

Dividends



Summer 2021

THE MAGAZINE FOR ALBERTA'S CHARTERED PROFESSIONAL ACCOUNTANTS

CPA Alberta is
proud
to shine a
spotlight on
40
deserving
individuals,
including....



...2021 Lifetime
Achievement
Award recipients
Tom Gee FCPA, FCA and
Marilyn Kuntz FCPA, FCA



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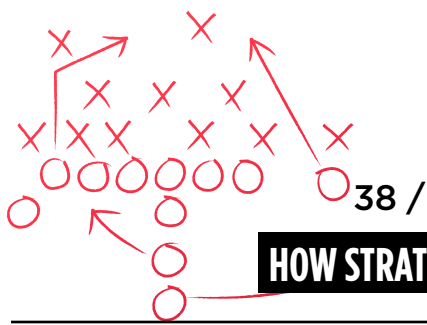
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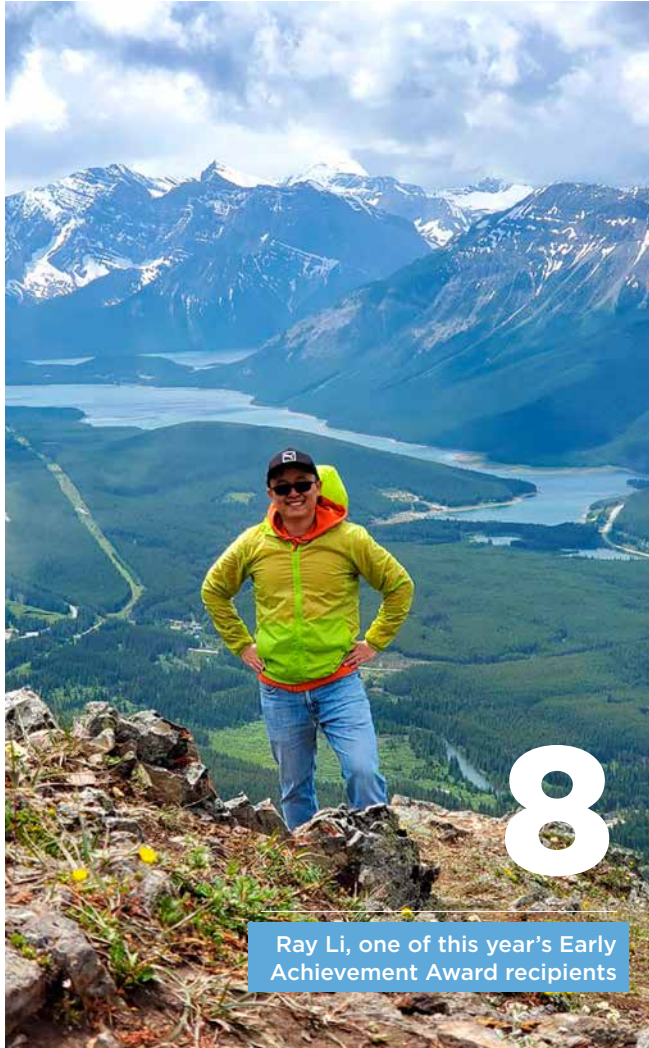
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HOW STRATEGIC ARE YOU?

CONTENTS

Summer 2021



IN BALANCE

3 / Be future ready!
Seizing opportunities in a time of transition

4 / Health benefits you gain when you take time off

PERSPECTIVES

6 / Erica Orange answers the question: What does the future of work look like?

PROFESSIONAL GROWTH

38 / How strategic are you?

FEATURE STORY

ACHIEVEMENT AWARDS: Meet the 40 people honoured this year

10 / Lifetime Achievement Awards

14 / CPA Education Foundation Impact Award

16 / Fellows of the Chartered Professional Accountants

28 / Distinguished Service Awards

33 / Early Achievement Awards

FROM THE PROFESSION

2 / The extraordinary ordinary

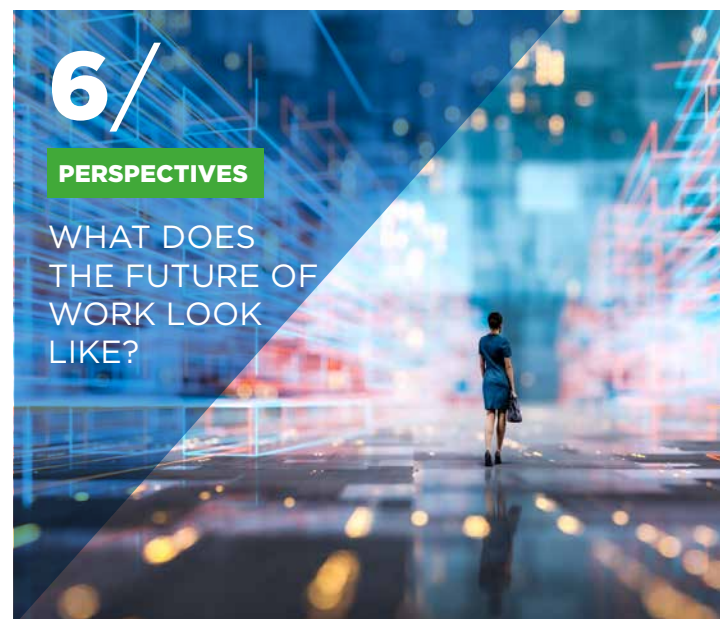
New competency map: Your feedback is essential

RISK AND REPUTATION

40 / The latest standards and technical information

IN MEMORIAM

44 / March 24, 2021 to July 6, 2021



Dividends

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Dividends explores the issues and opportunities faced by Alberta CPAs and celebrates their achievements. It also keeps Alberta CPAs up to date and engaged with the profession and their colleagues.

FROM THE PROFESSION



Rachel Miller FCPA, FCA

The extraordinary ordinary

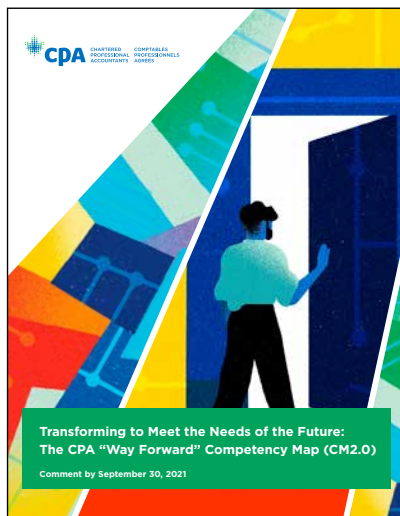
A Message from Rachel Miller, CPA Alberta CEO

Beginning this summer and accelerating into the fall, we will hopefully see a return to a more normal environment. While it will be a welcome change back to ordinary from the most unusual last 18 months, this restoration of normalcy will, in many respects, seem extraordinary.

That “extraordinary ordinary” concept can also extend to this year’s CPA Alberta Achievement Award recipients. These 40 outstanding individuals take the ordinary—performing their professional duties, giving back to the community,

contributing to their profession—and, through their knowledge, energy, and dedication, achieve the extraordinary.

Every year when I review the accomplishments of the Achievement Award recipients, I am inspired by their commitments and the differences they have made. It is an honour and a pleasure to be able to give them the recognition they so clearly deserve. The impact the honourees have also serves as a reminder to me of how fortunate I am to serve the profession on behalf of the tremendously talented and dedicated 30,000 individual CPAs in Alberta. Each one of you helps make this “ordinary” profession “extraordinary!”



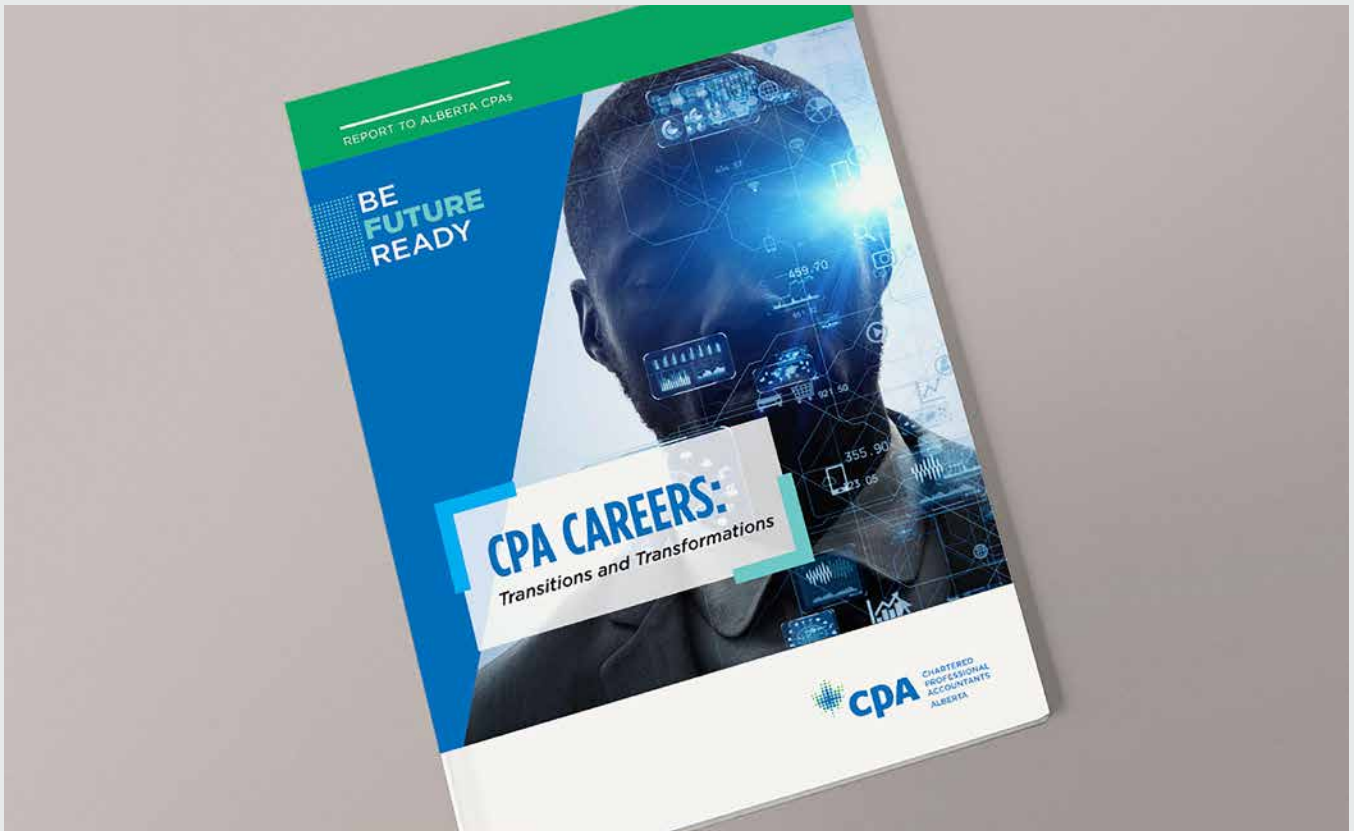
New CPA Competency Map: Your feedback is essential

The CPA Competency Map details the core requirements necessary to become a Canadian CPA, including education, accreditation, examinations, and practical experience requirements. It also describes the knowledge, skills, and proficiency levels that must be achieved to become a CPA. As such, it is a foundational document for the entire profession.

