CPABC

INFOCUS

5 Notes from the Leadership
9 BC & Yukon AGMs
26 Prioritizing Mental Health
34 Diversity & Inclusion
38 Estate Planning
42 Tax
46 Ongoing Learning
50 Kudos
54 Snapshot

MAY/JUNE 2021

Going Above and Beyond

Meet the newest honourees of CPABC's Member Recognition Program

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Contents

Cover Story



14 Going Above and Beyond
Meet the newest honourees of CPABC's Member Recognition Program

26 Prioritizing Mental Health at Work
How KPMG GVA is supporting wellness and destigmatizing illness



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Recurring Columns

34 Diversity & Inclusion
Microaggressions: What are they and how can you respond?

38 Estate Planning
Family business continuity: How to secure the family legacy

42 Tax
Corporate attribution in the context of an estate freeze: Watch out for the trap

6 Event sponsorships
7 Financial literacy webinars
9 Reminder: Member dues
11 CPA PER reminder

Cover image: IreneuszB/iStock/Getty Images

In Focus

5 Notes from the Leadership

6 Notes & News

32 This and That
Improving the mental health of Canadian workers

46 Ongoing Learning
- PD Experts: Taking the first step to a digital transformation
- PD Highlights: New seminar titles, upcoming PD Nexus Days, important reminders, and more

50 Members in Focus
- Announcements and accolades
- Events: CPABC's virtual Member Recognition celebration

54 Snapshot
Anthony Stuart Mah, CPA, CMA
CFO, Inproheat



Photo by Kent Kallberg Studios

CPABC INFOCUS

May/June 2021, Vol. 9, No. 3

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

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About

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Looking Back on a Year Like No Other



Geoff Dodds, CPA, CA
CPABC Chair

As my term as CPABC board chair comes to a close, I'm reflecting on the past year and thinking about our response to the pandemic. COVID-19 presented us with an ever-evolving situation that required decisive action and resilience, and I've seen our profession rise up to meet this challenge and continue to thrive.

Over the past year, I've spoken to CPAs who shifted their entire business models online so they could continue to advise clients at a time when their expertise was perhaps more valuable than ever before. I've spoken to CPAs who helped their organizations access the government relief programs they needed to stay in operation. And I worked with CPAs on CPABC's leadership team as they completely changed the organization's service delivery model to ensure that members, candidates, and students had ongoing access to support and information.

During my tenure, many of CPABC's signature events had to be cancelled or modified significantly, so I'm very pleased that we're able to offer enhanced virtual events in 2021. These include our Member Recognition event, which was held online on April 8. Featuring a combination of livestreamed and pre-recorded segments, the event provided a wonderful opportunity to celebrate with all of CPABC's worthy honourees (see pages 14-24). And soon we'll have a chance to celebrate student achievement, as our virtual Convocation ceremony is coming up on May 19 (page 7). Then, on June 23, CPABC will be hosting its annual general meeting (page 9), during which I'll pass the torch to Karen Horcher, FCPA, FCGA, first vice-chair. I know Karen will do a fantastic job as your new chair.

I'm proud of our profession and of CPABC for putting health and safety first and for supporting the province and its businesses in such a time of need. I'm particularly proud of the CPABC board and executive team, and I'd like to thank them for their efforts and support over the past year. It has been a pleasure working with you. ■

Reaching Out and Finding Resilience



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

As Geoff notes above, we recently held our Member Recognition event and Convocation is imminent. Both events are tremendously gratifying—I am always inspired by the accomplishments of my fellow CPAs and by the enthusiasm of our future CPAs, and it's wonderful to celebrate with these individuals and their families.

These events are still taking place virtually because of the pandemic. It's not ideal, but while figuring out how best to connect virtually, we've discovered new ways to engage and broaden our reach. We've also found ways to increase accessibility to members across the province.

Still, even as we've seen engagement in some areas increase, we know that many of you may be feeling isolated. Mental health indicators in BC have steadily declined since the pandemic began, and that's why CPABC's Mental Wellness Committee recently spearheaded the publication of several related articles and podcasts in the CPABC Newsroom at **bccpa.ca/newsroom**. You'll also find a feature story and infographic on mental health in this issue of the magazine (pages 26-30 and 32-33, respectively).

The Canadian Mental Health Association's Mental Health Week is May 3-9, and the association is encouraging all of us to "get real about how we feel." On that note, I would like to remind all members, candidates, and students that you and your immediate family members have access to free and confidential counselling services through LifeWorks by Morneau Shepell.

Looking at other important initiatives for the profession, CPABC participated in BC's Budget Lockup in April, and we'll be providing a written submission to the government as part of the consultation process later this year. In June, we'll release the *BC Check-Up: LIVE* report and survey, which will assess the quality of life in BC.

Of course, it's impossible to discuss quality of life without discussing COVID-19. At the time of this writing, case counts were on the rise in BC and restrictive health measures were being reinstated. However, the CPA Western School of Business still plans to hold the Common Final Exam in May, using the same rigorous health and safety measures that allowed for the in-person writing of the CFE in September 2020.

Before signing off, I'd like to thank Geoff for his service as board chair. During a period of great uncertainty, Geoff's leadership has been indispensable. ■

SPONSORSHIPS

CPABC Supports Excellence in the Business Community

CPABC was proud to be a gold sponsor of two virtual events in March and April that recognized the outstanding efforts of business leaders in the community:



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2021 Influential Women in Business Awards

Traditionally held as an in-person event, *Business in Vancouver*'s Influential Women in Business (IWIB) Awards gala was converted to a virtual format for 2021. Now in its 22nd year, the IWIB Awards celebrate outstanding female senior executives and entrepreneurs in British Columbia. This year's event, held on International Women's Day (March 8), recognized the following individuals:

- Lotte Davis – Co-founder, AG Hair, and founder and CEO, One Girl Can;
- Carol Liao – Associate professor, Peter A. Allard School of Law (University of British Columbia), and director, Centre for Business Law;
- Joy MacPhail – Owner, OUTtv (Lifetime Achievement Award recipient);
- Valerie Mann – Senior partner, Lawson Lundell LLP;
- Erinn Pinkerton – President and CEO, BC Transit; and
- Juggy Sihota – Vice-president of consumer health, Telus.

Each of the honourees had a chance to share their perspectives on leadership in an interview with Hayley Woodin, the executive editor of *Business in Vancouver* magazine, during the virtual event. To learn more about the honourees and view the video recording of the event, visit **biv.com/video/biv-presents-influential-women-business**.

Governors' Gala and Rix Awards

After postponing its annual Governors' Banquet and Rix Awards in 2020 due to the pandemic, the Greater Vancouver Board of Trade hosted the event (now renamed the Governors' Gala and Rix Awards) virtually on April 7, 2021. Partial ticket proceeds from the gala were donated to the Coast Mental Health Foundation.

Traditionally, the Board of Trade's immediate past board chair is inducted into the Council of Governors at this event. Due to the postponement, however, this year's celebration recognized both Lori Mathison, FCPA, FCGA, LLB, president and CEO of CPABC (2018-2019 board chair), and Kari Yuers, president and CEO of Kryton International Inc. (2019-2020 board chair).

The virtual event also honoured the recipients of the Rix Awards for Community and Corporate Citizenship, named in memory of philanthropist Dr. Don Rix. Joe Segal, CM, OBC, received the 2021 Rix Award for Engaged Community Citizenship for his many philanthropic endeavours. Canadian National Railway received the 2021 Rix Award for Engaged Corporate Citizenship in recognition of its outstanding customer focus, outreach, environmental initiatives, engagement with First Nations, and safety record.

FINANCIAL LITERACY

CPABC's New Webinar Series Offers Free Financial Education to British Columbians

The CPA Financial Literacy Program has launched a series of free webinars to help British Columbians make more informed financial decisions. Each 60-minute live webinar is delivered by one of CPABC's financial literacy volunteers. Attendees will receive electronic copies of all worksheets and have the chance to participate in a Q&A session at the end of the webinar.

The series kicked off on February 18 with "Effective Tax Strategies," delivered by Melanie Schroeder, CPA, CGA. More than 140 people attended this session, during which Schroeder provided an overview of Canada's tax system and offered tips for minimizing taxes. This session included strategies for keeping up with income tax changes, maintaining organized tax documents, understanding carryforwards, and planning ahead to reduce taxes.

Just in time for Fraud Prevention Month, the second webinar, "Fraud Protection," took place on March 24. Delivered by Lorena Christensen, CPA, CMA, this webinar attracted more than 170 participants. Christensen explained how to recognize fraud and how individuals can protect themselves from being victims, noting that the pandemic has made it increasingly challenging to identify legitimate requests for information from fraudulent ones.

At the time of this writing in mid-April, CPA financial literacy volunteer Julie Ziebart, CPA, CA, was preparing to deliver the third webinar of the series, "Advanced Financial Statements," on April 20.

New sessions are continually being added. If you know of any communities who would benefit from financial literacy education, please help spread the word to your network. Details on upcoming sessions can be found on the CPABC website at **bccpa.ca/news-events**.



FreshSplash/E+/Getty Images

WANT TO GET INVOLVED? The Financial Literacy Program is seeking volunteers to deliver more of these presentations to help British Columbians make smart financial choices. If you're interested in being a presenter or if you would like to host a financial literacy session for your community, please contact **finlit@bccpa.ca** to learn more.

CONVOCATION

Reminder: CPABC's Virtual Convocation Is on May 19

CPABC invites the Class of 2021 and their families, friends, and colleagues to attend CPABC's virtual Convocation on May 19 at 3:00 p.m. Held in lieu of the traditional in-person event, the virtual celebration will be streamed on CPABC's Facebook page and YouTube channel.

Members of the class of 2021—you deserve to be celebrated for your hard work, determination, and aptitude! Join us to acknowledge your accomplishments, mark this important milestone, and hear from your class valedictorian, CPABC's leadership team, and other guests of honour.

For more information, visit **bccpa.ca**, click on the News & Events tab, and choose Upcoming Events > Convocation 2021.



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RESOURCES FOR EMPLOYERS & JOB SEEKERS

CPABC Virtual Events Prepare CPAs and Prospects for the Career Paths Ahead

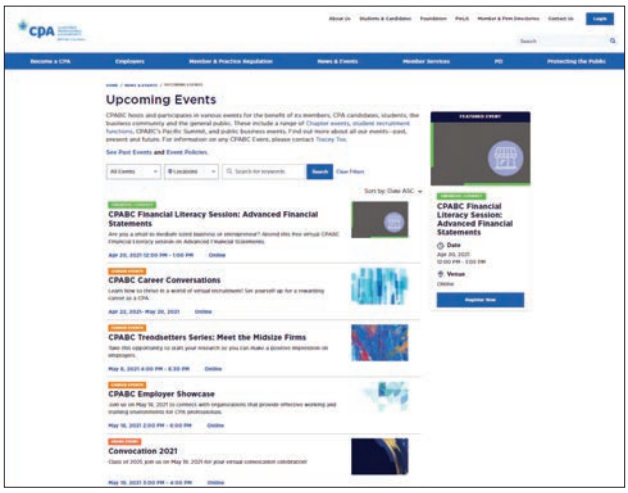
The labour market is heating up and CPABC's student recruitment and employer relations (SRER) team has been hosting numerous virtual events to prepare students and accounting professionals for careers in business. Here's a recap of some of those events, as well as a sneak peek at CPABC's upcoming Employer Showcase.

Career development events in February & March

Connect Panel

If the past year has taught us anything, it's that attitudes about how (and where) we work are rapidly evolving. With that in mind, this year's Connect Panel event on February 24 was themed "The 'New' Future of Work," and the discussion focused on how companies are adapting their technologies, workplaces, recruitment processes, and job descriptions.

More than 175 members, candidates, prospective students, employment partners, and recruiters attended this virtual event to network and hear from panellists Alice Ko, CPA, CA, director of marketing communications at Procurify; David Neale, CPA, CA, a partner with PwC Canada; and Sven Tapp, CPA, CMA, head of business intelligence at Kabam.



Visit **bccpa.ca/become-a-cpa/events** for the latest details on all upcoming career development and recruitment events.

During the panel discussion, online attendees were asked which skills they'd had to draw on most over the past year. Not surprisingly, "adaptability" topped the poll results at 38.6%, followed by time management (13.9%), continuous learning (12.9%), creativity and resilience (8.9%), emotional intelligence (6.9%), and collaboration (5.0%). All of these skills are critical to the work of CPAs, and many of them are integrated into the CPA Competency Map's enabling competency framework.

Following the panel discussion, online attendees kept these important conversations going in one-to-one virtual speed networking sessions and informal conversations with the 14 exhibitors in the virtual expo. If you missed the event, you can watch the recorded panel discussion on the CPABC website at **bccpa.ca/news-events/past-events**.

Career Conversations

CPABC's Career Conversations workshop series is designed to teach job seekers how to thrive in a world of virtual recruitment and set themselves up for rewarding careers as CPAs.

On February 26, the SRER team hosted its latest workshop, "2021 Hiring Outlook: The Demand for Skilled Talent," to help more than 70 job seekers prepare for the Speed Interview Series event on March 2-4 (see below for a recap). This workshop featured a moderated conversation with Stéphanie Roy, CPABC's employer relations manager, and Mike Shekhtman, regional vice-president of Robert Half. The discussion covered hiring trends; emerging industries, positions, and skills; and evolving workplaces. Shekhtman also explained how current and future CPAs can work with recruitment firms to land their next jobs. At the end of the discussion, attendees participated in a Q&A session.

Speed Interview Series

On March 2-4, the SRER team hosted its latest Speed Interview Series event, where eight BC employers and six recruitment firms met with more than 180 job seekers. More than 210 virtual interviews were scheduled over the three-day period. The next Speed Interview Series event is coming up in the fall. Email **careers@bccpa.ca** to find out how to get involved.

Case Competition

The final round of CPABC's eighth annual Business Case Competition took place virtually on March 20 and 21. Eight teams from four post-secondary institutions were challenged to analyze a business case and present their solutions to a panel of CPA judges in 24 hours—all while working remotely (see page 10 for a full recap).



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Other virtual events for career development and recruitment

At the time of this writing in mid-April, the SRER team was preparing to host two more virtual events: the CPABC COIN Competition on April 17 and "Meet the Midsize Firms," the next event in the Trendsetter Series, on May 6. CPABC would like to thank Baker Tilly WM LLP, Crowe Mackay LLP, Davidson & Company LLP, D&H Group LLP, DMCL LLP, Manning Elliott LLP, and Smythe LLP for their participation in the latter event.

Register now for CPABC's Employer Showcase

May 18, 2021 | 2:00-6:00 p.m.

Are you exploring your career options? CPABC's Employer Showcase—a career fair exclusively designed for BC's accounting and finance professionals—offers a dynamic opportunity to expand your network and meet with employer representatives from government, public practice, and industry. Whether you're a future CPA looking to start your career or an experienced CPA ready to take the next step in your development, you won't want to miss this virtual event on May 18.

Participants will have the chance to listen to employers and recruiters from across BC share insights on their workplace culture, career opportunities for current and aspiring CPAs, and more. You will also be able to navigate through virtual exhibitor booths and breakout rooms to meet one-on-one with recruitment firm representatives and learn the latest best practices for interviewing and resumé writing.

Registration is open at **hopin.com/events/cpabc-es-2021**.

AGM ANNOUNCEMENT

Save the Dates: AGMs for CPABC and CPA Yukon

British Columbia: June 23, 2021

CPABC will hold its 2020-2021 annual general meeting (AGM), virtually, on Wednesday, June 23.

Yukon: June 18, 2021

CPA Yukon will hold its 2020-2021 AGM on Friday, June 18, in Whitehorse, Yukon.

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

DUES REMINDER

IMPORTANT: 2021-2022 Member Dues Are Now Past Due



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CPABC would like to acknowledge and thank the majority of members who paid their dues on time. Timely payment minimizes the administrative cost of following up on collections.

