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SEPTEMBER/OCTOBER 2025

Getting involved

Meet your new chair,
Alain LeFebvre, FCPA



CPA

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Cover Story



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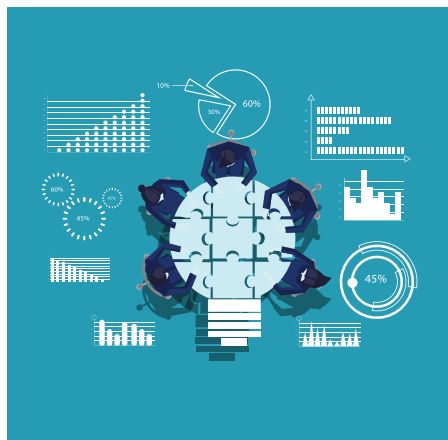
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Julia Spriggs
Member of CPA Yukon
Director of finance and operations,
First Nation School Board



Miriam Behman



CPABC **IN**FOCUS

September/October 2025, Vol. 13, No. 5

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

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About

CPABC in Focus is published in British Columbia six times a year and is sent to approximately 30,000 CPA members, candidates, and students. Opinions expressed are not necessarily endorsed by CPABC. Copyright *CPABC in Focus* 2025. Visit us online at bccpa.ca.
Mailing address: #800 – 555 West Hastings St., Vancouver, BC, V6B 4N6

Publications mail agreement no. PM 40069584



Maintaining Excellence

As I noted in the July/August issue of the magazine, we welcomed five new elected members to the CPABC Board of Directors at our annual retreat this summer. They are: Julia Aspinall, CPA, CMA; Amy Bonner, CPA, CA; Louisa Lun, CPA, CA; Gary Parmar, CPA, CA; and Rahim Somani, CPA, CA. In addition, Raheil Moradi was appointed as a public representative. I'd like to take this opportunity to congratulate and welcome them once again (see page 21 for photos of your 2025/2026 board). I look forward to working with each of you!

I'd also like to take a moment to celebrate the 267 BC candidates and one Yukon candidate who successfully completed the May 2025 writing of the Common Final Exam (CFE), with a special acknowledgment of the five candidates who earned a place on the National CFE Honour Roll.* Congratulations on your achievement!

As we head into fall, I encourage members to get involved with CPABC and the profession. For example, attending local chapter events is a great way to connect with your peers and strengthen your network.

I would also like to highlight the many AI-focused learning events in both the CPABC PD Program calendar and the CPABC chapter calendars, such as "Streamlining Reporting with Generative AI" on October 25, hosted by CPABC's Tri-Cities/Ridge Meadows Chapter. As Lori describes below, AI is reshaping how CPAs operate and deliver value, and we all need to explore how AI can be leveraged responsibly. Details for all events will be posted to our website as they become available, and you can check page 43 for a look at what the Richmond/South Delta, North Shore/Sunshine Coast, and Vancouver chapters have been doing.

Before signing off, I'd like to remind all members that nominations for the 2025 Member Recognition Program are due on Monday, September 15 (see page 25 for details). If you know an outstanding CPA who is making a difference in the profession or in their community, I encourage you to consider the different award categories and put their name forward. ■

** Profiles of the National Honour Roll candidates from both the May and September 2025 CFE writings will appear in the January/February 2026 issue of the magazine.*



Alain LeFebvre, FCPA
CPABC Chair

Trust in Transition: CPAs as Pillars in the Age of AI

Alain has mentioned our annual board retreat, and I'd like to elaborate on some key takeaways from the discussions that were held this year.

As we recounted in the July/August issue, AI was a primary topic of discussion at the retreat—particularly the role of the profession and our members as the use of AI increases.

AI is a transformative opportunity for the profession to enhance our strategic value and lead the future with reliable, data-driven decision-making. As trusted professionals, CPAs are uniquely positioned to guide the ethical and effective use of AI. This includes not only embracing opportunities to adopt AI tools to enhance productivity, but also setting standards for transparency, accountability, and data governance.

CPAs can also have a positive impact on society beyond business needs. In a world where misinformation can spread quickly and technological change can feel overwhelming, CPAs can offer clarity, accountability, and assurance. Our profession's ability to interpret complex data, ensure compliance, and communicate with transparency makes us essential partners in building a more informed and resilient society. By validating emerging technologies, upholding the highest ethical standards, and guiding the responsible adoption of AI, CPAs can provide a vital foundation of trust and help our society feel safer in a rapidly changing world.

CPABC will continue to provide relevant information and professional development on this topic, and we'll also ensure that CPABC itself is adopting AI responsibly and integrating it into areas that will better support members, candidates, and students, and protect the public interest.

Finally, I want to echo Alain's congratulations to our newest CFE passers. Tackling the CFE is no small feat—it demands dedication, resilience, and hard work. Reaching this point is a major achievement in your CPA journey. Congratulations on your well-earned success! ■



Lori Mathison, FCPA, LLB
CPABC President & CEO

NOTES & NEWS

AMENDMENTS TO CPABC GOVERNING DOCUMENTS

Highlights of Amendments to CPABC Bylaws and Bylaw Regulations Pursuant to the 2025 AGM

CPABC Bylaws

At the AGM on June 20, 2025, the membership confirmed amendments to the following bylaws, as approved by the CPABC Board of Directors, which came into effect on August 7, 2025:

New CPA Professional Program

The following bylaws were amended to establish the new CPA professional program:

- **Definitions of “CPA PEP” and “CPA Professional Program” (new) Bylaw 100**
- **CPA Practical Experience Requirements Bylaw 402**
- **Failure to Successfully Complete CPA PEP Module or Examination Bylaw 405.1**
- **Deadline to Complete CPA PEP and Practical Experience Requirements Bylaw 405.2**
- **Deadline to Complete CPA Professional Program Requirements Bylaw 405.3 (new)**
- **Deadline to Apply for Admission as a Member Bylaw 406**
- **CPA Membership 501**

Readmission to CPABC

- **CPA Membership Bylaw 501** was amended to enable the CPABC Board of Directors to require that readmission applicants who have not held membership in good standing with CPABC or another provincial CPA body for a specified period of time complete coursework and/or examinations.

Removal of legacy provisions

The following bylaws were amended to remove mention of various legacy programs and arrangements that are no longer applicable:

- **Definitions Bylaw 100**
- **Applications for Licensure Bylaw 704**
- **Applications for Professional Accounting Corporation Permits Bylaw 800**
- **Applications for Registration of Firms Bylaw 900**

CPABC Bylaw Regulations

The CPABC Board of Directors also approved amendments to the following bylaw regulations, which came into effect at the same time as the bylaw amendments:

- **CPA Western School of Business 401/1**
- **Satisfaction of Practical Experience Requirements for CPA PEP Students 402/1 (new)**
- **Limitations on Registrar’s Authority 500/1**
- **CPA Membership 501/1**

Bylaw Regulations Change

Earlier this year, the CPABC Board of Directors approved the removal of the existing requirement for members in public practice to appoint an assisting accountant. The following bylaw regulation was repealed on April 2, 2025:

- **Appointment of Assisting Accountant 704/4**

PUBLIC PRACTICE FEES

Important Reminder for Public Practitioners: Annual Licence and Firm Renewal & Billing

On July 16, 2025, CPABC sent an email notification to all practitioners indicating that the deadline for the 2025-2026 licence fees and firm renewal fees was September 1, 2025. Any licensee or firm that has not renewed and paid by October 31, 2025, will have an administrative fee of \$150 applied to their billing.

To view your licence notice and, if applicable, your firm renewal notice, please visit CPABC’s Online Services site at services.bccpa.ca.

Questions?

- For information about your renewal and/or payment, email finance@bccpa.ca.
- To change your firm’s contact information, email publicpracticelicensing@bccpa.ca.
- To change your firm’s roster, email memberrecords@bccpa.ca.

MEMBER RECOGNITION

Last Call for Nominations!



REGULATORY REMINDER

Designation Usage: Legacy CPAs May Now Use “CPA” Only

All legacy CA, CGA, and CMA members of CPABC and CPA Yukon may now choose to use and display the CPA designation on its own. CPABC members can update their designation display preferences in CPABC’s online member directory by visiting the Profile page at services.bccpa.ca. CPA Yukon members can update their designation display preferences by emailing memberrecords@bccpa.ca.

AMENDMENTS TO CPAYT GOVERNING DOCUMENTS

Highlights of Amendments to CPAYT Bylaws and Bylaw Regulations Pursuant to the 2025 AGM

CPAYT Bylaws

At the AGM on June 17, 2025, the membership confirmed amendments to the following bylaws, which came into effect on August 8, 2025:

New CPA Professional Program

The following bylaws were amended to establish the new CPA professional program:

- **Definitions of “CPA PEP” and “CPA Professional Program”** (*new*) Bylaw 100
- **CPA Practical Experience Requirements Bylaw 402**
- **Failure to Successfully Complete CPA PEP Module or Examination Bylaw 405.1**
- **Deadline to Complete CPA PEP and Practical Experience Requirements Bylaw 405.2**
- **Deadline to Complete CPA Professional Program Requirements Bylaw 405.3** (*new*)
- **Deadline to Apply for Admission as a Member Bylaw 406**
- **CPA Membership 501**

Removal of legacy provisions

The following bylaws were amended to remove mention of various legacy programs and arrangements that are no longer applicable:

- **Definitions Bylaw 100**
- **CPA Practical Experience Requirements Bylaw 402**
- **Obligation to Report Bylaws 408, 511, 805, and 908**
- **Transition Bylaws 409, 708, 806, 909, and 1209**
- **CPA Membership Bylaw 501**
- **Fellows Bylaw 505**
- **Applications for Licensure Bylaw 704**
- **Applications for Professional Accounting Corporation Permits Bylaw 800**
- **Applications for Registration of Firms Bylaw 900**
- **Requirements for Registration Bylaw 902**
- **Notice of Decision and Order Bylaw 1207**
- **Notification and Disclosure Bylaw 1306**

Trust account oversight

- **Definitions Bylaw 100** was amended to include definitions for “trust agreements” and “trust funds.”
- **Trust Funds Bylaw 1300.1** was added to allow the CPAYT Board of Directors to establish standards and requirements applicable to members and registered firms that administer trust funds. It also outlines that members and registered firms must comply with any applicable trust agreements as well as any standards and requirements established by the CPAYT Board. (*new*)

CPAYT Bylaw Regulations

The CPAYT Board of Directors also approved amendments to the following bylaw regulations, which came into effect at the same time as the bylaw amendments:

- **Delegation to CPABC 211/1**
- **CPA Western School of Business 401/1**
- **Satisfaction of Practical Experience Requirements for CPA PEP Students 402/1** (*new*)
- **Limitations on Registrar’s Authority 500/1**
- **CPA Membership 501/1**
- **Deadlines for Legacy Applicants 501/2**
- **Election of Fellows 505/1**
- **Definitions 600/1**
- **Continuing Professional Development Program: Basic Requirements 600/2**
- **Continuing Professional Development Program: Post-Admission Requirement for Foreign Qualified Members 600/3**
- **Continuing Professional Development Program: Post-Admission Requirement for Legacy CGA Members 600/4**
- **First Renewal Date 708/1, 806/1, and 909/1**
- **Special Public Practice Extension Fees 708/2**
- **Special Registration Extension Fees 909/2**
- **Trust Funds 1300.1/1** (*new*)
- **Transition 1301/2**

REMINDER: CPD REPORTING

CPD 2025 Reporting Requirements for CPABC Members

CPABC members: Are you on track to meet your continuing professional development (CPD) requirements for this year *and* for the rolling three-calendar-year period ending December 31, 2025? This is a reminder that members must complete their 2025 CPD activities before December 31, 2025, and report their compliance by January 31, 2026.