After extensive research and consultations with a wide diversity of stakeholders, a draft version of a new competency map is available for feedback. Starting with a blank sheet, the Competency Map 2.0 (CM 2.0) was developed by

the Competency Map 2.0 Task Force, and is designed to help the profession transform to meet the needs of the future. The stated goals for CM 2.0 are to be relevant, reflect workplace expectations and requirements, and set a reasonable expectation on the volume of knowledge, skills, attributes, and competencies that can be learned and assessed.

Alberta CPAs are encouraged to review and provide their feedback on CM 2.0. A feedback survey is available until September 30. To review a copy of CM 2.0 and find more information and resources, visit cpacanada.ca/transformingtheprofession.



Be future ready!

Seizing opportunities in a time of transition

The environment in which CPAs fulfill their professional responsibilities is transforming. From technological disruption to the COVID-19 pandemic, economic upheaval to evolving social mores, deep and persistent change is occurring. For most CPAs, maintaining the “status quo” in their professional journeys isn’t a realistic option—instead, recognizing and responding to these changes will allow CPAs to look forward, lead, and thrive.

Those are some of the key findings of a recent report from CPA Alberta, *CPA Careers: Transitions and Transformations*. Combining a comprehensive review of relevant research with focus groups and surveys of Alberta CPAs, the document provides a roadmap of the evolution of the profession, and introduces four initiatives that will help Alberta CPAs future-proof their careers, deepen their business acumen, and create value for their organizations.

Download the report at cpaalberta.ca/be-future-ready to begin your evolution!

Health benefits you gain when you take time off

You have worked tirelessly all year to meet deadlines and plan upcoming projects. Once summer starts, you might be ready for some rest and relaxation. And you should make it a priority: We all know vacations are a good way to reconnect with family and friends, but it turns out a break from work may have health benefits, too! Here are just four of the proven benefits of taking that vacation time to disconnect:

Increased mindfulness

When you are busy at work, the last thought on your mind is practising mindfulness. However, a benefit of taking time off is that it allows you to break from your routine and feel more present. A key aspect of mindfulness is being aware of your surroundings and senses. Incorporate activities such as meditation or walking in a new neighbourhood to jumpstart your mindfulness—it may be easier to find the time to establish these routines while on vacation.

If you're looking to learn more about mindfulness and how it can improve your well-being, CPA Alberta's CPA Assist program has many available resources. Visit cpa-assist.ca to find out more.

Reduced stress

We try to avoid stress at all costs, but work pressures are a significant source of stress for many. Exposure to long-term stress can have negative health implications, such as heart disease. Findings from a study conducted by the American Psychological Association noted that a break from work helps to reduce stress by separating individuals from the activities that may be stressors.

By stepping away from the environment and responsibilities that you associate with stress, you can improve your heart health.

Boost brainpower

Do your best ideas come to you when you least expect it? There's a reason behind this: Studies have shown when your brain is relaxed, it has an opportunity to be more creative and combine knowledge and brainpower. The outcome is the "aha" moment.

If you're struggling to solve a problem or looking for your next big idea, vacation time gives your brain a break, and the answer may just present itself when you least expect it!

Better sleep

We all know the importance of sleep, but having quality sleep can be hard when you have too much on your mind. By scheduling a vacation, you eliminate one of the main sources of concern. Good quality sleep has shown to increase one's overall alertness and attention span, which are important assets while on the job.

Sources:

www.forbes.com/sites/carolinecastrillon/2021/05/23/why-taking-vacation-time-could-save-your-life/?sh=1cac5724de0b

Upcoming Conference Schedule

OCTOBER 18, 2021



Annual Forum for **CPAs in Industry**

This conference brings together CPAs from all industries in Alberta with thought-provoking keynotes and many other current topics that are of special relevance to our profession. In this full-day virtual program, you'll explore ways to energize your leadership skills to rise above challenges and inspire others to success. As always, a tax and economic update will be provided, along with the latest on ethical considerations for CPAs.

NOVEMBER 17-18, 2021



CPA Oil and Gas Virtual Conference

Explore the key strategic and technical issues shaping oil and gas at this annual, industry-driven event for CPAs and financial professionals working in Canadian energy. Canada's top industry thought leaders focus on the emerging opportunities and important concerns as we navigate through significant changes in the short- and long-term. The main conference takes place on November 17 with additional workshops taking place in the morning and afternoon on November 18.

DECEMBER 8, 2021



CPA Assist Wellness Conference

Virtual event providing CPAs, candidates, and their immediate family members with tools and strategies to create a healthy well-being.

FEBRUARY 15-16, 2022



Innovation, Technology, and Accounting Conference

In an era of accelerated technological advancements, CPAs are well-positioned to take the lead as trusted advisors within their organizations and drive business decisions. The Innovation, Technology, and Accounting Conference is designed to explore new technologies within the accounting and finance world. Learn about successful implementations and discover how to translate knowledge into application. The main conference takes place on February 15 with additional workshops taking place in the morning and afternoon on February 16.



WHAT DOES THE FUTURE OF WORK LOOK LIKE?

Q&A with Keynote Speaker, Erica Orange

The business world is ripe for change in many areas and across industries—from process and strategy to workplace culture. But transforming how we operate takes strategic planning and a willingness to adapt.

That's where Erica Orange, the Vice-President and Chief Operating Officer of The Future Hunters, comes in. Her consulting firm specializes in data-driven analysis and forecasting that supports leaders who are ready to reimagine the future of work. Read on to explore what you and your organization can do to succeed in our new reality.

With areas of consulting expertise that span a wide variety of industries and issues, it seems like you thrive on change. How has that outlook influenced your approach to career growth and leadership?

Change is a constant. The only difference today is that it's happening faster than ever before. To some, that is daunting. To others, it is exciting. And to most of us, it's a probably a combination of both.

Understanding how change unfolds is at the crux of what I do on a day-to-day basis. All of that is compounded by the fact that we now live in a world where there are multiple competing versions of the future...and multiple competing versions of reality, too. At times it can feel almost overwhelming to try and navigate all of these different and diver-

gent pathways, but this moment also presents an opportunity to challenge my own core beliefs and see the world from a new perspective.

In a precarious world where uncertainty reigns supreme, being able to determine how to invest our energy, time, and money can be a game-changer. What are some of the most significant changes you anticipate becoming a permanent part of our new reality?

For starters, we first have to understand that the world is experiencing something I call templosion. Templosion refers to the implosion of time as the speed of change accelerates, with many big events happening in shorter and shorter periods of time. It's the idea that everything from corporate lifespans and strategic planning cycles to the way we com-

municate is becoming more truncated. We are experiencing time like it's on steroids. Time is now a luxury and a currency. Leveraging the value proposition of time will be one of the strongest competitive advantages for any entity moving into the future.

One of the ways the templosion effect is playing out right now is through the exponential rate of technological development, which is leading to the creation of entirely new business efficiencies.

Yes, artificial intelligence (AI), smart systems, robotics, and the rise of deep learning and the neural net will be responsible for automating an increasing number of global human workers in the future—but these technologies will also free up our time in new ways too. Enhanced tech solutions allow employees to perform tasks faster, accurately, and with more consistency at a greater scale. They will also help us act on insights from external data and user behaviour to better meeting the needs of customers.

Strategic planning can help organizations take advantage of new opportunities in times of disruption. What global trends, technology, and demographics do you see shaping the market right now, and what can CPAs do to capitalize on them?

In the age of AI, CPAs will remain critical to the future of work. I think it's important to note that not all aspects of the human job function will be redirected to software. Instead, the role of the people as workers in this new ecosystem is going to continue to change and evolve—and so too will the required skills and competencies.

I am also seeing the templosion effect impact traditional demographic demarcations. In other words, due to the exponential rate of technological change, current and future generations should not be defined in 12- to 15-year age cohorts, but rather redefined every two to three years. With that space for redefinition comes entirely new sets of values, attitudes, communication styles, feedback and reward structures, and even neurological relationships to technology.

Ultimately, CPAs can capitalize on these shifts by embracing time-based efficiencies—which can include everything from virtual reality to 3D printing—as they start to define our economy, our lives, and our professions in new and exciting ways.

COVID-19 has influenced what we value professionally, including how to be successful and innovative under challenging conditions. What do you think the future of work looks like?

The hybridization of work, where workers can split their time between working from home and going into a physical office, is here to stay. As leaders navigate this new and evolving work landscape, though, the one critical piece that's ripe for redefinition is organizational culture.

Many attempts to rethink remote work culture have centered around technological solutions, particularly those aimed at enhancing employee productivity. But at a time when people

can feel quite socially disconnected and physically isolated, tech band-aids will only get organizations so far.

Key questions to consider for the future of company culture include are:

- How do we measure, reward, and drive truly human resources?
- How do we create new metrics to measure output?
- How do we empower meaningful value creation?
- How can organizations reimagine the idea of human capital?

Companies that treat their people with greater fairness and consideration will emerge among the winners, and this could ultimately correlate with a rise in more empathetic workspace cultures and leadership styles. In sharp contrast to the competitive business philosophies that marked traditional corporate culture decades ago, empathy has emerged as a powerful driver of culture, and will become more critical as work continues to be distributed.

You are going to be a keynote speaker at CPA Canada's The ONE conference this fall. What can attendees look forward to learning more about in your keynote?

One of the most critical things to understand as we move towards a post-COVID world is that the pendulum will not swing back to a previous way of life.

In my session, I'm going to discuss how many people are still under the illusion that somehow the world, and business, will either simply return to the way it was or re-establish a "new normal" that may resemble some facets of our past. I think that instead of preserving our tried-and-true ways of doing things, we must adapt quickly and in real time to what is—and will continue to be—an entirely new world.

In many ways, this does mean starting over. But going back to square one doesn't have to be about looking to the past; it can also be about looking ahead and doing things differently. This provides an opportunity for enterprising businesses to take advantage of having a completely new canvas to work from, encouraging experimentation and innovation. The future is ripe for rediscovery and reimagination.

To find out more or register for The One conference, visit theone.cpacanada.ca. This Q&A is courtesy of CPA Canada.

Erica Orange, Vice-President
and Chief Operating Officer,
The Future Hunters





Photography by Laughing Dog Photography, Trudie Lee Photography, and supplied

Change agents. Thought leaders.
Community champions. Role models.

That only begins to describe the 40 individuals profiled in the following pages. While their titles and accomplishments differ, they all share a steadfast commitment to making a difference. Their expertise, generosity, and passion have propelled the organizations they serve to new heights.

They are the 2021 CPA Alberta Achievement Award recipients, and we are proud to shine a spotlight on their dedication, service, and achievements.