If you have not yet paid your 2021-2022 member dues, please do so before May 31 to avoid the administration fee, which places the additional cost of collections on those members who pay late.

An email notification was sent to each member in late February 2021 indicating that the payment deadline for 2021-2022 member dues was April 1, 2021. If you did not receive this email, log in to **services.bccpa.ca** to ensure that your email address is up to date in your member profile. As required by the *CPABC Bylaws*, members are required to provide a current email address and immediately notify CPABC of any changes. This is to ensure that you receive important regulatory messages from CPABC.

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

CASE COMPETITION

2021 Case Competition Challenges Students to Build Resilient Business Strategies



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

This year, 54 post-secondary teams, each made up of three or four students representing a range of academic years, participated in the first round of the competition. Teams were given 48 hours in which to analyze a business case scenario and present their strategic recommendations via video submission. This year's first-round case required teams to design a growth strategy and product launch for a company focused on financial forecasting.

After the first round, eight teams from four post-secondary institutions—Capilano, SFU, UBC, and Vancouver Island University—advanced to the final round of the competition, which took place on March 20 and 21.

During this final round, team members had 24 hours to analyze a new case: advising a business facing immediate financial concerns on strategies for ensuring the business's long-term viability. Each team presented their recommendations via Zoom to our expert judging panel of CPABC members: Robert An, CPA, CGA; Danna Chan, CPA, CA; Samantha Luo, CPA; and Angela Trif, CPA, CGA. The judges assessed the competitors on their presentation style, case knowledge, strategic implementation, and creativity, as well as their handling of a rapid-fire question-and-answer period. To ensure fair and unbiased judging, teams were not allowed to mention their school in their presentations and judges were not told which school each team was representing.

Prizes were awarded to the top three teams:

- **First place:** Team "Fleur Consulting" from UBC, represented by Simrit Hundal, Aubree Saba-Amisano, and Sophie Temirov.
- **Second place:** Team "PDT Accountants" from UBC, represented by Peter Broderick, Jacob Granville, Connal Lau, and Taeyeon Lee.
- **Third place:** Team "Tax-Manian Devils" from UBC, represented by Parmvir Sidhu and teammates.

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

What competitors had to say:

"It was a great experience! Having a mix of junior and senior students on our team allowed for a unique collaboration and mentorship structure. We were able to hone our presentation skills throughout the competition, and we got the chance to explore interesting topics relevant to a CPA, including data analytics and privacy. Above all, CPABC made sure that we felt supported throughout the process and worked with us to ensure success."
Simrit Hundal, Team "Fleur Consulting" (UBC) – 1st place team

"Experiences like this are really why I enrolled in business school—to solve real-world problems that help businesses and communities around us. It was an unbelievable weekend! I got to apply my knowledge and skills both analytically and creatively in a team environment. And in a short time frame, I learned so much about myself and what I was capable of. It's given me a lot of confidence moving forward in my future career aspirations."
Taeyeon Lee, Team "PDT Accountants" (UBC) – 2nd place team

"I thoroughly enjoyed competing in the CPABC Case Competition. Getting the opportunity to learn about a company in an industry we were unfamiliar with broadened our base of knowledge, and working on a time-sensitive case was a real test of our skills. Our team really bonded over the course of the competition."
Parmvir Sidhu, Team "Tax-Manian Devils" (UBC) – 3rd place team

MEMBER RECOGNITION

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

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

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

In doing so, CPABC is seeking to identify those members who are making sustained and significant contributions to their organization, the broader business community, charitable and community organizations, and the CPA profession. We're looking for members who dedicate themselves to going above and beyond the norm, and who set the standard for excellence. Every year, we profile our Member Recognition Program honourees in community and provincial press releases, social media campaigns, and *CPABC in Focus* magazine. These efforts help to ensure that the broader community is aware of the contributions CPABC members make to this province.

We encourage you to nominate a deserving peer! Program details and nomination forms are available at **bccpa.ca/member-services/recognition-program**.

NOMINATION DEADLINE
Nominations are due by 4:00 p.m., Monday, September 20, 2021.



VISIT bccpa.ca/members/recognition-program

PRACTICAL EXPERIENCE REQUIREMENTS

Reminder re: Important Updates Made to the CPA Practical Experience Requirements

THESE CHANGES TOOK EFFECT ON APRIL 1, 2021

CPABC would like to remind candidates in the CPA Professional Education Program that the changes made to Appendix A and Appendix B of the *CPA Practical Experience Requirements*[1] came into effect on April 1, 2021.

These changes were made to clarify the wording of the technical and enabling competencies as they relate to the CPA Competency Map. They included:

- Updating a number of technical competency descriptions to include data analytics and information systems and taxation competencies to align with the CPA Competency Map;
- Streamlining language to help simplify some of the requirement descriptions; and
- Rewriting enabling questions to better align with *The CPA Way* framework to help guide future CPAs in meeting the criteria in the assessment rubric.

What does this mean for future CPAs?

- **For all experience reports created *before* April 1, 2021**, the previous technical and enabling competency questions and rubrics will apply.
- **For all experience reports created *on* or *after* April 1, 2021**, the updated competency questions and rubrics will apply.

The updated CPA Practical Experience Requirements were made available on the CPA Canada website on April 1, 2021. The CPA profession is committed to supporting future CPAs through the practical experience journey. Please contact CPABC's practical experience requirements team at **cpabcper@bccpa.ca** if you have any questions.

[1] CPA Canada, *CPA Practical Experience Requirements*, April 1, 2021. (**cpacanada.ca**)

CPABC ONLINE

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Newsroom



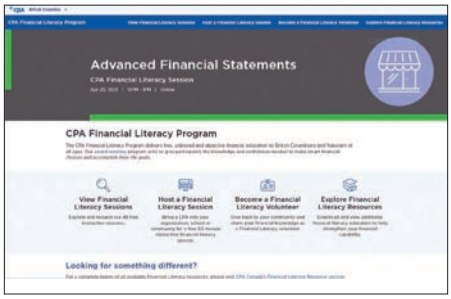
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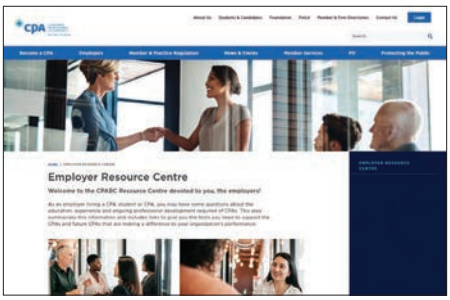
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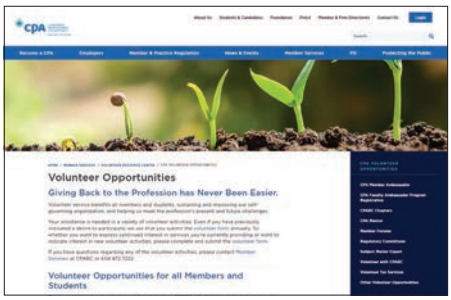
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Employer Resource Centre



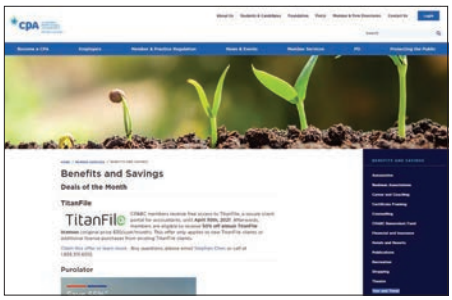
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Volunteer Resource Centre

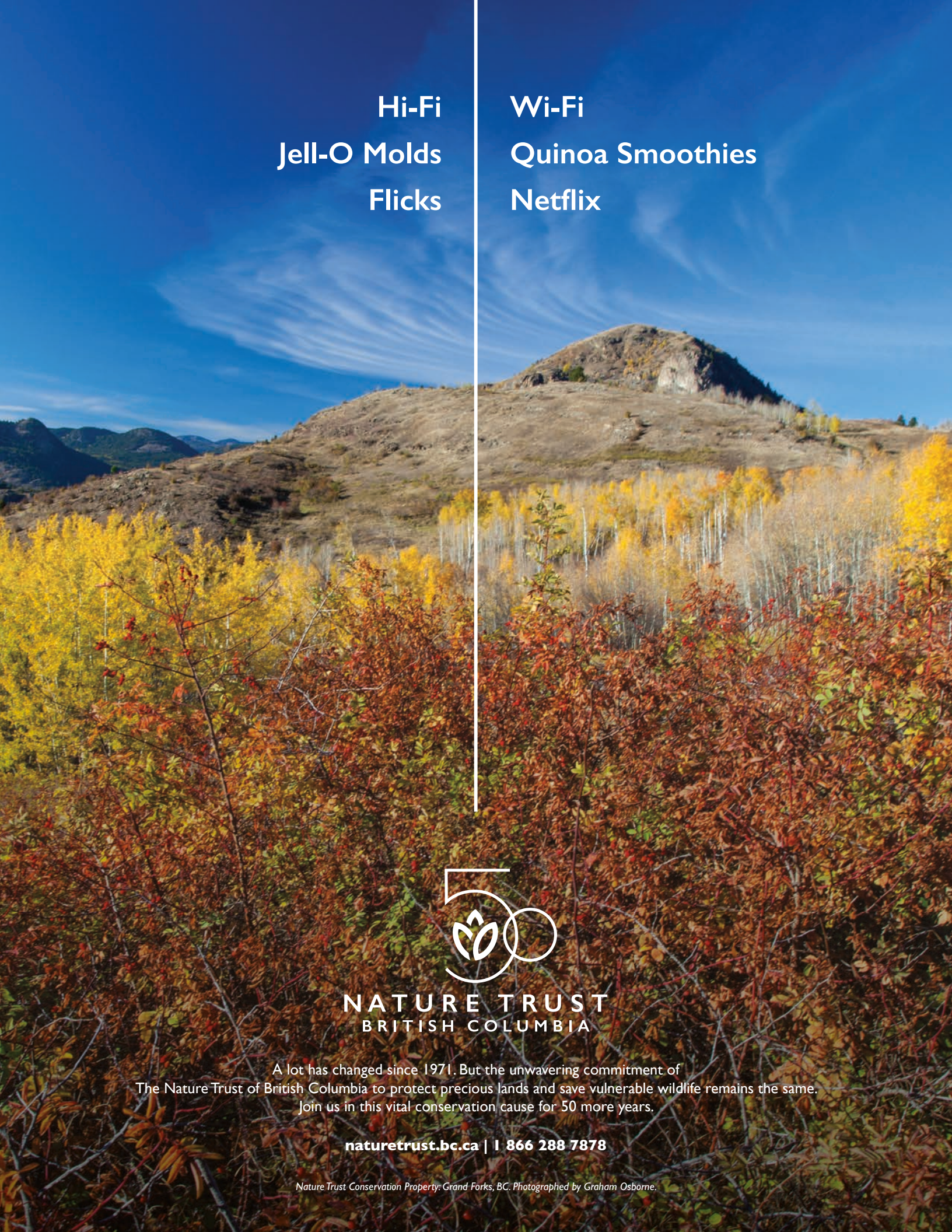


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Benefits and Savings



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Going Above and Beyond

CPABC's Member Recognition Program celebrates outstanding individuals

We are thrilled to introduce the 18 honourees of CPABC's 2020 Member Recognition Program. The FCPA designation and our membership awards recognize the excellence demonstrated by BC's chartered professional accountants through their career accomplishments and/or their contributions to the profession and the community. The Honorary CPA designation recognizes non-CPAs who've made tremendous contributions to the CPA profession.

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~ *Early Achievement Award* ~

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



Derek Lamb, CPA, CA

A partner with Chan Nowosad Boates (CNB) in Campbell River, Derek specializes in audit and assurance engagements. Through his leadership and vision, he has contributed significantly to the firm's growth over the past five years, expanding its client base across BC and helping the firm more than double in size.

His other key accomplishments include improving firm policies, processes, and procedures; leading the expansion of CNB's second office in the Comox Valley; and serving as a trusted advisor for the firm's clients. Notably, Derek worked with more than 40 Indigenous fishers to have their fishing activities found tax-exempt through an appeal in the Tax Court of Canada.

Derek obtained his designation in 2010 and began his career with KPMG LLP. He joined CNB in 2013 and was promoted to partner in 2015 at the age of 30. That same year, he received a Vancouver Island Top 20 Under 40 Business & Community Achievement Award.

A dedicated volunteer, Derek served on the board of governors of North Island College for six years; this included two terms as chair, during which he worked to develop the college's Campbell River campus. For the past eight years, he has also lent his skills to the John Perkins Memorial Housing Society, where he currently serves as past chair. As chair of the society, he led the $1.1-million renovation of a 62-unit residence for low-income seniors.



Sinéad Scanlon, CPA, CA

Sinéad obtained her professional accounting designation in BC in 2010 after earning her legacy designation in Ireland. Known for her outstanding work ethic and commitment to excellence, Sinéad exemplifies the highest standards of dedication and expertise in her role as an audit partner with the accounting firm BDO Canada LLP in Kelowna.

She joined BDO as an audit senior manager in 2007 and became an audit partner in 2020. Her outstanding performance led to her selection as a member of BDO Canada's risk advisory team and as a quality assurance reviewer for the firm's national office. She also leads the firm's internal peer review activities, conducting peer review training at the local and national levels.

Recognized as a skilled coach and mentor, Sinéad generously shares her time and skills to support the advancement of other CPAs. She also promotes the profession by helming BDO's campus recruiting events in Kelowna, the Okanagan, and the BC Interior.

In the community, Sinéad is committed to improving the organizations for which she volunteers. Since 2015, she has lent her skills to the United Way Southern Interior BC (UWSIBC), serving as finance committee chair, treasurer, vice-chair, and, currently, chair. She led the organization's board through an amalgamation with another United Way regional office, supporting UWSIBC's leadership in all areas of this transition, including management, human resources, accounting, and reporting. Sinéad also served as treasurer of Kelowna's Fat Cat Children's Festival from 2011 to 2018.

~ Honorary CPA ~

The Honorary CPA designation recognizes the executive accomplishments of non-members who've made a significant contribution to the accounting profession, and it positions them as leaders in the business community and community at large.



Graham McIntosh, CPA (Hon.)

An executive director at the University of British Columbia, Graham has made outstanding and innovative contributions to accounting education in BC for over 25 years.

In 1999, he spearheaded the launch of UBC Sauder's Diploma in Accounting Program (DAP), a post-baccalaureate program for students with bachelor's degrees in non-accounting disciplines. Through DAP, Graham has made the CPA Professional Education Program more accessible to students from diverse academic backgrounds, thereby enriching the profession overall. DAP now produces between 150 and 200 graduates annually, many of whom continue into the CPA program, and DAP graduates account for approximately 9% of all Common Final Examination writers in BC.

Under Graham's direction, DAP has evolved into a flexible program that students can tailor to their needs and schedules, and its success has inspired other post-secondary institutions across Canada to implement similar program models.

In addition to his exemplary contributions in the academic realm, Graham is known for fostering strong working relationships within the accounting profession. He regularly attends events such as CPABC's Convocation, and he has supported the CPA Education Foundation of BC through its Accounting Educators Symposium since 2001. In 2015, he supported the unification of the accounting profession by ensuring timely implementation of the new CPA Competency Map within DAP. In 2019, he contributed valuable insights to CPABC's labour market study, which forecasts the demand for accountants in BC.

Graham also works tirelessly on behalf of accounting students. This includes meeting with industry leaders to discuss opportunities for graduates and providing financial backing through scholarships, such as the CPABC Bill Johnson DAP Student Achievement Award, which he founded. Most recently, in response to COVID-19, Graham led the transition of all DAP courses to an online format within 10 days.