CPABC would also like to remind members that they have an obligation to stay up to date with knowledge that pertains to their professional responsibilities. To ensure CPD compliance, members should plan their CPD activities carefully. (See the professional competence and CPD compliance section on the right for details.)

What is CPD?

CPD is learning that develops and maintains professional competence to enable members to continue to perform their professional roles. Any new learning and development that is relevant and appropriate to a member’s work/professional responsibilities and growth as a CPA may qualify for CPD. **Note:** Members may only report the actual number of hours that were spent developing new or existing competencies.

Minimum CPD Requirements (in hours)			
	Verifiable CPD	Additional CPD*	Total CPD
Annual	10	10	20
Rolling three-calendar-year period, with four hours of verifiable ethics CPD (including 1.5 hours of AML PD**)	60	60	120

*Additional hours may be fulfilled with verifiable and/or unverifiable CPD.

**AML PD may also be reported as part of your verifiable ethics CPD hours.

Verifiable CPD refers to learning activities for which there is satisfactory evidence to objectively verify participation. **Verifiable Ethics CPD** refers to learning activities that specifically address professional ethics matters, and for which there is satisfactory evidence to objectively verify participation. **AML PD** refers to verifiable qualifying learning activities related to anti-money laundering. Members must report 1.5 verifiable hours of AML PD by December 31, 2026.¹ AML PD activities must be submitted through the AML PD reporting portal, available in the CPD Reporting section of services.bccpa.ca. Learning activities reported for the AML PD declaration may also be reported as verifiable ethics CPD on your annual CPD report. **Unverifiable CPD** refers to learning activities, such as the casual reading of professional journals and magazines, that are relevant to a member’s professional role but for which participation cannot be objectively verified.

Professional competence and CPD compliance

Members are reminded of Rule 203 of the *CPABC Code of Professional Conduct* (CPA Code), which may require a member to complete more than the minimum CPD requirements indicated in the table on the left. Rule 203 (Professional competence) states: “A member shall sustain professional competence by keeping informed of, and complying with, developments in professional standards in all functions in which the member provides professional services or is relied upon because of the member’s calling.”

To maintain CPD compliance, members should ensure that their CPD report—and, for audit licensees, their annual competency declaration as well—is factually correct (see facing page). Members are also bound by Rule 103 of the CPA Code (False or misleading applications), which states: “A registrant shall not sign or associate with any letter, report, statement or representation relating to any application to CPABC which the registrant knows, or should know, is false or misleading.”

CPD verification

Each year, CPABC verifies a sample of CPD reports for the preceding three-calendar-year period. Accordingly, members are required to retain all supporting documentation for their CPD activities for five years after the end of the reporting period. There is no need to submit the supporting records unless requested.

Also each year, CPABC verifies a sample of members’ eligibility for CPD exemption. Members who have declared eligibility for a CPD exemption may be asked to provide proof of eligibility, including proof of *Gross Active Revenues*.²

The consequences for failing to provide satisfactory proof of reported CPD hours or exemption eligibility when requested may include:

- The denial of reported CPD hours;
- The revocation of a CPD exemption claim;
- The assessment of a CPD administrative fee; and/or
- A referral to CPABC’s Investigation Committee.³

¹ Members admitted after January 1, 2024, must complete their AML PD within the three-calendar-year period that commences with the calendar year of their admission.

² *Gross Active Revenues* include the aggregate of accounting and non-accounting revenues from employment, self-employment, and all other active sources, whether earned personally or through a business entity. *Gross Active Revenues* do not include Employment Insurance benefits, pension income, support payments, or disability income.

³ The consequences of a referral to CPABC’s Investigation Committee may include having the outcome of the ensuing investigation posted on CPABC’s website.

Additional information

To view your CPD requirements and report your CPD activities, please visit CPABC's Online Services site at services.bccpa.ca. For more details about CPD requirements, visit bccpa.ca/cpd.

Reminder: Accurate CPD reporting is your responsibility



Thawat Chal Chawong/iStock/Getty Images

As previously noted in this magazine, it's important to carefully review your CPD activities before posting them to your CPD report—particularly those activities taken through CPABC's Professional Development Program.

When you register for in-person courses, online on-demand courses, and live webinars offered by CPABC, these activities are pre-populated into the online CPD reporting platform; however, they are *not* automatically posted to your CPD report. You must therefore manually post these activities to ensure their inclusion in your report.

You must also verify the accuracy of each CPD activity before reporting it. For example, if you were unable to attend a registered PD activity, or only able to attend part of the activity, you must amend the "hours attended" field in the online CPD reporting platform before posting the activity to your CPD report.

To avoid duplicate reporting, please do not manually enter a completed CPABC PD course into your CPD report.

For more details about CPD requirements, visit bccpa.ca/cpd or email us at cpd@bccpa.ca.

Questions about CPD reporting?

Email us at cpd@bccpa.ca or visit bccpa.ca/cpd for more information.



IMPORTANT

A note about third-party CPD providers

We are aware that some of our members receive emails from third-party CPD providers with course offerings and CPD advice. Some of these emails are written using a regulatory tone and include reminders about "CPA CPD" obligations and deadlines, offers of "accredited" courses to help you on your professional journey, or "guarantees" for verifiable PD. ***Regardless of the messaging or content in the emails, these third-party CPD providers do not represent CPABC, and we are not associated or affiliated with them in any way. Official CPD compliance communications will only come directly from CPABC.***

At CPABC, your privacy is very important to us, and that is why we do not sell, trade, or otherwise transfer your personal information to third parties for promotional or commercial purposes. CPABC does not endorse or approve any third-party CPD providers nor the content of their websites, as we have no control over the content, quality, and/or availability of the courses offered. Any references to "CPABC," "CPA British Columbia," or information about CPD requirements are made without our consent.

Please contact us at cpd@bccpa.ca if you have questions or concerns about any CPD communications you receive.

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INDIGENOUS ENGAGEMENT STRATEGY

AFOA BC, CPABC, HFMI, and MST ETS Sign Memorandum of Understanding

The four organizations have committed to providing employment and training opportunities



Representatives from the AFOA BC, CPABC, HFMI, and the MST ETS (l to r): Pamela Oliva, HFMI CEO; Gordon Holley, CPA, CA, FCPB, HFMI co-founder & advisor and AFOA BC treasurer; Wendy Ham, CPA, CGA, CAFM, AFOA BC executive director and CPABC board member; Barbara Joe, CAFM, AFOA BC president; Lori Mathison, FCPA, LLB, CPABC president and CEO; Sxwixwtn Wilson Williams, Skwxwú7mesh Úxwumixw spokesperson and council member; Jan Sampson, FCPA, CPABC strategy & governance officer; and Jeremy Gall, MST ETS representative.

A key to building financial capacity is developing programs that assist underemployed or unemployed individuals in acquiring education, mentorship, and employment in entry-level accounting positions.

To that end, the Aboriginal Financial Officers Association of British Columbia (AFOA BC), CPABC, Humanity Financial Management Inc. (HFMI), and the Musqueam, Squamish, and Tsleil-Waututh Education and Training Society (MST ETS) signed a memorandum of understanding on June 4, 2025, to collaboratively create one or more programs that will:

- Assist underemployed or unemployed Indigenous individuals in finding entry-level accounting positions;
- Provide exposure to different learning opportunities in the field of accounting, including AFOA BC's educational programming, the CPA preparatory courses, the Indigenous Learners in Accounting initiative, and other learning pathways;
- Be as accessible as possible for all who want to participate and provide participants with hands-on practical training through job placement; and
- Provide capacity development for First Nations governments, First Nations business entities, and Indigenous organizations so they can provide trained and qualified staff to support the needs of growing Indigenous economies.

The initial scope of this memorandum of understanding is to develop education, mentorship, and employment components for an Accounts Payable Program to be piloted with participants from MTS ETS. The results of the initial pilot, tentatively slated for the winter of 2026, will determine if the program can be expanded into other Indigenous communities and organizations. In the future, the scope may also be broadened into other areas of collaboration.

RESOURCES FOR MEMBERS

New Initiative Seeks to **Amplify** the CPA Story

CPABC members play a pivotal role in shaping the public's perception of the accounting profession. Every conversation, classroom visit, mentorship moment, or career fair interaction is more than just a touchpoint—it's an opportunity to inspire prospective students and strengthen the profession's future.

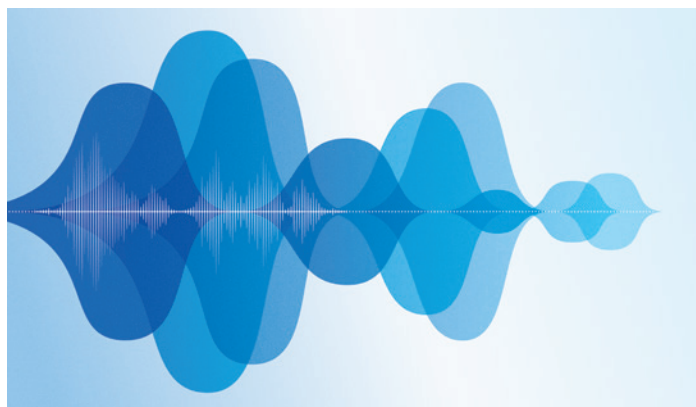
Young people are listening. They're watching how CPAs talk about their work, how they show up in their communities, and how they describe their purpose. So, what story are you telling? Are you sparking curiosity or reinforcing outdated perceptions?

Your journey to becoming a CPA has provided you with more than just resumé bullet points—it has given you a narrative filled with challenges, growth, and purpose. When you share your experiences authentically, you help others see not only the critical thinking and problem-solving required of CPAs, but also the vision and innovation that CPAs bring to the table.

Consider each interaction a chance to:

- **Break stereotypes** about what professional accountants do;
- **Highlight the diversity** of roles CPAs hold and the range of industries in which they work;
- **Showcase the values** of integrity, leadership, and innovation that define the profession; and
- **Encourage belonging** by sharing stories that reflect a wide range of backgrounds and experiences.

Announcing: CPA Amplify



To help you craft and share your CPA story with confidence and clarity, CPABC will be launching the CPA Amplify initiative this fall/winter. As part of this initiative, we'll be offering a free professional development course that will help you turn your experiences into a compelling narrative—whether you're speaking to students, mentoring a new hire, or simply chatting with an acquaintance.

REMINDER: CPAEF BURSARIES

Deadline for CPAEF Bursaries Is November 15

Balancing school, work, and family responsibilities can be both challenging and expensive. Recognizing this, the Chartered Professional Accountants' Education Foundation of British Columbia (CPAEF) offers a variety of bursaries to individuals at different education levels. Bursaries are available for:

- Undergraduate students who are taking accounting courses at certain post-secondary institutions in BC;
- Undergraduate students who are taking CPA preparatory courses through the CPA Western School of Business (CPAWSB);
- Candidates enrolled in CPAWSB's Professional Education Program; and
- CPABC members who've been accepted into an MBA program (or another related master's program) and intend to become accounting educators.

Additionally, candidates enrolled in CPAWSB's Professional Education Program who have children under 12 may also be eligible for the CPAEF Childcare Supplement, as well as for the CPAEF Benevolent Fund.

Applications and eligibility criteria for bursaries can be found on the CPAEF website at bccpa.ca/cpaef, along with detailed information about the full range of scholarships and awards available. The next deadline to submit applications for bursaries is November 15, 2025.

