CPABC

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NOVEMBER/DECEMBER 2013



BC's economy and the future for young workers

PM 40062742

CPA CHARTERED PROFESSIONAL ACCOUNTANTS



Left to Right:
Vern Blair, Cheryl Shearer, Robert D. Mackay, Kiu Ghanavizchian, Malcolm Ellison, Gary M. W. Mynett, Chris Halsey-Brandt, Andy Shaw, Jeff P. Matthews, Farida Sukhia

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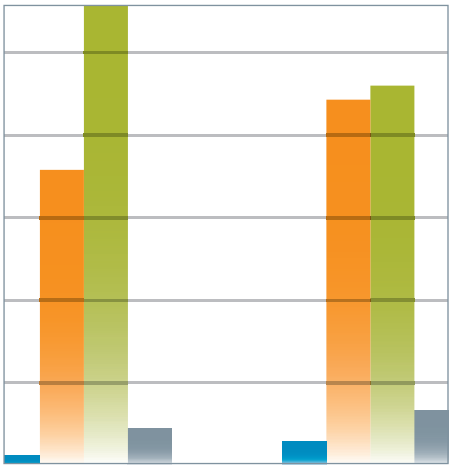
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CPABC INFOCUS

November/December 2013, Vol. 1, No. 2

British Columbia's CA, CGA, and CMA bodies are currently working to unite under the CPA designation. *CPABC in Focus* is their flagship magazine.

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About

CPABC in Focus is published in British Columbia six times a year, and is sent to more than 34,000 CA, CGA, and CMA members, candidates, and students. Opinions expressed are not necessarily endorsed by the ICABC, CGA-BC, or CMABC.

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Notes from the Leadership

By Karen Christiansen, CPA, FCA, Candace Nancke, CPA, FCGA, and Tammy Towill, CPA, CMA, FCMA



Karen Christiansen, CPA, FCA



Candace Nancke, CPA, FCGA



Tammy Towill, CPA, CMA, FCMA

We're pleased to report that progress continues to be made toward the establishment of CPABC. In fact, since launching our first issue of *CPABC in Focus* in September 2013, we've reached two other significant milestones.

First: The ICABC Council, CGA-BC Board, and CMABC Board (the "boards") held a joint meeting on September 19, during which they approved the *CPABC Transition Plan and Integrated Budget* (*Transition Plan*), which lays out the process for integrating the three bodies over the next six months and beyond. At this meeting, the boards also authorized the three of us, as representatives of the ICABC, CGA-BC, and CMABC, respectively, to sign a three-way Joint Venture Agreement. The signing of this agreement formally allows the three legacy bodies to pool resources and begin implementing the *Transition Plan*.

Second: Bylaw changes were approved. The ICABC and CMABC each held special general meetings on September 19, and CGA-BC held its annual general meeting on September 21; at all three meetings, members strongly supported bylaw changes regulating member use of the chartered professional accountant (CPA) designation in BC. What this means is that all legacy members in good standing may now use CPA in conjunction with their legacy designations (CPA, CA; CPA, CGA; or CPA, CMA) prior to legislation being passed. This also brings BC members in line with their counterparts in Ontario and Quebec.

Speaking of branding... we've received early results from the first week of advertising, and are extremely pleased with the impact the campaign has had to date. At the time of this writing, the overall click-through rate for digital advertising was triple the industry average, and the campaign had received more than 5.5 million advertising impressions (this is comparable to placing an ad in Canada's most-read newspaper, the *Toronto Star*, for five days running, and having each person in its entire readership see the ad on each of those days). Clearly, we are well on the path to establishing the CPA designation across Canada. Here in BC, we will continue supporting this campaign through provincial advertising and targeted sponsorships.

To that end, CPABC will be the title sponsor of the Business Council of BC's "BC Business Summit 2013: Building Prosperity through a Competitive Economy," which will be held in Vancouver on November 12 and 13. The event will explore issues of competitiveness, human capital, economic opportunity, and productivity, and will bring expert local, national, and international speakers and panellists together with senior business executives, economic thought leaders, and government officials. We encourage all of you to attend and contribute to the conversation. For those who haven't already signed up, registration information is available at **www.bcbusinesssummit.com**. We hope to see you there.



Left to right: (back row) Transitional Steering Committee members Gordon Ruth, CPA, FCGA; Richard Rees, CPA, FCA; and Vinetta Peek, CPA, CMA, CMA (Hon.), witness as Candace Nancke, CPA, FCGA; Karen Christiansen, CPA, FCA; and Tammy Towill, CPA, CMA, FCMA, sign the three-way Joint Venture Agreement. Photo by Ron Sangha Productions.

Breaking Ground: First Joint Presentation to Budget 2014 Consultations

Another sign that BC's accounting landscape has changed was evident when the profession made its first joint presentation to the province's Select Standing Committee on Finance and Government Services, chaired by MLA Dan Ashton.

Richard Rees, CPA, FCA, the CEO of the Institute of Chartered Accountants of BC and the BC transitional CEO, presented a summary of our *BC Check-Up* report and *Business Outlook Survey* (see pages 12 and 18). He also identified four key areas that require action in the next budget: 1) a tax strategy for liquefied natural gas (LNG); 2) simplification of the PST; 3) a review of the *Budget Transparency and Accountability Act*; and 4) promotion of financial literacy.

While recognizing the economic and tax benefits of LNG, Richard called for clarity around the proposed gas export tax, telling the Committee that the uncertainty is delaying investment decisions.

Echoing earlier submissions, he also called for a simpler, more competitive sales tax, as the major issue for business under the PST is the loss of input tax credits.

"We already know that when businesses are not taxed on investment, they purchase new machinery and equipment and hire and train more people," Richard said, urging the government to consider turning the BC PST into a value-added tax.

While supporting balanced budgets, Richard also told the Committee that it's time to review the 2001 *Budget Transparency and Accountability Act*, as accounting principles—especially the GAAP "matching principle"—have undergone major changes in the past decade. "Following outdated accounting standards can make balancing the budget difficult," he said.

Finally, Richard addressed the monetary health of individual British Columbians and the need to promote financial literacy, saying: "Good financial fitness is very much like having a healthy and fit population. In the absence of high levels of financial literacy, we can expect significant public policy issues and costs."

To read our full submission online, visit the News & Events section of our website at **www.bccpa.ca**.

Providing Lessons in Leadership

On August 21, Eric Gounder, CPA, CGA; Grace Mok, CPA, CA; and Jessica Pursell, CPA, CMA, served as panellists for the Vancouver Board of Trade's Leaders of Tomorrow Mentorship Program. The Program's speaker series focused on lessons in leadership from accounting professionals.



Eric Gounder, CPA, CGA, shares his insights on leadership at the Leaders of Tomorrow speaker series event. Photo by Geoff Livingston of Noravera Visuals.

CMABC Volunteer of the Year Awards

On September 24, 2013, a volunteer appreciation breakfast was held at the Hotel Georgia in downtown Vancouver to thank all CMA members, candidates, and students who gave generously of their time over the past year to help support CMABC initiatives.

At this year's event, four CMAs were recognized for providing outstanding support to Society activities through their work and volunteer hours. Volunteer of the Year awards were presented to: Mia Maki, CPA, CMA, FCMA; Jessica Pursell, CPA, CMA; and Judith Watson, CPA, CMA, FCMA. In addition, a Lifetime Achievement Award was presented to John Mould, CPA, CMA, FCMA, for his years of service. Profiles of these latest award recipients are available online at: **http://blog.bccpa.ca**.



Volunteer of the Year honourees Judith Watson, CPA, CMA, FCMA (left) and Jessica Pursell, CPA, CMA (right), with CMABC chair Tammy Towill, CPA, CMA, FCMA.

Sponsorships & Events

In September and October, the ICABC, CGA-BC, and CMABC sponsored or attended a number of industry events promoting the CPA designation. These included: a BC Chamber of Commerce BC Cabinet Ministers breakfast series event (September 9); a CMA Innovation Centre event where the "Evolution of Markets" was the focus of discussion (September 24); a Small Business MLA luncheon featuring Minister Naomi Yamamoto, the BC Minister of State for Tourism and Small Business (October 10); the Vancouver Island Economic Alliance Conference (October 29-30); and the 2013 Webster Awards Dinner (October 30).

The ICABC, CGA-BC, and CMABC also sponsored or attended a number of events on campus. These included: the UBC Commerce Undergraduate Society Business Week (September 12); UBC Okanagan Career Days (September 19); the UVic Workplace Skills Conference (September 20-21); the SFU Big Career Fair (September 24-26); the UBC Career Fair (October 2-3); and the UNBC Career Fair (October 23). In addition, CPA information sessions were held on university and college campuses throughout British Columbia.





1. L to R: Gordon Ruth, CPA, FCGA; the Honourable Naomi Yamamoto, Minister of State for Small Business; Candace Nancke, CPA, FCGA; Vinetta Peek, CPA, CMA, CMA (Hon.); Cindy Choi, CPA, FCGA; and David Sale, CPA, FCGA, at the Small Business MLA luncheon.
2. CGA-BC chair Candace Nancke, CPA, FCGA, with Todd Stone, the Minister of Transportation and Infrastructure, at the BC Chamber of Commerce BC Cabinet Ministers breakfast series event.



Honouring service in the profession at the CMABC Volunteer of the Year Awards event in Vancouver.



L to R: Cristina Barbata, CMABC senior coordinator, events & member services, with Vancouver Chapter chair Laura Thomas, CPA, CMA, and vice-chair Derek Johnson, CPA, CMA.

Volunteer Award event photos by Jay Shaw Photography.

View more event photos on CPABC's Flickr page at **flickr.com/cpabc/sets**.

CPA Fall Recruit Program

On September 5 and 6, 2013, over 1,100 students and recent grads from all over British Columbia flocked to the Vancouver Convention Centre to attend the annual Mid-Size Firms & Industry and National Firms recruiting events in hopes of landing an articling position with one of the participating approved training offices.

The Mid-Size Firms & Industry Recruiting Event took place on September 5, and featured representatives from D&H Group, Davidson & Company, DMCL, ICBC, James Stafford, KNV, Mackay, Manning Elliott, MNP, the Office of the Auditor General of British Columbia, the Office of the Auditor General of Canada, Smythe Ratcliffe, TELUS, and Wolrige Mahon. The National Firms Recruiting Event was held the following day, and featured reps from BDO, Deloitte, Ernst & Young, Grant Thornton, KPMG, and PwC.

Recruiting events also took place on Vancouver Island and in BC's Interior region in mid-September.

As is the case every year, the event days were followed by an application and interview period, and then a one-week offer period.

Our thanks to everyone who participated in the fall recruit, and our congratulations to the students who received articling offers!



Students and company/firm reps network at the two-day Fall Recruit event in Vancouver. Photos by Brian Hawkes Photographic Inc.







Sharing Career Experiences at Industry Speakers Panel

The Young Professionals Forum hosted an Industry Speakers Panel on October 1 at the Sutton Place Hotel in Vancouver. Over 85 members and students came out to hear panellists share their career experiences. Among the panellists were: Ryan Barrington-Foote, CPA, CA, managing director of accounting with Jim Pattison Group; Ali Pejman, CA, managing director of Canaccord Genuity; Irfan Shariff, CPA, CA, CFO of Spur Ventures and CFO/corporate secretary of Oceanic Iron Ore Corp.; and Ken Sim, CA, co-founder of Nurse Next Door and Rosemary Rocksalt Bagels; with Greg Campeau as moderator.

The event was organized by four Forum members: Shoaib Ansari, CPA, CA; Adrian Dastur, CA, CGA; Ainslie Muzzin, CA; and Mirza Rahimani, CPA, CA.

"The event was a great learning opportunity," says Shoaib Ansari. "I enjoyed listening to the diverse career stories as told by highly successful members." Ainslie Muzzin agrees: "It was interesting to hear the panellists' perspectives on leadership, mentorship, and their transitions into different roles." Adrian Dastur adds: "Working in my first industry role, I could relate to the speakers' early experiences. They were fantastic."

"We were fortunate to have these panellists and moderator participate," says Mirza Rahimani, "and we appreciate their time and efforts in making the event valuable to young professionals."



The organizers would like to give special thanks to the event sponsor, CA Insurance Plans West.

CPA Programs Launch in BC

On July 29, 2013, the CPA Prerequisite Education Program (CPA PREP) was launched in BC, with 164 registered BC students. Module 5: Intermediate and Advanced Financial Accounting is the first module being offered, with classes being held in Vancouver and Burnaby; a distance education option is also available. For more information on CPA PREP, visit **goCPAbc.ca**.







L to R: 1. Stephanie Munsie, Caterina Lee, Jerry Huang, Tony Yacowar. 2. Christina Lu and Ramona Nejatghafari. 3. Shawn Roy and Jennifer Hen. Photos by Erich Saide Photography.

Upcoming events

Vancouver Social Networking Group – Icebreaker: The Social Networking Group invites all CAs, CGAs, and CMAs to its "Icebreaker" social networking event on November 13. For further event details, visit the events section under the "Members" tab at **www.bccpa.ca**.

Young Professionals Forum – "The Power of Personal Branding": On November 26, the Young Professionals Forum will be hosting two free sessions on personal branding with guest speaker Karen Wensley. Participants have the option of choosing either a breakfast or luncheon session. Registrations are now being accepted. Visit the events section under the "Members" tab at **www.bccpa.ca** to download a registration form.