Photos of Leanne Cheng, David Garofalo, Lara Greguric, and Dalbir Rai by Kent Kallberg Studios. Photos of Salma Bhaloo and Gavin Toy provided by the members. Photo of Bruce Chan courtesy of the Port of Vancouver. Photos of Nelson Chan, Douglas Crowder, and Diana Lokken by Jesse Hlady Studios. Photo of Geoffrey Chutter courtesy of Whitewater West Industries Ltd. Photo of Constance Fair courtesy of the Land Title and Survey Authority of British Columbia. Photo of Derek Lamb by Island Life Photographics. Photo of Graham McIntosh by Eric Saide Photography. Photo of Alan Peretz by Peter Wong for KPMG LLP. Photo of Neelam Sahota by Jena Fair. Photo of Sinéad Scanlon by Shawn Talbot Photography. Photo of Jill Tipping by Christopher Edmonstone.

~ Distinguished Service Award ~

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



Leanne Cheng, CPA, CA

Leanne is the associate vice-president of finance and chief control officer at HSBC Bank Canada in Vancouver. Generous with her time, network, and resources, she displays an exceptional capacity to help others grow in the areas of teamwork, leadership skills, and ethical behaviour.

Before joining HSBC, she was a senior manager with Deloitte LLP, where she helped develop the next generation of accountants as a CPA mentor. A champion of female leaders, Leanne led Deloitte's internal Women in Leadership Awards program. She also served as a partner liaison with the firm's Society Partnership program, a skills-based social impact program that fosters long-term relationships with not-for-profit organizations to break down barriers to education, employment, and inclusion. As part of this work, she co-ordinated major pro bono projects and led fundraising efforts.

As a board director with Talent Beyond Boundaries, a not-for-profit that matches refugees with companies in need of their skills, Leanne guides the organization's financial and operational risk management. From 2012-2020, she served as a board director with Windmill Microlending, a charity that provides microloans to immigrants for training and education. Leanne oversaw the financial and risk aspects of Windmill's transition from a provincial to national charity and played a key role in its growth—from making fewer than 100 loans annually to more than 1,000.

Leanne has also volunteered as an intake reviewer with Edmonton's Food Bank, where she assisted clients and provided referrals to community resources, and has lent her expertise to volunteer tax clinics.

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Portfolio Manager, Chair

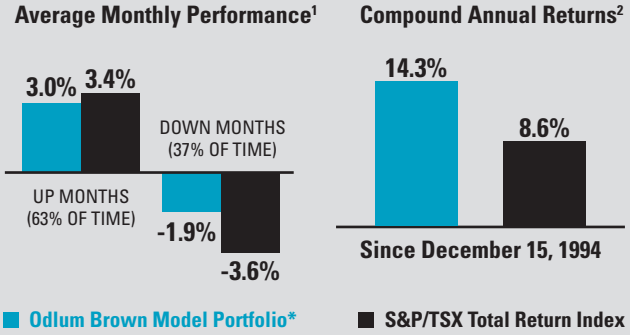
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Odlum Brown Model Portfolio: A Proven Track Record



¹Performance measured mid-month from December 1994 - March 2021. ²As of March 15, 2021. *The Odlum Brown Model Portfolio is an all-equity portfolio that was established by the Odlum Brown Equity Research Department on December 15, 1994 with a hypothetical investment of $250,000. It showcases how we believe individual security recommendations may be used within the context of a client portfolio. The Model also provides a basis with which to measure the quality of our advice and the effectiveness of our disciplined investment strategy. Trades are made using the closing price on the day a change is announced. Performance figures do not include any allowance for fees. Past performance is not indicative of future performance.

~ *Fellowship* ~

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



Salma Bhaloo, FCPA, FCGA

As an executive in the federal public service, Salma has led the operational delivery of programs for client services, social benefits, economic incentives, First Nations, and compliance. Currently assistant director, audit at the Canada Revenue Agency (CRA) in Vancouver, she previously served as regional director of finance and administration for the Pacific Region and as director of the Vancouver Island tax services office.

Her contributions to the CRA's strategic leadership on income tax compliance include serving on a national task force to combat offshore tax evasion. In addition, she has improved tax administration by building strong professional relationships within the business community to keep stakeholders abreast of priorities and jurisprudence.

A champion of workplace wellness, career development, and diversity and inclusion, Salma has developed leadership succession planning programs to build technical capacity and strategies to engage auditors who are aspiring managers. She currently advances equity in the workplace as the national portfolio lead for women on the CRA's Diversity and Inclusion Committee.

A longtime supporter of the accounting profession, Salma has volunteered as a CPA ambassador and actively recruits and mentors young professionals.

An outstanding volunteer in the community for over 20 years, Salma is a national director with World Partnership Walk, a fundraiser to tackle global poverty, leading the recruitment, onboarding, and retention of more than 2,000 volunteers. As a national member for data management within the Rites of Passage portfolio of the Shia Imami Ismaili Council for Canada, she developed a digital framework for data management related to COVID-19. In 2013, she volunteered with the Aga Khan Trust for Culture to conduct internal audits in Afghanistan and Mali.

In recognition of her remarkable contributions, Salma received the CRA Award of Excellence in 2010 and the Queen Elizabeth II Diamond Jubilee Medal in 2012.



Bruce Chan, FCPA, FCA

In all that he does, Bruce personifies the values of a CPA: leadership, trust, integrity, teamwork, and engagement. Since 2015, he has served as board chair of TK Foundation, a Bahamas-based charitable trust that supports disadvantaged youth and promotes maritime education and safety.

Bruce retired as CEO of Teekay Tankers Ltd. in 2014. During his 19-year career with Teekay Corporation, he was instrumental in completing acquisitions that laid the foundation for two future public companies, Teekay Offshore Partners LP and Teekay LNG Partners LP, which produced tremendous global growth. Bruce also led post-acquisition integrations and spearheaded the decentralization of Teekay's operations, increasing access to global talent and operational efficiency.

Bruce obtained his designation in 1995. He joined Teekay the same year and took on progressively senior roles, including manager of finance and investor relations and vice-president of strategic projects. Reflecting his multi-faceted leadership, he transitioned from finance to human resources in 2005 as Teekay's senior vice-president of human resources, overseeing 17 offices in 14 countries with more than 5,000 employees. A passionate champion of diversity and inclusion, Bruce developed and implemented global management leadership courses that fostered cultural and gender inclusiveness in the workplace.

His volunteer record is similarly remarkable. Bruce has served with Royal Canadian Marine Search and Rescue for over 20 years as a board director and lifeboat coxswain. In the latter role, he is on call 365 days a year to lead rescue crews during marine emergencies. In 2019, he received the Canadian Coast Guard Auxiliary Operational Merit Medal in recognition of his role in the rescue of five people.

Bruce is also a board director with the Vancouver Fraser Port Authority, BC Ferries, and the Lions Gate Hospital Foundation, where he led the creation of the COVID-19 Emergency Response Fund.

~ Fellowship ~



Nelson Chan, FCPA, FCMA

Nelson has served as CFO of the Capital Regional District (CRD), the Capital Regional Hospital District (CRHD), and the Capital Region Housing Corporation (CRHC) in Victoria since 2016. He is highly respected for his experience in strategic leadership and business transformation, as well as his commitment to continuous improvement.

As CFO of the CRD, Nelson oversees an annual budget that exceeds $700 million. Recent major capital projects include the consolidation and modernization of 9-1-1 dispatch operations on southern Vancouver Island and the completion of a $775-million wastewater treatment plant that will convert regional biosolids into fuel. Under Nelson's direction, the CRD has won the Government Finance Officers Association's Popular Annual Financial Reporting Award, Canadian Award for Financial Reporting, and Distinguished Budget Presentation Award every year since 2018.

As CFO of the CRHD, Nelson recently helmed an innovative multi-partnership project to construct an $86-million, 320-unit health-care facility. And in his capacity as CFO of the CRHC, he led the financial development and implementation of the Regional Housing Affordability Strategy, which increased the supply of affordable housing.

Nelson previously served as director of finance for Canada Post Corporation in Ottawa, where his ability to advance the modernization and automation of postal services across Canada resulted in over $500 million of annual cost savings. He obtained his designation in 2014, and now shares his valuable experience as a mentor to new CPAs.

Nelson also gives generously to the community. A member of the board of governors of Royal Roads University since 2017, he currently serves as board chair and chancellor, leading initiatives that support First Nations reconciliation and advance equity, diversity, and inclusion. He is also a board director with Community Living BC, an organization that advocates for, and delivers critical services to, adults with developmental disabilities.



Geoffrey (Geoff) Chutter, FCPA, FCA

Geoff is the founder and president and CEO of Richmond-based WhiteWater West Industries Ltd., the largest designer and manufacturer of water parks globally. Under his leadership, WhiteWater has won more than 30 IAAPA Brass Ring Awards for innovation in the attractions industry and several Canada's Best Managed Companies program awards.

Geoff obtained his designation in 1977 while working with KPMG LLP. He founded WhiteWater in 1980. Over the past four decades, he has expanded the company by more than 500 employees by making strategic acquisitions, obtaining licensing for related manufacturing and technology, and increasing the company's in-house skill set and capacity.

Under Geoff's leadership, WhiteWater has implemented a regionalized business strategy, establishing operations in Munich (covering Europe, Russia, and Africa), Dubai (covering the Middle East and India), Shanghai (covering Asia), and Richmond (covering the Americas). He has also invested in innovative technology, including a new wristband radio frequency identification technology that enhances customer experience and enables park operators to assess in real-time how park attractions are performing. WhiteWater launched the wristband system in 2018 and used it in 2020 to provide contact tracing for COVID-19.

In 2019, Geoff became the first person from the Pacific region to win the EY Entrepreneur of the Year Canada award. That same year, he won the IAAPA Outstanding Service Award, which recognizes exemplary leaders in the attractions industry.

In addition to his many business achievements, Geoff gives back as a board director with Covenant House Vancouver, an organization that supports at-risk youth. He joined the board in 2014 and currently serves as treasurer and chair of the Finance Development and Communications Committee, helping the charity raise $56 million to finance two new buildings in Vancouver that will double the amount of housing available for homeless youth.

~ *Fellowship* ~



Douglas (Doug) Crowder, FCPA, FCMA

A sought-after board director in Victoria, Doug combines an ability to unify diverse stakeholders with a passion for sharing his financial and governance expertise and clear ethical guidance.

Doug served as CFO of Ralmax Group of Companies, a group of industrial businesses headquartered in Victoria, from 2004 until his retirement in 2015. He applied his strategic and capital budgeting skills to lead Ralmax through several corporate acquisitions, and developed systems and a corporate culture that enabled Ralmax to grow by over 290% during his tenure. Other key accomplishments included the purchase of Point Hope Maritime shipyard, which Doug helped transform from bankruptcy to a profitable ship repair company.

Earlier in his career, Doug served as vice-president and CFO of SailRail Automated Systems Inc. and then as vice-president of finance at Miller Paving Limited, both located in Markham, Ontario. He obtained his professional accounting designation in 1984, followed by an MBA in 1994 and the Institute of Corporate Directors designation in 2017.

Recognized as a champion of First Nations economic development, financial literacy, training, and governance, Doug helped create a joint venture industrial marine corporation, Salish Seas Industrial Services Ltd., with the Songhees Nation and the Esquimalt Nation. He served on the Songhees Nation Financial Advisory Committee from 2013 to 2017 and continues to share best practices in financial management and governance as a board director for the Songhees Development Corporation.

Doug has volunteered in the community for over 40 years and is widely known as a role model and resource for volunteer boards. He currently contributes his expertise in risk management, financial oversight, and governance as a member of the Victoria and Esquimalt Police Board and as a board director and treasurer for the Greater Victoria Harbour Authority.



Constance (Connie) Fair, FCPA, FCMA

Connie is highly respected for her strategic vision and engaging leadership style. As president and CEO of the Land Title and Survey Authority of British Columbia (LTSA) from 2016 until her retirement in 2021, she broadened the strategic direction of the publicly accountable corporation to encompass additional public sector services in a customer-centric way. This included introducing new registries and improved services, such as ParcelMap BC and online property tax deferral.

Under Connie's direction, the LTSA also embraced innovative technology to increase automated property registration from 50% to 70% and spearheaded a first-of-its-kind Land Owner Transparency Registry to help in the fight against money laundering and criminal activity in BC's real estate market.

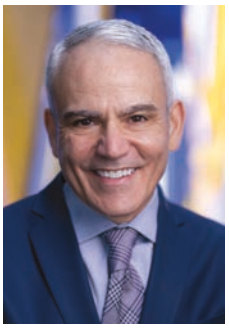
Connie previously worked with BC Assessment, joining the organization in 1993 and serving as its president and CEO from 2008 to 2016. Under her guidance, BC Assessment was named one of BC's Top Employers several times and received awards for its public relations and employee-led United Way campaigns, excellence in systems innovation, and innovative use of geographic information systems.

Connie obtained her designation in 2015. She has given back to the CPA profession as a speaker at national and international events and by providing training opportunities to CPA students at LTSA.

Also an active volunteer in the community, Connie is co-chair of the UBC Alumni Advisory Council, former treasurer of the International Women's Forum BC, and former president of the Integrated Cadastral Information Society, which facilitates the sharing of local intelligence data.

Connie was named one of Canada's Top 100 Most Powerful Women by the Women's Executive Network in 2012. In 2019, she received a BC CEO Award in the Public Services Company category from *Business in Vancouver* and a YWCA Women of Distinction Award in the Business & the Professions category.

~ Fellowship ~



David Garofalo, FCPA, FCA

David is an internationally respected leader in the mining sector, recognized for his technical skills and drive, as well as his desire to help others succeed. He is the CEO and board chair of Gold Royalty Corp., an emerging precious metals royalty company, and chair of the board of Great Panther Mining Limited, a precious metal producer, both based in Vancouver.

Before joining Gold Royalty, David was president and CEO of Goldcorp Inc., where he invested in new technology to dramatically increase efficiency. This included partnering with major technology companies such as IBM to synthesize exploration data from old mines. His efforts realized savings, attracted new investors, and positioned Goldcorp well for mergers and acquisitions.

David obtained his designation in 1990. During his career, he has served as treasurer of Inmet Mining Corporation, senior vice-president of finance and CFO of Agnico Eagle Mines Limited, and president and CEO of Hudbay Minerals Inc. At Hudbay, his exceptional competencies helped the company move beyond depleted Canadian mines and triple its asset base. From 2016 to 2019, he contributed to global mining policy as a board director with both the World Gold Council and the International Council on Metals and Mining.

David has shared his insight on policy matters as a board director with the Greater Vancouver Board of Trade, and he currently gives back to the community as a mentor with the Young Presidents' Organization. He also serves as deputy chair of the Vancouver Symphony Orchestra and is a trustee of the Christie and David Garofalo Family Foundation, which was established to support arts and health-based charities in BC.

In recognition of his leadership, David was named Canada's CFO of the Year by Financial Executives International Canada in 2009 and Mining Person of the Year by Northern Miner in 2012.



Lara Greguric, FCPA, FCA

Lara is the executive vice-president of learning at the CPA Western School of Business (CPAWSB) in Vancouver, a role she assumed in 2016. Passionate about providing the best experience for accounting students, educators, and employers, Lara uses her considerable skills to lead innovative change within the profession.

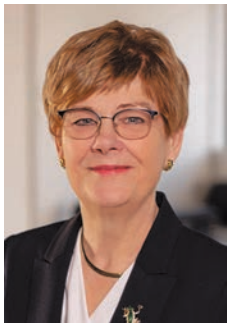
Lara obtained her designation in 1998 and has served in leadership roles for two decades, including as director of financial analysis and global sourcing at CIBC and manager of revenue and strategic planning at Janssen Ortho Inc.

At CPAWSB, Lara has strengthened stakeholder relationships and helmed initiatives to accredit post-secondary institutions to deliver the CPA Professional Education Program. Her insightful guidance led her team to streamline the prerequisite course recognition process, which enhanced post-secondary participation. She is also known for developing a highly engaged pool of educational contractors, and under her direction, contractor satisfaction rates have consistently been at least 90%.

