



Revised Date: July 2023

2023 - 2027 STRATEGIC PLAN

Adding value for members

WHY To enhance the quality of governance in Canadian organizations

HOW By developing the governance professionals that organizations rely upon

WHAT Inspiring careers that make a difference in the quality of organizational governance

TRENDS IMPACTING GOVERNANCE PROFESSIONALS

The trends impacting governance professionals now and into the future shape GPC's strategy. As a value-added membership association, we are committed to developing and supporting Canadian governance professionals.

ESG ACCOUNTABILITY

Employees, consumers, shareholders and regulators are holding organizations and their supply chains to higher environmental, social and governance (ESG) standards.

RISK INTELLIGENCE

Understanding and acting on the risks created through strategy and being effective in their management. Addressing the risks that define today's environment including economic uncertainty, cyber security and geopolitical instability.

DIVERSITY, EQUITY & INCLUSION

Increasing attention and expectations for the promotion of diversity, equity and inclusion at all levels of the organization.



TRUST AND ETHICS

Highly important for organizations to maintain and grow trust with a broad range of stakeholders, including employees and consumers. Trust matters to security, privacy, data and consumer confidence.

FUTURE OF WORK

Increasing importance of digital and relationship skills, growth of remote work as well as the sharing and contract work economy in a tightening labour market.

STRATEGIC DIRECTION

Providing clarity of organizational direction in vision and strategy that inspires leaders, employees and consumers. Building and maintaining a strong corporate culture capable of organizational transformation.

WHY: TO ENHANCE THE QUALITY OF GOVERNANCE IN CANADIAN ORGANIZATIONS



MEMBERSHIP VALUE

Be a valued source of support to governance professionals, growing GPC's membership and usage as result.



INDUSTRY KNOWLEDGE

Be a leading source of industry knowledge, emerging practices and curated information relevant to governance professionals.



ORGANIZATIONAL EFFECTIVENESS

Be an effective organization that delivers on the needs of its members as described with strategic and business plans.



TOOLS, RESOURCES AND PROGRAMMING

Be the primary provider of quality programming, tools, education, and resources which governance professionals can rely on as their careers grow and develop.



HOW: BY DEVELOPING THE GOVERNANCE PROFESSIONALS THAT ORGANIZATIONS RELY UPON

GPC provides a membership alternative in the highly competitive governance support marketplace. GPC is differentiated by its focus on and deep commitment to the governance professional. GPC's own governance model is a Board of Directors comprised largely of governance professionals. GPC understand your issues, your needs, and your aspirations. GPC is you.



NEW PROFESSIONALS

Those new to the role of governance have a place to turn to for their skills and competency development and for engaging with their peers and with seasoned professionals



ESTABLISHED PROFESSIONALS

Seasoned governance professionals find a network of like-minded individuals and a place that helps them to stay on top of the newest trends and developments in governance to guide their Boards and organizations



INQUIRING PROFESSIONALS

Those interested in governance find a relevant stream of information on evolving issues in governance to help them stay on top of key developments

GPC PROVIDES VALUE THROUGH 3 AREAS OF ACTIVITY:



KNOWLEDGE

Governance professionals receive information that they require to excel in their roles through our conferences, webinars and certification programs.



NETWORKING

Governance professionals interact with peers across Canada through regional chapters, an online community, and highly regarded knowledge opportunities.



TOOLS AND RESOURCES

Governance professionals have access to an up-to-date and reliable library of tools and resources including the common templates that governance professionals often rely upon.

WHAT: INSPIRING CAREERS THAT MAKE A DIFFERENCE IN THE QUALITY OF ORGANIZATIONAL GOVERNANCE

Understanding the results and outcomes of our efforts to enhance the quality of governance in Canadian organizations helps GPC to further the value we are creating for our members. GPC tracks several metrics to demonstrate progress, success and value connected to our balanced scorecard.

STRATEGIC PLAN KEY FOCUS AND IMPACTS: 1-3 YEAR HORIZON

STRATEGIC PRIORITY	IMPACT STATEMENT/OUTCOME	
MEMBER VALUE	Be a valued source of support to governance professionals, growing GPC’s membership and usage as result.	<ul style="list-style-type: none"> • Membership growth strategy inclusive of a member and customer recruitment and referral program • Segmentation strategy (e.g., targeted sectors) • Communications Strategy • Relationship Management Strategy
INDUSTRY KNOWLEDGE	Be a leading source of industry knowledge, emerging practices and curated information relevant to governance professionals.	<ul style="list-style-type: none"> • Launch Thought Leadership Committee • Resources to enhance programming aligned with emerging trends and thought leadership • Membership Engagement survey