For more event listings, visit the events section at **www.bccpa.ca**.

Notes on Licensing

Pursuant to its meeting of September 20, 2013, the ICABC's Practice Review & Licensing Committee announces that the following public practice firms are now closed:

Firm Name	City
ACAL Group	Vancouver
Breakwater Accounting Advisors LLP	Vancouver
Chartwell Business Solutions	West Vancouver
Gordon C. MacFayden, CA	Kamloops
Zhu & Co. Chartered Accountant Professional Corporation	Burnaby

Top Marks

Congratulations to Joshua Peligal, Tenhon Tran, and Ken Choi for achieving top marks (first, second, and third, respectively) on the August 2013 CMA Strategic Leadership Program Case Exam.

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- Flickr.com/cpabc

CPABC publications are now online



Digital editions of *CPABC in Focus*, *BC Check-Up*, *Industry Update*, and *CPABC eNews* are available at **www.bccpa.ca** under the Publications tab.

Student & Candidate Resources



This section of *CPABC in Focus* is dedicated to providing legacy students and CPA candidates with information on resources, events, and opportunities to connect with CPABC.

CPA Prerequisite Education Program (PREP)

Module 6: Corporate Finance

- *Registration deadline - November 11*
- *Classes begin - November 18*
- *Final evaluation - January 4, 2014*

Module 7: Audit and Assurance

- *Registration deadline - December 23*
- *Classes begin - January 6, 2014*
- *Final evaluation - March 1*

Module 5: Financial Reporting (winter 2014 intake)

- *Registration deadline - December 20*
- *Classes begin - January 13, 2014*
- *Midterm evaluation - March 22*
- *Final evaluation - May 3*

CPA Professional Education Program (PEP)

The summary schedule of 2014 module offerings for CPA PEP is now available at **www.cpalearningwest.ca**. Key dates for Core Module 1:

- *Evaluation date - November 22*
- *Results released - December 13*

CMA Strategic Leadership Program (SLP)

SLP Year 1 (winter 2014 intake)

- *Registration deadline - December 20*
- *Orientation - January 11, 2014*
- *Module 1 interactive session - March 1 & 2*

Social media

CPABC has launched corporate and recruiting social media sites and blogs. For social media links, visit the CPABC website at **www.bccpa.ca** and the recruiting website at **www.goCPAbc.ca**.

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Female Talent Management: Toolkit for Organizations

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WOMEN'S **LEADERSHIP** COUNCIL

The Women's Leadership Council of the Chartered Professional Accountants of Canada (CPA Canada) is a voice for women professional accountants. We act as a catalyst for change, promoting a work environment within the profession that provides for the retention and promotion of women to positions of leadership without bias, unintended or otherwise, based on gender.



Cover Story
By Kerri Wilcox

Based on a Report by Chisholm Consulting

The State of the Economy and the Future for Young Workers

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Since 1999, the ICABC has released the *BC Check-Up*, an annual report that evaluates British Columbia's overall economic health. With the unification of BC's three professional accounting bodies now under way, research gathered for the report will inform CPABC's public policy recommendations to government, and will drive public affairs activities that promote the business and economic expertise of the broadened membership. This year's *Check-Up* reviews the state of the province's economy in 2012, and forecasts where we're going in 2013. The report focuses on key economic drivers, and assesses how current market trends will affect the outlook for young workers.



A digital edition of the *BC Check-Up* is available at **www.bccpa.ca** under the Publications tab.

Investment cooled, but solid economic fundamentals maintained

While BC's economy has largely recovered since the 2009 recession, there was a slowdown in economic expansion last year. Our province's real GDP growth rate declined from 2.6% in 2011 to 1.7% in 2012.[1] This was due to several factors, most significantly a decline in the value of exports, a slowdown in the housing market, and a reduction in government spending. In addition, lower than expected natural gas and mineral prices affected resource company revenues and reduced the royalties collected by the provincial government. One bright spot was the renewed demand for BC softwood lumber in the US, resulting from increased housing construction activity.

Job creation in BC faltered in late 2012, contributing to an ongoing flattening of retail spending. Slowing population growth rates were also a factor, with 2011 and 2012 marking the slowest population growth rates (slightly over 1%) BC has recorded since 2006. This statistic corresponded with annual in-migration rates well below those seen between 2004 and 2010.[2]

While the aforementioned factors threw a shadow on growth in 2012, the solid fundamentals of our provincial economy were maintained. These fundamentals are as follows: a comparatively low unemployment rate, a rising proportion of educated workers in a growing array of new information and technology-based businesses, a government committed to fiscal prudence, and unrivalled natural resources. The resurgence of the provincial softwood lumber industry also generated new jobs in manufacturing last year, and many energy and mining projects were proposed or initiated.

Some hiccups in BC's progress

In 2012, BC's business labour productivity declined by 1.6%; however, the five-year trend was better, with a 2.8% increase between 2007 and 2012. In addition, BC's employment in the sciences sector rose by 0.2 percentage points (ppt) in 2012, driven to some extent by the diverse and burgeoning "other services" sector.

The province saw a decline of 5% in the value of its exports per worker in 2012, reflecting dampened energy and metallic mineral prices, and the government debt-to-GDP indicator rose for the fifth year in a row (up 0.7 ppt to 17.2%).

[1] Statistics Canada, "Gross domestic product by industry: Provinces and territories, 2012," *The Daily*, April 26, 2013.

[2] BC Statistics, *BC Regional District Migration Components*, July 2013.

In 2012, BC's job creation rate was 1.7%; this signified an increase of 37,800 jobs, leading to a total of 2.3 million. Employment in the goods-producing industries grew by 2.6%, as the resurgence of the forest product industry—softwood lumber in particular—created new jobs in manufacturing.

BC's unemployment rate declined by 0.8 ppt, dropping to 6.7% last year; while this was the third consecutive year in which the unemployment rate declined, this statistic remains above pre-recession levels. Unfortunately, BC's youth unemployment rate stayed above 13% for the fourth year in a row—a lingering effect of the last recession.

In 2012, labour force educational attainment rose by 0.7 ppt, reaching 66.6%, and the most rapid growth (15.8%) took place among workers with postgraduate degrees, reflecting the burgeoning information and high-technology sectors.

Consumer debt per capita rose by 2.9% in 2012, but this increase was well below the growth rate in the national average (4.2%); moreover, the long-term unemployment rate declined by 0.1 ppt, reversing the trend of the previous three years and heralding improved conditions for many displaced workers and their families. Government health care spending per capita rose by 1.9% in 2012, and signalled that the provincial government continues to make health care a priority.

Where are we going?

Exports are expected to lead BC out of its late 2012/early 2013 rough patch.[3] Merchandise exports during the first five months of 2013 were 4.2% higher than during the same period in 2012, due primarily to demand growth in the US and China, with wood products showing the greatest percentage gain (up 35%).[4] Continued export growth throughout 2013 should kindle job creation and consumer spending in BC, both this year and next. RBC is predicting a real GDP growth rate of 1.6% in 2013 and 2.7% in 2014.

Focus Piece: The Challenge for Young Workers

Given continued high levels of youth unemployment, we wanted to review current labour market trends, and assess their impact on young workers.

The nature of the labour market has changed over the past generation. The notion of job security has become dated, as most workers today expect to have several careers in their lifetimes. Many will change occupations, either to advance or stay employed. In addition to facing more competitive labour market conditions, today's new workers are also encountering unprecedented levels of personal debt, both within their families and among their peers.

So what are the prospects for young workers today and what does this mean for their future?

Key trends in the labour market today

Youth unemployment

As the unemployment rate for youth generally exceeds the rate for the general population, young workers continue to be hardest hit during recessions or economic downturns.

The unemployment rate for BC youth (workers age 19 to 24)[5] rose from 6.1% in 2007, to 11.1% in 2009. In 2012, the provincial youth unemployment rate in BC was still 10.9%, much higher than the overall provincial average of 6.7%.[6]

[3] RBC, *Provincial Outlook for BC*, June 2013.

[4] Ibid.

[5] *Note:* This age range (workers age 19 to 24) differs from the data used by Statistics Canada to define youth unemployment (workers age 15 to 24), which is why these statistics differ from those cited in our economic indicators section and introduction.

[6] Statistics Canada, *Labour Force Survey 2012*, custom table.

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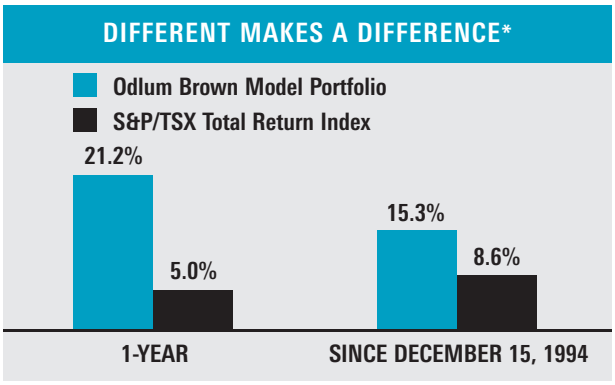
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* Compound annual growth rates are from inception December 15, 1994 to September 15, 2013. The Odlum Brown Model Portfolio is a hypothetical, all-equity portfolio that was established by the Odlum Brown Research Department in December 1994. Trades are made using the closing price on the day a change is announced. These are gross figures before fees. Past performance is not indicative of future performance. Member-Canadian Investor Protection Fund.

The "hollowing out" of the labour market

Since 2008, US employment growth has become polarized, with the highest job creation rates concentrated in either top-tier, high-wage jobs or low-skill, low-wage jobs.[7] During the recession, the most severe employment losses occurred in mid-level, white- and blue-collar jobs; and according to a key US report released in 2010, many of these jobs did not return.[8]

In Canada, the picture is somewhat different. Recent work by TD Bank shows that, while the share of high-paying occupations has grown, the shares of both middle- and low-income jobs have lost ground in terms of the growth rate.[9] This decline has been most pronounced in Ontario, Quebec, and the Atlantic provinces.

Clearly the labour force has morphed into something very different from what it was 25, or even 10, years ago. In BC, employment has declined steadily in the resource and manufacturing sectors, reducing the supply of traditional jobs, but has grown in the services sector.



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The employment outlook in BC and the impact of demographics

Approximately 1.03 million job openings[10] are expected between 2010 and 2020, with almost two-thirds of these positions being the result of replacement demand due to the attrition and death of older workers.[11] However, some of these occupational projections may be too high. For example, the BC government predicted there would be 17,290 job openings in educational services between 2007 and 2017 (including teachers),[12] but at present, there are far more public school teachers in the labour market than jobs. Moreover, a growing number of educators are working past 65. Between 2006 and 2007, there were 92 educators in BC over 65 (mostly teachers); in 2011, there were 254.[13]

This gap between predictions and reality is due partly to demographic trends and the fact that workers are staying in their jobs longer than originally expected, pushing retirement past the age of 65. Data from Statistics Canada supports this trend: in 2012, 23.2% of the 65-69 age cohort was employed—a significant increase compared to the 11% employed in 2000.[14] In addition, more retirees are re-entering the labour force as consultants or contractors, which can eliminate the need to hire new workers.

7 David Autor, MIT Department of Economics and National Bureau of Economic Research, *The Polarization of Job Opportunities in the U.S. Labor Market—Implications for Employment and Earnings*, April 2010.

8 Ibid.

9 TD Bank Economics, *Are Medium-skilled Jobs in Canada Experiencing a Hollowing-Out, U.S.-style?* (Special Report), February 26, 2013.

10 BC Ministry of Jobs, *BC Labour Market Outlook (2010-2020): Tourism and Innovation*, January 2013.

11 Ibid.

12 BC Ministry of Advanced Education and Labour Market Development, *Ten-year Employment Outlook for British Columbia: COPS B.C. Unique Scenario, 2007-2017*, August 2009.

13 Gary Mason, "Want bleak? Try getting a teaching job," *Globe and Mail*, April 7, 2011.

14 Statistics Canada, *Labour Force Survey 2012*.


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For new grads and Generation Y[15] workers who are seeking employment outside the trades or professions where deficits exist, it is difficult to find a good entry-level job. This may ease up in the longer term as more workers retire; in the short term, however, young workers are competing not only against each other, but also against older workers who choose to stay employed past age 65.

The trend in wages

In real terms, the average hourly full-time wage for young Canadians is less than what it was 30 years ago. Between 1981 and the late 1990s, real wages for men and women aged 17 to 24 declined steadily, and these wages have only partially recovered over the last decade.[16] A Statistics Canada analysis shows that the key factors suppressing real-wage growth among workers under 24 include lower unionization rates, shorter job tenures, and a reduced presence in both high-paying public service sectors (such as education and health) and high-paying occupations (such as natural and social sciences).[17]

What the trends mean for today's young workers

Late Generation Y workers are victims of bad timing. Many entered the labour market after the economic recession of 2008-2009, a time marked by high unemployment rates. What they found was a highly competitive market, with fewer middle-income jobs.

On the labour demand side, employers now compete globally for talent, and they want employees who can help them maximize productivity—immediately. They now lean towards a more flexible workforce that enables them to cut costs at times of economic or revenue downturns. This flexibility translates into decreased job security and lower salaries.

