CPABC

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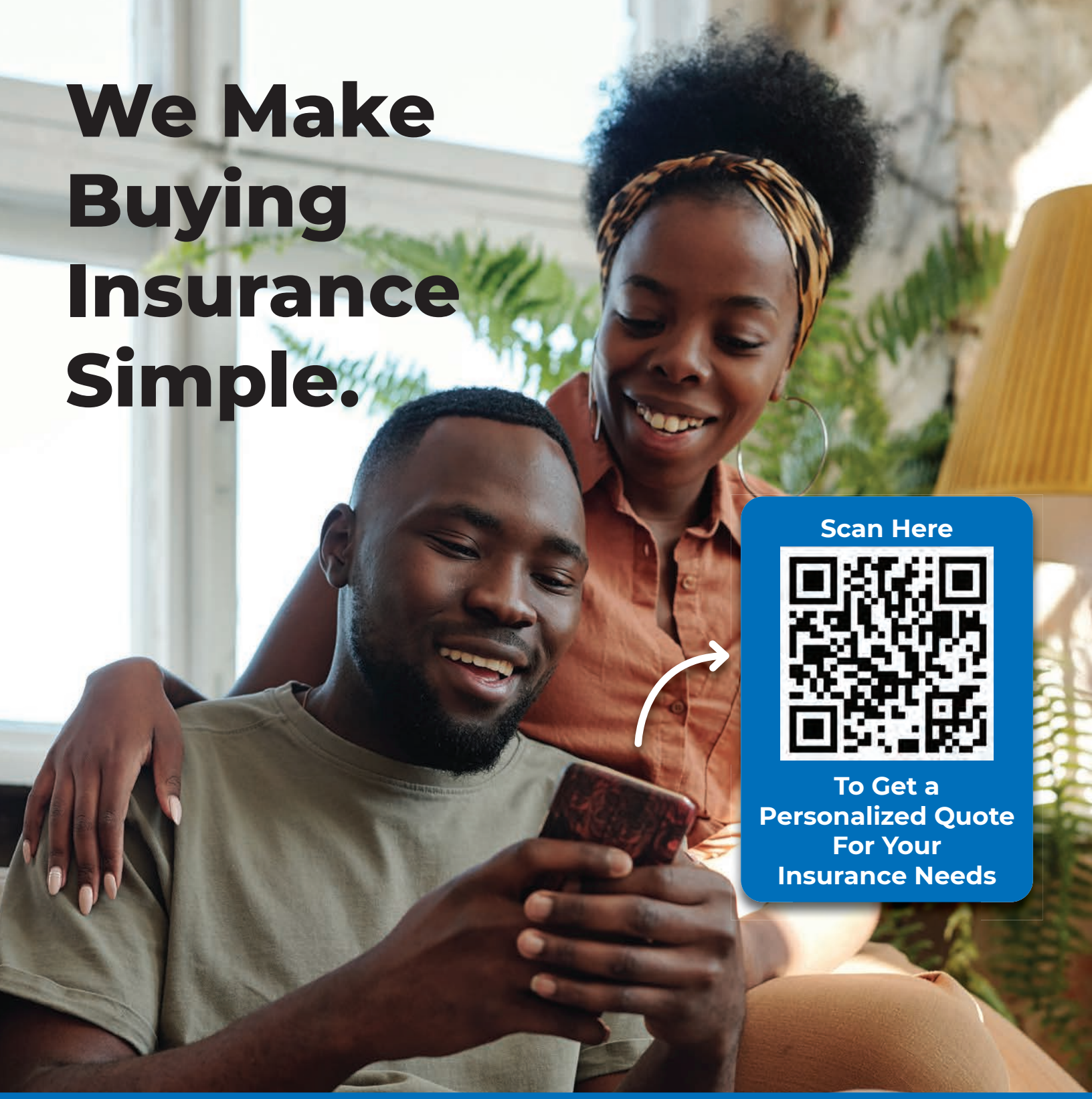
Star turns

Celebrating CPABC's Member Recognition honourees



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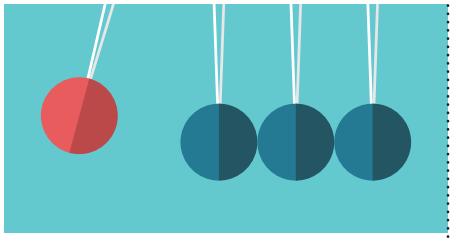


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Photo by Kent Kallberg Studios

CPABC INFOCUS

May/June 2022, Vol. 10, No. 3

CPABC in Focus is the flagship magazine of BC's chartered professional accountants.

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Ushering In a New Era



Karen Horcher, FCPA, FCGA, CFA
CPABC Chair

As I write my last column as chair, it's a good opportunity to reflect on the past year—a year full of turmoil and uncertainty but also resilience and optimism—and look to the future.

We faced many challenges in 2021-2022, but CPABC and the profession were well positioned to meet them. As CPABC continued to reinvent and improve services for members, the board ensured that the organization focused on making ongoing investments in cybersecurity and virtual service delivery. Our members *are* the profession, and these investments will benefit you well into the future, as remote work and services are likely to remain essential in the era of the hybrid workplace (for more on this new era, see pages 30-31 and 32-36).

While many of CPABC's in-person gatherings have remained on hold, our virtual platforms have made it possible to continue hosting signature events, including the Member Recognition event, which will be held online on May 16. The occasion will feature a mix of livestreamed and pre-recorded segments spotlighting 2021's outstanding honourees (pages 14-24), and I look forward to celebrating the considerable achievements of these members.

CPABC's annual general meeting on June 22 will also be hosted virtually (page 7). At the meeting, the chair role will pass to my colleague and your current first vice-chair Sheila Nelson, CPA, CA. Sheila's extensive volunteerism in the profession positions her for success, and I know she will do an exceptional job leading the board as it contemplates the changes ahead—particularly the implementation of the new CPA Competency Map, which will be an important undertaking over the next two years.

With that in mind, I'd like to take this last opportunity to encourage members to get involved in the profession. The profession relies on the time and talents of its volunteers, and the rewards for giving back are immeasurable.

Before signing off, I would like to express my gratitude to my fellow directors and the staff and executive team at CPABC for their support over the past several years. Their professionalism and commitment to the organization and the profession made my tenure incredibly interesting, informative, and enjoyable. ■

Contemplating a New Normal



Lori Mathison, FCPA, FCGA, LLB
CPABC President & CEO

First, I'd like to start by thanking Karen for her leadership over the past year. Her commitment to the profession and to volunteerism in general is commendable, and it has been a pleasure working with her, especially during such interesting times.

The pandemic has had a profound impact on how and where we work, and how services are delivered. Over the past two years, CPABC has made significant investments in digital transformation, with many of our operations, programs, and services moving online. These investments enabled us to continue delivering much-needed programs and services while also continuing to protect the public. In addition, they enabled us to create a more flexible, remote work environment for employees.

At the time of this writing in early April, we're in the process of reopening our doors and resuming more normal operations. We're also implementing a hybrid workplace that allows for both remote and in-person work arrangements, because we recognize that flexibility will be key to our success moving forward (see pages 30-31).

Also key to success is increased awareness of and support for mental health. In this issue of the magazine, we share some highlights from the CPABC Mental Wellness Survey conducted in 2021 (pages 26-28). This project helped us understand how members and candidates (students in the CPA Professional Education Program) were faring during the pandemic, and it enabled us to create a benchmark to measure recovery.

I'd like to personally thank everyone who participated. Your feedback highlights the need to normalize conversations about mental health and the importance of getting help when it's needed. With that in mind, I'd like to remind all members, candidates, and students that you and your immediate family members have 24/7 access to free and confidential counselling services through LifeWorks (page 28).

Looking ahead, I share Karen's enthusiasm for the upcoming Member Recognition event and the AGM, and I'm also looking forward to the release of our *BC Check-Up: Live* report and survey in June. The report and survey will assess how BC fares as a place to live, by focusing on key demographic indicators and housing activity provincewide and in each of BC's seven development regions. ■

SPONSORSHIPS

2022 IWIB Awards Recognize Exceptional Women in the Business Community

Now in its 23rd year, *Business in Vancouver*'s Influential Women in Business (IWIB) Awards celebrate outstanding female senior executives and entrepreneurs in British Columbia. CPABC was proud to be a gold sponsor of the 2022 IWIB Awards gala, which took place on March 8 to coincide with International Women's Day. Held at the Terminal City Club in Vancouver, this year's gala marked the return to an in-person format. The event was also livestreamed.

The following individuals were recognized for their leadership in their respective fields and contributions to British Columbia's broader business community:

- **Christine Bergeron** – CEO, Vancity;
- **Jennifer Twiner McCarron** – CEO, Thunderbird Entertainment;
- **Elizabeth Model** – CEO, Downtown Surrey Business Improvement Association (Lifetime Achievement Award recipient);
- **Shahrzad Rafati** – Founder and CEO, BroadbandTV Corp.; and
- **Aisha Yang** – Co-founder and sales and marketing director, Herbaland.

To learn more about the honourees and watch a recording of the event, visit **biv.com/video/bivs-influential-women-business-awards**.



CPABC President & CEO Lori Mathison, FCPA, FCGA, LLB (right), with honouree and Vancity CEO Christine Bergeron. Photo courtesy of *Business in Vancouver*.

MEMBER RECOGNITION

Know a CPA Who's Making a Sustained and Significant Positive Impact? Nominate them for a Member Recognition Award!

Many CPAs make tremendous contributions to businesses, their local communities, and the accounting profession, and we believe excellence deserves recognition. That's why, every year, CPABC asks CPAs to nominate peers for recognition in the following categories:

- Distinguished Service;
- Early Achievement;
- Fellowship; and
- Lifetime Achievement.

In doing so, CPABC is seeking to identify those members who are making sustained and significant contributions to their organization, the broader business community, charitable and community organizations, and the CPA profession. We're looking for members who dedicate themselves to going above and beyond the norm, and who set the standard for excellence.

Every year, we profile our Member Recognition Program honourees in community and provincial press releases, social media campaigns, and *CPABC in Focus* magazine. These efforts help to ensure that the broader community is aware of the contributions CPABC members make to this province.

We encourage you to nominate a deserving peer! Nominations are due by 4:00 p.m. on Monday, September 19, 2022. Program details and nomination forms are available at **bccpa.ca/members/recognition-program**.

NOMINATION DEADLINE
Nominations are due by 4:00 p.m., Monday, September 19, 2022.

VISIT bccpa.ca/members/recognition-program

AGM ANNOUNCEMENTS

Save the Dates:
AGMs for CPABC and CPA Yukon

British Columbia: June 22, 2022
CPABC will hold its 2021-2022 annual general meeting (AGM) virtually on Wednesday, June 22, 2022.

Yukon: June 27, 2022
CPA Yukon will hold its 2021-2022 AGM in person on Monday, June 27, 2022.

Details will be posted to **bccpa.ca** and **bccpa.ca/yukon** in early June.



DUES REMINDER

IMPORTANT: 2022/2023 Member Dues Are Now Past Due
DEADLINE WAS APRIL 1, 2022

CPABC acknowledges and thanks the majority of members who paid their dues on time. Timely payment minimizes the administrative cost of following up on collections.

If you have not yet paid your 2022/2023 member dues, please do so before May 31 to avoid the administration fee, which places the additional cost of collections on those members who pay late.

An email notification was sent to each member in late February 2022 indicating that the payment deadline for 2022/2023 member dues was April 1, 2022. If you did not receive this email, log in to **services.bccpa.ca** to ensure that your email address is up to date in your member profile. As required by the *CPABC Bylaws*, members are required to provide a current email address and immediately notify CPABC of any changes. This is to ensure that you receive important regulatory messages from CPABC.

To view your member dues notice online, visit **services.bccpa.ca**. You can print the notice for your records and pay your dues electronically.



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CPA CANADA NEWS

Pamela Steer Named CEO of CPA Canada

On April 4, 2022, the CPA Canada Board of Directors named Pamela Steer as the incoming CEO of CPA Canada. She assumed her leadership duties on April 19, succeeding Charles-Antoine St-Jean,* who officially stepped down on March 31, 2022.

Over the course of her career, Pamela has worked in the technology and financial services industries, including with publicly traded, private, and regulated entities in Canada and abroad. She is an active board executive and a founding member of both the Accounting for Sustainability CFO Leadership Network in Canada and the advisory board for the Institute for Sustainable Finance. In 2019, she was named Canada's CFO of the Year for her leadership at the Workplace Safety and Insurance Board.

Pamela is an FCPA, FCA, in Ontario, where she was elected to Fellowship in 2016. She is also designated as a chartered financial analyst and chartered business valuator.

"Pamela brings a wealth of experience that will guide CPA Canada as it moves into the next chapter of its journey working with our provincial, territorial and Bermudian partners to provide leadership for the Canadian CPA profession," says Richard Olfert,* chair of the CPA Canada Board. "She was selected because of her exceptional track record in transforming organizations, building positive cultures, promoting sustainability, and fostering strong relationships rooted in trust, transparency and collaboration."

** Charles-Antoine St-Jean is an FCPA, FCA, in Ontario and Québec. Richard Olfert is an FCPA, FCA, in Manitoba.*



New CPA Canada CEO Pamela Steer. Photo courtesy of CPA Canada.

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PRACTICAL EXPERIENCE REQUIREMENTS

Important Reminders from CPABC's Practical Experience and Candidate Support Team

CPABC's practical experience and candidate support (PECS) team would like to remind CPA candidates and their employers about two important changes made recently:

REBRANDED: CTA pre-approved training program

On January 11, 2022, CPABC renamed its Compilation, Tax and Advisory (CTA) pre-approved training program to "Advisory, Tax and Compilation (AdTC)." The decision for the name change was twofold: 1) to help employers with pre-approved training offices plan their programs more effectively; and 2) to more accurately reflect the focus of work required within this program.

