

CPA MANITOBA 2023-26 STRATEGIC PLAN

JANUARY 2023

VISION STATEMENT

To become the preeminent, internationally recognized Canadian accounting designation and business credential. CPA protects and serves the public interest and is valued for its integrity and expertise.

MISSION STATEMENT

CPA Manitoba fosters public confidence in the CPA profession and acts in the public interest through its development and support of CPAs and CPA students and candidates with the competencies and resources to excel in all sectors.

WHO WE ARE

CPA Manitoba continuously earns the public trust. We are viewed as thought leaders and influencers of our owners, our beneficiaries and our stakeholders and we significantly impact national strategy. Our members are strategic trusted partners and provide the highest quality and value-added services. Our members reflect the diversity of our community. Manitoba CPAs are at the forefront of technology. We proactively drive and embrace change.

TABLE OF CONTENTS

STRATEGIC THEMES	4
PROTECT THE PUBLIC	5
GROWTH OF THE PROFESSION	7
VALUE OF THE PROFESSION	8
MEMBER LEARNING & EXPERIENCES	9
ORGANIZATIONAL EXCELLENCE	10
CPA MANITOBA'S ENDS POLICIES	11

STRATEGIC THEMES

Coming out of the pandemic, the landscape within which CPA Manitoba operates is shifting. Employees’ perspectives towards work and where it is performed have changed. Members’ desire to gather in person for an event or a conference is different than it was three years ago. With the rise of virtual work, the jurisdictional boundaries of member regulation are becoming less defined.

“Protect the Public” continues to be the legislated mandate and, therefore, the primary strategic goal of CPA Manitoba. At its core, CPA Manitoba’s main objective is to protect the public, and in doing so, the organization will continue to be supported by the following four strategic themes. These themes or strategic pillars are founded on the values of CPA Manitoba which are teamwork, respect, integrity, innovation and excellence. The four strategic themes are:





PROTECT THE PUBLIC

CPA Manitoba fosters public confidence in the CPA profession and acts in the public interest through its development and support of its members, candidates and students with the competencies and resources to excel in all sectors. It is for this reason that this strategic pillar is at the top of CPA Manitoba's Strategic Plan and the description of the pillar is the same as the mission statement for CPA Manitoba. All four supporting pillars have Protection of the Public as their ultimate goal.

CPA Manitoba is also part of the fabric of the profession in Canada. The profession-wide strategic plan contains a pillar called Smart Regulation and through its participation on the Public Trust Committee, CPA Manitoba supports the following profession-wide initiatives:

SMART REGULATION

Given that the public and government have high expectations of regulators and there has been recent scrutiny of regulators in other professions, the profession must maintain strong regulatory functions. The profession must constantly ensure that regulation effectively protects the public.

Smart Regulation means:

1. Working with our stakeholders to constantly assess and enhance our regulatory frameworks to ensure regulation keeps pace with innovation and technological change.
2. Examining and monitoring national and global trends in regulation to learn from best practices to better protect the public.
3. Sharing information and data across governing bodies and ensuring harmonization of actions and discipline to the extent possible, within the inherent limits of legislated mandates.
4. Supporting and influencing global standard setting.
5. Leveraging data to inform regulation and better protect the public.



PROTECT THE PUBLIC

In addition, CPA Manitoba is striving towards the following objectives from a provincial perspective:

- Enhance focus on Smart Regulation within the province and how to support the national initiatives. Look for opportunities to integrate regulatory considerations in everything we do.
- Enhance member awareness of ongoing obligations of membership such as annual CPD requirements (including ethics hours) and how the Code of Conduct impacts their day-to-day work of keeping up to date with the standards, staying competent, and addressing conflicts of interest.
- For example, consider the challenges and benefits of moving to a principles-based Code of Conduct, as well as consideration of a national Code of Conduct.
- Improve member wellness through the maintenance of a Member and Family Assistance Program. Program usage aims to reduce the frequency and seriousness of complaints and improve compliance.
- Improve communications to members and the public regarding CPA Manitoba's Regulatory environment. Use community speaking opportunities to share messages in support of Protection of the Public.
- Broaden transparency and accountability by demonstrating the impact on Protection of the Public in relation to every Board decision. Implement tools and approaches to assist Board members in recognizing the impact of Board decision-making on Protection of the Public.
- Adapt the regulatory framework, rules, policies and procedures to address the movement towards borderless work and borderless transactions. As we become more successful at remote working, the Canadian workforce can be almost anywhere, which blurs jurisdictional lines and causes challenges for regulators to ensure members understand their regulatory responsibilities. Collaboration with other provincial bodies will be important to ensure a consistent member experience.
- Develop ways for easy access to member regulatory services to enhance regulatory responsibilities (ex. online submission of complaints, case management, etc.).



GROWTH OF THE PROFESSION

Growing the profession happens along two dimensions: growing the relevance of the profession and growing the number of CPAs needed to meet the economic demands of the province. Under this strategic pillar, CPA Manitoba will implement strategies to ensure the profession adds value and continues to produce enough CPAs to provide the essential services needed by the Manitoba economy.

