CPABC INFOCUS

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NOVEMBER/DECEMBER 2026

Organizational situationships

The risk of deniable reliance



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Bobo Zhao Photography

CPABC INFOCUS

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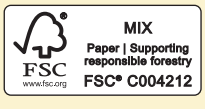
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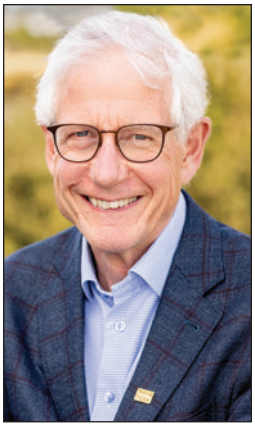
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Connecting, Learning, and Looking Ahead



Sandy Stedman, FCPA
CPABC Chair

Each year, our Leadership Update sessions give us an opportunity to connect with members, share insights on emerging issues, and highlight key initiatives for CPABC and the profession. In the three virtual sessions we hosted this fall, we provided information on topics ranging from BC's economic outlook and labour market trends to CPABC's responsibilities as a regulator and the growing influence of artificial intelligence on the accounting profession.

We also updated participants on recent PST changes, the status of the new CPA Professional Program and the launch of Knowledge Essentials, and developments regarding anti-money laundering requirements. More than 1,700 members from across the province attended the Leadership Update 2026 sessions, and I would like to thank each of you for taking the time to participate and engage with us.

Another meaningful way to engage is by volunteering with the profession. As November is Financial Literacy Month in Canada, I encourage you to consider volunteering with the CPA Financial Literacy Program. By sharing your knowledge and experience, you can help individuals and communities throughout British Columbia build the skills and confidence needed to make informed financial decisions. If you are interested in becoming involved, please see page 28 for additional information.

This is just one of the ways you can connect with the profession while supporting CPABC's mandate to protect the public interest. Volunteering with the profession's regulatory activities is another. As highlighted on pages 8-9, CPABC is currently seeking volunteers to serve on one of our five regulatory committees for the 2027-2028 term. Volunteering in this capacity is a valuable way to contribute your expertise and make a meaningful impact.

As we approach the end of the year, I would like to extend best wishes to you and your family for a happy and restful holiday season. I look forward to connecting with you again in 2027. ■

Navigating Change, Creating Opportunity



Lori Mathison, FCPA, LLB
CPABC President & CEO

I would like to echo Sandy's thanks to the many members who joined our Leadership Update sessions this fall. I always appreciate having the opportunity to hear your perspectives and discuss the issues that are affecting both the profession and the broader business environment.

Economic uncertainty is one such issue, and it has made organizations cautious about growth, investment, and workforce planning. Amid this uncertainty, the BC government paused the planned expansion of the PST in late September. As this is a temporary measure, members and firms should continue monitoring developments closely to ensure that they're well positioned to advise clients.

The ongoing deployment of artificial intelligence is another development we're monitoring, particularly as AI becomes an increasingly important force across the economy, reshaping how organizations operate and influencing decision-making. It's also changing the employment landscape for CPAs—a reality we've factored into our new branding campaign, as described on pages 22-23.

Another area of focus in our Leadership Update sessions was CPABC's holistic mandate to protect the public interest. Our regulatory responsibilities remain the foundation of our work, while our professional development, guidance, and support services help members meet evolving expectations and responsibilities. Together, these efforts help maintain confidence in the profession and reinforce the trust that British Columbians already place in CPAs.

We also discussed the exciting transition to the new education program and the introduction of Knowledge Essentials (see pages 20-21). These initiatives represent an important step forward in modernizing CPA education and ensuring that future professionals develop the competencies needed to succeed in a rapidly evolving business environment.

From economic uncertainty and technological advancement to evolving regulatory requirements and educational pathways, the pace of change continues to accelerate. At the same time, these shifts are creating new opportunities for CPAs to demonstrate the judgment, integrity, governance expertise, and strategic thinking that organizations continue to rely on, positioning CPAs well for the years ahead. ■

INDIGENOUS ENGAGEMENT

CPABC Welcomes New Director and Launches New Initiative

We are pleased to announce that Tyler Thompson, CPA, has joined CPABC as the director of Indigenous engagement. Tyler has more than 25 years of experience in accounting, marketing, operations, and financial management, and previously held senior leadership roles with Métis Nation British Columbia, where he supported the governance, risk management, community finance, and internal audit functions.

In his new role, Tyler is leading the implementation of CPABC's Indigenous Engagement Operational Strategy, which focuses on increasing Indigenous representation in the accounting profession across British Columbia, helping to raise awareness of accounting and finance as rewarding career pathways, and supporting financial literacy initiatives that strengthen access to the CPA profession. This work involves extensive collaboration with Indigenous communities, partner organizations, educational institutions, and other stakeholders.

It also involves collaboration with teams across CPABC. Working closely with Jesse Bruised Head, the manager of CPABC's Indigenous Engagement Program, Tyler is helping to integrate Indigenous perspectives and meaningful engagement practices into programs, services, learning initiatives, and member experiences.

One exciting initiative is a new online professional development course entitled "The Uniqueness of the Indigenous Environment in British Columbia," which was launched at the end of September 2026. Building on foundational Indigenous learning, the course explores the distinct histories, cultures, rights, and contemporary realities of First Nations, Métis, and Inuit people in British Columbia.



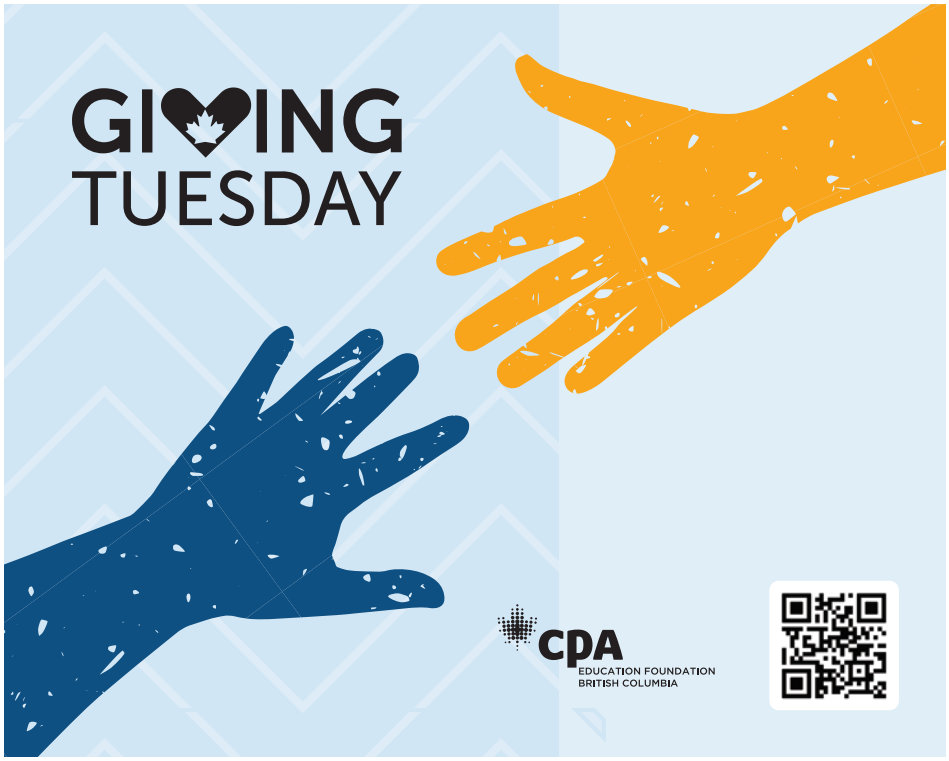
Tyler Thompson, CPA, recently joined CPABC as the director of Indigenous engagement.

CPAEF

Support Accounting Students on Giving Tuesday 2026

Accounting students are great at balancing the books. Help us balance the opportunities.

Donate to the CPA Education Foundation of British Columbia this Giving Tuesday—December 1, 2026—and support students in financial need.



REGULATORY REMINDERS

Upcoming CPD and AML PD Reporting Deadlines



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CPD reporting deadline

The deadline for members to report their 2026 continuing professional development (CPD) is January 31, 2027.

To report your CPD activities, visit the CPD Reporting section of CPABC's Online Services site at **services.bccpa.ca**.

AML PD reporting deadline

The deadline to complete 1.5 hours of verifiable anti-money-laundering (AML) PD is December 31, 2026.*

To confirm compliance with this requirement, members must submit a declaration through the AML PD reporting portal, which is accessible in the CPD Reporting section of **services.bccpa.ca** (choose "AML PD Requirement – Submit Declaration" from the right-hand navigation menu).

Questions?

For details about CPD requirements or the AML PD requirement, visit **bccpa.ca/cpd** or email us at **cpd@bccpa.ca**.

* December 31, 2027, is the AML PD deadline for CPA Yukon members. All members admitted after January 1, 2024, must complete their AML PD within the three-calendar-year period that begins with the calendar year of their admission.

Keep Your Contact Information Current

Is your contact information up to date?

This is a friendly reminder that the *CPABC Bylaws* require members and candidates (students enrolled in the CPA Professional Education Program) to provide CPABC with the following contact information:

- Your current email address;
- Your current mailing address;
- Your current business or employment address; and
- Your current municipality of residence.

You are required to keep your contact information up to date by immediately informing CPABC of any changes. This is to ensure that you don't miss any important communications from CPABC, including information about your annual membership dues and other fees. Additionally, every member with a public practice licence is required to provide CPABC with the current street address for every authorized practising office in BC.

To avoid missing any important communications, please add CPABC to your safe-sender list. If you find CPABC emails in your spam folder, make sure to mark them as "not spam" so that they reach your inbox.

How to update your contact information

- **Members:** Log in to **services.bccpa.ca** and select the "Profile" tab. Contact CPABC at **memberrecords@bccpa.ca** if you need assistance.
- **Public practitioners:** To update a firm address, office address, or professional accounting corporation address, contact **publicpracticelicensing@bccpa.ca**.
- **Candidates:** Log in to the My CPA Portal at **my.cpawsb.ca**. Contact CPAWSB at **cpaapplication@cpawsb.ca** if you need assistance.

To protect your privacy and security, be sure to use the email address that is on record with CPABC whenever you communicate with us by email.



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REGULATORY COMMITTEES

Calling for Volunteers: 2027-2028 Regulatory Committees



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CPABC is seeking expressions of interest from CPAs who would like to serve on our regulatory committees for the 2027-2028 committee year. Serving on a regulatory committee provides an opportunity to contribute to the profession in a meaningful way, expand your peer network, and gain insights into the profession's operations.

Effective regulation of the profession protects the public interest and speaks to the very essence of the CPA brand. Regulatory committees are central to CPABC's regulatory processes, and these committees rely on the participation of suitably qualified volunteers. The CPABC Board of Directors appoints regulatory committee members annually, and committee members generally serve six consecutive one-year terms.

CPABC has five committees with regulatory mandates ranging from proactive and educational to reactive and adjudicative. In addition to overseeing relevant regulatory processes, regulatory committee members are called on to advise the board and make recommendations on governance and policy changes.

The five regulatory committees are:

Membership Committee

The Membership Committee's mandate is to ensure that only suitably qualified and competent persons of good character are admitted to membership and maintain their membership in accordance with requirements. This committee also advises the CPABC board on student and membership policies and establishes processes pertaining to annual dues and CPD requirements.

Public Practice Committee

The Public Practice Committee's mandate is to ensure that members engaged in public practice are meeting the standards of the profession by:

- Only issuing public practice licences to appropriately qualified members who have met the education, examination, and practical experience requirements for licensure in a particular category;
- Assessing a firm's compliance with professional standards by reviewing practice inspection results and recommending remediation of identified practice deficiencies; and
- Approving organizations to train students in pre-approved pathways.*

* In this article, "students" refers only to candidates enrolled in the CPA Professional Education Program.

