



2007/2008 Annual Report

of the

Certified General Accountants Association

of Newfoundland and Labrador

President's Report

I am pleased to report a \$44,800 surplus for the 2007/2008 fiscal year. While the Board worked diligently to ensure that spending was in line with budget commitments, this surplus is mostly the result of one time events and short-term circumstances. While revenues were higher than budgeted mostly due to increased sponsorship and seminar fees for the 2007 conference held in September, expenditures were lower than budgeted by more than \$30,000. This is partially due to the now vacant position of our Executive Director who left in November 2007. In January 2008, the Board hired a new Office Manager / Executive Assistant, Dianne Hicks.

This past fall we implemented a new member and student registration system. *Aptify* enables our students to register and maintain their course administration online and our members to renew their membership and make payments online. It is also used to administer our newly revised website, and over the coming months more features will continue to be added to enhance our member and student services.

Over the winter and spring, representatives of the Board of Governors of CGA Newfoundland met with the Government of Newfoundland and Labrador regarding their proposed new legislation for Certified General Accountants in our province. Ongoing meetings and consultations have been held with the Institute of Chartered Accountants, the Society of Management Accountants, and other related stakeholders regarding the position government has taken with the drafted legislation for self-regulated professions in Newfoundland. This continues to be a top priority for the Board of Governors.

Last year CGA Canada Board approved a new Governance Structure, consisting of a nine member Board and a fifteen member Affiliation Council. The new Board will have only one representative for Atlantic Canada and in the spring of 2008, the four Atlantic Provinces collaborated to select a representative for this new Board. Mr. Camille Belliveau of New Brunswick will be the Atlantic representative for the new CGA Canada Board effective October 24, 2008. The Affiliation Council will have representatives from each provincial/territorial/international affiliate. CGA Newfoundland will have one voting representative and one non-voting. The Board of CGA NL has chosen to have its voting representative elected from the Board of Governors, similar to the past policy for the CGA Canada Board representative and the other national positions. Our non-voting representative will be the current President of CGA Newfoundland. Under this new structure, the Board will approve the financial plan and budget, oversee memorandums of understanding (MOU's), and approve committee terms of reference & objectives, etc. The Affiliation Council will set the Strategic Plan for CGA Canada and approve national policy.

This spring also held our first "mail-in" ballot election for the seven open positions for our Board of Governors 2008-2010. More than 130 members voted from a selection of eleven candidates. I was pleased with this positive indication of interest in our Association.

With my term as President has now ended, I would like to thank all Board and committee members for their assistance and their dedication during the past year. It has been a pleasure working with so many dedicated CGAs. I'd also like to thank the office staff and I look forward to working with the new Board and committee members during the coming year.

Yours sincerely,
Debra Feltham, FCGA
President

On behalf of the Board of Governors, it is my privilege to present the 2007/2008 Annual Report of the Certified General Accountants Association of Newfoundland and Labrador to the September 12, 2008 Annual General Meeting.

**Debra Feltham, FCGA
President**

CGA Newfoundland and Labrador

The Certified General Accountants Association of Newfoundland and Labrador is a self-governing body of professional accountants incorporated under Chapter C-6, An Act Respecting the Certified General Accountants Association of Newfoundland. CGA Newfoundland and Labrador is affiliated directly with the national body, CGA Canada.

The Association in Newfoundland and Labrador operated until its incorporation in 1984 as a branch of CGA Canada. As early as 1962, there were two CGA members and seven students in the province. Now, more than forty years later, CGA Newfoundland and Labrador is a thriving organization of over 500 certified members and registered students.

In 1997, thirty certified members (in addition to four certified members licensed as Registered Public Accountants) became licensed to practice public accounting under the Public Accountancy Act in Newfoundland and Labrador.

Mission Statement

The members, staff and elected Board of Governors of CGA Newfoundland and Labrador will work together to enhance the value and profile of the CGA designation at the national and local levels.

CGA NL will fulfill its mission by operating its business affairs using best practices, focusing on stewardship and asset protection for its members, providing sufficient professional development opportunities, increasing both the number of new students entering the program and the retention of existing students, and by providing the highest possible level of learning to its students through superlative operation of its education program.

2007/2008 Board of Governors

Debra Feltham, FCGA	President CGA Canada NEC Representative
Brenda Rose, BAccS, CGA	1st Vice-President
Trevor McCormick, B. Comm., CGA	2 nd Vice President Secretary CGA Canada NPC Representative
Kevin Antle, B. Comm., CGA	Treasurer
Claude Howell, B. Comm., CFP, CGA	Past President CGA Canada Board Representative
Terry Hutchings, B. Voc. Ed., FCGA	Governor *
Renee Attwood, CGA	Governor
Tracey Osmond, B. Comm., CGA	Governor
Jennifer Langdon, B. Comm., CGA	Governor
Doug Dewling, B. Comm. (Hons), CGA	Governor
David White, B. Comm., FCGA	Governor
Wade Rogers, B. Ed., FCGA	Governor
Barry Sheppard, B. Comm.	Public Representative

* resigned November 2007.