Chronically high unemployment rates and increased competition for fewer middle-income jobs have also contributed to greater underemployment among young workers. Many are taking on work that is temporary, part-time, or contractual, with no benefits and poor income prospects. Labour Force Survey data confirms that the rate of growth in non-secure employment is increasing at a faster pace among young workers than among older workers.[18]

BC is also seeing a rising number of unpaid internships, with new graduates taking these positions in the hopes of making industry connections and finding full-time, paying jobs. However, many see this growing trend either as an option only available to individuals from high-income families, or a distortion in the labour market.

Faced with the difficulty of securing a stable job with a good income, many 20-somethings continue to live at home while they seek work and/or try to save money. This means a late transition into independence and a delay in establishing families of their own.

What has emerged from this tough new work milieu is a shift in attitudes towards work and careers. Increasingly, companies are neither garnering, nor expecting, worker loyalty. New workers now recognize that they are entering a much-altered labour market with no long-term job guarantees; one where they will need to remain resilient and competitive. They see their career tracks as malleable. Facing these changes, many choose to become self-employed, using their skills to generate their own businesses.

How does this affect the workplace?

Generation Y workers bring new expectations to the workplace, many of which stem from their technological fluency with computers, the Internet, and mobile phones. These expectations include:

- A desire for increased flexibility—one that will allow them to integrate their professional and personal lives;
- Less commitment to routine;
- A preference for collaborative approaches to work and problem-solving; and
- The expectation that the connective and mobile devices they use in their private lives will be available in the workplace.

Accordingly, employers hoping to attract and retain young workers are increasingly offering work environments that support collaborative work, provide more opportunities for teleworking and "unassigned office work space," and blur the distinction between company applications and communication and employees' personal mobile devices.

Economic and financial considerations

Financial literacy and debt

The last 20 years have seen both a massive growth in North American consumption habits and a relaxation of lending practices. These trends, coupled with the aggressive promotion of credit by banks, retailers, and other lenders, have changed the way consumers perceive debt, with many households reducing their savings rates and using credit to make purchases.

The personal debt load per capita (consumer and mortgage debt) rose by 66% in Canada between 2007 and 2012, ballooning to $45,694 from $27,545. And while the growth rate of this indicator was slower in BC over the same five-year period (56.4%), our province continues to have the highest absolute level of consumer debt per capita ($54,793 in 2012).

As a result, many households have heavy personal debt loads, making them highly vulnerable to factors such as unemployment or a hike in interest rates. The spate of foreclosures in the US that were precipitated by the 2008 subprime mortgage crisis illustrated, on a massive scale, the outcome of uninformed and unchecked borrowing.

[15] Those in the workforce who were born between 1979 and 2000.

[16] Rene Morissette, Yuqian Lu, and Garnett Picot, *The Evolution of Canadian Wages over the Last Three Decades* (Statistics Canada Analytical Studies Branch Research Paper Series), March 2013.

[17] Ibid.

[18] Karen Foster, "Youth Employment and Un(der) Employment in Canada—More Than a Temporary Problem?" *Behind the Numbers*, Canadian Centre for Policy Alternatives, October 2012.

Total Consumer Debt per Capita			
Province	**2007**	**2012**	**5-Year Change 2007-12**
Canada	$27,545	$45,694	+65.9%
British Columbia	$39,043	$54,793	+56.4%
Alberta	$29,660	$49,769	+67.8%
Ontario	$28,018	$45,166	+61.2%
Source: Statistics Canada			

Generally, young workers who have grown up in this new financial environment take a different view of credit than previous generations. Those wishing to purchase a home, for example, may hold the perception that debt is an unavoidable part of life. Some may have under-developed financial literacy, and as such, may have trouble living within their means and/or saving for the future. This financial illiteracy can result in unchecked debt.

As discussed earlier, debt is also having a profound effect on older workers. This creates a ripple effect for younger workers, as the cost of living and unpaid debt are principal reasons why many older workers are choosing to stay in the labour force past the retirement age of 65. Statistics Canada data shows that in 2008, one in three retired individuals aged 55 and over held a mortgage or was a consumer in debt.[19] More recently, a CIBC retirement poll conducted in 2012 revealed that approximately 31% of Canadians aged 55-64 do not feel financially prepared for retirement.[20] Given the need to pay down debt and support longer retirements than any previous generation, many of today's older workers have good reason to stay in the labour force longer.

Can young workers count on inheritances?

As in previous generations, many young adults are counting on a future windfall in the form of an inheritance. However, young workers today may find themselves disappointed, as substantial intergenerational transfers are becoming remote possibilities for many families. Older workers are staying in the labour force longer, but also have less savings to pass on to their children.

In September 2013, TD Ameritrade in the US conducted a survey, which showed that 39% of Generation Z youth (children aged 13 to 22) think they will receive an inheritance, and, therefore, do not need to worry about saving for retirement. However, only 16% of their parents said they intend to leave them any money.[21]

This disconnect was highlighted in the results of an Investors Group survey conducted in Canada in January 2012. Results showed that more than half of the Canadians polled expected an inheritance. Respondents who claimed they knew the value of their inheritance said they expect it to be more than $100,000. For those who had already received an inheritance, the average value was $57,000.[22]

In responding to this same survey, 45% of Canadians aged 60 and higher said they are concerned that they will be unable to leave money to their inheritors, due to their need to fund their own retirements.[23] Only one-quarter of survey respondents indicated that they would be willing to make personal sacrifices to be able to pass on an inheritance to their children.

While many young adults today can expect some kind of inheritance, it is clearly ill-advised to build up debt in the hopes that an inheritance will materialize.

Conclusions

Generation Y workers operate in a competitive labour market where the growth rate of low- and middle-income jobs is slower than that of higher-income jobs. Many young graduates are either unemployed or underemployed; many are compelled to take on non-secure or low-paying work and will simply move on to the next position when opportunity beckons.

With fewer opportunities, young workers will not follow similar career paths as their baby boomer parents. While this is the most educated and technically adept labour force cohort to date, post-secondary education alone is not enough to guarantee work post-graduation. Increasingly, students will need to plan their education carefully, with a view to the programs that will get them the skills required by the current labour market. Faced with the responsibility of finding and securing their own work, there is a greater likelihood that young workers will become self-employed, or work to acquire the skills and experience to negotiate and reconfigure a new labour market.

The financial picture is somewhat worrisome. Real wages for young workers have fallen since 1980, making it harder for them to leave home and achieve financial and personal independence. It is taking longer for Generation Y workers to establish themselves and purchase homes, and they will have to begin saving sooner for their own retirements than past generations. This will result in a hit to their standard of living, particularly when compared to the standard enjoyed by their boomer parents at the same age.

Young workers face more difficult circumstances in the labour market, which will only be alleviated as older workers retire. However, with new skills, more flexibility, and an evolving perspective of what defines work, young workers will be well positioned to take on these jobs or create new jobs of their own. ■

Kerri Wilcox is the director of external affairs for the ICABC. Marlyn Chisholm is the principal of Chisholm Consulting and the lead economist on the BC Check-Up *reports.*

[19] Katherine Marshall, *Retiring with Debt*, April 27, 2011 (Statistics Canada Cat. No. 75-001-X).

[20] CIBC, corporate news release: *Nearly half of Canadians say they are not financially prepared for their retirement*, January 19, 2012. (**http://micro.newswire.ca/release.cgi?rkey=2001195124&view=14730-0&Start=&htm=0**)

[21] Head Solutions Group, *Generation Z and Money Survey* (on behalf of investment advisers TD Ameritrade), September 2012.

[22] Investors Group, media release: *Trillion Dollar Wealth Transfer – Myth or Reality?* February 8, 2012.

[23] Ibid.

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The Results Are In:

Accountants expect BC to drive economic growth in Canada

By Patrick Schryburt

Professional accountants are on the front lines of business, with firsthand knowledge of the issues that affect purchasing and capital investment decisions, and unique insight into the issues that keep business leaders awake at night.

Our 2013 *Business Outlook Survey* tapped into this fountain of knowledge, and results revealed that BC's professional accountants are moderately pleased with the current state of the provincial economy and cautiously optimistic about its future prospects. This mirrors respondents' opinions about the broader Canadian economy. The results of the 2013 survey are summarized below.

On the Canadian economy

More than 90% of the accountants surveyed rated Canada's economy as "fair" or "good." This "Goldilocks" assessment was not surprising, as this was actually the fourth consecutive year in which at least 9 out of 10 respondents gave the country such a moderate economic report card. Respondents were slightly more optimistic in their outlook for the future, with 36.6% expecting the Canadian economy to improve during the next two years, and 55.9% expecting it to stay the same; by contrast, only 7.4% said they expect it to worsen. The overall outlook for the next five years was even rosier, with 63.6% expecting an improved economy and only 5.7% anticipating a downturn.

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On the BC economy

During the past decade or so, the nexus of economic power in this country has shifted west, away from the manufacturing hub in Central Canada to the resource-rich provinces in Western Canada. Consequently, it is not surprising to see that expectations for BC's economy are now more closely aligned with expectations for the country's economy than they were a decade ago. In essence, because BC's "rocks-and-trees" economy is doing more than its fair share of the heavy economic lifting in Canada, the 2013 survey results may suggest a trend toward increasingly similar provincial and national outlooks.

In 2013, more than 44.3% of respondents rated BC's economy as "good"—an increase of 8.5 percentage points (ppt) compared to the previous year—and another 46% rated the economy as "fair." And while 51.9% don't expect to see much change over the next two years, nearly 38.7% said they expect to see some improvement. In addition, 63% of respondents expect the economy to get better during the next five years, while only 6.9% expect it to worsen (see figure 1 on page 19).

On the US economy

While there are signs that the housing market south of the border is close to reasserting itself as one of the sectors that fuels the US's economic engine, a government shutdown in early October and the now seemingly annual debt ceiling crises have not helped to boost confidence in the American economy. Even though our survey was conducted before the shutdown, only 18% of respondents rated the American economy as "good," which was almost identical to the percentage who rated it as "poor" (17.7%); another 63.5% gave it a "fair" grade.

Nevertheless, there is clearly a belief in better times ahead, as 52.9% of respondents said they expect the American economy to improve during the next two years. And that figure jumps to a whopping 71.7% when the focus turns to the outlook for the next five

Figure 1: Current state of the BC economy

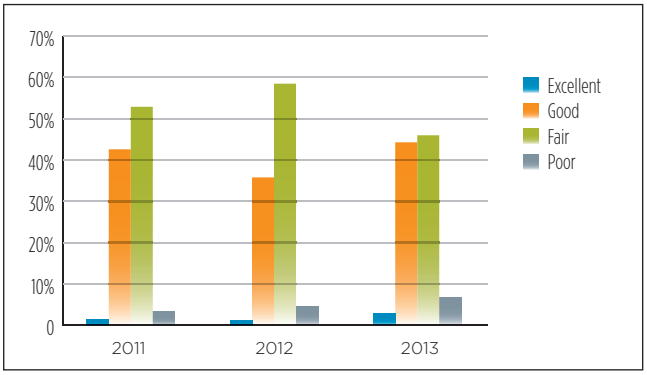
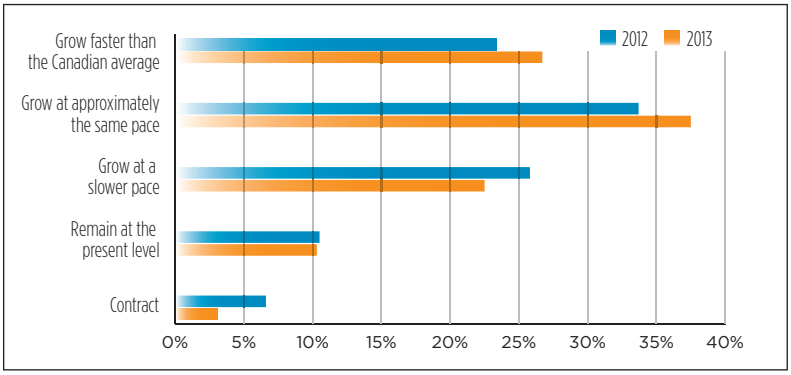


Figure 2: Two-year forecast for BC's economy compared to other regions in Canada



years. History will judge whether these forecasts become reality; but for now, they suggest a confidence in the resiliency of the US economy and a willingness to see the nation restore its position of global economic primacy.

On the Asian economy

With BC serving as Canada's Pacific gateway to Asia, this year's edition of the *Business Outlook Survey* solicited opinions on Asia's economic prospects. Given the region's importance to our provincial economy, it was not surprising to find that the results closely mirrored those for the BC economy. More than 90% of respondents rated Asia's broader regional economy as "fair" or "good"; 34.4% expect improvement in the next two years, and nearly 62.6% expect improvement during the next five years. More interesting, perhaps, were respondents' views on Asian trade policy, with nearly 48% saying they expect trade policy to be a source of moderate or major challenges.

On BC's future prospects

As discussed above, the survey results showed that nearly four out of 10 respondents expect the provincial economy to improve during the next two years. However, respondents share similar views with regard to the average growth prospects in other regions of Canada. As a result, only 26.7% of those surveyed expect BC's economy to outpace the Canadian average; 22.5% expect BC's economy to grow at a slower pace; and the majority expect BC's economic growth to mirror the average growth rates in other regions of the country. These results further support the argument that provincial economic prospects are now more closely aligned to national prospects than in past years. (See figure 2 above.)

