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WHO WE ARE

The Canadian Payroll Association exists because accurate and timely payroll is the right of every employee and essential to the operation of every employer and our society.
When we look back on 2019, it will be recognized as a turning point for the payroll profession in Canada.

The Canadian Payroll Association achieved exceptional growth and financial results, underscored by the fact that our community now counts almost 21,000 members. We honoured the 1,254 Payroll Compliance Practitioner (PCP) and 162 Certified Payroll Manager (CPM) graduates at Certification Recognition Events held across the country, increasing the number of individuals who have earned a payroll certification to over 14,000. Through more than 400 in-class seminars, our 50+ outstanding instructors shared their expertise with nearly 10,000 professionals. Our incredible Payroll InfoLine team once again fielded more than 42,000 inquiries. More than 700 delegates benefitted from the Annual Conference and Trade Show in Edmonton. And almost 3,000 members came together to raise the collective voice of payroll at National Payroll Week (NPW) events throughout the country.

We continued to innovate and enhance the value of membership. As a part of our 40th anniversary celebration, the Association introduced a new membership benefit: the exclusive member discount program MemberPerks. It provides members with access to discounts on a range of products and services—from computers to clothing, restaurants, hotels, flowers, local attractions and more. To help members accelerate their payroll career, we also introduced the new “Candidate” membership category for those pursuing a PCP certification. Finally, in recognition of his unparalleled contribution to both the Association and payroll, past President and CEO Patrick Culhane received the Canadian Payroll Association Special Contributor Award, which has now been renamed in his honour.

We consistently and confidently raised the voice of payroll, and compelled governments, business leaders and working Canadians to listen. Our ongoing investment in being more proactive in government relations and at the forefront of government advocacy with key federal and provincial agencies and departments paid dividends as we continued to expand our reach into the public policy decision-making process. Our Federal, Provincial and Quebec Government Relations Advisory Committees engaged with ministers and bureaucrats in every province and territory. In total, we made 45 submissions to governments, and the Government of Ontario, which is focused on reducing red tape, specifically identified the Canadian Payroll Association in its annual budget as a leader and critical contributor toward that goal.

We continued to invest in research and were

“We consistently and confidently raised the voice of payroll, and compelled governments, business leaders and working Canadians to listen.”

Peter Tzanetakis, President of the Canadian Payroll Association
recognized as thought leaders. Leading journalists and essential trade media outlets consistently turned to the Association as the expert for information and insights. Ahead of tax season, we shared information with business leaders on how to deal with payroll audit anxiety. Our leadership on the topic of financial wellness was exemplified by the NPW public relations campaign, which revealed that financial stress costs Canadian employers $16 billion annually in lost productivity. In addition, we partnered with the Western-Laurier Financial Data Analytics Laboratory to use advanced analysis techniques to derive new insights from more than a decade's worth of NPW surveys.

Throughout the year, we also celebrated the Association’s 40th anniversary by remembering the past, recognizing key contributors and saying thank you to our current members. The Annual Conference and Trade Show included a powerful celebratory concert by Canadian rock icon Colin James. The original issue of DIALOGUE was remastered and shared. And a special 40th anniversary certification bursary contest saw more than 3,000 member entries.

Suffice it to say, the state of the Canadian Payroll Association and the payroll profession has never been stronger. However, as great business leaders will profess, today’s environment requires you to be fast, lean and able to absorb disruption. So we refused to rest on our laurels.

That’s why, while we were celebrating the past, we were also sowing the seeds for an even brighter future by completing a comprehensive strategic renewal project.

The goals of the project were to (1) define why it is essential for the Canadian Payroll Association to exist; (2) identify a keystone strategy as our distant guiding light; and (3) develop a roadmap for getting there. After an exhaustive process, which included an environmental assessment of trends and tidal forces, research, and consultations with various stakeholders, we achieved those goals.

The Canadian Payroll Association exists because accurate and timely payroll is the right of every employee and essential to the operation of every employer and our society. Our keystone strategy is to be THE association for the payroll profession in Canada, which will be achieved through a series of strategic investments in research, advocacy, growing the Association brand, influencing the influencers, elevating certification and the profession, and more.

