

### *A Message from the Chair, Interim Canadian Board*

Wow! What a year 2010-2011 has been for the IIA in Canada, for the Canadian Council, and for me personally. If I had to attach one word to this year, it would be “historic”. Yes, it has been a year that we will remember for a long time! And, I am deeply honoured to accept the nomination for a second year as your Chair. Thank you for your confidence during this complicated and historic time.

The year began with a historic event for the IIA as our membership vote on the Canadian Institute Proposal was completed. Over one-third of our members voted, which is a large turnout, and 95% voted in favour of commencing a two year transition period to a Canadian Institute of Internal Auditors. As a result of the vote, the Interim Canadian Institute was established on January 1, 2011, still operating as a subsidiary of The IIA, with a two year mandate to establish a full fledged Institute as of January 1, 2013. The Canadian Council has become the Interim Canadian Board and is leading the transition process as well as continuing to develop Canadian-oriented programs and services for our members.

Members need to be aware that there is one more significant step to confirm our support for the Canadian Institute. Between July 1, 2011 and June 30, 2012, Canadian members must commit our membership dues to IIA Canada – doing so will indicate to IIA Global that Canada has the financial capacity to operate successfully in the long-term.

Now back to ongoing business. In September 2010, the Canadian Council established six over-arching priorities for the upcoming year. In this report, I will briefly summarize our progress on these initiatives as of September 2011. Subsequently, each board member and committee chair describes the progress in each activity. I hope, like me, that you will be amazed at the commitment and effort by our volunteer Board, chapter leadership, and committee members.

**Priority #1: Hire an Executive Director**

In May, we were pleased to introduce Mr. Yaroslaw (Yaro) Zajac as our new Executive Director. Yaro has 25 years of experience in “association management” so he brings the skills we need to build our new organization.

**Priority #4: Achieve Net Contribution Targets**

While our priority is “service to members”, funding through positive cash flow is essential. Our financial performance in 2010 and 2011 continues to be successful due to solid membership numbers, a rapidly developing national education program, huge national conferences, and a growing marketing function.

**Priority #2: Execute the Canadian Institute Transition Plan**

Under the leadership of Cam Hartling, a transition team was established with several sub-committees. Over the first nine months, tremendous progress has been made building the plan, researching every service Canadian members receive, beginning to articulate how the services will be provided by a Canadian Institute, among many other activities.

**Priority #5: Continue to enhance coordination with Chapters**

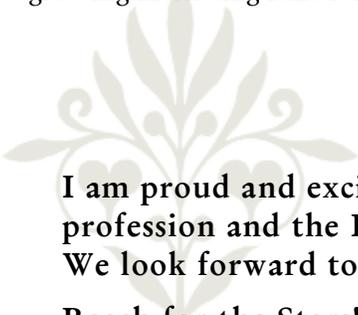
In 2010, we established the Chapter Relations Committee of Canada, chaired by Sheila Smigarowski and Mark Britt, to link the chapters together and with the Canadian Council. The Chapters meet regularly with each other and are increasingly involved in national activities (e.g., Strategic Planning). My observation is that chapter coordination has never been greater in Canada.

**Priority #3: Commence development of a Strategic Plan for Canada**

One of the key pieces that need to be in place when we begin operating our Canadian Institute will be an integrated strategic plan incorporating national and chapter priorities. Led by Carmen Abela, the first phase of the plan – “Strategic Directions” – has already been completed. Preparing the second phase – “Strategic Objectives” will occur through 2012.

**Priority #6: Re-elevate Advocacy as a priority**

This activity directed by Tony Malfara, Colin Shaw, and Eric Lavoie has delivered major progress this past year. “Advocacy” has focusing on the corporate director community and on government relations, “Academic Relations” has built our relationships with universities, and “Emerging Issues” has responded to key exposure drafts that impact Canadian internal auditors.