Lifetime

Achievement Awards

An absolute commitment to improving their profession and their communities. Not meeting, but far exceeding, expectations. Impeccable integrity and professionalism. The Lifetime Achievement Award is awarded to those CPAs whose continual commitment to the betterment of their profession, their communities, and the organizations they have served is unparalleled.



Tom Gee FCPA, FCA

Tom exhibits the best qualities of a CPA. Generous with his time, gentle and engaging in his demeanour, and impactful in his endeavours, Tom has spent his career personifying the characteristics best associated with the designation.

A partner at RSM Canada in Edmonton, Tom was previously a partner at a number of other public practice firms. His accounting and business knowledge have provided value to innumerable small and medium-sized enterprises. He also held multiple roles at the Institute of Chartered Accountants of Alberta (ICAA), including Director of Professional Standards and Director of Ethics, as well as professional roles with the Government of Alberta.

Tom has always been actively involved in the profession and its regulatory body. In addition to his staff roles, he served as a member of the ICAA Council from 2012 until unification of the profession in 2015. As well, he has served on the provincial body's Discipline Advisory Board, By-laws and Rules Committee, and Audit Committee, among others. Tom has also been involved with the profession nationally and currently serves as a member of CPA Canada's Private Enterprise Advisory Committee, which assists the Accounting Standards Board in improving accounting standards for private enterprises in Canada. Keenly interested in accounting standards, Tom also served on numerous ad hoc committees, task forces, and focus groups that reviewed and commented on exposure drafts related to accounting and assurance standards. His insights and expertise helped shape changes that strengthened and improved these standards.

Perhaps Tom's biggest legacy is the impact he has had on hundreds of CPAs and CPAs-to-be through his education and recruitment activities. Tom is and has always been passionate about developing future generations of accounting professionals. To that end, Tom never misses an opportunity to volunteer to raise the awareness and profile of the profession among post-secondary students. He has acted as a presenter and/or panelist at a number of CPA Alberta events designed to attract the next generation of CPAs, and has also attended many such events simply to network and connect with students. Taking that commitment further, Tom has been involved in educating future CPAs through teaching at a variety of institutions, including the CPA Western School of Business, University of Alberta, NAIT, Grant MacEwan Community College (now MacEwan University), and the University of Lethbridge.

In the community, Tom served with the Arts and Life Foundation, Canadian Home Builders Association, and Edmonton Regional Association for Bright Children. He is also a dedicated volunteer and supporter of Boy Scouts of Canada - Northern Region, and Junior Achievement of Northern Alberta, and served those organizations in a variety of capacities.

"I was stunned and humbled when I first heard I was being honoured this way, and I still feel stunned and humbled now that time has passed. I was fortunate in having met some great role models over the years—they led by example and showed me that professional accountants have a responsibility to give back to society and to the profession."



I was fortunate in having met some great role models over the years—they led by example and showed me that professional accountants have a responsibility to give back to society and to the profession.







It is important that we share our skills with others as it enables these organizations to accomplish their goals.



Marilyn Kuntz FCPA, FCA

Marilyn has been a professional accountant for almost all of her working life and her designation has been an essential part of her identity. She was a partner at BDO in Calgary, and retired in 2014 after 10 years with the organization. As a senior member of BDO's public company audit group, she provided expertise to publicly traded companies in the energy and natural resource, financial, and technology sectors. She was also a member of the firm's natural resources group, and has presented on financial reporting at conferences and other events.

Though until her recent retirement she was always a busy professional, Marilyn always found time to advance the profession beyond office hours. Through her commitment and leadership, she has brought distinction to the profession as a volunteer and contributed to the profession's reputation for high ethical and technical standards.

For example, Marilyn has been committing her time as an active volunteer in the profession for many years, and currently serves as a Director on the CPA Canada Board, which she joined in 2014. Marilyn is also a former member of the Council for the Institute of Chartered Accountants of Alberta (ICAA), and in June 2012, she became the ICAA president—only the second woman to hold this role. During her tenure as ICAA President, Marilyn led the ICAA's participation in the unification process and was instrumental in the success of unification in Alberta.

Marilyn's impressive volunteer commitments within the profession also include participating on the ICAA Complaints and Enquiry, Rules and By-laws, Audit, Nomination and Executive Committees, and being a member of the Assurance Services Development Board and the Differential Reporting Committee for the Canadian Institute of Chartered Accountants. Marilyn has been a dynamic member in the community as well, serving as a member of the executive of several community organizations including the Calgary Horticultural Society, the Rotary Club of Calgary Sarcee, and the Chinook Rhythmic Gymnastics Club.

"It was an easy decision for me to volunteer both within the profession and the community, as the profession has given me so much both personally and professionally. For me, it was my belief in the value of the profession that led me to support its work. The profession needs volunteers to support its many activities that protect the public interest and serve members. Also, the community has need for financial expertise in many organizations with limited resources—it is important that we share our skills with others as it enables these organizations to accomplish their goals."

CPA Education
Foundation

Impact
Award

Committed to developing the next generation. Significant support of the Foundation. Unwavering belief in the power of education. Awarded annually and presented by the CPA Education Foundation, the Impact Award honours an individual for their contributions to the work and goals of the Foundation.

Robert Andrews CPA, CMA

Robert is no stranger when it comes to creating an impact. As the Executive Director for the Aboriginal Financial Officers Association of Alberta (AFOA Alberta), he has worked tirelessly to support Indigenous people who wish to join the business and accounting professions or enhance their management practices to improve their communities. He is a passionate mentor, educator, and leader who has worked hard to build stronger ties between the CPA profession and Alberta's Indigenous students, while creating learning opportunities for those interested in accounting. Over the years, he has achieved remarkable success in his commitment to strengthening diversity and inclusivity in the profession.

Creating those types of opportunities is at the heart of the CPA Education Foundation's mission, and Robert's commitment to helping the Foundation achieve its goals is unparalleled. He was not only instrumental in the success of No Limits—the Foundation's recent initiative to provide information and support to Indigenous people in Alberta interested in pursuing careers in business and accounting—but also in raising awareness in the CPA community of the obstacles faced by Indigenous people seeking educational and career opportunities.

Whether it's through his leadership and support of the Foundation, or his work as an educator and advocate for Indigenous learners and communities, Robert is a committed, passionate, and visionary leader in the CPA profession, and has been an inspiration to many.



Insights from Robert, in his own words:

The CPA Education Foundation Impact award recognizes the value of the work I have contributed to, not personally, but in the broader social perspective. Finding pathways for Indigenous learners to succeed in business is seen more broadly as a meaningful contribution to society. The award recognizes the generous contributions of donors supporting the No Limits initiative, the contributions of the volunteer boards of AFOA Alberta and the CPA Education Foundation, and the enormous efforts our Indigenous learners have made to return to their academic studies and excel.

I shared the news of the award with my spouse, who has been with me every step of the way and supported our learners and me in so many ways. Indeed, her own efforts to surmount personal hurdles to complete her education inspires me.

Learning has taught me the limits of my knowledge—sometimes, the answer is not found with our intellect; it may be our emotional or spiritual learning that provides the insights we need.

Much success can be found by learning to say, “I am sorry” or “I was wrong” and “Let me learn from you.”

Giving back is part of the Indigenous culture; sharing what you have, whether much or little, is part of our traditional practices, and these are practices I learned as a child.

The hard path is replete with challenges, lessons, rewards, and discovery. The hard path teaches us about ourselves and others; it encourages us to grow, through our efforts to overcome challenges, by gaining new insights from novel perspectives. The hard way helps us build character and resilience. The hard way is filled with discovery and adventure.

During the pandemic, we were all reminded of small acts of kindness; generosity, sharing, and helping one another are the foundations upon which community is built.

Understanding the barriers to business education and addressing these challenges through innovative partnerships with post-secondary institutions broadens the opportunities for our Indigenous learners and enriches the learning experience of those non-Indigenous learners that share in the classroom. Our programs become institutionalized, and our experiences to address barriers become embedded in these organizations and thus sustainable. This, perhaps, is my most important contribution.



Fellows

of the Chartered Professional Accountants

Significant successes in all of their roles. Turned to as natural leaders. Recognized for their expertise. Regarded as consummate professionals. Deserving of one of the profession's highest honours. Fellowship is granted to CPAs whose achievements in their careers and the community have earned them distinction and brought honour to the profession.





FELLOW OF
THE CHARTERED
PROFESSIONAL
ACCOUNTANTS



Richard Arthurs FCPA, FCMA

“Over my career I have been fortunate to have many mentors. They have guided me to stay focused on what is important, to always recognize and give back to those who are less fortunate, and to give back to the professional development of the younger generations. I hope to one day continue this tradition by being a mentor to many myself, and continuing to give back as a board member.”

Richard’s 30-year career has involved continual leadership roles in finance, internal audit, and risk management in Canada, the US, and the UK. Over this time, Richard was asked to take on roles with significant responsibility, such as building a global risk-based internal audit function for General Mills Inc., leading projects in over 50 countries, and managing multi-billion-dollar product portfolios.

For the past five years, he has been a partner and now National Leader of Internal Audit Services for MNP. Richard’s clients, co-workers, and friends see him as a trusted advisor who greatly cares about their success. Richard is a selfless promoter of the CPA profession whose passion and enthusiasm for internal audit and data-based applications are contagious and help attract the finest students.

Richard is also a hard-working and dedicated volunteer who has devoted his energy and expertise to countless professional and community organizations.

“No one has become successful by themselves, and those who are fortunate to have a successful career should never stop giving back when they can. Life and time seem to pass quickly, and before you know it, our children are preparing to be the leaders of tomorrow. There is no better time to give back to help these upcoming generations than now.”

“There is no better time to give back to help these upcoming generations than now.”



Mel Bhatia FCPA, FCMA

"I live by values of honour, discipline, and integrity. These are the values with which we shape our future."

A well-regarded and respected member of his community, Mel is a strong leader who is passionate about building and maintaining an ethical and professional practice. Born and raised in Delhi, India, he moved to Canada in the 1970s, earned his designation in 1992, and started his practice two years later. Mel built a fruitful practice that grew to 20 staff members servicing clients across Alberta and in N.W.T. Mel has always been known as a community builder. He has made his greatest impact giving back to his community over a 40-year period, taking on significant leadership and fundraising roles for both the Hindu Society of Alberta and the Bhartiya Cultural Society. He has also worked with and advised many other communities, including the Serbian, Italian, Lebanese and several Asian communities.

"I love the following quote because it has inspired me in my professional and person life: 'Excellence is something that comes about only as a result of ceaseless continual striving for improvement in every area. It is a journey, not a destination, and its greatest enemies are complacency and satisfaction.'"



I live by values of honour, discipline, and integrity. These are the values with which we shape our future.





Building community and society is everyone's responsibility. If I can leverage the skills and abilities that I have learned to help others and better society, it provides me with a great sense of purpose.



Kim Drever FCPA, FCA

"This is a humbling experience, and I am very honoured to be recognized by my peers and the profession for the work I do. This achievement gives me confidence to continue to help businesses advance, with the hope of creating a better community and country for all Canadians."