The title of this annual report, “Future — Forward,” couldn’t be more appropriate. While 2019 was a very successful year for the Association, marked by celebrating our history, it’s also the year in which we set forth toward tomorrow.

Thank you for your continued support of the payroll profession,

Peter Tzanetakis
President

Wendy Doane, CPM
Chair, Board of Directors
BY THE NUMBERS

**PAYROLL**

Canada’s 1.5 million employers rely on payroll professionals to ensure the timely and accurate annual payment of:

- $1.02 trillion in wages and taxable benefits
- $345 billion in statutory remittances
- while complying with 200+ federal and provincial regulatory requirements

**COMMUNITY**

4,538 new members in 2019, bringing membership to almost 21,000, representing payrolls for 10+ million employees

- 1 new membership category: Candidate Membership for those pursuing the PCP certification
- 6,230 members participated in networking events and conferences
- 4,692 members registered for the Association’s new and exclusive member discount program, MemberPerks, powered by Venngo
- 73+ million Canadians reached through our public relations activities, raising awareness of the power of payroll

**ADVOCACY**

Recognized in 1 provincial budget: Ontario

- 45 government submissions made
- 1 new advocacy newsletter launched: *The Payroll Advocate*
- Invited to 3 budget lockups: federal, Ontario and Quebec
BY THE NUMBERS

EDUCATION

14,273 certified payroll professionals, representing the best of the payroll profession
5,262 individuals began their certification journey
1,254 payroll professionals earned the PCP certification, 162 leaders earned the CPM and 13 individuals formed the inaugural SCPQ graduating class
42,044 questions answered through Payroll InfoLine
9,826 members attended in-class professional development seminars, with over half attending a year-end seminar
6,133 members attended online seminars or webinars
2 new seminars introduced: Developing Your Employee Handbook and an English version of Quebec Labour Standards

CELEBRATION

40th anniversary year, with celebrations all year long
743 delegates declared “Payroll Rocks” at the 2019 Annual Conference and Trade Show, which included a special 40th anniversary concert
2,857 members of the payroll community came together during 24 National Payroll Week events across Canada
3,000+ members entered to win a certification bursary, created as part of a year of our 40th anniversary celebrations
The Canadian Payroll Association is governed by an elected Board of Directors, whose members represent the interests and perspectives of the payroll community.

L to R: Christian Coutu, CPM, Vice-Chair; Lynne Harkness, CPM, CHRP, Director; Wendy Doane, CPM, Chair; Peter Tzanetakis, President; Mark Betcher, PCP, Director; Carolyn Lesyshen, CPM, Director; Sherisse Mason, CPM, Treasurer; Patricia Herkes, CPM, Director; Sandra Morrison, CPM, CPHR, SHRM-SCP, Past Chair; Martine Castellani, Director.
LESSONS LEARNED FROM LOOKING TO THE PAST

In 1978, Canadian Payroll Association founder Diana Ferguson’s dream was simple: establish an association for payroll. That mission has long since been accomplished.

As we celebrated the Association’s 40th anniversary with a full year of celebrations in 2019—which included a gala event, unforgettable rock concert, bursary contest and introduction of the Association’s exclusive member discount program—we were awed by how far we’ve come.

Today, we are an engaged and growing community of more than 40,000 professionals, practitioners, stakeholders and leaders. The Association is recognized as the authority in payroll information and education. In 2019 alone, the Payroll InfoLine received over 42,000 inquiries, and almost 16,000 members attended an Association seminar or webinar. Since launching our PCP and CPM certification programs in 2005, the Association has helped more than 14,000 graduates advance their careers. Our volunteers are highly engaged and contributing to payroll in every province and territory.

