CPABC

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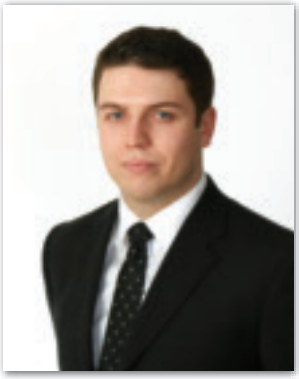
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CPABC INFOCUS

March/April 2017, Vol. 5, No. 2

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

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Mailing address: #800 – 555 West Hastings St., Vancouver, BC, V6B 4N6

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Notes from the Chair

By Dave Hallinan, FCPA, FCMA

In this issue of *CPABC in Focus*, we celebrate the excellence and achievements of our members, as we profile CPABC's second group of Member Recognition Program honourees (pages 20-28). These 18 individuals were celebrated at the Member Recognition Dinner on February 15 (pages 46-47).

CPABC's two Member Recognition committees were very pleased by the calibre of nominations received, and I encourage all members to consider nominating deserving peers for recognition in 2017. The 2017 nomination forms are now available online at **bccpa.ca**.

Other significant events held in early 2017 included the Greater Vancouver Board of Trade's Economic Outlook Forum (see page 10) and the BC Budget Recap (look for a recap of the February 22 event in our May/June issue). CPABC was a premier sponsor of both events, each of which focused on the important economic trends BC will face over the coming year.

I would also like to highlight some upcoming events with which CPABC will be involved. We will be a gold sponsor of the Influential Women in Business Awards on March 8, and will co-present the BC CFO of the Year Awards with *Business in Vancouver* in June. We're pleased to participate in these celebrations of business excellence in the broader community.

Also coming up is CPABC's Spring Pacific Summit, which is being held in Vancouver from May 17 to 19. Once again, CPABC's events team has secured a top-notch lineup of keynote speakers and presenters, professional development courses, and networking opportunities (see pages 29 and 45). Registration is now open, and I encourage you to check out what the conference has to offer.

Spring also brings my favourite event: Convocation! This year, our newest CPAs will walk across the stage of the Vancouver Convention Centre on May 27. I look forward to being there and welcoming you all to the profession!

In terms of what to expect over the summer, we'll be alerting you once we have posted the Annual Report and Financials online in anticipation of the Annual General Meeting being held in June. This will be the first year of board elections, so stay tuned for the call for nominations.

In addition, you should have recently received the membership dues notice for 2017-2018. CPABC committed to assessing provincial fees once integration had been completed and the organization had begun to realize efficiencies. We found that more extensive progress had been made across the organization than originally anticipated, and members will now benefit from these economies of scale. We are pleased to be in a fiscal position that allows us to reduce most provincial fees by approximately 5% for the upcoming fiscal year.

One last item I'd like to address is the CEO transition for CPABC. In the January/February 2017 issue, we highlighted the contributions Richard Rees, FCPA, FCA, has made to the profession and thanked him for his outstanding service. Richard's final day with CPABC is March 31, 2017. Once again, on behalf of the board and staff, I would like to thank him for everything he has done for the profession and our organization.

As previously shared with you, we'd made significant progress towards identifying Richard's successor and had expected to have the new president & CEO begin their tenure on April 1. Unfortunately, unforeseen circumstances are now, understandably, preventing the successful candidate from being able to take on the role at this time. As a result, we are moving forward and re-engaging our Search Committee to consider additional candidates.

We will keep you informed as this process unfolds. In the meantime, CPABC will continue to be managed by its highly professional staff and executive team. I know I speak for the board when I say that we have every confidence in the Search Committee's ability to move forward and find the right person to take the helm at CPABC. ■



David B. Hallinan, FCPA, FCMA
CPABC Chair

Reminder for volunteers

At this time of year, many CPAs volunteer to prepare tax returns for low-income taxpayers. If you're volunteering, be sure to read the important reminder about licensing and insurance on page 13.

Sponsorships & Events

Over the past two months, CPABC hosted, sponsored, and attended a range of events to engage with stakeholders and promote the CPA profession. Industry sponsorships included the Greater Vancouver Board of Trade's annual Economic Outlook Forum on January 20 (see below) and the BC Budget Recap on February 22.

Hosting duties included the annual Member Recognition Dinner on February 15, during which CPABC honoured 18 members for their remarkable achievements and contributions within the profession and their communities (see pages 20-28), and CPABC Hockey Night on February 28, which was co-hosted by the North Shore/Sunshine Coast Chapter.

CPABC's recruitment team participated in several campus events in January and February, including UBC Okanagan's Management Week, Camosun College's Accounting Week, Okanagan College's Business Expo and Employment Fair, Royal Roads University's Career Development Day, and information sessions at Capilano University and SFU's Surrey campus. The recruitment team also hosted a number of information sessions at high schools, including Belmont Secondary School, Delta Secondary School, DW Poppy Secondary School, and Mount Douglas Secondary School.

Upcoming events for CPABC include the Influential Women in Business Awards gala, hosted by *Business in Vancouver*. Held on International Women's Day (March 8), the event recognizes senior female executives and outstanding entrepreneurs. CPABC is proud to serve as a gold sponsor of the event.

Later this spring, CPABC will be a sponsor of and exhibitor at the Human Resources Management Association's annual conference and trade-show (May 2-3). Also coming in May is the CPABC Spring Pacific Summit. The Pacific Summit will take place in Vancouver on May 17-19 and feature leading professional development speakers and networking opportunities for more than 300 business professionals.

Also on the horizon is the Spring Convocation ceremony, which CPABC will host on May 27 to celebrate the profession's newest members. And in June, CPABC will co-present the 2017 BC CFO Awards with *Business in Vancouver* and sponsor the *BCBusiness* Top 100 luncheon, featuring keynote speaker David Foster.

For more information on CPABC's events and sponsorships, visit the News, Events & Publications section of **bccpa.ca**.

Economic Outlook Forum Examines Politics and Possibilities

"Power, Politics and Prosperity" was the focus of the Greater Vancouver Board of Trade's 2017 Economic Outlook Forum, which took place on Friday, January 20, the same day as the presidential inauguration in the United States. CPABC was pleased to be a supporting sponsor of the forum.

The program included presentations from respected CEOs and economists who provided economic forecasts for the year ahead and discussed how America's new government might shape the Canadian economy—both at the provincial and national levels. Also in attendance were representatives from the BC Liberal and NDP parties who, in preparation for the provincial election on May 9, 2017, outlined their platforms.

Stéfane Marion, chief economist and strategist for National Bank of Canada and managing director of National Bank Financial, gave the forum's first presentation. In "Success by the Numbers: 2017 Economic Outlook," he summarized global market performance prior to the US election and outlined how BC's and Canada's economies could be expected to perform in the coming year. Marion noted that BC's economy was experiencing "good growth" and that the province's business sector was the most confident in Canada. He also stated, however, that maintaining access to US markets, increasing capacity for manufacturing, and continuing to attract young, skilled workers would be key to sustaining both provincial and national economic growth.





Above: Stéfane Marion provides an economic forecast for BC and Canada. Left (l to r): Bill Good (moderator) and panellists Michael Audain, Graham Clarke, Dr. Ira Kalish, and Kari Yuers discuss the potential impact of President Donald Trump's policies on the Canadian economy. Photos by Matt Borck of Sara Borck Photography.

A live broadcast of the US presidential inauguration followed, during which Donald Trump was sworn in as the 45th president of the United States. The subsequent panel session, "The New American President and Canada: Politics of Prosperity," examined the impact President Trump's government might have on the Canadian economy, as well as on Canada/US relations. Panel members Michael Audain, chair of Polygon Homes Ltd.; Graham Clarke, chair and CEO of Vancouver International Maritime Centre; Dr. Ira Kalish, chief global economist at Deloitte Touche Tohmatsu; and Kari Yuers, president and CEO of Kryton International Inc., discussed how a more protectionist US government could affect existing trade agreements, Canadian exports, and highly integrated sectors of the Canadian economy, such as automobile manufacturing. Panellists also identified the importance of continuing to diversify trade partners, including with emerging Asian economies.

The third session, "The Economic Balance Sheet: CEO Perspective of the Year Ahead," featured business leaders from BC's health, property, technology, and forestry sectors. Panellists Sue Paish, president and CEO of LifeLabs Medical Laboratory Services; John Stovell, CEO of Reliance Properties Ltd.; Ray Walia, CPA, CMA, CEO of Launch Academy; and Susan Yurkovich, president and CEO of the Council of Forest Industries, identified opportunities for, and limitations to, growth in their respective areas. They expressed a mixed outlook for BC's economy in 2017, citing the continued net in-migration of skilled workers and increased opportunities for public-private partnerships as positives, while identifying government intervention in the housing market and depressed global prices for natural resources as constraints to economic growth.





Above (l to r): Panellists Sue Paish, John Stovell, Ray Walia, CPA, CMA, and Susan Yurkovich share their perspectives on the outlook for the BC economy during the presentation "The Economic Balance Sheet: CEO Perspective of the Year Ahead." Below (l to r): Rick Cluff moderates the panel discussion "Voting for the Future: British Columbia's 2017 Election," featuring MLAs Shirley Bond, Carol James, Bruce Ralston, and Andrew Wilkinson. Photos by Matt Borck of Sara Borck Photography.

The forum's final session, "Voting for the Future: British Columbia's 2017 Election," gave the stage to four representatives from the BC Liberals and the BC NDP: the Honourable Shirley Bond, Liberal MLA for Prince George-Valemount and minister of jobs, tourism and skills training, and minister responsible for labour; Carole James, NDP MLA for Victoria-Beacon Hill and opposition spokesperson for finance; Bruce Ralston, NDP MLA for Surrey-Whalley and opposition spokesperson for natural gas development, trade, multiculturalism, softwood lumber agreement, manufacturing, and oil & gas commission; and the Honourable Andrew Wilkinson, Liberal MLA for Vancouver-Quilchena and minister of advanced education. The panel identified housing affordability and the cost of living as key themes in the upcoming election, and also debated hot topics such as liquefied natural gas projects, the housing supply, and the Site C dam.

Wrapping up the forum, Robin Silvester, chair of the Greater Vancouver Board of Trade and president and CEO of the Vancouver Fraser Port Authority, thanked the participants for sharing their insights.

Calling for Volunteers!

CPABC has many opportunities for members who are interested in volunteering their services to the profession. In addition to serving on regulatory committees, chapters, advisory groups, and forums, there are opportunities to mentor CPA candidates and students, represent the profession at recruitment events, and serve as subject-matter experts in interviews with local media.

Those interested in volunteering in their local communities have the opportunity to join CPA Canada's Community Connect program to present financial literacy sessions and/or join the CRA's Community Volunteer Income Tax Program to volunteer at tax clinics (see reminder on page 13).

A list of volunteer opportunities can be found in the Members section of the **bccpa.ca** website under "Volunteer Opportunities." If you'd like to get involved, complete and submit the online form to express your interest. We welcome your participation!

Use of Accounting Designations – Reminder to Members and Firms

CPA

With CPA graduates now in the marketplace, there's a potential for some confusion about the need for "tagged" designation usage. So this is a reminder that those of you who became CPAs through legacy membership or legacy certification programs must list your credentials as "CPA, CA"; "CPA, CGA"; or "CPA, CMA." Only new members who wrote the Common Final Exam are entitled to use "CPA" only.

In addition, CPAs from other provinces are not permitted to use the CPA designation in BC unless they are CPABC members. Similarly, if you are a member working or residing in a jurisdiction outside of BC, you must check with that jurisdiction to determine whether you're permitted to use your CPA designation there.

Note that firms are also required to use "CPA" in their firm names or descriptors, in the reports they issue, on business cards and letterhead, and on their websites.

Please note that firm office signage must be converted to "CPA" no later than the end of December 2017.

Use of foreign designations

While the vast majority of CPA members know how the CPA designation should be used, an area where there may be less clarity is with respect to the use of foreign accounting designations—that is, showing letters after a name signifying membership with a professional accounting organization.

You may be asking "Why does this matter?" Ensuring appropriate use of designations is a matter of public protection as contemplated in our legislation and bylaws. If an individual is using an accounting designation in BC, the public's expectation is that the individual is subject to regulation that is consistent with BC's regulatory standards. However, the completion of a foreign accounting body's certification program does not ensure that an individual is subject to regulation that meets BC standards. Therefore, use of foreign designations, unless combined with the use of the CPABC designation, creates a risk to the public and is not appropriate.

This discussion is in respect of designation usage (as described above). If an individual has a foreign accounting qualification but has not joined CPABC, it is acceptable for that individual to reference their foreign accounting credential in the body of their resumé or in their bio on a firm or company website, provided, of course, that any such reference is factually correct.

In a nutshell, a foreign accounting designation may be used by a CPA member provided it is used in a prescribed style. Additionally, a foreign accounting designation may not be used by a non-CPA member. A few examples:

1) **CPA members –** If a CPA member in good standing holds a foreign accounting designation, they can show that designation, together with, and after, their CPA designation:
   Acceptable – Mary Lee, CPA, CA, CPA (Illinois)
   Note that Mary must show the jurisdiction in which she was granted authorization to use the non-Canadian accounting designation:
   Not acceptable – Mary Lee, CPA, CA, CPA (US)
   Acceptable – Annie Jones, CPA, CGA, ACCA (UK)
   Not acceptable – Annie Jones, ACCA

2) **Non-CPA members –** Someone holding a foreign accounting designation who is not a member of CPABC is not permitted to show that foreign designation in BC, whether or not the jurisdiction is included:
   Not acceptable – John Smith, CA (New Zealand)
   Not acceptable – John Smith, CA
   Not acceptable – Joy Wong, CPA (Washington)
   Not acceptable – Henry Lew, ACCA (UK)
   Not acceptable – Henry Lew, ACCA
   Not acceptable – Ray Fast, CPA (Alberta)

We are aware that some firms are listing the names and foreign designations of foreign-designated staff in their firm directories. Please note that it is not appropriate to list foreign designations for staff members who are not also members of CPABC. It is appropriate to list foreign designations for staff who are also CPABC members, provided such disclosure complies with the requirements noted above.