EXECUTIVE COMMITTEE

Chair:	Debra Feltham, FCGA	President
Members:	Brenda Rose, CGA	1 st Vice President
	Trevor McCormick, CGA	2 nd Vice President
	Tracey Osmond, CGA	Secretary
	Kevin Antle, CGA	Treasurer
	Claude Howell, CGA	Past President

Administrative Services Sector

Chair: Kevin Antle, CGA

Local Office / IT Committee

Chair:	Kevin Antle, CGA
Members:	Wade Rogers, FCGA
	Morley Payne, CGA
	Robert Thomas, CGA

Finance / Audit Committee

Chair:	Trevor McCormick, CGA
Members:	Morley Payne, CGA
	Kevin Antle, CGA
	C. Wade Rogers, FCGA
	Robert Thomas, CGA

Education Sector

Chair: Brenda Rose, CGA

Student Services Committee

Chair:	Jennifer Langdon, CGA	
Members:	Brenda Rose, CGA	
	Michael Beson, CGA	
	Tracey Madore, CGA	
	Ceanne White, CGA	
	Debra Feltham, FCGA	
		NEC Representative

Practical Experience Committee

Chair:	Terrance A. Hutchings, FCGA
Members:	F. Roy Hutchings, FCGA
	Charise Payne, CGA

Member Services Sector

Chair: Claude Howell, CGA

Member Services / Communications Committee

Chair: Tracey Osmond, CGA
Members: Kellie Stares, CGA
Ceanne White, CGA
Philip Rowe, CGA

Professional Development / Social Committee

Chair: Wade Rogers, FCGA
Members: Brian George, CGA
Trevor McCormick, CGA
Donna Marie Humphries, CGA
Lori Shea-Smith, CGA
Dianna Perry

Marketing / Student Recruitment Committee

Chair: Brenda Rose, CGA
Members: Tracey Osmond, CGA
Debra Feltham, FCGA
Tracey Madore, CGA
Ceanne White, CGA

Public Services Sector

Chair: Trevor McCormick, CGA

Public Practice, Professional Rights and Taxation Committee

Chair: Renee Attwood, CGA
Members: Morris Pinsent, CGA
Max Porter, FCGA
Michael Duah, CGA
Terry Hutchings, FCGA
Barry Sheppard Public Representative
Debra Feltham, FCGA
Jackie Feltham, FCGA
Leonard Dillon, CGA
Trevor McCormick, CGA NPC Representative

Ethics and By-Laws Committee

Chair: Claude Howell, CGA
Members: Doug Dewling, CGA
Barry Sheppard Public Representative
Tony Baggs, CGA

Conflict of Interest Committee

Chair: F. Roy Hutchings, FCGA
Members: Devon Goulding, CGA
Craig Hall, CGA
John Gibbons, CGA
Harry Tobin, CGA

Strategic Planning Committee

Chair: Brenda Rose, CGA
Members: Debra Feltham, FCGA
Wade Rogers, FCGA
Sharon Patten, CGA

CGA NL National Representatives 2007/2008

Claude Howell, CGA	CGA Canada Board
Debra Feltham, FCGA	National Education Committee (NEC)
Trevor McCormick, CGA	National Professional Standards Committee (NPC)
Eric E. Bartlett, FCGA	Governance Task Force & Honours & Awards Committee
Wade Rogers, FCGA	CGA Canada Audit Committee