"Receiving the \$1,500 bursary from the CPA Education Foundation has been an immense help during this challenging time of inflation. It allowed me to cover essential expenses like rent and groceries, which significantly eased my financial stress. Most importantly, I was able to purchase a required course book earlier than expected—this gave me the opportunity to study ahead and come to class prepared.... I truly appreciate the Foundation's commitment to supporting students like me—it has made a meaningful difference in both my academic success and personal well-being."

— Ashutosh Upreti, third-year student in the Bachelor of Business Administration program at Acsenda School of Management in Vancouver

THANK YOU TO OUR VOLUNTEERS

CPABC Shines a Spotlight on Exceptional Ambassadors and Teacher Colleague Volunteers



Every summer, CPABC hosts its Ambassador Appreciation Event to thank volunteers for dedicating their time and energy to the profession through the CPABC Ambassador Program and CPABC Teacher Colleague Program. While the Ambassador Program provides opportunities for members, candidates, and prospects to share their enthusiasm for the profession at events and other information sessions, the Teacher Colleague Program focuses on providing interested high school teachers with resources about the profession that they can share with their students. Both programs are designed to promote the CPA designation and showcase the diverse career opportunities available to CPAs.

This year's event was held on July 10 at Gladstone Secondary School in Vancouver, where attendees had the chance to participate in a "Mini-lympics Event." Participants were separated into teams to compete for prizes in the following activities: "Find the Word," "Bean Counters," cotton ball relay, skipping, Frisbee, ping pong, and "Paper Airplane Javelin."

Shown above: Attendees of CPABC's 2025 Ambassador Appreciation Event, including CPABC staff and high school, campus, member, and candidate ambassadors. Photo by Jing Zhong.

The event concluded with a networking reception, where everyone had a chance to connect with their peers and learn more about both the CPABC Ambassador Program and CPABC Teacher Colleague Program. Welcoming remarks were provided by Sheila Cheung, manager, student recruitment, at CPABC, who noted that there are currently 440 ambassadors on the program's roster: 34 high school ambassadors, 21 campus ambassadors, and 385 member and candidate ambassadors.

After thanking all of the ambassadors and teacher colleague volunteers for their contributions, Cheung invited members of CPABC's student recruitment team to present the annual "Ambassador of the Year" awards, which recognize the high school, campus, and member/candidate ambassadors who were most active in CPABC's recruitment activities during the school year, and the Teacher Colleague of the Year award, which was introduced in 2023. The 2024 award recipients are:

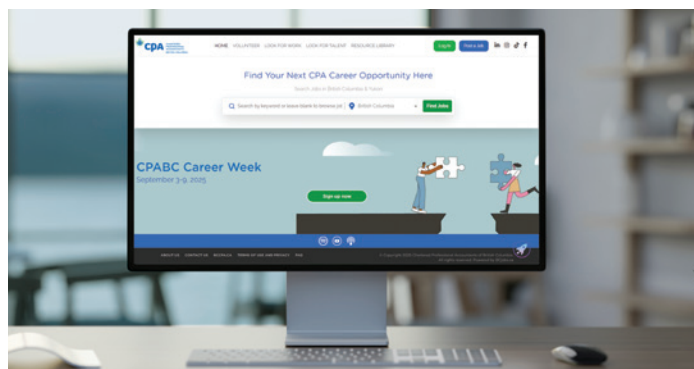
- High School Ambassador of the Year: **Sally Song**, high school student;
- Campus Ambassador of the Year: **Jagjot Singh**, post-secondary student;
- Member Ambassador of the Year: **Angela Kaiser, CPA, CGA;** **Betty Mak, CPA, CA;** and **Gail Thiessen, CPA, CMA;** and
- Teacher Colleague of the Year: **Kitty Cho**, high school teacher.

RESOURCES FOR JOB SEEKERS

Just Launched: New CPABC Job Board!

Discover your next career opportunity through our brand-new job board, exclusively designed for the CPA community. Designed to provide an improved user experience, the new job board incorporates bias-reduction measures and features a new career resource library with 15 tools for job seekers, including salary reports, webinars, and job search guides.

Log in today to explore job openings, update your resumé, and access resources built just for CPAs. Be the first to explore what's ahead at careers.bccpa.ca.



BongkamThanyakij/istock/Getty Images

VOLUNTEER OPPORTUNITIES

Inspire the Next Generation as a Volunteer with CPABC Student Recruitment

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

Interested in getting involved? Here are two ways to participate:

Make an impact as an ambassador

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

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

If you're ready to help shape the future of the profession, apply to become an ambassador at bccpa.ca/ambassador.

Share your story and your insights

Another way to inspire young people is by sharing your career story as a session presenter or panel speaker. Whether you're an internationally designated professional who is now established in Canada, a leader in industry or public practice who is moving up the corporate ladder, or an entrepreneur who has launched your own venture—we want to hear from you! Simply by sharing your story, you can help students see the wide range of career possibilities open to CPA designees.

One standout opportunity is through our partnership with the Young Entrepreneur Leadership Launchpad (YELL) program. YELL gives high school students hands-on exposure to entrepreneurship, and our member and candidate volunteers can play a powerful role in helping these students understand how a strong financial foundation supports every successful business. For more information about volunteering with YELL, email the student recruitment team at highschool@bccpa.ca.



Carlos Barquero Perez/istock/Getty Images

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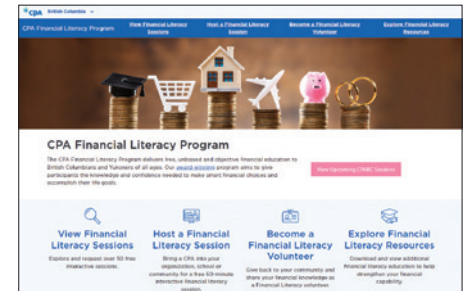
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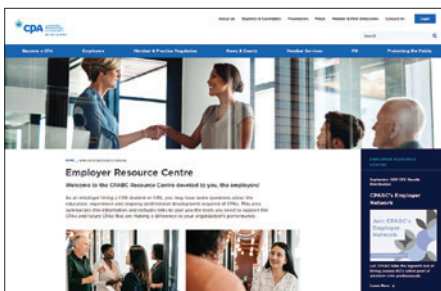
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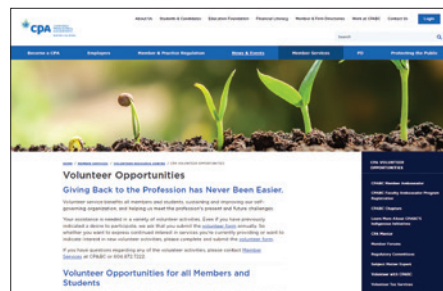
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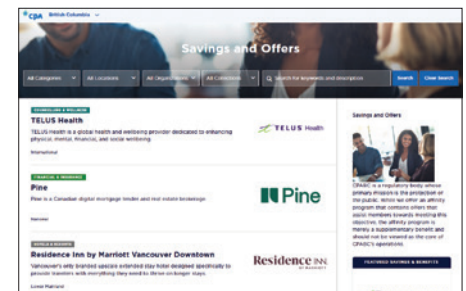
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Getting Involved and Staying Connected

CPABC Board Chair Alain LeFebvre, FCPA, explains why he keeps stepping up



“How can we make things better?”

It’s something Alain LeFebvre asks himself when approaching any challenge. His is a can-do attitude—one he attributes to his father.

“My father was a millwright,” he says. “He was a skilled tradesperson who installed, maintained, repaired, and dismantled machinery. Basically, he did everything, and often without an instruction manual! Dad said if you want to get something done you better roll up your sleeves and get involved. He stood by his words and was highly active in our small community.”

That small community is Prince George, where Alain was born and raised.

“There are about 125,000 people in the general area now,” he says, “but back when my father moved here in the 1950s, it was more like 5,000.”

It was in this small but bustling town, buoyed by a lumber boom and subsequent pulp mill boom, that his parents would build a life with eight children. As the youngest, Alain drew inspiration from his siblings.

“They were all great role models for me,” he says. “They helped shape my drive to make things better.”

Alain was very young when his mother died and 10 when his father remarried. His stepmother, who recently turned 101 in her hometown of Sainte-Anne-de-la-Pérade, Quebec, soon became another significant influence in his life.

All photos of Alain by Jayson Hencheroff of Focal Point Studios | Profile by Michelle McRae

"She stoked my ambition," he says. "She was a head nurse from Montreal who'd come to Prince George for three days with a youth exchange group, and she ended up leaving her life in Montreal to move west! She encouraged me to be open-minded, learn French, and work hard in school to go to university."

It was with this determination in mind that Alain attended a pivotal career fair in 10th grade.

"I talked to the students at the accounting booth, and they gave me a roadmap for my career," he says. "From that point on, I was committed to getting a professional accounting designation."

On this roadmap were university transfer courses at the College of New Caledonia, which Alain completed before transferring to Simon Fraser University in 1977. Two years later, he earned a bachelor of arts with a major in commerce and a minor in economics.

"I love learning," he says, "and I really enjoyed my time at university."

When it came to finding an articling position, Alain interviewed with several accounting firms, including ones in the Lower Mainland. But it was an offer from Deloitte Haskins and Sells in his hometown that ultimately won out.

"For one thing, returning to Prince George meant articling while living at home," he says. "I also saw it as a good opportunity for future work for me and my wife Susan, as jobs were hard to come by during the recession of the early '80s."

Susan, whom he'd met at SFU, accepted a teaching position with the local school district as Alain worked to complete his articles. By the time he earned his CA designation in 1982, the pair had decided Prince George would be a great place to settle down and raise kids. Today, it continues to be home for their son Tyler, while daughter Thea lives in Waterloo, Ontario, with her husband and two young sons.

"I did put my resumé out a couple of times to places outside of Prince George," says Alain, when asked about a career spent primarily in his hometown. "I got offers in Nanaimo and Kelowna, but what I had in Prince George was simply better."

This included the opportunity to serve as deputy treasurer of the City of Prince George in 1983.

"I'd worked on a couple of special projects for the City while I was with Deloitte, but my main connection was with its director of finance, Bill Kennedy, who'd previously served as chief administrative officer for the Regional District of Fraser-Fort George," he says. "I was the firm's senior accountant in charge of the audits for the District, and when Bill became director of finance for the City, he hired me to join him."

Bill would become his biggest mentor.

"I worked with Bill for seven years, and he taught me a lot, especially about administration," says Alain. "The main lesson he taught me was to document everything. This includes your reasoning, even when a decision doesn't go your way. He helped me see that you can't just make decisions in a black box—you have to help others understand."

Roughly three years in, Alain was promoted to manager of budgets and financial systems.

"Around that time, a movement was started in the north called the Interior University Society," he recalls. "Its primary goal was to establish a university in and for the north. I was one of the thousands of people who paid \$5 to sign a petition to the provincial government."

Given his belief in the importance of the cause, it's no surprise that Alain accepted the offer to work as director of finance for the nascent University of Northern British Columbia (UNBC) in 1990. Only the second person hired by the interim governing council, Alain went on to hire the next 40 people, including the president, deans, and administrative staff.

It was a huge job for the young professional accountant.

"I essentially set up all of UNBC's accounting and administrative functions," he says. "I also helped the interim governing council find a location for the campus and oversaw the capital expenditure to build a campus for 3,500 full-time students."

UNBC opened for students in 1994.

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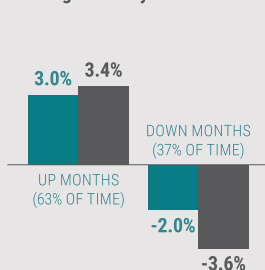
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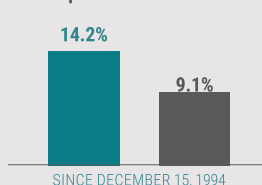
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**Vice President, Director,
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“When we were getting the university built, I could not have imagined the success it would achieve in its first 30 years,” says Alain. “It consistently ranks high in Maclean’s annual university rankings, and it has produced so many accounting grads who’ve gone on to get their CPA, and so many doctors, nurses, engineers, and other professionals who’ve continued their lives in the north.”