Investigation Committee

In the event that a complaint is approved for investigation, the Investigation Committee will investigate the conduct of members, firms, and students to determine whether grounds exist for disciplinary action. The outcome of this process will be either a dismissal; a settlement agreement requiring the agreement of both the Investigation Committee and the member/firm/student; or a "Statement of Complaint," which refers the matter to the Disciplinary Committee.

Disciplinary Committee

The Disciplinary Committee works independently of CPABC and its board. On receipt of a Statement of Complaint, the Disciplinary Committee conducts hearings into the conduct of members, firms, and students to determine whether disciplinary action is required. If the committee determines that disciplinary action is required, it will specify appropriate sanctions. Disciplinary hearings are formal quasi-judicial processes and are used for the most serious of matters.

The Disciplinary Committee strikes Disciplinary Panels of three or five members to preside over each matter referred to the committee. Disciplinary Panel members are supported by legal counsel.

Bylaws Committee

The Bylaws Committee reviews the bylaws, bylaw regulations, and *CPABC Code of Professional Conduct* to ensure that the governing documentation remains appropriate. When policy amendments are proposed, the committee ensures that the revised governing documentation properly captures the intent of the change. This committee also initiates changes for board approvals in the event of redundancies or refinements.

How to volunteer

To learn more about CPABC's various regulatory committees, including suitability criteria and time commitments, and to complete the volunteer form, visit **bccpa.ca/protecting-the-public** and click on "Volunteer Regulatory Committees" in the right-hand menu. If you're interested in more than one regulatory committee, please rank your preferences in order of interest as you complete the form.

If you have questions regarding any of our regulatory committees, please contact Nicolette Kirkpatrick, executive assistant to CPABC's executive vice-president of regulation and registrar, at **nkirkpatrick@bccpa.ca**. We very much look forward to hearing from you!

YOUR COMMUNICATIONS

Members: Customize Your Emails from CPABC

As a member, you can customize the communications you receive from CPABC by selecting the following communication preferences for email:

- *eNews*;
- Professional Development (including free PD);
- Chapter Communications;
- CPABC Surveys;
- Engagement Activities (including volunteer opportunities and member consultations); and
- All Other (including commercial electronic communications that do not fall into any of the preferences listed above).

Note that members *cannot* opt out of the *regulatory* communications CPABC is professionally and/or legally required to send out, such as the notice of the annual general meeting and notices for continuing professional development reporting and annual membership dues.

All members are asked to confirm their communication preferences as part of the annual online CPABC membership dues process. To update your communication preferences at any other time of the year, sign in to **services.bccpa.ca**, choose the Profile tab, and then select the "Communication Preferences" option.

If you find that you aren't receiving emails related to the categories you've selected, it's possibly because, at some point, you chose to opt out of all non-regulatory email using the global unsubscribe link that appears at the bottom of all CPABC emails. Clicking on the global unsubscribe link will override both your past and new email communication preference selections. If stopping all non-regulatory email was not, or is no longer, your intention, email CPABC's member records team at **memberrecords@bccpa.ca** using the subject line "Communication Preferences Update" for assistance.



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RESOURCES FOR EMPLOYERS AND JOB SEEKERS

Building Relationships and Fostering Growth

CPABC Career Week: Bringing talent and opportunities together

CPABC's employer relations and talent development (ERTD) team recently welcomed more than 560 participants to the second Career Week of 2026.

CPABC Career Week is a premier biannual event that connects current and future CPA professionals with employers from across British Columbia through a combination of virtual and in-person programming. For the latest event, held in September, the ERTD team collaborated with 33 organizations representing a wide range of industries to deliver an engaging experience focused on professional growth, networking, and career discovery. The event provided valuable opportunities for employers and job seekers to connect, share perspectives, and explore exciting possibilities within the accounting and finance professions.

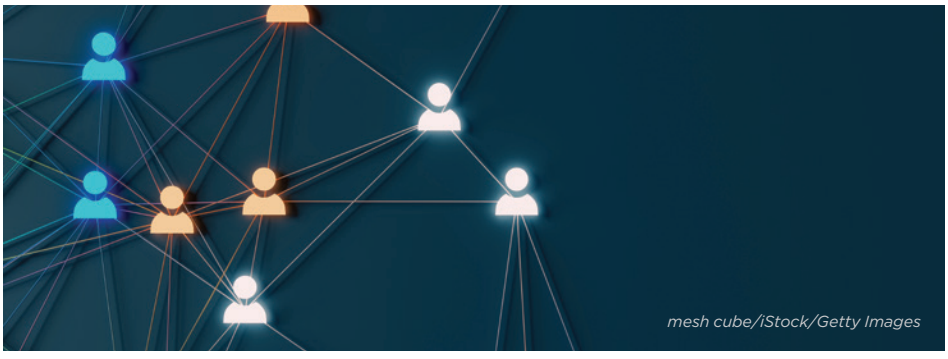
Career Week began on September 9 with the following virtual sessions, designed to help attendees navigate today's job market and prepare for future opportunities:

- *Hiring Outlook 2026/2027 – What Employers Are Planning Next*: An overview of trends shaping the accounting and finance sector, employer hiring expectations, and a look ahead to workforce needs in 2027;
- *The Accountant of Tomorrow – Skills Employers Are Prioritizing*: A panel discussion featuring CPAs from Robbins & Company, PenderFund, and Northland Properties, who shared insights on the skills, attributes, and behaviours organizations are seeking from accounting professionals;
- *Resumé Workshop*: Practical job-search advice and resumé development strategies presented by STRIVE Recruitment; and
- *Hiring Decisions Unpacked: From Application to Offer*: An inside look at how organizations evaluate candidates throughout the hiring process, provided by recruitment and HR professionals from Burke Recruiting, Ledcor, and RHN CPA.

Along with an Employer Highlights webinar held on September 10 and a hybrid Networking 101 workshop held on September 11, these sessions gave attendees tools and guidance to help strengthen their job-search strategies and gain confidence ahead of Career Week's in-person employer expos, where employers and job seekers connect face to face.

Hosted in Vancouver on September 11 (Vancouver Convention Centre) and in Kelowna on September 21 (Coast Capri Hotel), these most recent employer expos generated a high level of enthusiasm and engagement, indicating that interest in career opportunities within the profession remains strong.

CPABC Career Week is an important event for career development and talent connection within BC's CPA community. To learn more about the next instalment and other upcoming opportunities for employers and job seekers, visit **bccpa.ca/news-events/upcoming-events**.



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CPABC thanks everyone who participated in this event, including the following:

- Baker Tilly Canada
- BDO Canada
- Burke Recruiting
- Canada Revenue Agency
- Charlton & Company
- Clearline CPA
- Crowe MacKay
- Davidson & Company
- Deloitte
- DMCL CPA
- Doane Grant Thornton
- First Nations Financial Management Board
- Horizon Chartered Professional Accountants
- ICF
- Insure CPA
- Invictus Accounting
- KPMG
- LLT
- Lohn Caulder
- Manning Elliott
- McLaren Trefanenko
- MNP
- MOSAIC
- Office of the Auditor General of BC
- Office of the Auditor General of Canada
- Pattison Food Group
- Purtzki Johansen & Associates
- Randstad
- RHN CPA
- Rise CPA
- Robert Half
- Rolfe Benson
- Smythe

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Developing CPA mentors' toolkits

Another ongoing initiative of CPABC's ERTD team is Mentor Mindset, a quarterly webinar series designed to support the ongoing growth and development of CPA mentors. Each impactful session is eligible for one hour of CPD and provides practical tools and insights to help mentors strengthen their skills.

Topics explored in 2026 included:

- Resources available to CPA mentors;
- Strategies for giving and receiving feedback effectively; and
- How serving as a mentor can contribute to personal and professional growth.

The series also featured panel discussions and breakout conversations that enabled participants to learn from experienced mentors.

The final webinar of 2026, entitled "The Art of Asking Powerful Questions," will take place on November 24. It will explore how thoughtful questioning can strengthen mentoring relationships, build trust, and create meaningful learning opportunities. Through discussion and guided practice, participants will develop a more coaching-oriented approach that encourages mentees to think critically, gain clarity, and take ownership of their professional development.



Emma Rowbotham, ACC



Bronche Cheng, CPA, CA

This session will be co-facilitated by Emma Rowbotham, ACC, CPABC's talent development officer, and Bronche Cheng, CPA, CA, the founder of igluminate, a leadership development firm specializing in advancing the leadership talent of the Asian diaspora. Emma holds the Associate Certified Coach (ACC) credential with the International Coaching Federation. Bronche, formerly a tax partner with KPMG and people leader of its tax practice in Vancouver, also holds the ACC credential and is certified as a coach and mentor through UBC and the Virginia Satir Global Network; she has mentored and coached hundreds of students and professionals, including through UBC's Executive Mentorship Program.

For more information or to register, visit the News & Events section of **bccpa.ca**, under the Events tab, or contact the ERTD team at **careers@bccpa.ca**.



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Supporting CPA job seekers with new initiative

This year, the ERTD team launched "Career Circle," a monthly online group coaching session designed for CPA members and candidates who are actively seeking employment. The initiative provides a supportive environment where participants can connect with peers, share experiences, and navigate the challenges of the job search process together.

Since its launch in May, 30 members and candidates have participated in the sessions, which are facilitated by Emma Rowbotham, ACC, CPABC's talent development officer. Discussions focus on normalizing the ups and downs of job searching, reducing feelings of isolation, and helping participants maintain confidence and momentum as they work toward their career goals.

For more information or to register for an upcoming session, contact **careers@bccpa.ca**.

Employer Resource Centre

Our Employer Resource Centre features a range of tools for employers and job seekers alike.



Visit us at:
bccpa.ca/employer-resource-centre.

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SPONSORSHIPS

Supporting Young Innovators Through JABC Summer Camp



Students, staff, and judges at CPABC's JABC Summer Camp 2026.

This summer, we were proud to once again host and sponsor the JA (Junior Achievement) Company Program Summer Camp, a week-long program that provides high school students with hands-on business and entrepreneurship training. The summer camp program is an accelerated version of the JA British Columbia (JABC) Company Program, which runs for 10 to 16 weeks during the regular school year.

Between August 24 and 28, 29 students from 20 schools across the Lower Mainland learned how to launch and run a small business, as JABC mentors—Kelly Edmison, Craig Lovell, and Sophia Nguyen—led sessions on entrepreneurship principles, business strategy and tactics, and team building and leadership. Students also learned about the new CPA Professional Program from CPABC's student recruitment team and gained insights on entrepreneurship and pitch building from guest speaker Roger Nairn, the CEO and co-founder of JAR Podcast Solutions.

Nairn also served as a judge for the business pitch competition that capped off the week's activities. Joining him on the judging panel were Ray Loucks, CPA, CA, founder of Tranquility Tax Solutions; Parmveer Sekhon, CPA, senior manager of private enterprise at MNP; and Sharon Wang, senior investment analyst at PenderFund Capital Management. Students were divided into six pitch teams, and each team was encouraged to incorporate at least one of the United Nation's 17 Sustainable Development Goals into their presentations. These presentations highlighted their creativity and enthusiasm, as well as the business acumen they'd gained over the course of the week.

The judges chose the following as the top three business pitches:

1. **SwipeCouver –** A multilingual app that helps newcomers settle in Vancouver by connecting them with local services and community support networks.
2. **Oura –** An anti-theft backpack designed for students and travellers, featuring durable protective materials and built-in GPS tracking for added security.
3. **Capsync –** A medication management app that helps individuals stay on track with customizable reminders designed to support their health and independence.