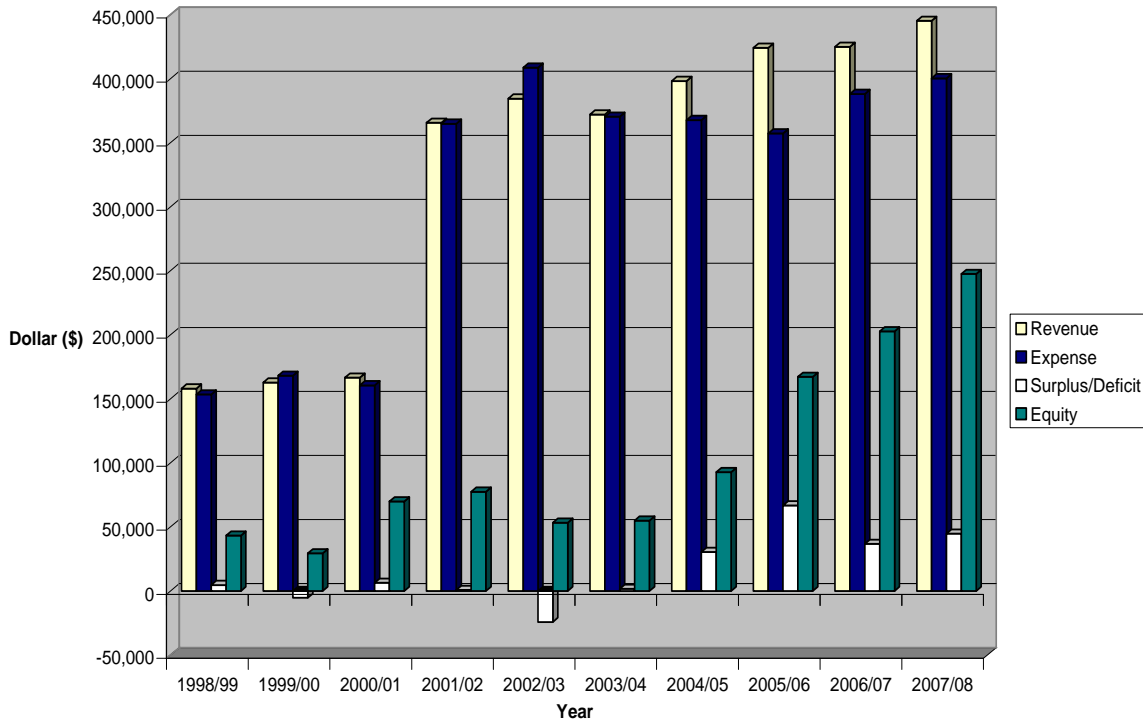
Financial Statements

The financial statements of CGA Newfoundland and Labrador for the year ended June 30, 2008, show a surplus of \$44,800, compared to a surplus of \$36,885 for the year ended June 30, 2007.

For 2007/2008, CGA Newfoundland and Labrador had originally projected a near breakeven position with revenues and expenditures of \$431,991. Audited results indicate revenues of \$445,183 and expenditures of \$400,383.

Revenues, expenditures and member equity for the past ten years; a detailed schedule is included in Appendix A.

CGA NL Revenue, Expense, and Equity for the 10 Year Period Ending June 30, 2008



Membership Fees

For 2007/2008, CGA Newfoundland and Labrador has held the provincial portion of the active membership fees constant. This is consistent with the CGA Newfoundland and Labrador Board commitment to the members. Membership fees for the period 1997/98 to 2008/2009 are as follows:

	CGA Newfoundland	CGA Canada	Total
1997/1998	390	200	590
1998/1999	440	205	645
1999/2000	490	210	700
2000/2001	485	215	700
2001/2002	485	215	700
2002/2003	485	215	700
2003/2004	485	215	700
2004/2005	485	215	700
2005/2006	485	230	715
2006/2007	485	245	730
2007/2008	485	245	730
2008/2009	485	260	745