Lara's dedication to enhancing the profession is exceptional. During unification, she spearheaded the development of the profession's new CPA practical experience requirements. As chair of the national Pre-Certification Education Directors Committee, she increased the profession's attractiveness and relevance through innovative curriculum changes, including major revisions to the CPA Competency Map that incorporated forward-thinking data analytics and information systems competencies. Most recently, as a member of the profession's COVID-19 Exam Task Force, Lara ensured the successful and safe delivery of the September 2020 Common Final Examination.

Lara's volunteer contributions are equally impressive. As chair of the North Vancouver District Public Library Board, she leverages her CPA expertise to guide the board through strategic planning, reviews of financial policies, and budget submissions. She also serves as an advisory committee member with numerous post-secondary institutions and is an active member of the BC Business Deans group.

~ Fellowship ~



Diana Lokken, FCPA, FCMA

Diana is a board director recognized for her financial, analytical, and business development acumen. She brings to the table invaluable experience gained as a leader with the Capital Regional District (CRD) and the Capital Regional Hospital District in Victoria.

After obtaining her designation in 1981, Diana took on progressively senior leadership positions with CRD, including director of finance and corporate services and head of freedom of information. She developed funding methodologies for initiatives and services with more than 200 service entities while serving as CRD's general manager of finance and technology, and became general manager of technology and initiatives in 2015. She held the latter role until her retirement in 2017, while also overseeing departmental functions for arts development, real estate, facilities management, climate action, risk management, and financial data systems.

Additionally, Diana led First Nations co-ordination with CRD, negotiating one of the first municipal tax agreements with a First Nation in BC, and led a Federation of Canadian Municipalities partnership program in Ghana to improve revenue generation and financial systems.

An outstanding volunteer and talented educator, Diana has contributed her skills to finance- and accounting-related organizations for over three decades. She volunteered with her legacy body's Victoria Chapter as a member and chair, and developed and led seminars for the accounting profession, the Municipal Administration Training Institute, Capilano University, and the Government Finance Officers Association of BC (GFOABC). She also served with both GFOA of Western Canada and GFOABC, including as president. In recognition of her contributions at the provincial, national, and international levels, she received a Life Membership from the Canadian Association of Government Finance Officers in 2019.

From 2013 to 2019, Diana was a board director with the BC Municipal Pension Plan—Canada's sixth-largest defined benefit plan—and during her tenure the plan achieved fully funded status. She currently volunteers with Beacon Community Services and the Friends of Government House Gardens Society.



Alan Peretz, FCPA, FCA

Alan is a partner in KPMG LLP's Vancouver office and has been the regional business unit leader of its advisory practice since 2015. Under his direction, the practice has doubled in revenue and grown from 115 team members to more than 200. He is also the BC leader of the firm's management consulting practice, which has more than tripled in size under his direction.

Previously, Alan worked at Deloitte LLP in its audit and utility consulting practices. In 2000, he helped establish the firm's risk consulting practice, which he led in BC for 10 years. He also led Deloitte's Professional Services Sponsorship for the Vancouver 2010 Olympic and Paralympic Winter Games (2008-2012). In 2010, Alan was elected as a member of the board of Deloitte LLP in Canada.

Alan has launched some of his firm's most forward-thinking initiatives, including KPMG Ignition Vancouver, which facilitates the integration of data and analytics with strategy and risk advisory services. As the Canadian representative on KPMG's Global Innovation Council, he drove the provincial and national adoption of artificial intelligence and machine learning. Alan also spearheaded the formation of KPMG's National Data Analytics team.

In addition to being a generous mentor to KPMG staff and fellow CPAs, Alan has promoted the profession since 1984 through speaking engagements at BC universities. He obtained his own designation in 1987.

Alan has given back to the community for over 30 years, including with the Vancouver Symphony Orchestra, BC Children's Hospital Foundation, and the Heart and Stroke Foundation of Canada. Since 2012, he has served as a board director with Streetohome Foundation, an organization that supports people who are either homeless or at risk of becoming so.

In 2020, Alan and his team received KPMG's Impact Award for their efforts to source personal protective equipment for frontline workers during the COVID-19 pandemic.

~ Fellowship ~



Dalbir Rai, FCPA, FCA

A senior tax partner in EY's Canadian Tax Group in Vancouver, Dalbir is passionate about service excellence, has a deep understanding of client needs, and is committed to providing focused advice. Since becoming a partner in 2005, he has been instrumental in the operations and growth of his firm's tax practice, which has expanded from 45 to 120 staff members under his leadership.

Dalbir obtained his designation in 1985. Before joining EY, he was a senior tax manager and partner with Ellis Foster Chartered Accountants and a senior tax manager with KPMG LLP.

Throughout his career, Dalbir has supported the next generation of CPAs and made remarkable contributions to the lives of many new Canadians through his mentorship of accounting professionals from other countries.

Among his accomplishments at EY, Dalbir has led his office's diversity and inclusion initiatives since 2005, dedicating hundreds of hours to the advancement of workplace diversity. In 2006, he led a committee of human resources teams from organizations such as the University of British Columbia, the Royal Bank of Canada, and Telus Communications to share best practices in diversity and inclusion.

Also a highly respected subject-matter expert, skilled speaker, and author, Dalbir has presented on tax topics with the Society of Trust and Estate Practitioners, the Canadian Tax Foundation, and the Pacific Business & Law Institute.

Dalbir has been a dedicated volunteer in the community since 1983. He has volunteered with the Rotary Club of Richmond Sunrise for over two decades and currently serves as a board director with AdvantageBC, a not-for-profit that promotes economic development. As a director and chair with the Richmond Hospital Foundation (2004-2012), Dalbir was instrumental in raising funds to purchase a suite of MRI machines. In recognition of his exemplary contributions, the foundation appointed him an honorary governor.



Neelam Sahota, FCPA, FCGA

Since 2013, Neelam has served as CEO of Surrey's DIVERSEcity Community Resources Society, a registered charity that provides settlement services and training to newcomers to Canada.

Her accomplishments at DIVERSEcity include overseeing the building of its community campus. She also secured federal and provincial government funding to increase DIVERSEcity's operational budget by 35% and helmed the development of social enterprises to significantly diversify the organization's funding sources.

Neelam obtained her designation in 2001 and worked with A&N Consulting Group and MacDonald, Dettwiler & Associates before joining DIVERSEcity in 2008. While serving as CFO of DIVERSEcity, she supported strategic growth through her prudent financial stewardship of public funds. She also implemented the first client management system across its social enterprises, making it easier to gather key data to secure funding.

Her inspiring leadership and financial acumen garnered her the Surrey Board of Trade's Women in Business Award in the not-for-profit leader category in 2014.

Neelam is a respected mentor and educator with in-depth experience in governance and strategic planning. In addition to supporting the CPA profession's goal of increasing financial literacy, particularly with her staff, she shares her expertise with many boards and advisory committees, including the Program Advisory Committee for Kwantlen Polytechnic University's Certificate in NGO and Non-profit Studies program. She currently serves on the board of directors of Solid State Community Industries, a not-for-profit organization that builds co-operatives with new Canadians.

Currently chair of the Surrey Libraries Board of Trustees, Neelam is responsible for strategic planning and ensuring the organization's financial responsibility and accountability. She is a past treasurer of the Immigrant Employment Council of BC, where she spearheaded the annual audit, developed operational budgets, and helped form the organization's first social enterprise, creating new opportunities for BC employers.

~ Fellowship ~



Jill Tipping, FCPA, FCA

Jill is the president and CEO of the BC Tech Association, an organization that supports the growth of BC's technology industry. Known as an outstanding advocate for BC's tech sector, she was named to the Power 50 list by *Vancouver Magazine* in 2019.

Jill obtained her designation in 1996. Prior to joining BC Tech, she worked at Xantrex Technology—first as vice-president of finance and then as vice-president of operations and CFO. Her key accomplishments at Xantrex included leading the company's operations restructuring and business turnaround.

An innovative leader in tech, Jill spearheaded the creation of ScaleUp BC, a partnership of BC organizations dedicated to small and medium-sized tech enterprises, in 2016. In 2020, she launched BC Tech's HyperTech program, an initiative designed to help non-tech small businesses adopt technology to grow their companies, and enlisted the help of 22 organizations across BC to broaden its delivery. HyperTech has successfully continued through COVID-19, and 200 companies have completed the program to date.

Jill is celebrated for fearlessly embracing change and inspiring those around her. Committed to diversity and inclusion in the tech industry, she launched BC Tech's #WhatWorks event series and introduced a Technology Impact Award for excellence in diversity and inclusion. In addition, she more than doubled the number of women on the BC Tech board within a year and has embraced the Government of Canada's 50-30 Challenge to accelerate progress on other measures of diversity.

Jill brings her passion for improving education and awareness of careers in technology to her community involvement. An advisory committee member with Science World's Symbiosis, she advances the project's goal to ensure widespread access to educational opportunities in science, technology, engineering, and mathematics. She is also a board director with the Vancouver Symphony Orchestra, where she supported the move to flexible, adaptable financial forecasting models.



Gavin Toy, FCPA, FCA

Gavin is president and CEO of Prospera Credit Union in Surrey. Respected as a collaborative relationship builder and strategic business leader, Gavin has been committed to growing BC member-based organizations for 25 years. With an equal focus on delivering value for members, engaging employees, and supporting local communities, Gavin is passionate about the power of financial co-operatives.

In 2019, Gavin led the merger of Prospera and Westminster Savings, which garnered overwhelming member approval. Upon completion, this merger was the largest in Canadian credit union history and made Prospera the sixth-largest credit union in Canada, with more than $9.5 billion in assets under management.

Before becoming Prospera's CEO, Gavin was the CEO of Westminster Savings Credit Union for eight years. Under his leadership, assets under management grew by more than 75% and Westminster was consistently recognized for its strong organizational culture. Prior to joining Prospera, Gavin worked with the British Columbia Automobile Association (BCAA) for 16 years, during which he held several executive positions. Most recently, Gavin was BCAA's senior vice-president and chief operations officer, responsible for all member-facing operations.

Gavin obtained his designation in 1995 and credits his financial training and strong business foundation for his successful career. An alumnus of KPMG LLP, he has experienced first-hand the power of mentorship and is passionate about paying it forward by coaching others throughout their careers.

Gavin is also an accredited director, and he is deeply committed to supporting his profession and giving back to his local community. He currently serves on the board of the Canadian Credit Union Association (the national credit union trade association) and is a past member of several other credit union systems boards. From 2013 to 2020, Gavin was a board director for Canuck Place Children's Hospice—this included serving two years as board chair. ■

CPABC Member Recognition Program

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

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FELLOWSHIP DESIGNATION

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

EARLY ACHIEVEMENT AWARD

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

DISTINGUISHED SERVICE AWARD

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

LIFETIME ACHIEVEMENT AWARD

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

NOMINATION DEADLINE

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Prioritizing Mental Health at Work

How KPMG GVA is supporting wellness and destigmatizing illness

By Michelle McRae



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Casey Chung, CPA, didn't set out to become a mental health advocate. But in early 2018, during his first busy season as an articling student with KPMG, he received some devastating news that would start him on the path to advocacy.

"I learned my cousin had passed away unexpectedly due to an accidental drug overdose," says Casey. "In the same month, two family friends were also impacted by loss due to overdose. This was at the height of the fentanyl crisis in our province."

Suddenly all the numbers in the news weren't so abstract.

"After this happened, I realized the numbers represented families who'd lost loved ones," he says, "and I was now one of these family members who had to move forward and stay strong."

As he wondered how this tragedy could have been prevented, Casey learned that his cousin had been struggling with depression and addiction. It had a profound impact.

"It was really challenging for me to focus on work while this was happening in my personal life," he says. "I became fearful of the loss of control of my own actions and the actions of my close friends and family. I also became curious about how I could best support others. It started by learning about my own mental health."

At the time, however, Casey wasn't sure what resources were available to him at KPMG. He also questioned whether his situation warranted whatever support *was* available. And he certainly didn't feel comfortable opening up to colleagues—at least, not at first.

"Losing a loved one is not easy," he says. "I knew I would have to confront these difficult feelings, but I didn't know how to bring up such a conversation. Luckily, I eventually felt safe to talk with a colleague from another department. It felt good to share and be honest and open. At that moment, I realized that there is much more to life than just the work in front of us."



Casey Chung, CPA, is now applying what he's learned on his own mental health journey to help others.

Then came a pivotal email from KPMG's chief mental health officer Denis Trottier (an FCPA, FCA in Ontario).

"In the fall of 2018, he sent a firm-wide email introducing KPMG's new mental health benefits, and my eyes lit up," says Casey. "I was curious about how I could learn and grow with the support of a professional counsellor."

Still, it took a few months for him to act on the idea.

"I wasn't sure how to find the right professional for me," Casey explains. "Then, just over a year after my loss, another colleague shared his experience with me and recommended that I call his counsellor. I've been meeting with her on a monthly basis ever since."

It's worth noting that simply by creating the role of "chief mental health officer," KPMG had sent a strong signal to staff at all levels. Here was a large, well-established firm in a traditionally conservative industry letting employees know that it not only took mental health seriously but also wanted to bring it out of the shadows. It's the kind of tone-from-the-top approach that organizations like the Mental Health Commission of Canada[1] and the Centre for Addiction and Mental Health[2] advise employers to take when implementing mental health initiatives in the workplace.

More importantly, by appointing Denis Trottier to the role, KPMG's leadership signalled that it understood the personal toll of mental illness. Because Denis himself has experienced it. In the March/April 2020 issue of *Pivot*, he shares a powerful first-person account of his struggle with clinical depression and recounts the inspiring story of how he went from almost leaving the firm's partnership to becoming its first-ever chief mental health officer. Denis also shared his story at The ONE 2020 virtual conference during a panel discussion on mental health in accounting.

Jodi Moss, CPA, CA, a partner in tax at the firm's Vancouver office and partner leader of the Impact and Inclusion team for KPMG in the Greater Vancouver Area (GVA), believes this kind of transparency and buy-in from leadership has created a safe space for staff to challenge the status quo and take action for the better.

> The overarching goal is to create an inclusive environment where everyone feels comfortable bringing their "whole selves" to work

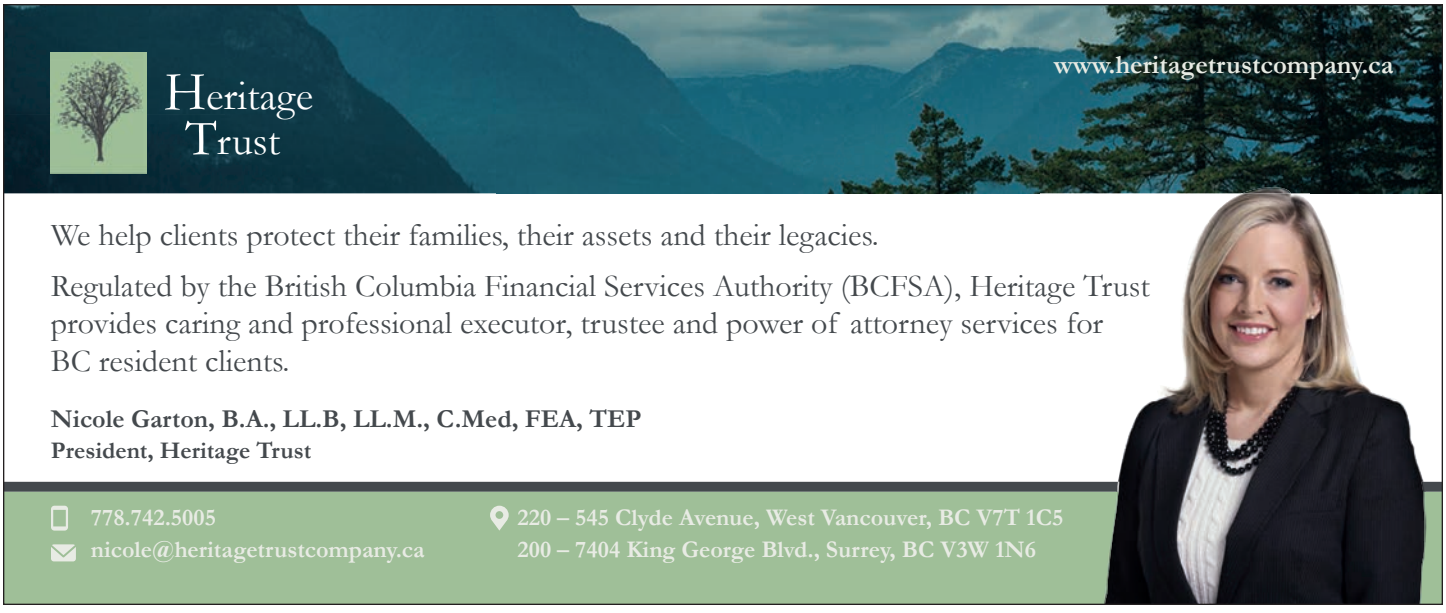
"Led by Denis Trottier, our top leaders have openly addressed mental health challenges and encouraged our people to engage in discussions on this topic," says Jodi. "In doing so, they've demonstrated that creating a mentally healthy workplace truly is one of the firm's priorities and that bringing your 'whole self to work' is safe, acceptable, and supported. It's an ongoing process, of course, but I think we've made tremendous progress in educating staff, providing resources and support, and training and developing champions."