A final note

If you come across a non-CPA using the CPA designation, please email **ethics@bccpa.ca**. The matter will be looked into and, if appropriate, cease and desist action will be taken.

Our legislation provides for the protection of the usage of our CPA designation. We need to be vigilant in managing its use, and we rely on members and firms to support that vigilance.

Volunteering to Prepare Low-Income Tax Returns?
A Reminder from CPABC's Advisory Services Team

In the March/April 2016 issue of *CPABC in Focus*, we highlighted some things to keep in mind when volunteering to provide tax services to low-income taxpayers (pages 24-26). The following summary is meant to serve as a refresher:

Exemption from licensing

Recognizing that preparing tax returns at volunteer tax clinics is in the interest of the general public, CPABC established a policy that enables volunteering members to apply for exemption from the licensure process where their primary occupation is not in public practice, and where they provide these tax services to the public on an incidental basis only.

Members who are not already licensed for public practice must apply for the exemption—this includes members who are employed in public practice but who are not personally licensed. Members who hold the "Other Regulated Services – Non-Reviewable" licence must also apply for the exemption, as this category does not permit them to prepare T1s.

Professional liability insurance

Because members who are authorized to provide volunteer tax services assistance are exempt from licensure, they are not subject to professional liability insurance requirements. Therefore, to ensure the protection of the public, CPABC holds a blanket policy with AICA Services Inc. that applies to authorized CPABC members provided certain conditions are met. These conditions are detailed on the CPABC website at **bccpa.ca/members/volunteer-and-mentor/volunteer-tax-services**.

Apply and register online

To apply for the exemption and register for coverage, go to **bccpa.ca/members/volunteer-and-mentor/volunteer-tax-services** and follow the instructions.

A word about professional competence

Volunteer work is regulated under the *CPA Code of Professional Conduct*. Therefore, before undertaking the preparation of tax returns—even at a volunteer tax clinic—a member must assess their professional competence. If, in doing so, they determine that additional training is needed, they should consider taking a tax update course through the CPABC Professional Development Program, a course held by one of the local CPABC chapters, or online training offered by the Canada Revenue Agency through its Community Volunteer Income Tax Program.

Contact us

If you have any questions about applying for the licence exemption, please contact CPABC's advisory services department at 604-872-7222. Alternatively, you can email us at **professionaladvisory@bccpa.ca**.

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Driving to Digital with Information Security

In collaboration with CIOCAN and ISACA,* CPABC held a panel discussion for senior finance and IT professionals on January 30 at TELUS garden in Vancouver. Over 150 professionals, including more than 50 CPA members in senior financial roles, attended this event to discuss the organizational risks posed by cyber threats and the need for strong and strategic cybersecurity programs.

The panel was moderated by Rob Clyde, managing director of Clyde Consulting LLC (USA) and chair of the ISACA Finance Committee. The distinguished panel was comprised of the following industry experts: Jim Attridge, manager of IT security at BC Hydro; Marc Kneppers, chief security architect for TELUS; Sujata Ramamoorthy, vice-president and chief security officer for Cisco Cloud Platform and Services; Frank Schettini, the chief innovation officer of ISACA; and Danny Timmins, national cyber security leader for MNP LLP.

While the discussion covered many topics, the panellists emphasized the need for agility in the digital age. They spoke about the role business leaders can play in ensuring that their organizations have proper information security to support strategic objectives, and they shared their views on how information security can be a strategic advantage over competitors.

* CIOCAN is the CIO Association of Canada, an association of chief information officers and IT leaders. ISACA was previously known as the Information Systems Audit and Control Association and now goes by its acronym only.

Wondering if your organization is secure?

If you're a senior financial professional and/or board member looking for more information on cyber-security, be sure to download "Cybersecurity Risk – Questions for Directors to Ask" from the CPA Canada website at **cpacanada.ca**. Originally published as a *Director Alert*, the document was reissued by CPA Canada as a *Board Bulletin* in 2015. It lists the various questions directors must ask to determine if their companies have appropriate risk management practices and protection measures in place to mitigate security exposures.



Understanding Cyber Risks for Smaller Accounting Firms

On February 1, 35 members of CPABC's Sole Practitioners' and Small Firms' forums gathered for a joint session on cyber-security at CPABC's offices in Vancouver.

The session was facilitated by Edward Pereira, CPA, CGA, and Magdalena Dytuco, CPA, CGA. Pereira is the founder of Carmel Info-Risk Consulting Group, which specializes in helping small and medium-sized firms—particularly those without dedicated information security functions—establish and sustain best practices for information security. He has served on the board of the ISACA[1] Vancouver Chapter, including as president, and is the co-founder of ISACA Vancouver's "BC AWARE Campaign 2017," a privacy and security awareness campaign for British Columbians. Dytuco operates Dytuco Financial Services, which provides financial coaching and internal controls consulting services, and is also active with the ISACA Vancouver Chapter.

[1] Previously known as the Information Systems Audit and Control Association.

[2] Claudiu Popa for CPA Canada, "Cyber-Security Opportunities for Smaller Accounting Firms – Working Towards Better Practices and Safeguards." PDF available for download at **cpacanada.ca**.



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Pereira told attendees that small businesses must plan for survival in the event of a catastrophic cyberattack, given the various risks in the digital environment, including data breaches and ransomware. Dytuco shared a systematic way for smaller businesses to assess and address the most common types of cyber risk.

The need for increased awareness is significant. In 2013, CPA Canada conducted a study of information security practices among smaller accounting firms and found that "small accounting firms disclosed a surprising lack of adoption for some basic IT security practices and had limited knowledge of proper protection."[2] The study also revealed that although 81% of respondents were confident about their security, "respondents from accounting firms were more likely… to indicate their organizations were deficient in at least these three key areas: 1) backing up systems off-site, 2) changing passwords regularly, and 3) having someone responsible for reviewing user accounting privileges and user accounts periodically."

CPABC and ISACA Vancouver are continuing to work together and expect to hold a joint networking event in the summer.



Cybersecurity experts Edward Pereira, CPA, CGA, and Magdalena Dytuco, CPA, CGA, at the February session.

Want to strengthen your network and your knowledge base? Join a forum.

Forums provide opportunities to connect with other like-minded professionals, expand your network, and deepen your knowledge of issues pertinent to your field. To join one of our member forums, visit **bccpa.ca/members/volunteer-and-mentor/member-forums**.

CPABC/CRA Tax Liaison Meetings

In collaboration with the Canada Revenue Agency (CRA), CPABC organized six liaison sessions in February. The sessions were held in Kelowna, Prince George, Surrey, Vancouver, and Victoria, and attracted more than 350 public practitioners. The sessions provided practitioners with an opportunity to connect with senior CRA management staff in their respective regions and to learn about recent administrative developments and policy changes.

If you're a practitioner in tax and would like to receive the handouts provided at the liaison sessions, contact David Chiang, CPA, CA, CPABC's vice-president of member services, at **dchiang@bccpa.ca**.

CPAEF Bursaries and Scholarships Available

The CPA Education Foundation (CPAEF) offers over $50,000 in bursaries each year for students taking preparatory courses through the CPA Western School of Business and for candidates registered in the CPA Professional Education Program. Bursaries are based on financial need and are open to all CPABC students and candidates.

In addition, there are more than 60 scholarships totalling over $100,000 available to students enrolled at post-secondary institutions in BC. Recipients of most of these scholarships are selected by their respective post-secondary institution; however, students from nine BC schools can apply directly to the CPAEF.*

Applications and deadline information can be found on the CPAEF website at **bccpa.ca/cpaef** under the Helping Students tab.

To find out more about the activities of the CPAEF, read the Foundation's blog at **cpaefblog.bccpa.ca**. And to make a donation or bequest, please contact David Chiang, CPA, CA, CPABC's vice-president of member services and staff support to the CPAEF, at **dchiang@bccpa.ca**.

* College of New Caledonia, College of the Rockies, Douglas College, Langara College, North Island College, Northern Lights College, Northwest Community College, Selkirk College, and Vancouver Community College.

Taxpayers' Ombudsman Meets BC and Yukon Members

In February 2017, Sherra Profit, the taxpayers' ombudsman for Canada, visited with CPAs in the Yukon and BC to raise awareness of the Office of the Taxpayers' Ombudsman (OTO). Her first stop was in Whitehorse on February 6, at a luncheon hosted by CPA Yukon. This was followed by a stop in Langley on February 9, where Profit gave a keynote speech at a breakfast event organized by the Fraser Valley CPA Association. In total, more than 130 Yukon and BC members attended these two events.

Profit visited CPABC in Vancouver over a year ago, speaking at a breakfast roundtable session on January 26, 2016.* Since that time, she has continued her national outreach tour, meeting with stakeholders in many cities across Canada.

The OTO works to enhance the Canada Revenue Agency's (CRA) accountability in its service to, and treatment of, taxpayers and benefit recipients through independent and impartial reviews of service-related complaints from taxpayers. It also investigates issues that may be systemic in nature and raises awareness about taxpayers' rights and OTO services. The ombudsman is appointed by the Minister of National Revenue and advises the Minister of any matters relating to the services provided by the CRA to taxpayers.

To find out more about the OTO, visit oto-boc.gc.ca. And if you'd like to obtain the PowerPoint slides from these most recent sessions, contact David Chiang, CPA, CA, CPABC's vice-president of member services, at **dchiang@bccpa.ca**.



Sherra Profit, taxpayers' ombudsman for Canada.

* "CPABC Hosts Roundtable with Taxpayers' Ombudsman," *CPABC in Focus*, March/April 2016, pages 28-33.

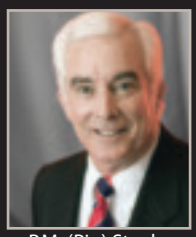
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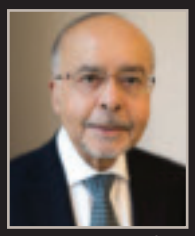

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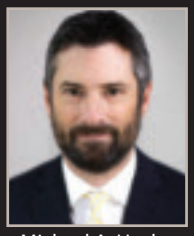

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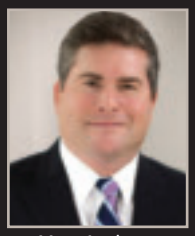

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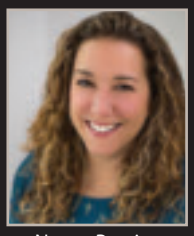

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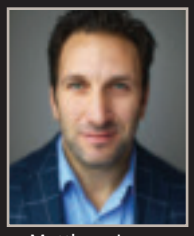

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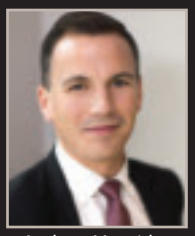

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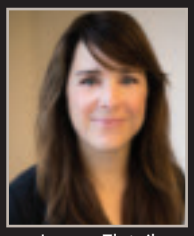

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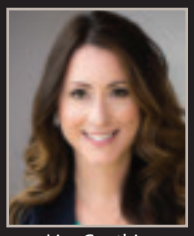

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Canada 150: What Makes You #CPAproud?



As Canada celebrates its 150th birthday, CPA Canada plans to celebrate Canadian CPAs with its #CPAproud campaign. Tell CPA Canada why you're proud to be a Canadian CPA by submitting a short statement online at **cpacanada.ca** (type "150" into the search field). Your submission could be published on the CPA Canada website or in *CPA Magazine*.

You can also tweet about your pride using the hashtags **#CPAproud** and **#cpabc**. Until July 1, CPABC will be awarding monthly CPA-branded prizes for the most interesting and creative tweets by BC members, candidates, and students.

In addition, several CPABC chapters will be supporting this initiative with their own engagement efforts. The Okanagan Chapter, for example, is inviting members, candidates, and students to submit photos and captions for use on its Facebook page. Tell the Okanagan Chapter and local members what makes you #CPAproud and how you intend to celebrate Canada's 150th birthday. If your photo is used on the Okanagan Chapter's Facebook page, your name will be entered into a prize draw. Check out the chapter websites at **bccpa.ca/members/chapters** for more information.

There are many ways to celebrate Canada's 150th birthday. Be #CPAproud and show your pride in being a Canadian CPA!

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Registration Now Open! CPABC Spring Pacific Summit: May 17-19, 2017

CPABC's Spring Pacific Summit offers an exceptional program of professional development sessions and networking events for accounting and business professionals. Take advantage of this cost-effective and convenient opportunity to earn CPD credits while learning from industry experts about topics such as navigating disruptive change, leadership, technology, tax and reporting updates, and much more.

Approximately 350 to 400 professionals from across BC will be in attendance, and there will be numerous opportunities to connect throughout the event. You can be one of them!

Attendees will also have the chance to fulfil their four hours of verifiable professional ethics requirements on Wednesday, May 17. There are only 200 seats available, so be sure to register early.

The Spring Pacific Summit will take place in Vancouver at the Vancouver Convention Centre West. Register before the early-bird deadline of 12 p.m. on April 14, 2017, and you'll save $100. Visit **bccpa.ca/pacificsummit**.



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Congratulations to the 18 Honourees of Our Member Recognition Program

We are very proud to present the award and fellowship recipients of CPABC's 2016 Member Recognition Program. These awards recognize excellence among BC's chartered professional accountants through their career accomplishments and/or their contributions to the profession and the community. This year, 18 members were recognized—two with the Early Achievement Award, three with the Distinguished Service Award for Service to the Profession, four with the Distinguished Service Award for Community Service, eight with the Fellowship (FCPA) designation, and one with the Lifetime Achievement Award.

~ Early Achievement Award ~

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



Regan McGrath, CPA, CA

Regan obtained her CA designation in 2013. She is the founder and CEO of Metrics Chartered Professional Accounting in Victoria, and she previously worked as an accountant at KPMG LLP and McAvoy Rule & Company.