In 1991, while helping to lay the foundation for UNBC’s future success, Alain managed to find the time to complete an MBA through the College of New Caledonia, which had just launched a satellite program with City University in Bellevue, Washington.

“I saw it as another opportunity to open doors,” he says.



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Four years later, Alain brought this and his accounting training to bear when he pivoted from the public sector to launch the firm Chan Foucher LeFebvre (CFL) with partners Gary Chan, FCPA, FCA, and Philip Foucher, FCPA, FCA.

“I knew Gary because he’d been one of my managers at Deloitte, and Phil was a senior manager at Deloitte at the time—and my nephew,” he says. “When we learned that a former Deloitte partner was looking to sell his practice, we made him an offer.”

There was no looking back.

“It was the best decision I ever made,” he says. “Being in public practice, being your own boss, working with skilled colleagues, using all of the skills you’ve learned during your professional career, and having great clients... it made going to work fun!”

It also reignited a passion from his days as an accounting student: auditing.

“I worked with many of CFL’s audit clients, and I really enjoyed it,” says Alain. “That, and working with larger owner-managed clients that needed a push to the next level.”

By the time the firm merged with KPMG’s Prince George office in 2012, CFL was a thriving business with five partners and a strong client network they’d worked hard to cultivate. The merger meant access to a new set of resources and larger audit clients.

“I really appreciated having the resources of a big firm, including access to specialists,” he says. “I got to work with clients in many sectors of the economy who were selling their businesses or needed help with significant tax transactions. I also liked the KPMG culture.”

Alain, himself, had a large role to play in that culture after becoming the firm’s office managing partner in 2013—a position he held until his retirement in 2019.

“It was a great way to spend the last seven years of my career,” he says. “I enjoyed coming to work every day.”

Ahead of his retirement, Alain worked hard to transition the majority of his clients to other team members. The plan was to work on contract with KPMG for a few years—and then the pandemic happened.

"I thought, 'I'm retired. It's the pandemic. What am I going to do?'" he remembers. "So I enrolled in the Directors Education Program at the University of Toronto."

Alain completed the program in 2022 (that same year, he earned the ICD.D designation from the Institute of Corporate Directors).

"I'm very happy I did the program," he says. "I knew it would help me with future board work."

By this point, Alain had already been active in governance for four decades, serving with local organizations ranging from Le Cercle des Canadiens Français de Prince George to the Legislative Review Committee for the Municipal Officers' Association, the Institute of Public Administration Northern BC Branch, and the Rotary Club of Prince George-Nechako.

"It was Bill Kennedy who introduced me to Rotary," Alain recounts. "I knew Rotary did good work, but I didn't know how committed I would become—and the same is true for Susan. Rotary has become an integral part of our lives. We've hosted exchange students from Brazil, Peru, France, and Scotland, and we've made lifelong friends here and in other parts of the world."

Alain's long-standing involvement with Rotary includes a term as chair of the Finance Committee for Rotary District 5040 and several years of service as a director for the Rotary Club of Prince George-Nechako.

His extensive work in the community also includes nine years of service on the board of the Prince George Community Foundation.

"A city leader asked me if I'd like to serve on the board, and I said yes, because it's a significant community-based organization that provides much-needed funding to many smaller organizations," he says. "During my time with the board, we were able to help increase the endowment funds for Prince George and other northern communities from just over \$5 million to over \$15 million—and of course increase grants by a similar proportion. It was a great experience."



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Alain stands in front of the “Spirit of the Games” mural, painted by airbrush artist Greg Gislason, at the Prince George airport.

Alain’s involvement with the Prince George Association for Community Living (a service agency also known as AiMHi) and Inclusion British Columbia (a provincial advocacy association) is equally significant.

“My son is developmentally disabled,” he says, “and getting involved with these organizations opened my eyes to the community inclusion movement.”

Another significant interest for Alain and his family is the Special Olympics. At the time of this writing in mid-July, Alain’s son Tyler had just participated in the Special Olympics BC Summer Games in Prince George. Tyler, who uses a wheelchair, competed in five track and field events and won two silver and three gold medals.

“I’m so proud of all the hard work he put in!” says Alain.

Community Living British Columbia is another organization with which Alain is deeply involved. The provincial Crown corporation funds supports for adults with developmental disabilities and other adults who need significant help with daily tasks.

“Community Living sets the direction for all services rendered to over 28,000 individuals,” says Alain, who currently chairs its Audit Committee.

Another of his current endeavours is serving as a City-nominated director of the Prince George Airport Authority, where he is also board treasurer and Audit Committee chair.

“The airport is critical to Prince George and the surrounding area,” he says. “Serving on its board is an honour.”

Most recently, Alain said ‘yes’ to the Northern Health Authority, stepping up to serve as a director from the Northern Interior and as Audit Committee chair.

“I used to be the auditor for Northern Health,” he says, “and I know how important it is for the people of Northern BC.”

Then, of course, there is his service with the CPABC board, which was prompted, in part, by a call from Ben Sander, FCPA, FCA.

“Ben was serving as chair at the time,” he says. “It was his final year on the board, and he asked if I’d be interested in representing the north.”

And so, just prior to the pandemic, Alain stepped up again, seeking and gaining election to the CPABC board in 2019 and agreeing to chair the Audit Committee. Now, as he carries out *his* final year on the board, he’s focused on maintaining momentum.

“I want to continue strengthening the relationship between the provincial, territorial, and Bermudian bodies,” says Alain. “We’ve made major strides in the past two years, and I’d like to keep this progress going. I also want us to continue working on the attractiveness of the profession by focusing on its future, including the impact of AI. What is a CPA going to be doing in 2035?”

“To stay relevant,” he adds, “we have to keep moving forward. We have to ask: How can we keep making things better?” ■

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Retired Partner, KPMG LLP
Prince George



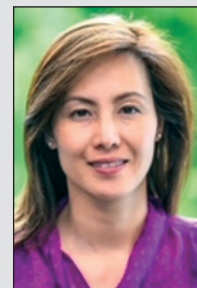
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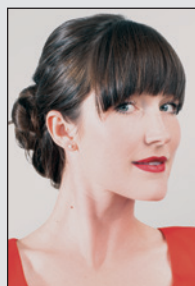
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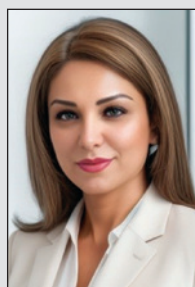
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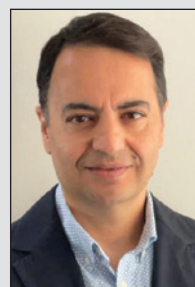
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Reimagining Work: How Change Fluency Can Transform Finance

By Jay Kiew

We're at a pivotal juncture in finance. While many CFOs acknowledge that AI will fundamentally transform their functions in the coming years, a significant number admit that their teams lack the necessary skills to navigate this transformation effectively.

It's not merely a question of adopting new technology—it's about cultivating the adaptive capacity that distinguishes finance leaders who not only manage the present, but also shape the future. Through my experience as a change navigation strategist, I came to identify this capacity as Change Fluency™, and I believe it's the key to the future of finance.

In rapidly changing environments, demanding perfect information before taking action often means acting too late.

What it means for finance leaders

Change Fluency is akin to mastering a new language. Fluent business teams don't scramble for new procedures with every regulatory shift or technological advancement; they've developed the organizational "grammar" to respond smoothly and confidently.

The stakes are high. According to the consulting firm BCG, for example, its efforts to create a more agile finance function for a global health-care company successfully freed up 20% to 30% of the capacity of the client's finance teams.¹

For CFOs and finance leaders, being fluent means anticipating market changes, rapidly assimilating new compliance requirements, and leveraging disruptions as catalysts for process innovation. These individuals see change as an opportunity to strengthen financial controls, rather than a threat. For instance, Takeda, a leading pharmaceutical company, collaborated with EY (starting in 2020) to accelerate its financial close process by nearly two weeks.² By embracing digital tools and fostering a culture of continuous improvement, Takeda enhanced its finance operation's efficiency and adaptability.

The hidden traps that sabotage transformation

Many finance leaders recognize the need for transformation but fall into the following predictable traps:

- **Spreadsheet syndrome:** Being overly reliant/focused on modelling variables can lead to analysis-paralysis;
- **A proliferation of initiatives:** Simultaneously managing numerous transformation projects without retiring outdated processes can spread teams too thin; and
- **The compliance comfort zone:** Emphasizing risk mitigation above all else can hinder the experimentation necessary for innovation.

Three mindset shifts for finance leaders

Finance leaders can avoid these and other potential traps by:

- 1. Embracing possibility over precision:** In rapidly changing environments, demanding perfect information before taking action often means acting too late. That's why change-fluent CFOs have shifted to approving three-month experiments (with clear success criteria) for automation pilots, rather than requiring 18-month business cases. One example of this in action is JPMorgan Chase, which invested \$18 billion in technology over the past year, integrating AI across its operations.³ This move boosted productivity and reduced the time spent on low-value tasks, demonstrating the benefits of embracing innovation without waiting for perfection first.
- 2. Practising strategic deletion, not just addition:** For finance leaders, the opportunity lies not just in focusing on *what you can do*, but also in exploring *what you choose not to do*. Without consciously retiring outdated processes, finance functions become layers of accumulated procedures. For a great case study, consider the global company Reckitt, which implemented a finance transformation that spanned 85 countries, 200 brands, and 40,000 products. The company focused on eliminating redundant processes to help streamline its finance operations, which, in turn, is helping it make rapid and accurate decisions.⁴
- 3. Co-creating change instead of mandating it:** Lasting change in finance requires engagement, not enforcement. In designing your next change, don't forget to get input from the teams first! Implementing new financial planning software, for example? Include accounts payable clerks and financial analysts in the project. By obtaining relevant expertise and taking a collaborative approach, you'll create a better process output that is *stickier* (in a good way) too.

¹ BCG, "Our Clients' Success in Finance Function Transformation," [bcg.com](https://www.bcg.com). Accessed June 20, 2025.

² EY, "How Takeda Accelerated the Financial Close Process By Nearly Two Weeks," [ey.com](https://www.ey.com). Accessed June 19, 2025.

³ Michelle Abrego, "AI Is Core to JP Morgan's \$18 Billion Tech Investment. Here's What Its Execs Revealed about How It's Reshaping the Bank," [businessinsider.com](https://www.businessinsider.com), May 24, 2025.

⁴ Highlights of the Reckitt case study are available at [digitalworksgroup.com](https://www.digitalworksgroup.com).

Experiment with new tools and signal that learning matters more than immediate perfection.

Practical steps for becoming change fluent in finance

You can't learn a new language overnight, but there are ways to accelerate your journey to Change Fluency. For finance leaders, these include:

- **Creating metabolic capacity:** Build “slack” into your budgets and schedules to allow for experimentation and improvement;
- **Modelling experimental thinking:** Experiment with new tools and signal that learning matters more than immediate perfection (this will be particularly impactful if you're a *senior* finance leader);
- **Engaging the front lines:** Invite the team members who will be directly affected by the changes to help shape transformation initiatives;
- **Celebrating intelligent failures:** Foster a culture of continuous improvement by recognizing teams who identify problems early and adjust course; and
- **Focusing on leading indicators:** Track and celebrate early signs of Change Fluency, such as proactive process improvement suggestions and demonstrated adaptability to new requirements.