Kim is a nationally recognized leader. She is actively sought out by policy makers, industry peers, and clients for her professionalism, integrity, passion, and high standards of excellence in her professional practice. Her ability to address the potential impact to businesses of complex changes in tax policy in understandable and relatable terms speaks to her technical acumen.

Not only is Kim recognized for her professional and technical expertise in tax and financial matters, she has also been an engaged volunteer in several not-for-profit and community organizations. Noteworthy in Kim's volunteer efforts is her extensive leadership involvement in the Grande Prairie Regional Hospital Foundation, where she has served in executive positions, including Treasurer and Board Chair, for numerous years. Her efforts in this endeavor will have lasting benefits to the community of Grande Prairie and surrounding region.

"Building community and society is everyone's responsibility. If I can leverage the skills and abilities that I have learned to help others and better society, it provides me with a great sense of purpose. From a professional perspective, it is important to me to provide opportunities for others, and especially ensure that women in our profession have strong female role models and mentors."





Joan E. Dunne FCPA, FCA, ICD.D

“Professional accountants have five fundamental principles contained in the code of ethics: professional behaviour, integrity and due care, objectivity, professional competence, and confidentiality. These values mirror the values I endeavour to live by in both my personal and professional life. I’m guided by the fundamental belief of ‘doing unto others as you would have them do unto you.’ In day-to-day life, this means I strive to enable, encourage, enrich, and empower others, while conducting myself to the highest standard.”

Joan’s exceptional leadership skills and commitment to governance ensure ethical and appropriate solutions to the many complex issues that face companies in today’s economic environment. Her career took her from senior finance leadership roles, such as CFO of public companies, to joining the board of directors and being a member and chair board committees for both public and private enterprises. In these roles, Joan’s “leadership by example” enabled junior CPAs, many of whom were women, to learn, grow, and take on these more senior positions. In many cases, Joan paved the way for smooth succession transitions in these leadership positions, and she was always willing to support the next generation. Joan has also always been actively involved in the profession and dedicated to the education and support of the next generation of CPAs.

“Like most people, successes I’ve enjoyed in my professional and personal life can be attributed to a long list of individuals, including university professors; professional co-workers during my public accounting years; peers in a multitude of public, private, and volunteer organizations; mentors; and my family and friends. Each, in their own way, have helped encourage, pick me up when I’ve stumbled, and push me onwards. Life really is all about the people we interact with, and those are the ones I’d like to thank.”

“ I’m guided by the fundamental belief of ‘doing unto others as you would have them do unto you.’ ”


 FELLOW OF
THE CHARTERED
PROFESSIONAL
ACCOUNTANTS

Bob Hahn FCPA, FCA

“Be true to your values. Change the parts of your life and workplace that don’t match your innermost convictions.”

“How can we do things differently?” That question summarizes Bob’s passion for continually improving—within himself, those around him, and the organizations he works with. It also gives rise to his gift for coaching and mentoring, where he encourages and challenges others to be the best they can be. All of this comes from his caring nature and his underlying principle that we should all strive to become better people every day. Professionally, Bob has had much success, first as a partner at a national firm and then co-founding and building his own firm, now Hahn Lukey Houle LLP. An active community volunteer, Bob has held key leadership positions in many worthy organizations and has also presented countless times in business and accounting classes at Edmonton-based post-secondary institutions. He presents the profession in a dynamic, agile way while demonstrating the impact each CPA can have for their clients and organizations.

“I’ve only begun. My goal is to use my experiences to date to leverage from and make the most difference going forward. I truly see that my CPA skills will always be front and centre—the legacy piece is still to come.”

“Change the parts of your life and workplace that don’t match your innermost convictions.”





The CPA designation has given me a rich and fulfilling career.



Dale Meister FCPA, FCA

"I was very fortunate to have generous people help me in my career. This instilled in me the desire to share this mentoring and coaching with those that I worked with during my career and, as a result, I have been a very active coach and mentor for many years. I find it very rewarding to see the success of my coachees."

Throughout his career, Dale has provided leadership within the profession and in his volunteer roles. His expertise in international taxation, mergers and acquisitions, and corporate reorganizations is well known, and has resulted in beneficial amendments and clarifications to the *Income Tax Act*. His more than 30 years of teaching, lecturing, and tutoring others is truly exceptional, as he has shared his knowledge and added to the competencies of colleagues and younger professionals.

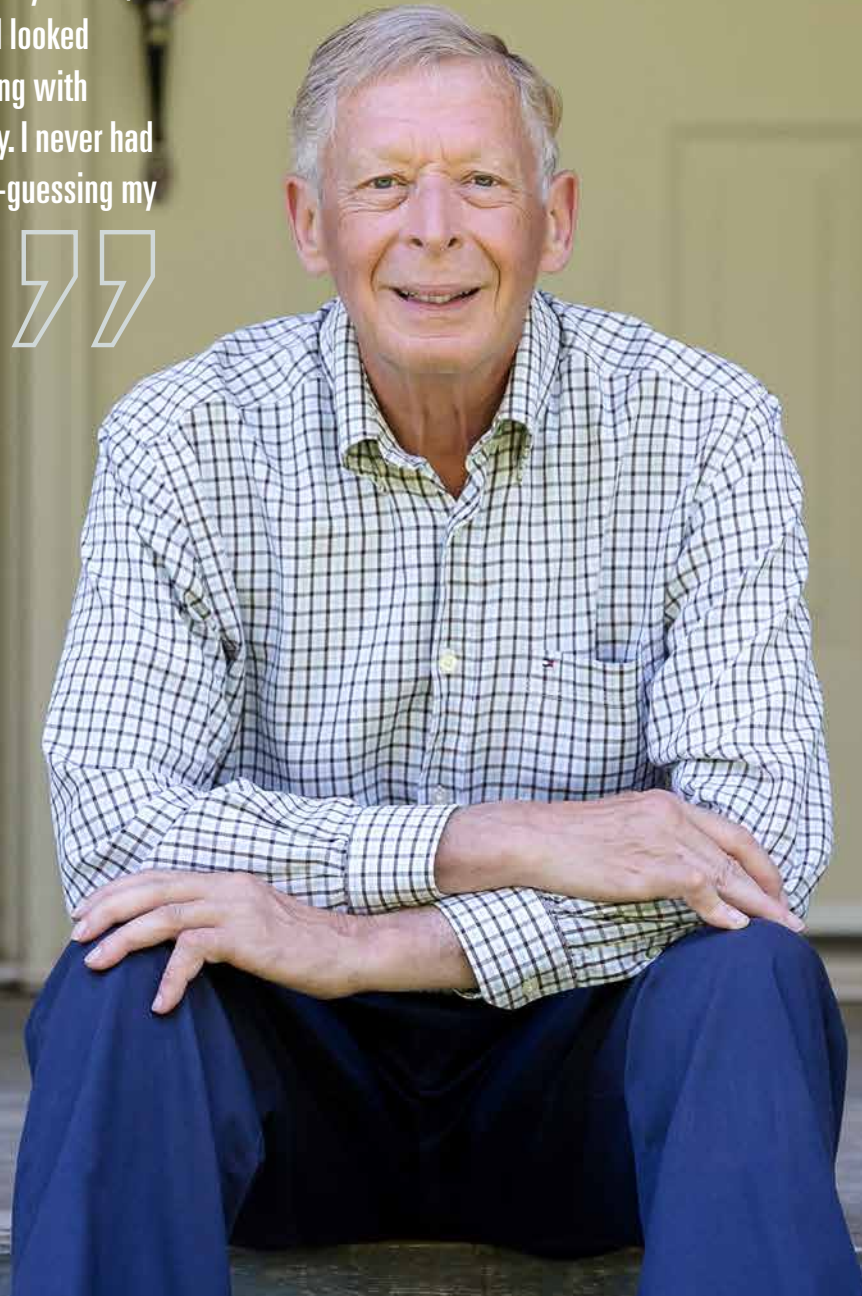
Dale has no limits to his sense of community, and he recognizes the need for successful people to be involved in providing leadership at home and abroad. As such, he has generously given his time and skills to serve numerous organizations through board leadership positions.

"The CPA designation has given me a rich and fulfilling career. It has also allowed me to travel around the world and meet many outstanding clients and colleagues, many of whom have become lifelong friends."

FELLOW OF
THE CHARTERED
PROFESSIONAL
ACCOUNTANTS

“ I totally enjoyed my career; I was happy and looked forward to dealing with clients every day. I never had a day of second-guessing my career choice. ”

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Edward Nedza FCPA, FCA

“I totally enjoyed my career; I was happy and looked forward to dealing with clients every day. I never had a day of second-guessing my career choice.”

Edward can best be described as passionate, devoted, analytical, and a good listener, all combined with a relaxed composure and quiet wit. He is committed to the profession, his community, and his family and many friends. After a tremendously successful career, mostly with KPMG in Lethbridge, he retired in 2015; however, even after his

retirement, Edward continues to be a consistent source of wise counsel for many. An active volunteer in his community and the country, Edward has held key leadership roles with many organizations. This is best exemplified by his service in local and national executive roles with Junior Chamber International (JCI), for which he was honoured by JCI as Senator, the organization’s top honour.

“I strive to live by the values of honesty, integrity, and leaving the world in a better place than when you started.”