Metrics is a cloud-based accounting firm with more than 400 clients across Canada. The company offers both financial technology advisory and implementation services and traditional compliance and financial reporting. Metrics experienced year-over-year growth of over 500% from 2014 to 2015, and grew by 35% in 2016 alone.

Regan's forward-thinking approach is raising the profile of the profession in the tech sector and highlighting CPAs as fintech leaders. Her firm offers educational seminars and workshops for businesses in Victoria, Vancouver, and Toronto, as well as for CPABC.

Notably, in 2015, Metrics became the first firm in Western Canada to be approved to train CPA students in the Pre-Approved Program Route with no assurance hours, known as the Compilation, Tax and Advisory path.

In recognition of her significant achievements in business, Regan received the Young Entrepreneur of the Year Award from the Greater Victoria Chamber of Commerce in 2016.

While building her business, Regan has also volunteered her time to numerous community organizations, including the YMCA/YWCA of Vancouver Island, Dance Victoria, the Victoria International Cycling Festival, the Victoria Children's Choir, and the Greater Victoria Chamber of Commerce. She is also a former co-chair of the chamber's Sustainable Futures Committee and former advisor to the Capital Regional District's GreenStart Business Program.



Jeremy Pierce, CPA, CA

Jeremy obtained his CA designation in 2009. As managing partner with Vohora LLP in Vancouver, he has played an instrumental role in growing his firm's revenue through acquisitions, referrals from clients and associates, and his dedication to client service excellence.

Jeremy was promoted to the partnership at Vohora (a member of the Alliott Group, a global accounting network) in 2010, at just 24 years old. He quickly took on a high level of responsibility in the firm, serving his own book of clients and providing tax and assurance advice and general business services to the firm's other clients. He assumed most of the firm's Vancouver-based clients following a partnership acquisition in 2010 and has assisted with the firm's growth in the Lower Mainland.

Jeremy has contributed to the profession in a number of ways, including as a member of the CPABC Standards and Exposure Draft Committee. As a member of the Alliott Group's Managing Partner Forum and North American Advisory Council, he is a valuable source of information regarding Canadian tax compliance matters and cross-border tax—expertise he brings to his committee work.

Since 2015, Jeremy has also given his time to the College of Veterinarians of BC as a member of its council, sharing his leadership skills, financial perspective, and insights.

~ Distinguished Service Award for Service to the Profession ~

The CPABC Distinguished Service Award for Service to the Profession recognizes the dedication, commitment, and outstanding contribution to the CPA profession of members who were or are active volunteers, usually on committees, chapters, or task forces.



Paul Hargreaves, CPA, CMA

Paul is the general manager of the BC Dairy Association and an active volunteer with the Accounting Standards Board (AcSB), an independent body with the authority to develop and establish accounting standards for use by all Canadian entities outside of the public sector.

Since 2010, he has volunteered hundreds of hours each year to improve accounting and financial reporting standards in Canada. Paul has participated in numerous consultations and educational presentations as part of the AcSB/Public Sector Accounting Board Joint Not-for-Profit Task Force.

In 2014, Paul was appointed as a member of the AcSB. He continues to serve as a member of the board and also chairs the AcSB's Not-for-Profit Advisory Committee.

In 2016, Paul's background in agriculture and his work with the BC Dairy Association enabled him to make valuable contributions to the 14 roundtables held across Canada for an AcSB discussion paper on agriculture.

In addition to contributing to the profession, Paul shares his professional skills and expertise with his community. He has been an active volunteer with organizations that provide community recreation, youth outreach, and childcare programs, including the Parkgate Community Services Society.



Derek Johnson, CPA, CMA

Derek is a senior strategy manager with TELUS Communications and a dedicated contributor to the CPA profession. A natural leader and team player, he is always willing to share his time and experience to help the CPA community evolve and grow.

From 2011 to 2014, Derek made a number of important contributions to his legacy CMABC chapter, including establishing the chapter's online presence, arranging sponsorships, and increasing attendance at events. He went on to become the first chair of CPABC's Vancouver Chapter, and he played a key role in uniting three legacy chapters and helping to establish a new chapter format and mandate. In 2015, Derek also established the Vancouver Chapter's Community Outreach Committee, which connects CPA members with other local not-for-profit organizations.

Derek plays a leadership role in planning chapter events. During the Vancouver Chapter's first 18 months of operation, it hosted 37 professional development and social/community outreach events, for which over 3,000 members registered. Currently, Derek is a director of the Vancouver Chapter's social networking initiatives, and he also serves on CPABC's Membership Committee.

In addition to contributing to the profession, Derek has volunteered as a facilitator with JA British Columbia, a not-for-profit organization that educates young people about business, and is treasurer of his strata council.



Geraldine Lai, CPA, CA, CGA

Geraldine is the principal of Geraldine J. Lai, Chartered Professional Accountant in Burnaby, having become a sole practitioner in 2014, after working for mid-size and international accounting firms. She is also a mentor and leader in the profession through her work with CPABC's Burnaby/New Westminster Chapter.

Since joining the Burnaby/New Westminster Chapter in 2014, Geraldine has generously devoted her time to the profession. As Chapter chair since June 2015, she has contributed to strategic planning and organizational initiatives, helping the Chapter grow through the expansion of its volunteer pool and an increase in member engagement. Geraldine encourages Chapter members to bring forward their talents and ideas, and she facilitates the introduction of new activities and courses that are of interest to them.

Since 2015, Geraldine has helped raise awareness of CPABC's Sole Practitioners' Forum in Burnaby by promoting the forum during Chapter events and by encouraging practitioners to participate.

In the community, Geraldine has served as a volunteer leader with the OtherHalf Chinese Stem Cell Initiative, a charity that works to increase the number of stem cell donors. She has also used her expertise in financial management, tax, and regulation issues to advise the board of Pacific Grace MB Church, and has played a major role in establishing and improving the church's accounting, budgeting, and human resources practices.

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~ Distinguished Service Award for Community Service ~

The CPABC Distinguished Service Award for Community Service highlights the remarkable commitment and dedication of CPAs to a social cause, or their unstinting support of one or more not-for-profit or charitable organizations. The importance and results of volunteer work deserve to be recognized outside the organization that benefited from the volunteer's contribution.



Gordon Holley, CPA, CA

Gordon is the president and CEO of Humanity Financial Management Inc., a CPA firm in West Vancouver that serves charities and not-for-profit organizations (NPOs), and an active volunteer in the community. Over the past several years, he has volunteered thousands of hours to share his knowledge and provide leadership to many NPOs.

Gordon is vice-chair of the West Vancouver Community Foundation, which supports charities, community projects, and scholarships in West Vancouver. His contributions include implementing an annual operations planning process and chairing the Fund Development Committee.

He is also active in West Vancouver's business community. As one of the founding directors of the Ambleside & Dundarave Business Improvement Association (ADBIA), Gordon liaised with the District of West Vancouver and business owners to gain support for the new entity and acted as the ADBIA's spokesperson.

As a director and treasurer with Vantage Point, a charitable organization that provides learning opportunities to NPO leaders, Gordon has shared his expertise in numerous ways, including by developing and facilitating financial governance workshops for more than 200 NPO directors and executives.

He is also a past president of the Institute of Professional Bookkeepers of Canada, and he helped the Institute start its annual bookkeeping conference, increase its membership, and launch a signature training program on value pricing.



Jeff Morgan, CPA, CA

Jeff is the president of Terrapin Mortgage Investment Corp. in Vancouver and board chair of Prostate Cancer Foundation BC, which provides leadership and resources for prostate cancer support, education, and research.

He has been active with Prostate Cancer Foundation BC since 2008 and served as its fundraising chair and vice-chair before taking on his current role. Interestingly, Jeff is the first chair to not have had prostate cancer—he made the decision to volunteer his time with the Foundation out of compassion for those with the disease.

Passionate about increasing awareness of prostate cancer, Jeff has spoken frequently on the topic. He's also an enthusiastic participant in the Foundation's major annual fundraising event, the Raymond James Father's Day Walk/Run. In addition to running in the event and helping with event logistics, Jeff promotes the event to CPABC chapter members across BC, raising awareness about prostate cancer, encouraging members to donate to the Foundation, and urging them to speak with their doctors about early detection.

Among his numerous achievements with the organization, Jeff initiated the Foundation's endowment fund, which ensures that sufficient funds are raised and set aside on a yearly basis to guarantee the continuation of activities. He has also successfully worked to improve and expand the Foundation's fundraising.

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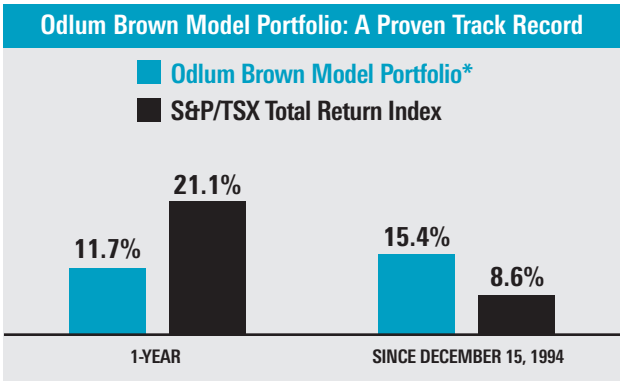
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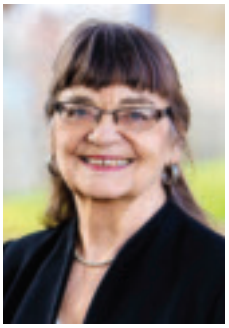
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Ann Senae, CPA, CGA

Ann is a sole practitioner with A.H. Senae Inc. in Mission and a long-time contributor to the community. For over 20 years, she has devoted herself to helping women succeed in both their professional and personal lives. She has also volunteered her professional accounting services and financial advice to local community groups.

Ann is a founding member of Abbotsford's Business & Professional Women's Club, which has provided support to women in the realization of their projects and activities since 1996. Through its award program, the Club recognizes women who are role models in the community.

As a local business leader, Ann has served on a number of committees for Mission's Regional Chamber of Commerce. She also served for four years on the District of Mission's Economic Development Committee.

Ann gives back to her community in other ways, too. From 1988 to 1994, she was a director and treasurer of the Women's Resource Society of the Fraser Valley, which oversees transition houses for women and children. She has also served as treasurer of the Mission District Historical Society for over 20 years.

Ann has received numerous awards in recognition of her community service, including a 2011 Woman of the Year Award from Mission's Business & Professional Women's Club and a 2013 Path and Pathfinders: Women of Mission Award from the Mission Community Archives.



Sean Wandler, CPA, CA

Sean is a partner with Daley & Company LLP in Kamloops and a dedicated contributor to the Kamloops Minor Baseball Association (KMBA). For over 15 years, he has volunteered with the KMBA in a variety of roles.

The KMBA's mission is to instil the ideals of honesty, loyalty, courage, and sportsmanship through baseball. Sean models these attributes in his work with the association and in the greater community. During his more than 15 years of service as a KMBA board director, Sean has used his professional experience as a CPA to assist the board in policy development and organizational growth.

Notably, his vision and leadership helped the KMBA succeed in building the Sussex Insurance Centre, a 5,000-square-foot indoor baseball training facility. Sean was involved in land use agreements, fundraising, and overseeing the construction of the facility, which now sees approximately 300 weekly users and spectators.

Sean is known for his passion for baseball and player development. He has been head coach of the Midget RiverDogs baseball team since 2000, leading the team to the Western Canada Championship in 2002 and 2007, and to victories at the provincials in 2007 and 2011. In 2015, Sean received a Coach of the Year Award from the BC Baseball Association. A number of his players have graduated to play on the Canadian Junior National Team and have been selected in the Major League Baseball draft.

~ Fellowship ~

The title of fellow formally recognizes those members who have rendered exceptional services to the profession, and whose achievements in their careers and/or contributions in the community have earned them distinction and brought honour to the profession. The Canadian jurisdictions have agreed to similar criteria to ensure the openness of the eligibility process and that the FCPA designation may be used in any jurisdiction—not simply in the jurisdiction in which it was conferred.



Christopher Burnley, FCPA, FCA

Christopher is a professor at Vancouver Island University (VIU) in Nanaimo. He began his career at VIU (then Malaspina University-College) as a sessional instructor in 1998 and has been a professor there since 2000.

Prior to working in post-secondary education, Christopher was an auditor with the Office of the Auditor General of Canada from 1988 to 1995, and he served as an audit manager at Bestwick & Partners from 1995 to 2000. He received his CA designation in 1991.

Christopher is the author of the accounting textbook *Understanding Financial Accounting* and the co-author of *Financial Accounting: Tools for Business Decision-Making*. He is an award-winning teacher and is highly regarded as a mentor. An educator with a deep commitment to student learning, he has taught with VIU's international partners in Europe, Asia, and the South Pacific.

In recognition of his accomplishments, Christopher has received awards from the Canadian Academic Accounting Association for case authoring and innovation in accounting education, as well as numerous grants in support of his academic work.

Dedicated to supporting the future generation of CPAs, Christopher actively volunteers his time to the profession. He was appointed as the inaugural chair of the Chartered Professional Accountants' Education Foundation of BC (CPAEF) in 2015. Previously, he served on the board of governors of the CPAEF's predecessor organization, the CA Education Foundation of BC (2011-2015), and chaired the Accounting Educators' Symposium Planning Committee (2015). Since 2009, he has been an educator with the CPA Western School of Business and its predecessor, the CA School of Business.

In the community, Christopher has volunteered on VIU's board of governors since 2012, and he donated a portion of the royalties from his first textbook to support VIU's International Refugee Scholarship Fund. He received ICABC's Ritchie W. McCloy Award in 2007.