The decisive advantage

I know there are a lot of buzzwords and trends in business and finance. But Change Fluency isn't an abstract or flash-in-the-pan concept. It's how I refer to the CFO who realigns budget processes when business models shift or to the controller who turns new regulatory requirements into opportunities to strengthen controls. It's how I define the finance team that doesn't just survive digital transformation but emerges stronger, more strategic, and more valuable to their organization.

Finance professionals have mastered the language of numbers, but now it's time to become equally fluent in the language of change. The organizations that develop this dual fluency in financial precision and adaptive capacity will define the future of finance.

The most successful finance leaders understand that in our rapidly evolving business environment, the greatest risk isn't changing too quickly—it's changing too slowly. Those who master this adaptive capacity won't just weather the disruption ahead; they'll help their organizations navigate toward new opportunities that their less fluent competitors don't even see coming. ■



Jay Kiew is a change navigation strategist and keynote speaker with 15 years of innovation experience. He created the concept of Change Fluency™ and has delivered more than \$2 billion in market value to 400+ executives by designing, developing, and delivering organizational transformation. To learn more about this concept and access free resources, visit change fluency.com.

Want more on this topic?

Catch the author live at the CPABC Infinite Conference in November! Jay will be presenting the opening keynote “Evolve and Flourish” on day two of the conference, as well as the workshop “Evolve and Flourish: Change Fluency in Action.” To register, visit pd.bccpa.ca/conferences-series/infinite.

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NOMINATION DEADLINE

4:00 p.m. | Monday, September 15, 2025



Are Your Passwords for Sale on the Dark Web?

In a recent *Coffee Chats with CPABC* podcast episode and companion article, Anthony Green discusses the very real threat of password theft and offers some practical tips to strengthen security. Green is CPABC's former manager of security operations and compliance and the recipient of ISACA Vancouver's Small/Medium Enterprise Cybersecurity Leadership Award for 2025. In the interview, he notes that North Americans are a prime target for password theft because we tend to be early adopters of the very technologies that put us at risk *and* we're avid users of the internet. In short, many of us have a large digital footprint.¹ Here are some insights from the interview.

24 billion+

Estimated number of usernames and passwords for sale in cybercriminal marketplaces like the dark web.²



Reality check

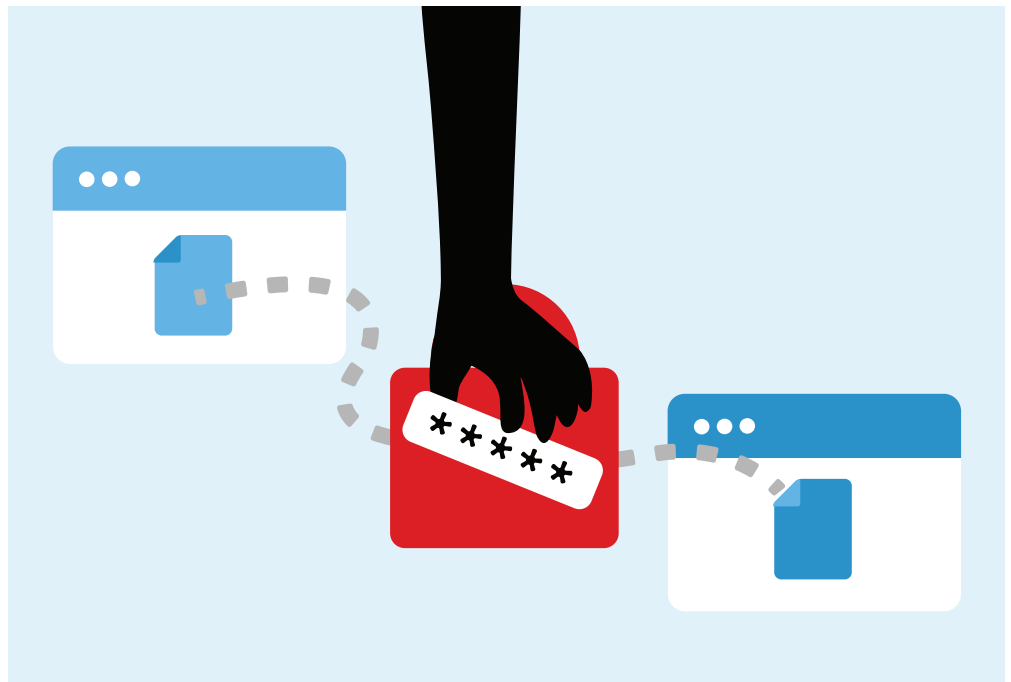
If you've ever been on the internet, it's likely that at least one of your accounts has been breached already.

¹ Canadian Centre for Cyber Security, "Digital Footprint (ITSAP.00.133)," cyber.gc.ca. Accessed June 26, 2025.

² "24 Billion Usernames and Passwords Available on the Dark Web – An Increase of 65% in Just Two Years," prnewswire.com, June 15, 2022.

How your data ends up on the dark web

- An organization with weak cybersecurity gets breached → all of its usernames and passwords are stolen and posted on the dark web → your private data gets swept up in the haul.
- Bad actors attack you directly. For example, you click on an untrustworthy website and malware gets installed on your personal computer → if you have numerous usernames and passwords stored in the password manager of a web browser like Google Chrome or Microsoft Edge, the malware can take that information, because it's not encrypted → once attackers have even *one* of your usernames and passwords, they will try to log into different accounts, because many people use the same password across multiple accounts → your information can end up on the dark web, where anybody who pays a nominal amount can access it → whoever buys it can simply log in to your account(s).





Red flags

Odds are good that your private data has been compromised if:

- You receive an email from a site saying that you've changed your settings, permissions, or other configurations—but you haven't;
- You find unexpected data in your activity logs (most email providers track when you sign in and from where); and/or
- You start seeing unfamiliar replies to your emails (if this happens, check the "sent" folder to see if someone else is sending emails from your account).

Defence mode

If you spot any red flags:

- Change your password and make sure the new password is unique and long;
- Consider using multifactor authentication and a password manager; and
- Add more layers of security to any sensitive information—for example, password-lock your sensitive documents.

³ Anthony Green, "Watch Out for These Three Common Online Frauds," bccpa.ca/newsroom, September 9, 2024.

⁴ Please note that CPABC does not endorse any of the services or products mentioned in this article. It is the reader's responsibility to research and review the services and products independently.

⁵ Visit hivesystems.com/password to see how quickly different passwords can be cracked.

What every business needs to ask

Any system or device is a potential target,³ so every business needs to ask: "If someone who isn't one of our employees, clients, or members manages to log in to our system as a user, what kind of damage could they do?"

Answer A: "Not much" → great!

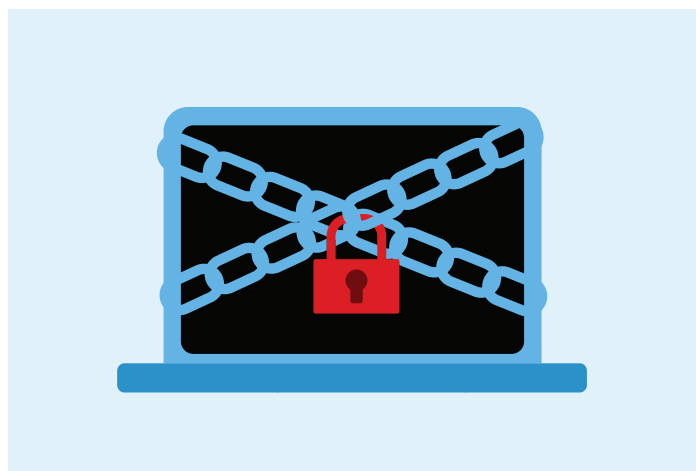
Answer B: "A lot" → time to implement multifactor authentication for users → this will stop attackers from getting into your account, even if they've purchased your username and password from the dark web.

Guidance for public practitioners

- Don't use the same password for different client portals—if one account gets breached, they all get breached;
- Use an official password manager to securely save unique passwords for all clients. Two examples are 1Password (a Canadian company) and Bitwarden (a free and secure tool)⁴; and
- Enable multifactor authentication.

Password tip

When it comes to password security, **length beats complexity**. A 15-character password made up of four random words and one number or special character is significantly stronger than a password made up of 13 random characters.⁵



Building a Sense of Belonging: How One CPA Is Prioritizing the Collective Experience

From CPABC's External Affairs and Communications Team



Equity, diversity, and inclusion are more than just buzzwords—they're key to building stronger organizations and better leaders. Still, these initiatives have always had their detractors, and it's impossible to ignore the recent backlash against EDI south of the border.

With all of this in mind, we reached out to a CPA who's active in EDI initiatives to talk about the challenges and benefits of creating a culture where everyone feels welcome.

Henry Flowers, CPA, is a senior manager in risk services at PwC Canada and the national co-chair of PwC's Black Professionals Inclusion Network (he also holds leadership roles with ISACA Vancouver and the KPU Alumni Association).¹ Kim Taniguchi, a communications specialist at CPABC, recently interviewed Henry for the *Coffee Chats with CPABC* podcast series. In the episode, they discussed his career journey, his involvement in EDI initiatives, and his advice for the next generation of professionals. This article focuses on EDI.

“It’s been great to connect with all of these different organizations and share our skill sets and resources. At the heart of our collaboration is the idea that we can go further in our endeavours by working together.”

You help clients navigate governance, risk, and compliance challenges, including SEC requirements and establishing governance frameworks for AI. Can you tell us a bit about your role?

It feels a bit clichéd to say this, but I think a constant in my job is trying to be the best communicator and facilitator I can be. I try to create the best experience for clients and teams, and I feel like communication is a key conduit for that. And then I get a lot of joy in facilitating the execution of our strategic imperatives to ensure that things are moving smoothly, and in providing inputs on next steps.

With the risk services team that I’m on now, I’m focused on both assurance and technology. It’s about understanding how the technology can be utilized and also where it could go wrong.

How do you leverage your CPA skills?

In terms of how I use my designation, I like the idea of the CPA mindset and the structured framework it describes, because it’s one that you can apply both professionally and personally. It benefits me not only in the way I’m able to think, but also in the way I’m able to streamline my communications to both clients and my team.

Also, in terms of leverage, there’s a bit of confidence that comes from having the CPA designation. When we go through a proposal process, they’ll ask for credentials; being able to say, “Yes, I have that”—it imparts some confidence in my abilities. And it’s something that has emboldened me to take on more challenges, especially within the field of risk services.

Confidence is also tied to a sense of belonging, so let’s talk about that. What inspired you to take on leadership roles in the EDI space?

It came out of a spirit of wanting to be part of something bigger than myself, because I’ve been big on the idea of collectivism for a while. When I joined PwC (in September 2019), there was already a lot going on around advocacy for change—what I viewed as trying to shed light on the many shades of the human experience—and I felt that the opportunity to help people feel more included within this world we shared was something I wanted to prioritize. And I found that as I got involved, I had a lot of ideas to share, which naturally led to discussions about becoming even more involved. And I said yes.

Can you tell us a little bit about PwC’s Black Professionals Inclusion Network (BPIN)?

Absolutely. BPIN has been around since the early 2010s. It was originally only in Toronto and then expanded into other regions in 2020, which is when I learned about it. In terms of my involvement, I recently said yes to stepping up as a national co-chair, having previously served as co-chair for Western Canada.

BPIN’s role has definitely changed over time, but it’s always been centred around building engagement within the community for our members and allies and for facilitating opportunities for knowledge sharing and personal and professional development across the base. We also try to foster relationships with other Black professional organizations in the community, such as the Canadian Association of Black Lawyers and the Black Business Association of BC.

It’s been great to connect with all of these different organizations and share our skill sets and resources. At the heart of our collaboration is the idea that we can go further in our endeavours by working together.