While the name has changed, the nature of the work required within the program is the same.

UPDATED: CPABC PECS team email address

On March 1, 2022, the email address for the PECS team was changed from **cpabcper@bccpa.ca** to **practicalexperience@bccpa.ca**. Please update your records accordingly.

MENTORSHIP

CPABC's Mentor Mingle Events Offer New Insights and Knowledge Exchange

CPABC's quarterly Mentor Mingle events are designed to provide CPA mentors with an opportunity to get some tips on the mentoring process and connect with their peers to share best practices.

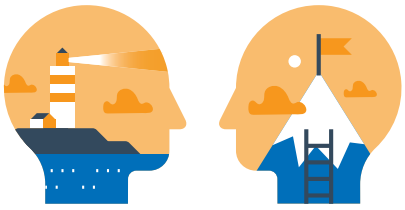
For 2022, these sessions are being hosted as one-hour Zoom meetings with whole-group presentations and smaller breakout rooms. Topics are chosen to help mentors become more effective in their roles and enhance their experience as mentors.

The first event, held in January, kicked things off with a session on helping mentees advance their proficiency levels and their careers. During the session, CPABC's practical experience and candidate support (PECS) team outlined the technical competency proficiency levels within the practical experience requirements.

This overview was followed by a presentation that explored the differences between growth mindsets and fixed mindsets and how each of these mindsets can affect the success of mentees. Mentors learned about practical tools that can be used to encourage growth mindsets and how to work strategically towards meeting the required proficiencies using the mentee's strengths as a vehicle to growth. They also had the opportunity to discuss these ideas with their peers and consider how to apply various tools to encourage progress or help their mentees move past challenges. (See right for a list of resources from the presentation.)

Our next Mentor Mingle event will take place on May 16, and it will feature a presentation on "Understanding and Guiding Your Mentee Through the Enabling Competency Questions." Email the PECS team at **practicalexperience@bccpa.ca** to register.

Note: Attendance at a Mentor Mingle event qualifies for one hour of verifiable CPD.



UNDERSTANDING AND DEVELOPING A GROWTH MINDSET

Mentors: If you missed January's webinar, check out these resources designed to help you and your mentee develop a growth mindset:

- Mindset Kit for Mentors: **mindsetkit.org**
- The Power of Belief – Mindset and Success (TEDx Talk) by Eduardo Briceño: YouTube
- The Power of Believing that You Can Improve (TEDx Talk) by Carol Dweck: YouTube

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RESOURCES FOR EMPLOYERS AND JOB SEEKERS

CPABC's Career Week Series Future-Proofs Current and Aspiring CPAs for Market Demand

In the March/April 2022 issue of this magazine, we noted that CPABC's student recruitment and employer relations team was preparing to launch "Career Week," a new quarterly event series.

The inaugural event was held from February 22 to 24, with more than 350 attendees gathering virtually to participate in career workshops, tune into industry panels, and network with more than 20 exhibitors from different sectors in BC.

The first two days were dedicated to educating job seekers and featured a mix of workshops and panel discussions. Recruitment experts shared market insights and offered tips during four informative career workshops:

- *Brand You/Social Media and Your Career* – presented by Robert Half
- *Building Professional Confidence* – presented by Impact Recruitment
- *How to Stand Out in the Job Market* – presented by STRIVE Recruitment
- *Questions to Ask Your Future Employer* – presented by CPABC

The live industry panel discussions, moderated by Stéphanie Roy, CPABC's employer relations manager, focused on exploring career pathways for CPAs. The first panel featured a conversation on opportunities in the public sector with Reshmeena Lalani, CPA, CA, manager of international and large business audit at the Canada Revenue Agency, and Stuart Newton, CPA, CA, assistant auditor general at the Office of the Auditor General of British Columbia and a member of the CPABC Board of Directors.

The second panel discussion featured a conversation on the perks of working for a small or midsize accounting firm, with panellists Dave Block, CPA, CA, principal at Clearline CPA; Devin Hilbrecht, CPA, CA, senior manager at Crowe MacKay LLP; and Mitesh Parekh, CPA, manager at Horizon CPA.

On the third day of the event, job seekers had the opportunity to apply what they'd learned and network with employers and recruiters online. More than 150 one-on-one video calls took place, during which private speed interviews, career advising sessions, and resumé-reviewing appointments were conducted.

Did you miss the event?

Select recordings, including the four career workshops, are available online at **bccpa.ca/news-events/past-events**.



Anastasiia Konko/iStock/Getty Images

Register now for the next event in the Career Week series!

May 11-13, 2022

Offering a hybrid format, the next Career Week event will feature virtual workshops and panels on May 11 and 12, and an in-person networking session at the Vancouver Convention Centre on May 13. Visit **bccpa.ca/news-events/upcoming-events** for the latest details.



Employers & Hiring Managers: Need Help Tackling Talent Acquisition?

Here are two ways to get started:

Tune in to Talent Talks

Presented in partnership with local recruitment experts, CPABC Talent Talks features moderated discussions on timely topics. These events are hosted quarterly and details are available at **bccpa.ca/news-events/upcoming-events**. The most recent event was held on April 7 and featured a conversation on the demand for skilled talent with Mike Shekhtman, regional director at Robert Half.

Join CPABC's Employer Network

CPABC's Employer Network supports organizations with their talent acquisition strategies by offering benefits such as discounted job postings on the CPABC Careers site and early access to exclusive CPABC recruitment events. Learn more at **bccpa.ca/employernetwork**.

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VOLUNTEER OPPORTUNITIES

Passionate About the Profession? Volunteer at CPABC's Recruitment Events



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Student recruitment activities are in full swing for 2022 and CPABC's student recruitment and employer relations (SRER) team is looking for keen CPA members and candidates to join our volunteer roster. Sharing your time and experience with prospective students is a great way to stay engaged with the profession and help shape the next generation of CPAs.

Here are a few current opportunities:

Be a guest speaker for high school presentations

CPABC's SRER team visits high schools through the school year to give presentations about the CPA profession, and we're looking for enthusiastic CPA members and candidates to share their CPA stories. Email Larry Jung, student recruitment officer, at **ljung@bccpa.ca** for more information.

Join the CPA Ambassador Program

We're also seeking proud CPAs to join the CPA Ambassador Program. Volunteer opportunities for member ambassadors include attending networking events, representing CPABC at career fairs, speaking about your CPA career path at high school information sessions, being a panellist or keynote speaker at gala dinners and other events, and judging CPABC's annual Business Case Competition for post-secondary students (see page 12).

Share your CPA PEP journey in our new webinar series

The SRER team is also developing a special webinar series to showcase the journey to becoming a CPA. If you'd like to get involved in this new initiative, email Alice Wong, student recruitment officer, at **alice.wong@bccpa.ca** for details. Topics will include:

- What to expect in Core 1 of the CPA Professional Education Program;
- Practical experience routes:
  - Working in a Pre-Approved Program position;
  - Working in an Experience Verification position; and
- Life after obtaining the designation. (This topic is only open to CPA members who have earned their designation within the last one to two years.)

MORE INFORMATION AVAILABLE ONLINE

For details on all volunteer opportunities related to recruitment, visit us at **bccpa.ca/become-a-cpa/events**.



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CASE COMPETITION

CPABC Business Case Competition Returns to In-Person Format for 2022

Now in its ninth year, CPABC's annual Business Case Competition highlights the talent and business acumen of post-secondary students throughout British Columbia by challenging students to apply their skills to business case analyses.

This year, 25 post-secondary teams, each made up of three or four students representing a range of academic years, participated in the virtual first round of the competition. Teams were given 48 hours in which to analyze a business case scenario and present their strategic recommendations via video submission. This year's first-round case required teams to help a home improvement company select potential entrepreneurs to form strategic partnerships with, having them consider decision-making criteria when sourcing and securing potential partnership deals.

After the first round, eight teams from two post-secondary institutions—Simon Fraser University and the University of British Columbia—advanced to the final round of the competition, which took place, in person, on March 19 at the Terminal City Club in Vancouver.

During this final round, team members had three hours to analyze a new case that involved reviewing event contracts, calculating job profitability, and determining a cost-allocation method to estimate costs and inform future business decisions. Each team presented its recommendations to our expert judging panel of CPABC members: Brianne Formosa, CPA; Laurence Ling, CPA, CMA; Tina Lu, CPA, CMA; Gail Thiessen, CPA, CMA; and Shawn Weber, CPA. The judges assessed the competitors on their presentation style, case knowledge, strategic implementation, and creativity, as well as their handling of a rapid-fire question-and-answer period. To ensure fair and unbiased judging, teams were not allowed to mention their school in their presentations and judges were not told which school each team was representing.

Prizes were awarded to the top three teams:

- First place: Team "DJCC Consulting" from UBC, represented by Jonathan Chan, Daniel Dian, Carrie Liu, and Cindy Wang.
- Second place: Team "Lorem Ipsum" from SFU, represented by Christina Cao, Lynette Chiang, and Jackie Liao.
- Third place: Team "Accounteam" from UBC, represented by Jashanpreet Dhaliwal, Jasleen Mehat, Sanam Sangha, and Tamara Tse.

CPABC congratulates the winning teams and thanks the judges and everyone who participated for making this year's competition a success!







From top: First-place winners "DJCC Consulting" (l to r): Jonathan Chan, Carrie Liu, Cindy Wang, and Daniel Dian; Second-place winners "Lorem Ipsum" (l to r): Jackie Liao, Christina Cao, and Lynette Chiang; and third-place winners "Accounteam" (l to r): Jashanpreet Dhaliwal, Sanam Sangha, Tamara Tse, and Jasleen Mehat. Photos by Bobo Zhao Photography.

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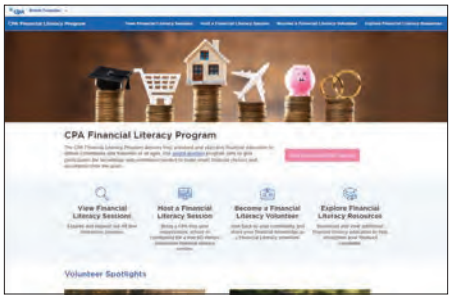
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Employer Resource Centre



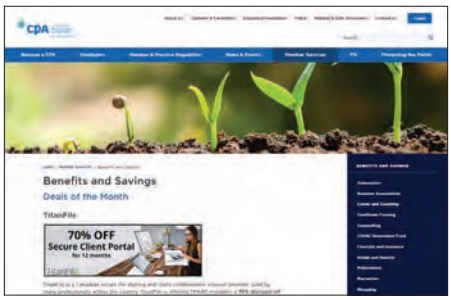
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Volunteer Resource Centre



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Benefits and Savings



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Star turns

CPABC celebrates 16 outstanding CPAs

Leaders, volunteers, community workers, and educators—the 16 honourees of CPABC's Member Recognition Program in 2021 contribute their expertise to the profession, the community, and the business environment in numerous ways. And wherever they apply their skills and dedicate their energy, they make a positive impact. We are very proud to introduce them to you in the following pages.

Star images: CatLane/iStock/Getty Images



Early Achievement AWARD

The CPABC Early Achievement Award celebrates members who distinguish themselves early in their CPA careers through professional achievement and volunteer service, with an emphasis on professional accomplishments.

Jane Long-Haggerty, CPA, CA



Jane is the principal of Long-Haggerty Robertson, which serves the community of Penticton. Prior to launching her own practice, Jane was a senior manager at Grant Thornton and a financial coach and e-advisor with CF Canada Financial. Throughout her career, she has established an outstanding reputation for developing staff, sharing knowledge, and encouraging skills development.

Since obtaining her designation in 2011 in BC, Jane has become well known for her exceptional people skills and technical savvy—recognition that has allowed for significant client and team growth. Jane continues to play a vital role in the education of aspiring CPAs by serving as a module facilitator for the CPA Western School of Business, and she consistently receives top ratings from students for her generous commitment and support.

Jane has also extended that dedication to her community by serving on the boards of a variety of not-for-profit organizations and volunteering with the South Okanagan Youth Soccer Association. Additionally, in 2021, she halved her rate for preparing tax returns for clients who donated to the local food bank.

"Jane is always more than willing to step up and be a role model and mentor, sharing her professionalism, knowledge, and truly supportive nature."

— Kelly Robertson, CPA, Partner, Long-Haggerty Robertson





Ross Turnbull,
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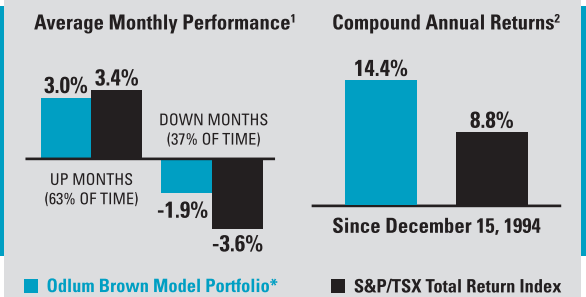
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[1]Performance measured mid-month from December 1994 - March 2022. [2]As of March 15, 2022. *The Odlum Brown Model Portfolio is an all-equity portfolio that was established by the Odlum Brown Equity Research Department on December 15, 1994 with a hypothetical investment of $250,000. It showcases how we believe individual security recommendations may be used within the context of a client portfolio. The Model also provides a basis with which to measure the quality of our advice and the effectiveness of our disciplined investment strategy. Trades are made using the closing price on the day a change is announced. Performance figures do not include any allowance for fees. Past performance is not indicative of future performance.

Distinguished Service AWARD

The CPABC Distinguished Service Award honours members who have been actively involved as volunteers for many years, recognizing them for their dedication, commitment, and outstanding contributions to the CPA profession and/or for their unstinting support to one or more not-for-profit or charitable organizations.