- Improve the relevance of the designation and its brand:
 - Continue to enhance the exposure of CPAs from different backgrounds and experiences to demonstrate the types of work that CPAs can do.
 - Participate in business community activities by sponsoring events that are aligned with the interests and values of our members, such as events hosted by the Chambers of Commerce, the Associates of the Asper School of Business, and other post-secondary and industry groups.
 - Support the national efforts of the Branding Committee.
- Ensure CPAs are advancing their knowledge to be able to address emerging issues:
 - Provide relevant, on-demand professional development.
 - Participate in national initiatives that encourage thought leadership of the profession, such as accounting and ESG research.
 - Support the national efforts on digital transformation and members' journeys towards data analytics, blockchain, AI.
- Encourage more CPAs to enter the professional program:
 - Develop recommendations to address the findings of the 2022 Labour Market Study.
 - Develop recommendations to address the findings of the national PSI survey.
 - Support the CPA MB Foundation in providing student support programs that enable more CPAs to enter the profession.
 - Develop a more streamlined and simplified submission and review process for bursaries and scholarships.
 - Support the development of Certification 2.0 to build a program that attracts and retains candidates.
 - Develop innovative & diverse recruitment efforts.



VALUE OF THE PROFESSION

It is important CPA Manitoba is seen as a leading influential voice in the business community in Manitoba. This objective will be achieved by successfully partnering with key stakeholders.

- Enhance partnership and collaboration with key stakeholders:
 - **Government** - continue to improve the annual Pre-budget submission to Manitoba Finance and support ad hoc committees.
 - **Public** - demonstrate protection of the public through the tax committee and proposed legislation changes such as a move towards making compilations a reserved service under the CPA Act.
 - **Legislated Committees** - Fulfilling our mandate under the CPA Act including recruitment of quality members and a focus on diversity.
 - **Post-Secondary Institutions** - partner with post-secondary institutions to streamline programs to meet students' needs and develop new programs such as the MAcc.
 - **Members** - encourage volunteerism within the profession and the community. Provide members with thought leadership and quality PD, appropriate recognition, and events and networking opportunities.
 - **CPA Foundation** - collaborate with the Foundation to achieve common or overlapping goals related to student recruitment and engagement. Continue to promote the Foundation to members to demonstrate its value to the profession.
 - **Business Community** - demonstrate that CPA Manitoba is a good partner in the community by participating in initiatives with the Chambers of Commerce, leading efforts in Truth and Reconciliation, and sponsoring key initiatives relevant to the accounting profession.



MEMBER LEARNING & EXPERIENCES

It is key that CPA members are aware of and fulfill their regulatory responsibilities while being part of an engaging community of professional accountants. It is also important for CPAs to grow and evolve their skills base, ensuring they keep up with the latest emerging issues affecting the profession and the economy in Canada.

- Promote understanding of regulatory responsibilities:
 - Understand borderless, high-mobility, registration requirements and its impact on the province of regulation.
 - “Meet your Regulator” initiatives and Regulatory Reporting communication initiatives.
 - Introduction to the profession for new members.
 - Continuous training for legislated committee members.
 - iMIS communications that encourage members to fulfill their responsibilities.
- Increase knowledge of emerging issues affecting the accounting profession:
 - Enhance professional development in areas such as ESG and changing standards.
 - Support the national efforts to increase knowledge of emerging technologies for members through thought leadership and tools.
 - Engagement with members in Equity, diversity & inclusion initiatives such as a Members’ EDI Council.
 - Training for members on emerging technology.
 - Provide guidance for members on how to action the Truth and Reconciliation Commission of Canada: Calls to Action.
- Create opportunities for CPAs to connect with each other, and between members, candidates and students to build a community of engaged accounting professionals.
- Develop a Learning Management System to provide a better member learning experience, more professional systems interface, and access to PD to promote professional competencies.
- Engage with members, candidates and students throughout the province by touring all Manitoba regions where CPAs live and work.



ORGANIZATIONAL EXCELLENCE

Organizational excellence is the quality that enable success in other areas of the strategy. It promotes excellence in human resource, IT, financial and operations management to achieve its objectives.

- Encourage Staff and board learning and EDI initiatives.
 - Implement the diversity and inclusion strategy.
- Improve workplace diversity and inclusion as part of CPA Manitoba's Diversity and Inclusion Strategy.
- Increase collaboration with other CPA bodies with a focus on the western bodies.
- Enhance the member experience, and, enable a data-driven organization.
 - Implement the 3-year IT Strategic Plan
 - Protect company and member data from cyber threats
 - Leverage iMIS, and other tools like LMS, Power BI
- Increase employee engagement in a hybrid work environment
 - Development of a hybrid employee engagement strategy
 - Issue Culture surveys to engage staff in a hybrid work environment
- Promote efficiencies in delivery of PD
 - Develop a new LMS
- Drive efficiencies
 - Develop self-service Finance tools such as Power BI
- Improve corporate support to the Foundation
 - Provide support in Communications, Events, HR, IT, Finance, etc.
- Enhance staff knowledge in their subject matter.
 - Develop departmental learning using L&D plans that align with learner goals and strategic objectives.

CPA MANITOBA'S ENDs POLICIES

CPA Manitoba is pursuing the following ENDs:

1.0 The public has trust and confidence in CPAs and the profession is held in high regard by both the public and CPA members.

1.1 CPAs are competent.

1.2 CPAs value the CPA Designation.

1.3 CPA Manitoba is recognized as a leading influential voice.

1.4 High caliber individuals will be attracted to the CPA profession.

1.5 CPAs continue to be a self-regulating profession in accordance with the CPA Act and By-Laws.

1.6 CPAs are the preferred choice for senior business and finance positions.

1.7 CPAs provide quality professional services.

When the strategic themes are considered against the ENDs, it can be noted that each of the themes moves the organization towards the achievement of its ENDs. This provides further validation that the strategic themes are well-aligned with the direction of CPA Manitoba.