

DIVIDENDS

THE MAGAZINE FOR ALBERTA'S CHARTERED PROFESSIONAL ACCOUNTANTS

First PERSON

CPA ALBERTA'S NEW BOARD CHAIR,
MAUREEN MONETA CPA, CA

+

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FROM THE PROFESSION

02

A bright outlook

LAND
ACKNOWLEDGMENT

03

Acknowledging the
land we call Alberta

IN BALANCE

04

Called to serve

06

Events calendar

WELLNESS INSIGHTS
FROM CPA ASSIST

08

Well-being by the numbers

FOUNDATION UPDATE

10

Sparkling the dream

FIRST PERSON

12

Maureen Moneta CPA, CA

SNAPSHOT

22

2025 CPA Compensation Study

FEATURE

Shaping the future

15



Alvin Allim CPA, CGA



Maureen
Moneta
CPA, CA

PROFESSIONAL GROWTH

26

The new era of resilient leadership

28

Build the CPA you want to be

RECRUITMENT FOCUS

33

Be Curious: Investing in the future
of the profession

SUPPLIED CONTENT

35

Streamlining your
accounting workflows

RISK & REPUTATION

39

Accounting, assurance, and ethics

IN MEMORIAM

43

June 16 to September 29, 2025

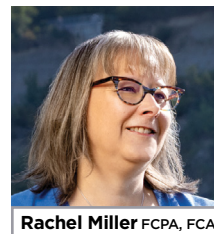
WE'VE GOT YOUR BACK (*PAGE)

44

Connecting you to the
CPA Alberta Board

PERSPECTIVES

A decade of excitement;
a future of opportunity



Rachel Miller FCPA, FCA

24



A bright outlook

A message from Rachel Miller FCPA, FCA, CEO of CPA Alberta

As I look to the future of our profession, the word *optimism* comes to mind—seeing the possibilities, embracing the opportunities, and believing in the impact CPAs can have, even in the face of change. Optimism gives us the courage to imagine new paths and take bold steps forward.

Across sectors, CPAs are stepping forward as trusted advisers and change-makers, bringing curiosity, courage, and commitment to every challenge. Their leadership offers a clear view of the future of the profession and the opportunities ahead.

I am especially proud to welcome our new Board Chair, Maureen Moneta CPA, CA—the first Indigenous person to lead a CPA board in Canada. Her leadership reminds us that diverse voices and fresh perspectives are essential to a stronger, more inclusive profession.

The future demands new skills, innovative thinking, and bold leadership. Having a clear vision and action plan helps every CPA chart the path ahead, imagine what's next, and define the CPA they want to be.

But shaping the future is a shared responsibility that calls for openness, inclusion, and collaboration. I encourage every CPA to inspire the next generation by mentoring, sharing your story, and showing what's possible. The profession's future will be shaped by those who stay curious, embrace change, and lead with heart and purpose.

It's an exciting time to be part of this profession, and I feel extremely fortunate to be on this journey with you. [▶](#)

Rachel's 1, 2, 3s

95% of mentees would recommend CPA Alberta's Mentorship Program.

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Dividends is published by CPA Alberta. The magazine is distributed to more than 32,000 readers.


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.



Acknowledging the land we call Alberta

We acknowledge the land we call Alberta is the traditional and ancestral territory of many Indigenous peoples who have lived on and taken care of these lands since time immemorial. We are honoured and grateful to share this land.

The CPA Alberta office in Amiskwaciwâskahikan (the Cree word for the area known as Edmonton) is on the traditional lands of many First Nations, including the Nêhiyawak, Anishinaabe, Niitsitapi, Dene, and Nakota Sioux. It is also within the Métis North Saskatchewan River Territory and Treaty 6 Territory. The CPA Alberta office in Moh'kinsstis (the Blackfoot word for the area known as Calgary) is on the traditional lands of many First Nations, including the Blackfoot Confederacy (Siksika, Kainai, and Piikani), the Îyâxe Nakoda (Chiniki, Bearspaw, and Goodstoney), and Tsuut'ina. It is also within the Métis Battle River Territory and Treaty 7 Territory.

In the spirit of reconciliation and respect, we acknowledge all the First Nations, Métis, and Inuit whose footsteps have marked these lands for millennia and who have faced many barriers in the CPA profession. CPA Alberta is committed to building a profession where Indigenous peoples and their voices and experiences are heard, valued, respected, and celebrated. 

WHY DO WE ACKNOWLEDGE THE LAND?

Land acknowledgments are traditional protocol used to show gratitude and pay respect to the land upon which you are a visitor.

When used by non-Indigenous people, they can be a necessary reminder of the historical narrative that previously erased Indigenous voices and their presence. When part of a thoughtful, intentional process that includes ongoing education and action, land acknowledgments can move beyond a performative gesture and become a starting point on the journey of truth and reconciliation.



Called to **serve**

CPAs are driving impact in the non-profit sector

By **Caroline Pulford**

Photography by **Ramsey Kunkel Photography**



For Clare Birks CPA and Susan Simpson CPA, CA, numbers tell only part of the story.

As CFOs of two of Calgary's most prominent non-profits—the Calgary Food Bank and the Alex Community Health Centre—they combine technical expertise with a deep commitment to mission-driven work.