Jennifer Cudlipp, CPA, CGA

In addition to providing values-based leadership as chief operating officer of LifeLabs, Jennifer displays a remarkable dedication to public service. Through her extensive volunteerism and her contributions to various community boards, she has greatly improved her community and the lives of those around her.

Compelled by its vision of a home for every person, Jennifer has served on the board of RainCity Housing and Support Society since 2016. As board chair from 2018 to 2021, she guided the charity through a complex time during which the rise of homelessness converged with both the opioid crisis and COVID-19. Her contributions to the development of a renewed five-year strategic plan led to significant growth and strengthened organizational infrastructure.

As a board director at the JIBC Foundation, Jennifer provided critical guidance for the investment strategy and giving program (2016-2019). And at the United Way of the Lower Mainland, her experience supported the successful merger that led to the formation of United Way British Columbia (2018-2021). She is currently a board director with Life Sciences BC, leading public policy initiatives that have strengthened the sector.

"Jennifer has been an exceptional leader and displayed a calm, consistent, and inclusive presence. She is strategic and brave. Her passion for, and dedication to, her volunteerism is clear."
— Christine Little, CPA, CA, Vice-President of Corporate Services, Vancouver Foundation



Edward Pereira, CPA, CGA

As principal consultant at Carmel Info-Risk Consulting Group, Edward advises CPAs and their executive teams on cybersecurity program leadership, enterprise IT risk, IT audit, and privacy matters.

Edward has volunteered his expertise by leading seminars for CPABC's Vancouver Technology Forum and various chapters, and by contributing to the new CPA Competency Map (2021). He is also an impactful volunteer with the BC government's Provincial Security Advisory Council—in addition to having co-developed the council's mission, he regularly shares key insights with other cyber leaders from across the province.

Edward also mentors CPAs, promoting alternate career paths in IT through his work at ISACA (Information Systems Audit and Control Association), where he's been a board volunteer since 2011. His contributions to ISACA include serving as president of the Vancouver Chapter (2013-2014) and co-founding the annual BC Aware Campaign (now the Vancouver International Privacy & Security Summit or VIPSS) in 2015. The latter achievement helped the chapter garner the Outstanding Chapter Achievement Award from ISACA International in 2018. VIPSS now serves as a global platform for dialogue on cybersecurity and privacy issues.

"Edward's passionate volunteerism and community outreach in cybersecurity highlight the broad scope of skills that CPAs can bring to the table."
— Magdalena Dytuco, CPA, CGA, Certified Financial Planner and Coach, Dytuco Financial Services


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Salmon River Estuary, Vancouver Island, BC. Photo by Graham Osborne

Fellowship

The title of Fellow formally recognizes members who have earned distinction and brought honour to the profession by meeting at least two of the following criteria: exceptional service to the profession, extraordinary career achievements, and exemplary contributions to the community.



Ryan Barrington-Foote, FCPA, FCA

Ryan is a forward-looking leader who has shaped the success of The Jim Pattison Group (JPG), one of Canada's largest private companies, for over 20 years. As manager of taxation (starting in 2001), he reorganized JPG's tax structure to produce significant efficiencies that were then reinvested back into the company. As managing director of accounting (2009-2019) and president of Jim Pattison Lease (2018-2019), he implemented technologies that provided data-driven insights, which in turn advanced business growth.

Now JPG's executive vice-president, he leads finance professionals in 25 different operating companies. He is also a trusted advisor to Jim Pattison, JPG's sole proprietor, providing critical guidance on financial, people, and charitable matters. Additionally, Ryan mentors CPAs working at JPG and promotes the CPA path to young people as a fulfilling and impactful career.

In the community, he has given back as treasurer and finance committee chair with Praxis Spinal Cord Institute, a not-for-profit that invests in spinal cord research (2010-2016). By improving its financial planning, Ryan helped Praxis navigate funding challenges, thereby enabling it to better achieve its mission to improve the lives of people living with spinal cord injuries.

"Ryan has achieved professional success thanks to his dedication to quality, integrity, and honesty. He is well respected by his peers and is known for being the person that everyone goes to for advice and guidance."

— Jim Pattison, Chair and CEO, The Jim Pattison Group



Paul Challinor, FCPA, FCA

For nearly four decades, Paul contributed significantly to PwC's growth and people development. He worked for PwC in the UK and Australia before joining the Vancouver office in 1994, and subsequently served as an assurance partner in Vancouver from 1997 until his retirement in 2019.

As the financial services leader in BC for over 15 years, Paul raised PwC's brand in the industry, winning many signature accounts, building a successful team, and developing the practice to deliver outstanding service across business lines. He also mentored many colleagues to excellence through his focus on women in leadership and his role as a human resources partner. Since 2019, he has contributed his expertise to the boards of First West and Central 1 credit unions.

Paul has generously given back to the profession. While serving as a CPABC board director (2017-2020), he chaired the Audit Committee and guided financial reporting processes. He currently serves on the Investigation Committee.

Paul has also provided financial stewardship to the community as a director with the Delta Hospital and Community Health Foundation and Canuck Place Children's Hospice, and as an Audit Advisory Committee member with the Public Guardian and Trustee of British Columbia.

"Paul is an outstanding professional, a tremendous advocate for the profession, a key developer of talent, and a team player who acts with care and integrity."

— Jim McGuigan, CPA, CA, BC Region Managing Partner, and Kate Furber, CPA, CA, BC Region Assurance Leader, PwC Canada



Carol Chiang, FCPA, FCA



As an audit partner with KPMG since 2006 and leader of the firm's not-for-profit practice in Greater Vancouver, Carol (who started at KPMG in 1990) has built a reputation for excellence by providing quality assurance services, reporting and technical guidance, and insights to not-for-profit organizations. Her expertise in working with her clients fosters long-term sustainability and growth, enabling not-for-profit organizations to deliver critical services in areas including social services, health care, education, and the arts.

Carol advances professional development within the C-suite as co-ordinator of KPMG's CommunityShift program and champions diversity on KPMG's Women in Leadership group. In addition, as one of the inaugural leaders of KPMG's people management program, she oversaw learning, performance, and recognition activities for 100 people.

Within the profession, Carol provides valued counsel, including as a member of CPABC's Technical Advisory Committee (2015-2020).

A passionate volunteer, Carol is chair of the Finance and Audit Committee for the Terry Fox Research Institute (2019-present), where she has guided the establishment of the finance function and systems. She has also contributed to Minerva BC (2010-2020) and provided financial and strategic oversight as its Finance Committee chair (2015-2020).

"Carol has given her best insights and judgment to ensure our organizational health to navigate what lies ahead. That gift has enabled our society to carry out its important work supporting over 12,000 clients a year and enabled us to carry on our social policy work."

— Shawn Bayes, CEO, Elizabeth Fry Society of Greater Vancouver

Michael (Mike) Cinnamond, FCPA, FCA



Since 2013, Mike has been senior vice-president of finance and CFO at Vancouver gold producer B2Gold Corp. Under his direction, B2Gold has seen remarkable growth—completing key acquisitions, bringing two new African mines into operation, and achieving record gold production.

Mike began his career at PwC, where he ultimately advanced to assurance partner and BC region resources leader (2004-2013). Under his leadership, the number of assurance partners within the mining practice increased from six to nine, and assurance mining revenues rose to 40% of overall assurance revenues. Known as both a thought leader and champion of diversity, Mike co-authored the PwC Mining Report (2003-2013) and served as a mentor for PwC's Women in Leadership program (2000-2013).

Mike has also made impressive contributions to the Canadian Institute of Mining, Metallurgy, and Petroleum (2001-2021), leading a campaign that raised $2 million for the institute. He is now incoming president-elect.

Additionally, Mike gives back through his service with Canuck Place Children's Hospice (2014-present), where he volunteers as treasurer and Audit Committee chair. His governance and financial oversight were particularly invaluable when the hospice moved to a two-site operational model.

"Mike demonstrates excellence in everything that he does, and because of his expertise and warm personality, he is able to attract, inspire, and engage others."

— Mark Myles, Past Chair and Board Member, Canuck Place Children's Hospice

Fellowship



Victor Giacomin, FCPA, FCA

Victor began his career in 1982 with Deloitte, and later took on senior finance roles at Future Shop Ltd., Avcorp Industries Inc., Norsat International Inc., and West Bay Semiconductor Inc. before joining The Mark Anthony Group of Companies in 2003.

Now Mark Anthony Group's senior vice-president of finance and group treasurer, Victor is a key leader guiding the diversified, global beverage company's financial strategy and expansion. He has implemented financial planning and analysis systems that have helped fuel the group's rapid growth and is instrumental in its strategic transactions, including a major divestiture and various acquisitions.

Within the profession, Victor has shared his knowledge as a speaker with CPABC's "CFO as Navigator" professional development program. He is also passionate about giving back to the local community and helps guide and administer Mark Anthony Group's von Mandl Family Foundation's community involvement, which supports numerous community organizations in Canada and the United States. The vast scope of Victor's philanthropic endeavours includes working with the Pacific Autism Family Network, the Breast Cancer Research Foundation, and the Michael Cuccione Foundation, which supports childhood cancer research.

"Victor has a strong sense of dedication to the community and has consistently made a difference in the lives of thousands of people—without them knowing who he is or him ever looking to take any credit."

— The Honourable Wally Oppal, OBC, QC, Past Attorney General of British Columbia



Grant Lee, FCPA, FCA

Grant has personified tax leadership at HSBC Bank Canada for almost 25 years—serving as assistant vice-president of taxation for 10 years and as vice-president of taxation since 2007. He is responsible for all areas of tax at HSBC and is central to tax advisory on major transactions, risk management, and audits.

Grant is highly respected for his outstanding ability to build trust, negotiate, and settle complex issues. He safeguards HSBC by managing its tax risk and raises the bar by sharing best practices, improving processes, and setting a standard for excellence as leader of the tax team.

A gifted educator, Grant has taught tax at many post-secondary institutions and is an adjunct professor with UBC's Faculty of Commerce and Business Administration. He also shares his expertise with other tax professionals in industry across Canada through his volunteerism with the Tax Executives Institute, which includes serving as chair of the Canadian Income Tax Committee (2014-2016).

In the community, Grant volunteers with ACT 2 Child and Family Services, a social service agency serving those who have experienced trauma (2003-present). While serving as president of the board (2008-2014), he provided critical policy direction and financial oversight that enabled the charity to expand its support services.

"Grant has gone above and beyond as an educator and mentor to the next generation of accountants for over two decades. I can say with confidence that his passion for accounting and teaching has inspired me and countless other young accountants."

— David Tsai, CPA, CA, Director of Finance, BC Nurses' Union

Lenora Lee, FCPA, FCA



Lenora is a partner with KPMG's Victoria office. Known for consistently exceeding expectations, she has provided comprehensive expertise to KPMG's top Victoria clients since 2002.

Lenora became the office's first female partner in 2011, laying a foundation for the future; today, four of the office's seven partners are women. She has been a champion of equity, diversity, and inclusion throughout her career, supporting and sponsoring many local initiatives.

Within the profession, Lenora has advanced public sector accounting standards by contributing technical questions to the Public Sector Accounting Discussion Group (2017-present). With CPABC, she has served as chair of the Government Organizations Accounting and Auditing Forum since 2017 and shared her knowledge with CPAs as a presenter since 2009. She has also hosted forums for senior executives.

Lenora serves her community as a director with the Royal BC Museum (2020-present), as a director with the Government Finance Officers Association of BC (2015-present), and as an ambassador with the University of Victoria (2002-present). In addition, she mentored female entrepreneurs by leading financial bootcamps with the Women's Enterprise Centre (2016-2019).

"Lenora's focus on helping others is inspirational. Whether mentoring CPA articling students, contributing to multiple women's leadership initiatives, or creating talent pathways and supports, she generously shares her insights, experiences, and guidance with future finance professionals."

— Randy Decksheimer, FCPA, FCA, Retired Victoria Office Managing Partner, KPMG Canada

Benita Loughlin, FCPA, FCA



Benita is a partner at KPMG's Vancouver office. She joined the firm in 1986 and has led its global mobility services tax group since 1995. A pioneer in this field, Benita has resolved numerous complex cross-border issues—many for the first time—and has established important precedents that are now followed nationwide.

Benita has played a vital role at KPMG in many other ways as well. Her six years of service on the firm's national board (2014-2020) included a two-year term as vice-chair, during which she contributed to the firm's Canada-wide strategy. In addition, she has coached senior talent to excellence as a member of the Senior Manager Development Committee for over a decade. And as co-editor of the KPMG guide *Tax Planning for You and Your Family*, she has increased tax knowledge in the general public.

Benita has made a significant impact on the accounting profession as a passionate teacher and mentor throughout her career. She has also contributed her extensive skills to community organizations, volunteering with the Estate Planning Council of Vancouver (2014-2020) and the Tri-Cities Chamber of Commerce (1991-1997); her tenure with both organizations included service as president.

"Benita is amazing to work with. She is responsive, highly organized, creative, ethical, unflappable, polite, and beloved by clients. I could not have managed many complex cases without her valuable input."

— Elaine Reynolds, QC, Board Chair, Coast Mental Health Foundation

Fellowship



Stanley (Stan) Mitchell, FCPA, FCA

A tax leader with KPMG's Prince George office, Stan has stayed at the forefront of his field by learning about the newest regulations and taxes as they arise and discerning how best to meet client objectives. He began his career with KPMG in 1985, and most recently served as partner in charge of the Prince George tax practice from 2011 until his retirement in 2021. He now assists the firm as a contractor.

Stan is well known for his technical leadership, problem-solving skills, and dedicated mentorship. He has provided tax expertise to the community on diverse topics including estate planning, compliance, and business succession, and—as a specialist on Indigenous tax—he has interpreted fiscal and tax aspects of contemporary treaties to advise Indigenous clients.