Forty years on, the Association is recognized as a valuable partner for businesses, working Canadians and governments alike. Our voice and expertise are integral to policy discussions from coast to coast. Pay Yourself First programs are helping to reduce financial stress for workers. Stakeholders, including leading payroll service and software providers, are contributing to the Association and the profession in new and numerous ways. And journalists rely on the Association as a thought leader, calling on us to share our unique perspective on payroll legislation, financial wellness and other business issues.

Having accomplished all of this and more, it would have been easy for the Association’s Board of Directors and management team to maintain the status quo. Change can be fraught with unforeseen challenges and the potential to imperil hard-won progress. Doubling down on proven strategies and tactics could have been seen as the prudent way forward—perhaps the safer course of action.

However, that’s not what the Canadian Payroll Association chose to do. Association leadership recognized that the past is not a guarantee of future success.

“New and emerging tidal forces are radically changing the payroll profession and business in general,” explains Association President Peter Tzanetakis. “Not long ago, terms like artificial intelligence, the gig economy and blockchain were meaningless. Today they, along with a myriad of other business and regulatory changes, are reshaping business operations, the nature of work and the global economy. To continue elevating the payroll profession, a new plan, designed to transform today’s challenges into tomorrow’s opportunities, was necessary. It was clear that now is a time for change.”

In celebrating the Association’s 40th anniversary, it was also clear that embracing change is something that the Association has always done—and central to its consistent growth.

“Payroll hasn’t always been looked at like it is today,” says Board Chair Wendy Doane. “Instead of accepting that payroll is and always will be just a job, the Association did the opposite. We created Canada’s only payroll certifications, which helped to establish payroll as a respected profession. This is just one of the ways that innovation has helped the Association elevate payroll in Canada.”

“This detailed strategic architecture provides a clear roadmap for the Canadian Payroll Association in the years to come.”

Wendy Doane, CPM, Chair of the Canadian Payroll Association
**PLANNING FOR THE FUTURE: THE STRATEGIC RENEWAL PROJECT**

To focus future innovation and thrive in the years to come, the Canadian Payroll Association completed a comprehensive strategic renewal project in 2019.

With input from staff, senior management, the Board of Directors and other stakeholders, the project’s goal was to develop a new strategic architecture to clarify purpose and guide the Association.

As with most guiding documents, the development of the Association’s strategic architecture began with establishing a demarcation point. For us, that jumping-off point was not a location, but rather, a statement as to why we exist.

"Defining why an organization like the Association exists isn’t easy," adds Tzanetakis. "For payroll professionals, we are a source of education, a community, an advocate, a daily support system, a way toward career advancement and so much more. For governments, we are subject matter experts and influencers. And for payroll service and software providers, we are a partner and marketing channel."

Through an extensive process of discovery and validation, Association leadership considered several options. Nothing seemed to be quite right until they realized that the challenge was a matter of perspective. Why the Association exists cannot be understood merely in terms of functions or services. By taking a step back to consider payroll from a broader cultural perspective, the answer became apparent:

> The Canadian Payroll Association exists because accurate and timely payroll is the RIGHT of every employee and essential to the operation of every employer and our society.

The COVID-19 pandemic and the impacts of social distancing requirements on both working Canadians and businesses in 2020 have confirmed this statement’s truth. Where many businesses and other associations have had to adjust course, the Canadian Payroll Association leaned into this statement to provide timely and needed support, information, resources and leadership.

Having defined our starting point (our “why”), we were ready to construct our new strategic architecture, which takes shape via three distinct levels:

- **A Keystone Strategy:** In architecture, the keystone is the wedge-shaped piece at the crown—top and centre—of an arch that locks all other pieces in place. Similarly, a keystone strategy informs and upholds all other Association strategies and tactics. If the "why" statement is the starting point, the keystone strategy is the goal that all our activities are designed to move the Association toward.

  Defining the Association’s keystone strategy was a complex problem. Through a series of strategic planning exercises, the Board and management team came to understand that it needed to reflect the Association’s many constituents (e.g., payroll professionals, stakeholders, businesses and governments) and many functions (e.g., as a community, champion, expert and resource for the payroll profession). They also knew that the keystone strategy needed to effectively differentiate the Association.