**I am proud and excited to be serving as your Chair during this historic time for our profession and the IIA. It is an incredibly exciting, busy, and rewarding time for us. We look forward to seeing all of our members at an event during 2011 – 2012.**

**Reach for the Stars!!**

*Brian Brown, CIA*

## *Report from the Executive Director, Interim Canadian Board*

This is my first contribution to an Annual Report of IIA Canada. It is, indeed, an honour to be able to do so.

Any executive director of a not-for-profit association has three main functions to perform. She or he must build, must serve, and must advise. And those are exactly the goals that I have set for myself. It is not coincidental that the IIA leadership expects the same of me. But I also have the great fortune of not standing alone. I am amazed every day by the energy, depth of commitment, and dedication that the members of your Interim Canadian Board (ICB) apply to the task at hand. It is a joy to be working with each of them and with numerous other volunteers to build the organization that will directly serve the needs of Canadian internal auditors.

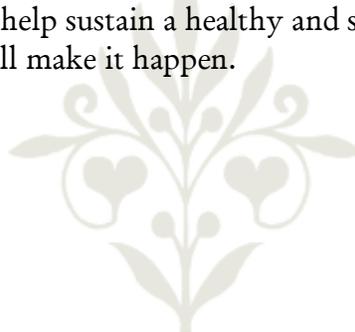
So what are we building? As you know—because you, the members of IIA in Canada, voted for it in overwhelming numbers—we are establishing the Canadian Institute of Internal Auditors, a self-sustaining entity affiliated with the global IIA. Any organization must have both a physical presence and sustaining qualities. In our case, the former can now be found at Suite 305, 955 Green Valley Crescent, Ottawa. This is not an ostentatious place, but neither is it a hovel. And, true, it is sparsely furnished and the walls are bare—not a Riopelle painting in sight, not even a small one. But it does provide us a basis of operations from which to grow those sustaining qualities that are of paramount importance to a service organization such as IIA.

So what are those qualities and why are they sustaining. IIA Canada must and will be relevant to its members or risk losing them. IIA Canada must be transparent in all its operations or risk its good standing in the communities it serves. IIA Canada must be visible to its members, to its stakeholders, and to the public or risk being ineffectual. It must be exemplary in its relations with both local chapters and individual members or risk diminishing their support. And that is exactly the organization we are building. It is one that you will be proud to call your own.

Nice goals, but what about the practicalities? It is only through operational capacity that such goals can be attained. The further pages of this report will tell you of progress made by a range of committees of the ICB that are addressing everything from IT systems that will support service delivery to members, enhanced educational opportunities for internal auditors, where individual services will be sourced, advocacy issues, and marketing. All of those components are being coordinated by a Transition Team whose role also includes negotiations with IIA Headquarters.

As that work continues, we are also looking deeper into the future. A business plan that will specify how we will get from where we are today to where we want to stand as an independent institute some fifteen months from now is moving closer to completion. Financial planning is also advancing. It is all to create that superbly effective organization whose role is to serve the needs of Canadian internal auditors and, in turn, to help sustain a healthy and safe Canadian economic environment. With your help and support, we'll make it happen.

*Yaro Zajac*



# *Messages from the Committee Chairs*

## *A. Academic Relations Committee*

Although IIA-Canada has the fourth largest membership in the world, there are currently no internal audit programs in Canadian universities that are recognized by IIA Global's Internal Audit Education Partnership (IAEP). The goal of IIA - Canada's Academic Relations Committee (ARC) is to change this, proactively focusing on the G-15 Universities but also assessing the programming quality of other academic institutions.

ARC will use the Global IAEP Application Process and research what is needed to establish an IIA-Canada IAEP Funding Process (i.e., trust fund). The IIA-Canada ARC and IIA Global have supported Laval and York Universities in their Internal Audit Educational Program applications, including support to the Quebec and Toronto Chapters. In addition, a member of the IIA-Canada ARC and two other internal audit professionals have helped establish a three-course internal audit program with the University Of Toronto School Of Continuing Studies, which they hope to share with other chapters across Canada in due course.