FELLOW OF
THE CHARTERED
PROFESSIONAL
ACCOUNTANTS

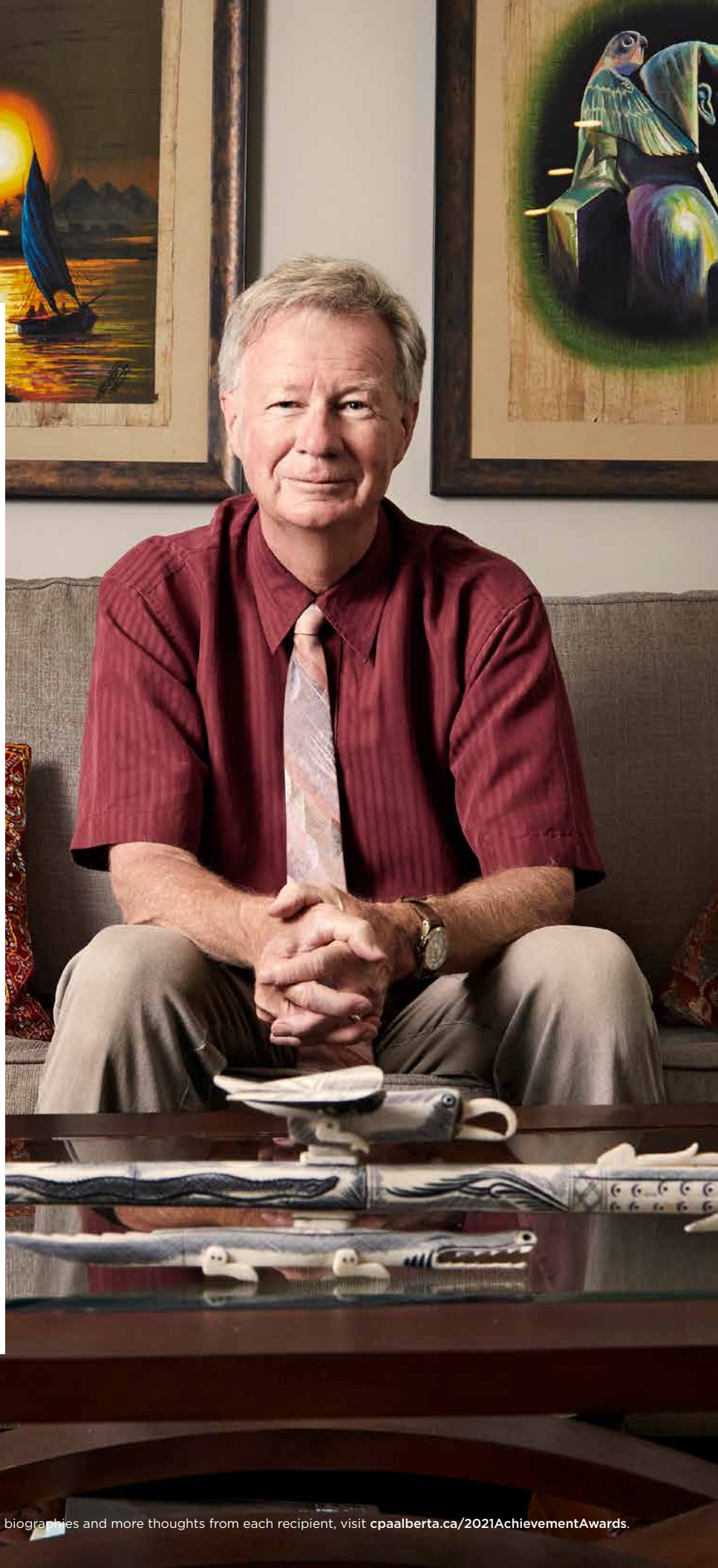
Nicholas Tait FCPA, FCMA

"The CPA designation connotes skill, expertise, and professionalism. My own CPA designation has opened countless doors in my work life that would have otherwise been closed."

Nicholas has developed expertise in one of the world's most important sectors, health care. He has worked as a health sector consultant and senior health manager internationally and in Canada for the past 30 years. His exceptional reputation has led to work around the world, and as a result, he has contributed to essential projects on four continents: North America, Europe, Asia, and Africa, for such clients as the World Bank, World Health Organization, and various Canadian provincial governments. His experience and expertise include the fields of health budgeting and planning, institutionalizing national health accounts, health management information systems, simulation modeling and analysis, health financing, policy reform, and physician human resources planning, monitoring, and evaluation.

"My favourite quote is from John Lennon, who said, 'Life is what happens while you are busy making other plans.' Planning is important in context of living life to its fullest, always putting forward your best self and effort. Be open to unplanned doors of opportunity opening."

“My own CPA designation has opened countless doors in my work life that would have otherwise been closed.”




 FELLOW OF
THE CHARTERED
PROFESSIONAL
ACCOUNTANTS

Reynold Tetzlaff FCPA, FCA

"I had the opportunity to read the touching letters of support for my FCPA nomination from many of my co-workers, contacts, and friends. It was awesome. The really nice thing is that one does not realize how much you influence people by listening to them, supporting them, and just helping wherever possible."

Reynold is a highly respected professional with more than 25 years of experience serving Canadian and multinational clients. He is currently the Managing Partner of PwC Alberta and former National Energy Leader of PwC. Throughout his career, Reynold has had many professional achievements and has made significant contributions to his profession and community. He is an inspiring leader who has earned the respect of everyone he works with. He is people focused, establishing and championing programs that develop staff and support diversity and inclusion. Reynold is also a role model, coach, and mentor to many. As well, he has given back to the profession through his service on multiple committees and boards of the profession.

"One's career is defined on how you treat people, clients, and staff, and not if you are the smartest person in the room. It is about how one uses their skills."



The really nice thing is that one does not realize how much you influence people by listening to them, supporting them, and just helping wherever possible.





FELLOW OF
THE CHARTERED
PROFESSIONAL
ACCOUNTANTS



“People need to see mirrors before they can see doors, and I am delighted that this award will provide an opportunity for people in the BIPOC community to see themselves reflected in the profession.”

Chioma Ufodike FCPA, FCMA

“This achievement is not only a personal one, but also an important one for my community. People need to see mirrors before they can see doors, and I am delighted that this award will provide an opportunity for people in the BIPOC community to see themselves reflected in the profession.”

Chioma credits her success to her upbringing. She immigrated to Canada from Nigeria in 1996 at the age of 16. As immigrants, her parents worked assiduously to provide for Chioma and her siblings. The sacrifices her parents made motivate Chioma to work hard, strive for excellence, and aspire for success. And she has achieved that success, with a compelling record of accomplishments in her career, the

community, and the profession. Professionally, she has developed a high level of expertise and respect in the areas of anti-money-laundering compliance and forensic accounting, and is recognized as a national leader in trust accounting. A mother of four, Chioma is very passionate about developing the next generation of professionals and in mentoring high-achieving young women, and is an active volunteer in the community and profession.

“I share the same sentiments as philanthropist Ron Conway: that giving back creates a virtuous cycle that makes everyone more successful. This is a mantra I live by. My belief is that society as a whole is better off when people serve and give back to their respective community.”



FELLOW OF
THE CHARTERED
PROFESSIONAL
ACCOUNTANTS

Hussein Warsame FCPA, FCGA

"When I think of who or what I attribute my success to, the person that comes to my mind right away is my late mother back in Somalia, where I was born. Although my father was more educated, it was my mother who insisted that my brother and I go to school after learning how to read in Arabic in a religious school. Going to a regular school in Somalia was not that common when I was growing up. Then, my teachers in all the levels of my education honed my appetite for learning, but the person that I credit the most in the last leg of my education run is my PhD supervisor, Dr. Daniel Thornton."

An award-winning teacher and researcher, Hussein brings enthusiasm and energy to everything he does. He is highly dedicated to inspiring and developing the CPA leaders of the future, and is an unwavering promoter and supporter of the CPA profession. Year after year, Hussein has influenced students and created a deep sense of respect and reverence for the importance of becoming a CPA. He is also a thorough and committed researcher; the quality of

his research has been recognized by several prestigious awards from various internationally respected conferences and journals. Hussein has an innate ability to synthesize seemingly disparate ideas and to come up with frameworks that offer new insights into accounting practice. Through his talent and commitment, Hussein is affecting both the present and future of the profession.

"If by educating my students, I could not help them break down barriers, then I would have failed in my quest to improve the well-being of society."

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Distinguished Service Awards

Integral to the success of organizations they serve. The driving force behind projects and teams. A genuine interest in helping and making a difference. The Distinguished Service Award recognizes CPAs, or supporters of the profession, who have demonstrated a significant achievement or achievements within the last five years.



Paul Borrett CPA, CA

Paul, a senior partner in the Edmonton office of Deloitte, has a passion for people and clients. This has earned him a stellar reputation among colleagues and peers alike, and has led to Paul to be extensively involved in his community. Most notably, he has dedicated more than 10 years in a number of board roles with the Alberta Lung Association.

What is your favourite quote and why?

"Life is not a dress rehearsal." To me, that means you have to seek to enjoy every valuable moment you can with those who are important to you.

How has the CPA designation impacted you?

It has truly become who I am. Being a CPA is about serving people and communities to the best of your abilities, in whatever way you can: financial expertise, business knowledge, time and energy, or just being available.



Anna Coghill CPA, CA

Anna has had tremendous career success and made ongoing, valuable contributions to numerous not-for-profit entities. She has been a role model for women in the profession, contributed to numerous groups supporting women in the profession, and has actively been involved in driving forward both awareness and action around gender bias and equity.

What is your favourite quote and why?

"Not all of us can do great things. But we can do small things with great love."
—Mother Teresa

I like this quote because it is a reminder that the intention behind our actions is more important than what you are doing.

What piece of feedback or advice was particularly meaningful or marked a turning point in your life?

When I was a senior associate, one of our partners took me out for coffee and told me he thought I had the potential to be the first female partner in the PwC Edmonton office. That conversation planted a seed and gave me the confidence to turn that insight into reality.



John Colbert CPA, CA

John retired in 2019 following a career that spanned 45 years, most of it with the Triple Five Group of Companies. Despite being busy with a challenging career and raising a family, John always found additional time to give back to the Edmonton community. He was, and continues to be, very involved in the Good Neighbour Fund, a charity that provides funding to those who have fallen on difficult times and are in need of assistance.

To what or whom do you attribute your success?

To me, building strong relationships is of utmost importance in business and life. I have never been afraid of hard work, and I have always surrounded myself with good people. In addition, my wife, Patrice, has always provided me with tremendous support.

What do you consider your most important achievement or contribution?

What are you most proud of?

I would like to think that my family is my most important achievement. I have three amazing daughters and two wonderful grandsons. I feel that I have passed a lot of my values on to them; most importantly, to treat people with respect and kindness.



Meghan DeRoo McConnan CPA, CA

Meghan is a partner with Grant Thornton and leads the Charities and Not-for-Profits team. Her insights and knowledge have proven to be incredibly valuable to many organizations in the not-for-profits and charities sector. Meghan is a leader in the community who is dedicated to unconditional sharing of her professional experience and skills.

To what or whom do you attribute your success?

I have been lucky to have wonderful role models and mentors throughout my career, starting with my parents, who have always volunteered and given back to the community. And of course, my husband, whose patience and help at home allows me to spend my time volunteering—and my kids, whose kindness and curiosity inspire me to want to make the world better.

What values do you live by?

I've often thought that kindness has become an undervalued characteristic, but by coming at things from an angle of kindness and seeking to understand, I've found I can learn more and consider what is respectful to an individual and to an individual situation.



Ross Haffie CPA, CA

Ross continuously acts with ethics and integrity, gaining him the trust of his partners, staff, and clients. He has been a champion for audit innovation, pushing the Edmonton EY office to be the Canadian leader in incorporating data analytics in audits. He also strongly supports various charitable and community organizations. Ross exemplifies strong leadership; a collaborative, respectful, and pragmatic approach in all his relationships in business; and giving back to the community through his volunteering.

What values do you live by?

Be respectful to all, be humble, and show kindness. Also, have a little fun along the way.

Who would you like to thank, and what would you like to tell them?

First, I would like to thank my parents for instilling the values of hard work, respect, and humility in me. Second, I'd thank all my colleagues and friends at EY. Last, and most importantly, I'd like to thank my family: my wife, Elaine and our children, Devin and Kelli. They are the most important thing in my life and they have supported and stood by me both in good times, but more importantly, in the most challenging times.



Carla Madra CPA, CA

Carla has demonstrated a commitment to professional excellence and development in both her professional and volunteer roles. A partner and assurance people leader with EY, her expertise has assisted in setting the strategic direction for the firm and benefitted clients and colleagues alike. Her extensive community involvement sets a clear example of the positive and tangible impacts CPAs have throughout the community.