  Ultimately, the group aligned to the following keystone strategy: **To be THE association for the payroll profession in Canada.**

  Although this seems like a simple statement, it’s actually polyvalent. When you consider the word "association" to represent the above-noted functions and the word "profession" as the stand-in for all constituents, its meaning, scope and potential grow exponentially.

- **Foundational Strategies:** These strategies provide the basis upon which keystone and leverage strategies can be built. They are required for the optimal performance of all organizations. They are essential but not likely to differentiate the Association.

  Through the strategic renewal project, five foundational strategies were identified:

  - Marketing, Communications and Branding
  - Engage Employees
  - Ensure Financial Prudence
  - Ensure Good Governance and Accountability
  - Attract and Retain Members
The good news is that the Association already excels in each of these areas.

Leverage Strategies: Leverage strategies are the product of two elements: sources of leverage and uses of leverage. These strategies have the potential to differentiate the Association and advance us towards our goal.

The strategic renewal project revealed four sources of leverage:

• Undertake research and generate intellectual capital related to payroll;
• Anticipate, capture and integrate legislative and regulatory changes impacting payroll;
• Anticipate, capture and integrate emerging industry best practices for payroll; and
• Engage stakeholders.

In 2020 and beyond, these sources of leverage will be utilized to:

• Advocate on behalf of the profession and industry;
• Deliver professional certification and accreditation;
• Deliver payroll education and professional development;
• Deploy tools and resources in support of the Association’s activities;
• Build brand equity; and
• Facilitate career development among members.

“In combination, this detailed strategic architecture provides a clear roadmap for the Canadian Payroll Association in the years to come,” explains Doane. “It will directly inform decisions and each project undertaken by Association. It will help the Association transform the challenges ahead into opportunities.”

MOVING FORWARD: SEQUENTIALLY BRINGING THE PLAN TO LIFE

Legendary business analyst Peter Drucker famously said, “Plans are only good intentions unless they immediately degenerate into hard work.”

Recognizing the truth in this statement, Association leadership didn’t stop with the creation of the architecture. Instead, they identified a sequence of strategic projects to translate the plan into action.

Beginning in 2020, the first strategic projects will get underway. These include:

• Developing a comprehensive plan to enhance government advocacy;
• Conducting research to establish the value and contribution of payroll;
• Developing an influence marketing strategy to identify and amplify new champions for payroll;
• Elevating the Canadian Payroll Association brand to increase trust and leadership;
• Raising the profile and value of certification; and
• Making the most of the Canadian Payroll Association’s intellectual property and knowledge base.

Each of these projects is likely to take multiple years and will be followed by new projects. The exact sequence of the strategic projects will be determined by external forces and the needs of payroll. For example, where we might have prioritized the development of a new set of payroll resources, a downturn in the economy may change that plan, propelling the Association to focus instead on providing additional career development support to members. Remaining responsive to market forces will increase the immediate and, likely, long-term value of each project to members. And no matter the order, when all of these projects are added one to the next, they will lead to the Association being THE association for the payroll profession in Canada.

“This is an exciting moment in the history of the Canadian Payroll Association,” says Tzanetakis. “The Association and profession have never been stronger. But rather than sitting back, we once again find ourselves at the start of something new. If we work together as a community—staff, members, the Board and stakeholders—there is no limit to how high or far we can go.”
# Strategic Architecture

**Keystone**

To be THE association for the payroll profession in Canada

## Leverage

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<tr>
<th>Uses</th>
<th>Sources</th>
<th>Foundation</th>
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<tr>
<td>Advocate on behalf of the profession &amp; industry</td>
<td>Undertake research &amp; generate intellectual capital</td>
<td>Marketing, Communications and Branding</td>
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<td>Deliver professional certification</td>
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<td>Deploy tools and resources</td>
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<td>Build brand equity</td>
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<td>Attract and Retain Members</td>
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<td>Facilitate career development</td>
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## Foundation

- Advocate on behalf of the profession & industry
- Deliver professional certification
- Deliver payroll education and professional development
- Deploy tools and resources
- Build brand equity
- Facilitate career development
- Undertake research & generate intellectual capital
- Anticipate & integrate legislative & regulatory changes
- Anticipate & integrate industry best practices
- Engage stakeholders
- Marketing, Communications and Branding
- Engage Employees
- Ensure Financial Prudence
- Ensure Good Governance and Accountability
- Attract and Retain Members
Payroll professionals have always known the importance of the work they do. On the front lines, day in and day out, they perform essential functions for employers and employees—making key government remittances, maintaining compliance, administering employee health and benefit programs, and keeping Canadians paid.