Norman Daley, FCPA, FCA

Norman is the managing partner at Daley & Company Chartered Professional Accountants LLP in Kamloops. Prior to taking on this role in 2009, he served as a partner at Becker Daley LLP from 1998 to 2005 and as managing partner from 2005 to 2008. He obtained his CA designation in 1989.

Daley & Company is one of the largest independent accounting and business advisory firms in Kamloops, employing a team of 40 professionals. Under Norman's leadership, the firm received the Community Service Award from the Kamloops Chamber of Commerce in 2013 for an estimated 2,500+ hours of volunteer service. The following year, Norman was honoured with the Chamber's Business Person of the Year Award in recognition of his history of business excellence and leadership in the business community.

Norman's numerous other contributions to his community include founding the Strauss Canada Cup of Curling in 2003, an event he chaired for six years and for which he received the City of Kamloops' Pioneer Spirit Award. In 2014, he chaired Curling Canada's Canadian Men's Curling Championship, engaging more than 500 event volunteers. In 2016, he co-chaired the International Ice Hockey Federation's Women's World Hockey Championship. Instrumental in bringing this event to Kamloops, Norman acted as a key liaison with the city and helped oversee 475 event volunteers.

Additionally, Norman has provided ongoing service to the accounting profession for over 27 years. His contributions include serving on the Institute of Chartered Accountants of BC's Practice Review and Licensing and BC Presidential Nominating committees, as well as on the Chartered Accountants School of Business Small Firm Liaison Committee. In recognition of his volunteer service, Norman received the Institute of Chartered Accountants of BC's Community Service Award in 2006.



J. Alain (Al) LeFebvre, FCPA, FCA

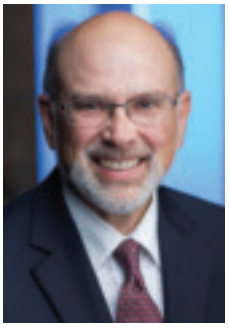
Al is the office managing partner at KPMG LLP's Prince George office and is widely recognized for his expertise on technical audit issues and professional standards.

Al obtained his CA designation in 1982 and began his career as deputy treasurer with the City of Prince George, a position he held from 1983 to 1990. From 1990 to 1995, he served as director of finance at the University of Northern British Columbia, an institution he was instrumental in helping to establish. In 1995, he became a founding partner of Chan Foucher LeFebvre LLP, which joined KPMG in 2012.

Al has made valuable contributions to the profession over the years. From 1985 to 1986, he served as president of the Prince George CA Club, facilitating professional development and networking opportunities for local CAs. He later served as a member of the Institute of Chartered Accountants of BC's Practice Review and Licensing Committee from 2011 to 2015. As part of this committee, he contributed to the task force responsible for harmonizing and implementing the standards of different provincial CA institutes for practice review.

Al has also given back to his community of Prince George. He is a 25-year member of the Prince George Nechako Rotary Club, for which he has volunteered as a committee member, treasurer, and president, and he has served on the board of the Prince George Community Foundation since 2012.

From 2007 to 2013, he served as treasurer of Inclusion BC, a not-for-profit organization dedicated to promoting the participation of people with developmental disabilities in all aspects of community life. Al continues to volunteer with the Inclusion BC Foundation. He has also volunteered with the Special Olympics, the Spirit of the North Healthcare Foundation, and the BC Cancer Foundation, and he served on the board of the Prince George Association for Community Living from 2004 to 2012, volunteering as director, treasurer, and president.



Bruce Morris, FCPA, FCA

Bruce is the president of Trail Bay Properties Ltd. in Sechelt, and he also provides client services at Rolfe, Benson LLP in Vancouver.

Bruce began his career at Ernst & Whinney in 1977, working with the firm until 1985. He obtained his CA designation in 1979 and was an instructor of financial accounting with Fraser Valley College from 1983 to 1984. He subsequently held the role of chief financial officer with Trail Bay Properties Ltd., his family-owned business, from 1985 to 2005, when he assumed his current role as the company's president.

Bruce has shown a dedication to accounting education and peer mentorship throughout his career, beginning with his work as a training instructor with Ernst & Whinney UK and then as a developer of training programs with Ernst & Whinney Canada. Today, he acts as a mentor to Rolfe, Benson's students on topics that include accounting, taxation, and public practice.

In addition, Bruce has offered his skills to serve his community in many capacities. From 1971 to 2004, he volunteered with Scouts Canada, acting as leader, commissioner, and trainer. His contributions were recognized with awards for leadership and exemplary service. He has also served as a director and treasurer of the Sunshine Coast Community Foundation and was a member of the District of Sechelt's Finance Advisory Committee from 2013 to 2014. In 2014, Bruce worked with the Sunshine Coast Homelessness Advisory Committee to establish a homeless shelter in Sechelt. He and his family offered to donate land for the shelter, and while the site was eventually determined to be unsuitable, his commitment to the community was appreciated by many.

In 1995, Bruce was ordained as a deacon in the Anglican Church. Since 2015, he has provided leadership and guidance on administration, finance, and human resources activities as archdeacon with the Diocese of New Westminster.



Shane Onufrechuk, FCPA, FCA

Shane is a partner in tax services at KPMG LLP in Vancouver and a leader in the forestry and public-private partnership (P3) sectors.

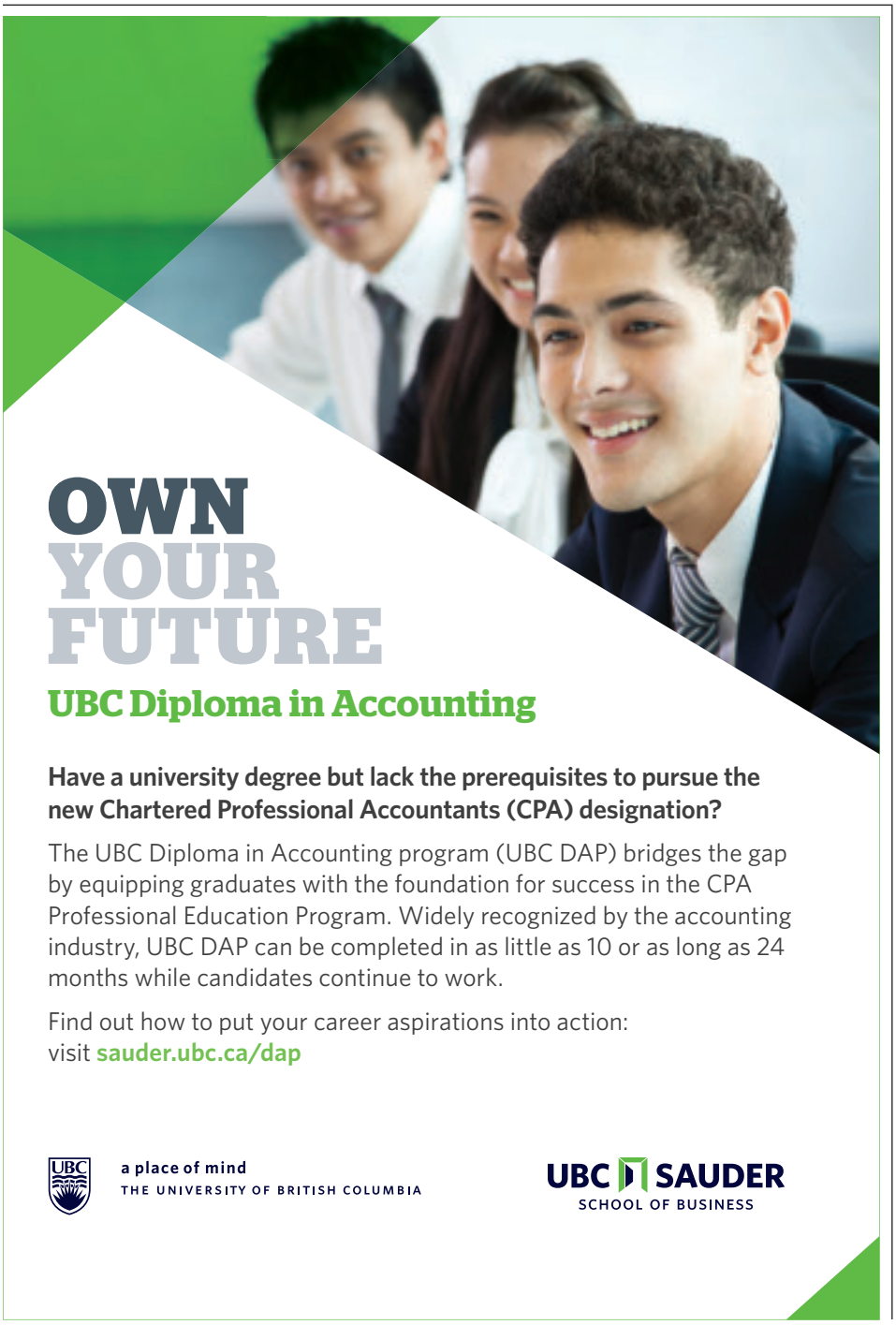
Shane joined Sheinin & Company in 1996 and obtained his CA designation the following year. He was a partner with the firm from 2004 to 2008, when he became a senior tax advisor with Davis LLP—the predecessor firm to DLA Piper (Canada) LLP. At Davis, he went on to develop an internal tax education program to help the firm provide enhanced expertise to P3 and other clients. He joined KPMG in 2013.

Shane has been a speaker, instructor, and author for a number of organizations, including the CA School of Business, CPA Canada, the Canadian Tax Foundation, the University of British Columbia, and Thomson Reuters. Since 2014, he has served on KPMG's Senior Management Development Committee, helping to develop the next generation of tax professionals and select those ready for partnership.

Shane makes numerous contributions to the profession. He currently chairs the CPABC Professional Development Tax Advisory Group and was both a member and chair of its predecessor body, the ICABC Professional Development Taxation Advisory Group. Similarly, he is the current chair of CPABC's Taxation Forum and was chair of its predecessor body, the ICABC Taxation Forum. In addition, he served as vice-chair of the CPA Education Foundation from 2014 to 2015.

Shane received ICABC's Ritchie W. McCloy Award for his contributions to the accounting profession in 2012, and KPMG's Community Leader Award in 2014. The latter celebrates the volunteer efforts of those who have made an outstanding impact in their community.

These volunteer efforts have included serving as a director of the Human Dignity Initiative, a charity that raised funds to provide solar lighting to communities that lack infrastructure. And he is currently a director with the Vancouver Arts in Our Hearts Society, a not-for-profit organization that brings performances by international and local artists to Vancouver's inner-city schools.







Walter Pela, FCPA, FCA

As KPMG LLP's regional managing partner for the Greater Vancouver Area (GVA), Walter leads the region's largest professional practice. He also provides tax and business advice to a variety of public and private multinational, real estate, private equity, and investment fund clients.

Walter joined KPMG LLP in 1993, obtained his CA designation in 1996, and became a tax partner in 2002. From 2007 to 2016 he served as partner-in-charge of tax services in the GVA, where he oversaw tremendous growth in KPMG's tax practice. During that time, he was also a member of KPMG's National Tax Operating Committee, developing and implementing the firm's strategy across Canada. Walter attributes his success to his many mentors at KPMG and takes pride when his own mentees now achieve career milestones at the firm.

Walter is recognized as one of Canada's pre-eminent real estate tax experts, particularly in the area of real estate investment trusts (REITs). His leadership in the field includes having assisted industry associations and the Department of Finance with developing and improving REIT exemptions to Canada's new income trust rules, ensuring that the rules would be applied to industry in a fair and practical manner.

Active in the tax community throughout his career, Walter has been involved with the Canadian Tax Foundation (CTF) as an author, speaker, and tax conference program committee member since 2002. He served as a governor of the CTF from 2009 to 2012 and subsequently served as a member of the CTF's Executive Committee. Walter also served as a presenter and author for Canadian Institute of Chartered Accountants (CICA) tax courses, and as a member of a subcommittee to the CICA's Tax Policy Committee. International Tax Review's *World Tax* report listed Walter as a leading practitioner in Canada in both 2010 and 2012.

Walter also devotes time to the broader community, where his efforts include serving UNICEF Canada from 2009 to 2015 as both a board director and as chair of the Audit and Finance Committee.



J. Peter Ranson, FCPA, FCA

Peter served as tax partner and national leader of the aboriginal client services practice at KPMG LLP. He began his career with KPMG and its predecessor firms in 1985, the same year he received his CA designation, and became a partner in 1994. From 2010 until his retirement in 2016, he served as the office managing partner of the firm's Kelowna office.

Peter is recognized as a subject matter expert on First Nations taxation services. Early in his career, he assisted First Nations clients with navigating changes in tax law, established himself as a leader in this area, and developed a unique practice niche.

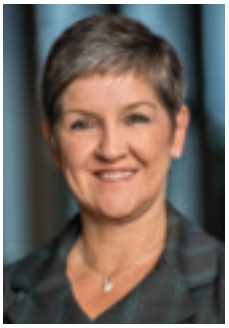
His contributions to the profession include serving as an ad hoc member of the ICABC's Practitioners' Emergency Assistance Committee from 2010 to 2014. He also tutored individuals taking the Canadian Institute of Chartered Accountants' In-depth Tax Course, presented papers to the Canadian Tax Foundation with respect to First Nations taxation matters, and authored the KPMG text *First Nations and Canadian Taxation*.

Throughout his career, Peter served as a lecturer, instructor, facilitator, and panellist on matters of First Nations finance, including negotiating business ventures, creating tax structures for specific land claims, and developing business governance models. For more than two decades, his contributions to the profession and to his field included lecturing to the Native Investment and Trade Association, the Pacific Business and Law Institute, the Affinity Institute, the aboriginal sections of the Canadian Bar Association and the Alberta Bar Association, and serving as a committee member and speaker for the Aboriginal Financial Officers Association of BC.

Peter is a long-time contributor to his community. He is a former board member for Ozanam House, a transition home for adult men, and a former director of the Okanagan Symphony Orchestra. He is also a founding member of STEP Okanagan, an organization that helps families plan their assets, and since 2016, he has participated in the Martin Family Initiative (MFI), which seeks to improve education outcomes for aboriginal Canadians. Peter will assume the role of regional coordinator for MFI in 2017.