*Colin Shaw, CIA*

## *B. Advocacy Committee*

Since the Canadian Council was established in 2006, advocacy has been at the forefront of our activities. Tremendous strides have been achieved with the Canadian government and the corporate director community in particular. Advocacy efforts have also been ongoing involving the accounting bodies, securities commissions, and provincial governments. However, to reach the goals for our advocacy program greater national focus and resource allocation are required. That focus will be much enhanced with the establishment of a truly Canadian Institute.

As noted, the groundwork for effective advocacy has been being laid throughout 2011. By way of example, Brian Brown and Archie Thomas are frequent lecturers at the Directors College, a training facility for current and future corporate directors that is run under the auspices of the Conference Board of Canada. And Tony Malfara has placed the IIA message before numerous senior corporate decision-makers, particularly in the financial services industry.

Headway has also been made with respect to the federal government. Most recently, discussions with the Office of the Comptroller General have focused on the need for research on how the role of a public sector internal auditor differs from that of the same professional in the private sector. The result can be a very useful definition of the respective skills sets needed. In a similar vein, Victor Salomon, a recent MBA graduate from Ryerson University undertook an internship with the Canadian Council and completed a study of compliance by the three levels of government with globally accepted standards. Such studies allow a discourse with governments that strengthen the stature of the internal audit profession and thereby its ability to influence.

*Tony Malfara*

### *C. Canadian Institute Transition Team*

Since the membership's overwhelming vote to proceed with the Canadian Institute Proposal in October 2010, the Transition Team has been working diligently to ensure IIA Canada is prepared to begin operations as an Institute. There is a lot to accomplish in a very short period of time.

The trial membership renewal period began July 1, 2011. Each member is being asked to select either IIA Canada or a member-at-large with IIA Global. Please read your renewal insert carefully as it explains the benefits and consequences of each decision. Results will be forthcoming.

All services and products have been identified and a decision is being made on the optimum service delivery solution (internal from IIA Canada or purchased externally). Our next step is to define a detailed process methodology for each service. We are also narrowing our options for obtaining Information Technology solutions. There are a number of factors being considered in this decision which will need to be completed soon.

As you have seen elsewhere in this document, an office site has been selected and our new Executive Director is beginning to staff the office per the Proposal document. Our communications committee has delivered its first newsletter with the second due out in September. The website is being revised to keep you updated on transition activities.

Finally, the financial situation is constantly being monitored against the Proposal to ensure we are viable in implementing the institute.

*Cam Hartling, CIA*

### *D. Chapter Relations Committee*

The Chapter Relations Committee (CRC) is comprised of the 12 Chapter Presidents and the Eastern and Western Canada District Representatives (DRs) who serve as its Co-Chairs. The Co-Chairs are voting ex-officio members of the Interim Canadian Board (ICB).

The mission of the CRC is to assist chapter leadership as a resource and liaison to the ICB as well as The Institute of Internal Auditors (IIA).

From April 10 – 12, the DRs together with 19 Chapter leaders from across Canada attended the IIA 2011 Leadership Academy in Orlando. The Academy provides Chapter Leaders with two and half days of networking opportunities and formal leadership and chapter management training using seminar and breakout session formats. Social activities are also an integral part of the Academy experience and 2011 proved to be a lot of fun for everyone attending. Prior to the Academy, the DRs attend two days of intensive Chapter Relations Committee of North America (CRCNA) meetings. These meetings provide the DRs a forum to be updated on IIA HQ initiatives as well as round table discussions on matters of interest that impact on Chapter management and leadership. The two DRs are part of the Leadership Academy Sub-Committee responsible for developing the Academy's program.

In May, the CRCC held its final teleconference meeting of the 2011 Chapter year and four conference calls planned for the 2011-12 Chapter year have been scheduled.