They do this important work quietly, diligently, thoughtfully and often behind the scenes. Within the Association’s community of payroll professionals and key stakeholders, there is a deep appreciation of what payroll contributes.

However, within the broader employer landscape, public policy circles and the general public, payroll is not as widely acknowledged. Work remains to educate these groups on the magnitude and impact of payroll’s contributions.

For this reason, the Canadian Payroll Association has championed the mission-critical nature of payroll, elevated the profession by providing leading education and certification programs, and increased awareness of the profession through public relations and advocacy. To continue this work, the Association is building a strong reputation for thought leadership, anchored by vital research on the impact of the payroll function to Canadians and the Canadian economy at large.

THE IMPACT OF PAYROLL

Payroll’s contribution cannot be understated. It impacts every working Canadian, forms the largest single-cost item for most businesses, and is the government’s largest source of revenue.

It’s not a stretch to say that payroll fuels the Canadian economy. “To continue to build the profile of payroll, it is critical for the Association to share our knowledge about the intersection between payroll and employees with policy makers and industry groups,” says Association President Peter Tzanetakis. “By demonstrating the scope of payroll’s contributions through solid research, these groups are able to understand the broader value of payroll to society and the Association’s important role in supporting the profession.”

True to form, in mid-2019, the Association began a more focused effort to position payroll as strategically important and mission critical among employers, governments and influencer groups. Equipped with a briefing document for policy makers at the Government of Ontario entitled “The significance of payroll to government revenues and the reach of the Canadian Payroll Association,” the Association shared hard facts and figures detailing the real financial and social contributions stemming from payroll.
This information was also forwarded in presentations to key industry contacts, including at the Financial Executives International Canada conference in May.

The result was an increase in awareness among key stakeholder groups of the Association, its mission and the payroll profession.

“These presentations continue to open the doors for us to champion payroll across Canada,” says Tzanetakis. “With our research, we advance the Association as the thought leader in this space. No one can argue with hard facts.”

GROWING OUR TROVE OF DATA

To provide even more statistical evidence on the impact of payroll, the Association completed a leading-edge research project with the Western-Laurier Financial Data Analytics Laboratory in 2019.

Using advanced algorithms and machine learning techniques, the research team of data scientists harnessed the sum total of 11 years of National Payroll Week (NPW) survey data to identify new insights related to financial stress and the financial wellness of working Canadians. The results were published in early 2020, in a research paper entitled “Learning about Financial Well-Being in Canada.”

Interestingly, the researchers found a disconnect between income and financial stress—how much someone earns does not necessarily correlate to financial wellness. The study also showed it is actually the ability of working Canadians to deal with brief financial setbacks, like missing a paycheque, that most affected financial stress.

These results drew the attention of employers and the general public, amplified through the Association’s ongoing public relations efforts and outreach. Media coverage reinforced our message, accurately depicting payroll as the linchpin to financial wellness.

NPW SURVEY OF WORKING CANADIANS 2019

Payroll’s solution to the financial wellness challenges was also front and centre during the Canadian Payroll Association’s NPW celebrations in September.

Throughout the week-long celebration, the Association leveraged key research insights from working Canadians to further illustrate the economic challenges faced by employees. This research revealed that financial stress costs Canadian employers nearly $16 billion every year in lost productivity. It also brought to light worrying trends concerning Canadians’ ability to save, whether for emergency or retirement, and illuminated payroll’s ability to increase financial literacy and access savings through Pay Yourself First programs.