"I have worked in the non-profit sector for about 20 years now," Clare says. She worked in the sector early in her career, followed by stints in the hospitality and oil and gas sectors before moving back to social services. "When I got the call about the Food Bank, it sparked that interest in returning to social services, where you can really be part of the frontline work you're supporting."

Susan's move to non-profit work came later. "The Alex is my first venture into working in non-profits," she says. "I had sat on boards of non-profits as the audit and finance chair for a long time before that. I used to be an auditor, and I did audit a number of non-profits as well. So, there's always been an interest there."

For both women, becoming CFOs of mission-driven organizations has expanded their careers beyond finance. "As a CPA in a non-profit, I think I'm incredibly lucky to be able to get involved in so many different sides of the organization," Clare says.

Susan adds: "There are endless opportunities. You never know what's going to happen each day." That variety also comes with complexity.

The Calgary Food Bank is entirely donor-funded, while the Alex receives most of its funding from the government. Both models require rigorous stewardship to ensure resources reach those who need them most. "People trust us with their money," says Susan. "Whether it's donor or government money, it's still taxpayer money, and you are responsible for that."

Clare echoes this, emphasizing that CPAs bring business acumen and structure to a sector that often resists it. "Getting organizations and non-profits to understand that we really should operate as a business with the right controls and the right governance is an ongoing challenge," she says. "But we need to run like a business so that we can continue to



Clare Birks CPA (left) and Susan Simpson CPA, CA

provide the support and services to our clients into the future.”

That business mindset extends to advocating for realistic funding models. “We’re asking for a bigger amount for administration,” says Susan. “It used to be 10 per cent, and that was it, but now we are pushing back for a more realistic amount.”

Clare has seen encouraging shifts at the board level. “I’ve seen boards...starting to learn that maybe we do need to invest in properly trained people,” she says.

Beyond the numbers, what keeps Clare and Susan grounded is their connection to their organizations’ missions. Clare often visits the Food Bank’s warehouse. “It blows my mind that the Calgary Food Bank feeds 800 families every

day,” she says. “Whenever I can, I like to walk over there and be reminded of exactly what I’m doing and why I’m doing it.”

Susan has a similar ritual: “If I have a day when I’m wondering, ‘What am I doing?’ I wander down to our front reception, and there are always people there, waiting to see a physician or access mental health support or going to the kitchen for food. It’s incredible.”

The passion extends across their teams. “People in non-profits care so much, and that’s what I love about it,” Susan says. “One of our values is that ‘we have grit’—and I think that’s super important because you can’t do the work we do without a lot of grit.”

Clare agrees. “One of ours is ‘we have each other’s backs,’” she says. “That is

really what has led me to stay in the non-profit sector for so many years—that absolute joy of working with people who truly want to be where they are, doing what they’re doing.”

Both women encourage other CPAs to consider careers in the sector. “Do it,” Susan says. “I think maybe even coming in very early in a career is good, but getting experience in the corporate world first isn’t a bad thing, either, because it gives you a different perspective to bring into the organization.”

For Clare, the rewards come from knowing her work makes a tangible difference. “That sense of value, of making an impact—that’s everything,” she says. “I go home feeling like I’ve done something that matters.”

Events calendar



Evolve post-conference workshops

Under Cyber Siege: Protecting the Financial Fortress in a Tabletop Simulation

December 10 • [Live virtual](#)

Navigate a covert attack by an advanced persistent threat in this executive tabletop simulation that puts financial leaders face-to-face with a real-world cyber dilemma.

Leading Sustainable Change

December 15 • [Live virtual](#)

Discover foundational change models and practical tools to apply immediately, and explore leadership practices critical for change management and effective project delivery and strategy execution.

The Ethics of Structure

December 16 • [Live virtual](#)

Explore how language and communication shape more than just our messages, and learn how they influence ethical decision-making, power dynamics, and inclusivity in the workplace.

Smart Solutions: Strategic Thinking for Complex Challenges

December 17 • [Live virtual](#)

Learn how weak problem-solving processes can result in quick fixes that fail, unintended consequences, or stalled progress from lack of stakeholder buy-in.

AI Adoption Playbook for Accountants

December 18 • [Live virtual](#)

Uncover strategies, governance guardrails, and high-impact workflows that help accounting professionals integrate AI into daily practice.



Register at go.cpaalberta.ca/evolve2025

Professional development courses

Time Management and Effective Delegation for CPAs

December 18 • [Live virtual](#)

Learn practical tools for prioritizing work, managing time, delegating, and giving effective feedback, with strategies to empower your team and improve results.

Professional Ethics: A Boeing Story

December 19 • [Live virtual](#)

Examine Boeing's recent ethical challenges and decision-making failures through the International Ethics Standards Board for Accountants' (IESBAs') five pillars of ethics, gaining insights on corporate governance, accountability, and financial transparency for CPAs.



Audits - Update 2025

January 27 • [Live virtual](#)

Stay current in auditing, including recent and upcoming CPA Canada Handbook - Assurance changes, ongoing Canadian Auditing and Assurance Standards Board (AASB) projects, and insights from practice inspections.