What is your favourite quote and why?

"Live, love, laugh." Hokey, but I think it sums up what is important in life, whether personal or professional. I had a health issue in 2011 that turned me into a bit of an old soul and really solidified for me what is important. Life is precious and we have to take care of ourselves, creating amazing experiences that "fill our bucket," ensuring to prioritize time to spend with those who bring us joy, and as the saying goes, "laughter is the best medicine," so have a whole lot of fun and enjoy the ride!

What values do you live by?

First, people and relationships are what matter; and second, that integrity is truly demonstrated in your actions when nobody is looking.



Barry Munro FCPA, FCA

Since gaining Fellowship in 2017, Barry has continued to maintain exceptional leadership in his career and share his expertise in the service of many community organizations. Most notably, Barry was a critical member of a volunteer committee struck to establish the \$100 million Opportunity Calgary Investment Fund, and served as the lead negotiator to help create the planned Calgary Events Centre. These projects will have long-term benefits for the city and the entire province.

How has the CPA designation impacted you?

My CPA designation has been the catalyst for all of my successes. The rigorous training, technical and strategic thinking, and high community stature the designation carries have provided a fantastic foundation from which to excel.

What piece of feedback or advice was particularly meaningful or marked a turning point in your life?

I try (sometimes more successfully than others) to live by my golden rule—a "commandment" that I was given very early in my career: "Help each other be right, not wrong".

Greg Oberti CPA, CA

Greg is a partner and National Cleantech & Energy Transitions Leader for PwC Canada. His professional achievements have impacted many groups in the province and across the globe—he has worked in over 15 countries, contributing to large-scale infrastructure projects in Africa, Central America, Southeast Asia, Australia, Canada, and Europe. Committed to giving back, Greg also devotes considerable time to his community.

What piece of feedback or advice was particularly meaningful or marked a turning point in your life?

This is recent, but it really struck me and I wish someone had told me this when I was younger: "Slow down." This is imperative throughout your life, and it's particularly important as you start out; ironically, that's just when things seem to be moving at their fastest, of course.

How has the CPA designation impacted you?

Tremendously. Professionally, it was and is the best decision I've made, and it's allowed me to literally travel the world, given me a professional foundation from which I built the confidence to grow, and provided me access to and opportunities across a myriad of sectors, people, and experiences.





Julie Perras CPA, CMA

Julie's professional accomplishments at TELUS are numerous, including supporting the company's CPA pre-approved training program, but her extensive contributions and commitment to Girl Guides of Canada are truly remarkable. Julie has served the organization in a variety of ways, including as unit leader, unit treasurer, and district commissioner, culminating in three years as deputy provincial commissioner, supporting 13,000 youth and 3,500 adult members. Through those numerous volunteer roles, Julie has used her professional and innate skills to strengthen and advance these worthy programs and organizations.

What or who do you attribute your success to?

My parents, who taught me about hard work and helping others.

What is your favourite quote and why?

In Guiding, we have a promise that we make: do our best; to be true to ourselves, our beliefs, and Canada; and to take action for a better world. It just takes regular people doing their best to make a difference and that is inspiring.

Why is it important for you to give back?

I believe our purpose is not to be served, but to serve and find joy and meaning in fulfilling that purpose.



Carlie Persson CPA, CA

Carlie is known by clients and colleagues not only for her superb technical accounting and auditing skills, but also for exceptional client service. She is seen as a technical leader in many areas, including Public Sector Accounting Standards and the education and public sectors. Carlie cares passionately about giving back to the community and organizations that hold a special place in her heart, including the Royal Alexandra Hospital Foundation and The Fringe Theatre Adventures Society.

What does it mean to you to receive a CPA Alberta Achievement Award? Who is the first person you shared the news with?

My parents, who are both accountants as well! It was very exciting to share the news with them, and share how proud and honoured I was for being recognized for my efforts in areas that I care passionately about outside my day-to-day tasks.

What values do you live by?

The value of care. I believe that care is contagious, and that by caring about our clients, our charities, our colleagues, our friends, and our families that we make our communities and ourselves better.

Nicholas Pyra CPA, CMA

Nicholas is a recognized high contributor to the organizations he serves, with expertise leading teams and connecting finance to the business. He is not only a consummate professional, but has proven himself to be a kind and caring person with a deep concern for the community. This is demonstrated through seven years of volunteer efforts with Propellus (Volunteer Centre of Calgary), including time as chair of the board. His efforts have been instrumental in strengthening Propellus, through initiatives focused on strategy, risk management, succession planning, performance management, and governance.

What or who do you attribute your success to?

My success is fully attributable to my family, who imparted strong values and work ethic, and the leaders and co-workers at Gracorp, Graham Construction, and TransAlta who challenged, supported, and gave opportunities to grow.

How has the CPA designation impacted you?

The CPA designation provided me with a framework to consider difficult business decisions, critical thinking skills, and a breadth of finance and accounting skills. They are the foundation that I continue to build on today.





Liza Richer CPA, CA

Liza has generously volunteered her time and skills to serve CPAs in Grande Prairie and throughout the province. She has served as director and part of the executive of the Grande Prairie CPA Chapter, and has served on the CPA Assist Board and Committee since 2017. She takes her involvement with CPA Assist—the profession’s wellness program—very seriously, and has worked diligently to brainstorm ideas that will resonate for the CPAs in her local region. Liza’s efforts help connect her CPA colleagues and help them grow and thrive.

Why is it important for you to give back?

My designation has provided me with so many opportunities that I will always be grateful for, so it’s important to me that I recognize that by giving back both within my profession and community.

What do you consider your most important achievement or contribution?

What are you most proud of?

I am very proud of the work that CPA Assist does—it is such a valuable tool to so many.

Dr. Perri Skelton CPA, CA

Perri has more than 30 years of experience, primarily in post-secondary education, not-for-profit, and regulated environments. Her volunteer involvement with the Women Building Futures Board has been invaluable to the organization, as Perri has spent numerous hours volunteering. She is an avid ambassador for WBF, and a great champion for the organization’s mission.

What is your favourite quote and why?

Perhaps the best advice of all is provided by Jim Collins as the Stockdale Paradox: “Retain the faith that you will prevail in the end, regardless of the difficulties AND at the same time confront the most brutal facts of your current reality, whatever they might be.”

What do you consider your most important achievement or contribution?

What are you most proud of?

Education is about maximizing potential. Transforming lives as a result of learning is what it’s all about for me. Presenting a credential to a student that I know struggled to get to the finish line is a good feeling—what’s even better is when they come back to visit after a few years and share all of their amazing accomplishments!!



Jeanette Stead CPA, CMA

Jeanette has been a brand ambassador for CPA through her dedicated and exceptional volunteer participation, particularly with the Edmonton Chapter of the Financial Management Institute (FMI). In her volunteer role as FMI Conference Project Manager, Jeanette has spent countless hours organizing events for its public sector members in Edmonton. Through her efforts, she has provided networking and professional development opportunities to fellow Edmonton-area CPAs.

What does it mean to you to receive a CPA Alberta Achievement Award? Who is the first person you shared the news with?

I was absolutely shocked when I received the news about this award. I am sure there are many of my fellow CPA colleagues that are far more deserving. I first shared the news with my husband, Mark, and he had a good chuckle seeing the shocked look on my face. It is such an honour to receive this recognition.

What values do you live by?

The most important values for me are to be a person of integrity, to persevere when the going gets tough, and to be a kind and caring person.



Early Achievement Awards

New to their careers, but old hands at having an impact. Passionate contributors to causes they care about. Enthusiastically giving back. The Early Achievement Award recognizes CPAs who have had a significant achievement or achievements in their first ten years as a CPA.

Jessa Aco-Kuchmak CPA

Jessa is the co-founder and vice president of Pontem Innovations, which empowers organizations to make data-driven decisions through data analytics and process automation. Jessa started the company from the ground in 2018, without external funding, growing it into a successful business with clients across Canada. Jessa has two key passions outside of work—female empowerment and immigrant success in Canada—and she commits her expertise, time, and skills to organizations making a difference in that area.

"In Jessa's perspective, life is the cross-section of self, family, career, and community, and she has showcased her achievements in each of those areas before she has reached 30 years old. I am confident she will continue to pursue her goals in each of these areas, continue to be a leader in business and in the community..."

—Cameron Fox CPA (Director, Process Solutions, Pontem Innovations)



Michael Bejerman CPA, CMA

Michael is described as knowledgeable, trustworthy, and diligent in his craft. Aside from his professional accomplishments, he has volunteered prolifically for tax clinic programs since 2013, assisting many at need in the community through these efforts. Michael has also helped educate and inspire the next generation of CPAs through teaching accounting classes at the University of Lethbridge, Mount Royal University, and Bow Valley College. Michael is proud that a number of his former students have now joined the profession.

"Michael's class was always anecdotal and informative. He taught with real-world examples and...showed students that accounting was not something to be feared, but something that could actually be exciting and rewarding."

—Charlotte Wilson (Controller, Calgary Cycle Group)





Azfaar Dharani CPA

A natural leader with a remarkable ability to notice someone's unique strengths, Azfaar demonstrates integrity, enthusiasm, and dedication in everything he does. He has a passion for the profession and is committed to developing the next generation of leaders through presenting at CPA Alberta events, answering questions from students, and most recently taking on a role as Accounting Lab Instructor at Mount Royal University. He also is the previous co-leader of his company's Young Professionals Network, credited with re-invigorating the program.

"The qualities that make Azfaar an effective leader are his ability to display vulnerability to those around him, and his perseverance in the face of adversity...he is an exemplary example of the John Templeton quote: 'It's nice to be important, but it's more important to be nice.'"

—Samantha Weerasekera CPA (Finance Manager, Harry's, Inc.)



Shane Doll CPA

Through Shane's hard work and technical expertise, he has risen through the ranks at his firm, Grant Thornton. In addition to working to master the technical component of his professional role, Shane spends much of his time giving back to his colleagues and communities. He's dedicated his time to build the future generation of CPAs by helping develop the firm's CPA Program and by acting as a mentor. He also holds a leadership role in Grant Thornton's Young Professionals Group and impacts the future of the firm through his contributions to the National Future Business Model program.

"Shane's commitment to coaching and mentoring...is second to none. He is a strong role model...he believes in giving back to our students to help them be strong successful CPAs as well."

—Jenny Pon CPA, CA (Principal, Grant Thornton)



Amanda Heck CPA

A poised professional who balances a full workload with maintaining a deep involvement in the community, Amanda inspires others with her positive attitude. She connects with students and staff with an empathetic nature, shows care in her communication, and leads by example. Her energy, skills, and commitment to making a difference have allowed her to make significant contributions to the United Way campaign for her firm, PwC, leading to a record number of donations.

"Amanda...is an excellent role model for CPA students and the profession as a whole. Amanda embodies the well-rounded and accomplished CPA we all strive to be, and has made the profession better through her contributions and involvement."