What has it meant for you personally and professionally to be part of BPIN?

It’s meant a lot. It’s led to me developing some amazing relationships both within PwC and outside of PwC. And it’s definitely given me a new lens on the Black diaspora. I have an Afro-Caribbean father, but I wasn’t part of that community growing up. The sense of familiarity I get when I connect with others from the Caribbean now is definitely enriching. I can say “wha-g’waan” (slang for what’s up) and they know what I mean. And going back to what I was mentioning earlier, ultimately, it’s rewarding to feel like I’m contributing to a collective experience and hopefully adding at least a little more joy to others’ lives.

BPIN is just one of 14 different inclusion networks launched by PwC. What does it mean to you that the firm has made this kind of commitment to EDI?

Personally, I love it. I appreciate the commitment the firm has shown to all these initiatives. We recently underwent a global rebranding underpinned by the slogan, “So You Can.” In that spirit, the firm’s EDI efforts have enabled me to learn more about the values of my team and the challenges they face. In turn, this has allowed me to apply a more holistic view to how we collaborate and how I can best support them—and definitely vice versa. It’s allowed for a lot of collaboration, and it’s all rooted in the idea of creating a better environment for everyone.

¹ At the time of the interview, Henry was serving as co-chair of the BPIN in Western Canada. He became co-chair at the national level in late summer.



What are some challenges companies face when it comes to EDI, and how do you think organizations can move from intention to meaningful action?

Considering the broader picture of EDI, it's a tough situation. It's a complex one too, given what's going on politically and socio-culturally. I can appreciate that there may be complexities in determining the extent of involvement for an organization. For example, if your organization is profit driven, there's likely going to be a tendency to lean towards risk aversion. My hope, though, is that even the organizations that don't actively pursue EDI initiatives have fairness and inclusivity rooted as corporate values, or that they have other means of ensuring that their work environments are welcoming to all individuals.

“Ultimately, meaningful progress in EDI is about making informed strategic decisions that resonate with the organization's values and its aspirations for inclusivity.”

As for moving from intention to meaningful action, I think it's a multi-step process. First, organizations need to gather data to really understand their workforce and identify gaps or opportunities for enhancing the employee experience. And then I think it's important to enlist the help of an EDI professional. This can provide valuable insights to help you craft strategies tailored to your organization's unique context and goals. And then once a plan is in place, commitment to its execution is going to be key, along with ongoing monitoring to measure if objectives are being achieved based on employee feedback and data-driven insights.

It's important to tie everything back to what people are saying and make that work as best as you can. Ultimately, meaningful progress in EDI is about making informed strategic decisions that resonate with the organization's values and its aspirations for inclusivity. And I'd say the determinant for whether it's meaningful or not really comes down to the feedback you're receiving from your people.

LISTEN TO THE CONVERSATION:

To access the podcast version of this interview with Henry Flowers, CPA, conducted for the Coffee Chats with CPABC podcast series, visit bccpa.ca/news-events/cpabc-podcast.



In recent months, many US-based corporations have pulled back on their EDI commitments. What can supporters of EDI do to make sure this trend doesn't have a lasting impact?

It's a great question and one I wish I had a clearer answer to. In light of recent shifts among some corporations, maintaining momentum in EDI efforts is something I'd like to see persist. I think one key way supporters can help is by highlighting the fundamental advantages that EDI brings—not just in terms of social responsibility, but also in terms of “corporate speak.” Because we know that EDI initiatives can improve team dynamics and facilitate an environment that's conducive to higher levels of morale and productivity, where people are motivated to bring their best selves to work each day.

Another approach is to just keep the conversation going by sharing success stories and illustrating to leadership and stakeholders how EDI can positively impact the bottom line. Awareness and understanding play a huge role, so having these kinds of face-to-face discussions about the benefits of EDI can make a big difference.

And personally, I'm a big data guy, so I'd be remiss if I didn't mention the importance of data and measurement. Tracking progress through metrics and being transparent about results can help make the case for the importance of ongoing EDI initiatives. This is something we continue to do with BPIN. We get a lot of strong takeaways from our data, and this allows us to pivot and make sure we're prioritizing the areas our members have identified as areas of concern.

For young professionals listening, especially those from diverse backgrounds, what is one piece of advice you have about building a meaningful career?

So much comes to mind. But one piece of advice, especially for people from diverse backgrounds, relates to imposter syndrome, which is something I dealt with personally. When I reflect on who I was growing up and the environment I grew up in and compare that to how I live now, the magnitude of dissonance is hard to ignore. It can lead to existential thoughts about identity and authenticity, which, in turn, can create a sense of panic.

If you're having these thoughts, I want to reassure you that you're as capable as everyone else around you. And I want to encourage you to speak to others about this and not keep these thoughts to yourself. Get other perspectives. And if it's something that's really bothering you, a professional perspective is one to consider as well, just to help inform a stronger sense of self and keep you putting your best self forward. Having conversations like these can help you figure out how to navigate feelings of disconnection, build your confidence, and sustain a mindset of continuous improvement.

Henry, thank you so much for sharing your insights today. ■



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Understanding WorkSafeBC's 2026 Preliminary Rates

By Mark Heywood, CPA, CA



Thapana Onphalai/istock/Getty Images

WorkSafeBC is proposing to return approximately \$570 million of surplus funds to employers through reduced rates. In this article, WorkSafeBC's head of finance and assessments and chief financial officer highlights some key information and addresses some misconceptions.

BC employers fund the workers' compensation system and pay close attention to premium rates and the financial management of WorkSafeBC. Employers—and CPAs who serve as their strategic advisors—want to know that the system is financially sustainable and that premium rates are fair and stable.

Rate stability is a primary goal

In recent years, WorkSafeBC has been able to support increased benefits for injured workers while keeping rates stable for employers. The average base premium rate has remained flat in BC since 2018. In fact, the preliminary average base premium rate for 2026 (\$1.55 per \$100 of assessable payroll) will be less than it was a decade earlier (\$1.65).

However, given the economic uncertainties currently facing the province, WorkSafeBC has made temporary changes to the maximum increases and decreases in the 2026 rates for BC industries, which have normally been capped at 20%.

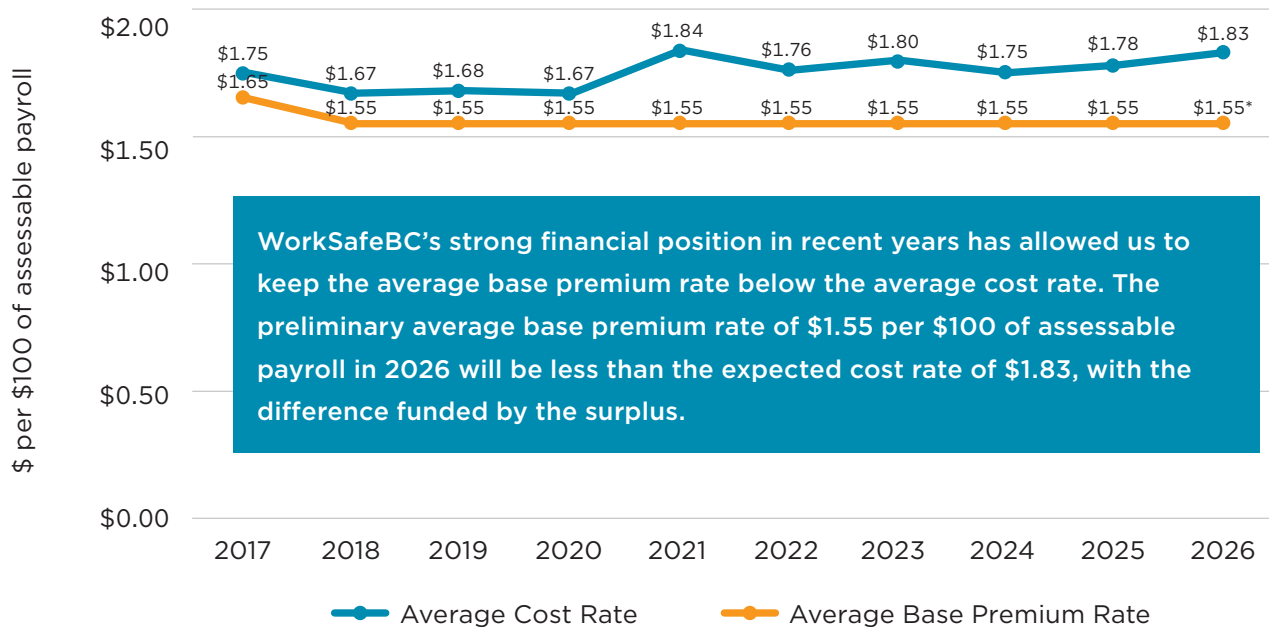
For 2026, rate increases will be capped at 10%, while rate decreases will be allowed to reach up to approximately 40%. This change is designed to provide greater rate stability for employers across BC during tough economic times.

Surplus funds are being returned to employers

In recent years, the WorkSafeBC surplus has garnered attention from several employer groups, and we've received calls to rebate the surplus to employers. We've learned from our discussions with these groups that WorkSafeBC's surplus—and its role in keeping rates stable—is not well understood.

In fact, WorkSafeBC's rate-setting approach already includes mechanisms to return surplus funds to employers when the funding level exceeds its target. In 2026, for example, WorkSafeBC is proposing to return approximately \$570 million of surplus funds to employers by pricing premium rates below costs.

Average Base Premium Rate versus Average Cost Rate



WorkSafeBC's strong financial position in recent years has allowed us to keep the average base premium rate below the average cost rate. The preliminary average base premium rate of \$1.55 per \$100 of assessable payroll in 2026 will be less than the expected cost rate of \$1.83, with the difference funded by the surplus.

The preliminary average premium rate of \$1.55 next year will be 15% less than the projected average cost rate of \$1.83, with the difference funded by the surplus. As the graph above shows, premium rates have been priced below system costs for some time (in fact, since 2007—not shown on the graph).

We project that between 2019 and 2026, WorkSafeBC will have returned \$3 billion of surplus funds to employers by pricing premium rates below the cost to run the workers' compensation system. The reality is that if WorkSafeBC rebated the surplus to employers, rates would need to steadily increase in subsequent years to cover the actual costs of operating the system.

The strategy of charging below cost to provide insurance coverage is the primary reason why WorkSafeBC's funding ratio has dropped from a high of 155% in 2021 to 141% at the end of 2024.

There are challenges ahead

WorkSafeBC is seeing upward claim-cost pressures and a more volatile investment market, which means our past good fortunes in generating excess investment returns are less likely to continue.

The future cost pressures are the result of an increase in the number of claims with complex injuries, such as psychological injuries and chronic pain. These claims generally have higher costs, as they tend to be longer in duration and require more health-care services.

On the positive side, WorkSafeBC continues to be financially sound, and the overall injury rate has been improving. Looking ahead, we will continue to closely monitor cost pressures and keep rates as stable as possible. ■

PREMIUMS FUND THE WORKERS' COMPENSATION SYSTEM

The *Workers Compensation Act* requires WorkSafeBC to set premium rates annually for employers to pay for the workers' compensation system. The system is structured so that today's employers are accountable for the full cost of today's workplace injuries.

Annual base premium rates are driven by provincial injury rates, return-to-work performance, and the resulting cost of claims, as well as investment performance relative to required rates of return.

WorkSafeBC operates a not-for-profit system funded solely by employer premiums and investment returns. Premiums fund the costs associated with work-related injuries and diseases, health care, wage loss, rehabilitation, and administration, including prevention and safety initiatives.

WorkSafeBC's Board of Directors will finalize the 2026 premium rates in November 2025.