Stan has also served extensively with CPABC, acting as a spokesperson for and contributor to the *BC Check-Up* (2006-present) and participating in CRA liaison meetings on CPABC's behalf.

A generous community volunteer since 1986, Stan currently lends his financial knowledge to the Canada North Resources Expo (2004-present) and the Canadian Bioeconomy Conference and Exhibition (2011-present). He also assists local media in interpreting and reporting on economic events.

"Stan leads by example to guide, encourage, and challenge others to look for new solutions or alternatives and to not accept the status quo. He has never been intimidated in taking on new challenges, including those that no one else would."

— J. Peter Ranson, FCPA, FCA, Retired Partner, KPMG Canada



Matthew (Matt) Murray, FCPA, FCMA

Matt joined Telus in 2006 and quickly rose through the ranks, assuming his current role as senior vice-president and corporate controller in 2021. His use of analytics and proactive planning has transformed Telus' corporate reporting and allowed it to consistently achieve financial targets.

Known for innovation, Matt led Telus' evolution of wireless subscriber reporting in 2019—a precursor to segmentation changes announced in 2020. And when the COVID-19 pandemic struck, he established a financial response plan that enabled Telus to achieve its original target for free cash flow while maintaining capital investments. Matt was also integral to the process of simplifying the company's scorecard program, which measures business performance, to focus on key strategic objectives.

Within the profession, Matt has played a leadership role since 2008. As a board director with CPABC (2014-2015; 2017-2020), he ensured that strategic initiatives resonated with members. He has also shared his knowledge with fellow CPAs as a speaker and served as a board/chapter liaison. Currently, he leads Telus' CPA pre-approved training program and educates future business leaders as a guest lecturer with UBC Sauder (2006-present).

"Matt's eagerness to learn, challenge the status quo, and take on new challenges differentiates him from all his peers. His potential is endless and he will, without a doubt, continue to excel."

— Barbara Man-Fung Chiu, CPA, CA, CMA, Vice-President Finance, Revenue Assurance, Telus

Carolyn Rogers, FCPA, FCMA



Carolyn has personified financial leadership throughout her career. Prior to being appointed senior deputy governor of the Bank of Canada in 2021, she served as secretary general of the Basel Committee on Banking Supervision (2019-2021), a Swiss-based group that sets global banking standards; in this role, she worked with the chair and committee and led staff in addressing risks to the financial system, including cyber-threats, climate change, and the impacts of COVID-19.

Her accomplishments also include serving as assistant superintendent of Canada's Office of the Superintendent of Financial Institutions (2016-2019), where she oversaw the policy functions and led improvements to mortgage underwriting and corporate governance guidelines. And as superintendent and CEO of the Financial Institutions Commission of British Columbia (2010-2016), she modernized BC's regulations for credit unions, insurers, mortgage brokers, and realtors.

Carolyn has advanced the profession through her work on the IFRS Foundation's International Financial Reporting Standards Advisory Council (2019-2022) and the Accounting Standards Oversight Council. In the community, she has championed care for vulnerable adults as a board member with Three Links Care Society (2013-2016) and fostered female leadership with Minerva BC (2008-2011).

"Carolyn's contributions have had a uniquely wide impact; this has had a positive influence on the reputation of CPAs, and Canada's reputation at the international level. She has also provided inspiration to young women to pursue careers in economics and finance."

— Carolyn A. Wilkins, External Member, Bank of England's Financial Policy Committee, and Board Director, Intact Financial Corporation

Ray Walia, FCPA, FCMA



Ray has been integral to the growth of BC's startup community through his efforts to develop a vital ecosystem of peers, investors, and mentors. As CEO of Launch Ventures since 2018, he has provided pivotal support to BC's startup community through a network of accelerators, innovation labs, and investment funds. Through Launch Ventures, Ray contributes to BC's economic prosperity by helping entrepreneurs successfully launch ventures and create new jobs in new markets.

Since 2012, Ray has also served as CEO of Launch Academy—a technology hub, incubator, and accelerator that supports entrepreneurs. Under his leadership, Launch Academy has helped 300 startups grow to the seed funding or series A financing stages.

Previously, as COO of Victory Square Technologies Inc. (2016-2018), Ray shaped the venture fund's portfolio of companies focused on artificial intelligence, augmented reality/virtual reality, and blockchain technology.

Ray's accomplishments were recognized in 2021 when he was named to *Business in Vancouver*'s BC500, which recognizes influential business leaders.

A mentor to many, Ray has modelled a non-traditional career path for CPAs. He has also given back to the accounting profession through his participation with CPABC's economic roundtables and branding campaigns.

"Ray has worked on initiatives that defined and strengthened BC's tech sector. He has also guided dozens of industry startups, building a space where they could land and grow a business. His company, Launch Academy, has been at the heart of one of Canada's fastest-growing ecosystems and continues to influence its future."

— Pamela Saunders, Director of Communications and Engagement, Microsoft Vancouver

Lifetime Achievement AWARD

CPABC's Lifetime Achievement Award recognizes the exceptional dedication and commitment and the extraordinary contribution of those members who have received their Fellowship and continue to make significant achievements in a broad range of areas.



Olin Anton, FCPA, FCA

Olin has played a substantial role in the reputational growth of the accounting profession throughout his career. Now a retired partner with Deloitte, Olin worked with the firm from 2002-2016 and served as its BC audit leader for 10 years (2004-2014), during which he led phenomenal growth. He previously worked with predecessor firm Arthur Andersen (1976-2002) as a partner and audit practice leader. Currently, he serves as a board director at Telus International Inc.

Olin's 30+ years of tremendously impactful volunteerism have created a stronger accounting profession. His distinctive service, previously recognized with an election to Fellowship in 2014, is anchored in an ability to develop strong relationships based on trust and collaboration. Key roles include serving as board director with his legacy body (2011-2015), chairing CPABC's Board Renewal Committee to identify future leaders (2016-2017), and contributing his leadership to the CPA Western School of Business (2016-present), where he helped guide the transition to a new governance structure.

During unification, Olin's remarkable service as CPABC's inaugural board chair brought about the successful integration of BC's legacy bodies. He also provided leadership to CPABC as its interim president and CEO in 2017.

In the community, Olin has shared his strategic, financial, and fundraising skills with many organizations, including the United Way, the Vancouver Academy of Music, and the Vancouver Enterprise Forum. A board director with the Vancouver Public Library Foundation since 2017, Olin has guided the foundation through COVID-19, changes to its accounting systems, and the modernization of its bylaws; presently, he serves as chair. He also serves as vice-chair of JA British Columbia, advancing its mission to provide young people with tools for work readiness, financial literacy, and entrepreneurship.

"It is very easy to see the care and passion that Olin has for the profession. He has spent countless hours volunteering in support of his legacy body and CPABC. His commitment and dedication are second to none."

— David Hallinan, FCPA, FCMA, Planning and Procurement Manager, City of Kamloops



Photo of Jane Long-Haggerty by Luxe Valley Digital. Photo of Jennifer Cudlipp by Rhonda Dent Photography. Photos of Edward Pereira, Ryan Barrington-Foote, Carol Chiang, Michael Cinnamond, Victor Giacomin, Grant Lee, Matthew Murray, Ray Walia, and Olin Anton by Kent Kallberg Studios. Photo of Paul Challinor by Alastair Bird. Photo of Lenora Lee by Jesse Hlady Studios. Photo of Benita Loughlin by Peter Wong for KPMG. Photo of Stanley Mitchell by Focal Point Studios. Photo of Carolyn Rogers by Maryam Morrison.

CPABC Member Recognition Program

CPABC is proud to recognize its leaders, volunteers, community workers, and educators.

DO YOU KNOW AN OUTSTANDING CPA?

Nominate them for a Member Recognition Award.

EACH YEAR, AWARDS ARE GRANTED IN THE FOLLOWING CATEGORIES:

FELLOWSHIP DESIGNATION

Recognizes members who have earned distinction and brought honour to the profession by meeting at least two of the following criteria: exceptional service to the profession, extraordinary career achievements, and exemplary contributions to the community.

EARLY ACHIEVEMENT AWARD

Recognizes members who have distinguished themselves early in their CPA careers through professional achievement and volunteer service, with an emphasis on professional accomplishments.

DISTINGUISHED SERVICE AWARD

Recognizes members who have been actively involved in volunteer activities for many years for their dedication, commitment, and outstanding contributions to the CPA profession and/or for their unstinting support to one or more not-for-profit or charitable organizations.

LIFETIME ACHIEVEMENT AWARD

Recognizes the extraordinary leadership, dedication, and contributions of members who have received their Fellowship and continue to make significant achievements in a broad range of areas.

NOMINATION DEADLINE

4:00 p.m. | Monday, September 19, 2022

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Mental Wellness in the CPA Profession

By Jamie Midgley, FCPA, FCA

In September 2019, CPABC's executive approved the creation of the Mental Wellness Steering Committee and gave it a twofold mandate: 1) to research how mental wellness and mental health issues were being addressed in other professions and in general society; and 2) to recommend what more, if anything, CPABC could do to support members and better protect the public.

The committee's definition of "mental wellness" is consistent with that of the World Health Organization, which defines mental health as "a state of well-being in which an individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to his or her community."[1]

After initial research conducted in 2019 and early 2020 confirmed the topicality and importance of mental wellness, the committee determined that a survey of the CPA membership and candidates[2] would provide an important baseline for the state of mental wellness in the profession and help identify if current support services were sufficient.

The onset of COVID-19 complicated matters. The original intent of the initiative was to take a longer-term view of mental wellness, and there was some concern that the stress caused by the pandemic would skew the results. After some deliberation, the committee decided to launch the Mental Wellness survey in September 2021, recognizing that the results would represent the views of respondents at a specific moment in time.

The results were then compared with those of the Mental Health Index (MHI) survey, which is conducted monthly by LifeWorks, the provider of CPABC's member assistance program for members, candidates, students, and their immediate family members. The MHI is a national survey from which we were also able to draw provincial data.[3] What follows are some key takeaways:

Overall psychological health

According to LifeWorks, the MHI score for Canadians has been lower than historical averages since the onset of COVID-19, indicating an overall—and unsurprising—decline in mental wellness across the country during the pandemic.

[1] World Health Organization, "Mental Health: Strengthening Our Response," **who.int**, March 30, 2018.

[2] "Candidates" are students registered in the CPA Professional Education Program.

[3] See **lifeworks.com/en/mental-health-index**.

Looking at mental wellness scores, 65% of CPABC respondents indicated that they were in good psychological health compared to 69% of British Columbians as a whole. CPA members who were further along in their careers appeared better able to manage their mental wellness than other CPABC survey respondents, scoring comparatively well in almost all survey categories.

Awareness up, but stigma persists

While there is greater awareness of mental wellness and mental health issues, the survey also found ongoing stigmatization, as three in 10 CPABC survey respondents said they would find it difficult to acknowledge or accept a mental health issue, and four in 10 said they would choose not to disclose a mental health issue out of concern for their career. These responses were on par with those of the MHI survey, indicating that there's still a pervasive stigma associated with mental illness in Canada.

There are signs of a shift, however, as younger respondents to CPABC's survey—particularly candidates—attached slightly less stigma to mental health issues and indicated that they would be more accepting and willing to talk about these issues. At the same time, however, they believed that it would have a negative impact on their career progression if they admitted to being affected by mental illness.

Productivity and burnout

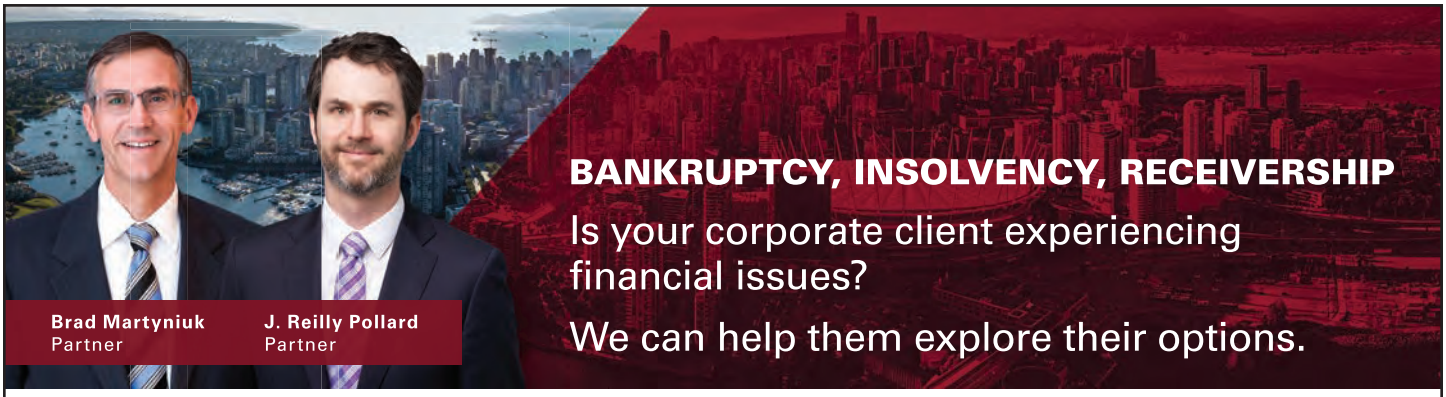
On the subject of productivity, half of CPABC respondents said they felt physically and/or mentally exhausted after finishing their workday. This was a higher result than in the MHI survey, suggesting that the work being undertaken by CPA members and candidates may be more demanding than that being undertaken by the average person in the workforce.

In addition, when compared to British Columbians and Canadians in general, more CPABC respondents said they found it harder to get motivated to do their work than they did pre-pandemic.