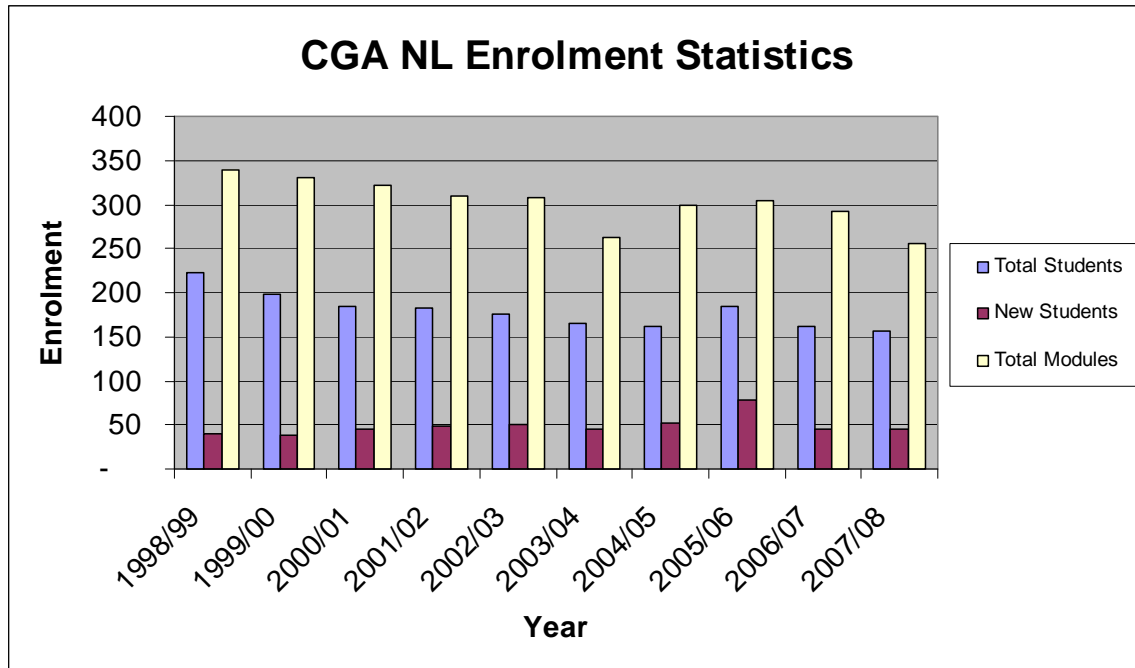
Membership Statistics

Membership statistics for 2007/2008 are as follows:

Membership, July 1, 2007	370	(308 active, 48 inactive, 4 associate, 3 international and 7 life members)
Admitted to Membership	16	
Resigned Members	(2)	
Deceased Members	(2)	
Member Transfers from Newfoundland	(2)	
Member Transfers to Newfoundland	<u>8</u>	
Membership, June 30, 2008	<u>388</u>	(321 active, 52 inactive, 6 associate, 1 international and 8 life members)

Student Enrolment Statistics

Student enrolment for 2007/08 is 156 students (including 46 new students) and 255 modules. This represents a 14% decrease in enrolment from last year (from 162 in 2006/07 to 156 in 2007/08).



New Members

Eleven students completed the program of studies during 2007/08 and have been admitted to membership:

Marilyn Bown, CGA	St. John's
Blair Bradbury, CGA	St. John's
Annette Browne, CGA	Mt. Pearl
Kristen Douglas, CGA	St. John's
Pramod Jain, CGA	Halifax
Tammy LeRiche, CGA	St. John's
Ruth Leake, CGA	St. John's
Lori Ralph, CGA	Portugal Cove – St. Philip's
Clarice Moore-Reid, CGA	St. John's
Roxanne Scott, CGA	Conception Bay South
Amanda Tobin, CGA	Conception Bay South

These new members will be formally accepted into membership in the Certified General Accountants Association at the Admission to Membership Ceremony to be held in St. John's on September 13, 2008.

Scholarships

CGA Newfoundland and Labrador awarded scholarships to student's post secondary institutions. The Faculty of Business at Memorial University received a \$1,000 cash award and a \$1,500 CGA course credit. Four Campuses of the College of the North Atlantic offering Business Management-Accounting each received a \$400 cash award and \$600 CGA course credit.

Awards of Excellence Awards

CGA Newfoundland and Labrador Awards of Excellence were presented at the Admission to Membership Ceremony on September 15, 2007. The following students were presented with awards:

Financial Accounting 1	Paula Cantwell-Butler
Financial Accounting 2	James Nelson
Financial Accounting 3	Paolo Mascarin
Financial Accounting 4	Maria Drover
	Tonya Harris

Victor Batstone Award

The *Victor Batstone Award* was established in 1986 in honour of Victor Batstone, the first CGA in Newfoundland and Labrador. The award, presented annually by CGA Newfoundland and Labrador, acknowledges overall academic achievement on the CGA program. A. Gail Higdon was presented with the Victor Batstone Award at the Admission to Membership Ceremonies on September 15, 2007.

CGA Newfoundland and Labrador Gary Bourne Award

In honour of the late Gary Bourne, CGA, a past president and dedicated member of the Association, CGA Newfoundland and Labrador established the Gary Bourne Award in 1998. The award recognizes members of CGA Newfoundland and Labrador who have provided significant contributions to the Association at the Committee, Chapter and/or Board level. CGA Newfoundland and Labrador presented the Gary Bourne Award for 2007 to Kevin Antle, CGA at the Admission to Membership Ceremony on September 15, 2007. Andrea Bourne, daughter of the late Gary Bourne, presented the award.

Fellow Certified General Accountant Designation (FCGA)

Mrs. Debra Feltham, FCGA was presented with the fellowship designation at the Admission to Membership Ceremonies on September 15, 2007.

Life Member – CGA Newfoundland and Labrador

Mr. Maxwell Porter, FCGA was awarded life member status in September 2007. Max has been a well known advocate for CGA public practice rights and has been a respected mentor to many CGAs. He is a past president of the Association and a long-time peer reviewer.