Personal Tax - Review of Tax Planning

January 27-30 • [Live virtual](#)

Refresh and update your personal tax knowledge, including individuals, trusts, and partnerships. Through detailed reference materials, case studies, and peer collaboration, you will revisit key tax legislation and planning issues to strengthen your technical expertise.

AI Tools and Strategies for Accountants

March 25 • [Live virtual](#)

Explore how AI tools like Microsoft Copilot and ChatGPT can streamline workflows, enhance client relationships, mitigate risks, and be ethically integrated into your firm.



Register at go.cpaalberta.ca

Executive programs

CFO's Leadership Program

March 18-21 • [In person, Canmore](#)

The role of the CFO continues to evolve. Beyond technical expertise, today's CFOs need to make strategic financial decisions in a dynamic environment. This program develops inspired, authentic leaders capable of solving challenging problems as valued members of the C-suite.



Learn more at
cpaalberta.ca/Executive-Programs

Conferences

CPA Assist Virtual Wellness Conference

December 9 • [Live virtual](#)

CPA Assist's 6th-annual Virtual Wellness Conference offers practical insights and strategies to enhance your well-being and help you navigate mental health in the workplace.



Register at cpa-assist.ca

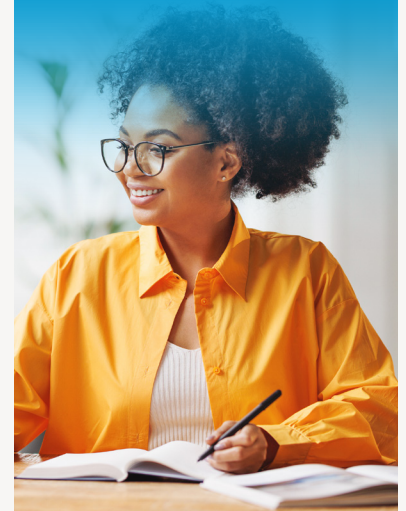
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Well-being by the numbers

How CPAs are coping—
and what comes next

By **Jessica Musslewhite**



Mental health is increasingly recognized as a key ingredient for thriving in the workplace, and the 2025 CPA Assist Health and Wellness Research Study offers a timely and revealing look into the well-being of CPAs and CPA PEP candidates across Alberta and Saskatchewan. This third edition of the report provides a comprehensive snapshot of the profession's mental, physical, and emotional health with a mental fitness index (MFI) score.

The report reveals encouraging improvements in overall well-being and highlights persistent challenges:

- The Mental Fitness Index score increased from 64 in 2022 to 71 in 2025, proving that CPA Assist is making measurable progress in supporting CPA and CPA PEP candidate well-being.
- The proportion of individuals experiencing daily major stressors has increased sharply since 2019.
- Physical health concerns, chronic conditions, and complex health needs are rising.

- Many CPAs juggle caregiving responsibilities and long working hours.
- Stigma is declining but not gone, indicating a need for broader cultural change.
- Gen Z professionals report the lowest mental and physical health scores, highlighting a need for targeted support.
- Mid-sized accounting firms show the lowest overall MFI scores, suggesting structural or cultural challenges.
- Self-employed and retired CPAs report the highest well-being scores, likely due to greater autonomy and flexibility.
- Those who plan to have children shared significant concern, particularly about the impact having children may have on their career.

Participation and methodology

The 2025 study engaged 674 participants from a randomized sample of more than 7,000 CPAs and CPA PEP candidates, making the results statistically significant. Using a robust mental health assessment tool, the study evaluated four key pillars of



The numbers are clear: healthier professionals are more productive, more engaged, and more resilient.

Rachel Miller FCPA, FCA

well-being: physical health, mental health, workplace well-being, and life satisfaction. Each participant received a personalized report, and aggregate data was analyzed to identify trends, risks, and opportunities for support.

Why mental fitness matters

Mental fitness is more than just the absence of illness—it's about resilience, energy, and the ability to thrive in both personal and professional spheres.

A thriving workplace experience requires responsibility at all levels: from the organizations that create the space to the leaders who facilitate the space and the individuals who contribute to the space. For CPAs, who often navigate high-pressure environments, long hours, and complex responsibilities, maintaining mental fitness is essential for individual well-being and organizational performance.

Unsupportive workplace cultures—marked by chronic stress, poor communication, lack of psychological safety, or unrealistic expectations—can significantly erode mental health. Over time, this can lead to burnout, disengagement, and a decline in both personal health and professional effectiveness.

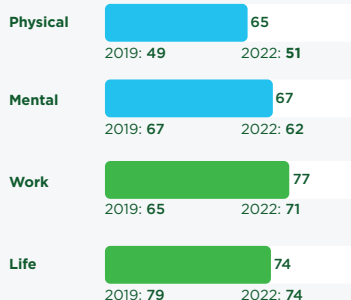
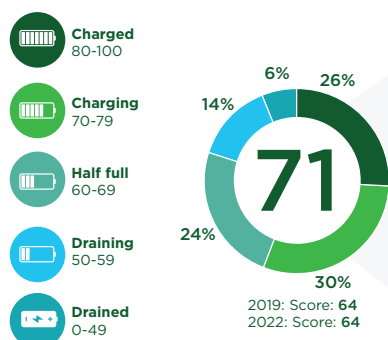
Stress, poor coping mechanisms, and unhealthy behaviours (such as lack of exercise, poor diet, and substance use) negatively impact physical health.