STRATEGIC PLAN

KEY FOCUS AND IMPACTS: 1-3 YEAR HORIZON

STRATEGIC PRIORITY	IMPACT STATEMENT/OUTCOME	
ORGANIZATIONAL EFFECTIVENESS	Be an effective organization that delivers on the needs of its members as described with strategic and business plans.	<ul style="list-style-type: none"> • GPC Board portal • GPC Board Assessment • Board and Management Succession Plans
TOOLS, RESOURCES AND PROGRAMMING	Be the primary provider of quality programming, tools, education, and resources which governance professionals can rely as their careers grow and develop.	<ul style="list-style-type: none"> • Review current programming and respond to any gaps • Grow certificate programs • Create alumni community for ongoing communications and connections

STRATEGIC PLAN

LONG TERM STRATEGIC GOALS

STRATEGIC GOAL	DESCRIPTION	GOAL
LONG TERM GPC SUSTAINABILITY	To strengthen and solidify GPC's long-term sustainability through membership and revenue growth.	Create programs, activities and engagement opportunities to grow the GPC membership steadily as well as to ensure its long-term financial stability.
INFLUENCE OF GPC	Enhance and grow the influence, presence & reputation of GPC as THE leading governance association in Canada.	GPC creates an environment for becoming the leading professional resources for governance professionals and their key stakeholders in Canada.
RECOGNITION OF GOVERNANCE PROFESSIONALS	Growing the influence and recognition of governance professionals in their organizations and stakeholder communities.	Governance professionals gain further advancement, recognition and success within their organizations and communities as a result of their involvement with GPC and the tools the organization provides.
EFFICACY OF GOVERNANCE PROFESSIONALS	To grow the efficacy and skill set of the governance professional.	The GPC network consists of strong, like-minded partners who have the collective capacity to contribute to the continuous improvement of GPC's presence.

ADDING VALUE FOR MEMBERS

PRESIDENT'S MESSAGE

LYNN BEAUREGARD, PRESIDENT, GPC



When I stepped in as President in January of 2002, the organization (then known as the Canadian Society of Corporate Secretaries – CSCS) was still in its infancy and had a more narrow mandate, focused mostly on corporate secretaries of public issuer organizations that were impacted by regulatory changes related to governance scandals. So much has happened in the two decades, as the field of governance has evolved and has impacted ALL organizations in profound ways.

In these 20 years with GPC, I am most proud of how the organization has been able to grow and adapt to so many changes, and to broaden its membership to include every type of organization, large and small, publicly traded, private, not for profit, public sector and in all sectors of the economy.

Leading initiatives such as our annual conference, which grew from a one day seminar to a 2+ day event gathering 350-400 people annually; the Excellence in Governance Awards program which focuses on the Board's and the Governance Professional's roles in adding value to their organization; the GPC.D designation, the only certification of its kind in Canada, created to strengthen the skills of those who practice governance, and to assist their boards and organizations in enhancing their overall governance processes; as well as many more, have kept GPC at the forefront of the governance landscape as a beacon for its members in Canada.

We are now eager to move to the next phase of our evolving strategy, which we are sharing with you in this document. I am pleased to be working with a knowledgeable and diverse Board, a talented management team and a network of dedicated volunteers that will make the next chapter of our strategic plan a very exciting time for the organization. We look forward to continuing to grow our programming and our membership, adding more value for you, and solidifying your professional impact in your organizations and your career path.

ADDING VALUE FOR MEMBERS

BOARD OF DIRECTORS

CHAIR

CHRISTINE THOMAS

Vice-President, Governance, Risk & Compliance & Legal Counsel, Canadian Medical Association.



Christine has an extensive background in legal services, corporate governance, risk management and compliance having provided oversight in these areas to not-for-profit entities, privately held corporations, financial institutions as well as private foundations, both in private practice and in-house. In her current role, she is responsible for providing governance, risk and compliance leadership to the Canadian Medical Association (CMA) and its subsidiaries, as well as the CMA Foundation, the charitable arm of the CMA. Prior to this position she served as Associate Vice-President, Legal and Governance at MD Financial, a financial services company dedicated to providing financial services to physicians and their families across Canada. Each of these roles has involved creativity and innovation in establishing frameworks in effective governance, enterprise risk and compliance in a variety of different environments. She is a strong believer in giving back and has served in various capacities on a number of not-for-profit boards in both her personal and professional communities, including acting as a mentor for in-house counsel lawyers, serving as a member of the Executive Committee of the Canadian Corporate Counsel Association (Ontario Section) and on the Risk Management Sub-Committee for the Canadian Bar Association.