—Alisa Sorochan CPA, CA (Partner, PwC)



Karl Hendrickson CPA, CA

Karl is a dedicated business and tax advisor who has had much professional success. He also has and continues to give back to the Lethbridge community in many ways. He has volunteered hundreds of hours with community organizations, such as Lethbridge Minor Hockey Association and Scouts Canada, through coaching, mentoring youth, and participating at various other community events. He is also a dedicated father and husband and is an excellent role model to those who have the opportunity to work with him.

"[Karl's] service, as always but especially through COVID, has been incredibly helpful in helping individuals and business owners navigate the complexities of the Government Assistance Programs. He is always eager to answer endless questions and educate his fellow members and other of the community."

—Danielle Aubin (Finance and Operations Manager, Zorko Contracting)



Priya Kapur CPA, CA

Priya is an accomplished and dedicated individual who takes pride in the profession. Her contributions in the audit field saw her rise quickly to the role of Senior Manager. Her expertise and experience in audit means she is now heavily relied on to develop training materials that are implemented globally and she now facilitates courses that are instrumental to the future of audit at KPMG. In addition to her core work, Priya's ongoing contributions to her community are highlighted through her work to support inclusion and diversity and giving everyone a voice.

"Priya is always respectful and promotes inclusion by ensuring all voices are heard—during the meeting and when she sets the agenda. She shares personal stories to motivate others to openly share their perspectives about diversity and inclusion."

—Sheila Corriveau (Managing Director, Global Marketing Operations, Program Delivery and Senior People Leader, KPMG)



Taryn Klymyk CPA

In addition to her busy professional responsibilities at her firm, Mowbrey Gil, Taryn contributes her accounting knowledge in a variety of capacities at the Alberta School of Business, University of Alberta. Since earning her designation in 2016, Taryn has been actively involved as a volunteer coach for the JDC West Case Competition's Accounting Case Team, and leads one of the school's accounting seminars, teaching approximately 75 first-year business students introductory financial accounting concepts and providing them with a glimpse into the accounting profession. In the community, Taryn is known as an invaluable volunteer for Make-A-Wish Northern Alberta.

"Taryn has always been someone we can rely on to not only show up and do the job, but be an incredible ambassador for the mission."

—Cathy Gabucci (Regional Vice President, Northern Alberta, N.W.T., and Saskatchewan, Make-A-Wish Canada)



Christine (Sei Yien) Leung CPA

Since childhood, Christine has been actively involved in the community, volunteering and contributing hundreds of hours annually to several different organizations, including the Calgary Youth Justice Society and the Martin Family Initiative. Christine is also a board member for National Hope Movement, an initiative that seeks to promote awareness and decrease the stigma around mental health while creating opportunities for people to make meaningful connections. Since joining the organization, Christine has raised thousands of dollars to support the cause.

"[Christine has] a passion for building up people and future generations. She has provided mentorship to aspiring applicants who attribute a significant portion of their success in job offers and career progression to her advice."

—Amaan Ebrahim CPA (Manager, Advisory Services, KPMG LLP)



Ray Li CPA, CGA

Ray is described as selfless, non-judgmental, and someone who embodies the spirit of teamwork and is the first to help anyone, regardless of their position and profile. These characteristics extend to his numerous professional and community service roles. Ray is eager to share his expertise by offering his knowledge to support many not-for-profit and charitable organizations. For many years, he has been passionate about helping to develop tax practitioners of the future. Ray has also become an informal mentor to many, both within and outside of KPMG.

"I can confidently, and proudly, say that Ray helped me immensely upon my arrival to Enterprise Tax. Ray was instrumental in developing my private entity tax knowledge...and was both willing and eager to support me in my development...We can all agree, we need more people like Ray in our world today."

—Marcello D'Egidio CPA, CA (Partner, KPMG Enterprise)



CPA CHARTERED PROFESSIONAL ACCOUNTANTS ALBERTA

Shine a spotlight on a deserving colleague

The **CPA Alberta Achievement Awards** recognize Alberta CPAs who have brought honour to the CPA profession in Alberta.

Nominate today at cpaalberta.ca/AchievementAwards

A blue banner featuring the CPA Alberta logo, a woman standing in an office setting, and promotional text for the CPA Alberta Achievement Awards.



Adrienne Wong CPA, CA

Throughout her career, Adrienne has contributed to a number of firm initiatives focused on creating a positive environment both in the office and in the community. From organizing team volunteering and networking events for professionals in Calgary to presenting national workshops on complex deal issues, Adrienne leads with integrity and care. As a result of her exemplary leadership, she was selected for PwC's Women in Leadership program, and most recently, the National Staff Council to support the Canadian Leadership Team. Adrienne also utilizes her skill set as a CPA to give back to the community.

"Over the years, Adrienne has demonstrated her leadership skills and been instrumental in building out our diligence team. Adrienne has always been active in helping to create a great work environment and giving back, whether it be through coaching/mentoring staff or volunteering."

—Kris McConnell (Partner, PricewaterhouseCoopers LLP)



Mike Woodward CPA, CA

Mike is known for being a change agent, driving best practices, and striving for continuous improvement, all while coaching and mentoring staff. While his career accolades are impressive, what speaks loudest about Mike's character is how he contributes to the broader community. He is a profound, invested volunteer and has been involved in many fundraising initiatives, such as his efforts with Heart and Stroke Foundation, where he co-chairs the Caring Hearts Council.

"[Mike has] spent considerable hours working for my business on a volunteer basis. As a young entrepreneur, his support has been tremendously meaningful and material to our success. I cannot think of someone who is a better example of what achievement in accounting looks like."

—Stephanie Kochorek (Founder, Daughter Creative)



Congratulations

to all of this year's deserving recipients! To read and see more from each honouree, visit cpaalberta.ca/2021AchievementAwards

HOW STRATEGIC ARE YOU?

Three questions for reflection in order to build strategic capacity.

Would you describe yourself as “strategic”?

Once considered an edge, being strategic is now a core expectation of many professionals, especially given today’s uncertain and complex realities. This is certainly true for CPAs. More than ever before, organizations are looking to CPAs to be finance business partners, which comes with the expectation for advanced strategic thinking and execution.

Janice Kobelsky FCPA, FCMA, has spent over 30 years helping individuals and organizations thrive, and has centred her learning, teaching, and expertise around strategy. She shares three thought-starting questions for CPAs or other professionals to ask themselves in order to enhance their strategic capacity.



Janice Kobelsky FCPA, FCMA

1. Do you understand the kinds of situations that prompt more of a fixed or growth mindset?

“Being strategic starts with mindset,” Janice explains.

Since the concept of fixed and growth mindsets was first introduced by psychologist Carol Dweck, it has come to have wide application for learning, adaptability, and success. A few myths around the concept have also developed, the most common of which is that our mindset is one or the other. In fact, fixed or growth mindset is not binary; instead, individuals fall along a continuum.

Janice suggests reflecting on the types of situations in which you are more likely to move towards the extreme of a fixed or growth mindset, and exploring the implications of your answers. Some specific questions to honestly consider are:

- What is my natural inclination to different kinds of conditions, events, or circumstances, such as challenges, obstacles, criticism, or even common occurrences like the amount of effort something takes, making mistakes, or asking for and/or receiving help or support?
- How do I manage my natural reaction to these types of scenarios?
- What happens if I close myself off, shutting out a broader perspective? What worldview, strategic potential, opportunity, or fresh learning might I be missing? How does that affect my capacity to be strategic?

2. Do you practice zooming out and zooming in?

Strategic thinking has often been confused with big-picture thinking, which has caused organizations to struggle with strategic execution. Using the concept of “zoom in, zoom out,” Janice says it is important to cultivate your capacity to zoom out to see what’s coming—the big picture—and zoom in to pay attention to the details that are necessary for strategy execution.

“You can’t stay in the big picture, and you also can’t be stuck in the details,” advises Janice. “Learn to do both, or how to be part of both, in your role.”

3. Would you say you love your role?

“If you want to be strategic, it is important to love your role!” says Janice.

She explains that having a sense of enjoyment in your role fosters strategic thinking. “There is a big difference between thinking ‘I’ve got to do this’ versus ‘I get to do this.’ I get to help my organization or my client make great choices.”

Recognizing that you are helping to create a long-term, beneficial impact beyond the organization and into the community will give you a sense of duty that helps foster strategic thinking.

Learning to be strategic on the job versus formal learning

While these three reflection questions can get you thinking about how to improve your capacity to be strategic, further developing this skill requires commitment and practice.

“You can learn strategic thinking on the job as long as your environment fosters that,” says Janice, who also advises, “Know the kinds of questions to ask. Become curious. So often, the answers are in the questions.”

Strategic thinking, strategy formulation, and strategic decision-making rely on several key frameworks and principles that would be familiar to CPAs. “Sometimes, though,” Janice says, “we lose sight of the foundations and need to bring them top of mind. With the right strategic thinking, you can be successful and help others meet their success ideals, too.”

For CPAs who want to enhance these skills, CPA Alberta offers Strategic Success Foundations Certificates to provide a space for reflection and learning. Given the complex needs of organizations today and many opportunities for CPAs, these certificates can support you in stepping into strategic roles with confidence and clarity. Each certificate includes three courses delivered virtually on-demand to help CPAs successfully navigate their organizations forward and stay competitive in today’s complex business environment.



You can’t stay in the big picture, and you also can’t be stuck in the details. Learn to do both, or how to be part of both, in your role.





Please note that, unless stated otherwise, access to publications, documents, and other resources referenced in all sections of Risk and Reputation can be found online at www.cpacanada.ca by searching the document, webinar, or article name.

Accounting and Auditing Standards

ASPE briefing: Section 3400, Revenue

In December 2019, the Accounting Standards Board (AcSB) issued amendments to Section 3400, Revenue in Part II of the CPA Canada Handbook – Accounting. CPA Canada recently published a briefing, ASPE Briefing: Additional Guidance Added to Section 3400, Revenue, that provides more details on the amendments.

The amendments give additional guidance on the application of the requirements in Section 3400 to clarify how to identify the unit of account in a revenue transaction, as well as additional guidance on the following revenue topics:

- Percentage of completion method
- Multiple-element arrangements
- Reporting revenue gross or net
- Bill and hold arrangements
- Up-front non-refundable fees or payments

The briefing highlights key changes resulting from the amendments and considers some possible assurance implications. It also provides illustrative examples on its application.

Quality Management Standards

The AASB approved the following standards (together, the revised standards) at the January 2021 AASB meeting:

- CSQM 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*
- CSQM 2, *Engagement Quality Reviews*
- CAS 220, *Quality Management for an Audit of Financial Statements*

The revised standards are effective on December 15, 2022 for engagements to audit or review financial statements, or other assurance services. The effective date of CSQM 1

has been deferred for one year to December 15, 2023 for Related Services engagements. Earlier application is permitted.

The revised standards were issued into the Handbook in May 2021.