Kaiden McIntyre is a senior manager in tax with Crowe MacKay in Vancouver, where he specializes in corporate and personal tax planning and compliance, including corporate reorganizations, estate and succession planning, and CRA dispute resolution.

Capital Dividend Accounts: Practical Approaches to Dealing with Errors

By Kaiden McIntyre, CPA



Varinjanta/Stock/Getty Images

Capital dividend accounts offer Canadian private corporations a way to distribute tax-free dividends to their shareholders. There are many rules and regulations associated with these accounts, and it is not uncommon for corporations to find themselves offside, such as by inadvertently paying shareholders a capital dividend greater than the balance in the account. This article discusses the most common issues that arise when preparing capital dividend elections and explores some ways to remedy errors.

What is a capital dividend account?

A capital dividend account (CDA) tracks the non-taxable receipts of a private corporation that can be distributed as tax-free capital dividends to shareholders. It typically consists of the non-taxable portion of capital gains realized, the non-taxable portion of proceeds received under a life insurance policy, the capital dividends received from another corporation, and similar receipts.

A corporation's CDA is a cumulative balance that aggregates specific types of income and capital transactions, and this balance can fluctuate during the year as a corporation realizes gains or losses.

As advisors, CPAs often help clients calculate their corporation's CDA balance and prepare Form T2054 *Election for a Capital Dividend Under Subsection 83(2)*, which must be filed with the Canada Revenue Agency (CRA) when a corporation declares a capital dividend.



Error: Excess capital dividend paid

A corporation's CDA balance can become overstated due to incorrect calculations of amounts included in the account, the retroactive application of certain provisions of the *Income Tax Act* (the Act),¹ and other factors.

If a corporation pays a capital dividend that exceeds its actual CDA balance, the corporation will be subject to Part III tax equal to 60% of the excess amount,² and interest will accrue on any unpaid Part III tax from the date the election was made.³

This will have an impact on the dividend recipients as well. Although recipients of a capital dividend are not taxed on the entire dividend amount, shareholders who receive the excess capital dividend are liable for their proportionate share of the Part III tax.⁴



Remedy: Treating an excess capital dividend as a taxable dividend

If a corporation pays a capital dividend that exceeds the balance in the CDA, it can take corrective action by electing to treat the excess amount as a taxable dividend under subsection 184(3) of the Act. The corporation must follow specific rules, and the election⁵ must be made within 90 days of the issuance of a notice of assessment for Part III tax.⁶ **Note:** To avoid waiting for an assessment of Part III tax, the corporation can ask the CRA to use the direct assessment (or "short-cut") method, whereby shareholders are directly assessed on the excess amount as a taxable dividend.

In addition, if the corporation elects to treat the excess amount as a taxable dividend, one of the following criteria must be met:

- The election must be made within 30 months of the date the original dividend became payable *and* with the agreement of every recipient shareholder whose address was known to the corporation; or
- All recipient shareholders must agree with the election. In this case, the CRA can assess tax, interest, and penalties payable on all recipient shareholders for any tax year as is necessary to take the corporation's election into account (regardless of the normal three-year reassessment period).⁷

Given the criteria above, it is prudent to obtain the agreement of the dividend recipients before declaring a dividend, rather than seeking consent after the fact, when shareholders may be less willing to provide their approval.

The subsection 184(3) election may also include a late designation of a portion of the excess amount as an eligible dividend. A late designation can be made within three years of the date on which the original dividend was paid, where, in the opinion of the CRA, it would be just and equitable to permit such a designation.⁸



Consideration: Filing an objection and a protective 184(3) election

If the corporation disagrees with the CRA's assessment of Part III tax, it can file a notice of objection. The objection must be filed within 90 days of the date of the Part III tax assessment.⁹

When filing an objection, the corporation should also consider filing an election under subsection 184(3) of the Act as a protective measure. This election must also be filed within 90 days of the Part III tax assessment date. As it is unlikely that an objection will be resolved before the 90-day deadline for a subsection 184(3) election, the CRA will suspend the election pending the outcome of the objection. If the objection is upheld, the subsection 184(3) election will be withdrawn and considered never to have been made. If the objection is dismissed, the subsection 184(3) election will be considered valid and having been made within the prescribed time frame.



Error: Insufficient capital dividend paid

Typically, if a corporation erroneously makes a capital dividend payment that is below the CDA balance, there will be no immediate adverse tax consequences to the corporation or the shareholders.



Remedy: Paying a second capital dividend

A second capital dividend can be paid to distribute the remaining CDA balance to shareholders as originally intended, as long as the shareholders on record when the first capital dividend was paid are the same ones on record when the make-up capital dividend is declared. However, if a shareholder disposes of their shares before the second dividend is declared, the corporation may not be able to use this option, as it cannot declare a dividend to a person who is no longer a shareholder. In this case, a rectification may be the only path to making the shareholder whole.

¹ R.S.C., 1985, c. 1 (5th Supp.), as amended.

² Subsection 184(2) of the Act.

³ Subsection 185(2) of the Act.

⁴ Subsection 185(4) of the Act.

⁵ The prescribed requirements are detailed in section 2106 of Canada's *Income Tax Regulations*. The CRA recently released Form T2184 *Election to Treat an Excess Dividend as a Separate Dividend Under Subsection 184(3)*, which can be used to satisfy the prescribed requirements instead of filing a letter to the CRA.

⁶ Subsection 184(3) of the Act.

⁷ Subsection 184(4) of the Act.

⁸ Subsection 89(14.1) of the Act.

⁹ Subsection 165(1) of the Act.



Error: Dividend resolutions do not reflect the intention

Sometimes, the resolution declaring and electing a capital dividend does not reflect the intention of a corporation's directors. For example, if the directors decide to implement a plan that includes paying a capital dividend based on the CDA balance available at a particular time, but the resolutions are drafted such that the capital dividend is erroneously paid at a time when the CDA balance is lower than expected, the dividend would be declared in an amount greater than the CDA balance. A CDA election would then be filed on that basis.

In this type of situation, the option of treating the excess payment as a taxable dividend would still be available. However, the directors may prefer to avoid this option if, for example, the capital dividend is part of a broader tax plan.



Remedy: Rectifying or rescinding the resolution

The corporation could seek to rectify or rescind the capital dividend resolution. Although this option might remedy the excess capital dividend, it does come with its own set of disadvantages. Chief among them is the fact that rectifications and rescissions are court-ordered legal proceedings that typically require applicants to seek legal advice.



Error: Filing after the dividend is paid

A capital dividend election must be filed either by the day on which the dividend becomes payable or by the day on which any part of the dividend is paid—whichever is earlier. Not filing an election on time will result in a penalty.



Remedy: Paying a penalty

The election can be late filed, provided certain criteria are met. A late-filed election must be made using Form T2054,¹⁰ and a late-filing penalty must be paid when the election is filed. The penalty is calculated as the lesser of \$41.67 or 1/12 of 1% of the capital dividend, multiplied by the number of months the election is late.¹¹ As well, the directors (or persons legally entitled to administer the corporation's affairs) must authorize the election before it is made.¹²

If the CRA has issued a written request to make a late-filed election, the payor corporation will have 90 days from the date of the request to file the election. After that time limit, the late filing option will no longer be available.¹³ Outside of these mechanisms, an election may only be filed late under the taxpayer relief provisions at the discretion of the CRA.

Final thoughts

Capital dividend accounts offer significant benefits for private corporations and their shareholders who want to benefit from tax-free capital dividends. However, errors in their use can be costly. It's a good idea to consult with a qualified advisor to ensure you are accurately calculating the account balance and are following all documentation and filing requirements. ■

¹⁰ The prescribed requirements are detailed in section 2101 of Canada's *Income Tax Regulations*.

¹¹ Subsection 83(4) of the Act.

¹² Subsection 83(3) of the Act.

¹³ Subsection 83(3.1) of the Act.

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PD EXPERTS

Cultivating a Strategic Mindset

By Mia Maki, FCPA, FCMA



Mia Maki is a strategic planning expert and the associate dean, external and outreach, at the Gustavson School of Business. She is a regular instructor for CPABC's PD Program and the leader of its Controller's Operational Skills Program.

MORE FROM THE AUTHOR

Mia presented "Striking the Balance: A Strategic Mindset for Today's Operational Challenges" at the PD Nexus: Business and Leadership Insights virtual conference on July 10. The session is available on demand at pd.bccpa.ca.

The following article stems from a CPABC podcast interview and companion article originally published on June 10, 2025. Visit bccpa.ca/newsroom for details.

In a recent *Coffee Chats with CPABC* podcast episode, I was asked how CPAs can best juggle the often competing demands of the *now* (day-to-day tasks) and the *next* (longer-term goals). The short answer: It's all about cultivating a strategic mindset.

Common pitfalls and practical tips

When it comes to balancing daily operational tasks with longer-term strategic objectives, the first pitfall is neglecting to manage upwards. Early in my career, I thought, "My boss makes more than I do—why should *I* manage our relationship?" But when I gave it a try, I found that it helped my boss *and* made my life easier.

Managing upwards can be as simple as scheduling regular check-ins with your boss to discuss priorities (yours, theirs, and the organization's) and seek clarity to ensure that you're in alignment. Being unclear about key organizational initiatives is another common pitfall—if senior management launches something new to move the organization forward, you don't want to find yourself expending precious time, funds, and energy on something that's no longer a high priority.

A third pitfall is not using metrics to track progress on strategic priorities. Linking your team's efforts to your organization's operational plan and goals through metrics allows you to measure progress. And reviewing your metrics on a regular basis enables you to adapt your strategy if/as needed, according to the results.

Another good habit to establish is scheduling time regularly to step back from your day-to-day responsibilities and focus on your longer-term strategic goals. Book times in your calendar when you know you'll have the energy and capacity.

Today's challenges and how to address them

At a micro level, many of us are having to do more with less. This has been happening for quite some time, so people are very busy. At a macro level, we're also experiencing economic uncertainty and volatility from climate change. The same holds true for our teams.

Open and frequent communication is one of your best tools when it comes to addressing these challenges. Bring your team together regularly, and communicate in a group setting and one on one. Transparent communication creates stability and can also support productivity. Communicate with other teams as well—for example, know who in your organization will contact a customer if they experience a wildfire or if a supplier has a flood.

Other external relationships matter. In uncertain times, it helps to have people with diverse experience around you, so build your network. Talk to bankers, peers in similar roles, and professionals in different companies or industries. They might have insights that can help you, particularly if they've faced similar challenges.



Finally, take the time to find tools, including new technologies, that will increase your productivity instead of just spending more time at work. Be clear on the goals you want to achieve and the inputs needed in terms of time, training, and software costs. Research the ongoing costs of working with a new technology, and do your calculation based on conversations with individuals in your network, not salespeople. If you can balance your costs with your results, you'll know you're on the right track.

Closing thoughts

As CPAs, we need to give ourselves the freedom to explore resources that support our goals. On the operational side, I recommend trying different AI tools and apps to see how they work and what results they produce. For strategic support, I encourage thinking long term and trying a strategy map¹—it's a great tool for creating metrics that align with your organization's strategy. Draft one, share it with your boss, and start a conversation.

Striking a balance between the now and the next can be difficult, but you'll find great solutions if you stay curious and keep exploring. ■

¹ Robert S. Kaplan and David P. Norton, "Having Trouble with Your Strategy? Then Map It," *Harvard Business Review*, September/October 2000.