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Valla Tinney, FCPA, FCGA

Valla started her accounting career as a staff accountant with Hutcheson & Co. and obtained her CGA designation in 1991. Currently the director of finance for the District of Saanich, she has held a variety of progressive roles in the public sector, including accounting supervisor and deputy director of finance with the Township of Esquimalt and director of corporate services for the towns of View Royal and Sidney. Under her leadership, Saanich has received and continues to receive awards from the Government Finance Officers Association of the US and Canada for financial reporting and budgeting presentation.

Passionate about giving back to her profession, Valla has volunteered as a presenter with the Government Finance Officers Association of BC (GFOABC) and as an instructor with the Municipal Administration Training Institute since 2005. In addition, she has served the GFOABC as president (2010-2012), director (2005-2013), and instructor (2009-present). Valla also participated on the steering group for the Union of British Columbia Municipalities' *Comment on Fiscal Management in British Columbia's Municipalities*. In 2015, she received GFOABC's Outstanding Contribution Award for her dedication to the education of local government financial professionals.

Valla is one of Camosun College's first Business Administration Co-op Program graduates, and she has supported the program by serving as a co-op employer and mentor. In the latter role, she educates accounting students on the benefits of the profession and inspires them to pursue a professional accounting designation. She actively promotes careers in local government finance to new CPAs to ensure that communities receive strong financial leadership well into the future.

An active volunteer in her community, Valla has contributed in a variety of capacities, including as team captain for the Easter Seals 24 Hour Relay, treasurer of the Victoria Jazz Society, and as a fundraiser for Cops for Cancer. She is currently a member of the advisory board to the Blue Bridge Repertory Theatre.

~ Lifetime Achievement Award ~

The Lifetime Achievement Award recognizes the exceptional dedication, commitment, and extraordinary contributions of those members who have received their Fellowship and since then have continued to attain significant achievements in a broad range of areas.



Robert (Bob) Strachan, FCPA, FCMA, C.Dir

Bob is principal of Bob Strachan & Associates in Victoria. Before founding his firm in 2013, he held a number of management positions as an accountant with the Capital Regional District (CRD) from 1986 to 2013. Prior to his work with the CRD, he held roles with the Vancouver Island Health Authority and the Province of BC. Bob obtained his CMA and fellowship designations in 1995 and 2004, respectively.

While at the CRD, Bob held a lead role in the implementation of a new enterprise risk management program, enterprise information system, and corporate asset management program. Under his leadership, the CRD received numerous awards from the Government Finance Officers Association for excellence in financial reporting.

Bob is highly regarded for his contributions to the accounting profession, and he played a pivotal role in the unification of Canada's profession. This included leading the CMA Canada board through merger discussions and developing unification strategies, and serving as co-chair of the National Steering Committee that helped to develop the CPA Collaboration Accord and oversee the formation of CPA Canada. Bob went on to serve as vice-chair and chair of the CPA Canada board, and he worked with CPA boards in every province to ensure that the unification of the profession was fully integrated within the national and provincial partnership.

In addition, Bob served on the CMABC and CMA Canada boards, including as chair (in 2001-2003 and 2009-2011, respectively). He is also the former chair of both CPA Canada's Nominating and Governance Committee and CPA Canada's President and CEO Search Committee. Today, he is a member of CPA Canada's Corporate Oversight and Governance Board and the Chartered Professional Accountants' Education Foundation of BC.

Bob has generously shared his expertise with other organizations as well. This has included serving on the board of the Financial Management Institute of Canada (Victoria Chapter) and chairing the Camosun College Foundation, as well as contributing to Royal Roads University's Master of Arts in Leadership program and serving on the Province of BC's Accounting Policy Advisory Committee.

Bob also makes time to volunteer in the community. He has served as a director of Leadership Victoria and coached and served in executive positions with amateur sports organizations.

Photo of Christopher Burnley by Heydemann Art of Photography. Photo of Norman Daley by Tyler Meade Photography. Photo of Paul Hargreaves courtesy of the BC Dairy Association. Photos of Gordon Holley, Derek Johnson, Geraldine Lai, Jeff Morgan, Bruce Morris, Shane Onufrechuk, Walter Pela, and Jeremy Pierce by Kent Kallberg Studios. Photo of Al LeFebvre by Bobbi Carpino Photography. Photo of Regan McGrath by Antonio La Fauci Photography. Photo of Peter Ranson courtesy of KPMG. Photo of Ann Senae by Jeff Andrews Photography. Photo of Bob Strachan courtesy of CPA Canada. Photo of Valla Tinney by John Yanyshyn of Visions West Photography. Photo of Sean Wandler by RDC Photography.

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Receiving Unwanted Attention Online?

How to Deal with Internet Trolls

By Leah Giesbrecht



Social media platforms enable businesses to build an online presence while engaging with stakeholders and showcasing their expertise directly with potential customers. However, there are challenges and hazards involved with using these platforms, especially when your business attracts unwanted attention from an Internet troll.

How should businesses handle and respond to unwanted attention and comments from individuals online? Is it really that big of a concern?

This article examines the impact of trolling and describes safeguards businesses can take to protect their brands. It features commentary from James Caron, an account manager at Watershed Group, an advertising and communications firm in Vancouver, and Dustin English, a front-end developer at Ballistic Arts Media Studios Inc., a digital marketing agency in Coquitlam. We thank them both for sharing their insights.

What is an Internet troll?

Inflammatory or off-topic messages posted in an online community are generally the work of an Internet "troll"—a person who posts with the intent of provoking an argument or disrupting a conversation. When defining an Internet troll, it can be helpful to remember what a troll is *not*: an upset member of your online community, such as an unhappy customer. Customers are likely to use a company's social media site as a way to provide feedback, and this direct, unfiltered feedback—whether positive or negative—can provide valuable insight into the strengths and weaknesses of your products or services.[1]

Moreover, while trolls and upset customers can appear similarly angry, an upset community member is usually seeking a resolution; this means that if you provide good customer service, he or she will be prepared to work towards a solution and conclude the discussion. Conversely, a troll is likely to meet helpful comments with more disruptive remarks and to show no interest in reaching a resolution or ending the discussion.

Among online platforms, trolls are most likely to target social media sites. A 2014 survey on online harassment conducted by the Pew Research Center found that 66% of respondents who'd experienced online harassment had most recently experienced it on a social networking site or app, whereas 22% of survey respondents had encountered harassment in a website's comments section, and 10% had experienced it on an online discussion site, like reddit.[2]

"'Troll' is sometimes misused to refer to someone who voices an opinion online," says Dustin English. "In reality, an Internet troll is someone seeking a reaction by goading the recipient into an emotional response. Oftentimes, 'trolling' doesn't involve the troll being angry at all, or even expressing his or her own opinion—the troll is simply interested in eliciting an emotional reaction and often won't hesitate to be cruel to get it."

How to respond to trolls

Organizations invest significant resources to establish credible, positive brands, and a key component of their branding is their online presence. Therefore, it is important for your business to address trolls effectively and promptly, as their inflammatory and/or defamatory comments have the ability to influence the opinions held by your online community and even damage your brand's reputation.

Research published in the *Journal of Computer-Mediated Communication* in 2014 found that uncivil blog comments can affect risk perception. Participants were asked to read an online article describing the risks and benefits of a fictitious nanotechnology product, and those who saw negative comments at the end of the article were more likely to doubt or question the product's benefits than those who saw civil comments.[3] (Note: This finding refers to participants who did not support nanotechnology.)

[1] Steven Telio, "How to Collect Customer Feedback Using Social Media," UserVoice Blog, January 2016, **community.uservoice.com/blog/customer-feedback-social-media**.

[2] Pew Research Center, "Online Harassment," October 2014, **pewinternet.org/2014/10/22/online-harassment**.

[3] Ashley A. Anderson, Dominique Brossard, Dietram A. Scheufele, Michael A. Xenos, and Peter Ladwig, "The 'Nasty Effect:' Online Incivility and Risk Perceptions of Emerging Technologies," *Journal of Computer-Mediated Communication*, 19.3 (April 2014). Version of record online: February 19, 2013, **onlinelibrary.wiley.com/doi/10.1111/jcc4.12009/full**.

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Methods for addressing trolls vary. Some companies take the proactive step of implementing an approval system for social media posts to help ensure that potentially inflammatory content doesn't get posted in the first place. Other organizations choose to allow a post from a troll—for example, a negative comment on a specific topic—to remain on their site, using the situation as an opportunity to post a helpful response, address any misinformation, and demonstrate to their online community that they are committed to addressing the community's concerns.

If negative comments are posted continuously, an organization could choose to respond once in a helpful way, but conclude with the statement that similar negative comments will be deleted. Alternatively, an organization may wish to simply delete or block a troll's posts.

"The first rule in troll response is to avoid getting emotional," says English. "If you feel as though this person is being intentionally malicious, consider the fact that they want you to 'fight back'—that is the reaction they are prepared for, so consider another course. In many cases, ignoring the troll and deleting related comments is the best option. Remember, intentional trolling isn't about having a two-way debate and trolls have worked to set up a situation where it is often a losing proposition to respond publicly.

"If you feel obligated to respond, evaluate the opportunity to take the high road. Maintain your calm and professional manner, and remember that not responding publicly is an option you should evaluate."

"Some trolls are not easily dismissed and simply ignoring them won't be enough," says James Caron. "Here are three ways to deal with persistent trolls: First, choose your social platforms carefully. If you find yourself or your business suffering repeated attacks, choose to engage on platforms that offer enhanced administrative or moderating functionality. You want to be able to track your contributors' accounts and email addresses as easily as possible. If the need arises, you'll be better prepared to take decisive action.

"Second, contact the moderator. If it's your business's Facebook page or Twitter account, this is easy, because you're the moderator. But for some channels, you may have less control and need to deal with a third-party administrator. Encourage your community of followers to direct complaints about the troll to a moderator. Similar to an online petition, the more complaints a moderator receives about a specific contributor, the more likely they'll be to take action.

"Third, silence them. Use your administrative control or request that the third-party moderator block the troll's IP address or have their comments muted from your reader's view. Some platforms allow you to accomplish this without the troll's knowledge; they will continue to post without knowing their comments are being hidden from view."

Control the message before it controls you

To proactively prepare for the possibility of Internet trolls, establish a policy for user comments. Identify the types of comments that are and are not acceptable on your site—for example, many businesses do not allow anonymous or disrespectful comments, personal attacks, or comments that promote products. You may also wish to create a policy or outline a procedure that employees can take if an unacceptable comment is posted; this can include outlining specific steps employees can take to document unacceptable comments, as well as the response they should then make. Some organizations also choose to post a code of conduct for online behaviour on their social media platforms.

"Depending on the communication platform you're using, some social networks and websites have tools that let you choose which comments are approved," says English. "You can't, however, prevent someone from attempting to troll you on Twitter—in this case, ignoring the troll is often the best option.

"While there's nothing definitive you can do to avoid the unwanted attention of trolls," he adds, "there are things you can do to limit their efficacy, such as maintaining separation between your business and personal accounts and maintaining rigorous privacy settings so that the trolls are presented with less easy targets."

"Strong businesses rely on their social platforms to engage with and excite their audience," says Caron. "Ensuring that one disruptive presence doesn't spoil the great online interaction you've cultivated is vital, so you may want to consider developing a policy moving forward. Trolls may be a modern invention, but, ultimately, they are seeking an age-old resource: attention. Make sure you give them the right kind."

Don't let a troll tarnish your brand

You can help your organization navigate change within the online environment—an environment in which most businesses operate today—by planning ahead and being proactive. Putting policies in place to quickly handle any unwanted online attention will go a long way to protecting your brand—and your business. ■

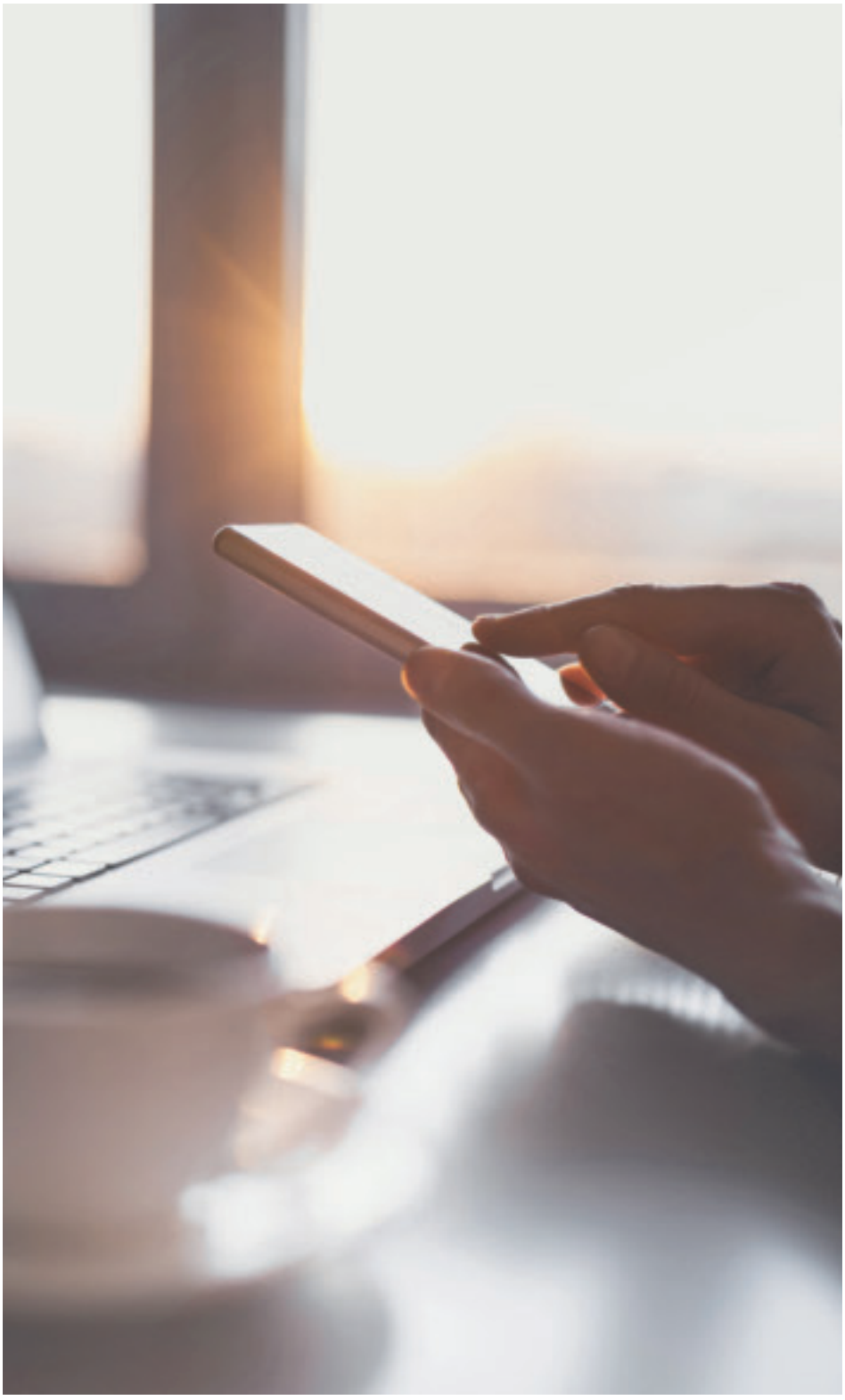
Leah Giesbrecht is a communications coordinator in the external affairs and communications department at CPABC. Leah would like to thank Monica Chan, BBA, LLB candidate, for her contributions to this article.