The Leadership Academy was followed up by the 2nd Annual Canadian National Workshop hosted by the Vancouver Island Chapter at the Westin Bear Mountain Golf Resort & Spa in Victoria BC on June 3 and 4. The Workshop which is facilitated by the DR's and Sarah Albright from IIA HQ, builds on the concepts from the Leadership Academy by providing Chapter Leaders with the opportunity for further discussion and analysis as well as sharing of best-practices in Chapter leadership, program development, financial administration and membership management. The Workshop which is organized by the two DRs was attended by 29 Chapter leaders as well as Jeff Erdman and Carmen Abela of the ICB and Yaro Zajac, our Executive Director.

In summary, 2011 was an exceptional year for chapter relations in Canada. Chapter leaders were actively engaged in proactive and strategic management of their chapters and service to their members and to the profession as is evidenced by the fact that each Chapter received Chapter Achievement Program (CAP) Awards from IIA HQ for last three years. Furthermore, the Chapters continue to demonstrate outstanding initiative and support for the ICB and the creation of the Canadian Institute of Internal Auditors.

*Sheila Smigarowski, CIA, and Mark Britt, CIA*

*District Representatives*

### ***E. Canadian Conference Advisory Board***

"Shaping the Future" is the theme of the fourth annual IIA Canadian Conference, which was held in Toronto, September 25-28, 2011. The focus of this successful conference was how internal auditing helps support and sustain organizational objectives by providing value.

Committees have been created and plans are well underway for the fifth annual IIA Canada Conference in Montreal, September 23-26, 2012.

The sixth annual IIA Canadian Conference will be held in Winnipeg.

The Canadian Conference Advisory Board produced a conference manual that provides assistance and guidance for current and future conference organizers and volunteers. The manual is based on the experience of Canada's other three successful national conferences held in Calgary, Quebec City, and Vancouver.

*Brenda Youle, CIA, and Brett Naiden, CIA*

### ***F. Education Committee***

Members have embraced the opportunity to attend seminars in Canada. The Education Committee successfully partnered with local Chapters to offer seminar weeks in both Edmonton and Halifax. In Edmonton, our first Audit Leadership structured event was held in conjunction with the seminar week. The focus of day one was Internal Audit Best Practices, while day two provided a focus on Leadership.

There are many volunteers to thank for our success. From the committee to Chapters, on behalf of our Board I would like to thank these volunteers for their time and effort. It is appreciated.

The Education Committee is currently working on a subcommittee structure to assist in identifying opportunities within Canada and moving these forward.

As the Canadian Education committee continues to mature, we will strive to implement consistency, structure and strategies for long term sustainability.

*Linda Klassen, CMA, CIA*

## ***G. Emerging Issues Committee***

Advising on matters that directly or indirectly impact the profession of internal auditing in Canada, the Emerging Issues Committee has developed responses to two exposure-drafts that are relevant to the profession.

- 1) In November 2010, collaborated with IIA Global in preparing its response to the International Federation of Accountants exposure draft ISA 610, Using the Work of Internal Auditors.
- 2) In February 2011, on behalf of IIA–Canada’s ICB, responded to the Canadian Institute of Chartered Accountants regarding the exposure-draft A Framework for Board Oversight of Enterprise Risk. The main objective of the response was to demonstrate that internal auditing is a key source of assurance and advice available to the board in fulfilling its oversight functions of the enterprise risk management process.

*Éric Lavoie, CIA, CCSA*

## ***H. Finance and Administration Committee***

IIA Canada continues to show positive financial results from operations. Our revenues continued to increase over the past eleven months, and as of November 2011, we had a positive net contribution after allocation of all costs.

*Bonnie Lysyk, CIA, and Eugene O’Neill, CIA*

## ***I. Marketing Committee***

The Marketing Committee continues to make progress on the development of a marketing and sponsorship program. We’ve completed a review of like programs provided by other Internal Audit institutes, worked with the Strategic planning and Value proposition committees in order to ensure that our newly developed value proposition and strategic plan will be the guiding principles for, and desired outcomes of, our overarching marketing program and its individual programs. We are currently working to secure an independent consultant to assist us in the design of our major sponsorship program – our Founding Partners Sponsorships. We are also working with a number of stakeholders to ensure an equitable program that provides the greatest value to our members, our sponsors and IIA Canada. We also continue to work with other Committees to meet the needs of IIA Canada and the Transition Team. Stay tuned for exciting future developments.