Looking ahead

The CPA Assist Health and Wellness Research Study paints a picture of a profession in transition, one that is becoming more open, more aware, and more committed to mental wellness. While challenges remain, particularly around stress, stigma, and chronic health conditions, the data also reveals a growing culture of support and resilience.

As the accounting profession continues to evolve, so must the systems that support its people. The insights from this report offer recommendations for building healthier, more sustainable careers for CPAs across Canada. “The numbers are clear: healthier professionals are more productive, more engaged, and more resilient,” says Rachel Miller FCPA, FCA, CEO of CPA Alberta. “Investing in mental health is imperative for the future of the profession.”

Overall MFI score



CPA ASSIST

As the profession's mental wellness and assistance program, CPA Assist is committed to supporting CPAs and CPA PEP candidates with programs and services, including:

- Providing practical, easy-to-access tools and educational resources that support whole-person health, help manage boundaries, and reduce burnout and presenteeism
- Equipping leaders with the tools to build psychologically safe workplaces and workplace culture
- Normalizing mental health conversations across all levels and reducing stigma through education and peer engagement
- Developing integrated support resources for mental health and chronic conditions

Learn more »



View the
2025 MFI Study
infographic »



Assist
CPA ASSISTANCE AND
WELLNESS PROGRAM



Sparking the dream

The CPA Education Foundation's
post-secondary grant programs

By Kevin Spila

ACADEMIC SYMPOSIUM

The CPA Education Foundation's annual Academic Symposium showcased innovative Foundation-funded projects at post-secondary institutions. Academics and industry professionals explored how these initiatives are preparing the next generation of CPAs.

See the full
symposium online >>



For many CPAs, the dream of earning their designation begins when they're post-secondary students.

The dream might be sparked by an inspirational accounting professor, a fascinating course, or the experience of participating in a case competition.

Often, that decision about a career choice was made possible by a grant from the CPA Education Foundation.

Since its founding in the 1980s, one of the Foundation's core goals has been to provide degree-granting post-secondary institutions with grants and other funding to open doorways for students as they pursue the goal of becoming CPAs. This goal is so integral to the Foundation that it is explicitly outlined in the organization's values statement, which in part reads: "The Foundation promotes the advancement of current and future accounting education and supports those who seek and deliver that education."

The Foundation's commitment to accounting education has proven to be much more than words on paper. The Foundation currently provides more than \$1 million per year to support accounting education at various Alberta post-secondary institutions. This support is delivered through four granting programs: the Innovations in Accounting Education Fund, the Faculty Recruitment and Retention Fund, the Post-Secondary Research Grant Program, and the Alberta College Grant Program.

While the goals and criteria for those four programs vary, they share an underlying purpose: to support and advance accounting education, create opportunities for student success, and help build the CPA profession in Alberta.

"Supporting accounting education at the post-secondary level is an integral part of the CPA Education Foundation," notes Rachel Miller FCPA, FCA, Foundation

Executive Director and CEO of CPA Alberta. “Over the years, we’ve expanded the scope and types of our support in response to growth in the number of degree-granting institutions, rapidly evolving accounting education programming, new financial pressures on post-secondary institutions, and other factors. Thanks to the support of Alberta CPAs, the Foundation’s granting programs have kept pace with the tremendous growth and changing nature of accounting education.”

Keeping pace has meant the Foundation continues to significantly impact the success of accounting students as they work toward becoming CPAs. “The Foundation’s annual grants enable us to engage our accounting students in a range of student-focused learning opportunities, including case competitions, industry professionals’ lecture series, student peer-learning, professional networking and dialogue, research assistantships, and student project showcases,” says Reza Chowdhury, Chair of the Department of Accounting and Finance at Mount Royal University’s Faculty of Business, Communications Studies, and Aviation. “These activities strengthen students’ skills and their understanding of current real-world accounting issues and practices and foster greater interest in the accounting profession.”

Gina Grandy, Dean of the Haskayne School of Business at the University of Calgary, has also observed the impact of Foundation grants on accounting education. “These grants help ensure that we remain at the forefront of accounting education and research, furthering our mission to provide transformative educational experiences, foster inclusivity, and contribute to the continuous advancement of the accounting profession,” says Gina.

To maximize the impact of its grant programs, the Foundation listens to post-secondary accounting faculty leaders to better understand how the grants can best address emerging trends and pressures in accounting education and best support the students who will become tomorrow’s CPAs and business leaders.

“The world of accounting is becoming more complex every year because of new technologies, evolving business environments, the demand for more accountability from businesses in areas such as sustainability, and other factors,” says Rachel. “The Foundation strives to ensure granting criteria and programming remain relevant and responsive to these trends. We want to provide resources that help students acquire the knowledge they will need to succeed in this dynamic professional environment.”

“
The Foundation’s
annual grants enable
us to engage our
accounting
students in a range of
student-focused
learning opportunities.