On business challenges

As indicated in figure 3 (see page 20), the 2013 survey respondents identified the following as major or moderate challenges to business success (in order of importance): 1) uncertainty with regard to the global economic climate; 2) attracting and retaining high-calibre employees/skilled labour; 3) housing prices; 4) the ability to raise capital; 5) uncertainty with regard to the provincial economy; and 6) uncertainty with regard to the Canadian economy.

These were the same top six issues identified in 2012. However, looking at the results more closely, opinions about three of these issues stand out: first, the percentage of 2013 respondents who said uncertainty about the global economy was a major challenge fell more than 11 ppt,



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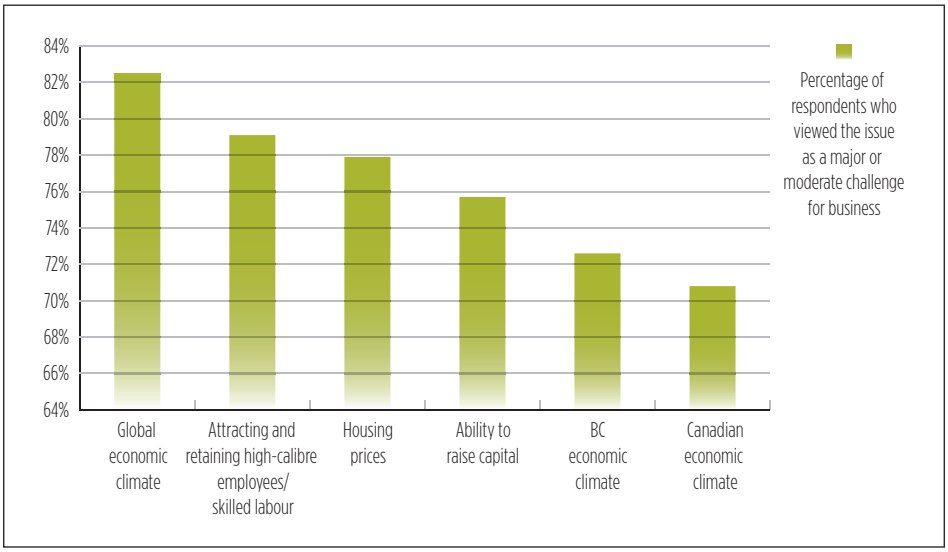
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down to 35%, compared to 46.8% in 2012. Similarly, those who identified attracting high-calibre employees as a major challenge jumped nearly 8 ppt (from 27.5% to 35.2%) between 2012 and 2013. Finally, it is interesting to note that the cost of housing was viewed as a major challenge to business success in BC by more respondents (40.3%) than any other issue.

Figure 3: Top six issues ranked as major or moderate challenges to business success in BC



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On policy making

When asked to rate the Canadian government's ability to create a successful business and investment climate, the percentage of respondents who described it as "good" fell by more than 10% from 2012, dropping to 39.6% from 49.9%; naturally, there was a correlative increase in those rating the federal government's performance as "fair," with 45.5% in 2013 compared to 35.1% in 2012. Overall, the data suggests that there is less approval for the job Ottawa is doing to support business interests.

The numbers for BC are similar, with 38.9% of respondents rating the provincial government's job as "good," and 44.4% rating it as "fair." But the story differs when you compare these results with those from 2012—all figures are largely unchanged from the previous year (37.4% good; 45.6% fair), signalling the same level of support for the government year over year.

On financial management

In terms of business growth, the 2013 survey marked the third consecutive year in which the majority of accountants in industry (47% in 2011; 48% in 2012; 49% in 2013) said they expect the size of their businesses to stay the same over the next two years. Another 10% said they expect their businesses to contract, while 41.2% foresee business expansion.

The majority of accountants working in public practice (65.4%) said they expect their clients' businesses to stay the same size over the coming two years—a decrease of 5.7 ppt from 2012. The percentage who said they expect businesses to expand rose 6.4 ppt from last year, reaching 26.9%.

About the survey respondents

The *Business Outlook Survey* was conducted in September 2013. A total of 1,674 CAs, CGAs, and CMAs completed the survey. Of those who participated, 44.4% worked in industry, 30.6% worked in public practice, and 25% worked in other fields. Half of the respondents worked for companies with more than 50 employees, and just over two-thirds were located in the Lower Mainland. ■

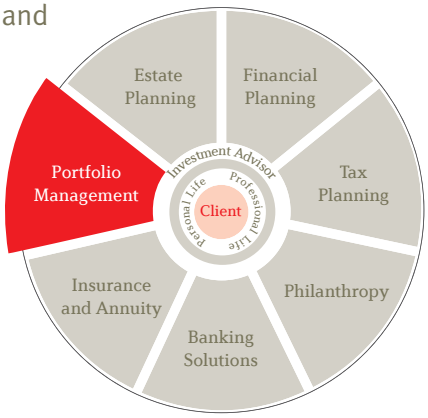
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DEX Universe Bond Index	5.60%	7.26%	6.87%	6.41%	6.02%[2]	[2]Since Apr, 2008

1. Past performance is not an indication of future performance. Average performance of all accounts holding the model.
2. TSX and DEX Universe return source: Croesus.

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Chris Utley is the director of ethics at the ICABC. He thanks Ted Tanaka, barrister & solicitor, for his assistance with the article. Tanaka is the manager, regulatory practices, at CGA-BC.

Protecting Confidentiality in a Collaborative Environment

By Chris Utley, CPA, CA

Teamwork is an integral part of the learning and training process for professional accountants. As university and accounting students, we work in teams and study groups on many different projects and assignments. As we start our professional lives, we're assigned to various teams to work together on different projects for our employers.

Working in teams enables us to benefit from the sharing of ideas, inputs, and efforts. It also fosters the development of professional relationships and friendships, many of which will endure long after our career paths have diverged and we've moved on to new opportunities.

Where this collegial culture can lead to problems, however, is in the sharing of confidential client information and proprietary employer information. Thankfully, some basic precautions can help you stay onside.

A sample "sharing" scenario

Let's say you currently work in public practice and specialize in tax. Providing tax advice and recommending tax strategies is an integral part of your job. As part of this work for your clients, you most likely research past advice and strategies within your own organization, which would include similar advice provided to other clients. This is all part of the process of doing the best job for your clients and employer.

Let's imagine that you're struggling to create the right strategy for one of your clients. Maybe you have an innovative approach in mind, but you're just not sure if it's the best plan. There are individuals in your circle of friends and contacts who work in the same field—albeit with different organizations—and you think it would be extremely useful to tap into their pool of expertise.

Why not consult your network and ask these friends and colleagues if they've encountered a similar situation? Maybe they could share examples of advice given and strategies recommended. Alternatively, you could run your draft advice and strategy—or at least parts of this strategy, so as not to give away the full picture—by your network for their feedback. This kind of knowledge-sharing can have enormous benefits for professionals and, in turn, the clients they serve. The danger lies in the details—what information you can and can't share, in what context, and for what purpose.

The repercussions of a breach

Let's say that in the interests of expanding your knowledge, you share information with a colleague that should have been kept confidential. The conduct committee of your legacy regulatory body will take into account the use of this confidential information, the motives behind this usage, and your level of experience.

Deliberate breaches of confidentiality will likely result in losses of membership. Sometimes, however, well-intentioned individuals who inadvertently find themselves in these kinds of scenarios may be given a second chance; even so, they will likely be found in breach of the code of ethics and sanctioned with large fines and full case costs, and may also be required to attend ethics courses.



Note that there may also be consequences, such as internal discipline measures, within your employer organization. Consider, for example, that an individual breach could put your entire organization (firm, employer) offside of privacy legislation.

Precautionary measures

Before consulting with your network, be sure to take the following precautions:

- Delete any personal and specific client details before sharing information.
- Avoid sharing proprietary information specific to your employer organization—such as templates, checklists, and forms—with colleagues in other organizations.
- Do not share information without the knowledge and written consent of your client and/or employer. Codes of ethics require that confidential client and employer information shall not be disclosed except in certain situations and under certain conditions, one of which is the receipt of written consent from the applicable party.
- If you plan to discuss strategies on a no-name basis or plan to distribute client or firm information that has been redacted, make sure you clear it with your supervisor first.
- Consider the whole picture. Each piece of information taken separately may not amount to a breach of confidentiality, but combined, these various pieces of information could amount to a breach. For example, even if you do not specifically identify a client when describing a scenario, if you disclose enough information that a listener could figure out the identity of said client with a reasonable amount of inquiry, then you have, in all likelihood, breached confidentiality.

Finally, a message to all employers: reinforce your internal policies regarding the use of company and client information.

Staying onside

As a professional accountant, you have a duty of confidentiality to clients that is of paramount importance. You also have a duty to recognize information that is proprietary to your organization.

We understand that you want to provide exemplary service to your clients, do the best job for your employer, and improve your knowledge and efficiency—these are all meaningful goals. Just be sure that in pursuing these goals, you keep confidentiality top of mind. ■





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New *Family Law Act* - Expanding the Definition of Spouse

How professionals can help their owner/manager clients

By Manjit K. Grewal, LL.B.

When the new *Family Law Act*[1] (FLA or "new Act") came into force on March 18, 2013, it completely replaced the old *Family Relations Act*[2] and expanded the definition of "spouse" in British Columbia.

Unlike its predecessor, the FLA provides unmarried couples (including same-sex couples) who have been living together for two or more years with the exact same legal rights as married couples. Effective March 18, 2013, any cohabitating partners who have lived together in a "marriage-like relationship" for a continuous period of two years will be considered "spouses"—with the same rights to family property, family assets, and even spousal support as if they were married. Couples who have a child together will also be considered spouses[3] under the FLA, even if they've lived together in a marriage-like relationship for less than two years.

Given this expanded scope, those of you who work with owner/manager clients should urge your clients to consider how the new Act could affect their business and family assets—especially if they are currently contemplating cohabitation, marriage, separation, or divorce.

Testing the definition of spouse

First, however, it's worth noting that while the new definition of "spouse" in the FLA may seem obvious and straightforward, it has already been challenged by litigation in the British Columbia Supreme Court.

The case of *Trudeau v Panter*[4] is one example. The couple in this case lived together from November 2007 to October 2011. During the trial, the male party acknowledged that he and the female party had "shared" living quarters, but he also claimed that their relationship had never evolved past the "boyfriend/girlfriend" stage. The female party disagreed about the depth of their commitment.

Among the key issues discussed at trial: the female party had suffered a stroke in August 2010. Other than a brief note in which a consulting physician referred to the male party as the female party's "husband," no evidence was presented at trial to suggest that the male party had: a) supported the female party after her stroke; b) assisted in her rehabilitation; or c) provided succor in any way during her recovery.

The presiding judge, Justice Peter Rogers, considered whether these unmarried parties were "spouses" within the definitions of both the old *Family Relations Act* and the new FLA. The common element the justice found in both definitions was that the parties had to have lived in a "marriage-like relationship" for at least two years to be considered spouses. He referenced *Gostlin v. Kergin*,[5] stating:

"In deciding whether a couple lived together as husband and wife… I would ask whether the unmarried couple's relationship was like the relationship of the married couple in that the unmarried couple have shown that they have voluntarily embraced the permanent support obligations of s.57. If each partner had been asked, at any time during the relevant period of more than two years, whether, if their partner were to be suddenly disabled for life, would they consider themselves committed to life-long financial and moral support of that partner, and the answer of both of them would have been "Yes," then they are living together as husband and wife. If the answer would have been "No," then they may be living together, but not as husband and wife.

"…more objective indicators may show the way. Did the couple refer to themselves, when talking to their friends, as husband and wife, or as spouses, or in some equivalent way that recognized a long-term commitment? Did they share the legal rights to their living accommodation? Did they share their property? Did they share their finances and their bank accounts? Did they share their vacations? In short, did they share their lives? And, perhaps most important of all, did one of them surrender financial independence and become economically dependent on the other, in accordance with a mutual arrangement?"

The court concluded that there was no evidence to support the notion that the couple had been involved in a marriage-like relationship,

1 *Family Law Act*, SBC 2011, c 25.

2 *Family Relations Act*, RSBC 1996, c 128.

3 Except in relation to property division and pension division.

4 *Trudeau v Panter*, 2013 BCSC 706.

5 *Gostlin v. Kergin 1986* CanLII 164 (BC CA), (1986), 3 B.C.L.R. (2d) 264 at 267 Lambert J.A.

and found that the parties were not spouses as defined by either the old or new legislation. In making his decision, the justice noted that: 1) The parties had not mingled their finances; 2) The parties never shared legal rights to their accommodation; 3) Neither party had surrendered economic independence to the other so as to become dependent on the other; and 4) Even though the parties had shared living accommodations, they had not committed to a permanent relationship. According to the court, if such a commitment had existed, it would have manifested itself in 2010, with the male party providing care for the female party while she recovered from her stroke.

Considerations and tips

The expanded definition of spouse under the new provincial Act could give rise to an increase in the number of litigious claims made by cohabitating partners in British Columbia. Accordingly, here are four practical tips to consider when dealing with owner/manager clients who are contemplating cohabitation, marriage, separation, or divorce (note: most of these tips can also be used for married clients as well).