Member Services and Events

Professional Development Sessions

Conference 2007

Fraud & Internal Controls – Everett Colby
Family Trust – Cox & Palmer
Voluntary Disclosure – Canada Revenue Agency
IT Security: Threats, Countermeasures, Regulations and Compliance – XWave Solutions
Quality Controls in Professional Practice – Everett Colby
Accounting Software: Why it Costs What it Costs – Andrew Bates
SR & ED Tax Credit Program – Phill Rafuse and William Petre
ROE and ROE Web – Service Canada

June 2008

Update on Major Changes in the Investment Market – Larry Short
Web-site Design and Maintenance – Wanda Cuff Young Inc.

Member Recognition Ceremony

On November 22, 2007, CGA NL hosted its annual member recognition ceremony. CGA NL President Debra Feltham, FCGA presented 20, 25, 30, 35 and 40 year membership recognition awards to the following members:

40 yr – Gladstone Dalton, John Janes, & Cyril Morgan

35 yr – Nelson Bradbury, Douglas Bussey, Gordon Cook; G. Ian Janes, Ronald Moore, Peter Oliver, & Ronald Piercey

30 yr – Blaine Dooley, James Kelly, Alan Ross, & Kenneth Smith

25 yr – Eric Bartlett, Eric Hart, Terry Hutchings, Gordon Kelland, Bill Langthorne, Brian McNamara, Gerald Murphy, John Murphy, James Manning, & Peggy Manning

20 yr – Douglas Connolly, Gary Evans, Keith Hillier, Robert Lanning, Leonard Martin, Byron Mercer, Deborah North, Carolyn Pitcher, Victor Powers & Peter Winters

President's Christmas Party

The CGA NL Christmas Party was held on December 7, 2007 at the Fluvarium in St. John's.

Volunteer's Reception

CGA NL celebrated the contribution of its volunteers in a special volunteer's reception held May 1, 2008, at Clovelly Golf Course. All members and students serving on committees and providing other assistance to the Association were invited to attend.

Golf Tournament and BBQ

The annual CGA Golf tournament and BBQ has held at the Admiral's Green at Pippy Park on Saturday, June 7, 2008. Twenty-eight members, students and guests turned out for the BBQ following the golf tournament.

Registered Public Practitioners

The CGA Association of Newfoundland and Labrador currently has thirty-nine (39) registered public practitioners with thirty-seven (37) members licensed by the PALB. Each fiscal year the Association actively canvasses its members in the interest of the Association and the general public to ensure those in public practice are meeting the requirements of, and are properly registered with, the CGA Association and where applicable Public Accountants Licensing Board (PALB).

The CGA Public Practice Committee, in cooperation with its members and the Board of Governors, is actively administering the Public Practice mandate of the Association to ensure its members abide by the policies established by the Association and the PALB regulations. The CGA Association continues to address the requirements that are mandated for the right to be involved in Public Practice, in the interest of the CGA profession and the general public. The Association is aware of upcoming changes to the Province's Public Accountancy Act and has taken steps to ensure that the Certified General Accountant's Act will be updated to reflect these changes. The Association is also considering the impact of these amendments on its policies and by-laws.

Current registered practitioner's includes the following members:

NAME	Firm Name	CITY/TOWN
Renee Attwood, CGA	Feltham Attwood, CGAs	Mount Pearl
Anthony R. Baggs, CGA	Sooley Accounting & Consulting Ltd.	St. John's
Richard Bartlett, CGA		
Sandra D. Bishop, FCGA		St. John's
Claude Blagdon, CGA	Blagdon, Tilley & Co.	Conception Bay South
Derek Burt, CGA	Derek Burt, CGA	Clareville
Roland Burt, CGA	Roland Burt, CGA	Corner Brook
Douglas G. Bussey, CGA	Bradbury, Butt, Bussey & Assoc.	St. John's
Chris Cavanagh, CGA	Jim Cavanagh, CA	
Gordon D. Cook, FCGA	Belanger Clarke, CAs	St. John's
Calvin J. Dawe, CGA	Calvin J. Dawe & Associates	Bay Roberts
Leonard Dillon, CGA	Leonard M. Dillon, CGA	Grand Falls - Windsor
Kevin P. Dwyer, CGA	Blagdon, Tilley & Co.	St. John's
Michael Duah, CGA		
Debra J. Feltham, FCGA	Feltham Attwood, CGAs	Mount Pearl
Jackie Feltham, FCGA	Jackie Feltham, FCGA	Portugal Cove-St. Philip's
Terry R. Hall, CGA		Gander