As a member of the Impact and Inclusion team, which is dedicated to driving positive change for staff, clients, and the community, Jodi supports, advocates for, and participates in the firm's various mental health initiatives.

"We work closely with our firm's leaders, our human resources team, and local and national committees to ensure that we're providing our people with opportunities and resources to manage their mental health," she says. "This includes liaising with the GVA Wellness Committee, an employee-led group that has had a tremendous impact on our people's well-being and health."

[1] Mental Health Commission of Canada, *Changing Directions, Changing Lives: The Mental Health Strategy for Canada*, (12) 2012. Calgary, AB.

[2] Centre for Addiction and Mental Health, *CAMH's Mental Health Playbook for Business Leaders*, 2020, **camh.ca**



The GVA Wellness Committee has been the driving force behind a variety of proactive initiatives, organizing everything from yoga sessions and health-related lunch-and-learns to discussions about financial health. For Casey, who became a CPA in 2020, it was a GVA Wellness Committee meeting in the fall of 2020 that sparked the idea to lead a series of sessions called "How Are You?" for his colleagues.

"KPMG made significant progress in providing mental health resources, education, and webinars at a national level over the past year, and last summer we had several sessions on managing stress and uncertainty for ourselves and our families," he says. "But I saw an opportunity to continue the conversation at a local level. I wanted to provide a safe virtual space for our people to share their mental health journeys."

Casey hosted these wellness check-in sessions twice a month during KPMG's busy season (January-March) in 2021.

"The first session in January was well received, with over 90 participants," he says. "At that point, we knew our community wanted open human connection."

Each session began with a staff member sharing their story.

"These guests were staff members who were courageous enough to share their stories openly and vulnerably," says Casey. "We invited speakers from different functions, job levels, and offices. The purpose of storytelling was to share our human experiences and normalize conversations about mental health."

Breakout conversations followed, giving people a chance to share their experiences in groups of three. Each session then concluded with a group learning segment during which attendees had the chance to consolidate their thoughts.

"I was amazed by the openness people showed when it came to listening and sharing stories, and surprised by the power of vulnerability and authenticity," says Casey. "And it was rewarding to see the impact of the sessions go beyond the sessions themselves—as participants continued with their day and week, these conversations influenced the way they worked."

Vulnerability is something he now sees as a powerful force for change.

"Mental health stigma may lead people to believe that vulnerability is a weakness, and it may limit people from expressing their true and authentic selves in the workplace, but I see it as a sign of strength and courage," he says. "Professional environments, are… well, professional. As individuals, we don't need to be vulnerable in all settings, but I believe it's important to have trusting relationships at work where you can feel safe to be vulnerable. Leading with vulnerability is a powerful way to open the space for conversation."

Jodi agrees.

"Often, the first and most difficult step is to start conversations with your colleagues and management," she says. "Leaders have to create a safe space for vulnerability. Once this is in place, providing resources, education, and venues for sharing will increase awareness and develop a culture of belonging and support."



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In pursuit of these goals, Casey also launched the GVA Mental Health Employee Resource Group, a network designed to help eliminate mental health stigma in the workplace, provide resources and support, and foster a safe and mentally healthy work environment.

"I was empowered to start and lead this network with the support and encouragement of our leadership team," he says. "As its champion, I'm responsible for representing the collective voice of our people by listening and holding safe space for open dialogue about mental health. I also connect with KPMG's mental health leaders across Canada on a regular basis—we collaborate with and learn from each other."

Another professional accountant who is contributing to workplace well-being is audit manager Tiana Tomassetti, CPA, who leads virtual meditation and yoga sessions for GVA staff. Like Casey, Tiana became an advocate for mental health after embarking on her own path to wellness.



Physical activity and meditation are key to mental wellness for Tiana Tomassetti, CPA, and she's now sharing these tools with coworkers.



Jodi Moss, CPA, CA, says the pandemic has catalyzed more open conversation about mental health issues, as working remotely has blurred the line between people's professional and personal lives. She's pictured here with her busy family.

"Yoga and meditation have helped me immensely in supporting my mental health, but my introduction to both disciplines was a very slow process," she says. "I first began practising yoga to heal from an injury, and I didn't enjoy it at all. I was immediately frustrated with moving so slowly. But after some time, I realized that my constant desire to stay busy and move quickly was exactly why I needed yoga and meditation in my life—I needed to learn to slow down."

After writing the CFE in 2018, Tiana decided to train as an instructor of both practices.

"I was motivated to become an instructor because I knew that I wasn't alone in feeling stressed and anxious at work," she says. "I knew that if yoga and meditation could help me better manage these feelings, they could help others as well."

After qualifying as an instructor, Tiana reached out to the GVA Wellness Committee, offering to host 15-minute meditation sessions for staff each week (along with the occasional yoga session). She was given the green light.

"I definitely had concerns that the idea wouldn't take off, so I'm very happy to say that after over a year of weekly sessions, my colleagues are still showing up," she says. "I hope that from each session, my colleagues are reminded that it only takes a few minutes of slowing down to reset the mind."

Jodi notes that most of the firm's mental health initiatives are led by employees like Tiana and Casey who are simply passionate about the cause.

"Thanks to champions like them, the members of the GVA Wellness Committee, and our supportive leaders, we've made mental health a clear priority," she says. "We're building strong support networks and breaking down barriers to important discussions."

Among these barriers is the antiquated but deeply entrenched belief that stress is something high-achieving professionals should simply grin and bear. It's one of the reasons Jodi makes a point of sharing her own experience.

"For many years, as my career has developed and my family has matured, I've struggled to find the right balance between my work and my personal goals," she says. "I'm grateful for the ongoing support of family, friends, mentors, and mental health professionals on this constantly evolving challenge. I openly and continually seek help to develop strategies that will lead me to be the most satisfied I can be in all aspects of my life, and I encourage others to do the same.

"As Denis Trottier says, you have to keep refreshing your coping mechanisms and investing in new mental health tools," she adds. "What worked five years ago might not work now—especially given the pandemic."

Jodi notes that working apart has had the inverse effect of bringing people closer.



More on mental health

To promote mental health awareness in the CPA profession during Mental Health Week (May 3-9, 2021), CPABC also spoke with representatives from Deloitte and PwC to learn about their respective mental health initiatives and discuss how others in the profession can implement mental health programs in the workplace.

You can listen to these conversations in our "Coffee Chats with CPABC" podcast series and read the accompanying articles in the CPABC Newsroom at **bccpa.ca/newsroom**.

In addition, check out our infographic on pages 32-33.

"During my 14 years with KPMG, I've always felt that my well-being was supported by the firm, but the pandemic has opened up the conversation to a new level," she says. "While working remotely, we've invited colleagues and clients into our homes during an extremely difficult and uncertain time. Almost overnight, the line between 'personal' and 'professional' became blurred, and in my view, this opened the door for more 'real' discussions about mental health."

Working remotely has also required out-of-the-box thinking, she says, pointing to initiatives at KPMG like "Coffee Roulette," which encourages staff to get to know someone new at the firm over virtual coffee chats.

"The pandemic pushed us to get more creative in connecting with our people and responding faster to the emerging risks and challenges," she says. "At the same time, we also recognized that we had a responsibility to help the community. For example, we organized a naloxone training session last September, as BC was experiencing a record-high level of opioid overdoses. And I'm thrilled to say that we've started a partnership with Jack.org, a charity that empowers young leaders to revolutionize mental health."

Like Jodi, Casey believes the pandemic has helped to destigmatize mental health issues.

"The silver lining is that we're becoming more open to sharing our challenges as we experience COVID-19 as a society, and this shared experience has, in a way, normalized the conversation of vulnerability in the workplace," he says. "But there is still work to be done—there are still people struggling in silence."

Jodi agrees.

"Moving forward, we hope to progress toward a culture where anyone can openly talk about their mental health needs without experiencing stigma—including self-imposed stigma," she says. "At the end of the day, it goes back to one of our firm's overarching visions—to be a workplace and community where everyone feels a sense of belonging and is comfortable with bringing their whole selves to work."

All three CPAs are striving to make this future a reality, and for Casey, these efforts have already led to a career shift. Formerly serving in an audit role, he is now a development manager responsible for coaching the firm's junior staff. He's also working toward a certificate in organizational coaching from the University of British Columbia.

"Once I complete the program, I'll be an associate certified coach with the International Coaching Federation," he says. "I plan to apply what I've learned by conducting training sessions on coaching at KPMG."

When it comes to his own coaching and leadership style, Casey says he puts mental health and well-being first: "They *must* come first," he says, "especially during these unprecedented times."

It's a message Tiana hopes all employers and leaders take to heart.

"I think it's critical that workplaces create an environment where employees can be open about mental health, and where mental health is treated no differently than physical health," she says. "My advice to others is to be open and honest about your own mental health journey first, and remember that while not everyone has a mental illness, everyone needs to take care of their mental health."

Jodi echoes Tiana's advice, noting that each of us has the power to move the dial in the right direction.

"Often, we forget our own role in creating a more mentally healthy workplace," she says. "If your colleague opens up to you about their mental health struggle today, how will you respond? Simple daily practices, such as checking in on your colleagues, learning more about mental health resources, and being empathetic can lessen the stigma around mental health."

Casey reiterates the need to support human connection in the workplace.

"We all have challenges. We're all human. We're not perfect," he says. "You can help by sharing real stories about how you're managing and supporting your mental well-being. Educate yourself. Hold space for conversations. Lead with vulnerability, gratitude, and empathy."

This last bit of advice also applies when looking in the mirror.

"It's normal to be scared," says Casey. "It's normal to be uncomfortable. It takes time. It took me a while to realize that I wasn't alone." ■

Michelle McRae is the managing editor of CPABC in Focus.

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Improving the Mental Health of Canadian Workers



Did you know that Canada has both a national mental health strategy and a National Standard for Psychological Health and Safety in the Workplace? While the COVID-19 pandemic has certainly shone a brighter spotlight on mental health issues, the federal government has actually been working to improve the mental health of Canadians—including at work—for almost 20 years. Here's a summary of the strategy and the standard, two of the most significant national initiatives to date.

Mental health milestones:[1]

2007 The federal government creates the Mental Health Commission of Canada (MHCC) and tasks it with developing a strategy that will serve the mental health needs of all Canadians.

2011 The MHCC releases *The Life and Economic Impact of Major Mental Illnesses in Canada: 2011 to 2041*, a seminal report that helps shape its mental health strategy.

2012 The MHCC officially launches the Mental Health Strategy for Canada, the country's first national mental health framework.

2013 The MHCC spearheads the creation of a national voluntary standard for employers, called the "National Standard of Canada for Psychological Health and Safety in the Workplace." It is recognized as the first standard of its kind in the world.

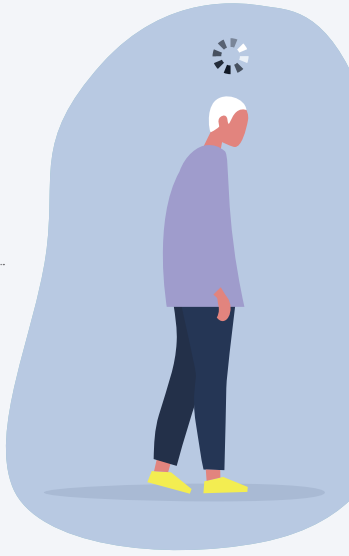
2016 The MHCC releases an updated framework to accelerate the uptake of its national mental health strategy.

2020 The MHCC creates an online resource hub to help Canadians navigate COVID-19 and partners with the Canadian Centre on Substance Use and Addiction to study the impact of the pandemic on mental health and substance use.

Transforming Canada's mental health system

The Mental Health Strategy for Canada[2] consists of 26 priorities and 109 recommendations for action, grouped under the following six strategic directions:

1. Promote mental health across the lifespan in homes, schools, and workplaces, and prevent mental illness and suicide wherever possible.
2. Foster recovery and well-being for people of all ages living with mental health problems and illnesses, and uphold their rights.
3. Provide access to the right combination of services, treatments, and supports, when and where people need them.
4. Reduce disparities in risk factors and access to mental health services, and strengthen the response to the needs of diverse communities and Northerners.
5. Work with First Nations, Inuit, and Métis to address their mental health needs, acknowledging their distinct circumstances, rights, and cultures.
6. Mobilize leadership, improve knowledge, and foster collaboration at all levels.



[1] Mental Health Commission of Canada, **mentalhealthcommission.ca**. Accessed March 30, 2021.

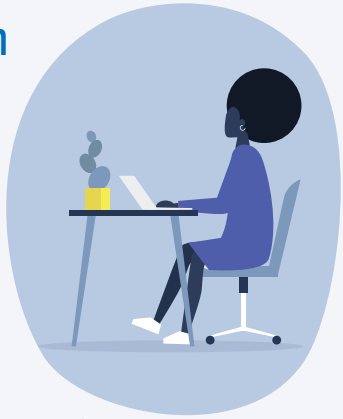
[2] Ibid.

[3] MHCC, *Case Study Research Findings*, March 2017. (**mentalhealthcommission.ca**)

[4] Smetanin, P., Stiff, D., Briante, C., Adair, C.E., Ahmad, S., and Khan, M., *The Life and Economic Impact of Major Mental Illnesses in Canada: 2011 to 2041*. RiskAnalytica, on behalf of the MHCC, December 2011; and MHCC, *Changing Directions, Changing Lives: The Mental Health Strategy for Canada*, 2012. (**mentalhealthcommission.ca**)

[5] MHCC, *Case Study Research Findings*.

Promoting mental health and preventing harm in the workplace



The National Standard of Canada for Psychological Health and Safety in the Workplace[3] is a voluntary set of guidelines, tools, and resources to help employers promote mental health and prevent psychological harm in the workplace.

Adoption of the standard involves creating a Psychological Health and Safety Management System that incorporates five key integrated elements:

- Commitment, leadership, and participation;
- Planning;
- Implementation;
- Evaluation and corrective action; and
- Management review.

Download the MHCC's free implementation guide, *Assembling the Pieces: An Implementation Guide to the National Standard for Psychological Health and Safety in the Workplace,* at **mentalhealthcommission.ca**.