A public relations campaign to share this research with journalists from coast to coast garnered coverage in the country’s most important media outlets, like The Globe and Mail, BNN and CTV News, reaching over 73 million Canadians.

THOUGHT LEADERSHIP IN THE FUTURE

Going forward, as the Canadian Payroll Association implements its strategic renewal plan, leading-edge research will continue to be a top priority. We will continue to lead on the topic of financial wellness, and advance policy positions by sharing unique insights into the contribution of payroll and unintended costs of bureaucratic red tape.

This data-driven approach lends weight and authority to everything the Association says and is integral to grow our influence.

By investing in research, the voice for payroll is stronger and clearer than ever before.
“We are raising the profile of payroll in everything we do,” says Sandra Morrison, Past Chair of the Board of the Canadian Payroll Association. “We have gained significant influence in government circles, increasing recognition of the Association as a leader and trusted advisor. In 2019, the Association was invited to three budget lockups (federal, Ontario and Quebec) and was named as a key partner in the 2019 Ontario Budget in helping reduce red tape for Ontario businesses.”

As THE association for the payroll profession, we are the voice of members, employers and stakeholders to governments on any issues impacting the payroll function. We are constantly at the table with policy makers, seeking out opportunities to reduce red tape and create efficiencies in payroll operations. By doing so, our members are able to contribute to more strategic discussions on payroll matters, demonstrating the value and insight they bring to their organizations.

As part of the 2019 strategic renewal, we recognized advocacy as a core driver of success. By enhancing our government relations and advocacy capabilities, we will more effectively and proactively influence payroll-related legislation, regulations and administration—the issues that matter most to our members.

Because a lot of what goes into advocacy and government relations occurs behind closed doors, it may be difficult to understand how the Association engages with governments. To provide insight into the value of payroll expertise to policy makers and a window into how the advocacy process works, we talked to Gaetano Gagliardi, CPM, the Association’s Government and Legislative Affairs Advisor.

What has your payroll career looked like and how did you end up in advocacy and government relations?

I joined the Canadian Payroll Association in 2011, after nearly a decade with ADP Canada. I began as a Payroll Compliance Advisor, helping members through the Payroll InfoLine and many of the Association’s professional development seminars.

Two years ago, I took on a new role as Government and Legislative Affairs Advisor. Now, I spend my time researching and analyzing the impact of new and current payroll legislation, regulation and administration; writing position papers and submissions; and contributing to Association publications, such as The Payroll Advocate, DIALOGUE magazine, and the upcoming Government and Legislative Affairs web portal.

I have also attended several budget lockups and meetings with officials from the Canada Revenue Agency (CRA), Service Canada, Revenu Québec and more.
When I first started working in payroll, I was not really aware of the importance of advocacy. It wasn’t until I started working at the Association that I was exposed to the important role that we payroll professionals collectively have in effecting change. Looking back on my career, I remember always questioning processes, trying to understand the reasoning behind certain requirements and thinking of ways of making things more streamlined. So, while I may not have been actively working toward a career in advocacy, I think my path was the result of natural instinct.

Can you describe how the Association approaches advocacy initiatives?

The first thing we look at is the potential for a win-win-win result: for employers, Canadians and government. Striking that balance is crucial in ensuring that our voice is heard and that all parties involved have a stake in a positive outcome.

By gathering feedback from our members and the employer payroll community at large, along with researching what other employer groups’ positions on specific issues are, we arm ourselves with up-to-date facts and data. The Association’s strong relationships with various government departments and agencies, built on a foundation of respect and collaboration, ensures that our voice—the collective voice of payroll—is heard.

What were the biggest challenge and the biggest accomplishment of 2019?

In my opinion, the biggest advocacy challenge is awareness. While advocacy is a core driver of the Association’s success, it has historically been hidden in the background, unnoticed by a great deal of our membership. That’s why I’m so pleased we launched The Payroll Advocate in 2019. This e-bulletin allows us to share our advocacy initiatives, updates and wins with members to help keep them informed and involved. When members have more information, I think they are more confident and willing to get involved.