ABOUT THE RESPONDENTS:

- 62% of respondents were in the Mainland/Southwest region of the province, 23% were in the Vancouver Island/Coast region, and the remaining 15% were in other regions of BC.
- 53% of respondents worked in industry and 30% worked in public practice. The top four sectors in which respondents worked were finance/insurance, manufacturing, retail/wholesale trade, and education.
- The most common role respondents held within their organizations was "Accountant/Senior Accountant/Analyst" followed by "Controller/Comptroller/Chief Accountant."
- 34% of respondents worked in larger organizations with 250+ employees.
- The vast majority of respondents were employed, with 73% working full time.

YEARS IN THE PROFESSION	2021
CPA candidate	20%
5 or less	11%
6 to 10	15%
11 to 15	13%
16 to 20	8%
More than 20	33%
Prefer not to say	1%



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Career changes and shifting priorities

The Mental Wellness survey found that three in 10 CPABC respondents were considering changing their job or career path. The survey also found that the pandemic has been a catalyst for re-prioritization. Respondents reported wanting to focus more on their physical health, on having fun/enjoying life, and on their family than they did before the pandemic. While this was comparable to the results from the MHI survey, there was one significant difference: CPABC respondents were more financially stable than the general populations of BC and Canada.

Substance abuse

Substance abuse appears to be less of an issue for CPABC respondents than for the Canadian population as a whole, as Mental Wellness survey respondents reported lower rates of alcohol consumption and cannabis use than respondents to the MHI survey.



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Plans going forward

The ongoing stress caused by COVID-19 has to be kept in mind when analyzing the CPABC survey results; nevertheless, we believe the results indicate that CPABC's existing services are sufficient for the time being.

Overall, however, it is clear from the survey results that more work can be done to raise awareness of the CPABC support services available to members and candidates through the LifeWorks Member Assistance Program (see below), and to combat the stigma associated with mental health issues. With these goals in mind, CPABC may consider conducting additional research to determine the full suite of resources available to members and candidates through both CPABC and their employer. This research would also allow us to benchmark the mental wellness of members and candidates and assess the overall impact of the COVID-19 pandemic.

On behalf of the committee, thank you to all who participated in this important survey. Your feedback will help us ensure that we continue to support the mental wellness of our members and candidates.

Jamie Midgley is the executive vice-president of regulation and registrar for CPABC and the chair of CPABC's Mental Wellness Steering Committee.

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Envisioning the Post-Pandemic Workspace

Working through the pandemic has forced employees to adapt, and they're emerging from this transformative experience with new expectations for the office. To meet these expectations, employers will need to reimagine the workplace to allow for more flexibility, autonomy, and community-building.

In its 2021 global report *Changing Expectations and the Future of Work*, Steelcase[1] shares insights gathered from eight studies designed to measure the impact of the COVID-19 pandemic on the future of work. It features feedback from participants in 10 countries: Australia, Canada, China, France, Germany, India, Mexico, Spain, the United Kingdom, and the United States. Here are some highlights from Canadian participants:

Benefits of working from home:



56% of Canadians said their work-life balance improved while working from home

36% said they had a greater sense of autonomy

What hindered productivity most at home:



1. Ergonomic discomfort
2. Tech and tools issues
3. *Tied:* Caring for others, setting up and changing their work environment, noise distractions, and visual distractions



How often they expect to work from home in the future:

- 1 day a week or less – **59%**
- 2-3 days a week – **25%**
- 4-5 days a week – **15%**



The office isn't going away, but it won't be the office of the past

What Canadians want most in the workplace:

Employees:

1. Collaboration
2. Team belonging
3. Focus
4. Access to tools
5. Workplace belonging



Leaders:

1. Collaboration
2. Access to tools
3. Socialization
4. Learning
5. Focus*

**Range of spaces and hosting clients tied with socialization, learning, and focus*

To foster engagement and productivity, Steelcase says employers should make four "macro shifts" in their approach to the office environment. They recommend:

1. Designing for safety

To be inclusive, employers need to consider the safety concerns of all workers. In addition to addressing concerns about office security, this includes addressing concerns about air quality, cleanliness, and disease transmission.



2. Designing for productivity

Employers need to create an environment that allows for both collaborative and independent work, and ensure that employees can alternate between the two modes with ease.



3. Designing to inspire community

Employers should think of the office as a space to foster a sense of purpose and belonging. This is particularly important in light of the isolation experienced by workers during the pandemic.



4. Designing for flexibility

Adaptability has taken the place of permanence. To navigate change, employers must adopt flexible work policies and create multi-use workspaces that can be reconfigured according to changing business needs. They also need to give employees and teams more control over their environment.





[1] Steelcase, *Changing Expectations and the Future of Work: Insights from the Pandemic to Create a Better Work Experience*, January 2021. To read the full report, visit **steelcase.com/research/articles/work-better**. Steelcase is a US-based company that provides a range of architecture, furniture, and technology products and services for its clients; the company also conducts research on healthy workspaces.

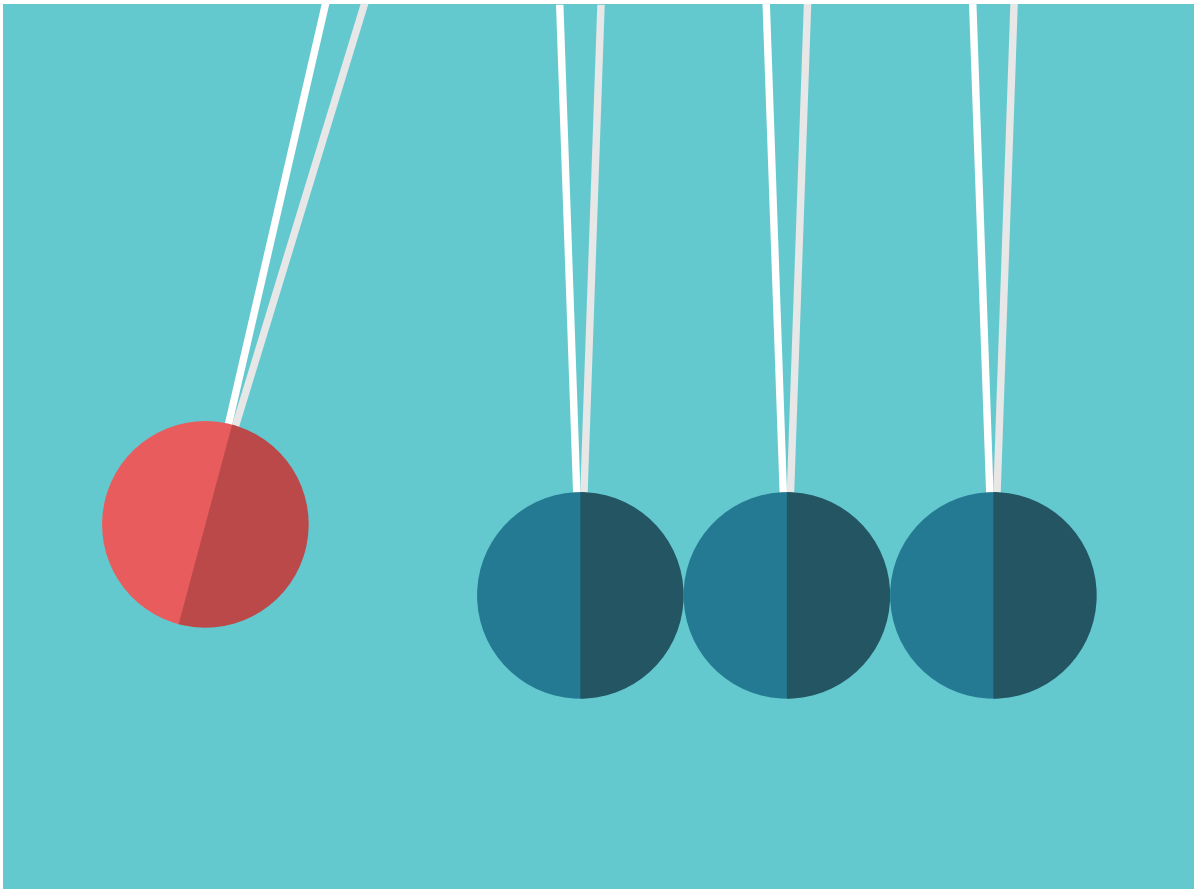
Erratum: The infographic "Five Key Tax Forms for the 2021 Tax Year" (Jan/Feb 2022 issue) contained incorrect information about T5 forms (page 39). The error has been corrected in the online version of the magazine at **bccpa.ca**, and the "T5: Statement of Investment Income" section has been amended to "T3/T5: Statements of Trust and Investment Income." We apologize for any confusion.



Tammy Robertson is an unapologetic optimist with more than 25 years of experience as a professional speaker, author, and life leadership coach. She is the president of WorkHeart Consulting, a faculty member for both the Banff Centre and the University of Calgary, and the instructor of CPABC's five-part Resilient Leadership Certificate Program. For details on upcoming course dates in June and July, visit **pd.bccpa.ca**. Photo by David Watt.

The Future of Work – What it Means for Leaders

By Tammy Robertson



Dmitrii Guzhanin/iStock/Getty Images

These are turbulent times. Leaders at every level are facing a new reality that continues to evolve. The challenge of meeting new demands and expectations is extraordinary.

After more than two years of crisis management, workers have more personal agency. More than ever before, they expect to feel valued, do meaningful work, collaborate with colleagues who are caring and trustworthy, and have the flexibility to manage real life and take care of their mental and physical well-being.

For leaders, it's no longer a question of getting the most out of people or incentivizing them to achieve specific outcomes. Try as you might, this isn't going to work. Dangling rewards, offering more money, providing office perks … these methods are old and tired.

Supporting teams today requires real engagement, genuine care, and the willingness to slow down and pay attention. It takes the kind of leadership that calls everyone into the game to fight for progress, humanity, and doing good in the world—even if that simply means creating a space where people can come to work every day and experience more of what we're all longing for: a sense of community. In short, we're witnessing a press for cultural transformation.

What workers want

Leaders have the ability to make their team members' lives terrific or terrible. Guess which leaders are losing people?

Okay, but what does "terrific" look like? People want to act on their values and be part of something good led by a worthy mission.[1] They want to be surrounded by people who trust, respect, and appreciate each other—who learn together and practise curiosity, compassion, courage, and gritty accountability. Coming out of a pandemic and witnessing global uncertainty has only accelerated and intensified this shift.

It may sound too ideal to be possible, and yet you can help create this environment by simply deciding to make your daily actions reflect these larger ideals. Each day that a leader commits to having a positive impact, they make a positive impact. Organizations don't change culture, people do.

What you can do as a leader

Where to start? Instead of getting pulled into the negative by focusing on why people are leaving their jobs, ask why people *stay*. Reframe "the Great Resignation"[2] as the "Great Awakening" or "Great Reset," and add the following actions to your leadership repertoire.

1. Honour the need for connection

"We're all in this together" is not a throwaway line. It's a clarion call for more inclusive, engaged, and inspired workplaces. Human beings are wired for connection, and leaders who understand this can support and build teams that are robust and resilient.

There are a myriad of ways to build or strengthen connection. For example, you could start your next meeting by sharing a story or asking everyone to share a high and low moment over the last 24 hours. You could have each team member submit a piece of music that

[1] Demographics matter here. According to Ernst & Young's *2021 Gen Z Segmentation Study*, 63% of Gen Z believes "it is very or extremely important to work for an employer that shares their values." This generation will increasingly make up a larger portion of all workers. From: "EY Releases Gen Z Survey Revealing Businesses Must Rethink Their 'Plan Z,'" November 4, 2021 (press release).

[2] For more on this trend, see CBC Radio's "'Great Resignation' or just greater expectations?" March 11, 2022, at **cbc.ca/radio/spark**. The article features excerpts from an interview with Ian Cook, a digital HR strategist and the vice-president of people analytics at Visier.

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calms or inspires them, and start subsequent meetings by playing a song and having everyone guess who submitted it—not only will you get to know each other better, it will elevate the team's mood.

You could (and should) celebrate successes. Acknowledge personal life events like birthdays, engagements, and the fulfilment of personal goals. Point out when someone has "moved the ball forward" at work and let them know you appreciate the effort it took. Do this individually or as a team. You could also take turns doing thankless tasks—when was the last time you made the coffee or took minutes?

2. Embrace emotion and demonstrate honest optimism

"Don't be so emotional." Have you heard or said something like this recently? Well, this kind of attitude won't cut it anymore. Leaders can no longer expect workers to just "suck it up" and check their emotions at the door. Emotions matter.

It's time to reframe emotional fragility as emotional *agility*, and as a leader, you set the tone. Your team looks to you the way passengers look to a flight attendant when things get bumpy—they want to see strength, conviction, and calm. Show them that it's normal to feel sad or angry at times *and* that it's also possible to move through hard feelings, release difficult ones, and remain optimistic.

At the same time, recognize the difference between honest optimism and toxic positivity. When someone shares something difficult and you tell them to "focus on the bright side," what you're really saying is: "My comfort is more important than your reality." The first step to creating a positive environment isn't defaulting to silver linings—it's acknowledging, accepting, and *appreciating* the whole range of emotions, especially during times of uncertainty.

This isn't about being stuck in negativity. Appreciating what's hard is the path forward. Real optimism means standing firmly in the truth and choosing to believe that you will succeed. It means shifting the focus from outcomes that are beyond our control to daily actions that will make a difference.

Again, as a leader, you set the tone. Bring your whole self to work. Take five minutes to check in with people during one-on-one meetings. Use these check-ins and other conversations as opportunities to practise compassion and kindness. Often all it takes to make a difference is simply saying "That must be hard" or asking "How can I help?"