Protecting mental health isn't just a liability issue for employers—it's a productivity and retention issue as well[4]

- 1 in 5 Canadians experience mental illness every year.
- 1 in 2 Canadians have experienced mental illness by age 40.
- The annual economic burden of mental illness in Canada is approximately $50 billion.
- Mental illness in the workplace translates to an annual wage-based productivity impact of over $6.3 billion.
- Every week, 500,000 Canadians miss work due to mental health problems, including mental illness.
- Mental illness represents 30% of disability claims but accounts for 70% of the total costs of disability claims.
- The MHCC predicts that by 2041...
  - → 8.9 million Canadians will be living with a mental illness; and
  - → The total economic burden of mental health issues in Canada will reach $2.5 trillion.



Case studies show that employer attitudes are changing

In a three-year research project (2014-2017),[5] the MHCC studied 40 organizations across Canada as they implemented the National Standard of Canada for Psychological Health and Safety in the Workplace. These organizations ranged in size and sector.

Average compliance rate with the standard:

- At the start of the project (2014): 55%
- At the end of the project (2017): 72%

Top reasons for implementing the standard:*

- Doing the "right" thing: 90%
- Protecting employees' psychological health: 84%
- Increasing engagement: 72%
- Enhancing reputation: 63%
- Managing costs: 47%
- Reducing liability: 41%

Top psychological health and safety actions:*

- 78% enacted respectful workplace policy and education programs.
- 70% provided employee and family assistance programs.
- 66% raised employees' awareness of mental health.
- 61% carried out resilience-building activities.
- 59% supported stay-at-work programs.
- 59% trained managers on how to respond to mental health issues in the workplace.

**2017 data*

nadia_bormotova/iStock/Getty Images



Microaggressions: What Are They and How Can You Respond?

By Aftab Erfan, PhD

Aftab Erfan specializes in the field of inclusion and social justice and serves as the City of Vancouver's first-ever chief equity officer. After completing a PhD in community and regional planning at the University of British Columbia in 2013, she served for three years as the director of dialogue and conflict engagement for UBC's equity and inclusion office. Aftab is a first-generation Iranian settler on Coast Salish lands. She is cautiously optimistic about the future of humanity.



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Note to readers: This article features content from the author's seminar "Responding to Microaggressions," presented at CPABC's PD Nexus: Diversity, Equity, and Inclusion Insights conference in November 2020. An earlier version was published in CPABC's Newsroom on February 22, 2021.

What are microaggressions?

Microaggressions are brief and/or subtle actions, remarks, or visual cues in our everyday interactions that communicate negative ideas or stereotypes about a group of people—especially a group that has been historically and systemically oppressed.

Microaggressions take many forms. Consider the following examples—if any of these comments or actions sound familiar, you've either experienced or committed a microaggression:

- "I love your accent! Where are you from?"
- "Why am I so blind today?"
- "Wow! You're so articulate."
- "That is so gay."
- Touching someone's hair without consent.
- Repeatedly interrupting or excluding someone in conversation.
- Crossing the street to avoid someone of a different race because you think—consciously or unconsciously—they look "scary."

> "Microaggressions are harmful because they're a means of ostracizing or 'othering people'—telling them they don't belong or aren't worthy."

Why they're hard to address

Microaggressions are by nature small and easy to dismiss or explain away. And they're pervasive. They aren't perpetrated by one particular group or subgroup—they're perpetrated by a wide variety of people, many of whom are oblivious to the nature and impact of their actions. In addition, microaggressions aren't always verbal—they can be delivered through gestures, facial expressions, and other body language.

Why they're so harmful

While each individual microaggression may seem inconsequential, the damage lies in their cumulative effect. For people on the receiving end of microaggressions, this cumulative effect can be overwhelming and traumatizing.

Consider this concept in physical terms: It hurts to get a paper cut, but paper cuts are typically shallow wounds that heal quickly, without causing any lasting damage. Imagine, however, getting a paper cut in the same spot every day for weeks or even years—it could seriously damage your health and affect your quality of life.

Microaggressions are harmful because they're a means of ostracizing or "othering" people—telling them they don't belong or aren't worthy. In this way, they subtly normalize and reinforce prejudice. All of which can do real psychological damage to the people who regularly experience them.



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How to respond to microaggressions

There is no magic bullet for addressing microaggressions. Because they can take many forms, understanding them is an ongoing process that requires continual learning. As a starting point, it helps to consider microaggressions from the viewpoint of everyone who may be involved—the aggressor, the witness (if one exists), and the target/recipient. Then you can consider how you might respond from each of these vantage points.

Aggressor:

Let's say you've committed a microaggression and the person on the receiving end is upset and confronts you. Consciously deciding to take the following steps, though difficult, will help you grow and potentially repair the harm you've caused:

- Watch your defensiveness. Frame the confrontation as a valuable learning experience and recognize that the person is doing you a favour by giving you this feedback.
- Watch your fragility. Feel your emotions but don't allow them to dominate the interaction and cause more harm.
- Be aware that intention does not equal impact, nor does it erase impact. Just because you didn't *intend* to cause harm, doesn't mean no harm was done.
- Don't disagree with what you're being told, particularly if it is coming from the person you hurt. They're telling you how your actions affected them, and on this, they are always right. Get curious.
- Thank them for the feedback they've given you. You don't need to know how to fix the situation right away. Commit to thinking about it and learning more.
- If you learn that, in fact, you did something wrong, come back to the person and apologize. Take this learning to heart, make a change, and don't dwell on negative emotions.

Witness:

Noticing and addressing microaggressions is your responsibility as much as it is anyone else's. In fact, you may be in the most strategic position to act. Here's how you can help:

- Educate yourself about the histories, realities, and reactions of oppressed groups, so you can recognize a microaggression when you see or hear one.
- Allow for the possibility that people can learn from mistakes and that aggressors are not necessarily unredeemable.
- Be aware of your privilege (or lack thereof). Don't dismiss the risk to yourself of intervening, and don't exaggerate it either. Use your privilege to determine the appropriate risk and response.
- Make sure your response is proportional to the wrongdoing, and don't insist on taking action if the target of the wrongdoing doesn't want you to.
- Call out power if it needs to be confronted. Otherwise, consider approaching the aggressor privately and pointing out what you observed and felt (also known as "calling in"), as people are most likely to change their behaviour if mistakes are pointed out in a supportive way.

> Witnesses of microaggressions may be in the most strategic position to take action.

Target:

If you've been on the receiving end of a microaggression, your main job is to take care of yourself, whether that means removing yourself from the situation, getting help, confronting the aggressor, or a combination thereof. You have a right to speak up and make situations safe for yourself, and doing so does not make you "difficult."

Lastly, remember that it's not on you to fix the world.

Practise empathy

In general, the more you can relate to the experiences of others, the more you can help to lessen microaggressions—especially if you've been an unwitting aggressor in the past. It's a complex and ongoing journey of learning and growth that requires you to understand your actions in relation to others.

You may want to start by studying history, reading fiction and non-fiction by authors whose identities differ from your own, and/or widening the range of movies you watch or news you access. Seek to build deep and diverse friendships. Expand your interpersonal skills. Learn to look for social cues that signal discomfort. Communicate that you welcome feedback, and let people know that they can point out your mistakes without fear of reprisal.

All of these behaviours will help you call out microaggressions when you witness them and lessen your likelihood of committing them. ■



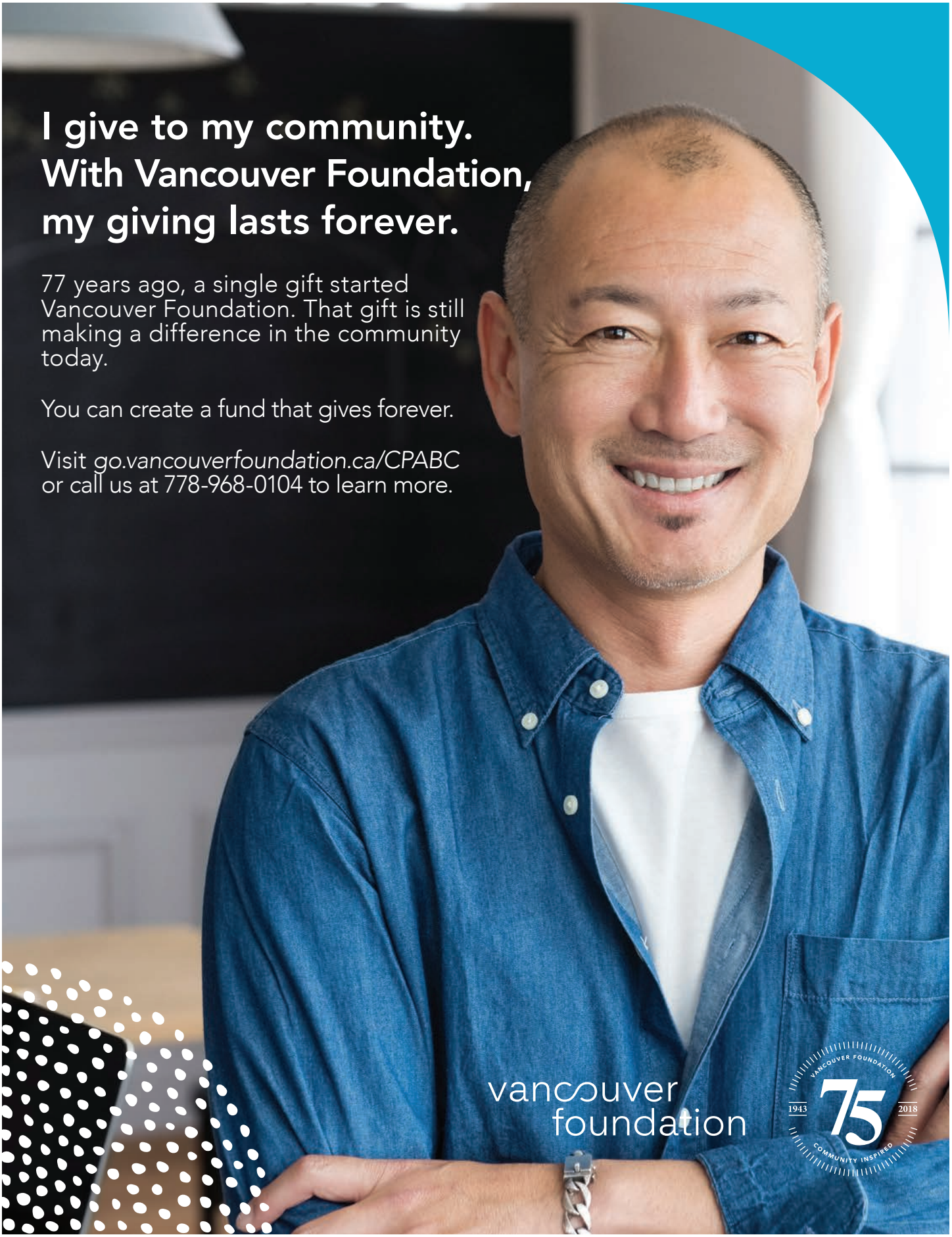
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Elisabeth Finch is a partner based in PwC Canada's Vancouver office, where she focuses on creating successful outcomes for family businesses and business owners. Elisabeth helps family enterprises manage the complex dynamics of family and business, often at the same time.

Family Business Continuity: How to Secure the Family Legacy

By Elisabeth Finch



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If there's one thing business leaders have learned over the last 12 months, it's that they need to be prepared for the unexpected. The rapid emergence of COVID-19 and its subsequent impact on businesses across industries underscored the necessity of crisis management and business continuity planning.

Business continuity is particularly important for the leaders of family enterprises, because when a family business is put at risk, so is the family legacy. While many family businesses are now taking the time to implement more rigorous crisis management plans, too many are ignoring one of the most fundamental business continuity risks that a family business can face: the inevitability of ownership and leadership succession.

Founders and leaders who have developed successful family businesses want to know that their business and their family will thrive after they're gone—that the legacy they've created will neither be eroded nor lost. To successfully manage the leadership transition, family members need to work together to define their family values, the overarching purpose of their business, and the legacy they want to create. They can then use this collaborative knowledge as a kind of "North Star" going forward. While family businesses will evolve and leadership will change, a shared set of values and a shared purpose and vision can build a strong bridge between one generation and the next.

The perils of not planning

Despite the importance of succession planning, only 34% of Canadian family businesses have a robust, documented, and communicated succession plan in place.[1] The reality is that few people want to think about becoming ill or dying unexpectedly. It's an extremely difficult possibility to consider, much less discuss with family members. But *not* having these challenging conversations can be the death knell of a family business, because in times of stress, tensions can quickly rise. And if, in the absence of a clear plan, family members have different opinions as to the future of the business, they can quickly come to loggerheads. Major disagreements—particularly those that are emotionally charged—can tear not only the business apart, but the family as well.

Proactively thinking about the future and developing a plan that considers different scenarios can help business families stay united when faced with unexpected events. If everyone in the family knows what will happen and what to expect in the wake of an unplanned—or planned, for that matter—change in leadership, the risks associated with this change can be minimized.

Beyond succession: Building a solid foundation for the future

While developing a succession plan should be a priority for any family business, it is only one piece of the puzzle when it comes to ensuring long-term sustainability. Another is making sure that the business is built on a lasting foundation, and this requires that family members agree on their aforementioned North Star.

Documenting family values is not a widespread activity for family businesses at present, but it should be. While 73% of Canadian business families say they have a clear set of family values, only 44% have documented their family values and their company's mission statement.[2]

[1] PwC Canada, *Family Business Survey 2021—Canadian Insights*, **pwc.com**

[2] Ibid







valentinrussanov/E+/Getty Images

The challenge is that not documenting this information can lead to misconceptions down the line. The lack of a written record can also cause friction within a family over time, given that different generations often have divergent perspectives, motivations, and priorities.

By working with family members to identify and document family values, the business purpose, and the desired family legacy, founders and business leaders can better ensure that their business reflects what matters most to those who will succeed them in leading the business forward—whoever they may be.

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At the same time, developing a common understanding can make subsequent discussions about succession planning and risk management less contentious by giving family members a firm foundation on which to base their decisions.

So, how can the leaders of a family business more readily engage their family members in discussions about values, purpose, and legacy? Here are four tips:

1. Determine which family members will be included

When engaging with family members, transparency and consistency are key. This means drawing a line as to who will and who will not be included in discussions related to the family business. Different families will draw different lines in the sand; for example, some may choose to include spouses, while others may not. Regardless of where the line is drawn, transparency and consistency will help enhance trust and improve any discussions and outcomes.

2. Gather individual perspectives

It can be incredibly valuable for family members to engage in one-on-one conversations with a third-party advisor before coming together as a group, because these conversations allow them to share their opinions without fear of reprisal from other family members. Additionally, the third-party advisor can subsequently share themes from these separate discussions in a group setting, leaving them unattributed to preserve anonymity.

Individual discussions can also be a good way to gather unfiltered opinions from younger family members. Millennials and younger generations may have more career options than their predecessors and may not feel obliged to take over the family business. By understanding what matters to these generations, founders and business leaders can better adapt and transform the family business to make it more appealing to next-generation family members. For example, younger generations are driving many family businesses to embrace sustainability and environmental, social, and governance principles.

> "Younger generations are driving many family businesses to embrace sustainability and environmental, social, and governance principles."

According to PwC Global's *Family Business Survey 2021*, 60% of fourth-generation family businesses embed sustainability into their decision-making, while 40% have a well-developed sustainability strategy.[3]

While some business families are well equipped to facilitate these types of discussions, others might find it beneficial to engage a third-party facilitator to moderate discussions and help identify overlaps and common themes in the perspectives of different family members.

3. Facilitate family discussions by starting with strengths

Family business founders and leaders should use the information gathered during individual discussions as a basis for bringing family members together to develop a common understanding of the basic building blocks of values, purpose, and legacy. By identifying areas of alignment, founders and leaders can create a sense of unity and collaboration among family members and identify guiding principles that can then be used to help address areas where views are more divergent.