Reza Chowdhury

The granting programs have been successful in that endeavour, according to Vikas Mehrotra, Dean of the Alberta School of Business at the University of Alberta. “The Foundation’s crucial funding has empowered us to enhance our curriculum with practical, future-focused learning experiences, such as the integration of data analytics, that align directly with [the CPA profession’s] competency framework that emphasizes these critical skills,” he says.

Future-focused. Relevant. Critical. The Foundation’s grant programs keep accounting programs at post-secondary institutions across Alberta timely and impactful. And most importantly, each year these grants help spark the career goals and dreams of enthusiastic students who will become the next generation of Alberta CPAs. 📌



TRENDS IN ACCOUNTING EDUCATION

Learn more about how accounting education is evolving at the post-secondary level in the *Uncommon Sense* podcast episode featuring Sherif Elbarrad PhD., FCPA, FCMA, Dean of Management at Concordia University of Edmonton. With decades of experience teaching, planning, and leading accounting programs, Dr. Elbarrad offers a close-up view of changes in the classroom and their connection to the workplace. He shares how new technologies and shifting priorities are shaping the education of future CPAs and highlights future trends to watch.

Trends in Accounting Education

A Conversation
with
Dr. Sherif Elbarrad
Ph.D., FCPA, FCMA



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FIRST PERSON

In First Person,
a regular *Dividends*
feature, Alberta CPAs
share their thoughts,
opinions, and learnings
in their own words.

First Person

Maureen Moneta CPA, CA, ICD.D

CPA Alberta's new Board Chair brings governance expertise
and a focus on public trust

Photography by **Laughing Dog Photography**

Maureen Moneta CPA, CA, ICD.D began her two-year term as CPA Alberta Board Chair in September 2025. She is the Founder of Shine Advisory, a Principal with Ozone Advisory Group, and an active director with more than a decade of governance experience. She currently serves on four boards across diverse sectors.

A Chartered Professional Accountant with an ICD.D designation, Maureen contributes to the governance community as a member of ICD's Edmonton Chapter Executive and as an instructor in the ICD's Director Education Program. She has been recognized with a University of Alberta Alumni Horizon Award, as an Edify Top 40 Under 40, and a CPA Alberta Early Achievement Award.

Her unique combination of education, professional experience, and lived experience as a millennial woman of Métis and Ukrainian ancestry who has lived equally in both rural and urban Alberta allows her to bring a distinctive voice to leadership.

I am inherently curious.

Becoming Board Chair is both a **privilege and a responsibility**. To be selected by my peers as the right leader for this important time in our profession is something I do not take lightly.

I can connect every professional achievement back to being a CPA. That led me to initially stand for the CPA Alberta Board election in 2020—I was reflecting on all the profession had given me and **knew I had a responsibility to give back.** ▶

“

Success as Board Chair will mean the public can trust that they are well protected. Public protection is the heart of our mandate and must always guide our decisions.



One fun fact that people may not know: I'm an identical twin. So, if you see me, it might not actually be me!



“My approach to leadership is grounded in integrity, community, and long-term growth and value creation.”

A HISTORIC FIRST

This year represents another historic first for the profession: CPA Alberta is pleased to have Maureen leading the way as the first Indigenous Chair on any CPA Board nationally.

I have specialized in governance and love advising and working with boards that are strategic, innovative, and nuanced in their thinking. **I understand governance systems and design**, and I appreciate the importance of all perspectives in our increasingly polarized world.

My approach to leadership is **grounded in integrity, community, and long-term growth and value creation**.

I passionately believe the wisdom and solutions are in the room and at the table. As Board Chair, I should not have the loudest voice, and I don't need to have all the answers. **I will listen deeply** to draw out the insights of colleagues and strive to ask thoughtful questions so we get to the best place together.

You get better results when people value and truly see each other. When they do, they will give you their best.

For me, success as Board Chair will mean the public can trust that they are well

protected. Public protection is the heart of our mandate and must always guide our decisions. We also need Alberta CPAs to feel confident in their ability to do meaningful work and contribute at the highest levels of business. To achieve this, **the profession must remain relevant and sought out**—with CPAs at the forefront in a rapidly changing world.

The evolution of our profession will take all of us. **Each of us can contribute**, and each of us has a responsibility to do so.

If you see a challenge, **step up and be the solution**. Have the courage to walk into the fire. I often ask myself, “If not me, then who?”

My family is everything. Like most professionals with young children, my life has a lot of moving parts. The CPA designation has given me the agency to make choices, set priorities, and create a life that works for us. I hope my kids—their kids and their grandkids—one day aspire to be part of our incredible profession that can support a fulfilling and full life. 🏡

Shaping the FUTURE

CPAs aren't just facing
change—they're driving it

By Janice Tuff • Photography by Laughing Dog Photography

When Michelle Balmer FCPA, FCA began her accounting career in public practice 30 years ago, the profession was more hands-on.

"When I started, it wasn't a given that you'd get a laptop at your office," she remembers. "We had little trolleys to cart around our boxes of paper. Now, if I say that out loud, somebody who's 25 would think that was pretty hilarious!"