1. Update your engagement letter, as your obligation of confidentiality may not preclude being compelled by lawful authority to disclose your client's financial information. In your engagement letters, consider adding terms which provide that in the event that you are compelled by a court order to provide any documentation or evidence in "divorce" proceedings, you will be compensated accordingly.
2. Alert your client to the fact that if a claim is ever made against their business or personal assets by their cohabitating partner, aka "spouse," you could be precluded from providing any assistance if you have also been providing professional services to their spouse. If your client has concerns about this possibility, be sure to avoid—to the fullest extent possible—including any services for their spouse as part of your overall retainer.
3. Advise your client to rethink the use of excluded property. Under the FLA, a spouse's excluded property will consist of property owned by the spouse at the date the parties began to cohabitate. It will also consist of certain property acquired after the start date of cohabitation, such as: gifts and inheritances; certain kinds of settlements; court awards and insurance proceeds; property held in trust for the spouse; and property acquired with excluded property (excluded property is presumed to remain the property of the owning spouse).

   Example: Inheritances. Instead of using an inheritance to pay down the mortgage on the family home, which normally might make sense, your client may want to consider paying off debts that are strictly personal. Alternatively, you could advise them to deposit the funds into separate investments (such as a personal TFSA or RRSP account, as opposed to a spousal account)—especially if there is any uncertainty regarding the future of the relationship. If your client's relationship is failing, caution them against using phrases such as "our savings" in their discussions with their spouse. In addition, advise them to maintain a clear evidentiary trail to show that the inheritance and whatever income flowed from these monies is clearly kept separate from finances or purchases made for their relationship.
4. If your client is contemplating becoming involved in a marriage-like relationship, advise them to prepare a cohabitation agreement—akin to a pre-nuptial agreement—that sets out how the dissolution of the relationship will be handled, if necessary. It may not be romantic, but it could prove vital.

Takeaway

While this article is neither exhaustive nor determinative with regard to the new legislation, my hope is that it will encourage you to discuss the potential ramifications of the *Family Law Act*—especially the expanded definition of "spouse"—with your owner/manager clients where appropriate. ■



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Voluntary Disclosures: Some Recommended Practices

By Ed Kroft, Q.C., J.D., LL.M., CGA (Hon.) and David Ross, BA, J.D.

The Voluntary Disclosures Program (VDP) of the Canada Revenue Agency (CRA) offers taxpayers a form of tax amnesty. The CRA will refrain from prosecuting taxpayers and will waive certain penalties and some interest if it accepts their disclosures.

The CRA's published policy regarding the VDP is outlined in *Information Circular IC00-1R3* (*IC00-1R3*).[1] The CRA also has a 33-page set of internal VDP guidelines that elaborate on its published policy; these guidelines contain useful information regarding topics such as the voluntariness of disclosures, the number of years the CRA will consider eligible for disclosure, and the application of penalties.[2]

To be accepted, a disclosure must satisfy four validity conditions: 1) it must be voluntary; 2) it must be complete; 3) a penalty must apply; and 4) it must be more than one year past due.

This article will not review these four conditions in detail—for more information, readers should consult *IC00-1R3*. Instead, this article will review some recent changes to the VDP and discuss some best practices for making effective voluntary disclosures to minimize taxpayers' liabilities.

CRA administration of the VDP

The CRA reorganized the VDP in early 2013, and announced its new policies with the release of *IC00-1R3* in March 2013.

Prior to this reorganization, taxpayers made disclosures to their local Tax Services Offices. Now, disclosure must be made to one of three regional tax centres: Shawinigan-South (Atlantic, Quebec, and Ontario Regions), Surrey (Pacific Region), or Winnipeg (Prairie Region).

CRA screeners use a checklist to review submissions for completeness. A disclosure must contain:

- The taxpayer's physical and mailing address, postal code, and phone number;
- The taxpayer's tax identification number (e.g. social insurance number);
- The type of return or information slip involved;
- The years or reporting periods involved;
- The type of omission, including the amount of the disclosure, the reason for the omission, and, if a business is involved, the primary business activity;
- An explanation of how the four validity conditions are met;
- A completed and signed Form RC199; and
- A completed and signed Form T1013 or Form RC59 authorizing a representative.

Tips for making a voluntary disclosure

1. Taxpayers should ensure that their disclosures contain the information required by the screeners' checklist. A cover letter should set out the contents of the disclosure and outline the information required by the CRA.
2. In the Pacific Region, the CRA is processing a backlog of disclosure requests. Taxpayers should, to the extent possible, make a single disclosure rather than submitting information piecemeal. A single disclosure will facilitate a speedier disclosure review. Submitting information on a piecemeal basis carries the risk that the CRA may not see any additional information waiting in a backlog before responding to the original disclosure.
3. Where the disclosure involves unreported income or unfiled information returns such as T1135s, the CRA may ask the taxpayer to submit T1 adjustments and the unfiled information returns. To avoid delays, taxpayers may want to consider including these forms with their initial disclosure.
4. A single disclosure may not always be possible, as taxpayers often need time to gather documents and calculate the amounts owing. But the longer taxpayers take to gather information before submitting their disclosure, the greater the risk that the CRA may begin an investigation—thereby preventing the disclosure from being "voluntary." Therefore, if there is risk or concern that the CRA may audit or otherwise begin investigating them, taxpayers should submit an initial disclosure on a no-names basis or using estimates.

[1] Available on the CRA website (**www.cra-arc.gc.ca**).

[2] The internal VDP guidelines are not on the CRA website. They can be found on commercial tax databases. Readers are cautioned, however, that these internal guidelines were published in 2008; therefore, not all of the information within them may be current.

5. Disclosures may involve many years of unreported amounts. If taxpayers are contemplating making a disclosure, they should be aware of certain statutory limits on the CRA's authority to waive penalties and interest. Specifically, the CRA can waive penalty or interest charges provided the taxpayers request the waiver less than 10 years after the end of the taxation year in which the penalty or interest arose; the CRA cannot, however, waive any penalty that is mandatory if it is more than 10 years old, or waive interest charges that are more than 10 years old.

   For example, assume that "Jones" has an offshore bank account, has not reported the income from the account for the last 15 years, and has not reported the account on a T1135. Jones now voluntarily discloses this information to the CRA. The penalties for failure to file an information return in subsection 162(7) of the *Income Tax Act* (Act) are mandatory. The CRA cannot waive penalties for years more than 10 years previous, so Jones will be liable for this penalty for failing to file T1135s for five of the 15 years in question.

   Jones will also be liable for the interest on his tax debts for those five years. In the past, the CRA would not have waived interest on any debt that arose more than 10 years earlier; instead, it would have charged interest to Jones on unpaid taxes and penalties that began accumulating more than 10 years earlier, up to the present day. Now, however, the CRA will waive interest relating to the years during which the interest accrued; therefore, it can waive or reduce all of the interest accumulated within the last 10 years.
6. Appendix E of CRA's internal VDP guidelines referred to earlier contains a complete list of discretionary and mandatory penalties. The gross negligence penalty in subsection 163(2) and the penalty in subsection 162(10) for failure to furnish foreign-based information are discretionary. Therefore, in the case of "Jones," the CRA will choose not to assess these penalties for all 15 of the years in accordance with the VDP policy.
7. Taxpayers often ask how far back the CRA will go—in other words, how many years of delinquencies must be disclosed. The current CRA policy is to require disclosure for all years for it to be considered "complete." This can create problems for disclosures dating back more than 10 years, because, again, the CRA cannot waive interest or mandatory penalties going back more than a decade.

   Asking the CRA to accept disclosure only for the years for which records are available may provide a solution. Taxpayers do not always have records going back beyond 10 years. In such cases, taxpayers may submit a no-names disclosure asking the CRA to agree to only assess the years for which records are available, and to accept disclosure for these years as "complete."

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"Before deciding to make a disclosure, taxpayers and their representatives must determine whether one is actually required."

8. Corporations, as well as individuals, may make "voluntary" disclosures. However, corporations wishing to do so must ensure that the CRA has not previously contacted current or past employees. Corporations must keep in mind that the CRA may have contacted former employees years before about non-filing or an audit issue, and that former employees may not have left any record of the contact. The CRA, however, will likely have a record of the contact, and may use the contact to dispute the "voluntariness" of the disclosure.
9. A disclosure may not be considered "voluntary" if the CRA has already started enforcement action against: a) a person associated with, or related to, the taxpayers attempting to make the disclosure, or b) third parties where the enforcement action is sufficiently related to the disclosure. See paragraphs 32-33 of *IC00-1R3* and section 3.2 of the internal VDP guidelines for more information. For example, the CRA may be auditing the spouse of an individual who wishes to make a "voluntary" disclosure about related issues.
10. Before deciding to make a disclosure, taxpayers and their representatives must determine whether one is actually required. In other words, there should be consideration of whether the CRA is barred under the Act from reassessing the affected taxation years. The CRA may not be permitted to reassess the affected years if, for example, a taxpayer filed returns for the years in question and did not make any misrepresentations attributable to neglect, carelessness, or wilful default on the returns.
11. Taxpayers may submit payment with their disclosures. Generally, in the absence of specific instructions, the CRA will apply the payment to the taxpayer's current instalment account. Therefore, to minimize arrears and instalment interest on the disclosed amount, taxpayers should request that the CRA reallocate the payment to the reassessed years in the event that it issues a reassessment.

The VDP provides a process through which taxpayers can minimize liabilities with the CRA by choosing to come forward on a voluntary basis to comply with Canada's tax laws. The guidelines outlined in this article are designed to help taxpayers—and their advisers—in their dealings with the CRA. ■



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HIGHLIGHTS FROM THE FALL 2013 ICABC/CMABC PD PROGRAM

November and December bring plenty of PD opportunities to our members. Register early and be part of Vancouver PD Week, taking place November 18-23. We also have many other seminars being held between now and the middle of December. For our complete program, please visit **www.icabc-pd.com** or contact the PD Department at **pdreg@ica.bc.ca**.

ICABC Members: CPD Reminder

2013 is the last year of your current CPD reporting cycle. Make sure you are up to date on your requirements. For information on CPD, go to **www.ica.bc.ca/cpd**.

Members in Business & Industry PD Day

This popular conference provides a highly efficient way for members in industry to obtain practical information for use in the workplace. This year's conference will include plenary sessions on the economic outlook and successful strategies, as well as breakout sessions on creating growth, navigating social media, technology highlights, emotional competence, and tax and accounting updates.

Dec 10, 8:30am-5pm
Vancouver Convention Centre West

Selection of PD Opportunities outside Vancouver

Abbotsford
Income Tax Update – *Nov 13*
Review Engagements – *Nov 14*
ASPE: Disclosure & Presentation – *Nov 26*

Kamloops
Accounting, Auditing Update – *Nov 13*

Kelowna
Practical Tips for Controllers & CFOs – *Nov 12*
Due Diligence for Acquisitions – *Nov 13*
Effective & Essential Mgmt Skills – *Nov 14*
Principles & Practices of Business Acquisitions – *Nov 14*
Winning-Edge Negotiation Skills – *Nov 15*
Accounting, Auditing Update – *Nov 26*

Prince George
Smoke & Mirrors: Financial Myths – *Nov 18*
How to Retire Well without the Stock Market – *Nov 18*
Simplest Personal Fin. Strategy Ever – *Nov 19*

Surrey
Catching Up: 5 Years of Income Tax Developments – *Nov 14*
Wealth Mgmt Tools and Practices – *Nov 20*
IFRS – Financial Statement Presentation & Note Disclosure – *Nov 25&26*
Excel PivotTables – *Nov 28*
iPad – An Effective Business Tool – *Nov 28*

Victoria
Enhancing Your Leadership Impact – *Nov 12*
Intro to Strategy-Driven Budgeting – *Nov 13*
Practical Tips for Controllers & CFOs – *Nov 13*
Fast & Better Financial Processes – *Nov 14*
Leading through Influence – *Nov 14*
Communicating under Pressure – *Nov 18*
Standing up for Yourself – *Nov 19*
Data Analysis in PowerPivot – *Nov 22*

Selection of Upcoming Seminars

Accounting & Assurance
ASPE: A Comparison to IFRS – *Nov 29*
ASPE: Revenue Recognition – *Dec 5*
Auditing Refresher – *Dec 9&10*
Effective Audit Documentation – *Dec 3*

Finance
Business Valuation: Introduction – *Nov 19*
Corporate Treasury Management – *Dec 5*

IFRS
Acctg for Financial Instruments – *Nov 12*
Acctg for Income Taxes Under IAS 12 – *Dec 9*
Fair Value Measurement – *Nov 29*
Focus on PP&E, Intangible Assets & Impairment of Assets – *Nov 21*

Public Companies
Assurance & Acctg Issues – *Nov 15*
Management Discussion & Analysis – *Dec 3*
Pub. Co. Reporting: Annual Update – *Nov 21*

Wealth Management
Introduction to Portfolio and Investment Management Techniques – *Nov 14*
Wealth Management Tools and Practices – *Nov 20, Dec 4*

Controllership | Management Accounting
Accelerate and Optimize Financial Close and Spreadsheet Controls – *Dec 2*
Improving Financial Performance for Controllers and CFOs – *Dec 6*
Lenders, Banking and Your Client – *Nov 29*

Risk Management | Legal
Risk Management from All Angles – *Nov 13*
What Every CFO Needs to Know About Corporate Governance – *Nov 14*
What Every CFO Needs to Know About Risk Management – *Nov 14*
Top Employment Issues Affecting Your Bottom Line – *Nov 27*

Leadership | Personal Development
Develop a Culture of Excellence – *Dec 3*
Effective & Essential Management Skills – *Nov 14&26, Dec 9*
Leadership in Action – *Dec 4&5*
Leveraging Teams – *Nov 27*

Information Technology
Cloud Computing – *Dec 9*
Excel Budgeting & Forecasting Techniques – *Dec 4*
Financial Modeling: DCF Valuation Analysis – *Nov 19*
Google Productivity Tools – *Dec 13*
Paperless Office – *Nov 26*

Taxation
Advanced Personal Cross-Border Issues – *Nov 21*
Charitable Giving – *Nov 13*
Gen. Practitioners "Need to Know…" – *Nov 20*
GST/HST Refresher – *Dec 6&9*
Income Tax Issues for File Preparers – *Dec 6*
Purchase & Sale of a Business – *Nov 20*
RIP: Estate Planning to Minimize Tax Leakage – *Nov 28*

Vancouver PD Week

November 18-23 | Vancouver Convention Centre West
Visit **www.icabc-pd.com** for titles.