*James Murray, CIA, and Jeremy Picco, CIA*

## ***J. Member Services Committee***

Having led the development of principles for reporting on IIA Canada, activities, the Member Services Committee coordinated the successful preparation of the second annual report and the first semi-annual report which included activities of the Interim Canadian Board as well as Canadian Chapters.

Additionally, it ensures the preparation of Certificates of Appreciation, of which it led the development, for retiring ICB volunteers, of which there were none during the current period.

*Basil Orsini, CIA, CGAP, CCSA*

## ***K. Nominating Committee***

The Nominating Committee is formed annually. Members of the Nominating Committee consist of:

- Past Chair of the Council/Board who acts as Chair of the Nominating Committee;
- Two representatives appointed by the Chapter Relations Committee; and
- Two At- large representatives from the membership.

The nominating has fulfilled its responsibilities, as follows:

- 1) Appointments to the Board - No Board Member terms expire in 2011. Each current Board member confirmed that they are willing to fulfill their term for the 2011-2012 year.
- 2) Chair and Vice Chair – After surveying current Board Members, the Committee will be making recommendations regarding the continuation of current Chair and Vice Chair roles at the September 2011 meeting.
- 3) IIA Canada Awards - A call for nominations for the IIA Canada Awards was issued in June 2011. The committee selected two nominees for 2011 IIA Canada Awards that were announced and presented as part of the IIA Canada National Conference in Toronto.

*Todd Horbasenko, CIA, CCSA*

## ***L. Strategic Planning Committee***

Over the past year, the Strategic Planning Committee developed the broad strategic directions of the IIA Canada. Published officially in August 2011, the Strategic Directions document summarizes the broad areas of focus, or priorities, which will in turn lay the foundation for the more comprehensive strategic plan of the IIA Canada. It has been developed to communicate in a timely fashion the directions we will be taking as a Canadian Institute and to solicit input and support from our key stakeholders, including our members. The Strategic Directions contain and are anchored on the vision, mission and value of the Canadian Institute which in turn are reflective of our vision for the internal audit profession in Canada. Complementing the vision, mission and values, the Strategic Directions also outline the key guiding principles according to which the IIA Canada will design and implement its strategic plan and, more generally, according to which it will operate over time.

Looking ahead over the coming year, the Strategic Planning Committee will build on these important foundations and will develop a detailed strategic plan. This plan will outline, for each of the broad directions, the specific strategies we will pursue, the expected results associated with them and the timelines and accountabilities for implementation. Monitoring and measurement strategies will also be developed.

*Carmen Abela, CIA*

# *Reports from IIA Canadian Chapters*

## *Maritime Chapter*

The Maritime Chapter hosted their first IIA training week, running from June 14-17, and featuring 6 separate courses. As part of training week, the Chapter worked with the local ISACA Chapter to pilot an online registration system linked to Paypal, in order to eliminate the need for the Chapter to receive and record credit card numbers directly, and ensure corresponding Payment Card Industry standard concerns/requirements are met.

The Maritime Chapter cross-promoted training events with the local ISACA Chapter throughout the year, as well as partnering with the Canadian Comprehensive Auditing Foundation to host a 5-day value for money auditing course in October.

The results of the most recent Chapter elections now provide Board of Governors representation for our members in all 3 Maritime Provinces, whereas in past years there had only been Governors from Nova Scotia and New Brunswick.

*Leah White, CIA*

*President*

## *Montreal Chapter*

For an additional year, the Montreal Chapter maintained its Platinum status in the Chapter Achievement Program. The Chapter hosted a very successful 3-day seminar « Passeport Formation » completed with a full day training. Over 125 participants registered to tracks in French and English. On the last day, students were invited to a session to demystify and promote Internal Audit, over 100 students participated and joined the participants of the Conference where links were created between auditors and students in exchanging and discussing on the profession. The Montreal Chapter has participated in three careers fairs organized by the Université du Québec à Montréal (UQAM), the Concordia University- John Molson School of Business and the H.E.C. (Hautes Études Commerciales) to promote the profession and is also associated with UQAM and H.E.C. Universities in scholarships awards.