The winning teams received gift cards, and every participant received CPABC swag and a program completion certificate.

We would like to thank the mentors, speakers, and judges who shared their expertise at this event, and we wish all participants the best of luck in their future endeavours!

VOLUNTEER OPPORTUNITIES

Inspire the next generation

Every CPA journey starts with a spark of inspiration. As a CPA or candidate, you have the opportunity to light that spark and inspire the next generation of business leaders, problem solvers, and entrepreneurs by volunteering with CPABC's student recruitment initiatives.

Here are two ways to participate:

Become an ambassador

Member and candidate ambassadors engage with high school and post-secondary students by participating in a range of dynamic activities. At the high school level, our ambassadors deliver financial literacy presentations and judge business and entrepreneurship competitions hosted by student clubs.

At the university and college level, our ambassadors participate in networking events and career fairs, lead information sessions, speak on panels, and/or give presentations about emerging business and accounting topics. They may also judge the annual Business Case Competition hosted by CPABC.

To learn more about volunteering as an ambassador, visit **bccpa.ca/ambassador**.

Share your career story

Another way to inspire young people is by sharing your career story and insghts as a session presenter or panel speaker.

One standout opportunity is through our partnership with the Young Entrepreneur Leadership Launchpad (YELL) program, which gives high school students hands-on exposure to entrepreneurship. For more information about volunteering with YELL, email us at **highschool@bccpa.ca**.

Join us!

We recruit CPA and candidate volunteers annually to support students during the academic year, and we'd love to have you join us. You can connect with us at **recruitment@bccpa.ca**.

CPABC ONLINE

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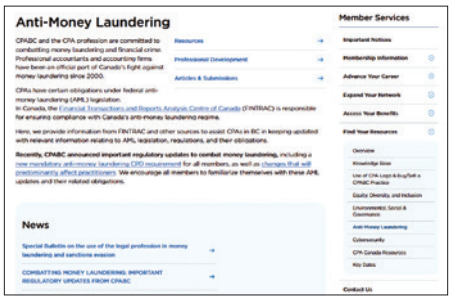
Access Resources on the CPABC Website

Newsroom



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Anti-Money Laundering



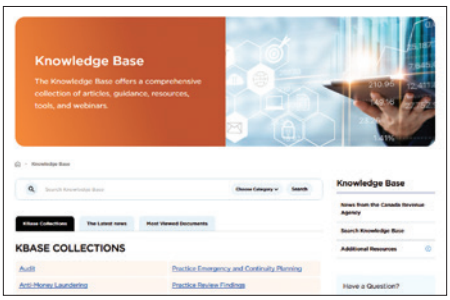
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Financial Literacy



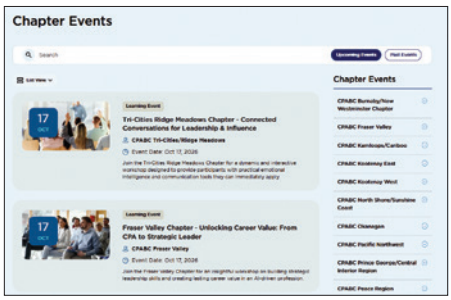
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Knowledge Base



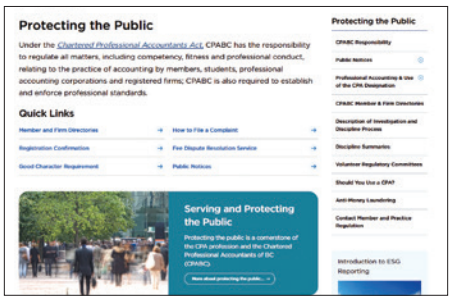
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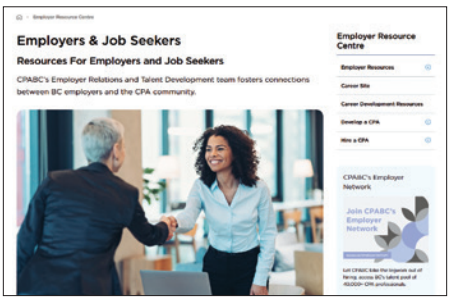
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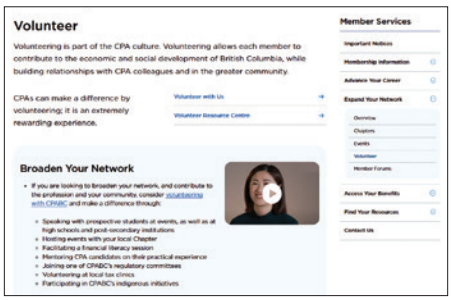
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Employer Resource Centre



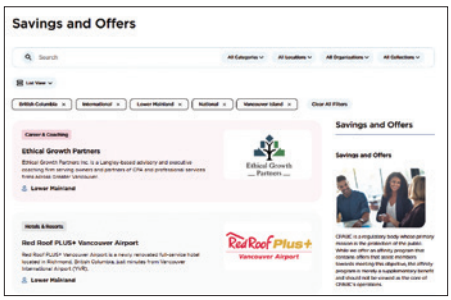
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Organizational "Situationships": The Risk of Deniable Reliance

By Rafia Faiz, PhD, SHRM-SCP, and Jaspal Singh, CPA, M.Sc.



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Dating culture gave us the term "situationship" for a relationship kept deliberately undefined—one that offers the closeness of commitment without its obligations. Organizations have their own version.

An organizational situationship is an arrangement in which one party draws commitment-level effort, loyalty, availability, or dependence from another while deferring commitment-level clarity, investment, or accountability. In short, one party is encouraged to act as though the relationship is durable, while the other keeps its options open. The defining feature of this kind of relationship is deniable reliance.

Employees, contractors, and partner organizations make real career, financial, and/or operational decisions in response to the signals they receive. When one party is comfortable sending those signals but unwilling to formalize, qualify, or review them, the resulting risk is carried informally and unevenly, with the party least able to absorb it usually facing the greatest risk.

Consider, for example, a senior manager who is repeatedly told that they are "partner material" without being given any stated criteria or a decision date; or an interim director who carries permanent responsibilities without fair compensation or an end point in sight. Another example is a smaller firm reserving specific staff, investing in specialized systems, or turning away other work when a big client repeatedly signals that their relationship is strategic and/or will be continuing.

For CPABC members in public practice and industry, organizational situationships such as these will rarely appear as liabilities in the technical accounting sense. They may, however, surface as liabilities in terms of governance and risk.

The argument is not that every informal arrangement should become binding, but that someone should be able to say who authorized the reliant relationship, on what basis it was created, and how it will be reviewed.

Dating culture gave us situationships. There's an organizational equivalent, and deniable reliance is its defining feature.

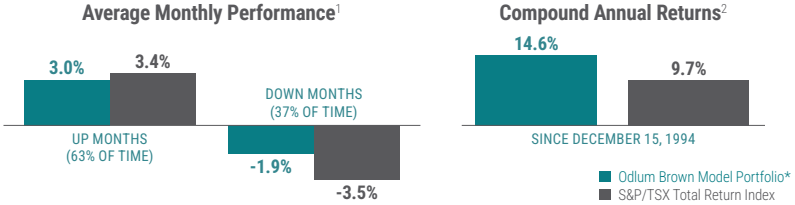
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[1]Performance measured mid-month from December 1994 - September 2026. [2]As of September 15, 2026. *The Odlum Brown Model Portfolio is a hypothetical, all-equity portfolio. Performance figures do not include any allowance for fees. Past performance is not indicative of future performance. Read our full disclaimer at odlumbrown.com. Member-Canadian Investor Protection Fund

Why is this a professional question?

Under IAS 37, a *constructive obligation* can arise from an entity's own conduct. An established pattern of past practice, published policies, or statements can create a valid expectation in others that an entity will accept certain responsibilities.[1]

While a vague promise of promotion would not ordinarily appear in the financial statements, the underlying principle still applies: Conduct and communication can create expectations even in the absence of a contract.

CPAs are trained to apply professional skepticism and examine substance over labels. This scrutiny is often directed outward—for example, to analyze how a client or counterparty has characterized a transaction—but it should also be directed inward to examine an organization's own relationships.



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For CPAs who advise boards, serve as CFOs, or lead public practice firms, the question is whether the organization's own patterns of reassurance, encouragement, and "informal understanding" are creating reliance and exposure that no one has consciously chosen to govern.

Governed versus ungoverned ambiguity

Organizations cannot eliminate uncertainty, and honest leaders should not pretend otherwise. Markets shift, budgets freeze, mergers stall, and approval may genuinely sit beyond a manager's authority. Not every interim role is a trap. Development sometimes requires people to try responsibilities before formally assuming them.

The distinction is in the details. Four features set organizational situationships apart from ordinary uncertainty:

1. **Repeated ambiguity**: There is enough encouragement to keep the other party invested, but not enough information to allow them to make an informed decision.
2. **Unequal dependence**: One party can delay, withdraw, or reinterpret the arrangement much more easily than the other.
3. **Deferred reciprocity**: Additional effort, loyalty, patience, or investment is accepted now, but recognition, compensation, or protection is postponed indefinitely.
4. **Interpretive power**: If the arrangement becomes inconvenient, the party with more leverage keeps the authority to decide what the relationship "really" was.

In summary, governed ambiguity has limits, decision rights, review points, and honest communication, while ungoverned ambiguity asks one party to continue investing in the relationship without knowing whether the other party recognizes, reciprocates, or even acknowledges the reliance from which it benefits.

[1] IFRS Foundation, "IAS 37 Provisions, Contingent Liabilities and Contingent Assets," **ifrs.org**. Accessed July 20, 2026.

When dealing with ambiguity, two questions often arise: "Did someone explicitly promise something?" and "Was someone disappointed?" These questions are tempting but misleading. The former is too legalistic, as reliance is often created through repeated conduct, encouragement, and implication rather than a written promise; the latter is too subjective, as disappointment alone does not establish a governance failure. The more useful question is: "Who is able to act on the uncertainty, and who isn't?"

Where both parties understand the limits of an arrangement, retain meaningful choices, and know who will make the next decision and when, ambiguity may be legitimate. It becomes harder to defend, however, when one party is kept on the hook.

From a governance perspective, intent alone does not settle the issue. A sincere manager may believe a promotion is likely, the HR team may be waiting for authorization, and senior leadership may be genuinely undecided—each communicating a partial truth, while the employee, contractor, or partner organization bears the full consequences of waiting. The concern here is whether anyone owns the arrangement through which reliance is being created, and how that arrangement is being governed.

The use of AI is making this distinction even more important, as it is creating real uncertainty about staffing, professional development, job design, and the future division of work between people and technology.[2] Reasoning such as "we need to see how it unfolds" can cause an organization to postpone decisions indefinitely while individuals are still expected to reskill, accept new responsibilities, and remain available.

While there is widespread unpredictability about how AI will ultimately change the business environment, an organization's leaders can still prioritize transparency and open dialogue as fundamental to business values.

[2] World Economic Forum, *The Future of Jobs Report 2025*, January 2025, **weforum.org**.

What boards and senior leaders should ask about the creation of reliance:

- Who is authorized to imply advancement, renewal, permanence, partnership, or strategic commitment?
- Are interim, acting, contractor, temporary, and pilot arrangements time-limited and reviewed?
- Do affected parties know who owns the decision, what criteria apply, and when the next decision point occurs?
- Where the organization is receiving commitment-level effort, has it provided commitment-level clarity?

If the answer is no, the organization has governance exposure. It is sending trust off the balance sheet.



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Contractor and quasi-contractor arrangements

Two related but distinct questions arise in contractor relationships. The first is whether a worker is an employee or self-employed for payroll and employment purposes, and the second is whether an incorporated worker's company is carrying on a personal services business for income-tax purposes. Both questions require that attention be paid to the substance of the relationship, but each relates to different obligations.