HIGHLIGHTS FROM THE NOVEMBER 2013 CGA-BC PD SERIES

Our November PD Series features 31 tax, accounting, and leadership seminars (see highlights below). The 10-day event will take place between November 18 and 29 at the Pan Pacific Hotel in Vancouver. To register or to access CGA-BC's complete fall PD program, visit **www.cga-bc.org/pd** or contact Allyson Hayward at 604.637.6801 or **ahayward@cga-bc.org**.

Tax & Accounting

Tax Planning for the Purchase or Sale of a Business
This seminar is designed to highlight the income tax planning opportunities and pitfalls related to the purchase or sale of a business. The focus will be on tax considerations from both the buyer's and seller's perspectives, and strategies to minimize immediate and future taxation.
Nov 18, 8:30am-12:00pm

Tax Consequences of Separation and Divorce
The tax and financial implications that arise on breakdown of a marriage can be very complex. This seminar will discuss the income tax considerations of matrimonial breakup, including support payments, taxation of third-party payments, division of property, and the role of the professional adviser.
Nov 19, 1:00-4:30pm

Accounting Standards for Private Enterprises and Other Relevant Issues
This seminar will review the most important aspects of ASPE, and the most significant changes associated with implementation. It will provide practical examples, review sample presentations and note disclosures, and discuss how the new standards relate to assurance and non-assurance engagements.
Nov 25, 9:00am-4:30pm

Corporate and Personal Tax Update
This seminar will provide an overview of the most recent and relevant developments in the ever-changing world of corporate and personal tax. It will review the most pertinent changes from a variety of sources, including latest budgets, CRA administrative policies, and case law.
Nov 29, 8:30am-12:00pm

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Leadership

Dealing with Difficult Personalities
Avoiding important conversations with "difficult people" can trigger a decrease in productivity, morale, and the bottom line. This seminar will focus on giving you the skills and confidence needed to deal with difficult personalities.
Nov 21, 9:00am-4:30pm

Global Social Responsibility and Sustainability*
The term "sustainability" is being used more and more frequently as the world recognizes the importance of business behaviour in regards to the environment, the economy, and society. This seminar will define the term as it relates to business behaviour.
Nov 21, 9:00am-4:30pm

Building Leaders at All Levels
At the end of the day, your success as a leader and the long-term success of your organization depend on the quality of your talent pool. This practical, hands-on seminar will help you do a better job of identifying and developing future leaders, keeping your talent pipeline full, and getting the best out of everyone on your team.
Nov 22, 9:00am-4:30pm

Systems Thinking and Resolving Complex Issues in Complex Environments
In an increasingly interconnected and interdependent world, using reductionist thinking to resolve systemic problems doesn't work. This seminar is designed to enhance understanding and awareness of systems theory, and present tools and strategies to effectively address systemic issues in organizations.
Nov 27, 9:00am-4:30pm

Lead from Your Strengths – SDI Part II
According to Relationship Awareness Theory, weaknesses are strengths that have been overdone or misapplied. This seminar will examine why these strengths fail to achieve their intended outcomes and what can be done about it.
Nov 25, 9:00am-4:30pm

Implementing Change – How to Anticipate and Avoid Costly Problems
Many organization change initiatives fail to achieve their goals. This seminar will provide tools and techniques to help you anticipate and avoid the most common implementation problems so that change-related goals can be met on time and within budget.
Nov 28, 9:00am-4:30pm

Sustaining Strategic Initiatives – Maintaining Employee Focus on Vision, Strategy, and Values*
This workshop will help leaders align organizational culture with vision and strategy; make strategy stick; maintain employee focus on the big picture; manage employee attitudes and behaviour; and build competitive advantage through people.
Nov 29, 9:00am-4:30pm

Other

10 Success Factors to Best Manage Retirement
Most people know the imperative of sound investments and financial planning in preparing for retirement. Often overlooked, however, is the importance of understanding the crucial lifestyle and psycho-social issues associated with this major life transition. This interactive seminar will assist you in proactively charting your own course to manage the transition from the workplace to a full or partial retirement or a fulfilling re-engagement.
Nov 26, 9:00am-4:30pm

PD outside the Lower Mainland

Nanaimo - Coast Bastion Inn, Dec 5-7
Prince George - Prince George Civic Centre, Oct 31-Nov 2

A chat with the chair and vice-chair of CPA Canada's board of directors



Shelley Brown, CPA, FCA
Chair, Board of Directors, CPA Canada
Partner, Deloitte



Bob Strachan, CPA, CMA, FCMA
Vice-Chair, Board of Directors, CPA Canada

Photos of Shelley Brown and Bob Strachan by Andre Van Vugt – Giant Vision.

Shelley Brown, CPA, FCA, ICD.D, is the current chair of CPA Canada's board of directors, having served as co-chair of CPA Canada and chair of the Canadian Institute of Chartered Accountants (CICA) in 2012. Bob Strachan, CPA, CMA, FCMA, C. Dir, is currently the board's vice-chair. He is a past chair of the board of directors for both CMABC and CMA Canada.

Both individuals played a critical role in laying the groundwork for the unification of the accounting profession in Canada, and continue to serve as half of a strong BC contingent on the CPA Canada board, along with fellow BC representatives Barb Carle-Thiesson, CPA, FCA, and John Nagy, CPA, FCGA.

We asked Shelley and Bob to share some of their experiences from the front lines of the merger process.

Why did you decide to join the CPA Canada board?

Shelley: I've been very active in the profession since I qualified as a CA. I've always had some role in the profession, whether it be in education or serving on the provincial council. I was previously chair of the Saskatchewan Council, and enjoyed it, so when I was asked to represent the West on the CICA board, I gladly accepted. I was on the CICA board for six years, and then took a break for a year from volunteering in the profession. I was then asked to join the CICA's leadership ladder—serving for two years as vice-chair of the board, and two as chair—and I jumped at the opportunity.

At the time I became involved as vice-chair at the national level, unification wasn't even on the agenda, so this initiative was unexpected. It has been exciting and challenging, and very rewarding. I believe very strongly in our profession and think we have a responsibility to give back—I've always believed that. So when I was asked to contribute to the discussion, it was difficult to turn the opportunity down.

Bob: Similar to Shelley, I was asked to join as well. The CPA Canada board was in its infancy when all current members joined. As the former chair of CMA Canada's board of directors, I have been actively involved in merger discussions since the outset. The CMA Canada board played a significant role in initiating the unification of the accounting profession. We determined, in part, that one of the key strategic directions to ensure the sustainability of our competencies was to consider rationalization of the profession.

Creating CPA Canada was a significant step in realizing that strategy. With the support of peers and staff, we brought a common goal to the table. We still have much work to do, but being part of the CPA Canada process has been both rewarding and satisfying to this point.

What do you hope to accomplish during your term on the board?

Shelley: I became involved in unification as the vice-chair for the CICA, and continued my involvement last year, while serving as chair of the CICA and co-chair of CPA Canada. For two years, all we have been focused on is the unification of the profession under CPA—that is the first priority: full unification.

In addition, we are incredibly focused on successfully launching the Canadian CPA brand here and around the world, while also successfully launching the new education program. And we're getting there!

Bob: In the next year, my role as vice-chair is to support Shelley and work with others, both on the board and in accounting organizations across Canada, to further confirm unification of the profession. I see myself as an ambassador to help spread the message and ensure full unification under the CPA umbrella.

We also need to celebrate the significant successes we've accomplished by sharing who we are and what we deliver to all stakeholders, including employers and the business community, students and educational institutions, governments, and the general public.

Ultimately, the common thread that will tie unification together will be a good governance model both nationally and provincially. We need good strategies and creative decisions to ensure the impact of CPA Canada is realized both domestically and internationally.

How can members feel pride in the CPA designation?

Bob: We know members are proud of their legacy designations, and asking them to give those up will be hard. Each designation had a great certification program and did a great job in promoting the profession. But now, we're building something bigger and better.

For our members, this means that we have to meet and exceed the promises we made to them when we entered into merger discussions. The CPA profession needs to build a very good education product that will provide value to members and employers. We need to be at the forefront of accounting and business education, ensuring that the certification program is better than any of our legacy programs, and that it aligns with employer needs.

The staff and board members must also engage in relevant and diverse communication with members and the public—not only to discuss technical proficiencies and provide the latest standards updates, but also to emphasize the sense of community with the profession.

continued on page 34

Also serving on the CPA Canada board

In addition to Shelley Brown and Bob Strachan, the following BC members serve as directors on the board of CPA Canada:



Barb Carle-Thiesson, CPA, FCA
Partner, MNP LLP



John Nagy, CPA, FCGA
Shareholder & Director, Reid Hurst Nagy Inc.

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VANCOUVER RICHMOND CALGARY OTTAWA

Shelley: Our members can feel pride knowing that with a unified profession, we have taken the very best from each of the three legacy designations and created a new brand in Canada that will be highly regarded here and internationally, and recognized worldwide for excellence. The Canadian accounting profession will be going forward with one strong voice in our domestic marketplace and at the international standards-setting table.

What challenges do you foresee in the coming years for the profession?

Shelley: The biggest challenge facing us right now is external. The economy here in Canada, those of our major trading partners, and the overall global economy will continue to present challenges, and all of our members will need to respond to these issues regardless of what area they work in—whether it's public practice, industry, or government. We're seeing a lot of pressure on the audit side of the profession due to the bank failures and recent financial crisis, and this will continue to create challenges for our profession for some time.

We will need to continue supporting our membership through standards and regulatory changes that have resulted from the economic issues that we're facing globally.

As for the other things we're working on within the CPA profession—building the new brand, developing the CPA education program, etc.—we're moving forward on those areas and can deal with them effectively. It's the bigger issues that we'll need to refocus our attention on moving forward.

Bob: The accounting profession is like any other profession in the world: change is always present. Therefore, we must be responsive to the ever-changing market demands and be the ones to lead and support new standards, legislation, and accounting practices that will help meet those demands. We must be ahead of the curve in supporting the business aspects of technology. Most importantly, we have a duty of accountability to the public.

Within the CPA profession, unification isn't done yet. We've moved from vision to reality, but there is still much work to be done to finalize the unification of all parties involved. We have a wide range of stakeholders—from members and students to staff and employers, government, and the public—and we need to ensure that we apprise them of the status of our progress, while also being responsive to their needs.

> "We're at the point of unification where we're ready to announce the profession and our leading-edge certification to Canada and the world."

We also need to finalize the delivery of our certification model. It's been an immense task consolidating the competencies and course delivery of three designations into one. Students in Western Canada started the first module of the CPA Professional Education Program in September, but we still need to finalize the business model to deliver all CPA education while continuously updating, defining, and developing our programs to ensure that they are the best programs available.

We're at the point of unification where we're ready to announce the profession and our leading-edge certification to Canada and the world. As you'll have seen through our advertising campaign launched in September, it's time to engage the business community, government, employers, prospective students, and educational institutions, and be proud to share our successes with them.

Aside from the CPA Canada board, what else have you been working on?

Bob: I've been told that retirement is an opportunity for new beginnings, and since I retired in February, I've definitely been active in starting new projects on a number of fronts. I've redeployed my "work" skills as a consultant in a number of different settings. It has been fun to see work from a different perspective. Working with others has allowed me to develop relationships and achieve successes that are transferable to other strategic decision-making boards. This track record continues to open more doors for me, and I've been offered governance roles that help me stay involved in creating and monitoring strategic direction. Most notably, I now serve as chair of the Camosun College Foundation board and the CMABC Scholarship Committee.

In addition, the merger of the accounting profession has led to my involvement on a number of interesting working groups, including ones tasked with defining what the CPA School of Business will look like for delivery of the curriculum in Western Canada. In the meantime, I've wound down some of my existing roles—particularly as chair of a couple of committees at CMA Canada, as we've evolved to CPA Canada.

On a personal note, I've rediscovered woodworking and becoming more physically active... I plan to be around for some time to watch the positive impact of the work done by dedicated volunteers and staff in the Canadian accounting profession!

Shelley: I'm a partner at Deloitte, and in addition to my work with the profession, I've always been active in my community, volunteering with various organizations. Giving back is incredibly important to me.