In collaboration with the Quebec Chapter, Montreal had its website revamped now using the same platform and webmaster services. The Montreal Chapter continues its Weekly Newsletter where nearly 50 job offers were posted in the six first months of the year.

The Montreal Chapter keeps up the pace in offering events such as luncheon conferences, training and thematic sessions. In collaboration with Deloitte Touche, the Montreal and Quebec Chapters offered a Webinar where over 200 participants registered, and also a seminar at the Fairmont Hotel on Internal Audit « Ensuring strategic relevance ».

The Montreal Chapter also registered a significant increase of CIA designation reaching the number of 137 (a 20% increase over last year). As for the administration, statistical reports were created to help understand our membership database, sectors and evolution. Furthermore a centralized repository was also created on « Office Live » for all chapter documentation. This will ensure continuity throughout the years.

Finally, the Montreal Chapter is preparing to host a successful 2012 Canadian Conference, c'est un « rendez-vous ». The Chapter is looking forward to Welcome you in Montreal !

*Mireille Harnois*

*Past-President*

## *Newfoundland & Labrador Chapter*

- Held four successful professional development seminars, and facilitated for the first time two round table discussions;
- Had the highest member turn-out nationally for voting on the Interim Canadian Institute;
- Continues to support the national agenda by highlighting key communications regarding, for example, the Interim Institute, national conferences; and
- Several Board of Governors currently sit on national committees.

*Angelina Vavasour, CMA, CIA*

*President*

## *Ottawa Chapter*

Over the course of the year, the Ottawa Chapter focused on its main priorities:

- 1) Proactively respond to the development needs of our community by continuing our offering of high quality professional development and networking events including two Professional Development weeks. Furthermore, our new on-line registration system allows members to begin registering for courses up to 18 months in advance of the schedule event, making planning and budgeting much easier for the chapter. We have continued to work closely with the Office of the Comptroller General and Canada School of the Public Service to coordinate the delivery of programs, advocate the IIA certification, and explore the possibility of developing curricula for internal auditors. As well, our partnership with Carleton University, who is offering the CIA preparatory course, using the IIA's CIA Learning System, has continued to solidify and the participation rate has grown since last year's launch.
- 2) Proactively support the establishment of a Canadian Institute and be the voice of our members resulting in over 36% of our members voting.
- 3) Strengthen the Ottawa Chapter Board governance and sustainability by improving our governance including strengthening our nomination process and establishing terms for Board members, instituting a new sub-committee structure, and revising our by-laws.

*Julie Champagne, CIA*

*President*

## *Quebec City Chapter*

The main accomplishments of the Quebec City Chapter are:

Service to its Members

- Renewing its agreement with the Chartered Accountant Association of Quebec.
- In collaboration with the Montreal Chapter, the Quebec Chapter had its website revamped using now the same platform and webmaster services.

Membership

- Publication of an article in the "Journal Les Affaires" on new CIAs, in collaboration with the Montreal Chapter.

Administration

- Adoption of a new strategic plan, "Horizon 2015"
- Report of the special committee on Chapter Governance.

*Guy Lavallée*

*Président*

## *Saskatchewan Chapter*

The Saskatchewan Chapter achieved Platinum status and hosted a variety of luncheons and seminars in both Regina and Saskatoon. We were honoured to have one of our members receive the William S. Smith Certificate of Honour for her score on the CIA Exam.

*Terence Novecosky*

*President*

## *Toronto Chapter*

The 2010-2011 Chapter year was a great year, with many accomplishments worth noting and celebrating.