3. Listen wholeheartedly

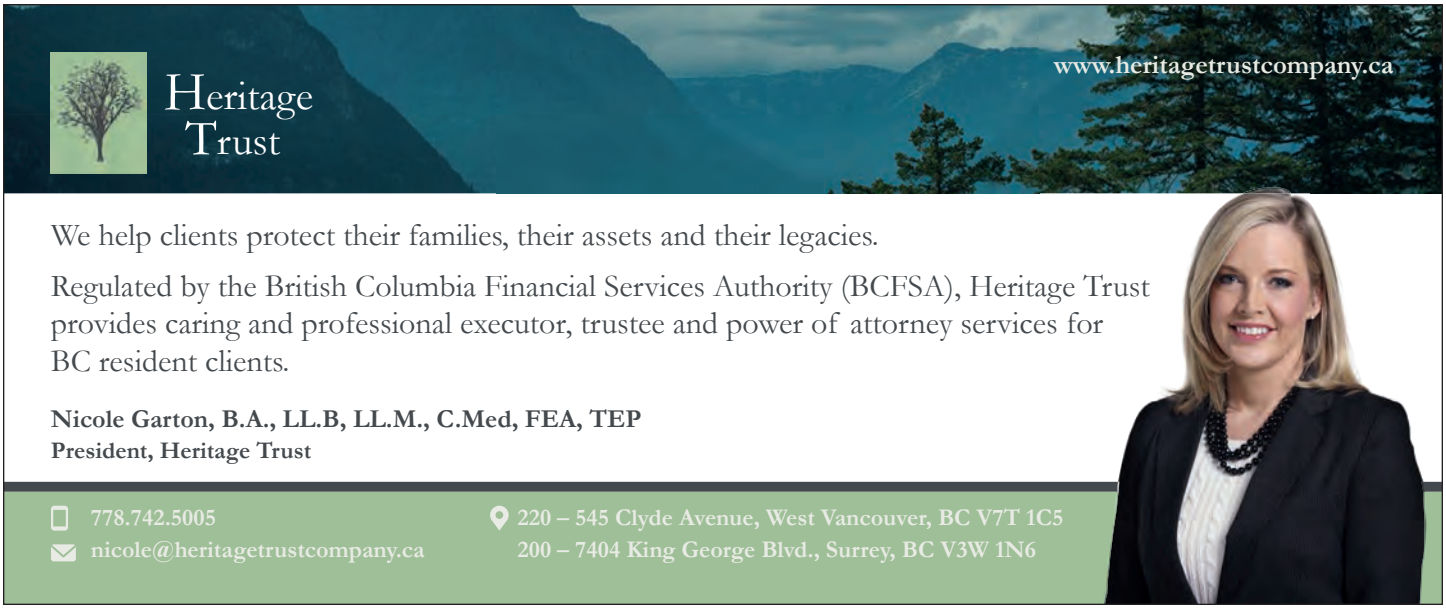
Our capacity for attention has gotten smaller. We are endlessly distracted, preoccupied, and overwhelmed. It's hard to listen when we're not present in the moment.

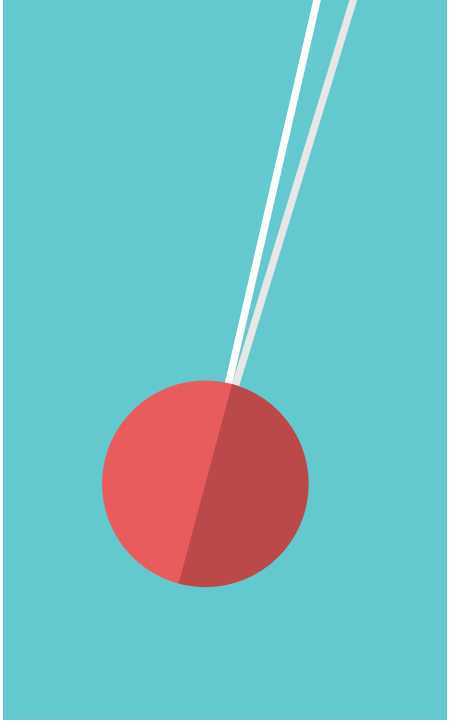
Listening is about more than "hearing" the words coming out of someone's mouth—it's also about witnessing and appreciating what someone else may be thinking and feeling. Listening is an act of generosity—think of it as a gift you give to someone else. You can't fake it by nodding your head or parroting words. Listening is hard, and it's essential.

So before you have a conversation with someone you care for, about something that matters, decide what kind of impact you want to have. Do you intend to acknowledge, appreciate, inspire, build confidence, spark action, and/or show compassion? Answer this question and then get into that headspace before you meet.

Remember the simple acronym "EAR," which stands for "Explore," "Acknowledge," and "hold back Response." Explore means asking open-ended questions or seeking information—for example, saying "Tell me about your day" instead of asking "How was your day?" Acknowledge means validating the other person—for example, saying "What I like about what you're saying is …" or "I can see how important this is to you." Hold back response means not jumping into advice-giving mode. If you feel the need to interject, you could say "Walk me through that," "I'm listening, take your time," or "Go on, I'm interested."

After every conversation, you have the capacity to leave people feeling better or worse—decide in advance to make people feel better.





4. Be a learner

Think you need to have all the answers? When was the last time you said, "I don't know" or asked for someone else's input?

Being a learner means letting go of being the expert and freeing yourself from the illusion of perfection. Needless to say, it's a huge relief! Besides, the best answers don't come from any one person alone. So the next time your team is challenged by a big issue, bring everyone together to talk about possible solutions. This collaborative approach will build rapport and demonstrate that you value your team's input. More importantly, your team members will be more committed to the solutions they help create and more invested in seeing these ideas succeed.

Maintaining a learner mindset requires reflection. In fact, learning only happens when we reflect. And when reflection replaces rumination, we get better at what we do, and more quickly.

Commit to a weekly time of reflection. Call it "Critical Thinking Time" and put it in your calendar. Use this opportunity to ask yourself: "What did I learn this week?" You may discover insights to share with your team. Or, if you've just completed a project, ask yourself these four questions: What went well? What was tricky? What did I learn? What will I do next time? Encourage your team to do the same, and consider opening your next team meeting with a discussion about these reflections.

5. Exhibit courage

Courage is what it takes to stand up and speak. It's also what it takes to sit down and listen. Courageous leadership requires the willingness to do "the hard thing." It's about continual learning, including from mistakes. It's about being willing to try something new and letting go of perfectionism. It's about challenging old ideas that are no longer working and offering up new ones. And it's about modelling the behaviour your team needs to see to feel safe—physically, psychologically, and emotionally—at work. This means staying "above the line" and holding yourself accountable.

But what if you're not feeling particularly courageous today? Try "starting at start," remembering that each day is a new beginning. Whatever happened yesterday is already over, and what happens tomorrow is beyond your control. Take each day as a gift, and make it count.

And when you're feeling overwhelmed, remember to slow things down and breathe. Take another step. Just keep going. Leading during this time is a bit like driving in the fog—you may not be able to see very far ahead, but you can still make the journey.

Let's do it!

There has never been a more important time for thoughtful leadership. When you lead, with small but meaningful actions, you inspire others to do the same. It's the way the world changes. The way work changes. One person at a time. ■

More on leadership: Detoxifying the office



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Detoxifying the Office: How to Create Healthy and Secure Workspaces

Strengthening connections, walking the talk on inclusion, ensuring that company values resonate… these and other targeted efforts to attract and retain today's workers will mean little if leaders don't also identify and root out toxic behaviour.

Melanie Pump, CPA, CGA, has seen firsthand how toxicity at work can hinder personal resilience. A financial executive with over 20 years in the corporate sector, Melanie experienced a range of work environments while building her career, from the demoralizing to the uplifting. These experiences—both good and bad—sparked a passion for creating healthy work environments.

They also inspired her to write the book *Detox: Managing Insecurity in the Workplace*, in which she describes the causes and impacts of toxic work environments and outlines the changes needed to detoxify the workplace. We asked her to share some insights with us.

Q: How do you define insecurity in the workplace?

A: My definition of insecurity is a feeling of danger or vulnerability. In the work environment, this feeling may be rooted in a lack of confidence in our abilities, uncertainty about expectations, concerns about job security, or the perception of threats in the environment, such as workplace bullying.

Q: Do you think a lot of organizations are getting it right or wrong?

A: I think many organizations *want* to get it right and there is a growing awareness of the benefits of a healthy work environment for both employee success and business performance. However, in many companies, the drive for short-term results still distracts leaders from ensuring that they take steps to establish a positive corporate culture.

Q: What are some red flags that indicate toxicity in the workplace?

A: There are several—I'll share a couple of them.

Low participation in company meetings and events can be a sign of toxicity. Employees will instinctively avoid interaction with others in an environment where they don't feel safe. They will be less likely to share their ideas, ask questions, or collaborate with others.

High employee turnover and a low rate of internal promotions can also be red flags. It is difficult for employees to take the risks required to learn and grow when they don't feel secure at work. As a result, fewer employees will be ready for promotions when opportunities occur. Limited growth combined with the negativity of a toxic corporate culture will drive employees to seek jobs elsewhere.

Q: Does toxicity always start at the top, or can it affect just one rung of the ladder?

A: There is no denying that "tone from the top" is real. Company leaders have the greatest impact on a corporate culture, and that's why it's critical that values and leadership style are factored into recruitment processes when hiring people for leadership roles.

Having said that, each of us—whether as a leader or an individual contributor—has the power to influence our workplaces for the better or the worse. I know this to be true, because even in an overall toxic corporate culture, I have seen teams create healthy micro-cultures. These teams are able to protect themselves from the negativity of the external environment by creating supportive, positive relationships with their peers. At the same time, however, I've seen departments within supportive and healthy corporate cultures become toxic because a workplace bully isn't managed appropriately and ends up creating an insecure environment for their peers.

In short, we all have the power to move the dial on toxicity or positivity in our workplaces.



Melanie Pump, CPA, CGA, is the CFO of Brane Inc. Visit **melaniepump.com** for more information on her book and to access her blog. Photo by Good Side Photo.

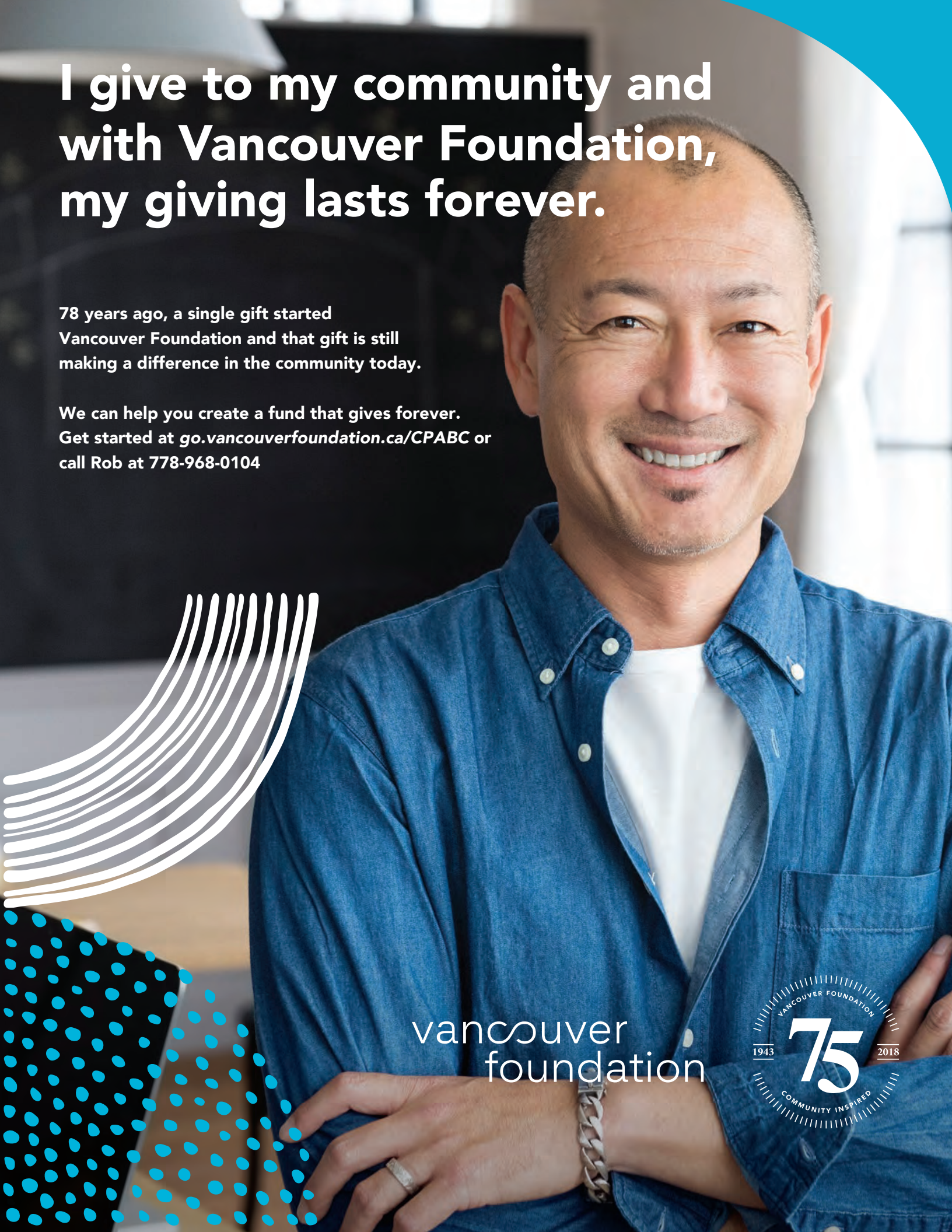
Q: What's one thing a leader can do to actively support a healthier corporate culture?