For the biggest accomplishment, it’s hard to pick just one. However, if I have to choose, the CRA’s Payment on Filing (PoF) policy is certainly one that we are all very proud of.

Previously, organizations had very limited time for the final remittance of the year—to meet financial institution deadlines, the remittance request needed to be ready on the second working day of the new year. To account for unknown amounts, some employers were forced to increase the final remittance and then request a refund once those amounts were confirmed, which may have triggered an investigation. All this placed an unnecessary administrative burden on employers and governments.

As a result of nearly five years of Association advocacy and collaboration, the CRA announced the PoF policy in early 2019, creating an additional reconciliation remittance deadline of the last day of February for the previous tax year for eligible employers. This policy took effect January 2020 for the 2019 reporting year.

This is a great example of a win-win-win outcome.

I should note that this accomplishment would not have been possible without the dedication of many people: the Association’s team of subject matter experts; our council, committee and subcommittee members involved in government relations and advocacy; and various staff members. We all worked together toward this common goal. The government also showed openness in this collaborative effort and highly valued our input in the development of the administrative details of the initiative.

I am proud of not only the outcome but also the process. And as we look to the future, I am excited about the new initiatives we will undertake to support and benefit our members across Canada.

“The Association’s strong relationships with various government departments and agencies, built on a foundation of respect and collaboration, ensures that our voice—the collective voice of payroll—is heard.”

Gaetano Gagliardi, CPM, Government and Legislative Affairs Advisor
The Canadian Payroll Association was founded on December 5, 1978, by a small group of volunteers trying to create positive change. Back then, payroll was often considered a task, rather than a job, and certainly not a career.

Today, payroll is a profession. Over 14,000 individuals have earned a payroll certification. The Association is a key stakeholder for the Canada Revenue Agency, Revenu Québec and governments across the country. Leading media turn to the Association as a trusted expert on financial wellness and a host of business issues. And payroll is recognized as being essential to the success of high-functioning businesses.

This growth and achievement would not have been possible without you. The many and varied contributions of every one of the Association’s growing community of almost 20,000 individuals are integral to our success.

That’s why the Canadian Payroll Association delivered a series of events, activities, contests and programs to celebrate our 40th anniversary. Throughout them all, we had one simple message for our members, volunteers, subject matter experts and supporters: Thank you!

**PAYROLL ROCKS AT THE 37TH ANNUAL CONFERENCE & TRADE SHOW**

From June 12 to 14, over 1,000 payroll professionals, supporters, experts and leaders came together in Edmonton to learn and network at the Canadian Payroll Association’s 37th Annual Conference and Trade Show. This was our biggest and best conference ever. From an inspiring first day, buoyed by the energy on the floor of the only trade show in Canada dedicated to payroll, through over 50 invaluable education sessions and four keynote speakers, including Jann Arden’s unforgettable presentation, the support and engagement of Association members was truly fantastic.

To thank delegates and attendees for 40 incredible years, the Conference included an incredible rock concert featuring Canadian music legend Colin James. This exciting evening made it clear that payroll literally rocks!
PAYROLL HAS THE POWER
DURING NATIONAL PAYROLL WEEK

The energy and enthusiasm was palpable among the almost 3,000 people who attended the National Payroll Week (NPW) events held across Canada from September 9 to 13. These events continue to be our largest member networking opportunity, bringing together professionals from all industries and sectors to share ideas with their peers and celebrate the work they do every day.

Under the theme "PAYROLL HAS THE POWER," the significant role payroll professionals play for working Canadians, employers and the Canadian economy was celebrated locally and nationally. Through TV, radio, print and online channels, we reached over 73 million people with our annual NPW Survey of Employed Canadians. Survey results emphasize the impact of personal financial wellbeing on the economy and how workplaces can empower payroll to help mitigate the increasing financial stress felt by employees through financial wellness programs.