I'm a strong supporter of the United Way, and contribute time to their leadership committees. And even though I'm now living in BC, I'm still on the board of the Children's Hospital Foundation of Saskatchewan, and serve as a member of the Dean's Advisory Committee of Edwards School of Business at the University of Saskatchewan.

I also enjoy spending time with my husband, our children, and our new grandaughter, who is four months old. ■

A snapshot of the economy

BC CHECK-UP STATS

BC's real GDP growth rate

declined from 2.6% in 2011 to 1.7% in 2012.

BC's business labour productivity

declined by 1.6% in 2012.

Consumer debt per capita

rose by 2.9% in 2012, but this was well below the growth rate of the national average (4.2%).

RBC is predicting a real GDP growth rate

of 1.6% in 2013, and 2.7% in 2014.

BC's unemployment rate

declined by 0.8 ppt in 2012, dropping to 6.7%; this was the third consecutive year in which the province's unemployment rate saw a decline.

#2

BC's job creation rate was 1.7% in 2012, second only to that of Alberta. With an increase of 37,800 jobs, BC reached 2.3 million jobs in total.

Download the *2013 BC Check-Up* report at bccpa.ca in the Publications section.

2013 CPABC BUSINESS OUTLOOK SURVEY*

78% of respondents said housing prices are a major or moderate challenge for business success.

39% of respondents said BC's economy will improve over the next two years; 52% predict it will stay the same.

27% of respondents said BC's economy will grow faster than the Canadian average over the next two years; 38% said it will grow at the same pace.

79% of respondents said that attracting and retaining high-calibre employees/skilled labour is a major or moderate challenge for business.

83% of respondents said the global economic climate is a major or moderate challenge for business success, and has a significant impact on BC's economic performance.

80% of respondents in public practice and 72% of members in industry said that an increase in provincial corporate tax rates could impact business investment plans.

*This survey of BC members was conducted from September 5-16, 2013, and had a total of 1,678 respondents.

Infographic by Linda Mitsui Profile Design Group Inc.

Kudos!

Jason Born, CPA, CMA, has been elected a director of the Alberta Chicken Producers. Jason is the president of Tri-West Poultry Ltd. in Abbotsford.

Bernice Crossman, CPA, CGA, was hired as the director of finance for the Village of Burns Lake this past September. Bernice previously ran a private accounting practice for six years.



Rowland England, CPA, CMA, has joined Gateway Casinos and Entertainment Limited in Burnaby as director of financial planning and analysis. Rowland previously worked with Great Canadian Gaming Corp.



Eric Gounder, CPA, CGA, is the new finance manager for the National Hockey League's Calgary Flames. Eric previously served as controller for the Vancouver Canadians baseball club, who recently captured their third consecutive Northwest League championship.



Gordon L. Holloway, CPA, FCA, has been appointed to the board of the British Columbia Securities Commission. Gord recently completed his 2012-2013 term as president of the ICABC.



Mehb Jessa, CPA, CMA, FCMA, is now the chief financial officer of Kasian Architecture Interior Design & Planning Ltd. in Vancouver. Mehb previously served as the company's vice-president of finance.



Leanne Johnson, CPA, CMA, has been promoted to chief operating officer of Canada GardenWorks Ltd. in Burnaby. Leanne is also in her second year of service as retail chair of the board of directors of the BC Landscape and Nursery Association.



Tamra McQuitty, CPA, CMA, vice-president of finance and corporate services for Tourism Victoria, has been appointed as the organization's interim president and chief executive officer.



Harvey Peters, CA, a partner at Manning Elliott, has been appointed to the board of directors of the New Chelsea Society, one of the largest not-for-profit housing providers in BC. Founded in 1952, the New Chelsea Society was one of the first Legion housing societies to be organized in Canada.



Rick Thorpe, CPA, CMA, FCMA, has been appointed chair of the Canada Revenue Agency Board of Management for a four-year term. The Board of Management consists of 15 members appointed by the Governor in Council. Rick has served on the Board since December 2011.



Mark Wilkie, CPA, CMA, is now the chief financial officer of Flight Centre Canada. Previously, Mark held the role of financial controller.

Have an announcement you'd like to share? Email us at: ***info@bccpa.ca***

Kudos!



Pete Wolf, CPA, CA, has joined DMCL Chartered Accountants in Vancouver as an associate. Pete has owned his own accounting firm, Wolf & Associates, for 19 years.



Jeremy Wright, CPA, CMA, has established a Vancouver-based company named Seatrend Strategy Group, supporting strategy development and implementation for BC-based companies that are facing transformative events, significant growth, or portfolio realignment. Jeremy previously worked for six years with Deloitte LLP.



Irene Young, CPA, CMA, is now vice-president of administration and chief financial officer for Vancouver Community College. Before joining VCC, Irene served as secretary treasurer of School District #44 in North Vancouver.

In Memoriam



Derek H. Parkinson, FCA

We wish to send our condolences to the family and friends of **Derek H. Parkinson, FCA**, who passed away peacefully on August 14, 2013, at 88 years of age.

Derek was born and raised in Bolton, England, and served in the British Royal Air Force during the Second World War. After earning his CA in 1950, he accepted a position with Price Waterhouse in Vancouver. He became a partner in 1965, specializing in Canadian income tax law, and lectured extensively on taxation at various conferences and universities.

In 1970, Derek joined MacMillan Bloedel, where he soon became VP of finance and CFO. He moved to Westcoast Energy in 1982, serving first as CFO, then as a director, and ultimately as acting president and CEO. He also served for several years as a director of Canada Trust, and as chair of its audit committee.

After his retirement in 1988, Derek continued to serve on various local boards, committees, and councils. In 2004, he received a Lifetime Achievement Award from the Chartered Accountants of British Columbia for his contributions to the accounting profession.

54th Annual Golf Tournament Recap

The 54th Annual Golf Tournament was held in Vancouver at the University Golf Club on Thursday September 12. It was a beautiful late summer day, perfect for golf enthusiasts. Attendance at this year's event was open to members and guests from all three legacy organizations, and, in all, we had 134 participants join us. Teams played in either a "regular" or "scramble" format, and a great time was had by all.

As in previous years, many prizes had been donated to the event, which meant that every participant left a winner. Particular thanks to Robert McMurray, CPA, FCA, an accomplished artist, who donated an original painting entitled, "On the Inside Passage," to the prize pool—the lucky winner was Alan Leong, CPA, CA. Other significant prizes included a TaylorMade RBZ driver, box seats to the Odlum Brown Vancouver Open (donated by Floyd Hill), and a Hyak River Rafting gift certificate (donated by Davidson & Co.).

The tournament was a success—once again—thanks to the support of all our sponsors, volunteers, and participants. Thank you!

We're already looking forward to next year's event, which is set for September 11, 2014. Be sure to mark it in your calendars!

Recap author Ben Moxon, CA, is the founder and owner of Moxon Personnel Ltd. in Vancouver, and has served as organizer of the Annual Golf Tournament since 1989.



Team Low Gross (l to r): Dave Chucko, CPA, FCA, David Neale, CPA, CA, Kevin Isomura, CA, Andrew Clark, CPA, CA—presented by Karen Christiansen, CPA, FCA, ICABC president.



Men's Low Gross Score: Keenan Charles, CA—presented by Tammy Towill, CPA, CMA, FCMA, CMABC chair.

2013 CMABC Fellows and Life Members

Each year at Convocation, CMABC (the Society) recognizes its newest Fellows and Life Members. On October 26, 2013, CMABC celebrated six Fellows and three Life Members.

~ FELLOWS ~

The highest honour granted by CMA Canada, the FCMA is awarded to CMAs who demonstrate excellence in management accounting, a commitment to the CMA designation and their professional organization, and a civic-mindedness that enriches their community.



Jacques Fleurant, CPA, CMA, FCMA

Jacques is the chief financial officer of HSBC Bank Canada in Vancouver. He started his finance career as a finance specialist with HSBC Bank Canada and its predecessor firms, and quickly moved into progressively more senior roles before becoming senior vice-president and chief financial officer of Global Banking and Markets and Wealth Management. Before he moved to Vancouver last year from Toronto, Jacques was the chief financial officer of the HSBC Global Banking and Markets business in Canada.

Since earning his CMA designation in 1993, Jacques has acted as a mentor for others pursuing their CMA designation both at HSBC and through his work with the UBC Sauder School of Business. He has also served on an interdisciplinary committee for CMA with the Canadian Marketing Association.

In the community, Jacques has coached minor hockey and baseball, and is involved with the national Evergreen not-for-profit organization that inspires action for greener cities. He has served as a director on the Evergreen board and was a member of their finance committee.



David Kruyt, CPA, CMA, FCMA

David is the chief financial officer of Vancouver Island Insurance Centres, a role he's held since 2009. Previously, David served as the company's corporate controller. Before relocating to Vancouver Island, David was the vice-president and controller for an international trade finance company, worked in private practice as a forensic accountant, and spent several years as the controller of a not-for-profit private club.

Active with CMA, David served as treasurer of the CMABC Vancouver Chapter in 2005. In addition, he has volunteered at CMA student recruitment events, and has served on the Professional Conduct Enquiry Committee since 2008.

In the community, David has served on multiple boards, including the Canadian Craft Museum, the Potters Guild of BC, and North Star Montessori. He recently concluded his full term on the board of governors of North Island College, where he chaired the Audit Committee. He is currently a director on the board of the Vancouver Island Health Authority, where he is chair of the Finance and Audit committee.



Diane Kerley, CPA, CMA, FCMA

Diane is the national practice leader for accounting and finance with the David Aplin Group, where she has been recognized with the 2012 People's Choice Award, as well as Top Producer awards in 2011 and 2012. Diane began her accounting and finance career with Aetna Trust, which was purchased by Canadian Western Bank and Trust and resulted in a move to Edmonton. After 14 years with the combined organization, she elected to launch her recruiting career in 2000. Since earning her CMA designation in 1991, Diane has been an active volunteer for the Society, serving as a chapter director in Vancouver and chapter chair in Edmonton. Diane is the chair of the Life Membership committee, a member of the Strategic Planning committee, and a director of the provincial board. She also serves on the Society's conference committee, and is a Board Report adjudicator. In recognition of her work for CMA, Diane received the CMABC Volunteer of the Year Award in 2009.

Within the community, Diane has volunteered for the YWCA Vancouver, serves as treasurer of her strata, and is a volunteer and committee member for the Minerva Foundation.



Sing Chung Matthias Li, CPA, CMA, FCMA

Matthias is the deputy chief executive and chief financial officer of Ocean Park Corporation in Hong Kong. A CMA since 1983, Matthias's finance career began at Arthur Andersen in Toronto. He then joined the Bank of Montreal, where he held a number of management roles before relocating to Hong Kong in 1994.

Since 2001, Matthias has been involved with the CMABC Hong Kong Branch; he served two terms as vice-president and two terms as president.

Active in the community, Matthias is a trustee of the Rev. Brother Paul Sun Education Foundation, a council member of Open University of Hong Kong, and a member of the Advisory Committee for graduate employment with City University of Hong Kong. In addition, he is a director of the Hong Kong Sports Institute's board, where he serves as vice-chair, and a member of the Hong Kong government's steering committee on population policy. Matthias also serves as vice-chair for the National Aquatic Wildlife Conservation Association in China and the China Association of Amusement Parks and Attractions.



Lyndon Peterson, CPA, CMA, FCMA

Lyndon is the director of leasing and property services with the Northern Health Authority, a role he has held since 2007. Previously, he was the Health Authority's regional manager of capital projects and space utilization. Before joining the Health Authority, he held various financial management positions with the BC Buildings Corporation.

Lyndon has been active with CMA since he was a student in the Society's program. He has served on the board of the Central Interior Peace Chapter almost continuously since 1991; some of the roles he has held include chapter director, secretary, and chair. Lyndon served as the chapter liaison to the CMABC board from 2000 to 2008, holding the dual role of board director and chapter chair during his terms from 2004 to 2006; he is currently a director, having returned to the Society board in 2012.

In the community, Lyndon has been a program leader for local floor hockey and soccer programs, and has volunteered or participated in various community association sports activities, including the Prince George Men's Slo-Pitch League.



Michael Thiessen, CPA, CMA, FCMA

Michael is the director of consulting services and managing director for WAMH Services in New York, and is currently based in London, working with Sony Computer Entertainment Europe. Michael has held a number of senior financial management roles in Canada, the US, and the UK, ranging from finance controller to CFO, with Art and Fashion Group Corporation, AG Professional Hair Care Products Ltd., and the Institute for Integrative Nutrition.

A CMA since 2001, Michael has been a moderator in the CMA Strategic Leadership Program (SLP) in BC and Alberta for the past 10 years. He has been an independent consultant for SLP moderator selection and training, and served as a member of the National Advisory Team for the development of the new SLP program. Michael's commitment to CMA is significant, as all of the work he has done for the Society has been completed while being based in New York and London. In addition to moderating, Michael has been a board report adjudicator and volunteered at student recruitment events.

Michael also regularly assists with Landmark Education's personal and professional development programs in Canada, the US, and the UK.

~ LIFE MEMBERS ~

Life Membership is granted to CMAs who have been members for more than 20 years and have substantially contributed to the CMA designation and Society, or made a significant contribution of new knowledge to the accounting profession or business management.