A: The most important thing leaders can do is model healthy, positive behaviour. Employees look to leaders to understand the conduct that is acceptable within a company. If leaders exhibit toxic behaviours, such as demeaning or disrespecting others, employees may deem this to be tolerable within the company.

Leaders must also ensure that they deal with toxic behaviour when it occurs within their teams. Too often, leaders allow poor conduct to continue because the perpetrator is a high performer—or simply to avoid conflict. However, it's critical that leaders manage dysfunctional behaviour immediately to ensure that it doesn't harm the health of the work environment for others and lead to lower performance and higher staff turnover.

Ultimately, a leader who ignores toxic behaviour has the same negative impact as a leader who behaves in a toxic manner themselves, because their inaction validates toxic behaviour as acceptable.

Thank you, Melanie!


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Farzin Remtulla is an associate with ZLC Financial in Vancouver, where he specializes in providing customized life insurance and investment solutions to his clients.

Giving the Gift of Life Insurance to Charity

By Farzin Remtulla, CPA, CA, CFP, TEP



ThitareeSarmkasat/iStock/Getty Images

Two years of pandemic life have taken a toll on many organizations, including charities, many of which have seen revenues decline[1] while the need for assistance and support has increased.[2] Add in the onset of a war and ongoing environmental concerns, and it's clear that there's an urgent need for giving on many fronts.

The Canadian government has a history of providing generous tax incentives to donors, and in terms of tax-efficient ways to give, the spectrum of possibilities is wide. Take, for example, a personal gift of cash as a base-case scenario. In British Columbia, an individual with income that is taxed at the highest marginal tax rate may realize a tax credit on their cash gift of 53.5%, yielding an after-tax cost of giving of 46.5%—not bad for a base-case scenario.

Other gifting possibilities include the donation of publicly traded securities or other assets, gifts made at the corporate level, gifts of mining flow-through shares, donations of registered assets (such as RRSPs, RRIFs, and TFSAs), and the gifting of life insurance. When planned carefully, making charitable contributions using one or more of these methods can further reduce the after-tax cost of giving from the base-case scenario.

This article focuses on the gifting of life insurance, for which there are two main options.

[1] See CanadaHelps, *The Giving Report 2021: Faster Growth in Online Giving Crucial During Times of Crisis*, **canadahelps.org**.

[2] Imagine Canada, "New Study Shows Recovery Will Be Challenging for Some Canadian Charities," **imaginecanada.ca**, August 17, 2021.

Donating life insurance proceeds

The first option is to have the life insurance proceeds at the time of death go to a charity. This can be done either through a will or by making the charity a direct beneficiary of the life insurance policy.

When a donor gifts the proceeds of a life insurance policy—where the donor is both the owner of the policy as well as the insured—the gift is deemed to be made by the estate of that individual at the time the life insurance proceeds are donated. This is the case whether the donation of proceeds is by way of a bequest through the donor's will or the result of a direct beneficiary designation[3] made within the policy itself. In turn, under the graduated rate estate rules, the executor of the estate will have the flexibility to apply the donation either within the estate itself or to one of the deceased donor's final two tax years.

Making a gift of life insurance proceeds through a will has the regular downsides associated with assets that pass through a will: exposure to probate fees, potential delays in estate administration, creditor claims, will challenges, and a lack of privacy. Some of these downsides can result in a reduction of proceeds to the charity or a delay in their distribution.

Designating a charity as a direct beneficiary of a life insurance policy can do away with many of these downsides. Also, if the donor names the charity as a revocable beneficiary of the life insurance policy, they will retain the flexibility to replace the charity as a beneficiary.

In either case—whether donating life insurance proceeds through a will or by designating a charity as a direct beneficiary—the donor will not receive a donation tax credit for the premiums paid during their lifetime.

[3] Direct beneficiary designations must meet the requirements of subsection 118.1(5.2) of the *Income Tax Act*.

Gifting ownership of a life insurance policy

The second option for donors is to gift ownership of either an existing or newly acquired life insurance policy to charity.

Life insurance is purchased with an insurance need in mind and can serve as a tax-efficient tool that, among other uses, can provide your dependants with financial protection, provide your estate with the necessary liquidity to fund its capital gains taxes, and/or ensure that assets are divided equally and fairly among beneficiaries. If the need for life insurance changes with the passage of time, an individual can contemplate repurposing their insurance for other uses, such as making a gift to charity. Alternatively, the individual may opt to purchase a new policy for the same purpose.

With outright gifts of life insurance policies to charity, a donor is entitled to two tax incentives:

1. A donation tax credit that is equal to the fair market value of the policy being gifted; and
2. A donation tax credit for any future premiums the donor continues to pay.

The fair market value (FMV) of an insurance policy is a question of fact, but the Canada Revenue Agency (CRA) provides guidance on what to consider when determining this value (including the policy's cash surrender value, the value of any policy loans, the policy's face value, the insured individual's state of health and life expectancy, policy conversion privileges, riders, and the policy's replacement value).[4] Given the complexity in determining a policy's FMV, this is an exercise best done by a valuation professional such as an actuary.

Consideration also needs to be given to the applicability of the deeming provisions under subsection 248(35) of the *Income Tax Act* (the Act). Specifically, subsection 248(35) deems the FMV of a life insurance gift to be the lesser of the FMV otherwise determined and the policy's adjusted cost base, where the gift of life insurance was made either:

- Within the first three years of the policy's purchase; or
- Within 10 years of purchase, if it is reasonable to assume that the life insurance was acquired with the intention of making a gift.

Gifting a life insurance policy to charity is also considered a disposition of the policy for tax purposes, guidance for which is provided in subsection 148(7) of the Act. Basically, in this context, the donor will realize a taxable policy gain to the extent that the cash surrender value of the policy exceeds the policy's adjusted cost base.

[4] See paragraph 40 of the CRA's *Information Circular 89-3: Policy Statement on Business Equity Valuations*, August 25, 1989.




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When all is said and done, donating a life insurance policy is a tax-efficient giving strategy worthy of consideration. Here's an example to illustrate the effectiveness of this strategy: Let's assume that a couple, aged 55, donates a newly acquired joint-last-to-die policy (the FMV of the newly acquired policy is $nil).

	CASH GIFT	JLTD POLICY A	JLTD POLICY B
Cash donation/face value of policy	$100,000	$100,000 @ life expectancy	$281,386 @ life expectancy[5]
Annual premium	N/A	$1,280/year[6]	$3,315/year[7]
Annual premium net of donation tax credit (DTC) — assume DTC = 53.5%	N/A	$595/year	$1,541/year
After-tax cost of cash donation/present value of future annual premiums net of DTC[8]	$46,500	$12,784	$33,111

Note: To successfully gift a life insurance policy to charity, the charity must be willing to take on the gift. Also, a notable downside to gifting an insurance policy versus designating the charity as a beneficiary is that the donor relinquishes control over the policy to the charity.

Using life insurance in conjunction with other giving strategies

Life insurance doesn't have to be gifted to charity to make an impact for charitable giving purposes—nor does a charity need to be made a beneficiary of a policy. In fact, life insurance can be used in conjunction with other charitable giving strategies and still be an integral part of a donor's charitable giving plan.

Consider the following options for donors:

- They can use the tax savings from a donation of corporately held, publicly traded securities (which are exempt from capital gains tax on accrued gains when donated) to purchase corporate-owned life insurance. In doing so, the donor is effectively swapping a less tax-efficient corporate asset for a more efficient one while making a tax-efficient gift to charity.
- They can request that the funds in their donor-advised fund account be used to purchase a life insurance policy. Coupling this, for example, with a strategy that uses flow-through shares to fund the donor-advised fund in the first place can result in a substantial end gift to charity for a relatively small upfront cost.
- They can give private company "freeze" shares to a foundation and then use corporate-owned life insurance to create the liquidity required to redeem the shares on death.[9] This can result in a donation tax credit, the value of which is higher than the capital gain resulting from the gift. Using life insurance to fund the redemption can provide assurance to the foundation that the shares will be ultimately converted to cash. Additionally, the resulting dividend from the share redemption can be characterized as a regular dividend, leaving the company with a valuable capital dividend account that was created by the corporate-owned life insurance.

[5] The future value of $100,000 is calculated here over 35 years (assumed life expectancy) at 3% per year (estimated cash equivalent gift to giving $100,000 cash today).

[6] Universal life, minimum funded, male and female each aged 55 with standard risk, level cost of insurance, and premiums payable to second death.

[7] Ibid.

[8] Assuming a discount rate of 3% and a life expectancy of 35 years.

Final considerations

There are several good strategies available to those who want to contribute to charity using their life insurance. All it takes is some careful planning and consideration. And with the need for donations continuing to grow, there is no shortage of worthy causes to support. ■

[9] With consideration to the non-qualifying security rules in subsection 118.1(18) of the *Income Tax Act*, when making a gift of private company shares to a private foundation, consider doing so on death and using life insurance proceeds to redeem shares within the 60-month period. Also, take care not to redeem shares with a promissory note first and then use life insurance proceeds to repay the note—the promissory note may itself be recognized as a non-qualifying security, resulting in a fair market value of $nil being attributed to the gift. See *Odette (Estate) v. The Queen, 2021 TCC 65*.



PD EXPERTS

Five Tips for Creating Effective Data Visuals

By Dave Paradi



Dave Paradi is a presentation expert and the author of 10 books on effective PowerPoint presentations. His videos on virtual presenting have been viewed more than 3.5 million times, and he has delivered more than 500 customized training sessions around the world over the past 22 years. Dave is one of only a handful of people in North America recognized with Microsoft's Most Valuable Professional Award for his contributions to the PowerPoint, Excel, and Teams communities. For more of Dave's insights, check out his blog at **thinkoutsidetheslide.com/blog**. Photo by Carson Stewart.

When trying to communicate the message behind the numbers, many financial professionals miss the mark. Copying and pasting entire tables of data from Excel, for example, does not create a clear call to action for decision-makers. And if your decision-makers are slow to take action, your organization will struggle to reach its goals.

Fortunately, there are some readily available tools—data visuals, or "dataviz" for short—that can help you communicate financial analyses effectively. Here are five tips to create meaningful data visuals:

1. Write a headline communicating the message from the analysis.

The first tip is to create a headline for each visual that summarizes the message you want the viewer to understand and retain. When the viewer reads the headline, they should immediately know what's important about the analysis. Think of each headline as a way to set the tone for your discussion.

2. Select only the numbers for the message.

A huge table of numbers copied from a spreadsheet is not an effective data visual. Too much data is overwhelming for the viewer and makes it hard for them to know what to look at. Even worse, the viewer may find and focus on some numbers unrelated to your intended message and then draw a conclusion that isn't at all what you wanted them to understand.

If you feel that you *must* provide the viewer with all of the numbers, that's fine. Just be sure to take them out of the body of your presentation or report and put them in an appendix. Your visuals should contain only the numbers needed to create them.

3. Select the visual based on the message.

When selecting a visual, choose the one that best communicates your message. Once you've written a headline, as recommended above, it's time to choose a visual. If you're talking about a trend, use a line graph. If you're comparing values, use a column graph. If you're ranking values, use a bar chart. Your selection should be based on what the visual will communicate, not on how fancy you can make it look.

4. Learn new visuals you can incorporate.

Go beyond the basic chart types to use visuals that can communicate more complex messages. For inspiration, you can find new visuals for financial reporting in financial publications or on business news websites. When you're looking at new visuals, make sure they're business-related—many dataviz websites feature visuals that communicate survey data or demographic data, and these examples rarely translate well to financial data.

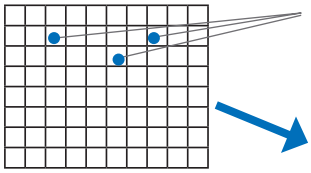
5. Realize that you already have the tools you need!

Many financial professionals think they need to learn new software to create effective data visuals. This is a myth! As long as your office software suite has standard spreadsheet and slide creation programs, you can easily create most of the data visuals that communicate financial analysis. People are often amazed by the kind of graphics that can be created using only Excel and PowerPoint, for example. ■

1 Write a headline communicating the message from the analysis.

Weather impacts reduced sales last month

2 Select only the numbers for the message.



3 Select the visual based on the message.

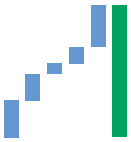


4 Learn new visuals you can incorporate.

Compare to standards:



Contribution of segments:



5 Realize that you already have the tools you need!


Spreadsheet


Slide app

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Want to learn more about data visuals?

To create effective data visuals using tools that are already at your disposal, you have to learn about and practise specific techniques. You'll have an opportunity to do both in Dave Paradi's two upcoming PD courses:

July 12: How to Present Financial Data Effectively Using PowerPoint

Note: There is no hands-on practice in this course

In this first live webinar focused on strategy, you'll learn how to plan a presentation and select the right visual(s) to communicate your message effectively. To provide clarity, Dave will share many examples of data visuals drawn from his work with corporate clients. This course provides a good foundation for the hands-on software practice in course #2.

July 13: Hands-on Techniques to Create Effective Financial Visuals in Excel and PowerPoint

In this second live webinar, you'll learn how to create effective visuals using techniques in Excel and PowerPoint. You'll learn by following video lessons, practising techniques on specific exercises, and then reviewing and enhancing your skills. Dave will be available to answer any questions that arise as you practise applying your new skills.

To register for one or both courses, visit **pd.bccpa.ca** for details.

PD PROGRAM HIGHLIGHTS

Upcoming Summer PD Nexus Days

Our PD Nexus days bring new information to light on current topics. Join us at these upcoming thematic events and share your curiosity and insights with fellow registrants.



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Business & Leadership Insights | July 7

Special discounted pricing: $380

THEME: "ADAPTATION & GROWTH"

Explore strategies and personal growth concepts that will drive you to seek out new experiences and help you thrive in an ever-evolving environment.