The clearest expression of this tension is the case of a worker who is independent in form while dependent in substance—engaged as a contractor, yet subject to employee-like direction, integration, and exclusivity. Here, ambiguity has a tax and classification dimension, and CPAs may be required to price the consequences.

The Canada Revenue Agency does not determine employment status from the wording of a contract alone. Instead, it compares the respective parties' stated intention with the actual working relationship and considers factors such as control; tools and equipment; financial risk; investment and management responsibility; the ability to subcontract; and the opportunity for profit. In short, a contract that says the individual is an "independent contractor" means little if the working relationship reads like employment.[3]

The CRA's Personal Services Business (PSB) pilot, which ran in two phases from 2022 to 2024, examined the "incorporated employee"—an individual who would be considered an employee of the payer, if not for the corporation interposed between them. The findings were significant. Of the 913 corporations that participated in Phase 2, 291 (32%) were determined to be operating as PSBs, which are taxed at higher rates and limited to a narrower set of specified deductions.[4] Of those confirmed PSBs, 245 (84%) had wrongly claimed the small business deduction and had not included the additional 5% PSB tax in their filings.

The apparent financial savings from misclassifying an individual as a contractor rather than an employee can be substantial. For an employee whose earnings exceed all applicable 2026 program ceilings, an employer's annual CPP, CPP2, and EI contributions total $6,218.75.[5] This is before considering benefits, vacation entitlement, payroll administration, or compensation implications for others performing comparable work. On a spreadsheet, the savings from keeping a working arrangement outside the definition of employment is real. But so is the exposure.

The legislative direction matters even where it does not bind most readers directly. Since June 2024, the *Canada Labour Code* has presumed that a person who is paid remuneration is an employee unless the employer proves otherwise—a reversal of the past onus—and it treats misclassification as a contravention. Because this presumption applies only to federally regulated employers, the majority of British Columbia's workplaces, which are governed provincially, are not subject to the reverse-onus rules; however, worker classification remains consequential for provincially governed workplaces under other applicable employment and tax rules.

Consider the federally regulated road transportation sector, for example. In March 2025, the CRA and the Labour Program established an information-sharing arrangement that allows the CRA to receive relevant misclassification information from the Labour Program; its launch was described as a first step toward a broader enforcement framework.[6,7] This indicates that regulators are increasingly prepared to look past contractual form to the substance of a working relationship.

Managing costs and designing roles carefully are legitimate practices, and not every contractor arrangement is suspect. However, the ethical line is crossed when ambiguity is used to create an organizational situationship. More than a classification risk, this can become a form of moral arbitrage, with organizations capturing the benefits of commitment while shifting the commitment's costs onto the worker and, in some cases, onto the public programs those contributions were meant to support.

From a governance perspective, directors and/or engagement partners need to ask whether the arrangement has been tested against employment and tax criteria or only against convenience, and whether any perceived savings depend on keeping the relationship undefined.

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[3] Canada Revenue Agency, "Employment Status: Employee or Self-Employed," modified January 6, 2026, **canada.ca/en/revenue-agency/services/tax**. Accessed July 20, 2026.

[4] Canada Revenue Agency, "Personal Services Business Pilot," updated April 14, 2026; and "Worker Who Performs Services on Behalf of Their Own Corporation (Personal Services Business)," updated April 14, 2026. Both at **canada.ca/en/revenue-agency**, accessed July 20, 2026.

[5] Canada Revenue Agency, "CPP Contribution Rates, Maximums and Exemptions"; "Second Additional CPP Contribution Rates (CPP2) and Maximums"; and "EI Premium Rates and Maximums," 2026, **canada.ca/en/revenue-agency**. The maximum employer contributions for CPP, CPP2, and EI are $4,230.45, $416.00, and $1,572.30, respectively.

[6] Employment and Social Development Canada, "Determining the Employer-Employee Relationship – IPG-069," revised June 27, 2025, and "Misclassification – IPG-105," revised April 23, 2026. Both at **canada.ca/en/employment-social-development**, accessed July 20, 2026.

[7] Canada Revenue Agency, "Strengthening Compliance in the Trucking Industry: CRA and Labour Program Sign Information-Sharing Arrangement," March 7, 2025, **canada.ca/en/revenue-agency/news/2025**.

The costs

Organizational situationships rarely appear as a single budget line, which is one reason why leaders may underestimate them. The savings are immediate and visible—no salary adjustment, no severance accrual, and no precedent set—while the costs remain unassigned and diffuse, sitting in the background of operations rather than in any one account.

What often erodes first is the discretionary layer of working life that no contract compels. People continue to meet deadlines and attend meetings but don't go above and beyond, because they don't believe the organization truly values their efforts. In organizational research, this is understood as a psychological contract breach, which signifies a perceived gap between what the organization has implied or induced and what it ultimately honours. Meta-analytic evidence associates such breaches with lower trust and satisfaction levels, weaker performance, and less commitment to the organization—perhaps even a stronger intention to leave.[8,9]

Over time, dispersed effects become traceable costs. A resignation that appears sudden to leadership may have followed a long private countdown. The organization is then left with a vacancy, which leads to recruitment and onboarding expenses, reduced productivity, and the loss of knowledge and relationships that may not be easily replaced. A 2026 survey of Canadian hiring decision-makers placed the average cost of employee turnover at $30,680.[10] The governance question for leaders is whether avoidable ambiguity in one part of the organization is creating costs that appear later, and often in someone else's budget.

Recognizing and managing obligations

An organizational situationship is the governance equivalent of an unrecorded obligation: Reliance has been encouraged, value has been drawn, and risk has been shifted, without clear authority or accountability. Boards and senior leaders will rarely see these reliance structures in policy language; instead, they will see them in interim roles with no end date, promotion pathways with no criteria, contractor arrangements that resemble employment in substance, and partnerships that look strategic but remain formally undefined.

Bringing these arrangements into view is not about turning every informal understanding into a contract. It is about deciding, deliberately, which relationships the organization is prepared to govern, and accepting that the others still carry risk even if they haven't been formalized in writing.

For CPABC members advising on governance, risk, and ethics, the professional task is to notice where substance has quietly outgrown form and to help organizations recognize and manage the obligations they've already incurred. As we enter a revolutionary new age of business influenced by AI, this scrutiny will be increasingly important. ■

[8] Denise M. Rousseau, "Psychological and Implied Contracts in Organizations," *Employee Responsibilities and Rights Journal* 2, 1989 (121–139). (**link.springer.com/article/10.1007/BF01384942**)

[9] Hao Zhao, Sandy Wayne, Brian Glibkowski, and Jesus Bravo, "The Impact of Psychological Contract Breach on Work-Related Outcomes: A Meta-Analysis," *Personnel Psychology*, vol. 60, no. 3, 2007 (647–680).

[10] Express Employment Professionals, "Employee Turnover Is Getting More Expensive for Canadian Companies," January 28, 2026, reporting findings from an Express Employment Professionals–Harris Poll survey of 504 Canadian hiring decision-makers. (**expresspros.ca/newsroom**)



Rafia Faiz is an associate professor at the University of Doha for Science and Technology and a professionally certified HR specialist. Her work examines leadership, employment relations, workplace inclusion, and organizational risks.



Jaspal Singh is employed as a tax accountant in Abbotsford and as a contract instructor at Simon Fraser University. He is the chair of the CPABC Fraser Valley Chapter and serves as the head of the finance committee and a board member of the non-profit society SARA for Women.



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Preparing Leaders for the Future of Business

By Lara Greguric, FCPA, FCA, ICD.D

One of the profession's most significant current initiatives is the development of the new CPA Professional Program, a modernized certification pathway designed to prepare future-ready professionals for an increasingly complex and technology-driven business environment.

Built around flexible learning, real-world experience, enhanced assessment methods, emerging technologies, and leadership development, the new CPA Professional Program reflects the evolving skills employers expect of today's CPAs, while still maintaining the profession's high standards.

Leadership development has been embedded throughout the program, and technology has been woven into the learning experience. Rather than studying emerging technologies as standalone topics, learners will use technology and analytics to solve business problems in realistic simulations and other learning activities. This approach will help build practical fluency in areas increasingly valued by employers, including AI-enabled decision-making, data-driven research, digital transformation, and governance and technology oversight.

From day one, learners will apply their knowledge in scenarios that mirror the realities of modern organizations, emphasizing continuous development and demonstrated competence. The new program will further align learning with career development through enhanced experience planning requirements. Learners will develop work experience plans early in the process and align their professional growth with competency requirements throughout their journeys.

Assessment has also been redesigned to reflect contemporary educational practices. Rather than relying primarily on a single final examination, the new model incorporates assessment at key stages of learning. This approach will emphasize progressive mastery, continuous assessment, and the application of knowledge over time.

Flexibility is another important feature of the new program. Learners will be able to choose between standard and flexible learning tracks, committing either 20 or 10 hours per week, and may be able to switch between options if their personal and/or professional circumstances change.

New entrance requirements and new modules

In addition to meeting degree and GPA requirements, applicants to the new program will need to demonstrate accounting and business knowledge. They'll be able to do so through coursework or by passing the new Knowledge Assessment Examination, which will evaluate existing competencies and provide an alternative pathway into the program. Once registered in the program, learners will begin their journey with the Foundational Development module, followed by three integrated professional modules: CPA Core, CPA Leadership, and CPA Professional Readiness.

The Foundational Development module has been designed to establish core competencies while introducing learners to the CPA ethical mindset and helping them integrate professional values, technical knowledge, and critical skills from the outset of their learning journey. At the end of the module, candidates will need to complete the Foundational Development Examination.

The next stage, CPA Core, will offer two streams: CPA Core – Common and CPA Core – Licensure, which will allow learners to align their studies with their career objectives. Both streams will strengthen competencies in financial reporting, assurance and trust, taxation, non-financial reporting, and big data and analytics, and the Licensure stream will provide additional technical depth across these competency areas for those pursuing careers in public accounting. On successful completion of the CPA Core module, learners will become eligible to write CPA Professional Final Examination 1.

The next module, CPA Leadership, will further advance learners' ethical mindset and professional competencies by tasking them with integrated decision-making in real-world business scenarios. With its emphasis on leadership development, critical thinking, and ethical judgment, this module will prepare learners to navigate increasingly complex organizational challenges. Successful learners will then be eligible to write CPA Professional Final Examination 2.

Experience is another key component of the program. Learners will complete 24 months of relevant work experience while progressing through their studies, ensuring that they can apply technical and professional skills in real-world business environments. Once they've met this work experience requirement, learners will be able to start the CPA Professional Readiness module, which features interactive, case-based learning. Candidates who complete this module and pass CPA Professional Final Examination 3 will then be eligible to apply for membership.

Transitioning to the new program

The new CPA Professional Program is scheduled to launch in 2027. Current CPA PEP candidates will continue to have opportunities to progress through and complete CPA PEP, while candidates who meet the eligibility requirements will have a pathway to transition into the new model. The multi-year transition period is designed to provide flexibility and minimize disruption for learners already working toward CPA certification. For eligible candidates who transition to the CPA Professional Program, any progress already made in CPA PEP will be considered when determining their placement in the new program, which will help them build on what they've already achieved.

Several key milestones will mark the transition period:

- **Late 2026:** Registration opens for the first Knowledge Assessment Examination in Western Canada.
- **Early 2027:** Learners can begin submitting work experience plans, and eligible candidates may start transitioning into the new program.
- **March 2027:** First offering of the Knowledge Assessment Examination.
- **May 2027:** First cohort begins the new CPA Professional Program.
- **September 2027:** First offering of the Foundational Development Examination, CPA Professional Final Examination 1, and CPA Professional Final Examination 2.