CGA Newfoundland & Labrador

NAME	Firm Name	CITY/TOWN
A. Terrance Hutchings, CGA		Corner Brook
A. Roy Janes, CGA	Janes & Company	Conception Bay South
Gerald E. Kirby, CGA	Kirby & Company	St. John's
Harold M. Laing, CGA		Carbonear
Robert P. Lanning, CGA	Walters Hoffe & Company, CAs	Gander
Glenn H. Mitchell, CGA		Paradise
Deborah A. Muir, CGA	Muir & Associates	St. John's
Gerry Murphy, CGA	Gerald Murphy, CGA	Mount Pearl
Lorne S. Newman, CGA	L S Newman, CGA	Lewisporte
John W. Nicholl, CGA		Mt. Pearl
Albert Guy Penney, CGA	Smith & Associates	Mount Pearl
Marion Penney, CGA		Labrador
A. Morris Pinsent, CGA	Pinsent & Associates	St. John's
Maxwell C. Porter, FCGA	Porter Accounting Services	Grand Falls -Windsor
Michaela Power, CGA		St. John's
Kenneth E. Smith, CGA	Smith & Company	Goulds
R. Bruce Smith, FCGA	Smith & Associates	Mt. Pearl
Wayne R. Sooley, CGA	Sooley & Associates	Mt. Pearl
Wilson C. Temple, CGA	Capital Management FncI Advisors Inc	St. John's
P. Keith Tilley, CGA	Blagdon, Tilley & Co.	Kelligrews
Douglas J. Tuck, CGA	Calvin J. Dawe & Associates	Bay Roberts
Peter Winters, CGA	Noseworthy Chapman, CAs	St. John's

Public Accountants Licensing Board

The Public Accountants Licensing Board (PALB) is comprised of twelve members as follows; three CGAs, three CAs, three CMAs and three public representatives. The PALB continues to operate to the mutual benefit of the three accounting bodies in Newfoundland and Labrador. The Public Accountants Licensing Board (PALB) met at the Memorial University School of Business in St. John's on July 18, 2007. Dr. Alex Faseruk chaired the meeting. Representatives of the three accounting bodies, CGA, CA and CMA, were asked to attend the meeting and present their annual reports to the Board. Executive Director, Fred Evans, CGA, presented the CGA report.

A written report and a verbal summary were presented to the PALB, which included:

- 1) A description of CGA-NL's role in administering the public practice rights of the Association in conjunction with the Public Accountancy Act of Newfoundland & Labrador.
- 2) An outline of the current CGA-NL regulations for the registration of members for public practice.
- 3) A summary of the Public Practice Committee's activities during the 2006/07 fiscal year, including:
 - a) Statistics on number of members in public practice, peer reviews completed and applications processed for entrance to public practice
 - b) A description of public practice related professional development sessions offered to members in during the year
- 4) An update re the status of any complaints relating to CGA NL members engaged in Public Practice

CGA-NL members on the Public Accountants Licensing Board are Bruce Smith, FCGA, Calvin Dawe, CGA, and Madonna Henderson, FCGA.

Marketing and Partnering Activities

Memorial University of Newfoundland (MUN)

Career Fair 2007

CGA-NL had a display at Memorial University's annual Career Fair in October 2007 and also provided information sessions to MUN Business students throughout the year including an on campus presentation in February 2008.

Business Day 2008

Approximately 250 people gathered at the Fairmont Hotel in St. John's on March 7, 2008, for the 43rd Annual Business Day, a conference organized by the graduating class of the Bachelor of Commerce Co-operative Program. Again this year, CGA Newfoundland and Labrador was an exhibitor at this event. This conference provides the opportunity for business leaders, students, and faculty members to interact and discuss relevant issues in today's business society.

Other Events - MUN

Debra Feltham, FCGA attended the annual MUN Faculty of Business Administration Student Awards ceremony on March 14, 2008, to present the CGA NL scholarship to Susan Eddy. In addition, representatives of CGA Newfoundland attended several roundtable discussions throughout the year.

College of the North Atlantic

Business Faculty Focus Group

CGA NL President Debra Feltham, FCGA attended a focus group with the Faculty of Business on April 1, 2008. The College was seeking feedback on market trends and conditions, general skill sets and tasks, work exposure, and program missions and outcomes (including accounting learning outcomes). The focus group also reviewed the structure and curriculum for the certificate and diploma programs offered by the College.

Partners' Recognition Reception

In March 2008, representatives of CGA Newfoundland and Labrador attended the College of the North Atlantic Partner's Recognition Reception in St. John's. CGA Newfoundland and Labrador continues to support the college in its work-term placement program.

Other Events - College of the North Atlantic

CGA Newfoundland and Labrador had a booth at the College's Annual Career Fair and made presentations to business students at the College of the North Atlantic campuses in St. John's and Carbonear.