- Our chapter membership grew to over 2,600 members, making the Toronto Chapter the second largest in North America.
- We achieved “gold” CAP status – Chapter Achievement Program.
- We recognized over 80 Chapter volunteers at our December Holiday. Reception and Recognition Night – and without the volunteers we couldn’t have met our objectives or achieved gold status.
- We launched a member group insurance program with Waterloo Insurance.
- We hosted a one day seminar for the members of a delegation of internal auditors from the IIA – China.
- 76 New CIA, CCSA, CGAP and CFSA graduates from the Chapter were recognized at Graduation Night which was attended by over 140 grads and IIA members.
- We presented Archie Thomas Scholarship awards to two students based on essay submissions.
- We promoted the CIA Learning Courses at York University and have sold over 30 CIA Learning Systems to members.
- Our Board recently provided an endorsement for the development of an IAEP at York University.
- This year’s CCITAGS conference participation (a joint conference with CICA and ISACA) reached 169 attendees from across Canada.
- We held 22 education program sessions since September 2010 with over 860 attendees netting a profit; and five CAE Roundtables.
- We obtained job posting revenue of \$8,300 (YTD) vs. budget of \$8,000 and [internalauditorjobs.ca](http://internalauditorjobs.ca) has been launched on June 7.
- We held a New Members Evening attended by over 50 new chapter members.
- Hosted our annual Golf Day on June 8 at the Maples of Ballantrae.
- And finally, the incredible chapter effort has gone into organizing the September 2011 National Conference.

*Jacqueline Bukaluk*

*President*

## *Vancouver Chapter*

The main accomplishments of the Vancouver City Chapter are:

- Received Platinum status (3rd year in a row).
- Improved our on-line registration and payment process by implementing GiftTool.
- Started an IIA Vancouver LinkedIn group.
- Improved membership services to our Okanagan members by facilitating webinars.
- Hosted a first general membership information session targeted to non-members.

- In addition to hosting several CIA information sessions, established CIA study groups.
- Sponsored Accounting Clubs at the local Universities.
- Participated in career fairs to promote the IIA profession.
- Co-hosted the 2010 IIA Canadian National Conference.

*Cindy Kailly-Smith, CIA*

*President*

### ***Vancouver Island Chapter***

This past year was another successful year for the Vancouver Island Chapter. We co-hosted the National Conference in September, held our annual Fraud Conference in November, held two seminars - one on leadership and one on internal audit skills, and held numerous luncheons ranging from privacy issues to IT auditing. Since inception four years ago, the Chapter has achieved Gold Status.

*Stephen A. Ward, CIA*

*President*

### ***Winnipeg Chapter***

The Winnipeg Chapter is proud to once again achieve Gold level CAP points to maintain Platinum status for another year. The Chapter continues to have a strong volunteer base with representation on a number of national committees. Membership numbers continue to rise for the Winnipeg Chapter and the 2010/2011 year was one of our best years for new CIA certifications.

*Doug Tumber*

*Président*

## List of Canadian Chapters

Calgary  
 Edmonton  
 Maritime  
 Montreal  
 Newfoundland & Labrador  
 Ottawa  
 Quebec City  
 Saskatchewan  
 Toronto  
 Vancouver  
 Vancouver Island  
 Winnipeg

### 2010-2011 Interim Canadian Board (formerly Canadian Council) Members

Brian Brown - Winnipeg (Chair)	Mark Britt - Toronto (Ex officio Voting)
Denis Lefort - Montreal (Vice-Chair)	Sheila Smigarowski - Edmonton (Ex officio Voting)
Carmen Abela - Ottawa	Jeff Erdman - Vancouver (Ex officio non-voting)
Cam Hartling - Maritimes	Todd Horbasenko - Calgary (Ex officio non-voting)
Linda Klassen - Saskatchewan	Executive Director - Yarsoslaw Zajac (Ex officio non-voting)
Bonnie Lysyk - Toronto	Eugene O'Neill - IIA Headquarters (Ex officio non-voting)
Tony Malfara - Toronto	
James Murray - Maritimes	
Basil Orsini - Ottawa	
Jeremy Picco - Vancouver	



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