Business families may also want to use group discussions to foster understanding on other key issues unique to their situation. For example, families with an operating business may want to discuss whether the next generation is interested in retaining the business and whether they understand what business ownership entails, while families with wealth assets may want to discuss expectations around dividend distribution policies and philanthropic priorities.

[3] PwC Global, *Family Business Survey 2021: From Trust to Impact – Why Family Businesses Need to Act Now to Ensure Their Legacy Tomorrow*, 2021, page 15. (**pwc.com/fambizsurvey**)

4. Use defined values, purpose, and legacy to guide other decisions (like succession)

Once family members have come to a common understanding on the building blocks/fundamentals, business founders and leaders can use this foundation—this North Star—as a basis for conducting additional planning activities that might otherwise be very difficult or emotionally fraught, like succession planning. Planning for transition becomes far more manageable when everyone in the family knows how and why decisions need to be made.

Working together to help business families succeed

While planning for succession can be difficult, there are ways to make it easier, including hiring a family advisor. One of the key roles of a family advisor is to help business families navigate difficult issues.

A successful way to help business families tackle transition planning is to start by determining what matters to the family most. Rather than focusing on "what if?" scenarios from the get-go, bringing family members together to build agreement on their values, their business purpose, and their legacy can help family members of all generations unite around a common vision—something really positive! Family businesses and their advisors can then use this information to guide decision-making on other sensitive topics. ■



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Aliya Goldan is a senior manager with Smythe LLP in Vancouver. She specializes in personal and corporate tax planning for owner-managed businesses and corporate reorganizations. Photo by Kent Kallberg Studios.

Corporate Attribution in the Context of an Estate Freeze: Watch Out for the Trap

By Aliya Goldan, CPA, CA



erhui1979/DigitalVision Vectors/Getty Images

An estate freeze is a commonly used tax-planning strategy. Taxpayers may use an estate freeze to transition a business to the next generation, to multiply the lifetime capital gains exemption on a future sale of shares, or—most commonly—to reduce an individual's eventual tax burden resulting from the deemed disposition of private company shares on death.

However, one matter that is often overlooked when implementing an estate freeze is the application of the corporate attribution rule, which can result in double taxation.

The standard estate freeze

In a standard estate freeze, the sole individual shareholder ("freezor") of a company exchanges, on a tax-deferred basis, their common shares for fixed-value preferred shares, effectively freezing the company's full current value into these preferred shares. A discretionary family trust then subscribes for new common shares of the company at a nominal amount. The beneficiaries of the family trust typically include the freezor, their spouse, and their children (including minors).

The trap

The corporate attribution rule is designed to prevent taxpayers from splitting income with spouses and related minors. It generally applies when:

- An individual transfers or loans property[1] to a corporation[2] and
- One of the main purposes of this transfer may reasonably be considered to be to reduce the individual's income and to benefit[3] a "*designated person*, in respect of the individual."[4] In this context, a designated person in respect of an individual includes the individual's spouse and any related minors (including nieces and nephews).

In the estate freeze example given above, the freezor has fixed their direct interest in the company through a tax-deferred exchange of shares. While an exchange of shares may not seem equivalent to a transfer of property to a corporation, it *is* considered a transfer of property to a corporation under the corporate attribution rule.

In fact, the Canada Revenue Agency (CRA) has stated that the purpose test would generally be met in a standard estate freeze where designated persons are beneficiaries of a trust, regardless of whether any income is distributed to them.

[1] Either directly or indirectly (through a trust).

[2] The corporate attribution rule does apply where the corporation is a small business corporation (SBC) throughout the year. An SBC is generally a Canadian-controlled private corporation, of which 90% or more of the assets' fair market value is used principally to carry on an active business in Canada.

[3] Either directly or indirectly (through a trust).

[4] *Income Tax Act*, RSC 1985, c 1 (5th Supp.), subsection 74.5(5).

The impact

The result of the application of the corporate attribution rule is a deemed interest inclusion to the individual shareholder who transferred the property (the transferor). The deemed interest inclusion is calculated as the prescribed rate of interest for the period (currently 1%) multiplied by the outstanding amount of shares or debt issued by the company as consideration for the transferred property. This deemed interest income is reduced by any interest or taxable dividends received by the transferor and by any taxable dividends that are considered to be split income (TOSI) of the designated person.

Going back to the earlier example—absent any planning, for each period in which the corporate attribution rule applies, the freezor would be required to include in their income a deemed interest inclusion related to the value of the preferred shares that are issued and outstanding. This is punitive and effectively results in double taxation, as the company is not provided an offsetting deduction and the freezor is taxed on deemed income not actually earned.

Planning considerations

The safe harbour exception

This exception to the corporate attribution rule applies only when an estate freeze is implemented with the use of a trust and:

- The designated person's only interest in the company is through their beneficial interest in the trust;
- The terms of the trust stipulate that the designated person may not receive or otherwise obtain the use of any of the trust's income or capital while being a designated person in respect of the transferor;
- The designated person has not benefited from the trust's income or capital; and
- No income has been allocated to the designated person by the trust.





erhui1979/DigitalVision Vectors/Getty Images

While the safe harbour exception may seem like a simple "fix" to the application of the corporate attribution rule, the intent of the trust must be considered carefully first. If the intent of the trust is to multiply the lifetime capital gains exemption among beneficiaries who are designated persons, it would be inconsistent to have the terms of the trust restrict the ability of a beneficiary to access the trust's income or capital.

Payment of dividends or interest

The deemed interest inclusion under the corporate attribution rule is reduced by any interest or taxable (grossed-up) dividends received by the transferor. Therefore, when the company pays taxable dividends on the shares issued as consideration for the transferred property or interest on the transferred property or loan, the individual will be subject to tax on income that is actually received, rather than on phantom income.

To effectively use this method to avoid the application of the corporate attribution rule, the terms of the preferred shares issued in an estate freeze should provide for a reasonable rate of dividend participation. The company should also ensure that the amount of taxable dividends or interest paid annually is at least equal to the prescribed rate.

It is important to note that only *actual* dividends paid will reduce the impact of the corporate attribution rule and that *deemed* dividends on the redemption of shares will not. In addition, if the value of the company is significant, the payment of annual dividends at the prescribed rate may result in higher than desired income in the hands of the freezor each year.

The stock dividend freeze

Rather than exchanging shares, a company can issue a stock dividend to achieve an estate freeze. Using this method, the company issues fixed-value preferred shares as a stock dividend to the individual shareholder on its common shares. The redemption amount of the preferred shares should be equal to the lowest conservative value of the common shares, and it should have nominal paid-up capital to avoid a taxable dividend to the freezor. As shares issued as a stock dividend cannot have a price-adjustment clause, setting the stock dividend at the lowest conservative value avoids freezing the share value too high.

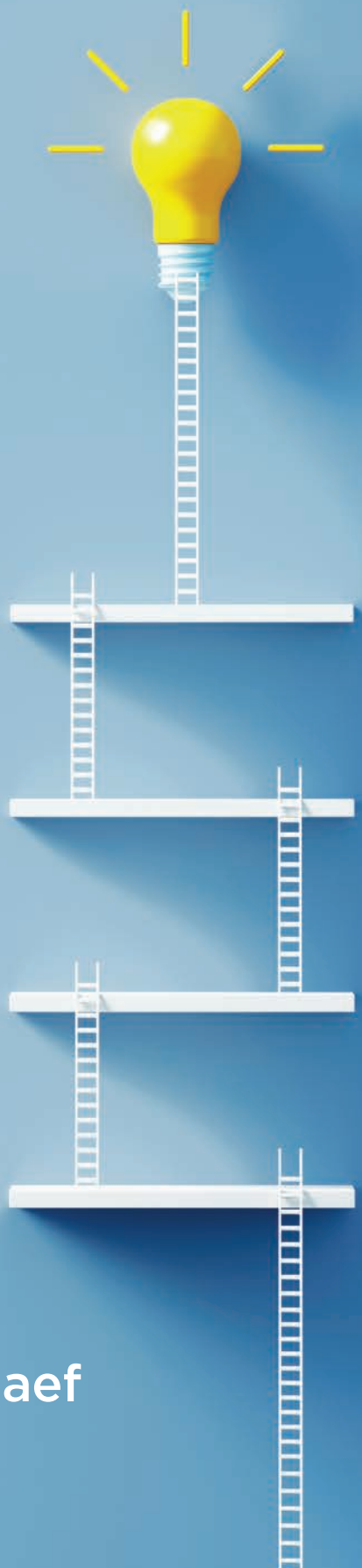
The freezor then exchanges, on a tax-deferred basis, their remaining reduced-value common shares for a separate class of preferred shares, with a price-adjustment clause included to protect against potential valuation issues. A family trust may then subscribe for common shares of the company for a nominal amount.

The CRA has commented that the corporate attribution rule should not apply to shares issued as a stock dividend, because a stock dividend should not constitute a transfer. The rule may still apply to the exchange of the remaining common shares, but the resulting deemed income inclusion, or the required dividend payment to avoid the corporate attribution rule, would be significantly reduced.

Planning carefully

The corporate attribution rule is complex, and its inadvertent application could have significant punitive consequences for clients. Therefore, when planning for an estate freeze, public practitioners should carefully consider the rule, along with their client's intentions, to ensure that the client's objectives are met in a tax-efficient manner. ■

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PD EXPERTS



Rob Gilfoyle is an educator, innovator, and motivator with over 25 years of experience in organizational change leadership. He has provided change leadership training to Fortune 500 organizations and thousands of managers and executives in North America, Europe, and Africa. Rob is an instructor for CPABC's PD program and also teaches courses for The Directors College.

Taking the First Step to a Digital Transformation

By Rob Gilfoyle

The fact that Canadians are starting to get vaccines for COVID-19 is great news, but it will be some time before enough people are vaccinated and we can regain a sense of normalcy. Most experts say that it will be fall 2021, at the earliest, before that happens. So, while there is light at the end of the tunnel, we aren't there yet.

It's pretty safe to say that the global pandemic has changed how the world does business, and much of this change will carry forward post-pandemic. One silver lining that has emerged over the past year is that the majority of organizations have realized the value of digital efforts—from client service to marketing to stakeholder engagement—and are putting resources into planning and implementing them.

Digital transformation (DX) is a fundamental shift in how companies function and deliver products, services, and experiences to clients, customers, and employees. Many of today's professionals—including in the accounting sector—recognize the benefit of being able to engage using technology and understand the need for DX at their organizations.

For some, however, DX can seem overwhelming. It can be challenging to shift from the old ways of doing things and embrace new methods, particularly if your time and resources are already in short supply, and this can lead to procrastination or worse: denial. But in a world where technology adoption continues to accelerate, your business needs to innovate to stay competitive, whether you're a sole practitioner in public practice or the CEO of a global corporation. In terms of lost opportunities alone, the long-term cost of not adapting can be immense. So, if you aren't already discussing DX in your organization, it's time to move it up on your to-do list.

Often, the biggest obstacle is simply knowing where to start. Developing a DX plan that supports your business goals is a good first step. Below are five questions to ask when building your plan:

1. **What is our goal?**
   Outlining what you want to achieve and why you want to achieve it is a great start. Once you're clear about your goal, you can create a realistic and doable plan that will give you a sense of purpose and keep you on track.

2. **Where are we now?**
   It might seem like knowing where to start should be obvious, but that's not always—or even often—the case. There are multiple areas that need to come together to create an effective DX plan, from budgeting to resourcing to identifying the relevant expertise. For example, do you already have sufficient knowledge and staff in-house or do you need to hire a consultant? The list of considerations goes on and on. The key is to start by taking stock of your current situation. Evaluate where you are today in terms of DX, consider where your competitors are, assess what your staff, clients, and partners expect of you, and think about where you want to be.

3. **Do we have sufficient resources?**
   Resourcing is a challenge even for large, multinational firms, and identifying whether you have enough resources internally is always a big task. It helps to start by understanding the moving parts of your DX plan and then setting up a realistic timeline. The good news is that you can implement your plan in phases. Creative resourcing is also an asset and, depending on the activity or task, you may find that there are talented people with digital experience in your firm or your professional circle who could play a role in the process.

4. **How much will it cost?**
   When working on your DX plan, be realistic about your budget. Be prepared to plan your DX efforts in phases, if necessary, as it's important to continue moving forward.

5. **How will we measure success?**
   There are many things to consider when leading a company through a DX process. Of course, these considerations will vary depending on your organization's size, your level of digital/technological expertise, and your timeline for implementation. Ultimately, your plan should recognize opportunities, acknowledge barriers or challenges, and identify risks. And it is vital that you set key performance indicators and identify milestones (milestones and deadlines are important!). Make sure that measuring return on investment is built into your plan, as it is crucial to success.

Demystifying DX

Digital transformation is now integral to any solid business strategy, and it needn't be overwhelming. These five questions are just some of the tools available to help you fully understand step-by-step what needs to be done to make sure your business doesn't get left behind. ■

Understanding the fundamentals of digital transformation

Want to learn more about the strategic and organizational side of digital transformation (DX)? Register for CPABC's online on-demand PD seminar "Digital Transformation – To Do or Not to Do?" led by instructor Rob Gilfoyle.

You will learn about the strategic, leadership, and operational aspects of DX, and come away with career-enhancing knowledge and leadership skills in this burgeoning area. The course is eligible for seven CPD hours (six for the video-on-demand portion and one for coaching).

Visit **pd.bccpa.ca** for details.

"Level Up" Your Personal Development

Good communication skills are essential for business success. If you're looking to improve your skills in this area, be sure to check out our new "Level Up" series, led by PD instructor and communications expert Corrine Impey of Six Words Communication Corp. You'll learn how to communicate clearly and effectively in any context. To register for this series or explore the full spring/summer 2021 program, visit **pd.bccpa.ca.**

Level Up: Public Speaking and Presentation Skills
June 9 | 9:00am-12:30pm
Discover strategies to enhance all aspects of your public speaking skills—from preparation to execution. Learn how to understand your audience, craft and deliver a compelling presentation (on any topic) with confidence, and show up in an authentic way—nerves and all.

Level Up: Better Online Meetings
June 15 | 9:00am-12:30pm
Explore meeting facilitation practices and management strategies that will help you make the most of online meetings. Learn how to connect with your colleagues in a more engaging and inclusive way, whether you're meeting one-on-one or hosting a group chat.

Level Up: Writing for Clarity and Impact
June 23 | 9:00am-12:30pm
Gain valuable insights on your writing style and learn about the common communication pitfalls that may be getting in your way.



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PD PROGRAM HIGHLIGHTS

Virtual PD Nexus Days: Expanding Your Professional Knowledge

Expand your knowledge and sharpen your skills as a business leader by attending one or more of our upcoming virtual conferences. Each PD Nexus Day features three learning streams, and recordings of all plenary sessions are made available on the following business day.

Business & Leadership Insights

July 7 | Special discounted pricing: $380

Trying to keep up with the latest professional strategies in today's ever-changing business environment? At this one-day virtual conference, you'll get technical updates and explore new ideas on leadership, tax, and career development.

Plenary sessions:

Economic Outlook: What to Expect in 2021?
Discover how the COVID-19 pandemic is changing the habits of Canadians and what the priorities will be for businesses in this new environment.

Emotional Intelligence: Today's Leadership Superpower
Recognize the impact of our emotional well-being on our effectiveness, and learn how to incorporate emotional intelligence into your repertoire to take your leadership skills to new heights.

Breakout sessions:

- What's New in Income Tax? (stream 1)
- The Generational Workplace: Embracing the Ever-Changing Landscape of Work (stream 1)
- Performance Management and Getting the Most from Employees (stream 1)
- Security in Uncertain Times: What's New in Canada's Property and Casualty Insurance Industry (stream 2)
- Leading Without Being in Charge (stream 2)
- Tools for Career Advancement: Getting More of What You Want in Your Career (stream 2)
- Bad Data: Why We Measure the Wrong Things (stream 3)
- Leading Through Change (stream 3)
- Negotiating Acumen for the Future (stream 3)



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Work/Life Balance Insights

July 27 | Special discounted pricing: $380

Life is hectic! But don't let that stop you from attending this one-day virtual event designed for busy professional accountants. Come get a fresh perspective on balanced living and learn how to live a happier, healthier, and more fulfilling life. ***Special feature:*** Start or end the day with an optional 45-minute "Laughing Yoga" session. Energize your body and spirit, and discover the healing benefits of laughter.