St. John's Board of Trade

CGA Newfoundland and Labrador continues to be an active member of the St. John's Board of Trade. The Board currently represents 800 companies employing 20,000 people. CGA-NL was represented at various Board of Trade functions including the 15th Annual *Best in Business* Award's Luncheon December 5, 2007, at the Fairmont, and the luncheon with Finance Minister, Tom Marshall in May 2008. CGA NL representatives also attended the St. John's Board of Trade Business Development Summit held on January 24, 2008 at the Convention Centre.

Society of Management Accountant's Graduation

On November 10, 2007, CGA Newfoundland and Labrador 1st Vice President, Brenda Rose, CGA represented CGA Newfoundland and Labrador at the Society of Management Accountants Graduation Ceremony in St. John's. The Society welcomed 11 new members and honored 2 new FMCA's.

Chartered Accountant's Convocation

On February 2, 2008, CGA NL President, Debra Feltham, FCGA attended the Institute of Chartered Accountants of Newfoundland Convocation and FCA Celebration on behalf of CGA Newfoundland and Labrador. The Institute welcomed eighteen new members and honored one new FCA.

Junior Achievement Newfoundland and Labrador

CGA NL continues its support of Junior Achievement of Newfoundland and Labrador. On May 7, 2008, Debra Feltham, FCGA, presented the Financial Management Award to *Green Ambition*.

Law Society of Newfoundland

On May 23, 2008, four CGA NL Board of Governors attended a full-day seminar offered by the Law Society of Newfoundland on legal issues surrounding self-governance. The annual Law Society Dinner was attended by Debra Feltham on June 20, 2008.

Certified General Accountants of Newfoundland and Labrador

Strategic Plan 2008 – 2011

Background and Preamble

The process of examining the last strategic plan and researching the direction to be taken for the future has been on-going for almost 10 months. Considerable effort has been spent talking to people and asking questions about our Association and the future of the Association. The Strategic Plan of CGA Canada and several affiliates was reviewed to ensure our Association was in line with CGA Canada and to determine if other areas were experiencing similar issues and how they were addressed. In addition, members and students were requested to complete a questionnaire during the early stages of the project to guide the committee through the process.

It became apparent that the following issues were consistently voiced by our Members:

- As indicated in the last strategic plan, the ever changing professional development requirements on accounting professionals continue to be an issue. Members wish the Association to take the lead in providing quality professional development and also advising other opportunities that may be available to them.
- The competition with CAs and CMA is tough and getting tougher. The recent MOU signed between CMA and MUN facilitating the CMA program entry provides another obstacle for CGA to gain inroads with Memorial students. The challenge to be on top of the profession is real and it is getting more difficult with time.
- The strength of the CGA brand in the marketplace is difficult to measure but it is clear that increasing the recognition and quality perception of the brand is of key importance to CGA. This has become a focus as part of the National Branding Strategy and should be mirrored on a provincial level to ensure consistency.
- The effective and efficient operation of the office and the Association. Every effort should be made to ensure that the staff are able to assist the Board in effectively and efficiently completing its mandate while also increasing employee satisfaction.
- The Members indicated that there is an increased desire to have improved communications with the Association and that networking and social functions are beneficial and needed.

The committee has spent considerable time attempting to find the most effective approach to dealing with these issues.

The committee concurs with the previous Strategic Planning committee that the strength of CGA Newfoundland and Labrador has historically been based on the talents, skills and dedication of our members and staff. This strength will continue to be the key to our future success, but changes to the operation and organization of the Association will be required to meet the new opportunities and challenges faced by CGA Newfoundland and Labrador.

The strategic plan proposed by this committee is outlined in this document. It is recommended that a separate sub-committee be established, chaired by the Past President to ensure critical items remain the focus for the Board of Governors.

Mission Statement

The members, staff and elected Board of Governors of CGA Newfoundland and Labrador will work together to enhance the value and profile of the CGA designation at the national and local levels.

CGA NL will fulfill its mission by operating its business affairs using best practices, focusing on stewardship and asset protection for its members, providing sufficient professional development opportunities, increasing both the number of new students entering the program and the retention of existing students, and by providing the highest possible level of learning to its students through superlative operation of its education program.

Primary Goals for the Next Three Years

1. To increase the profile and inherent value of the CGA brand of professional accountants to the general public, to students and to the marketplace in general. This will help to ensure that CGAs continue to serve clients, governments and employers at the highest levels into the future.
2. To increase the number of CGA Newfoundland and Labrador members in our province, by working to recruit and retain new students to the CGA program of studies so that the Association will experience future growth.
3. To carry out the business of the Association in a manner that demonstrates the highest standards to which CGAs have become accustomed both nationally and internationally. This will include improved communication between the Association and its Members and between Members and a review of the current financial model, staffing requirements, business processes, etc.

