to support the overall achievement of the association's strategic goals in coming years and will further serve to augment the visibility, credibility, and pride in the designation.

## **The CGA Program of Professional Studies — continuous improvement**

CGA-Canada is committed to ensuring the highest standards when it comes to the education and certification of new CGAs. After two years of in-depth research into the changes taking place within the profession and the evolution of members' roles we have made relevant revisions to the curriculum of the CGA Program of Professional Studies.

The Professional Applications requirement has been modified to include two new courses and examinations have been redesigned to integrate and apply competencies and to expose students to different perspectives of the profession. Candidates are further required to undertake two career option courses and accompanying examinations. These changes are part of a process of continuous improvement and evolution of the CGA Program of Professional Studies, to ensure that it remains a vital and cutting edge professional program relevant to the rapidly changing profession of accountancy.

**New professional standards to meet new realities**

As the industry evolves, so too must the professional standards of CGAs. In order to keep pace with new national and international standards, the CGA-Canada Board recently approved changes to the CGA standard for Continuing Professional Development. CGAs now must complete 120 hours of professional development over a three-year period, with 60 hours of verifiable activity during that time.

In addition, the new CGA Independence Standard was approved by the Board in 2004. This stringent new standard meets all international and Canadian regulatory requirements for the safeguarding of professional independence and ultimately, public trust.

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# The Foundation of the Strategic Plan

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# The Foundation of the Strategic Plan

The new strategic plan has been built on the following cornerstones:

## **Rapid growth**

CGA will be the fastest growing and most distinguished accounting designation in Canada. CGA will be highly recognized by the profession, the business community and the public, both nationally and internationally.

## **Standard setter**

In addition to setting standards for education, ethics and practice, CGA-Canada will play a key consultative role in the setting of accounting and assurance standards. Relying on their respective areas of expertise, CGAs will be consulted and will advise on a multiplicity of accounting and business issues.

## **Internationally recognized**

The CGA designation will enjoy broad international recognition which supports member mobility.

## **Mutually supportive**

As a mutually supportive set of organizations, with shared objectives, the activities of the federation of national and provincial/territorial CGA associations will be characterized by a high degree of trust and integrity. There will be a uniform level of minimum service across the country and support for member mobility.

## **Participative**

The federation will benefit from strong member interest and participation from coast to coast. Decision-making will be open and inclusive.

## **Influential**

Our designation will drive change and influence public policy.

## **Sustainable**

The federation and its component organizations will be effective, efficient and sustainable.

## **High brand recognition**

CGAs will place high value on their designation and on the CGA brand overall. We will be a dynamic, high profile organization which is clearly differentiated from our competition within the profession.



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# Our Goals

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# Our Goals

## THE SIX STRATEGIC GOALS

Following are the six strategic goals that will guide CGA-Canada as it develops its programs and action plans over the next three to five years.

- 1. Ensure full professional equity for CGAs**
- 2. Be the fastest growing designation**
- 3. Be a value provider to the profession and the public**
- 4. Protect and enhance our leadership position in the delivery of education, certification and continuing professional development**
- 5. Increase our visibility and achieve high brand recognition and value**
- 6. Ensure the health of the association**

## IMPLEMENTATION

### *Goal 1*

#### **Ensure full professional equity for CGAs**

Ensuring full professional equity is an important stepping stone towards becoming the most important accounting designation in Canada. By working with our provincial affiliates to create an integrated strategy, CGA-Canada can ensure that all legal and practical barriers between designations are ultimately dissolved. Moreover, CGA-Canada will play an important role in influencing standard setting across Canada and abroad, and is determined to retain its acquired practice rights.

#### **How will it benefit CGAs?**

Achieving professional equity will open up professional areas of practice which have been previously closed to the CGA designation. Members will enjoy a significant increase in professional opportunities through an elevated number of jobs and industries they will have access to. Professional equity adds value to the designation in professional circles and with the public. As a result, CGAs will enjoy significantly more visibility.

## ***Goal 2***

### **Be the fastest growing accounting designation**

CGA-Canada will continue to lead in designation growth. To that end, CGA-Canada will support the affiliates to continuously grow the CGA population in both absolute numbers and market share. Through this integration of effort and resources, CGA-Canada and its affiliate partners can ensure that quality remains a top priority throughout the execution of the strategic process. CGA-Canada can support affiliate initiatives by setting entry level and certification targets. CGA-Canada will enforce appropriate quality standards.

There are key elements that must be in place for the federation to meet this goal. The right recruitment strategy is vital to attracting new members and students. Ensuring that current programs are up-to-date in addressing current professional issues will further promote the growth of students entering our program.