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Your Duty to Report Conduct to CPABC – Including Your Own

From CPABC's Ethics Department



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During your professional working career, you may encounter a situation in which you discover that a fellow CPA might have breached the high ethical standards that we, as a self-regulated profession, have set. To maintain the good reputation of the profession, it is vital that we be vigilant regarding the conduct of our fellow professionals to ensure that public confidence in our profession is both warranted and maintained.

Some readers may not be aware that *all* CPABC members and students[1] ("you" in this article) are required to report breaches of the *CPA Code of Professional Conduct* (CPA Code) to CPABC. In addition to reporting breaches committed by other CPAs and students, this also includes ***self-reporting*** your own conduct.

Conduct of others: What must be reported?

Rule 211 of the CPA Code requires you to report to CPABC's registrar any information concerning an apparent code breach and/or any information that raises doubt as to the competence, reputation, or integrity of another CPABC member or student.

The guidance to rule 211 makes it clear that the rule is not intended to require the reporting of minor perceived faults, as each mistake is not necessarily a breach of the CPA Code. In deciding to report, you should believe that the matter raises doubts as to the competence, reputation, or integrity of the individual in question.

[1] Note: "Students" here refers to both candidates (those in the CPA Professional Education Program) and students (those in CPA preparatory courses or the Advanced Certificate in Accounting and Finance).

Exceptions to reporting

There are a few exceptions to rule 211. You do not have to report breaches of the CPA Code if:

- Reporting would result in a breach of solicitor-client privilege;
- The matter has already been reported to CPABC;
- The matter is trivial, as mentioned in the previous paragraph;
- You are specifically exempted by the CPABC board (for example, if you are a CPABC practice review officer or professional standards advisor); or
- You have a statutory duty of confidentiality, such as a statutory requirement of confidentiality contained in the *Income Tax Act* or the *Securities Act*.

Note that the exception regarding statutory confidentiality does *not* include civil non-disclosure agreements. For example—subject to the discussion that follows—even if you've signed an employment agreement or a commercial/professional agreement that requires confidentiality, you must still report any suspected breaches of the CPA Code to CPABC, regardless of the terms of those agreements.

We recognize that the CPA Code requirements might create a dilemma for you—in the absence of an exemption, employers or clients might assume that you will not disclose any information without their consent and might resist your obligation to report about a CPA's conduct (including your own). Some might even be reluctant to engage you because of the reporting obligation. Since reporting to CPABC without an employer's knowledge or consent could result in a claim against you, be careful about the terms of any employment agreement you sign; in fact, you should consider obtaining legal counsel before signing employment agreements. In client situations, you should inform your client that while you will seek their consent to report the information, the CPA Code obliges you to report even if their consent is not forthcoming. Moreover, you should make it clear that your obligation to the public and to the profession must prevail.

Rule 211 also contains exceptions for those involved in litigation support engagements that are criminal or civil in nature. If you are engaged in a civil or criminal investigation, you do not need to report the matter to CPABC until:

- The client or your employer consents to the release of information;
- You become aware that third parties (other than legal advisors) are aware of the information; or
- It becomes apparent to you that the information will not become known to third parties, other than legal advisors.



One last exception: You are not obligated to report matters that you know have already come to CPABC's attention. Please note, however, that the guidance to rule 211 makes it clear that you must report matters if you know certain facts have been concealed, distorted, or otherwise not reported to CPABC.

What if you aren't sure about someone's conduct?

According to the guidance to rule 211, it is not enough to simply have a suspicion that professional misconduct has occurred. While you are not required to carry out your own investigation or reach a decision as to whether the CPA Code has been breached by another member or student, you are required to report the facts as they are known to you, along with any supporting documentation. When in doubt: report.

Your own conduct: What must be self-reported?

Rules in both the CPA Code and the *Bylaws* articulate the fact that serious misconduct must be reported to CPABC's registrar.

CPA Code of Professional Conduct

As per rule 101.2 of the CPA Code, if you identify that you have breached the CPA Code, you must:

- "Take whatever action might be appropriate or required by law, as soon as possible, to satisfactorily address the consequences of any such breach." Appropriate action may include notifying those who have been affected by the breach.
- "Evaluate whether the breach is such that it needs to be reported to CPABC, and if so, report it promptly." For example, if the breach diminishes the reputation of the profession and/or fails to serve the public interest, you should notify the registrar.

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Unlawful activity

Rule 213 of the CPA Code requires that you not engage in unlawful activity of any kind. Therefore, if you breach any law, you should consider whether it should be self-reported as required by rule 101.2 discussed above.

Other breaches that require self-reporting:

Several additional situations require self-reporting to CPABC. Refer to rule 102 (Matters to be reported to CPABC) for information on the following:

- Breaches of the *Income Tax Act*;
- Breaches of any *Securities Act*;
- Problems with other regulatory bodies, including other CPA organizations in Canada; and/or
- Resignation from a regulatory body in the face of discipline.

Bylaws

Bankruptcy

CPA bylaws 408 and 511 require you to self-report in the event of bankruptcy, including when you make an assignment in bankruptcy and when a receiving order is granted against you. This also includes when you file a proposal under the statutory provisions for insolvent debtors.

Criminal convictions

Bylaw 511 also requires you to self-report any and all criminal convictions to CPABC's registrar, regardless of the nature of the offence or the jurisdiction in which it took place. Additionally, you must self-report a criminal conviction even if you receive an absolute or conditional discharge from the court.

You do not need to self-report the laying of criminal charges against you.



An example of self-reporting

The following fictionalized example is loosely based on an actual situation in which a member self-reported to one of CPABC's legacy bodies. Names and circumstances have been changed to preserve anonymity.

Susan is a CPA. Her good friend, Bill, asked her to act as executrix for the estate of his mother, Mary. In her will, Mary left her entire estate to Bill, even though she had several other children. These other children launched a court action to challenge the will, and alleged, in court filings, that Susan had been negligent in carrying out her duties as executrix. In its decision, the court criticized Susan for inaccurate probate filings, incomplete asset calculations, and late filing of the estate tax returns—all of which had incurred unnecessary expenses for Mary's estate. Local media reported the court's ruling.

Susan obtained legal counsel and self-reported the court's criticism to CPABC. The investigation committee determined that Susan had breached rule 201 of the CPA Code (Maintenance of the good reputation of the profession), because it believed the court's criticism and Susan's actions had brought the profession into disrepute. The committee also determined that Susan had breached rules 202.1 (Integrity and due care) and 212.1 (Handling of trust funds and other property). It recommended that Susan pay a fine of $2,500 and the costs of the investigation, and it recommended that she accept a reprimand. The fact that Susan self-reported was a mitigating factor in the committee's recommendations.

Do you know someone who hasn't self-reported? Do you need to self-report?

Again, rule 211 spells out the duty to report breaches of the CPA Code. If you know someone who has breached the CPA Code but has not self-reported to CPABC, you must report the matter—otherwise, you will be in breach of the CPA Code yourself.

You should report or self-report all matters as discussed in this article to CPABC's registrar at **ethics@bccpa.ca**.

Do you need guidance?

CPABC has professional standards advisors who are here to help. You can call them for confidential guidance to ensure that you stay compliant with the CPA Code when navigating difficult situations:

- Brigitte Ilk, CPA, CGA, can be reached at 604-629-8363 or **bilk@bccpa.ca**.
- Stella Leung, CPA, CA, can be reached at 604-488-2609 or **sleung@bccpa.ca**.

Both can also be reached using our toll-free number at 1-800-663-2677. In complex cases, you may also want to consider obtaining independent legal counsel.

The *Chartered Professional Accountants Act*, *Bylaws, Bylaw Regulations*, and *CPA Code of Professional Conduct* can be accessed online at **bccpa.ca/regulatory/act,-bylaws-rules**.

Comments or questions about this article?

Contact the ethics department at **ethics@bccpa.ca**. ■





Gordon McGuinty is a transfer pricing manager with the Vancouver office of PwC Canada, and is currently on secondment to the Rotterdam office of PwC Netherlands. He thanks Elisabeth Finch, a tax services partner based in PwC's Vancouver office, for her contributions to this article.

Why Transfer Pricing Should Be on Your Radar and Isn't Just for Big Business

By Gordon McGuinty



solarseven/iStock/Thinkstock

Globalization isn't new. The interaction of countries and, consequently, of their economies, has benefited the world since the early 20th century. Notwithstanding Brexit and the agenda of President Trump, the last few decades can be characterized by the increasing pace of cross-border economic integration.

The global movement of capital and workers, the shift of production from high-cost countries to low-cost "economic zones," and the gradual collapse of trade barriers facilitated by advancing communication technologies have had a significant impact on how cross-border activities are conducted.[1] Given that approximately two-thirds of all global business transactions occur among companies within the same multinational groups (i.e. related parties)[2], transfer pricing is an important issue for multinational companies big and small.

What is transfer pricing?

Transfer pricing is a term used to describe how a group of related companies prices or values its intercompany/intragroup transactions. These transactions can include transfers of intangible property, tangible goods, or services—as well as loans or other financing transactions—which can occur across local, state, or international borders. Each jurisdiction, primarily at the national level, asserts its right to tax income generated by each local related party.

[1] See: OECD (2013), *Action Plan on Base Erosion and Profit Shifting*, OECD Publishing, **dx.doi.org/10.1787/9789264202719-en**.

[2] Rajul Awasthi for World Bank Group, "Transfer Pricing Technical Assistance Global Tax Simplification Program," presentation given at a meeting of the European Commission and the International Tax Compact in Brussels on February 24, 2011, **taxcompact.net/documents/WB-IFC-TP-RA-ITC-EU-event_Feb-2011.pdf**.

How are prices determined?

Transfer prices are determined by applying the "arm's-length principle." This requires that the terms and conditions of related-party transactions reflect what independent or arm's-length participants would have agreed to given the same facts and circumstances (i.e. arm's-length pricing). This is generally accomplished by treating each related entity within a group as if it were an independent third party whose conduct should reflect external market forces. Practically speaking, this process is more of an art than an exact science.

Why is this important?

A revenue authority has taxing rights on the income generated by a corporation in its jurisdiction. In the absence of arm's-length pricing, the tax liabilities of two companies that belong to the same multinational group but operate in different countries may be distorted. Consequently, if a transaction between related parties is deemed to have been priced differently than it would have been between unrelated parties, tax authorities are able to reallocate income or expenses to reflect the amounts that would have resulted had the transaction been conducted at arm's length. Due to its inherent subjectivity, transfer pricing invites special scrutiny from tax authorities.

But really… so what?

Failing to make reasonable efforts to maintain contemporaneous transfer pricing documentation (i.e. an explanation of why your intercompany, cross-border prices are arm's length) can result in a tax authority enforcing adjustments. These adjustments, in turn, may lead to additional tax payable, interest, penalties, double tax (without an inverse adjustment in the corresponding jurisdiction), prolonged disputes, loss of reputation, and wasted internal resources.

Further, in today's environment, transfer pricing documentation does not necessarily prevent tax authorities from performing transfer pricing audits and income adjustments. In Canada, the CRA can apply transfer pricing penalties equal to 10% of the net upward adjustment regardless of whether the taxpayer has turned a profit or even generated revenue. To give you an idea of the rising importance of getting your intercompany pricing right, transfer pricing penalties assessed in Canada alone increased from $58.6 million in 2012 to $478.5 million in 2015.[3] Transfer pricing penalties are typically applicable in most jurisdictions, and—in extreme cases—senior officers and signatories may be subject to imprisonment in some countries.

Determining arm's-length prices can be a complex and labour-intensive process that involves performing functional, financial, and economic analyses that are beyond the scope of this article. Rather, the purpose here is to explain what it means to align related-party profits with relative value-creation activities and to describe what you can do now to mitigate transfer pricing risks in your business.

[3] The Canadian Press - OBJ, "Penalties increasing for Canadian firms shifting profits abroad," *Ottawa Business Journal*, October 7, 2016.