Christine has been a proud member of the Board of Directors of GPC since 2018 and currently serves as Chair of the Board. She is currently completing her GPC.D. through Governance Professionals of Canada and recommends it to her colleagues in the profession.

VICE-CHAIR

ARNE GULSTENE, MBA, GPC.D

Regional Head,
TSX Company Services



Favourite GPC Product or Service?

There are opportunities for governance professionals to serve on ad hoc and standing committees to provide leadership within the sector. This assists in the growth of the profession.

SECRETARY

TERRY KNEE GPC.D

Corporate Secretary,
Governance and
Compliance, and Chief
Communications Officer,
FPIInnovations



Favourite GPC Product or Service?

The variety of subjects covered, and the quality of speakers allows governance professionals to stay informed about emerging issues and trends.

ADDING VALUE FOR MEMBERS

BOARD OF DIRECTORS

TREASURER

NICHOLAS F. CHEUNG,
CPA, CA, GPC.D, CIPP/C

Senior Consultant and
Head of Privacy Training,
The Privacy Pro



SUSAN ANTON

Leadership Coach &
Governance Consultant



Favourite GPC Product or Service?

Informative webinar topics such as navigating through COVID provide governance professionals with information and tools that are timely and practical.

RICHARD BARBER, ICD.D

Consultant to Boards
& Management for AI
Governance and Growth
Strategy, C-Suite Growth
Leader



HORACIO GALANTI, GPC.D

Director of Operations

Favourite GPC Product or Service?

The professional development offerings are constantly evolving and equip governance professionals with the tools to succeed in today's competitive environment, advancing best governance practices across Canada.



ADDING VALUE FOR MEMBERS

BOARD OF DIRECTORS

ANNIE LAURENSEN GPC.D

Director, Governance and Corporate Secretary, Chair, DIARD Committee (Corporate), Lundin Mining



Favourite GPC Product or Service?

Network with likeminded professionals, share ideas and stay on top of the ever changing and evolving regulatory and governance landscape.

TERRY KNEE, GPC.D

Corporate Secretary, Governance and Compliance, and Chief Communications Officer, FPIInnovations



Favourite GPC Product or Service?

The variety of subjects covered, and the quality of speakers allows governance professionals to stay informed about emerging issues and trends.

CHAIR, ADVOCACY AND THOUGHT LEADERSHIP COMMITTEE **CARLTON MATHIAS**

Vice President, Law, ESG and Corporate Secretary Ontario Power Generation



Favourite GPC Product or Service?

The regular electronic communication from the GPC means that I am consistently reminded of the emerging issues and trends that are impacting my profession. GPC makes it easy to stay engaged.

CHAIR, GOVERNANCE AND NOMINATIONS COMMITTEE **COLLEEN OUELLETTE, GPC.D**

Deputy Secretary and Director, Corporate Secretariat, Export Development Canada



Favourite GPC Product or Service?

GPC creates a strong network and sense of community amongst its membership, consistently enabling opportunities for governance professionals to collaborate and share best practices.

ADDING VALUE FOR MEMBERS

GPC HISTORY



WHY GOVERNANCE PROFESSIONALS CHOOSE GPC

Governance Professionals choose GPC as it aspires to:

- Influence and promote leading governance practices.
- Be a catalyst for establishing the highest standards in corporate governance in Canada.
- Promote the recognition and success of Canadian governance professionals.

ADDING VALUE FOR MEMBERS

GPC HISTORY

1994

The first multi-day conference with exhibitors was created

2005

The monthly E-newsletter is re-launched as 'Governance Matters'

2013

CSCS was rebranded as the Governance Professionals of Canada (GPC) following membership and industry consultations to become more inclusive of the many professionals in the governance function

2017

GPC expanded its Professional Development Programming to include certificate programs such as 'Governance 101', Risk Management and other courses

2021

GPC created the CGO Career Path Project to assist Governance Professionals in moving into the role of Chief Governance Officer within their organizations.

Dey Report was published by the TSX: Where are the Directors?

Canadian Society of Corporate Secretaries (CSCS) was created

2002

Conferences expanded nationally with rotation in cities across the country

2011

The first Excellence in Governance Awards (EGAs) were handed out at the annual conference

2016

The GPC certification program was launched (GPC.D) to provide governance professionals with a formalized educational program

2018

Expanded to number of regional chapters across Canada for a total of 10 local chapters

Created the new podcast edition: 'The Governance Voice' with monthly episodes on governance issues

2022

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Influence and promote leading governance practices



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Promote the recognition and success of Canadian governance professionals



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