That shift from paper to computers might be one of the more practical changes the accounting profession has seen, but it's certainly not the only one. The profession continues to evolve—thanks to technological advancements, globalization, changing client expectations, and, crucially, the CPAs driving the profession forward.

Versatility is a virtue

Michelle, Senior Assurances Services Partner and Vice-president, Assurance Professional Standards, at MNP, has been in public practice her entire career. The work, she says, has become increasingly diverse, requiring CPAs to specialize to meet the varied expectations of their clients. "With the volume of what you need to know...it's impossible to be a generalist anymore," she says. "You have to say, 'I'm specializing in public companies' or 'I'm specializing in private enterprise' or '...in a certain industry' just to be able to deliver service at the level you need to."

Versatility is key and a defining trait of today's CPAs. Brian Vaasjo FCPA, FCMA, former President and CEO of Capital Power, believes it's founded on the expertise CPAs bring to all aspects of a corporation. "Financial acumen is key to almost every role," says Brian. "Certainly, it's something that gives CPAs an advantage."

In his 40 years in the power industry, Brian has seen CPAs move to different parts of many organizations, bringing their knowledge to strategic planning while acquiring the diverse skills to become senior leaders in areas like HR and IT. And as industry continues to evolve, CPAs are taking the helm in addressing issues such as climate change, social licence, and regulatory changes.

"Their training and background generally drive discipline," says Brian. "They're able to assess what paths make the best sense going forward. In terms of developing resilient strategies, it's important to know what to do, ▶



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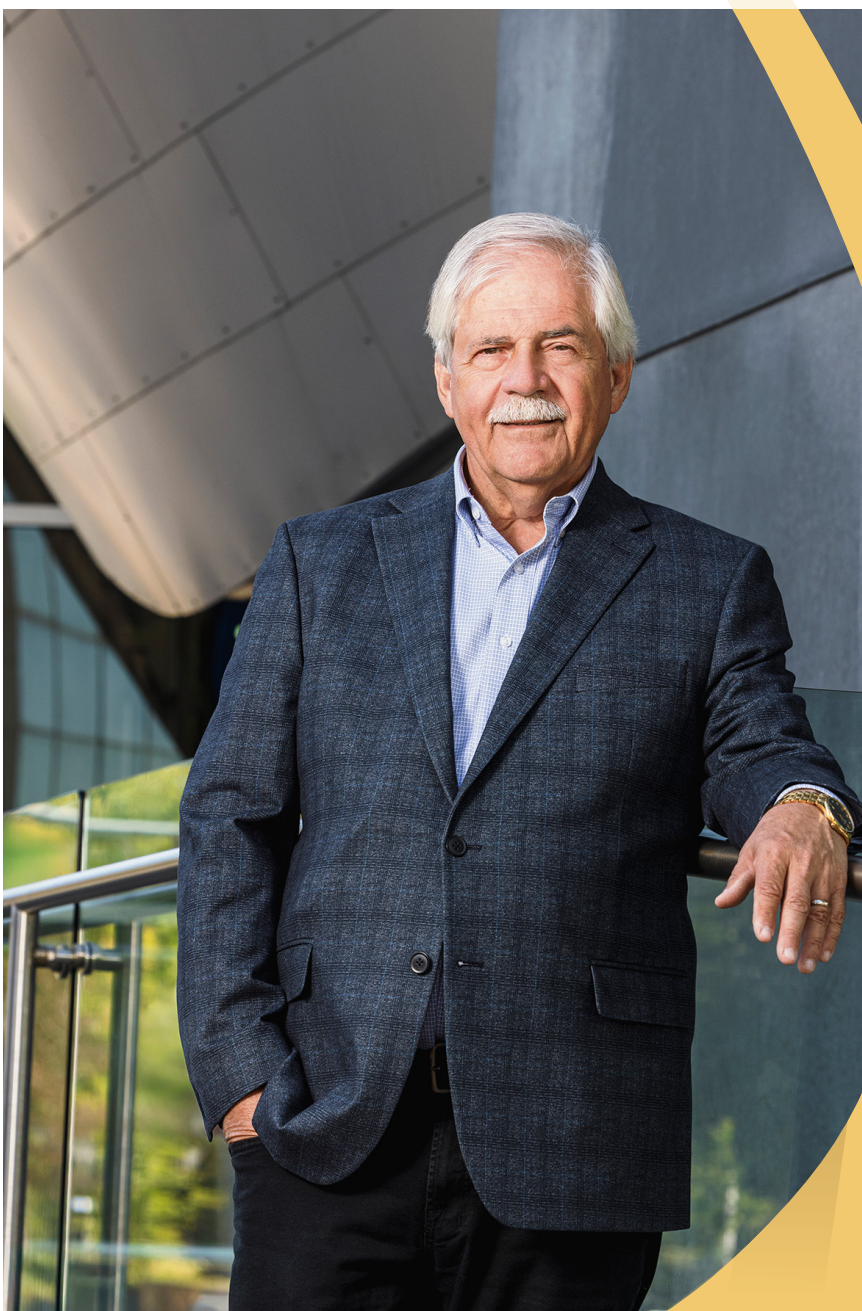
Stewardship is one of my very cherished values. I think it's incumbent on all of us to leave the world a better place than we found it, and that holds true for the profession as well.