### **How will it benefit CGAs?**

Retaining our position as the fastest growing accounting designation will be of huge promotional value to CGA-Canada and its members. The more potential candidates that choose the CGA designation, the more exposure the designation will enjoy, both among the business community and the general public. As a result, individuals and businesses will recognize the benefits of hiring a CGA over other designations.

### ***Goal 3***

#### **Be a value provider to the profession and the public**

CGA-Canada must ensure that it is providing the best value to three target groups: CGAs, the accounting profession and the general public. For members, this implies the provision of products and services which address their needs. For the profession, CGA-Canada will be committed to delivering the best standards and related research. Finally, for the public, the federation will be committed to providing the best possible public policy input, government committee participation and advocacy on behalf of the broad public interest.

#### **How will it benefit CGAs?**

By being committed to providing members with programs and services most beneficial to them, CGA-Canada provides them with the most important benefit of all — meeting their needs and promoting their best interests. Providing high value services to the public will regain public confidence in the profession and in financial reporting.

#### ***Goal 4***

##### **Protect and enhance our leadership position in the delivery of education, certification and continuing professional development**

At the heart of this strategy is CGA-Canada's goal to further develop itself as a leader in education, certification, and continuing professional development. We must be leaders in addressing market needs while always being mindful of the changing needs and values of our members. Being adaptable to change is a key element to the success of this strategy. Even more important is that CGA-Canada will take an active role in shaping the changes that occur. By being proactive, we can ensure that CGA-Canada is a key player in determining the direction the profession takes in the future.

##### **How will it benefit CGAs?**

Being a profession leader in education, certification and continuing professional development allows CGA-Canada to influence standard setting in a highly proactive way. By influencing standard setting we can exert control to ensure standards and expectations are geared to members' best interests while protecting the public interest. Being a leader in these areas will assist CGA-Canada to be recognized as an authoritative voice in the profession.

### ***Goal 5***

#### **Increase our visibility and achieve high brand recognition and value**

Increasing CGA-Canada's profile by making it more visible to business leaders and the general public is vital to the successful promotion of the CGA designation. CGA-Canada is committed to being proactive and aggressive in promoting the designation's brand recognition. The key to achieving this strategic goal will be to actively seek out, establish and develop strong relationships with key stakeholders who can provide CGA-Canada with the opportunities necessary to achieve greater exposure.

#### **How will it benefit CGAs?**

Increased visibility and higher brand recognition will actively promote the benefits of the CGA designation over other accounting designations and expose CGAs to more potential employers and key industry leaders. The increased promotion of CGA-Canada and its members will contribute to the perceived value of the designation and to its reputation as a recognized voice and respected professional and business leader.

## ***Goal 6***

### **Ensure the health of the association**

In order to achieve all other strategic goals, it is essential that CGA-Canada remain a healthy, sound and vibrant organization. Establishing the financial and human resources required to achieve its mandate, while ensuring that governance, management tools and working relationships are in place will be essential to making CGA-Canada's mandate a reality. CGA-Canada seeks to be a model organization that others will emulate. It will pursue the highest standards in all respects from its programs and services to the organizational elements required to operate efficiently and effectively.

### **How will it benefit CGAs?**

Sound organizational health is the key to the success of all of the strategies set out here by CGA-Canada. These strategies will only be achievable with adequate resources. This final step will be the key to turning this strategy into reality.



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# Conclusion

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# Conclusion

CGA-Canada is poised to embark on a new journey that will continue to set its members apart from the other accounting designations and in doing so, will open up new professional opportunities for our rapidly growing membership while gaining greater assurance from the public that we are protecting its interests.

And while this document clearly is CGA-Canada's strategic plan, we recognize that as one of a group of affiliates within a national federation framework there are many collective issues that concern the federation as a whole. We will strive to address these issues in a collaborative and cohesive fashion as we go forward.

Strategy is all about direction. It is also all about listening and responding to what members want and expect from their association so they can grow and prosper. We do not intend to let them down.

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<sup>(1)</sup> The members of the Strategic Planning Committee included:

Dany Girard, FCGA (Original Chair)  
Jackie Poirier, FCGA (Current Chair)

Anthony Ariganello, FCGA, CPA (Delaware)  
John Carpenter, FCGA  
Lynda Carson, FCGA  
Ron Colucci, FCGA  
Michael Geiger-Wolf, FCGA  
Alain Girard, FCGA

Lyle Handfield, FCGA  
Alain Laplante, FCGA  
Terry LeBlanc, FCGA  
John Nagy, FCGA  
Len Pietrzykowski, FCGA  
Gordon Ruth, FCGA

Ken Thacker (Facilitator — Association Resource Centre)