The final Core 1 intake will begin in January 2027, with the final Core 1 examination scheduled for June 2027. Transition activities will continue throughout 2028, including the final offerings of CPA PEP electives, Capstone modules, and the Common Final Examination (CFE). The final CFE will be written in September 2028, with the transition deadline for eligible learners occurring after the release of those examination results.

Throughout the transition period, learners will receive information and support to help them understand their options, their transition eligibility and placement, and the steps applicable to their individual circumstances. The overarching goal is to provide a clear and supportive pathway for both current and future learners.

Expanding access through Knowledge Essentials

Complementing the new CPA Professional Program will be Knowledge Essentials, a new preparatory pathway designed to make entry into the profession more accessible.

Rather than requiring all learners to complete the same set of prerequisite courses, Knowledge Essentials will identify specific knowledge gaps and direct learning accordingly. This targeted approach will allow individuals to focus on the competencies they need most while avoiding the unnecessary duplication of material they've already mastered as they prepare to write the Knowledge Assessment Examination.

This pathway will be particularly beneficial for experienced professionals, career changers, and individuals from non-accounting backgrounds. It will enable learners to progress at their own pace, balance studies with work and personal commitments, and receive ongoing feedback regarding their readiness for the new CPA Professional Program.

By maintaining existing standards while reducing unnecessary barriers, Knowledge Essentials is intended to strengthen the pipeline of future CPA talent and create a broader, more diverse pool of candidates for employers across Canada.

Maintaining national standards

The CPA Board of Examiners (BOE) will oversee the development and evaluation of the national examinations for the new CPA Professional Program, operating under the oversight of the Certification Collaboration Committee and on behalf of the CPA profession. It will also play a critical role in ensuring the quality, relevance, and consistency of these examinations.

The BOE will establish national marking standards and determine whether learners have demonstrated the competencies expected of an entry-level CPA. Its members will oversee examination content development, assessment marking, and fair pass processes, while ensuring that examinations are equivalent in both official languages. This oversight will help safeguard the quality, relevance, and integrity of the CPA national examinations and ensure a consistent standard from one exam sitting to the next.

Importantly, results will be determined on a national basis, regardless of where learners live or the language in which they write their examinations. This approach follows the same model used for CPA PEP and the CFE and will help maintain the high standards associated with the CPA designation.

Ultimately, the BOE will play a critical role in safeguarding the integrity, validity, and credibility of Canada's CPA profession and help maintain the designation's interprovincial mobility. ■

Lara Greguric is the executive vice-president of learning for the CPA Western School of Business. She served as chair of the New CPA Certification Program Steering Committee from 2022 to 2025.

Transition information for learners in Western Canada is available on the CPAWSB website at **cpawsb.ca/cpa-professional-program**.

The Evolving Value of the CPA Designation

By Kerri Brkich



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CPABC conducts annual research with business leaders who hire for finance and accounting roles to better understand how the CPA designation is perceived in the labour market. The findings highlight the strength of the CPA designation and provide valuable insight into how the profession can keep evolving to meet changing employer needs.

We've found that economic pressures, evolving workforce expectations, and the rapid adoption of artificial intelligence are reshaping how organizations operate and the skills their employees need to succeed. As a result, employers are increasingly likely to value skills that extend beyond technical expertise. Financial knowledge remains essential, but organizations are also looking for strategic thinkers, effective communicators, adaptable problem-solvers, and leaders who can connect financial insights to broader business objectives.

Encouragingly, these are qualities that decision-makers increasingly associate with CPAs. The designation continues to be viewed as a mark of strong technical competence, with employers also recognizing the leadership capabilities, business acumen, and professional judgment that CPAs bring to their organizations.

The AI effect

No trend is influencing conversations about the future of work more than artificial intelligence. Our research found that AI adoption continues to accelerate across organizations of all sizes and that employers expect it to fundamentally change the nature of finance and accounting work. The upside is that as many routine and repetitive tasks are automated, professionals are able to focus on higher-value activities such as analysis, forecasting, problem-solving, and strategic advice.

Far from diminishing the importance of the accounting profession, this evolution to an AI-enabled business environment is elevating the value of human capabilities and, in particular, the strengths associated with the CPA designation. These findings reinforce the need to position CPAs as future-ready professionals who combine technical expertise with leadership capabilities, technological fluency, and ethical judgment.

Telling the CPA story

While awareness of the CPA designation remains exceptionally strong, we know that awareness alone is not enough. Employers, students, and the public should understand not only *what* CPAs do, but also *why* their abilities matter. As organizations compete for talent and prospective students consider a growing range of educational and career options, communicating the profession's value has never been more important.

CPABC's branding efforts are grounded in the simple idea that the CPA designation represents the intersection of leadership, technology, and trust—qualities that continue to differentiate the profession and reflect what employers and prospects are looking for.

The "Maybe" campaign

We're bringing this idea to life through CPABC's provincial branding campaign, which continues to build on the creative concept of "Maybe."

The Maybe campaign reflects the uncertainty many people experience when planning careers or leading organizations through change. For prospective students, the message is that while every career begins with a "maybe," pursuing the CPA designation provides a clear path toward stability, opportunity, and long-term career growth.

For employers, the campaign acknowledges that every hiring decision is an investment without guarantees. In unpredictable times, organizations want confidence that they are bringing in professionals who can help them move forward. The Maybe campaign positions CPAs not merely as qualified hires, but as strategic contributors who bring clarity, insight, and leadership when businesses need these qualities most.

More than advertising

In addition to running this marketing campaign, CPABC promotes the profession throughout the year by sharing thought leadership, member stories, and editorial content, as well as through media engagement, student recruitment initiatives, sponsorships, social media, and government relations activities. Combined, these efforts help demonstrate the many ways in which CPAs positively contribute to businesses, communities, and the broader economy.

Storytelling plays an especially important role. Member profiles, podcasts, videos, and articles showcase CPAs at different stages of their careers and highlight the diverse opportunities available to those who've earned the designation. Whether featuring emerging leaders, experienced executives, or professionals working in new and evolving fields, these stories help bring the profession to life and demonstrate the designation's relevance in a changing world.

Digital channels are also becoming an increasingly important vehicle for outreach to future CPAs. Short-form videos and social content, combined with in-person engagement on campus, are giving prospective students a firsthand look at what CPAs do and how the designation can support a wide range of career aspirations.

Looking ahead

As labour market demands continue to evolve, technical expertise will always be foundational. But success increasingly depends on the ability to lead, adapt, think strategically, and leverage technology effectively. These are the skills organizations need today and will continue to need in the years ahead.

This reality is reflected in CPABC's branding efforts, which speak not only to what CPAs have traditionally represented, but also to the role they are uniquely positioned to play in the future. By continuing to tell that story clearly and consistently, CPABC is helping to ensure the profession remains relevant, respected, and well positioned to attract the next generation of talent. ■

Kerri Brkich is the vice-president of external affairs and communications at CPABC.

Amplify your CPA story

You can inspire the next generation of talent and help support the long-term sustainability of the CPA profession by sharing your unique story through CPA Amplify, a profession-wide initiative designed to strengthen understanding of the CPA designation.

Visit **bccpa.ca/amplify** to access a free on-demand professional development course that offers strategies to help you communicate your career journey clearly and confidently, as well as online toolkits with practical actions and resources.



One example of the various promotional pieces from CPABC's "Maybe" campaign, which runs on various social media platforms and in digital ads. Transit posters have been placed at major train hubs, and video content has been placed on streaming services for premium channels. The campaign runs until March 31, 2027.



Doris Good is a professional development course developer and facilitator and the principal of Good Business Solutions, based on BC's Sunshine Coast. She develops and delivers professional ethics courses for CPAs that focus on emerging technologies, artificial intelligence, governance, and ethical decision-making.

AI Generates Information—CPAs Generate Trust

By Doris Good, CPA



DrAfter123/DigitalVision Vectors/Getty Images

When I was an accounting student working toward my CPA designation, I worked for a public accounting firm that prepared filings for the US Securities and Exchange Commission (SEC). One day, while extracting amounts to complete a filing template, I made a mistake. My boss caught it, and after reprimanding me, he said: "In time, your professional pride will prevent you from making mistakes like this." It stung, but he was right.

I learned two lessons that day. The first was practical: Check your work, and then check it again. And perhaps check it a third time. When people are relying on the information you produce, accuracy matters. The second lesson took me longer to appreciate. It was that clients weren't paying us simply to put numbers into the right boxes—they were paying for the confidence that came from having a professional stand behind those numbers.

Decades later, we find ourselves confronting a remarkably similar situation with artificial intelligence. AI can extract information, populate templates, summarize documents, analyze data, draft reports, and produce polished business commentary in seconds. Increasingly, it can perform work that once required hours of professional time in just minutes. But who is responsible for checking the work? And, perhaps more importantly, who is willing to put their professional reputation behind it?

There's a big opportunity for CPAs here.

Applying our professional skepticism to AI

As CPAs, we're expected to question information—where it has come from, whether it is complete, whether the assumptions behind it are reasonable, and whether the conclusions it supports make sense. Professional skepticism is embedded in how we approach our work—AI simply gives us a new reason to exercise it.

One of the most remarkable things about generative AI is not just how quickly it can produce an answer, but also how convincing it can make that answer seem, even when it's wrong. An AI tool may omit important context, misunderstand the question, rely on questionable information, or simply invent something that sounds plausible—and yet it will present a response that is articulate, polished, and delivered with confidence.

All of which creates an interesting professional risk: The better AI becomes at sounding authoritative, the less people may question it. And this is where CPAs have an advantage, as we've been trained to separate presentation from reliability. We know that a beautifully prepared spreadsheet can contain a faulty assumption, a sophisticated forecast can be built on incomplete information, and a set of financial statements that complies with the mechanics of reporting can still lack substance. AI-generated information deserves the same level of scrutiny.

Scrutiny is particularly important given that AI errors can be difficult to spot. Generative AI can, for example, cite a court decision, accounting standard, article, or other source that does not exist and yet make it seem credible. It can also draw from a legitimate source but misrepresent what the source has actually said. Moreover, it can make surprisingly basic calculation errors, overlook important exceptions to rules, and confidently apply information that is no longer current. It can also give the right answer to the wrong question.

Suppose, for example, that someone asks an AI tool to analyze a transaction but inadvertently omits an important fact. The resulting analysis may be perfectly reasonable based on the information provided—reasonable and wrong. And there is another, more subtle risk: AI is remarkably good at producing the answers we want. Frame a prompt around why a proposed course of action makes sense, and AI may help build a persuasive case for it. Ask instead what could go wrong, and the same technology may produce an equally persuasive list of concerns.

Consider the preparation of a prospectus for an initial public offering. A company will naturally want to present its future in the most favourable light. If AI is asked to help draft material emphasizing the company's growth opportunities, competitive advantages, and future potential, it will probably produce an impressively optimistic narrative—one that may even be based on facts. But what may be missing from this narrative? What assumptions have underpinned these projections? What risks deserve equal prominence? Would the picture look different if the AI tool had instead been asked to identify weaknesses in the company's business model or reasons an investor should be cautious?

It's particularly important that we ask such questions, because generative AI has no professional instinct to warn it of confirmation bias; it responds purely to the direction it is given. If we accept the output without question, we run the risk of simply using AI to make errors faster. What's more, AI can actually amplify bias, and do so quickly and persuasively. The danger, then, is not merely that AI can be wrong—it's that *AI can tell us what we want to hear and make it sound remarkably convincing*. As CPAs, we are well positioned to identify, mitigate, and avoid this kind of danger.