Michelle Balmer FCPA, FCA

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In terms of developing resilient strategies, it's important to know what to do, but it's also important to know what not to do. And what not to do is often a result of good, solid analysis.

Brian Vaasjo FCPA, FCMA



but it's also important to know what not to do. And what not to do is often a result of good, solid analysis."

Alvin Allim CPA, CGA, CFO and Director of Financial and Assessment Services with the Town of Cochrane, agrees. "CPAs are no longer bean counters," says Alvin. "We bring knowledge from HR, IT, strategic planning objectives, business case analysis—you name it."

Alvin has been in municipal government for the last decade, and he's seen the CPA's role evolve in tandem with a growing call for accountability and the need to retain public confidence. Evolution is critical for CPAs working in government, and certain processes, like reporting, need to be updated to meet growing citizen expectations.

"Reporting focuses on past performance and financial statements," says Alvin. "Citizens and policy makers increasingly demand real-time forward thinking and insights, including predictive analysis for service delivery. Our residents don't want the same old, same old. CPAs should expand their roles as communicators, helping the public understand how funds are managed and how government spending delivers value."

Alvin believes CPAs' value will continue to grow over the next decade, aided by the continued evolution of technology. Automation and AI are already changing much of the work traditionally done by CPAs, moving them away from manual processes and reducing administrative burden. This, in turn, frees up CPAs to focus on strategic objectives and goals.

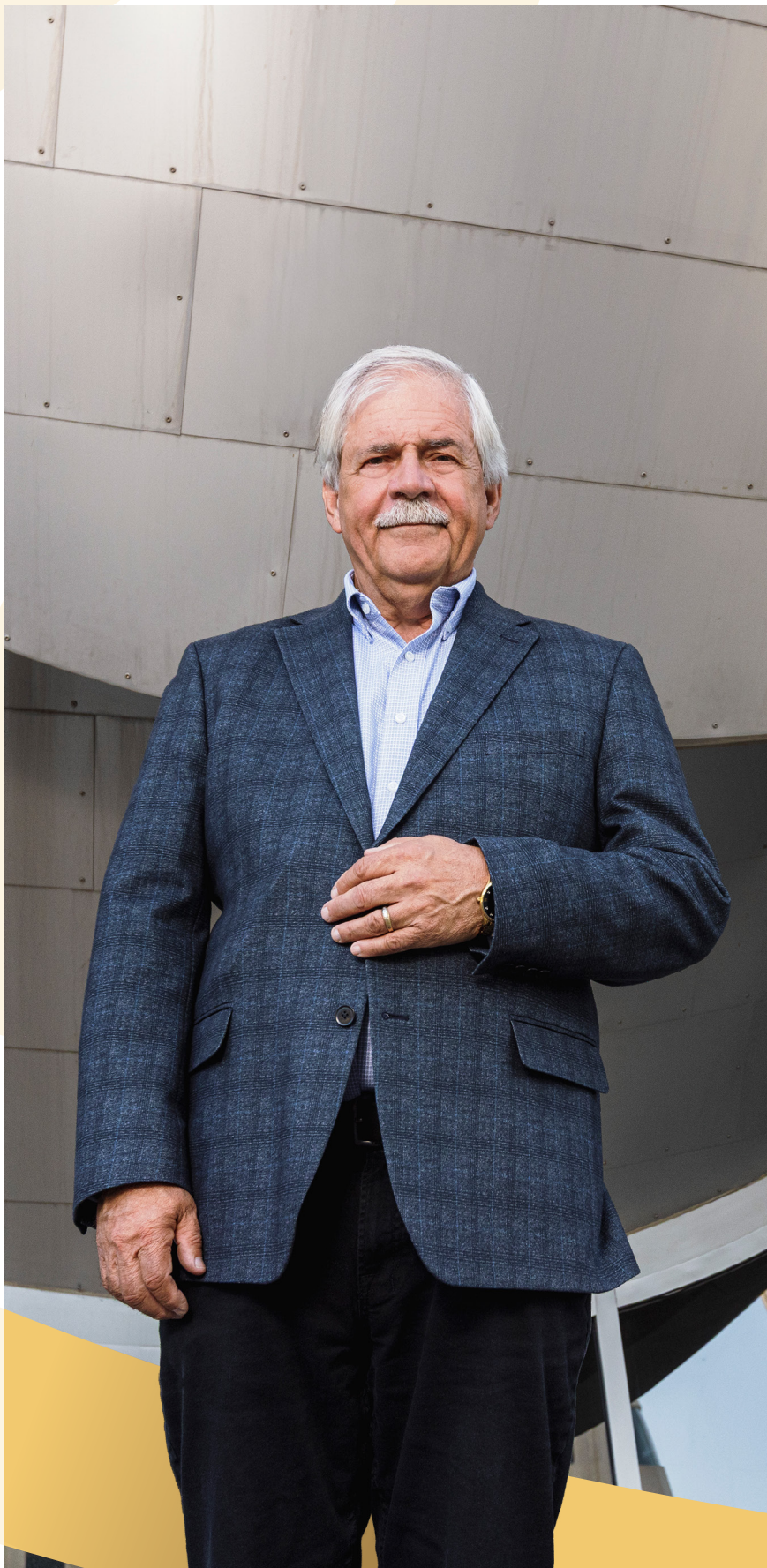
Getting ready for the next 10

Technology will undoubtedly continue to play a significant role in shaping the future of the profession. As the pace of change accelerates over the next decade, being adaptive to technological changes will better prepare CPAs for what's ahead. "AI is changing the way we do and think," says Alvin. "And being able to embrace AI in finance and strategic planning will be beneficial."