To thank attendees for showing their support for payroll, members who registered for an NPW event received early access to the Canadian Payroll Association’s newest member benefit: the exclusive discount program MemberPerks. This member benefit, established as an ongoing way to thank members (both old and new), was shared with the entire membership—including full organizational rosters—in December.
CELEBRATING CERTIFICATION AND PAYING IT FORWARD

In April, nearly 1,300 new Payroll Compliance Practitioners (PCPs) and close to 200 new Certified Payroll Managers (CPMs) gathered with family, friends and colleagues at the Certification Recognition Events held across Canada. Together, we celebrated the achievements of these graduates, who have dedicated themselves to advancing their payroll skills and knowledge.

This was also the perfect opportunity to recognize the certification holders who have been with us since the early years of the certification programs. The Association now has more than 3,600 PCPs and CPMs who have been certified for over 10 years. Combined, these certified members make up a community 14,000+ strong. Through their efforts, they demonstrate their commitment to professional excellence.

Payroll professionals play an important role in both their organizations and the Canadian economy, and the Association is there to support with resources and professional development to ensure their expertise remains up to date and relevant. Certification remains a strategic differentiator in hiring and advancement decisions. Indeed, the entire organization benefits when a PCP or CPM is on board. In addition to having current legislative compliance knowledge, sharpened skills and new perspectives, certified professionals positively influence their fellow employees and the culture.

To pay it forward, as part of our 40th anniversary celebration, the Association also held our first certification bursary contest to help the next generation of payroll professional earn their PCP. In total more than 3,000 members entered and 20 bursaries were awarded.
DIALOGUE MAGAZINE

The Canadian Payroll Association published six editions of DIALOGUE, the Association’s exclusive member magazine. These included two special editions. The first, published in March, brought the Association’s history to life by reproducing the first-ever edition of the magazine.

The second special edition, published in September, celebrated our current members. Throughout the summer, members were invited to enter a contest to have their payroll team featured on the cover of DIALOGUE. The winner was the amazing group of enthusiastic payroll professionals at Saputo Inc. in Montreal.
MORE TO CELEBRATE: 2019 AWARD WINNERS

During the Annual Conference and Trade Show, members were recognized for their exceptional contributions to both the Association and the payroll community.

Special Contributor Award: Patrick Culhane, FCPA, FCMA, CAE
Patrick Culhane has been instrumental to the Association’s growth and success. During his 18-year tenure, we grew membership by 200 per cent, increased the number of certified payroll professionals from 36 to 13,550, and succeeded in raising the profile of payroll as a profession that contributes to the strategic goals of employers.

To recognize his unparalleled contribution to payroll in Canada, this award will henceforth be known as the Patrick Culhane Special Contributor Award.

Diana Ferguson Award: Edna Stack, PCP
Over the years, Edna Stack has made substantial contributions to many Association committees and spoken at several events, consistently embodying the Association’s values. As well as being a successful payroll consultant, she gives back to her community by teaching the three PCP courses to Métis students through the not-for-profit Rupertsland Institute.

Fellow of the Canadian Payroll Association Award: Debbie Aldridge, PCP & Frank Lilley, CPA, CMA
This year, two recipients were recognized for having provided exemplary service to the Association, profession and community for over 20 years each: Debbie Aldridge, our longest-serving employee until her retirement last December and the payroll champion of Western Canada; and Frank Lilley, long-time member and former Board Chair who has contributed to many of the Association’s most significant advocacy, education and strategic decisions.
20 Years of Staff Service Award: Meera Ramsurrun
Meera Ramsurrun joined the administration department of the Association in 1998, moving to the Certification Department in 2000, where she is currently the Bilingual Senior Coordinator.

Instructor of the Year Award: France Trottier, PCP
France Trottier is an instructor whose dedication and empowering approach have helped her students gain the knowledge they need to ensure compliance and represent the payroll profession proudly.

Certification Achievement Award: Fang Lu, PCP
Fang Lu achieved the highest overall marks nationwide in the Association's Payroll Compliance Practitioner certification program in 2018.
Financial Statements
For the year ended December 31, 2019

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