What it means to align profits with value-creation activities

Profit potential is a function of risk, risk is connected with decision-making, and decisions are made by people. At arm's length, no rational economic actor would be willing to accept significant risk—and therefore profit potential—without the ability to manage that risk. Broadly speaking, key business risks are those that may disrupt a business's ability to create value for its shareholders or other key stakeholders.

The significant people functions (e.g. "DEMPE" functions[4]) required to manage business risk are often referred to collectively as "managerial substance." Having managerial substance means having employees with the experience and expertise needed to perform management functions to take on, mitigate, or lay off key risks in the business.[5] These employees are responsible and accountable for, and authorized to make, key business decisions. These decisions may or may not include outsourcing the execution of value-add activities (such as contract research and development, manufacturing, marketing, sales facilitation, and distribution activities) to related or third-party providers. As decision-makers determine the nature and extent of risks assumed and managed, it can be argued that to align profits with value-creation activities is to align managerial substance with profit potential.

The conduct of related parties within a group determines how each related party will be characterized for transfer-pricing purposes. Simply stated, limited-risk or routine entities are entitled to stable profits (for example, a fee calculated from costs with a markup or an operating margin as a percentage of sales) regardless of how the group performs as a whole. Conversely, an entrepreneurial entity employs the key decision-makers that entitle it to the residual, non-routine profits (or losses).

A common transfer pricing risk is that a revenue authority will assert that key value-driving activities are being directed, controlled, and authorized by employees in a jurisdiction where a related party has been characterized as a limited-risk entity. To address this risk, here are four sample questions you may want to ask about your business:

1. Who is designing, directing, authorizing, and/or evaluating core business strategies?
2. Do your "limited-risk" entities autonomously perform risk-mitigation functions that manage key business risks?
3. What can be inferred from your employees' LinkedIn profiles and from internal corporate communications in this regard?
4. Does the contractual allocation of risk to a related party align with the actual conduct of the related party? That is, have any contractually allocated risks (and associated profit potential) been assigned to an entity that is functionally deficient?

An ounce of prevention is worth a pound of cure

One advantage a taxpayer has over a revenue authority is an intimate understanding of its business. This can be a valuable advantage in a tax dispute, especially if the facts are documented contemporaneously (in Canada this means within six months of the taxation year-end). Because a transfer-pricing audit can occur up to seven years after the taxation year-end in question (potentially after a new IT system implementation, for example, or after key employees leave the company), contemporaneous documentation may lend the taxpayer credibility and prevent the perception of convenient hindsight bias. Therefore, whatever the size of your business, it's critical to document the facts on an entity-by-entity level each and every year to realize your greatest advantage in a transfer pricing audit.

What *are* the facts? In the event of a transfer pricing audit, an intercompany legal agreement is typically the first piece of evidence reviewed by a revenue authority, as it sets out the intentions of the related parties from the outset. Such agreements provide a starting point to understanding the related-party transaction(s) under review and how the responsibilities, risks, and expected benefits from their interaction are to be divided; these are then compared to the actual conduct of the related parties.

[4] In the context of intellectual property, DEMPE functions are development, enhancement, maintenance, protection, and exploitation activities.

[5] Key business risks could include research and development, market, inventory, credit, foreign exchange, regulatory, product liability, and/or warranty risks.

[6] OECD (2010) OECD *Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations 2010*, OECD Publishing, **dx.doi.org/10.1787/tpg-2010-en**.



Pixtum/iStock/Thinkstock

If an intercompany agreement does not exist, or when the conduct of the related parties shows that the contractual terms are incomplete or have not been followed, the intercompany transaction will be interpreted based on a careful review of the parties' actual conduct.

Describing the actual conduct of the related parties requires an examination of all of the facts and circumstances surrounding how they interact in a commercial context—how they generate value for themselves and the group, how that interaction contributes to the rest of the value chain, and what the interaction involves. That means identifying precisely what functions each party actually performs, the tangible and intangible assets each party actually employs, and the risks each party actually assumes and manages. This process is typically referred to and documented as a "functional analysis." At this stage of a transfer pricing analysis, the facts that are economically relevant are gathered during interviews with key employees.

During a transfer pricing audit, revenue authorities are likely to conduct their own functional analysis interviews to develop an understanding of the business. So, if you're able to perform the functional analysis interviews up front, and you've carefully documented the actual conduct of the related parties as one part of your contemporaneous transfer pricing documentation, the tax authority's functional interviews become a process of validation rather than fact finding. For this reason, you should review and update your intercompany arrangements periodically to ensure that there is consistency between the legal form and managerial substance of your intercompany transactions.

What now?

While globalization has facilitated international trade, growing sovereign debt and cash-strapped governments have arguably ignited worldwide transfer pricing disputes. Political will, influenced by perceptions that multinational corporations are not paying their "fair share" of taxes, has created a contentious environment in which transfer pricing is considered low-hanging fruit for revenue collection by tax authorities.

The many revenue authorities that adhere to the OECD's transfer pricing guidelines[6] are targeting their audits at aligning transfer pricing outcomes with value-creation activities, with a focus on identifying the important people functions. Companies must review their business models to monitor, and perhaps restructure, the relative risks assumed and the requisite managerial substance requirements on an entity-by-entity level. The goal should be to establish transfer pricing policies that are practical to administer, flexible enough to comply with multijurisdictional regulations, and—most importantly—reflect the substance of the intercompany arrangements. ■

Congratulations!



Our congratulations to
Dr. Christopher Burnley
upon his election to
CPABC Fellowship.

Dr. Burnley is a Professor in the Faculty of Management at VIU.

VANCOUVER ISLAND UNIVERSITY

63-02-8901

UPCOMING PD SEMINARS

For detailed course descriptions or a complete schedule of upcoming PD seminars, visit our website at **pd.bccpa.ca**. To register, call CPABC at 604-872-7222 and ask for the PD department, or email us at **pdreg@bccpa.ca** with any questions.

PD SPRING/SUMMER 2017

Our spring/summer PD program, which covers the period between May and the end of July, will be available for registration in late March. Watch your mail for a copy of the spring/summer 2017 PD catalogue, or check our website at **pd.bccpa.ca** for an updated schedule of titles and programs, and for detailed course descriptions.

MANAGEMENT & PERSONAL DEVELOPMENT

Ethical Principles and the Accounting Profession – CPABC Code Decoded

This course has been updated to reflect the changes to the *CPA Code of Professional Conduct* that were adopted at the 2016 AGM. It is a course for any CPA who would like an ethics refresher, or who needs verifiable ethics training to meet the CPD requirement.

Mar 8, 8:30am-12:30pm, Richmond
Mar 16, 8:30am-12:30pm, Vancouver
Mar 16, 1:00-5pm, Vancouver

Building High-Performance Teams

While focused, engaged, and highly committed employees may represent your biggest expense, they're also your greatest opportunity for achieving a sustainable competitive advantage. Learn how to generate excitement and motivate your team to greater productivity and efficiency.

Mar 23, 9am-5pm, Vancouver

Leadership and Coaching

This course focuses on equipping participants with the knowledge and skills needed to become effective and respected leaders—leaders who are able to turn compliance into a commitment to achieving the desired results for their business unit, their teams, and themselves.

Mar 22, 9am-5pm, Vancouver

STRATEGIC MANAGEMENT CERTIFICATE PROGRAM

Change Management

Learn how organizational and human dynamics affect change initiatives and how to plan for change. This course will examine the main ingredients necessary for successfully implementing change. You will gain a greater understanding of the reasons behind resistance and learn how to win support.

Mar 16, 9am-5pm, Victoria

INFORMATION & BUSINESS TECHNOLOGY

Advanced Data Magic with Excel

This seminar will show you how to use the many advanced tools in Excel that few users take advantage of. It will describe in detail how to bring data into Excel from an outside source and review Excel's data analysis tools, including advanced lookups. It will then dive into array formulas and PowerPivot.

Mar 3, 9am-5pm, Surrey
Mar 8, 9am-5pm, Kelowna
Mar 9, 9am-5pm, Parksville

Building a Financial Model of a Company

This hands-on course will focus on the skills required to design and create an interactive financial model of a company that adheres to the highest industry standards. It will cover model design, logic, construction, financial concepts, and accounting treatment. During the seminar, participants will build a model that includes forecasts of a company's income statement, cash flow statement, and balance sheet.

Mar 22, 9am-5pm, Vancouver

Excel Financial Models and Analysis (Hands-On, Classroom)

This hands-on workshop will give you the skills needed to build financial models for use in decision-making, analysis, and forecasting. You'll also work with the many business intelligence features in Excel for reporting and presentation.

Mar 14, 9am-5pm, Victoria
Mar 16, 9am-5pm, Surrey

Financial Modelling – Merger Modelling

This hands-on course will focus on the skills required to design and create a powerful model to analyze the impact of a merger or acquisition. The seminar will be taught from the perspective of a finance professional who needs to quickly assess the impact of a merger between publicly traded companies.

Mar 23, 9am-5pm, Vancouver

WEALTH MANAGEMENT

Enough Bull: How to Retire Well without the Stock Market

This seminar will explore a safe, easy-to-implement retirement strategy that doesn't require an extraordinary financial advisor to make it work.

Mar 16, 9am-5pm, Vancouver

The Procrastinator's Guide to Retirement

This seminar will explain, illustrate and analyze how much money you'll need to retire, what you'll need to save to reach your goal, and other issues related to retirement planning. It will cut through the sales pitches and get to the simple truth.
Mar 17, 9am-5pm, Vancouver

TAXATION

Income Tax Planning Refresher for Corporate Tax

This seminar is designed for those who want to update their knowledge of taxes and tax planning for privately controlled corporate taxpayers. It places a strong emphasis on the application of tax for the Canadian Controlled Private Corporation.
Mar 16-17, 9am-5pm, Vancouver

Save the Date for Our Upcoming PD CONFERENCE DAYS

Each of our popular PD conference days (listed below) features a keynote presentation in the morning, breakout sessions throughout the day, and a plenary session in the afternoon. For details on sessions and speakers, watch for future flyers and emails, or check for updates online at **pd.bccpa.ca**.

Members in Business & Industry PD Day

June 20, 8:30am-5pm
Vancouver Convention Centre, West Building

Information Technology Conference

June 22-23, 8:30am-4:30pm, Vancouver Convention Centre, West Building

Victoria PD Day

July 12, 8:30am-5pm
Victoria Conference Centre

Work/Life Balance Conference

July 20, 8:30am-4:30pm
Vancouver Convention Centre, West Building

EXECUTIVE PROGRAMS FOR SPRING/SUMMER 2017

Register before the early-bird deadline and save $300 off regular program fees. For more program details, visit our website at **pd.bccpa.ca** and go to *Executive Programs*.

Controller's Operational Skills Program

This program is designed to help you enhance your role on the management team by sharpening your skills in risk management and controls, ethical leadership, planning, budgeting and forecasting, performance measurement approaches, and financial reporting. You will explore ways to maximize the effectiveness of your accounting department through staffing and structure, policies and procedures, and process and quality management.
May 7-10 | The Beach Club Resort, Parksville
July 12-15 | Westin Whistler Resort, Whistler

Controller's Management Program

This highly interactive program will provide you with a unique experience and opportunities to network with and learn from your peers. Through case studies, group discussions, exercises, and role-playing in scenarios that are representative of situations faced by controllers and financial managers, you'll gain the skills and confidence needed to increase your personal and interpersonal effectiveness.
May 10-13 | The Beach Club Resort, Parksville

The CFO as Navigator: Steering the Enterprise towards Value-Creating Growth

This program will provide you with a highly interactive experience, covering areas such as value-creating growth, value metrics, a best-in-class management reporting platform, enterprise dashboards, performance metrics and strategy maps, information management and business intelligence, corporate-planning platform design and creation, talent management, and incentive design. This program is designed to help you become a complete CFO.
May 24-27 | Westin Whistler Resort, Whistler

CFO's Leadership Program

Through this program, you will gain critical insights into leading practices in management and leadership, and get the opportunity to apply tools and skills to your work context, share experiences with your peers, and take away actionable goals.
June 14-17 | Westin Whistler Resort, Whistler

CFO's Operational Skills Program

This program will deliver the core CFO competencies that organizations expect and demand. Get up to speed on corporate governance and risk management, as well as on the latest tools and applications. Examine the relationship between strategy and risk-taking, and help drive your organization's mission and success. Nail down the planning, budgeting, and internal control competencies that facilitate efficient and effective operations.
June 18-21 | Westin Whistler Resort, Whistler

Visit us at **pd.bccpa.ca** for a comprehensive list of available titles, and email us at **pdreg@bccpa.ca** if you have any questions.

Kudos!



Annie Chan, CPA, CA, has been appointed chief financial officer of Urban Communications Inc. She brings to the role 10 years of experience in areas such as financial reporting, budgeting, and financial analysis. Annie previously held senior finance roles with HSBC Bank Canada, Levon Resources Ltd., and Bralorne Gold Mines Ltd.



Cheryl Eason, CPA, CA, has been appointed vice-president and chief financial officer at Royal Roads University. Cheryl brings over 25 years of financial management experience to the position. She previously served as CFO of the California Public Employees' Retirement System, the largest public pension fund in the United States.



Matt Murray, CPA, CMA, recently assumed the role of vice-president and controller in corporate management reporting, shared services, and finance strategy at TELUS. Matt is a former board director of the CPABC Joint Venture and an inaugural member of the Business Council of BC's NEXT Leaders Council.



Andrew Nendick, CPA, CA, has been appointed to the partnership of White Kennedy LLP in Penticton. He has extensive experience in personal and corporate tax, as well as corporate year-ends. Andrew has served as treasurer on a variety of local boards, including the Penticton & Wine Country Chamber of Commerce.



Victor Pang, CPA, CMA, LLB, has been appointed CFO of the Vancouver Fraser Port Authority, tasked with overseeing finance, accounting, legal matters, information services, and enterprise risk management. Victor has more than 20 years of diverse finance and operations experience and most recently served as VP of financial planning and analysis at CHC Helicopter.