LK LAW Lindsay Kenney LLP

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Langley, BC V2Y 0G9
604 888 5811
604 888 6565

Vancouver Office
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Vancouver, BC V6B 5A1
604 687 1323
604 687 2347

West Vancouver Office
220, 545 Clyde Avenue
West Vancouver, BC V7T 1C5
604 687 1323
604 687 2347

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DrAfter123/DigitalVision Vectors/Getty Images

Understanding the risks of *not* using AI

Much of the discussion on ethics and AI focuses on the risks of using these technologies, but as generative AI becomes ever more capable, we should also weigh the risks of *not* using it. Because when it's used well, AI can eliminate repetitive work, accelerate research, identify patterns, summarize large volumes of information, and give professionals more time to concentrate on higher-value activities.

Consider a professional who bills a client by the hour for work that takes four hours to complete manually—work that could, with appropriate safeguards and professional review, be completed in one hour using AI. Is it reasonable for the professional to continue billing the client for four hours simply because that is how the work has traditionally been performed?

The answer will depend on the circumstances, as AI may or may not be appropriate for the engagement. Faster does not automatically mean better. Confidentiality, accuracy, client expectations, professional standards, and the time required to verify the output must all be considered. Privacy, too, is an important consideration, as Canadian privacy regulators have warned of the risks of using generative AI, particularly when entering personal information into these systems. For CPAs, this means the question is not simply whether AI can perform the task at hand, but whether the information we feed into it should be shared in the first place.[1]

[1] Office of the Privacy Commissioner of Canada, "PIPEDA Findings #2026-002: Overview of the Joint Investigation of OpenAI OpCo, LLC," **priv.gc.ca/en/opc-actions-and-decisions**. Modified May 6, 2026.

If, after addressing these concerns, the professional determines that AI can be used appropriately, the question of billing remains: What should the client be paying for? For decades, professional firms have largely equated time with value. AI challenges this model. If technology enables us to produce high-quality work more efficiently, perhaps the ethical question is no longer simply, "Can I bill for the time I spent?" Instead, it may become, "What value did I provide?"

This kind of shift could ultimately benefit both CPAs and their clients. Rather than diminishing the value of professional expertise, AI may force us to distinguish more clearly between the time required to *produce* information and the professional judgment required to *stand behind it*.

Rising to the challenge

My younger self learned important lessons while transferring numbers into an SEC filing. But technology has changed dramatically since then, and so has the process of quality control.

When checking the work of AI, we need to ask: Where did the information come from? Can the sources be verified? What information might be missing? What assumptions were made? And—perhaps most importantly—was the question asked in such a way as to influence the answer? In other words, we need to scrutinize not only the output, but also the inputs and the motivations behind them.

Today, the "junior assistant" producing the first draft may be a generative AI tool. And unlike the accounting student I once was, it won't feel the sting of being corrected, develop professional pride, or become more careful because its reputation is on the line.

The CPA responsible for reviewing and signing off on its output will. And, increasingly, this may be precisely what clients, employers, and the public rely on us for. ■



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For more information, please contact Damian Hee, CPA, CA, CPABC's director of practice review, at **dhee@bccpa.ca**.

CPA
BRITISH COLUMBIA

How Collaboration Is Increasing and Strengthening Financial Literacy in BC Communities

From CPABC's Financial Literacy Team

Through the CPA Financial Literacy (FinLit) Program, CPABC is making a meaningful and lasting impact in communities across BC by delivering free, unbiased financial education on a variety of topics to diverse audiences. But we can't do it alone—collaboration with community organizations and CPA volunteers makes all of this possible.

CPABC's partnership with the Greater Vancouver Food Bank's (GVFB) FRESH Start Program is a prime example. To explain how the GVFB is collaborating with the CPA FinLit Program to turn professional expertise into practical support for the community, we asked Arif Ali, a program associate with the GVFB, and Erin Betts-Youdan, CPA, CMA, a GVFB/CPA FinLit volunteer and director of finance for the Fair Haven Homes Society, to share some insights. We thank them for sharing their insights and for their support of the program!

Arif, can you tell us about the communities you serve?

Arif: At the GVFB, our primary objective is to help the communities of Vancouver, Burnaby, New Westminster, and North Vancouver with food insecurity. We can see upwards of 10,000 people a week from varying economic and social statuses.

What services does the GVFB provide?

Arif: We work with the community in a variety of ways, including through the FRESH Start Program, providing partner support that covers everything from mental health services, single mom support, and settlement services to employment programs and support from the Ministry of Social Development and Poverty Reduction.

Why did CPABC's FinLit programming feel like a good fit for your clients?

Arif: Financial support is a common request, and when we had the opportunity to partner with CPABC to offer a variety of topics in a classroom setting, the fit was ideal. Access to financial literacy from CPABC gives our clients the opportunity to learn from a professional while gaining the knowledge to confidently navigate financial institutions and income tax services.

Visit **bccpa.ca/finlit** and select "Become a Financial Literacy Volunteer" to get involved!



Photo courtesy of the Greater Vancouver Food Bank

Erin, what motivated you to volunteer with the GVFB?

Erin: Having worked in the non-profit sector for over a decade, I've seen firsthand how deeply food insecurity affects individuals from all walks of life.

What has stood out to you about the experience?

Erin: Collaborating with the GVFB has been a remarkable experience. It has completely shifted my perspective, making me far more mindful of the diverse backgrounds of those who rely on these services. The GVFB's seamless dedication ensures that critical resources reach the individuals who need them most. And by partnering with the CPA FinLit Program, these resources include trusted financial education.

How have you found the process of delivering the CPA FinLit sessions?

Erin: Working with CPABC has been incredibly rewarding. It has allowed me to blend my foundational CPA training with my personal love for continuous learning. To deliver the highest quality sessions, I always take extra time to research beyond the provided presenter materials to prepare for any unique questions that might come up. CPABC provides a fantastic framework that empowers us as volunteers to step up, feel fully prepared, and confidently deliver meaningful education.

"Our partnership with the Greater Vancouver Food Bank is very important. We believe everyone deserves access to financial education, and it's through partnerships with community organizations like the GVFB and dedicated volunteers like Erin that we continue to extend the reach of the CPA Financial Literacy Program and help build stronger and more financially confident communities across the province."

—CPABC President & CEO
Lori Mathison, FCPA, LLB

Arif: The FRESH Start experience with CPABC has been monumental. To date we've provided seven classroom sessions on a variety of topics to 150 individuals, ranging from seniors to parents of young children. The FinLit team at CPABC has been incredibly professional, punctual, and concise with their communications, and the CPA volunteers have delivered classroom sessions that have been engaging and impactful. We are always excited to have the team deliver these sessions.

Arif, what has been the impact for your clients?

Arif: What we have seen is clients leaving sessions relieved, motivated, and prepared to take control of their finances and become self-sufficient. Looking ahead, we hope to see clients build up their savings, improve their credit ratings, lessen their consumer debt, and potentially even invest some of their earnings to develop some passive income.

Erin, what has been the impact for you as a volunteer?

Erin: This volunteering journey has been deeply fulfilling. Beyond the immense satisfaction of giving back to my community, it has significantly boosted my public speaking confidence. Explaining complex financial concepts to diverse audiences has sharpened my communication skills, proving that sharing our professional knowledge not only strengthens the community but also fosters immense personal and professional growth. ■

CPA FinLit Program: Protecting the Public Through Financial Education

As November is Financial Literacy Month, we'd like to highlight the ongoing efforts of those involved in the CPA Financial Literacy (FinLit) Program. Every number listed below was reached thanks to the dedication of CPA volunteers. In collaboration with CPABC staff and community organizations, these volunteers are helping communities build financial confidence, make informed decisions, and improve their financial well-being—all while advancing the profession's enduring commitment to protecting the public.

Overall program stats

The impact of the CPA FinLit Program continues to grow as we keep expanding our reach to communities across BC and the Yukon. Since the launch of the program in 2013:

- **1,400+** CPAs have volunteered as presenters;
- **3,400+** in-person and virtual sessions have been held; and
- **85,000+** attendees have participated.

Indigenous course stats

CPABC continues to prioritize the development of Indigenous FinLit programming to empower Indigenous learners with tailored courses and meet the needs of Indigenous communities. To date:

- **143** sessions have been held for Indigenous communities;
- **2,000+** attendees have participated; and
- **37+** Indigenous communities and organizations have been reached.



"As a Knowledge Keeper from Lower Similkameen Indian Band, I love to share my expertise, teach, and learn from others by volunteering with the CPA Financial Literacy Program."

—Shelley R. Bevz, CPA, CA, FinLit volunteer



"This program provides valuable financial education to diverse groups who might not otherwise have access to accounting professionals. If you believe in the importance of financial literacy, I highly encourage you to support this initiative!"

—Alison Bepple, CPA, CGA, FinLit volunteer



Alina Huang is a senior tax manager at PwC in Vancouver, where she specializes in Canadian corporate tax compliance and advisory services.

EIFEL in Practice: New Guidance, Emerging Risks, and Lessons from Filing

By Alina Huang, CPA, CGA



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After two compliance cycles, Canada's excessive interest and financing expenses limitation (EIFEL) rules are no longer simply a technical project for tax departments. Filing experience, legislative amendments, and new guidance from the Canada Revenue Agency show that the EIFEL regime can affect financing decisions and compliance processes across an organization.

The rules generally limit a taxpayer's deductible net interest and financing expenses to 30% of adjusted taxable income. Interest expenses denied by the EIFEL rules, known as restricted interest and financing expenses (RIFE), may be carried forward indefinitely, while unused capacity can be carried forward for three years and, in certain circumstances, transferred within an eligible group.

That basic description understates the practical and compliance challenges involved, however, as EIFEL can apply to much more than conventional loan interest. In fact, some of the most important recent developments in this area concern transactions that finance teams may not initially view as financing.

A filed return may not be the final answer

A key lesson from EIFEL compliance is that it can be risky to consider a standalone taxation year's Schedule 130 in isolation. Current-year calculations depend on attributes carried forward from earlier years, including RIFE and cumulative unused excess capacity (CUEC). An error in an earlier filing can therefore affect deductions, elections, attributes, and tax provisions in several subsequent periods.

The CRA has suggested that a missing or materially deficient Schedule 130 may not fulfil the taxpayer's obligation to provide the prescribed information, with the result that the year may remain open for EIFEL purposes longer than expected. This means that filing an amended Schedule 130 to correct errors or omissions has limitation-period consequences and a potential tax impact.

Later events may also reopen earlier calculations. For example, if a corporation carries a loss back to a prior year, it needs to submit a revised Schedule 1 and Schedule 130 for the prior year. This can be the case even if the corporation didn't originally file a Schedule 130 in the prior year because it was considered an excluded entity at the time; the carryback means that this exemption may no longer apply (for example, in the case of the carryback of a financing-related capital loss).

Furthermore, reassessments affecting pre-regime losses may require an amended transitional election. The amendment will have to be made under the transitional rules in accordance with the conditions of Bill C-59 (2024) 7(2)(e) or (g). Where the amendment is available only under paragraph (g), the Minister of National Revenue will need to be satisfied that the circumstances are just and equitable before granting permission.[1]

Amalgamations, wind-ups, and loss-restriction events can also disrupt CUEC continuity. The CRA has indicated that incorrect prior-year CUEC should be corrected through amended schedules rather than simply overridden in the current year.

For finance teams, the message is straightforward: Maintain an EIFEL continuity schedule alongside the tax return and deferred tax working papers. Each year's RIFE, CUEC, transfers, elections, and subsequent adjustments (for example, from CRA reassessments of tax returns) should be traceable to the filed forms. This will turn EIFEL from an annual reconstruction project into a manageable rolling process.

[1] See: **parl.ca/DocumentViewer/en/44-1/bill/C-59/royal-assent**, part 1, section 7(2)(e) and (g).