Patricia Eagar, CPA, CMA, FCMA

Pat is the vice-president, administration and finance at Vancouver Island University, a role she has held since 2009.

Pat began her professional career as a chemical lab technician. In 1980, she changed her career focus and moved into the accounting industry where she held various roles in public practice. In 1989, Pat earned her CMA designation. Before joining Vancouver Island University, she was the vice-president of finance and administration at Athabasca University, and vice-president of finance and chief financial officer at Westview Health Authority.

Active with the CMA Society, Pat served as secretary and treasurer of the Upper Island Chapter, chair of the Edmonton Chapter, a member of the provincial board of directors (1999-2000), and a member of the national board of directors (2005-2008). Within the education community, she served as Vancouver Island University's trustee and sponsor representative for the Universities Academic Pension Plan, and as a board member for both the Vancouver Island University Foundation and the Alberta Association in Higher Education for Information Technology. In recognition of her service to CMA and her contributions to the field of management accounting, Pat was awarded the Society's highest honour—the FCMA—in 2008.



George Nyman, CPA, CMA

George started his career in 1967 with MacMillan Bloedel and its successor companies: Weyerhaeuser, Cascadia Forest Products, and Western Forest Products. He held numerous financial management roles including accountant and office manager, manager of log supply, and timberlands manager. Before retiring in 2008, George was the regional manager responsible for four business units for Western Forest Products.

Since earning his CMA designation in 1976, George has been a strong supporter of the Society. He is a founding member of the Upper Island Chapter, where he has held several board positions, including vice-chair and chair.

In the community, George is a director of the North Island Supportive Recovery Society, and a member of the Campbell River Daybreak Rotary, where he serves as the international chair. He has also held several executive positions with the Alberni Valley Minor Hockey Association.

2013 CMABC Life Members

continued from page 39



Yvonne Pinder, CPA, CMA, FCMA

Yvonne has had a long and successful career in the health sector and in post-secondary education. Before retirement, Yvonne was acting vice-president of finance and corporate services for Okanagan College, and was an external consultant to the College for the implementation of their enterprise-wide risk management system. She is currently a member of the College's board of directors and chair of the College's Governance Committee.

In the education and health sectors, Yvonne was director of the integrated financial services unit for Saskatchewan Health; she also served as chief financial officer for the Saskatchewan Institute of Applied Science and Technology.

Since receiving her CMA designation in 1982, Yvonne has made significant contributions to both the CMA National and Provincial societies. She served as a director on the Saskatchewan council, was a member of the National Entrance Exam Board, and was chair of the Saskatchewan Accreditation Committee.

Active in the community, Yvonne is involved with various boards and foundations. She was nominated for the Saskatoon YWCA Women of Distinction Award in the Business and Professional Category in 1997, and was named a Fellow of the CMA Society in 2003. ■

CMABC Fellows and Life Member photos by Montizambert Photography.



wavebreakmedia/iStock/Thinkstock

Recognizing Member Achievement

Many professional accountants in British Columbia are involved in volunteer activities that benefit their communities, and the ICABC, CGA-BC, and CMABC have each recognized these contributions through their respective member recognition programs. Members from all three organizations have told us they consider these programs a vital part of our legacy traditions, and would like to see a member recognition program continue under the CPABC banner.

To that end, as we work to unite our organizations, a CPABC member recognition program will be developed. Until such time as this program is implemented, members will continue to be recognized under their applicable legacy member recognition programs.

ICABC Call for Nominations:

Do you know a CPA, CA who has gone the extra mile in the community or achieved outstanding success early in his or her career? Acknowledge their achievements by nominating them for an award!

ICABC members can nominate a colleague for:
Community Service
Early Achievement

Nomination deadlines:
Community Service: January 31, 2014
Early Achievement: January 31, 2014

Nomination forms
Forms are available on the ICABC website at **www.ica.bc.ca** under Member Centre>Forms>Member Recognition.

2013 CGA-BC Award Winners

Each year, CGA-BC holds a Chair's Banquet and Awards Gala to celebrate and honour members who have made significant contributions to the Association, the accounting profession, and their communities. This year, the Association awarded life memberships to two members and recognized one member who received a fellowship designation.

~ LIFE MEMBERS ~



CGA-BC 2013 chair Candace Nancke with Life Member Dr. Bert Dartnell.

Dr. Bert Dartnell, CPA, FCGA

Bert worked tirelessly for many decades to advance the accounting profession—in fact, very few members have been as connected with CGA-BC as he has been over the years. His extensive involvement with the Association resulted in him being granted the inaugural President's Award for Education in 2002, and in 2008, he was recognized as one of the "100 CGAs Who Have Made a Difference."

Bert's contributions to the CGA Program of Professional Studies are especially impressive. He taught at every level of the program from 1966 to 2010, and was instrumental in the transition to online lecturing. In addition to contributing to CGA-BC initiatives, Bert was also a key resource for CGA-Canada, performing in-depth reviews of courses and serving as chair or a member of the exam review committees for several courses.

Bert received the FCGA fellowship designation in 2000.



Life Member John Pankratz with Candace Nancke.

John Pankratz, CPA, FCGA

John received his CGA designation in 1988. He was honoured with the J.M. Macbeth Award in 1995 and the Harold Clarke Award in 2002 for his exceptional service at both the chapter level and at the provincial committee level. In 2006, he began serving on CGA-BC's Board of Governors and on several CGA-BC committees, advisory groups, and task forces. These contributions include serving as a member of the Public Practice Advisory and the Appeals and Discipline committees, and as chair of the Practice Review and Audit committees.

John received his FCGA in 2009, and served as president of CGA-BC the following year.

In the community, John serves as treasurer of the Abbotsford Restorative Justice and Advocacy Association, and as an examiner and area administrator for the Royal Life Saving Society. In 2012, he was appointed as a member of BC's Audit Certification Board, which oversees the certification of auditors within the province. Most recently, he was appointed to the board of the University of the Fraser Valley.

Photos by Ron Sangha Productions. View more event photos on CPABC's Flickr page at **flickr.com/cpabc/sets**.

~ FCGA ~



CGA-Canada chair Patrick Keller, CPA, FCGA (left), with newly elected FCGA Dan Cheetham.

Dan Cheetham, CPA, FCGA

Dan was admitted to membership as a CGA in 1976, and became a partner of a public practice firm that grew to be one of the largest CGA firms in the province. In 1984, he joined CGA-BC as the director of professional services, where he played a major role in the design, implementation, and refinement of the Association's continuing professional development program.

After assuming the role of director of administration and human resources in 1995, Dan led the development and launch of CGA-BC's first website. He also implemented a financial management strategy that was a major factor in the Association's ability to retire the debt on the CGA building in only 10 years.

In addition, Dan was instrumental in the establishment of the CGA-BC Educational Foundation, which gives prospective students access to the financial resources for success. Moreover, he has always been a strong proponent of sharing knowledge through ongoing meetings with senior staff of CGA affiliates and through excellent working relationships with his counterparts at the ICABC and CMABC. ■

Whistler Conference 2013

With BC's 27,000 CGAs, CMAs, and CAs joining forces to create a new, united professional accounting designation in BC, nearly 750 professional accountants of all stripes gathered in September for an annual conference like no other. Held in Whistler, the four-day CGA-BC event featured two outstanding keynote presentations, 20 PD seminars, Western Canada's largest accounting trade show, and several entertaining social events.

Leaders from the ICABC, CGA-BC, and CMABC were joined by CPA Canada president Kevin Dancey, FCPA, FCA, to welcome delegates and provide an update on the establishment of the CPA designation across the country. Delegates were also treated to a first glimpse of the new CPA branding campaign.

Following the speeches came the first of the Conference's professional development offerings: two heavyweight keynote presentations. The first presentation featured a thought-provoking political discussion with *National Post/Postmedia* columnist Andrew Coyne; *Toronto Star* national affairs writer Chantal Hébert; and *CBC News* anchor Ian Hanomansing. They were followed by Ipsos-Reid's Darrell Bricker and John Wright, who used statistics gathered from coast to coast to dispel some popular myths about what Canadians really think—about practically everything.

Three full days of PD gave way to two evenings that are perennial highlights of the Conference's social calendar. This year's "Friday Fun Night" featured a lumberjack-themed party that celebrated the proud heritage of the tough men and women who helped build Whistler and other towns across BC. The Chair's Banquet and Awards Gala took place the following night, celebrating CGA-BC's annual award winners and featuring the ceremonial "passing of the gavel" to the Association's incoming 2014 chair, David Sale, CPA, FCGA.

Naturally, the success of such a large-scale event depends on the dedicated efforts of organizers and volunteers, whose contributions often go unsung. So we'd like to take this opportunity to thank the organizers and volunteers for their hard work, and to thank the members from all three legacy bodies who joined us. Thank you for making the Conference such a success!



Photos by Ron Sangha Productions. View more event photos on CPABC's Flickr page at **flickr.com/cpabc/sets**.





Kevin Dancey, FCPA, FCA, president and CEO of CPA Canada, proudly wears the limited edition CPA hockey jersey.



Leaders from the ICABC, CGA-BC, and CMABC are joined by three of Canada's leading political pundits.



The first keynote presentation featured a thought-provoking political discussion with *National Post/Postmedia* columnist Andrew Coyne; national affairs writer for the *Toronto Star* Chantal Hébert; and *CBC News* anchor Ian Hanomansing.



In the second keynote speech, Darrell Bricker and John Wright used statistics gathered from coast to coast to dispel some myths about Canadians.



Guests donned their woodsiest attire for Friday night's lumberjack-themed social.



The accounting trade show was a hive of activity.



The Conference featured three full days of professional development.



CGA-BC past-chair and treasurer Cindy Choi, CPA, FCGA, served as emcee for the event.



CGA-BC 2013 chair Candace Nancke, CPA, FCGA, passes the gavel to incoming chair David Sale, CPA, FCGA.

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Mid-size CA firm looking to assist with your succession plan. $500k to $2m range. We can buy or merge in if the fit is right. Staying on after a purchase to affect a smooth transition is possible. Reply in confidence to: mergeprose@gmail.com.

Vancouver

Mid-market greater Vancouver CA firm looking to acquire clients. Purchase or merger possible, ideal for retiring or late-career practitioners. We are dedicated to great client service, and your clients will be in good hands. Reply in confidence to: clientsaleormerger@outlook.com.

Okanagan Buyer

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Merger or Succession Opportunity

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MEMBER PROFILE

Brian Blamey, CPA, CGA

Partner, Galloway Botteselle & Company

Profile by David Ferman
Photo by Ron Sangha Productions

There's only one trace of colour on the walls of Brian Blamey's office: a framed lithograph of the Miracle Mile. The artist has captured the iconic moment at Vancouver's British Empire and Commonwealth Games in 1954, when John Landy, in the lead, takes a last desperate glance to his inside only to find... nothing. Nothing, because at that very instant, his soon-to-be eternal archrival Roger Bannister is passing him on the outside.

The image is fleeting and timeless, heroic and tragic. And though that race came a quarter century before his own running prime, it still resonates with Brian.

"Track and field was my life," says Brian, 56, a partner with Galloway Botteselle & Company, who retains the trim frame of a man who regularly bikes to work and cycles 150-km mountain stages as part of his vacations.

"Are we good at what we love, or do we enjoy it because we find success? I don't know," he says, "but I loved running."

Brian found track while attending Victoria's Glenlyon prep school, and was soon competing at the national level in the 3,000 metres, 5,000 metres, and steeplechase—a torturous middle-distance scramble made treacherous by hurdles, water jumps, and jostling competitors.

Running took Brian through math at the University of Victoria and his bachelor's in arts (accounting) at Simon Fraser University. He joined Galloway Botteselle, one of the oldest and largest CGA firms in BC, in 1984, and earned his designation two years later. He made partner in 1994, and today oversees more than 200 corporate clients and roughly 600 personal clients.

Like his tenure with Galloway, many of the friendships he made on the track are still going strong. Not that there haven't been adjustments on account of age.

"We turned to the dark side," is how Brian describes the switch he and his friends made from spikes to bikes.

"In 2009, we rode one of the Tour de France's stages, called 'l'étape du tour,'" he recounts. "There were 20 of us, along with more than 10,000 other riders. It was deadly hot, with endless climbs, but it was an unforgettable experience."

Far less romantic was his ride in the 2012 GranFondo Whistler, a 122-km "jaunt" from Vancouver to Whistler. Knocked off his bike just past Horseshoe Bay, Brian broke a rib, fractured his pelvis, and tore his meniscus (so much for cycling being easier on the knees). After getting back in the saddle, he made it just short of the finish before seizing up.

Undaunted by the experience, Brian raced in the French Alps this past summer, with wife Rose driving alongside in his support car.

And though he no longer competes in track, Brian has found a way back to his first sporting love. He volunteers as treasurer of the board of the Achilles International Track and Field Society, which organizes the annual Harry Jerome International Track Classic, and provides coaching to students at inner city Vancouver schools.

"It's really neat for these kids to see their times improve significantly with some coaching," he says. "Our hope is to bring new athletes to the sport. In the society, we call it 'seeking Harry'—we're seeking the next Harry Jerome. Or maybe the next Harriet." ■



A CPA career is a challenging one, but your life goals and demands need and deserve so much of your time. How do you balance the two priorities?

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