Rajat Sharma, CPA, CMA, has taken on the role of general manager, finance and corporate services with the City of Abbotsford. Rajat's previous experience includes serving as senior manager of financial services for the Capital Regional District in Victoria.



Jon Tingling, a staff accountant at KPMG LLP in Vancouver, has been appointed to the board of directors of the Vancouver International Children's Festival. Jon is a CPA candidate who successfully wrote the 2016 CFE.



Gordon J. Zacher, CPA, CA, a retired partner of BDO Canada LLP, is the recipient of the 2016 H.D. Stafford Good Citizen of the Year Award from the Greater Langley Chamber of Commerce. The award recognizes his voluntary service, which includes serving as chair of the BC Disability Sports Society (now the BC Games Society) and the Cornerstone Care Society, and as treasurer of the 2010 BC Summer Games and the 2014 BC Seniors Games. He is currently treasurer of the Langley Community Music School.

The Vancouver office of Smythe LLP is pleased to announced that **John Ormiston, CPA, CA, TEP**, has been appointed as tax partner; **Kyle Inman, CPA, CA**, has been appointed as a principal; and **Kurt Hamilton, CPA, CA**, and **Leo Hsiao, CPA, CA, CPA (WA)**, have been appointed as managers.

John has 30 years of experience in both public and private practice across a variety of industries and extensive experience with owner-managed enterprises. **Kyle** focuses on providing business advisory, assurance, and taxation services to privately owned businesses. **Kurt** specializes in providing accounting, assurance, and tax advisory services to privately owned businesses and not-for-profit organizations. **Leo** specializes in personal and corporate US and cross-border tax issues.

In Memoriam

We wish to send our condolences to the family, friends, and colleagues of the following individuals:

Richard B. (Rick) Long, CPA, CGA
Rick was born in Lethbridge, Alberta, in 1935 and moved to British Columbia at the age of seven.

While studying for the CGA designation, which he earned in 1963, Rick worked in insurance with Rolls-Royce & NCR. In 1967, he joined BCIT as an instructor of office equipment. He later taught computer programming and became manager of part-time studies for computing.

After his retirement, Rick volunteered his time to a variety of organizations. He was particularly active with the Canadian Cancer Society in Langley.

In 1990, Rick received the J.M. Macbeth Award of Merit from CGA-BC for his outstanding service with the association's Langley Chapter.

Rick passed away on December 30, 2016. A celebration of Rick's life is scheduled for June 14 at Fort Langley Golf and Country Club in Langley.



Kenneth (Ken) Mahon, FCPA, FCA
Ken was born and raised in Vancouver. He earned a bachelor of commerce degree from UBC in 1958 and qualified as a CA in 1961 after earning a gold medal on the uniform final exam.

Just one year later, Ken co-founded the firm Wolrige Mahon CAs with the late Alan Wolrige, CPA, CA. He went on to found the Adera Group of Companies in 1969, and many other business ventures followed.

Ken's achievements in the business world and his tremendous contributions to the accounting profession and the community garnered him several awards, including the Queen's Golden Jubilee Medal (2003) and the ICABC Lifetime Achievement Award (2014-2015).

Ken passed away on January 17, 2017.



Robert G. (Bob) Morrow, FCPA, FCGA, RCNVR
Bob grew up in Nelson and made his way to Vancouver as a teenager. He joined the Royal Canadian Navy in 1943, as soon as he was old enough to enlist, and subsequently served overseas, including on the dangerous convoy route known as the Murmansk Run.

Bob returned to Vancouver after the war and became the youngest-ever CGA designee in 1951. He went on to found two CGA firms, the second with two of his sons.

In addition to serving his clients, Bob was an accounting mentor, a tax lecturer, and a founding director of the Canadian Federation of Independent Business.

In 1975, he received the FCGA designation.

Bob passed away on January 20, 2017.

Jantarat/iStock/Thinkstock

RRSP and Tax Tips 2016 – A thank-you to our volunteers!

We would like to thank the following volunteers for their assistance in co-ordinating, updating, and reviewing the RRSP and tax tips for 2016:



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- D&H Group LLP: Jeff Foreman, CPA, CA; Cara Pavlakovic, CPA, CA; and Nancy Lum, CPA, CA.
- BDO Canada LLP: David Mueller, CPA, CA; and Kam Nat, CPA, CA.
- Clearline: Bilal Kathrada, CPA, CA.
- Ernst & Young LLP: Larry Bell, CPA, CA.
- Grant Thornton LLP: Derek Bennett, CPA, CGA; and Alan Tian, CPA, CA.
- KPMG LLP: Shane Onufrechuk, FCPA, FCA; Ashleigh Veitch; and Oktay Kacmaz.
- PricewaterhouseCoopers LLP: Melanie Campbell, CPA, CA.

Community Events – Making a Positive Social Impact

CPABC members, candidates, and students participated in four community events in January and February, which were organized by local CPABC chapters. These events showcase CPAs in their communities while also providing them with valuable opportunities to actively support worthwhile causes. Here's a recap:

- **Food sorting** – Twenty-five members from CPABC's Vancouver Chapter organized and sorted food and household items at the Greater Vancouver Food Bank (GVFB) on January 13. The Food Bank (**foodbank.bc.ca**) provides healthy food to those in need and adheres to a support model rooted in education about nutrition, personal empowerment, and food sustainability.
- **Serving hot meals** – Several members from the CPABC Surrey/Langley/North Delta Chapter spent the evening of January 28 at the NightShift Street Ministries Society (**nightshiftministries.org**), where they served hot meals and beverages to 50 people. Nightshift provides clothing, counselling, education, and transitional housing to vulnerable, substance-addicted, and homeless people in Surrey. Due to the high volume of need, it operates 365 days a year.
- **Fundraising for scholarships** – On February 9, CPABC's Victoria/Southern Vancouver Island Chapter raised funds for student scholarships at Camosun College through a silent auction and raffle held in conjunction with their annual celebration of Chinese New Year.
- **Working the phones** – On February 12, members from CPABC's Tri-Cities/Ridge Meadows Chapter supported Variety – the Children's Charity by answering phones during the organization's 51st Annual Show of Hearts telethon (**variety.bc.ca**). In 2016, the telethon raised over $6.8 million to support children in BC with special needs. The goal for 2017 is to surpass this amount.

Want to get involved?

Be sure to check your local chapter's site (**bccpa.ca/members/chapters**) for community engagement opportunities. And if you'd like to suggest a community event that you think CPABC members, candidates, and students may be interested in supporting, contact your local chapter leader online or email David Chiang, CPA, CA, CPABC's VP of member services, at **dchiang@bccpa.ca**. Each event proposed will be evaluated and supported where possible.

Volunteering at a tax clinic?

Be sure to read the reminder regarding licensing and insurance on page 13).









1. L to R: Vancouver Chapter volunteers Michael Infante, CPA, CMA, and Gary Zhang sort food for the GVFB. 2. Vancouver Chapter director Derek Johnson, CPA, CMA, with Ann Wicks, CPA, CMA (a past vice-chair of the GVFB board), and her children. 3. Volunteers from CPABC's Surrey/Langley/North Delta Chapter get ready to serve hot meals for NightShift Street Ministries Society. 4. L to R: Sherri Bell, president of Camosun College, with Cindy Choi, FCPA, FCGA, emcee of the Victoria/Southern Vancouver Island Chapter's Chinese New Year scholarship fundraiser.

CPA CHARTERED PROFESSIONAL ACCOUNTANTS BRITISH COLUMBIA



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- Connect with hundreds of colleagues
- Fulfill your ethics requirements
- Meet with 30 industry-leading tradeshow vendors

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Recognizing Member Achievement



CPABC's 2016 honourees (from left to right) – Standing: Peter Ranson, FCPA, FCA; Sean Wandler, CPA, CA (Distinguished Service Award for Community Service); Geraldine Lai, CPA, CA, CGA (Distinguished Service Award for Service to the Profession); Christopher Burnley, FCPA, FCA; Paul Hargreaves, CPA, CMA (Distinguished Service Award for Service to the Profession); Walter Pela, FCPA, FCA; Gordon Holley, CPA, CA (Distinguished Service Award for Community Service); Shane Onufrechuk, FCPA, FCA; Bruce Morris, FCPA, FCA; Jeff Morgan, CPA, CA (Distinguished Service Award for Community Service); Jeremy Pierce, CPA, CA (Early Achievement Award); Al LeFebvre, FCPA, FCA. Seated: Derek Johnson, CPA, CMA (Distinguished Service Award for Service to the Profession); Norman Daley, FCPA, FCA; Regan McGrath, CPA, CA (Early Achievement Award); Bob Strachan, FCPA, FCMA, C.Dir (Lifetime Achievement Award); Valla Tinney, FCPA, FCGA; and Ann Senae, CPA, CGA (Distinguished Service Award for Community Service).

Celebrating excellence – CPABC applauds its members

On February 15, 2017, CPABC recognized the remarkable professional and volunteer achievements of 18 members at its annual Member Recognition Dinner. More than 130 people gathered at the Vancouver event to honour the newest FCPAs and award recipients for their dedication, skill, and innovation.

Olin Anton, FCPA, FCA, chair of CPABC's two Member Recognition committees and past chair of the CPABC board, presided over the awards ceremony with current CPABC board chair Dave Hallinan, FCPA, FCMA. The night included formal recognition of the honourees, a presentation of certificates and awards, and an audiovisual presentation that highlighted each member's accomplishments.

CPABC's newest honourees are profiled in the cover story of this issue on pages 20-28 and online at **bccpa.ca/members/recognition-program**. The website also features their insights on success, leadership, and the CPA profession.



Photos by Kent Kallberg Studios. For more photos from this event, visit CPABC's Flickr page at **flickr.com/cpabc/sets**.















1. Honouree Geraldine Lai, CPA, CA, CGA (centre) celebrates with friends. 2. Jeremy Pierce, CPA, CA, receives the Early Achievement Award from CPABC chair Dave Hallinan, FCPA, FCMA. 3. Honouree Gordon Holley, CPA, CA, with his family and friends. 4. Valla Tinney, FCPA, FCGA, receives her Fellowship certificate. 5. L to R: New fellows Shane Onufrechuk, FCPA, FCA; Walter Pela, FCPA, FCA; and Peter Ranson, FCPA, FCA. 6. Sean Wandler, CPA, CA, receives the Distinguished Service Award for Community Service. 7. Early Achievement honouree Regan McGrath, CPA, CA, with her husband. 8. Honouree Christopher Burnley, FCPA, FCA, with his wife and daughter. 9. Honouree Bruce Morris, FCPA, FCA, with his family. 10. Bob Strachan, FCPA, FCMA, C.Dir, receives his Lifetime Achievement Award.







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Business Acquisition Wanted

Entrepreneurial CPA, CA looking to acquire a company in the Greater Vancouver area, Lower Mainland, or Fraser Valley. Areas of interest are manufacturing, distribution, industrial and commercial services, or other operating businesses. Mainly interested in opportunities where the ownership is seeking both a management and ownership succession solution. Businesses with pre-tax earnings of $500k to $2.0 million are of interest. Reply in confidence to 604CPAentrepreneur@gmail.com.

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Member Profile

Mandy Cheung, CPA

Senior Accountant, KPMG, and Recent Graduate

Q&A by Suzanne Berry
Photo by Kent Kallberg Studios

Choosing a reporting path to complete the CPA program's practical experience requirement may not qualify as an individual's biggest life decision, but it's a very important one. It can also be a little tricky, as there are two options to choose from to complete the CPA Practical Experience Requirements (CPA PER): the Experience Verification Route (EVR) and the Pre-Approved Program Route (PPR).

While the two paths share common elements, each has unique aspects tailored to suit an individual's career goals. For insight on the PPR path, which is designed for those who plan to practice public accounting, *CPABC in Focus* chatted with new member Mandy Cheung about her experience.

What made you decide to pursue the PPR?*
I believed public accounting would provide me with the most exposure to a variety of industries, and the PPR reporting path lent itself best to my position in public practice. In university, I knew I wanted to study accounting and obtain my CPA, but I wasn't sure where I wanted to end up. In public practice, there's constant exposure to a diverse portfolio of clients, which allowed me to learn not only what public accounting is all about, but also which industries interest me. The PPR route gave me insight into what I really want out of my CPA career.

What level of interaction did you have with your program manager and program leader?
Both were always available to answer my questions and provide details on how to develop the competencies I needed to complete and obtain my CPA. I am so grateful to all my coaches and colleagues at KPMG for their support!

Each CPA student is required to have a mentor for the CPA PER to help them develop their technical and enabling competencies. What was that experience like?
My mentor was a great resource—providing knowledge, sharing insights and experience, and assisting me with my development. Over the years, I built up my confidence and my presence, and I have my mentor to thank for pushing me to grow as a professional and take on more leadership roles. The competencies are extremely important, and I'm glad to have had a mentor to support me on my journey.

What was most influential in the development of your technical competencies?
Most of my development in terms of my technical competencies came from the progressively more complex issues I came across during audits. I learned over the training period to identify, analyze, and reach conclusions on issues as they came up, and I had the support of my managers, who guided me through the appropriate approaches in the technical aspects of accounting and assurance.

What advice would you have for a future CPA student pursing the PPR?
Be committed. The path is not easy, as it comes with months of studying to complete the three-day CFE, and my PPR position in public practice also included countless hours performing year-end audits. But it's all worth it.

Any other words of wisdom to share?
Remember—you will always keep learning. My experience has allowed me to grow deeply as a professional, and I can see the difference in the "me" now from the "me" I was a few years ago coming out of UBC with a bachelor's degree.

Thank you, Mandy! ■

*Candidates interested in public accounting post-certification must earn their practical experience through a PPR position that will provide them with the necessary assurance and financial reporting chargeable hours in addition to earning the requisite proficiency levels. If not earned pre-certification, members will be subject to a "bridging" program post-qualification. More information about both training paths is provided at **cpacanada.ca**.



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