Interest is becoming an economic question

The most significant theme emerging from the CRA's guidance is substance over form when interpreting the broadly drafted paragraphs of interest and financing expenses (IFE) and interest and financing revenues (IFR) that capture certain "economic equivalents" to interest.[2] An amount need not be described as interest—or even arise under a conventional loan—to increase IFE.

The CRA's EIFEL advance income tax ruling illustrates this point. In ruling 2025-1063831R3, a taxpayer received prepayments under physically settled commodity forward sale agreements.[3] Part of the resulting loss represented the economic cost of receiving cash before delivering the commodity; another part reflected movements in commodity prices. The CRA concluded that the financing-cost component was IFE, while the market-related sale loss was not. The lesson here extends well beyond commodity businesses, as this ruling shows that a single contract or accounting balance may need to be separated into operating and financing components, with a facts and circumstances analysis that can depend on the drafted contractual arrangements.

Additionally, characterization is not necessarily symmetrical for the parties to an arrangement. For example, payments to an arm's-length counterparty to hedge the interest-rate exposure on a borrowing may increase or decrease the borrower's net IFE; and the corresponding receipts are not necessarily IFR to the arm's-length hedge counterparty. There is a requirement that the amounts be linked to an underlying borrowing (or loan) or other financing of the taxpayer (or a person or partnership not dealing at arm's length with the taxpayer). This emphasizes the importance of analyzing each transaction from the perspective of each separate Canadian taxpayer.

[2] Canada Revenue Agency, "Supplemental Instructions and Guidance for Filing Under the Excessive Interest and Financing Expenses Limitation Rules," **canada.ca/en/revenue-agency**. Modified June 3, 2026; accessed October 5, 2026.

[3] Tax Interpretations, "2025 Ruling 2025-1063831R3 – EIFEL Ruling," Legislative Reference: 18.2(1).

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* Dorin Bogdan Mihalache is a CPA, CA, in the province of Alberta.

EIFEL's next phase is less about learning another tax form and more about connecting tax, treasury, accounting, and legal information. This connection is increasingly a systems question rather than a staffing one.

The upshot is that finance and tax teams should flag commodity prepayments, foreign-currency borrowing, derivatives, leases, and other structured arrangements for separate analysis. The legal description and accounting presentation may be relevant, but neither will necessarily determine the EIFEL result.

Welcome relief for ordinary trade balances

Recent CRA guidance is more accommodating for routine trade activity, as foreign-exchange gains and losses on ordinary trade receivables and payables generally are not included in IFE or IFR. And if trade-related foreign exchange was included in an earlier EIFEL calculation and affected RIFE or CUEC, an amendment may be appropriate.

Default interest and contractual interest remain within the relevant calculations, and a trade contract could contain a financing component in unusual circumstances. Long-outstanding intercompany balances deserve particular attention, because an amount that began as a normal trade payable may become harder to characterize in this way if it remains unpaid beyond ordinary commercial terms.

Organizations should therefore ensure that their general ledgers can distinguish trade-related foreign exchange from foreign exchange gains or losses arising on debt, derivatives, and other financing. In short, a single undifferentiated foreign exchange account may no longer provide enough information to report EIFEL to the CRA.

Legislation and forms continue to evolve

Bill C-15, which received royal assent on March 26, 2026, provided the ability to late-file certain additional EIFEL elections, including:

- The excluded-interest election;
- The specified pre-regime loss election; and
- The election to forego a foreign accrual property loss.

It did so by bringing these elections within the late-filing procedures in Regulation 600. While this creates a potential remedy for a missed election, it does not allow for an automatic extension, as the applicable conditions, explanation, and potential penalties still need to be considered.

Another change involves the administrative burden, some of which the CRA has reduced. Starting in February 2026, corporations making the specified pre-regime loss election no longer need to file Form T2228 for taxation years beginning on or after October 1, 2023; the election is instead reflected directly on Schedule 130. Reporting requirements for the group-ratio and foreign-affiliate election forms have also been simplified somewhat.

From compliance exercise to data discipline

Two compliance cycles in, EIFEL should now be treated as an ongoing data and forecasting process. For taxpayers, a useful annual review includes undertaking an exercise to:

- Reconcile IFE, IFR, RIFE, and CUEC within continuity schedules;
- Separate trade, debt, and hedging-related foreign-exchange amounts;
- Identify embedded financing costs in commercial arrangements;
- Review whether prior-year schedules require amendment;
- Model whether RIFE will realistically be deductible in future years before refinancing;
- Review elections and loss carrybacks before returns are filed;
- Confirm partnership and trust allocations of IFE, IFR, and adjusted taxable income;
- Review the treatment of foreign affiliate financing expenses and revenues; and
- Test the group ratio against the fixed ratio each year.

Audit activity remains at an early stage. The CRA has only recently begun reviewing the first years of filings in any depth. More granular questions, and the practical learnings that follow, should be expected over the next few years. With no judicial guidance yet, the CRA's rulings and interpretations are the best available indicator of how the rules will be administered; thus far, these rulings and interpretations indicate that economic financing costs will attract attention even in contracts far removed from a traditional loan.

Therefore, EIFEL's next phase is less about learning another tax form and more about connecting tax, treasury, accounting, and legal information. This connection is increasingly a systems question rather than a staffing one. The regime asks for data that is detailed beyond what the tax function has historically needed to provide—for example, foreign exchange split by source, the financing component of commercial contracts, and, for companies with large lease portfolios, the deemed interest element of every lease that is not an excluded one.

Extracting the information manually each year will be a slow process that is difficult to review and hard to reproduce if the year is later reassessed. Ultimately, organizations that build automated processes around this will be better positioned to defend their filings and avoid discovering an unexpected interest restriction after a transaction is completed. ■

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PD EXPERTS

Why Organizations Need to Rethink Their Approach to Resilience

By Dr. Marie-Hélène Pelletier



Marie-Hélène Pelletier is an award-winning workplace mental health expert, psychologist, executive coach, and sought-after speaker. She is also the author of *The Resilience Plan* and a widely published thought leader in the field of workplace psychology. As one of the few workplace psychologists to hold both a PhD and an MBA, she brings a rare blend of clinical, research, and business expertise to her work helping leaders and organizations strengthen performance, resilience, and decision-making in times of change.

This piece is adapted from the article "Why Resilience Is No Longer Optional," which was published in the CPABC Newsroom on August 26, 2026, along with a *Coffee Chats with CPABC* podcast episode.

Traditionally, the thinking and research around resilience has focused on individuals, but it would be a mistake for organizations to continue thinking about resilience the way they did 10 or 20 years ago. Today's complex environment—full of rapid change, economic uncertainty, and increasing demands—requires a different approach.

We need to shift from viewing resilience as an individual trait to understanding it as a concept that involves the entire organization. This means supporting resilience at all three levels of the workplace—the organization, the team, and the individual—through systemic processes, strategies, and frameworks. Doing so allows us to support resilience on a larger scale.

But what does this look like in practice? Rather than asking employees to simply manage stress better, we need to examine whether workloads, processes, or unclear expectations are contributing to the problem. Burnout, for example, signifies a problem in the relationship between the individual and their workplace, and one major contributor to burnout is workload. So, instead of focusing on the individual, try having an open conversation with your entire team to identify friction points or parts of processes or projects that generate significant stress or demands. You can then better document, support, and improve those areas.

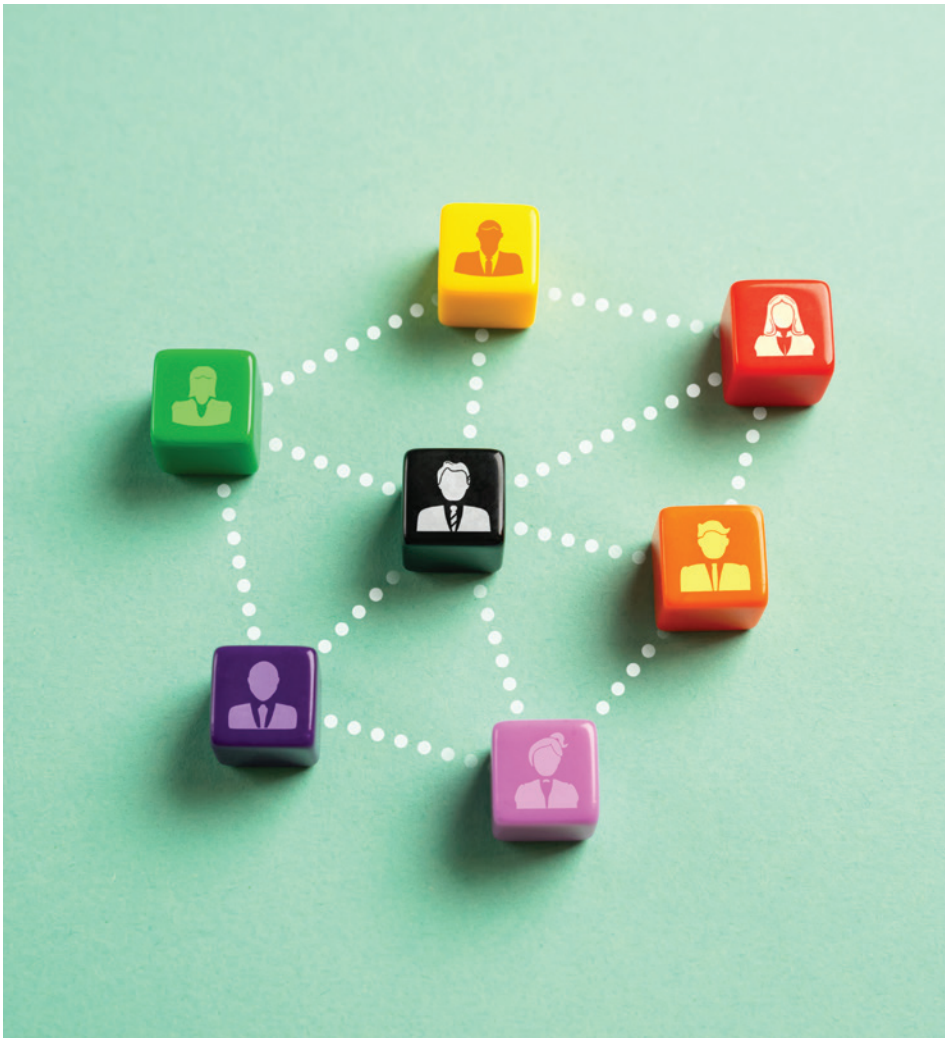
Another way to support employee well-being is by developing a mental health strategy and integrating this into your existing business strategy. This can be done internally and is feasible for small organizations as well as large corporations. The key is alignment—look at your business strategy and then build a mental health strategy that supports it.

For example, imagine a business that is planning significant growth in the coming year. Leadership knows this growth will be exciting but also demanding on their workforce. They could start building their mental health strategy by asking, "What are three key pillars we should invest in to sustain the best possible mental health for our people during this transitional period?" One pillar could be increased communication about existing supports, such as employee and family assistance programs, counselling programs, and mental wellness benefits. Another pillar could be increased engagement, such as involving employees in planning or decision-making related to the organization's growth. A third pillar could be training managers on how to lead with empathy and monitor for signs of burnout.

Then, for each pillar, I recommend defining two to three concrete supportive actions that will be implemented in the next year. For example, you could increase communication about existing mental health supports by discussing these supports at town hall meetings, adding a mental health section to the company intranet, and/or sending quarterly emails highlighting specific benefits.

Additionally, organizations can help employees build resilience by supporting their learning agility.[1] In the past, professionals could spend years developing expertise and eventually reach a point where they knew almost everything about a specific area of practice, but today, knowledge evolves too quickly to achieve that state. Learning agility is a concept that recognizes expertise while also emphasizing continual development and adaptation. Stretch assignments, cross-training, skills-gap assessments, and professional development programs are some of the strategies organizations can use to support the learning agility of individuals and teams.