A key change in the revised standards is the inclusion of “Related Services,” which include compilations. A free overview webinar of the new standards is available—search for “Quality Management Standards webinar June 2021” on the CPA Canada website for details and registration. Training materials and further guidance will be released soon to assist practitioners in meeting these new standards.

COVID-19 and Going Concern: What the accounting standards require

The Accounting Standards Board has issued resources that will help stakeholders address financial reporting issues related to COVID-19. These can be found by searching “COVID-19 resources” at www.frascanada.ca. The COVID-19 pandemic continues to cause considerable deterioration in economic conditions for many organizations, while increasing uncertainty for others. With significant organizations profiled in news stories for insolvencies, bankruptcies, and other financial difficulties, it’s more important than ever to keep going concern top of mind.

What is going concern?

Broadly speaking, going concern means an organization has the resources to continue operating. These resources may include cash flows and/or access to financing to help fund operations.

Management needs to assess whether COVID-19-related events or conditions, either individually or collectively, may cast significant doubt on an organization’s ability to continue as a going concern. And in extreme cases, the

going concern assumption may no longer be appropriate as a basis for the preparation of the organization's financial statements.

Part I: IFRS Standards

When preparing interim and annual financial statements in accordance with IFRS Standards, management assesses whether there is material uncertainty about the organization's ability to continue as a going concern.

When assessing an organization's ability to continue as a going concern, management will need to consider all information about the future, which is at least (but not limited to) 12 months from the end of the reporting period. Read more about Close Call Going Concern Assessments, which includes guidance on accounting and auditing considerations, by searching that term at www.frascanada.ca.

After its assessment, management may conclude that there are no material uncertainties that cast significant doubt about the organization's ability to continue as a going concern.

Part II: Accounting Standards for Private Enterprises (ASPE)

When preparing annual financial statements in accordance with Part II of the CPA Canada Handbook, management needs to assess whether there is material uncertainty about the enterprise's ability to continue as a going concern.

This process includes many factors, some of which will be subject to significant judgment during these uncertain times. Considerations may include the degree of expected government support and management's best estimate of the pandemic's duration and magnitude.

Part III: Accounting Standards for Not-for-Profit Organizations

When preparing financial statements, management assesses the organization's ability to continue as a going concern. In making this assessment, management should consider all available information about the future, which is at least (but not limited to) 12 months from the balance sheet date.

CSA publishes disclosure rules for non-GAAP and other financial measures

The Canadian Securities Administrators (CSA) published final disclosure requirements for issuers who voluntarily disclose non-GAAP and other financial measures. Also in May, the CSA proposed changes to the continuous disclosure requirements for non-investment fund reporting issuers.

The CSA says the rules for non-GAAP and other measures are intended to improve information for investors about various financial measures that do not have standardized meaning. These requirements will apply to all reporting issuers (except investment funds and some foreign issuers) for financial years ending on or after October 15, 2021, and to non-reporting issuers for certain documents and transactions filed after December 31, 2021.

Regarding the continuous disclosure requirements, the CSA says its proposed changes are aimed at streamlining and clarifying the annual and interim filings for non-investment fund reporting issuers. Among other things, the proposals would combine the financial statements, management's discussion and analysis and, where applicable, the annual information form into one annual or interim disclosure statement.

Comments on the continuous disclosure proposals are due by September 17, 2021.

Practice Matters

CRA Developments

Introduction of multifactor authentication (MFA)

The Canada Revenue Agency (CRA) recently implemented MFA so individuals, businesses, and their representatives can log in to My Account, My Business Account (MyBA), and Represent a Client (RAC) more safely. MFA adds an extra layer of security by allowing users to log in to a portal only after they've entered a one-time passcode sent to them by text or voice message to a cell or landline phone number.

Although MFA will greatly enhance the security of these portals, CPA Canada cautioned the CRA against making it mandatory for representatives to enroll in MFA until after this year's tax filing season.

While the CRA has postponed the requirement, representatives wanting to activate this feature now can do so by following the CRA's online instructions. Instructions can be found on the CRA website by searching "multifactor authentication."

Verifying electronic authorizations

The CRA will only activate electronic authorization requests made by representatives for individuals and business clients after the representative has been verified. The CRA typically does this by calling the client.

However, many CPAs have told CPA Canada that the CRA has cancelled their authorization requests because their clients did not respond to the CRA's verification phone calls. Reasons for this include:

- The CRA did not leave a voice message on calls that were not answered.
- The client's Caller ID indicated the call was from an "unknown number," leading them to question the caller's validity.
- The CRA seemed to make only a few contact attempts before cancelling the request.
- Many authorization requests regarding large corporations were sent to C-suite executives, which is impractical.

The CRA indicated that when phone attempts don't succeed, it sometimes sends a follow-up letter. CRA was asked to consider mailing out letters to taxpayers who do not answer the phone as a last resort in all situations. Although this will make the verification less timely, it will ensure authorization requests are not unnecessarily cancelled.

Representatives making these requests should advise their clients to expect a CRA call and provide guidance on how to tell when a call from the CRA is legitimate.

New regulations on Disability Tax Credit (DTC) promoter fees

Newly published regulations coming into force on November 15, 2021 will limit the amount of fees that promoters can charge for preparing DTC claims to \$100. CPA Canada raised concerns with the \$100 cap in response to the government's consultation in 2020, but the regulations do not seem to address many of the concerns raised.

Now that the final regulations are approved, practitioners need more clarity on how the rules will apply and how they may affect practices who prepare these claims as part of a larger personal tax engagement.

Electronic notices of assessment (NOAs)

The 2021 federal budget proposes to amend the Income Tax Act to allow the CRA to send certain NOAs electronically, even when the taxpayer has not authorized the CRA to do so. This proposal applies to individuals who file their income tax return electronically and those who engage a tax preparer to EFILE their return. (Taxpayers who file hard-copy returns will continue to receive paper NOAs.)

CPAs have raised some concerns about these proposals. For one thing, it is unclear whether the CRA would send an electronic NOA to a tax preparer directly. Tax preparers are engaged to prepare and file tax returns, but they do not necessarily have the resources to forward NOAs they may receive to their clients. CRA was cautioned that NOAs should go directly to the taxpayer.

COVID-19 support programs

Late-filed emergency wage and rent subsidy claims

Ongoing discussions are occurring with the Department of Finance Canada about giving the CRA more latitude to accept late-filed applications and amendments for claims for the Canada Emergency Wage Subsidy (CEWS) and the Canada Emergency Rent Subsidy (CERS).

While the legislation has not changed, the CRA updated its CEWS FAQ on April 21, 2021 to add new questions which outline conditions that may allow the CRA to accept late-filed amended or original CEWS applications. The CRA's CERS webpage is also updated to say late-filed CERS claims and amendments would be accepted under the same conditions.

Employment expenses and benefits for remote workers

Together with the Canadian Payroll Association, CPA Canada is having ongoing discussions with the CRA about employer and employee issues resulting from COVID-19 containment measures. Issues include:

- Home office expense claims for 2021 and whether the simplified method allowed for 2020 returns will be extended to 2021.
- Whether the CRA's December 24, 2020 guidance on employer benefits and allowances will apply in 2021
- Temporary cash flow challenges that arise for employees and their payroll withholdings where their province of employment differs from their personal tax residence.
- Permanent establishment risks in various provinces for businesses with remote workers whose activities meet the conditions in Regulation 400(2).

Looking ahead, it seems increasingly likely that more employees will continue to work remotely from home after the pandemic ends. CPA Canada has encouraged the CRA to consider the impact of this changing landscape on their long-standing policies for employment expenses and benefits.



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IN MEMORIAM

(Notice received
March 25 – July 6, 2021)

CPA Alberta notes with sorrow the passing of the following Alberta CPAs:

Calgary

Gary Bobroff CPA, CMA
Wesley Bot CPA, CMA
William Buzan CPA, CA
Eleanor Driver CPA, CGA
Dufton Lewis CPA, CGA
Gerry Luciani CPA, CA
Sandra Luft CPA, CMA
Don Meades CPA, CGA
Merlin Traboulay CPA, CMA
Bryce Weaver CPA, CMA

Camana Bay, Cayman Islands

Kendal McCarthy CPA, CA

Edmonton

Oliver Burton CPA, CGA
David Cathro CPA, CA
Coleen Fitzpatrick CPA, CMA
Terry Simon CPA, CA

Kamloops, BC

Gordon Douglas CPA, CA

Medicine Hat

Milton Tenzer CPA, CMA

Regina, SK

Floyd Manz CPA, CA

Sherwood Park

Al Govenlock CPA, CA
John Mandrusiak CPA, CA

Spruce Grove

Reginald Papp CPA, CMA

St. Albert

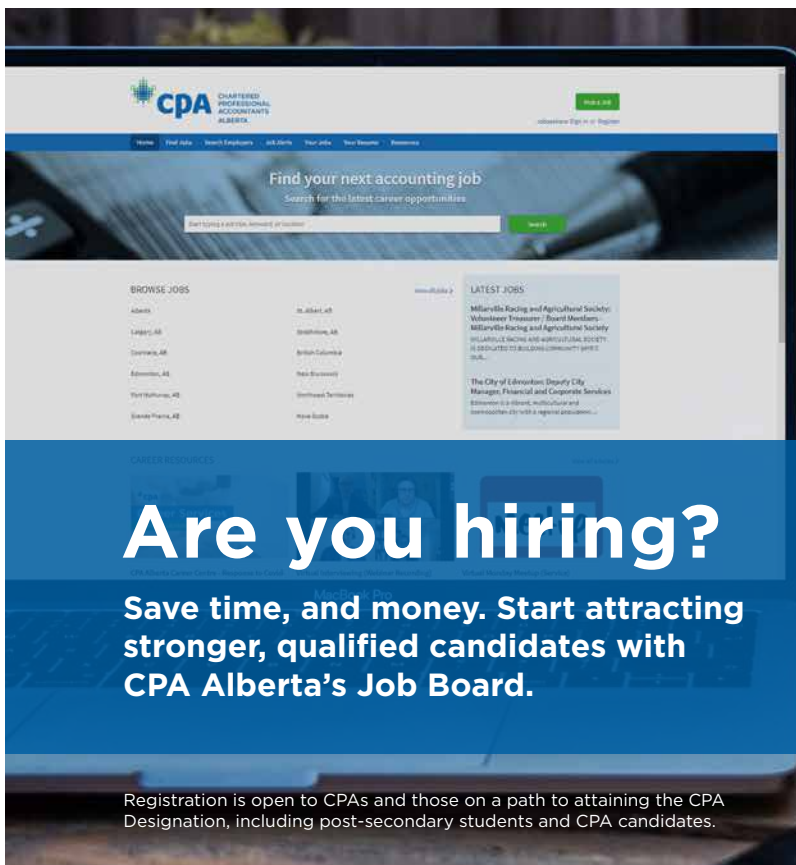
Dennis Ormrod CPA, CA
Jim Henderson FCPA, FCA

Tucson, Arizona

Cole Quilliam CPA, CA

Victoria, BC

Kathleen Bryce CPA, CA



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