4. To provide valuable professional development to the membership. This will include a minimum of 20 hours of verifiable professional development sessions to our members annually. This will ensure that members have the opportunity to obtain relevant quality professional development to maintain the high educational standards demanded of our profession and expected by our clients, employers and the general public.
5. To re-engage the membership to be proud ambassadors of the CGA Program of Professional Studies and to encourage active participation in the Association. This will include reactivating various Chapters across the province to provide an opportunity for Members and Students to socialize, share experiences and knowledge and to provide valuable and necessary feedback to the Board of Governors.

Action Plan

To increase the profile and inherent value of the CGA brand

- Ensure Provincial Marketing compliments the National Branding Strategy
- Ensure the Association maintains a presence with the business and educational community.
- Encourage members to become active participants in volunteer organizations and promote this participation.
- Ensuring that the Association is operated at the highest standards for its members and students will present the right image to employers, clients, the general public and prospective students.
- Develop and maintain a “news release” strategy that will consistently provide good news stories to the media.

To increase the number of CGA Newfoundland and Labrador members.

- Implement recent marketing plan and ensure adequate funding is available to achieve results
- Ensure the Association develops its recruitment strategy to compliment the National Recruitment Strategy.
- Develop relationships with Human Resource Departments to encourage employees to think “CGA”. As the baby boomer generation leaves the workforce, there will be a gap for management individuals who will require the CGA skill set. Our program of studies should be a good fit for this type of individual.
- Provide constant high quality assistance and support to CGA students
- Provide regular and high quality sessions that encourage professional development and promote the association, its members and the designation.

- Continue to develop relationships with Memorial University and to increase awareness of CGA with the students.

To ensure the health of the Association.

- Review and improve office operations by ensuring differentiation of duties; that the Association has sufficient, qualified staff to deal with operational issues; that staff have detailed job descriptions and specifications to eliminate potential conflicts.
- Review the financial model to ensure the future viability of the Association. As the population ages, it is assumed that student numbers and demographics will change. The current model is heavily dependant upon student enrolment and this impact should be investigated. Alternative models and scenarios should be reviewed.
- Promote effective collaboration between other Affiliates and CGA Canada.
- Review governance model based upon best practices.
- Review the current disciplinary process to determine if it is in the best interests of both the membership and the public. Make any changes necessary to ensure objective, fair, consistent, and timely decisions are made.

To provide valuable professional development to the membership.

- To provide a minimum of 20 hours of verifiable professional development sessions to our members annually.
- Bi-Monthly Lunch and Learn sessions sponsored by the Association
- Professional Development sessions offered during both the June Board Meeting and the AGM weekend.
- A Saturday Professional Development Session offered four times a year.
- The Association maintain a listing of professional development sessions offered by outside parties and communicate these to the membership monthly.
- Investigate the possibility of providing professional development sessions to rural communities utilizing various telecommunication medias.

To re-engage the membership to be proud ambassadors of the CGA Program of Professional Studies and to encourage active participation in the Association

- Actively encourage various provincial chapters to become reactivated and provide assistance if required.
- Encourage active dialogue between Members and the Association to “hear” what the membership is saying.

- Empower Board Committees to make decisions and act on these decisions. The authority to follow through on their budget and operational plans would be granted when the annual budget is approved by the Board of Governors.
- Increased professional development sessions and social functions should acquaint members and foster more cohesiveness within the membership.
- Ensure that the Association's newsletter is prepared and sent to members on a regular schedule. This will improve overall communication with the membership.
- A regular bi-weekly update be emailed to the membership which will include all relevant information since the previous update. This will also eliminate the current practice of forwarding multiple emails to members and provide a brief overview. The member could contact the office for further information if interested in a specific item.

Conclusion

In order to ensure that the ideas presented above can be carried out in a timely manner and with the support of the membership, it is of paramount importance that the CGA Newfoundland and Labrador Board of Governors understands and supports the goals for the organization. The strategic plan should become a standing item on the Board's agenda for all meetings and any motions brought to the Board for approval should reference the plan and what goal and objective the motion relates.

Further, it is vital that the Board of elected Governors are properly informed and have the necessary experience and training to permit them to be contributing members to achieving the goals and objectives of this plan.

Ensuring that the Association is operated at the highest standards for its members and students will go a long way to presenting the correct image to employers, clients, the general public and to prospective students.

Respectfully submitted,

CGA Newfoundland and Labrador

Strategic Planning Committee

Brenda Rose, Chair (1st VP)

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