[1] Neelie Verlinden, "Learning Agility: What HR Professionals Need to Know," **aihr.com/blog/learning-agility**, September 28, 2020.



Andrii Yalanskyi/iStock/Getty Images

Resilience affects our ability to make ethical decisions, exercise good judgment, and maintain job satisfaction and productivity. As such, it's something organizations should actively build and support. These are just a few of the practical steps that organizations can take. I'll be sharing more during my keynote address at the upcoming CPABC Infinite Conference. ■

MORE FROM THE AUTHOR

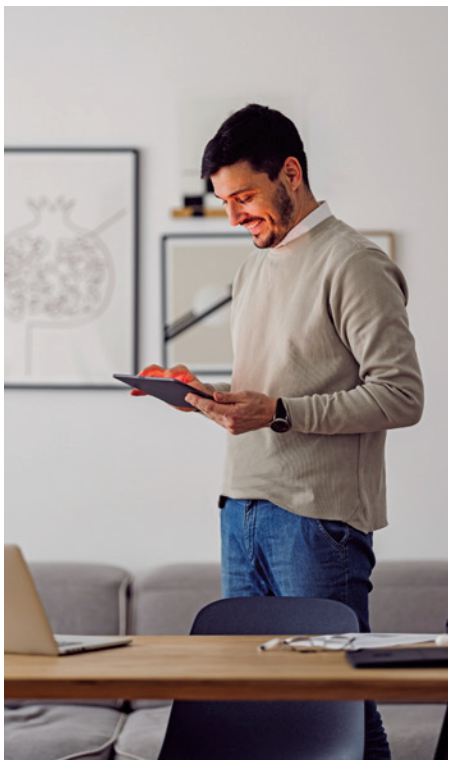
Marie-Hélène will be presenting the opening keynote session "Resilience and High-Stakes: Harnessing the Opportunity of the Moment" on Day 2 of CPABC's Infinite Conference (November 27). Visit **pd.bccpa.ca/infinite** for details.

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Corporate Tax – Update 2026
November 16 | Vancouver
November 17 | Vancouver
November 18 | Vancouver
January 13, 2027 | Vancouver

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November 17 | Vancouver

Rapid Dashboard Development with Power BI Desktop
November 17 | Vancouver

Income Tax – Advanced and Emerging Issues in Investment Income
November 18 | Vancouver

Income Tax – Everyday Issues for General Practitioners
November 20 | Vancouver



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PSAS – Update 2026
November 19; December 15

Management Accounting – Fundamentals
November 23-24

Controllership – Strategic Leadership
December 8-9

PSAS – Review of the Standards
December 9-10

TAXATION

Income Tax – Planning for Business Succession
December 3-4

Corporate Tax – Investment Income
December 7; February 8, 2027

Income Tax – Everyday Issues for General Practitioners
December 8-9; February 8-9, 2027

Income Tax – Owner and Manager Compensation
December 7; December 14

Corporate Tax – Purchase and Sale of a Business
December 15-16

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ANNOUNCEMENTS AND ACCOLADES

Kudos!



Carter Hawke, CPA, CA, was recently appointed as MNP's regional managing partner for BC's Lower Mainland, leading the firm's offices in Surrey, Langley, and Port Moody. He has more than a decade of experience advising private enterprise clients in a variety of industries, with a focus on real estate, construction, and manufacturing.



Simone Sangster, CPA, CA, was recently appointed as associate vice-president of finance at the University of the Fraser Valley. She has over 20 years of senior financial leadership experience in public education and non-profit governance, and previously served as secretary-treasurer for the Chilliwack School District.



Have some news to share?

We'd love to hear from you.
Email us at **infocusmag@bccpa.ca**.

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Annual Golf Tournament Turns 65!

CPABC held the 65th annual CPA Golf Tournament at Mayfair Lakes Golf & Country Club in Richmond on Thursday, August 27. Attended by 134 golfers, along with a handful of dinner guests and sponsors, this milestone event featured plenty of friendly competition and networking on and off the green.

The skies were unpredictable, but the rain held off just long enough for players to enjoy 18 holes without full rain gear. A celebratory dinner followed, highlighted by speeches, prize draws, and an awards presentation. Rianna Lachance, CPA, CA, CPABC's executive vice-president of operations and CFO, presided over the trophy ceremony, presenting awards in the following categories:

- Men's Low Gross – **Tyler Lewis**;
- Team Low Scramble (Len Peterson Memorial Trophy) – **Kate Furber, FCPA, FCA; Nick Furber; Stewart Call; Matt Fremon**;
- Ladies' Long Drive – **Catherine Nogueira, CPA, CMA**;
- Men's Long Drive – **Tony Elliot, CPA, CA**;
- Ladies' KP (closest to the pin) – **Catherine Leung**; and
- Men's KP – **Brett Matushewski, CPA, CA**.

CPABC would like to thank all of the members, firms, and organizations who contributed prizes to the tournament, with a special thank you to the following:

- Drink sponsors: **Lindsay Kenney LLP**;
- Hole sponsors: **Adaptive, Aston Carter, InsureCPA, Red Rhino**, and **Strive Recruitment**; and
- Long-time tournament organizer: **Ben Moxon, CPA, CA**!





Top left: Swag bags at the registration table. Top right: Long-time event organizer Ben Moxon, CPA, CA, greets guests. Below (l to r): Sandy Parcher, manager of CPABC's executive office; Bill Chan, CPA, CPABC board treasurer; and Rianna Lachance, CPA, CA, CPABC's executive vice-president of operations and CFO.



CHAPTER EVENTS

Strengthening Community One Game at a Time

Over the past few months, CPABC's North Shore/Sunshine Coast, Okanagan, Kamloops/Cariboo, Prince George/Central Interior, Kootenay West, and Upper Vancouver Island chapters brought members and guests together for a series of successful golf events that combined networking, recreation, and community building.

From scenic rounds at Nicklaus North in Whistler, Gallagher's Canyon in Kelowna, and Mount Paul in Kamloops, to an indoor event at Prime Golf in Nanaimo, participants enjoyed welcoming and engaging experiences designed for golfers of all skill levels. Whether participants were tackling the fairways, competing in putting challenges, or playing in state-of-the-art simulation bays, these events helped create fun, inclusive atmospheres where attendees could connect with fellow professionals to enhance existing relationships and build new ones.

Strong participation across the province highlighted how chapter events strengthen local CPA communities by fostering meaningful connections and camaraderie.

All six chapters would like to thank everyone who came out to support these events. Chapter leaders look forward to building on this momentum with future opportunities that enable members to enjoy time together both on and off the course.











1 & 2: Participants in the Kamloops/Cariboo tournament take in sunny skies at Mount Paul Golf Course & Driving Range. 3-5: Scenes from the Kootenay West Tournament at Birchbank Golf Course, where participants also enjoyed beautiful weather and stunning vistas.

Visit **bccpa.ca/chapter-events** to learn about upcoming chapter events in your area.

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Poe Group Advisors – Available BC CPA Firms

Contact **cpoe@poeroupadvisors.com** if you have any questions about the listed firms below.

Virtual CFO & FP&A Firm for Sale in British Columbia
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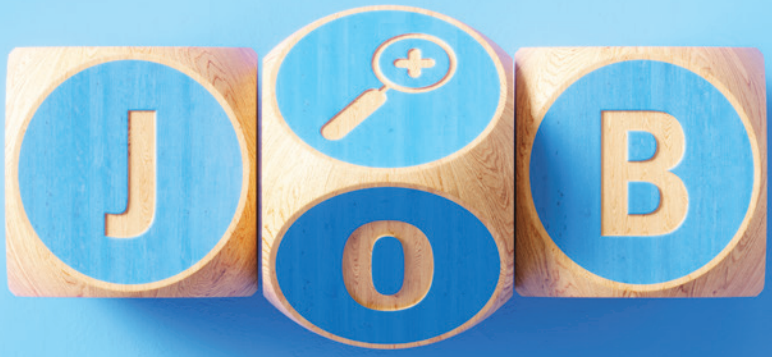
Audit & Accounting Firm for sale in British Columbia
Listing ID: BC2038 | Asking price: $950,000.

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CPA Firm for Sale in British Columbia
Listing ID: BC2036 | Asking price: $400,000.

Relationship-driven, concierge-style practice with strong retention and steady referrals. Owner under 2,000 hours, cash flow approx. 40%. Experienced staff with capacity to grow. Inquire at: **poegroupadvisors.com/practice/bc2036**.

Interested in selling your own firm? Contact **bball@poegroupadvisors.com**.



Job search resources

We offer a number of resources to help CPAs find work and help employers find CPAs:

- Career development events at **bccpa.ca/events**.
- A careers site at **careers.bccpa.ca**.
- An employer network—email **careers@bccpa.ca** to sign up and receive a 25% discount on all Careers Site job postings.

CPA
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SNAPSHOT:

Chris Mullen, CPA, CA

The new job: Director, accounting advisory, Crowe MacKay in Vancouver.

What it entails: "Building meaningful, long-term relationships with First Nations and Indigenous clients to drive sustainable growth, build financial capacity, and support economic self-determination."

Previously: CFO of the First Nations Health Authority.

What motivates him: "I'm inspired by the opportunity to shape my career in a way that enables me to feel fulfilled in what I'm doing, to give back to communities that are important to me, to use my skill set to build capacity, and also to hopefully bring up the next generation of Indigenous CPAs."

On being a member of Gambler First Nation in Manitoba: "Growing up in North Vancouver, I wasn't close to my community. It was actually through my work as a CPA in my early 20s that I started to connect. Today, that sense of pride in and connection to my community are what give me strength."

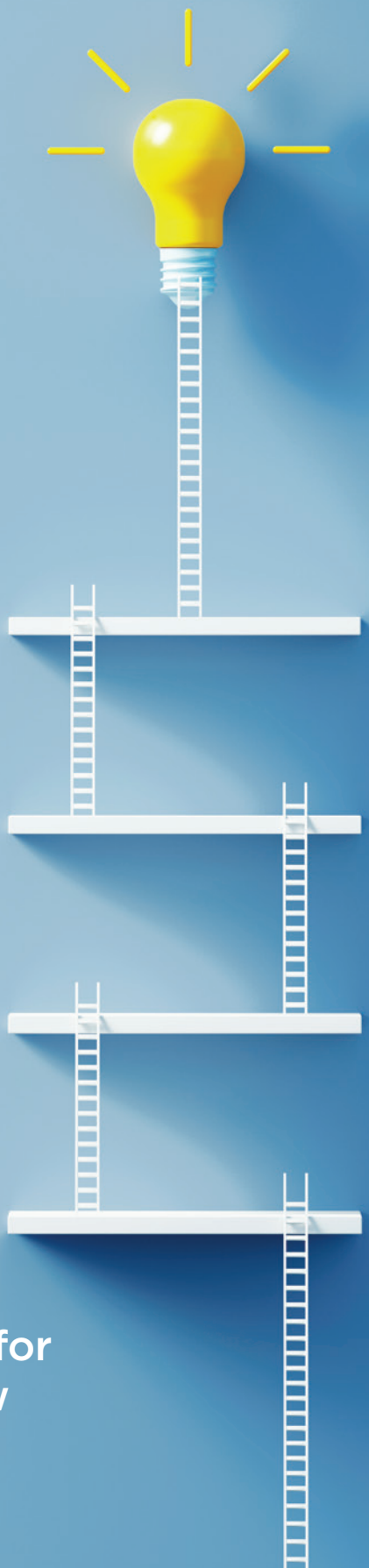
On being a CPA: "Having this designation has really opened the doors for me to support communities that are near and dear to me. I've found a pathway to a career where I can give back to First Nations."

Learn more about Chris at **bccpa.ca/newsroom**.



Bobo Zhao Photography

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