Plenary sessions:

The Prioritization Crisis
Learn how to build a sustainable plan to achieve your core priorities and how to pivot strategically when you encounter the inevitable curveballs.

Cultivating Resilience and Well-Being in Turbulent Times
Explore strategies to support your mental health and learn how to channel the stress of the moment in a positive direction to create a healthy outcome.

Breakout sessions:

- Good Food. Good Mood (stream 1)
- Managing Stress and Building Resiliency (stream 1)
- Emotional Intelligence in the Workplace (stream 1)
- What's the Big Deal About Mindfulness? How Is it Relevant for CPAs? (stream 2)
- Digital & Physical Organization (stream 2)
- Overthinking – Get Out of Your Head and Into Your Body (stream 2)
- High-Performance Rest: How to Optimize Sleep and Downtime to Increase Performance and Resilience and Make the Most of Your Life (stream 3)
- 9 Technology Tools to Help Reclaim Your Focus, Energy, and Balance (stream 3)
- The Neuroscience of Success. Are You Programmed for Success or Sabotage? (stream 3)

Information Technology Insights

August 12–13 | Special discounted pricing: $700 (two days) | $380 (one day)

This annual two-day conference offers plenary and breakout sessions on a variety of tech-focused topics. Join us for one or both days to gain practical tips and learn about the latest technology solutions for today's busy accountants and business professionals. ***Special features:*** Choose to attend one day or two, and ask a team of facilitators your questions during a free-form Technology Town Hall on Day 1.

Day 1 – Plenary sessions:

Tech Update 2021

Review the latest technology trends and learn which products and platforms are best suited to meet your organization's needs.

Password Management Tools – Why and How You Should Use Them

Enhance your security by learning how password management tools can help you protect your data.

Day 1 – Breakout sessions:

- Selecting & Vetting Technology Providers (stream 1)
- Online Meeting & Collaboration Tools (stream 1)
- Formatting Excel Spreadsheets the Right Way (stream 1)
- CPA Firm Technology Strategies (stream 2)
- Ten Teams Features You Can't Afford to Miss (stream 2)
- The Power of Array Formulas in Excel (stream 2)

Day 2 – Plenary sessions:

Security Roundtable

Learn how to address your security concerns and, in turn, mitigate your risk of a data breach.

Tales of True Tech Crimes: Ripped from the Headlines

Learn from examples of high-profile control failures and become more effective at preventing crimes such as theft, malware, ransomware, phishing, and hacking.

Day 2 – Breakout sessions:

- Amazing Accounting Add-ons (stream 1)
- Hosting, Self-Service, & Managed Service Options (stream 1)
- Excel's Best New Features (stream 1)
- Selecting Small Business Management Systems (stream 2)
- Technology Planning for a Post-Pandemic Environment (stream 2)
- Power Automate Your Approvals (stream 2)
- Choosing Your Mid-Market Accounting Solution (stream 3)
- Backups Done Right (stream 3)
- Turbocharging Small Business Reporting with Power Query (stream 3)

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Tailored training fosters team building, which increases productivity.

Important: Reminders and Offers



Special pricing extended for online virtual seminars

CPABC has extended its special pricing rates for virtual PD seminars in the spring/summer program until August 31, 2021.

A 20% discount will be applied to CPABC PD live webinars and select CPABC archived on-demand products.

2020/2021 Passport notice

As a reminder, all 2020/2021 PD Passport holders are encouraged to use all of their remaining credits by August 31, 2021.

These credits can be used for any combination of passport-valid CPABC seminars, including live webinars, PD seminars, on-demand products, and PD Nexus Days.

Introducing a new learning management system

We recently launched a new learning management system to create a one-stop shop for all PD course offerings and materials, including live webinars, PD Nexus live streams, on-demand videos, quizzes, and more! With this new system, you can access everything in one place. Let us know what you think!

ANNOUNCEMENTS AND ACCOLADES

Kudos!



Mark Mawhinney, CPA, CMA, an associate portfolio manager and investment advisor with Odlum Brown Limited in Victoria, has been elected vice-chair of the Greater Victoria Harbour Authority Board of Directors. Mark holds the ICD.D designation and currently serves on the board's Infrastructure, Property, and Development Committee and Audit and Finance Committee.



Tracey Swain, CPA, CA, has been appointed chief financial officer of Apollo Insurance Solutions Ltd. in Vancouver. Tracey has 20 years of experience in senior financial leadership positions, most recently serving as the chief financial officer of O2E Brands in Vancouver.



David Whittle, CPA, CA, a corporate director and advisor with 30 years of experience in the mining industry, has been appointed to the board of directors of Karus Gold Corp. in Vancouver. David will also serve as chair of the audit committee.

CPABC Expands Professional Advisory Team



We are pleased to announce that **Candace Basi, CPA, CA**, has recently joined CPABC as a professional standards advisor. Before joining the organization, Candace worked in public practice, providing assurance and tax services to private companies, and she also has experience working in industry. After starting her career at a mid-size accounting firm, she worked as a controller for a non-profit organization for four years before returning to public practice.

As a member of CPABC's advisory services team, Candace will be available to answer questions from the public about the profession and to advise members on standards and ethical matters. You can contact Candace by email at **professionaladvisory@bccpa.ca**.

If you have an announcement you'd like to share or you know of a fellow CPABC member, candidate, or student who is making an extra effort to help in the fight against COVID-19, we would love to hear from you! Email us at infocusmag@bccpa.ca.

Practice Ignition's Top 50 Women in Accounting List

CPABC is proud to announce that two members have made Practice Ignition's Top 50 Women in Accounting list for 2020, which recognizes women across the globe for their efforts to promote advocacy, drive change, and create opportunities within the accounting and bookkeeping industries.

Congratulations to **Martha Banner, CPA**, Grant Thornton LLP's national senior manager for cloud accounting services, and **Bridget Noonan, CPA, CA**, a partner with Clearline CPA and a director with Clearline Consulting.



Martha Banner



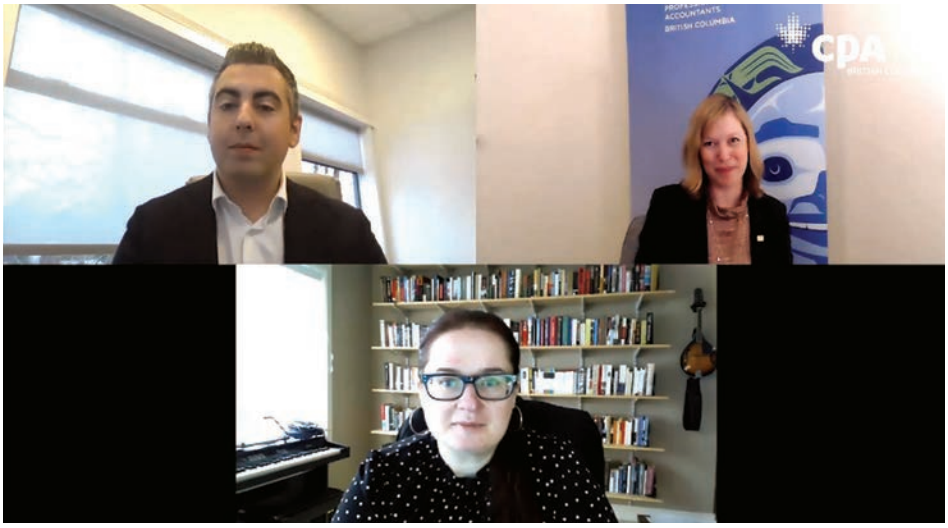
Bridget Noonan

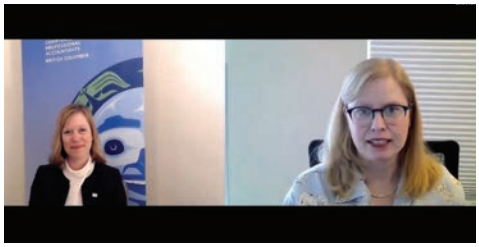


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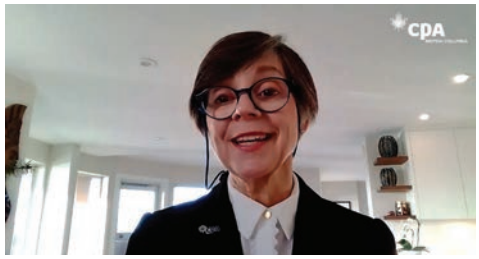
MEMBER RECOGNITION

Cheers to CPABC's Newest Member Recognition Honourees!













Each year, CPABC's peer-based Member Recognition Program recognizes individuals who have made notable contributions to the CPA profession, the business community, and/or charitable endeavours. On April 8, CPABC celebrated the 2020 honourees (see pages 14-24) by hosting a virtual celebration that featured congratulatory remarks from CPABC's leadership team, personal video messages, and roundtable chats. The 18 honourees were joined online by family members, friends, and colleagues from across the province.

Opening remarks were provided by Lori Mathison, FCPA, FCGA, LLB, president and CEO of CPABC, and Ben Sander, FCPA, FCA, immediate past chair of the CPABC board and chair of CPABC's two member recognition committees. "Honourees," said Mathison, "I want to applaud you for the many ways you advance business and society as visionaries, strategists, and trusted advisors."

Board Chair Geoff Dodds, CPA, CA, also spoke during the event, commending the award recipients for their exemplary leadership: "Throughout your careers, and particularly through the ongoing challenges caused by COVID-19, you have exhibited remarkable resilience and innovation to guide clients and organizations forward in a sustainable, successful manner. Your accomplishments are a testament to your ability to provide the best type of leadership, even during the most difficult circumstances."

Special video presentations followed in which each of the honourees reflected on their professional and volunteer experiences. The event concluded with an online networking reception.

Above (clockwise from right): CPABC President & CEO Lori Mathison, FCPA, FCGA, LLB, hosts a roundtable chat with Early Achievement Award recipients Sinéad Scanlon, CPA, CA, and Derek Lamb, CPA, CA. Top right: Lori Mathison and Distinguished Service Award Recipient Leanne Cheng, CPA, CA, discuss how CPAs can give back to the community. Right: New FCPAs (from top to bottom) Nelson Chan, FCPA, FCMA; Connie Fair, FCPA, FCMA; David Garofalo, FCPA, FCA; and Alan Peretz, FCPA, FCA, share personal messages and reflect on their careers.

Watch the event online

A video of the Member Recognition celebration is available at **bccpa.ca/member-services/recognition-program**.

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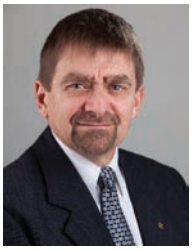
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SNAPSHOT:

Anthony Stuart Mah, CPA, CMA

The job: CFO of Inproheat in Vancouver.

Pet project: Stuart and his certified therapy dog Nugget have volunteered at Mount St. Joseph Hospital's long-term care residence since 2017.

On his four-legged friend: "I adopted Nugget from a family in Lax Kw'alaams in 2014, and he has given me a greater appreciation for everything positive in life. Nugget has been my saviour in challenging times, and I wanted to connect him with people who would benefit from being in his presence."

On staying connected: "Many people are suffering from loneliness, especially during COVID-19. The pandemic put a complete stop to our visits, and I was concerned about losing the bonds we'd built with the residents. Now, we're using iPads so they can tune in to Nugget's world each week."

The impact: "Some residents will reach out to touch Nugget on the screen, clap their hands in joy, or just watch him with huge smiles on their faces. I've been overwhelmed by their reactions."

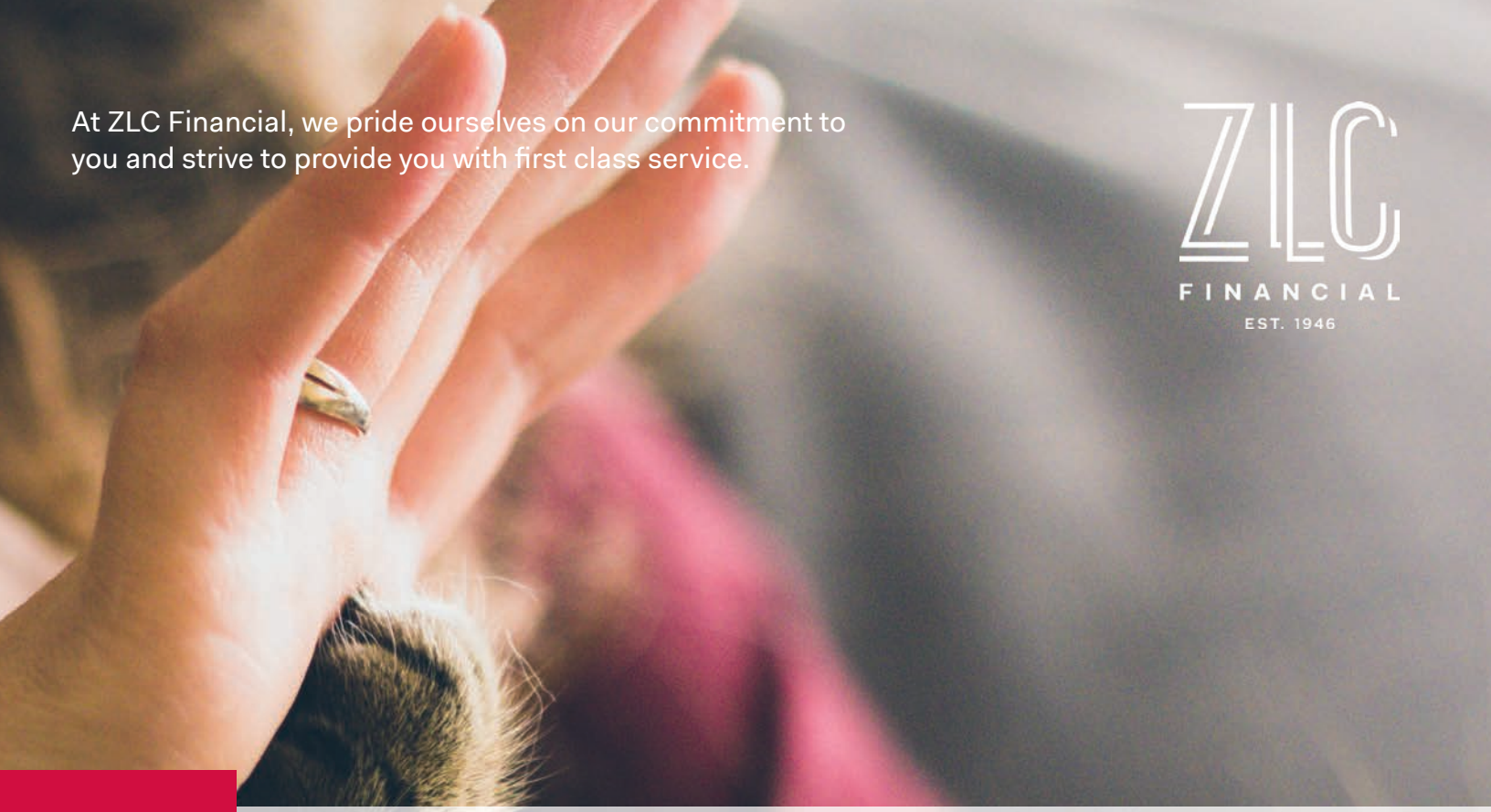
Why he does it: "My family inspires me to give back. We believe in sharing what we have with those in need."

Read more about Stuart and Nugget in the CPABC Newsroom at **bccpa.ca/newsroom**.



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