BC Economic Update and Medium-Term Challenges and Opportunities

BC is currently experiencing a strong economic expansion fuelled by the bounce-back from the pandemic and extraordinary amounts of government stimulus. At this session, you'll gain a solid understanding of BC's medium-term prospects and of the current structural challenges that are shaping our provincial economy.

The Great Resignation: Retention in a Hybrid Workplace

Talent development and retention are critical success factors for all businesses, and they've become more challenging amid the ongoing exodus of workers during the pandemic. This seminar will help you understand how your organization's culture must adapt to face the challenge of developing and retaining talent in the new hybrid work environment, where employee satisfaction is key.

For more information on these virtual Nexus offerings, visit the PD website at **pd.bccpa.ca/conferences/pd-nexus-days** to access the spring/summer 2022 PD catalogue.

Information Technology Insights | July 18-19

Special discounted pricing: $700 for two days or $380 for one day

THEME: "KEEPING YOUR EDGE"

Explore emerging and evolving applications essential to accounting professionals and learn how to develop a balanced technology strategy for your firm or business.

Tech Update 2022

This informative session will outline the newest technologies available and help you determine which of these technologies will have an impact on your business. You'll also learn how to distinguish between sales pitches and new ideas.

Windows 11 – What End Users Need to Know

This session will be presented with end users in mind. Come get the answers you need to improve your virtual desktops, user productivity, customization options, and more.

Security Risks and Solutions Roundtable

Security continues to be top of mind for most business professionals. This session will show you how to significantly reduce your risks and best protect your organization.

Top Tech Productivity Tips and Tricks

Discover top tips and tricks that will help you accomplish more in Excel, Outlook, and many of the other applications you use every day. This session will also show you how to avoid technology productivity traps.

The Road to Financial Independence Starts Here

Increasing the value of your current financial situation requires more than simply following the latest investment trends. CPABC's wealth management courses offer a number of strategies designed to help you achieve the kind of financial stability and security you desire, particularly during retirement. Details on all of our wealth management courses, including those listed below, are available at **pd.bccpa.ca**. Reserve your spot today!

A Six-Point Plan for Financial Freedom

You can retire comfortably even if you don't use the stock market, mutual funds, or an investment advisor. This course will show you how to invest in the safest way possible, using 100% fixed-income securities that will never lose value, even if the stock market crashes.

Designing Retirement Income

Creating a worry-free cash flow to pay for your lifestyle after the age of 60 has never been more challenging. This multi-segment seminar will show you how to build an investment portfolio that meets your future needs and will review various products you should consider before retiring.

How to Build an Investment Portfolio and Select Investment Products

With countless choices in the market today, it can be difficult to know where to begin when creating an investment plan. Join us for this insightful discussion on Canada's current investment scene, and learn about a six-step approach to investment portfolio management.

The Procrastinator's Guide to Retirement

Let's face it, planning and saving for retirement isn't easy. At this seminar, you'll get a step-by-step guide that will help you create a simple plan to fund your retirement in 10 years or less.



erhui1979/DigitalVision Vectors/Getty Images

CPABC Executive Programs: Advance Your Negotiation Skills and Your Emotional Intelligence

Invest in your personal development by attending these two newly added CPABC executive programs on negotiation and emotional intelligence.



AmnajKhetsamtip/iStock / Getty Images Plus

The Optimal Negotiator

September 13-15, 27-29 | Online

Persuasiveness is a highly important skill for any executive. The Optimal Negotiator program addresses the skills and attributes of optimal negotiators in a practical and insightful manner. Come learn strategies that will enable you to enter any negotiation with greater comfort, confidence, and competence and get savvy advice that will help you enhance your communications in cross-cultural encounters.

Leading with Emotional Intelligence

October 13-14, 18-19 | Online

In this interactive program, you will learn, practise, and apply specific techniques to improve your skills as a professional who leads with emotional intelligence. You'll come away with a better understanding of your own soft skills—and of your peers' soft skills—and stronger communication, teamwork, decision-making, and stress management abilities.

For more information, contact the PD team at **pdreg@bccpa.ca**.

ANNOUNCEMENTS AND ACCOLADES

Kudos!



David Andru, CPA, CMA, has been appointed chief financial officer of Moe's Home Collection in Vancouver. David has more than 20 years of experience working in senior and executive finance roles for organizations such as Lush Fresh Handmade Cosmetics, Kit and Ace, and Lululemon.



Paulina Cameron, CPA, CA, chief executive officer of The Forum in Vancouver, has been recognized by *Report on Business* magazine and *The Globe and Mail* as one of "50 emerging leaders reinventing how Canada does business." The list was published to **globeandmail.com** on February 25, 2022.



Jennifer Farr, CPA, CA, has been appointed director of member engagement for CPABC. Jennifer first joined CPABC in 2021 as director of practical experience and candidate support. Prior to joining CPABC, she held leadership positions with UBC and ICBC, focusing on developing and deploying strategic initiatives.





Craig Smith, CPA, has been appointed director of practice review at CPABC. Prior to joining CPABC, Craig worked for public practice firms for 10 years. He began his career in Johannesburg, South Africa, and became a member in BC after moving to Vancouver in 2019.



Ann Wicks, CPA, CMA, has joined Korn Ferry's Vancouver office as a managing consultant and will be working with the firm's North America Finance & Accounting Center of Expertise. Prior to joining Korn Ferry, Ann worked for an international executive search firm as a principal and service delivery lead (Canadian region).

Two CPABC members have been re-elected to the board of directors for the Richmond Hospital Foundation: **Judy Hoang, CPA, CA**, senior manager of finance operations for Ledcor, and **Diana Vuong, CPA, CA**, vice-president of finance and CFO for Vancouver Airport Authority. Judy and Diana both joined the board in 2020.



Judy Hoang



Diana Vuong

Have some exciting news?

If you have an announcement you'd like to share or you know of a fellow CPABC member, candidate, or student who's making an extra effort in the community, we'd love to hear from you! Email us at infocusmag@bccpa.ca.

Yevheniia Hordieieva/iStock/Getty Images

In Memoriam



We wish to send our condolences to the family, friends, and colleagues of **Ervin G. (George) Hartmann, FCPA, FCMA**. George passed away on February 28 at the age of 92.

George began his accounting career in 1965 as a clerk for White Pass & Yukon Route Ltd. while pursuing his RIA (later CMA) designation at the University of British Columbia. After earning his designation in 1970, he rose through the ranks to become vice-president of finance at White Pass. In 1980, he joined Loomis (later Mayne Nickless Inc.) as CFO and secretary, a position he held until his retirement in 1994.

During his career and into retirement, George was an active volunteer in his community, sharing his time and expertise with organizations such as the Lutheran Manor Society and the BC Veterinary Medical Association.

George also volunteered extensively within the accounting profession, serving on several CMABC committees, including the Provincial Council, the CPE Review Committee, the National Conference Committee, the Continuous Professional Learning & Development Committee, the Scholarship Fund Trustees Committee, the FCMA Selection Committee, and the Life Membership Nominating Committee.

George received many accolades for his efforts. He was elected to the CMA Fellowship in 1983 and was awarded a Life Membership in 1995. In recognition of his contributions to the profession, George received a CMA Lifetime Achievement Volunteer Award in 2009.

Photo courtesy of the Hartmann family.



We wish to send our condolences to the family, friends, and colleagues of **Kenneth (Ken) Moulson, FCPA, FCGA**. Ken passed away on February 6 at the age of 80.

Ken was born in St. Boniface, Manitoba, in 1941 and moved to Victoria as a teenager. He earned his legacy CGA designation in 1968 and became a junior accountant at J. M. Le Marquand (later Mann, Moulson & Co.) in Victoria that same year. Ken went on to become a partner at the firm and continued working in public practice until his retirement in 2008.

Throughout his life, Ken was an active volunteer in his community, serving in governance positions with the Canadian Diabetes Association, the United Way, St. Margaret's International School for Girls, the Gorge Vale Golf Club, and the Alex A. Campbell Conquer Cancer Classic Golf Tournament.

Ken also shared his time and expertise with the profession. He was a member of several CGA-Canada and CGA-BC committees, including the Chapter Development Committee, the Education Advisory Group, the Honours & Awards Committee, the Public Practice Advisory Group, and the Public Relations Committee. Ken was also a member of the CGA-BC Board of Governors for many years and served as president of the board in 1979.

For his contributions to the profession, Ken was elected to the CGA Fellowship in 1980 and became a Life Member in 1989.

Photo courtesy of the Moulson family.

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Management Opportunity in Burnaby

Long established Burnaby CPA firm has a partner transitioning to retirement over the next 24 months. The firm is seeking a manager who is interested in a career in public practice with the opportunity for advancement to partnership. Salary and benefits commensurate with experience. Reply in confidence to **officetemp2011@gmail.com**.

Acquisition Opportunity in Vancouver, BC

Downtown Vancouver CPA firm for sale. Annual billings over $1 million. Email in confidence to **montabel888@gmail.com**.



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SNAPSHOT:

Adam Karim, CPA

The job: Co-owner/operator of KP Cleaning, Precise Building Maintenance, and Regent Security Services in Vancouver.

Empire building: Adam and his business partner bought their first company in 2018. By 2021, they'd bought two more companies and left their day jobs. "Our skill sets enable us to recognize a great business when we see one."

Best part about being in the driver's seat: "Being able to identify inefficiencies and make changes immediately without friction at the top is a game changer."

Why it hasn't been easy: "I was born without cartilage in my left vocal cord, which makes speaking very difficult. I spent a lot of time avoiding talking to people because I was afraid of being judged or misunderstood. Owning my own business has forced me to confront my disability. I need to speak with people directly to manage day-to-day activities, and it's something I've grown to appreciate and even enjoy."

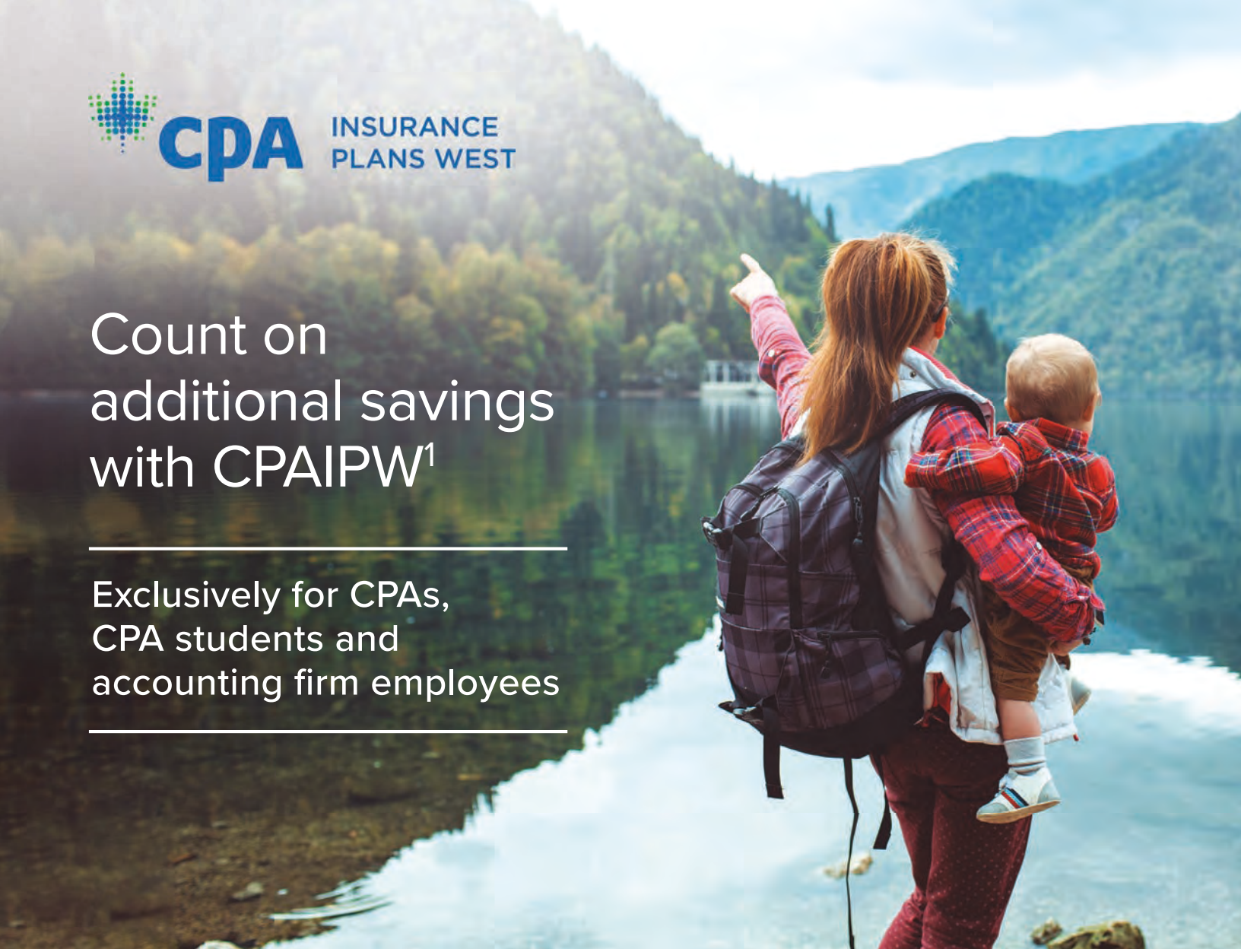
Thoughts on disability and inclusion: "I think it's important to recognize that not all disabilities are visible, and for employers to extend empathy in these situations and give people the opportunity to demonstrate their value through their output."

Read more about Adam at **bccpa.ca/newsroom**.



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