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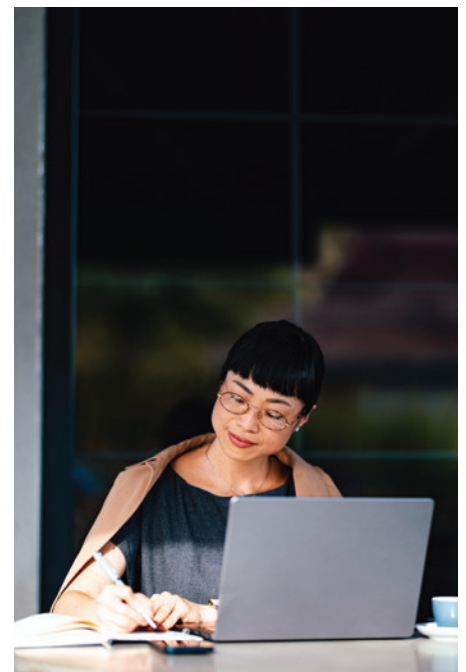
Leading with Confidence in Uncertain Times

Develop a confidence "practice" using tools, strategies, and insights to take your leadership skills to the next level. Learn how to steady yourself, inspire trust, and guide your team through change with self-assurance.

Visit pd.bccpa.ca for a complete list of new course titles and related details.

PD Series

Our PD series offer expertly curated learning experiences in the fields of public practice and taxation. These two series are designed to help you enhance your practical skill sets and stay current in an ever-evolving professional landscape.



Public Practice Series

This series focuses on four critical areas of public practice. It is offered across four days, with each day segmented into three engaging sessions. Attend the series to connect with peers and explore new ideas that are both practical and pivotal.

Income Tax Series

Our monthly seminar series offers timely updates on critical tax topics. Attend this series to stay up to date on the latest developments in the income tax field, including proposed rule changes.

Visit pd.bccpa.ca for dates and times.



CPABC Certificate Programs

Ready to build real expertise in the areas you value most? Our certificate programs are designed to help you deepen your knowledge of core business topics, such as strategy, tax, leadership, and innovation. Here are some fall highlights:

Advanced Individual Tax Returns Certificate Program

November 5 – December 5

This program is designed for tax professionals who review and approve complex individual tax returns—particularly those who want to expand their expertise beyond compliance. Through case studies, assessments, group discussions, and self-study, participants will deepen their knowledge of, and sharpen their skills on, the full spectrum of the individual tax life cycle, including incorporated businesses, wealth transfers, and estate-related considerations.

Data Analytics Certificate Program

October 6-10

This program will cover how to use the structured data model not just to create tabular pivot reports and dashboards, but also to extract and build free-format report layouts in Excel.

US Individual Tax for Expatriate and HNW Individuals Certificate Program

October 30 – November 20

This program will focus on how to prepare US individual tax returns at all levels using software and modified real-life cases. It is designed to help participants develop tax preparation skills and will cover resident, non-resident, and dual-status returns for US citizens, Canadian snowbirds, cross-border investors, and expatriates. Participants will engage in detailed discussions on a variety of treaty-related issues and will be tasked with homework and self-study to reinforce learning.

Women in Leadership Certificate Program

October 7 (start date)

This program is designed to help women and those who identify as women thrive in their careers by providing resources and connection-building opportunities. Participants will learn and practise new skills while also sharing stories and experiences with peers in the accounting profession.



CPABC Nexus Days

Our PD Nexus days give you the chance to learn about and discuss hot topics in peer-centred environments. Up next:

Estate-Planning Insights

October 30 | Vancouver Convention Centre

Presented by CPABC in conjunction with the Society of Trust and Estate Practitioners (STEP) Vancouver branch, this joint conference-format PD Day is a must-attend event for estate-planning practitioners, including professional accountants, lawyers, trust officers, and other financial professionals. You can attend multiple short sessions throughout the day. Visit pd.bccpa.ca for details.



CPABC Executive Programs

Our executive programs provide the tools, framework, and faculty expertise to help you elevate your leadership with greater clarity and confidence. Sharpen your decision-making skills and expand your perspective among peers. Register early and access early-bird pricing.

Enterprise Risk Mgmt Fundamentals Program

November 19-21 | Online virtual

Understand and properly manage risk to create a thriving business, generate value, and achieve a competitive advantage.

Controller's Operational Skills Program

December 17-20 | Online virtual

Enhance your skills in the core technical processes and procedures of the controllership role.



MEMBERS IN FOCUS

ANNOUNCEMENTS AND ACCOLADES

Kudos!



Azra Hussain, CPA, CGA, CFRE, was recently appointed as CEO of the Elizabeth Fry Society of Greater Vancouver, following several months of service as the Society's interim CEO. Azra has over 20 years of executive experience in the non-profit sector and a wealth of expertise in strategy, governance, and fundraising.



John Kay, CPA, CA, a retired partner with PwC, has been appointed president of the Probus Club of Vancouver, a men's club for retired and semi-retired professionals seeking social, educational, and intellectual activities with peers. There are 13 Probus clubs in the Lower Mainland and more than 4,000 clubs worldwide. These independent clubs cater to men, women, and mixed groups.



Praveen Varshney, FCPA, FCA, a partner with Varshney Capital Corp, has been recognized with the King Charles III Coronation Medal. Praveen was nominated by the Heart & Stroke Foundation and was recognized for his community service.

In Memoriam



We wish to extend our condolences to the family, friends, and colleagues of **Richard (Dick) Lawrence Richards, FCPA, FCA**. Dick passed away on June 11, 2025, at the age of 89.

Dick was born in Jamaica and emigrated to Canada in 1956. He developed an interest in business at the University of British Columbia, where he earned a commerce degree in 1960.

After earning his legacy accounting designation in 1964, Dick joined MacKenzie Management Ltd., a small private real estate development and management company.

Dick later bought control of the company and went on to manage its commercial real estate brokerage and property management operations for the next 20 years. After selling the company to Colliers International, he became a senior vice-president at Colliers, responsible for managing its Real Estate Management Services Canadian Division.

Passionate about helping others, Dick volunteered his leadership to numerous organizations, both in the real estate industry and in the broader community. He also gave back to the profession, most notably through eight years of service on the board of his legacy education foundation.

Highly regarded for his professional achievements and his service, Dick was elected to fellowship in 2001.

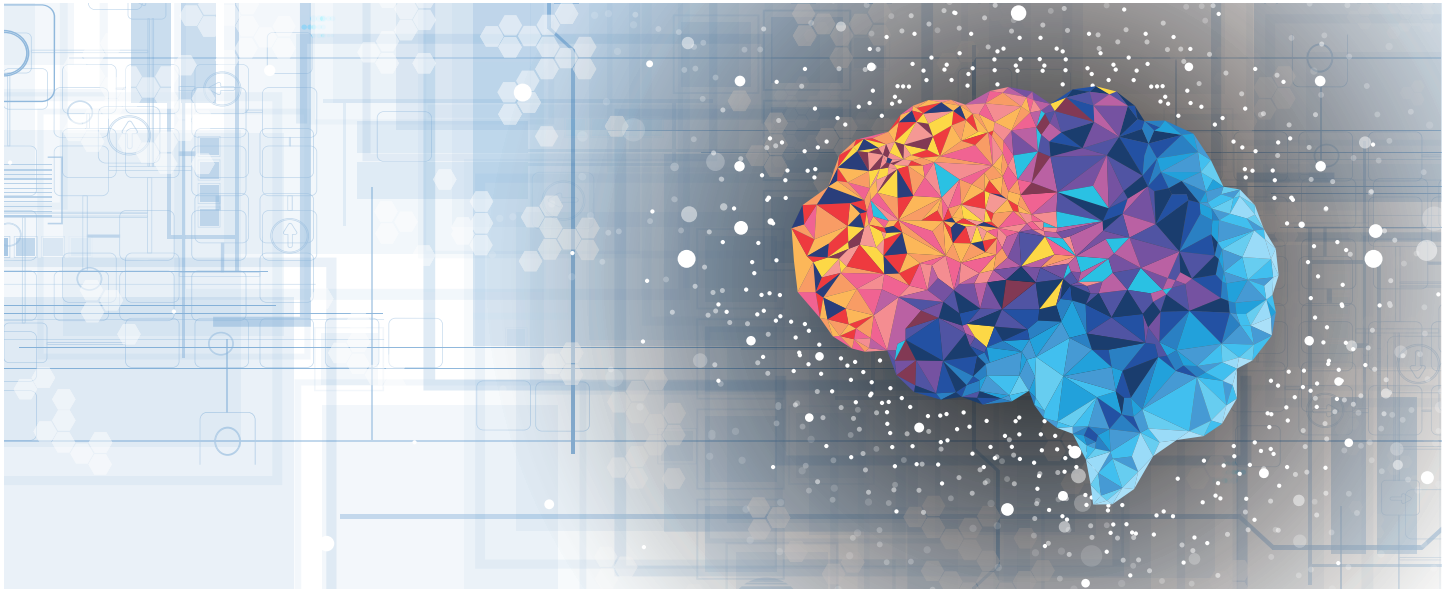
Photo provided by the Richards estate.



**Have some news
to share?**

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

CPABC Chapters Host AI Learning Events



Vitalii Gulenok/Stock/Getty Images

As the world of technology continues to transform our workplace, culture, and daily operations, CPABC's chapters are organizing learning events to help members, candidates, and students stay informed, leverage emerging tools to their advantage, and adapt thoughtfully to ongoing changes.

Vancouver Chapter – Introduction to Generative AI

On April 12, the CPABC Vancouver Chapter hosted a learning event that provided an introduction to generative AI. This engaging presentation provided attendees with a foundational understanding of generative artificial intelligence (GenAI), a rapidly evolving subset of AI that is transforming workflows across industries.

More than 100 participants attended this event. Key takeaways included best practices for responsible and effective use of GenAI, as well as practical frameworks for exploring GenAI's potential within specific professional contexts. Whether new to GenAI technology or looking to deepen their understanding, attendees left the session with actionable insights to navigate the evolving role of AI in the workplace.

Richmond/South Delta and the North Shore/Sunshine Coast Chapters – Soft Skills and AI

On June 14 and June 16, respectively, the Richmond/South Delta and North Shore/Sunshine Coast chapters hosted learning events that explored the enduring importance of human-centred skills in an increasingly automated world. Each session provided members, candidates, and students with practical strategies to combine soft skills, such as emotional intelligence and empathy, with the power of AI to optimize customer and client service.

Several attendees said they came away with a better understanding of both the opportunities and risks of AI, as well as a deeper curiosity about its evolving role in the workplace.

Upcoming events

More AI learning events are in the works. To stay up to date about upcoming events in your area, visit bccpa.ca/chapter-events.

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Poe Group Advisors Accounting Firms for Sale

To inquire about our other listings, contact us at:

cpoe@poegroupadvisors.com or visit poegroupadvisors.com.



CPABC's Job Search Resources

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

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

SNAPSHOT:

Julia Spriggs Member of CPA Yukon

The job: Director of finance and operations, First Nation School Board in the Yukon.

Areas of focus: “I oversee financial management for the board and develop policies, funding agreements, and strategies to address gaps within the organization. I also advocate for the board, our communities, and our learners to ensure that we are appropriately resourced.”

Dedicated to: Giving back. “I had an Elder once tell me that it’s our responsibility to become educated and gather knowledge, but the knowledge belongs to our communities, so it’s also our responsibility to bring it back.”

Passionate about: Reforming public education across the territory. “If the government and the FNSB can design a funding formula that can be used as a template for public schools, we can do it.”

Biggest takeaway thus far: “Economic development isn’t going to work if it isn’t values-based or culturally relevant to the people.”

Best bit of advice: “Don’t let people pigeonhole you based on your profession. I don’t think finance is my passion, and I’m very open about that. My work is more about who I want to be and how I want to contribute to the world.”

Learn more about Julia at bccpa.ca/newsroom.



Miriam Behman



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