Technology is also shifting the way CPAs work and who they work with. "Even in the last five years, I work much more readily with people from across the country and across the world [because of technology]," says Michelle.

While technology and specialized training are shaping the future, they still can't replace the knowledge, experience, and new ideas CPAs bring to their organizations.

In many sectors, succession planning is a growing concern as senior leaders leave the industry and take their vast experience with them. "For boards of directors and CEOs, a major job of theirs is succession planning," says Brian. "It boils down through the organization. They're always looking for those people with



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For us, one of the challenges as key individuals retire or leave for other opportunities is backfilling with CPAs who can step into the role and hit the ground running.

Alvin Allim CPA, CGA

and some of these other elements, CPAs are well-positioned to take leadership roles,” says Brian. “They just need the background and education and flexibility to seize those opportunities.”

Mentorship also remains an effective way to pass along invaluable lived experiences to new CPAs. But knowledge doesn’t only flow from the top down. “One of the great things about working at a firm is that there is always ▶

talent and the mental flexibility to fill roles. Eventually, those individuals will move up the ladder and be ready for the future.”

Succession planning is also top of mind for Alvin. In fact, finding qualified CPAs to fill senior roles is one of the biggest issues for many municipalities across Canada. “You can’t learn municipal accounting through the CPA program,” he says. “It’s something you get as you practice it in the industry. For us, one of the challenges as key individuals retire or leave for other opportunities is backfilling with CPAs who can step into the role and hit the ground running.”

Alvin, who is also the President of the Government Finance Officers Association of Alberta (GFOA Alberta), sees an opportunity for the profession and GFOA Alberta to collaborate on a training program for municipal finance professionals. “That would definitely strengthen the profession in the municipal sector,” he says.

Brian agrees that the profession plays an active role in the success of its members. He encourages CPA Alberta to continue identifying emerging trends and offering ongoing education—supporting members in their current roles and in exploring new career opportunities. “If you think of AI, machine learning,



recruitment of new students,” says Michelle. “We’re always training new CPAs, so there’s always really young people in every area of the practice. It brings a fresh perspective. It brings much more tech-savvy people. It brings insights into some of the changing values. And they keep the rest of us young.”

The more things change...

Despite all this talk about evolution, it’s also true that some things never change. And that can be a good thing, especially when you’re talking about the fundamentals the people who become CPAs bring to the table.

For Brian, financial acumen will always be a building block for success, helping CPAs move ahead in their careers and diversify their experience. “Understanding cause and effect of different actions as it relates to the bottom line is very important

for leaders,” says Brian. “And a major element of that is having fundamental financial knowledge.”

While a solid financial background is foundational to the accounting profession and the organizations it serves, CPAs’ values are its heart.

“Business models have changed a little bit, but when I look at the students I see starting today and the students I would have interacted with when I started, I think to some degree they hold the same values. That’s what attracted us to the profession,” says Michelle.

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Business models have changed a little bit, but when I look at the students I see starting today and the students I would have interacted with when I started, I think to some degree they hold the same values.

Michelle Balmer FCPA, FCA



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Our residents don't want the same old, same old. CPAs should expand their roles as communicators, helping the public understand how funds are managed and how government spending delivers value.

Alvin Allim CPA, CGA

These values include respect, integrity, and accountability. There's a common desire to be trusted by colleagues and clients alike and to offer sound professional judgment, along with transparency and confidentiality.

Of course, there's values...and then there's value. While the heart and soul of the accounting profession will remain the same even as the world changes, the value CPAs bring will continue to grow and evolve. How can CPAs create the greatest value for their organizations, their clients, and their careers in the years ahead?


"Be curious," says Michelle. "Embrace change, be excited for the things that are coming."

Embracing change is essential at every career stage. "Mid-career is a time to look at your toolkit, your experiences, and your organization and see where you can continue to add value," says Brian.

That might include participating in formal professional development, exploring new areas within your organization, or taking on a project outside your comfort zone. "It requires individuals to take a long, hard look at what they're doing and consider how to become more valuable in a tangible way," says Brian.

"Prepare not to be bored," says Alvin. "As a CPA, you need to be ready to adapt to constant changes. And if you want to do that, you will succeed."

Above all, he adds, be passionate. "I have a passion for it, and being a CPA made [my career] even better," says Alvin. "It opened up so many doors and opportunities once I got my designation."

As for Michelle, she's excited to see the career journeys of the next generation of CPAs. "Stewardship is one of my very cherished values. I think it's incumbent on all of us to leave the world a better place than we found it, and that holds true for the profession as well," she says. "I hope the firm I'm going to walk from when I retire is in good hands and providing opportunities, similar or better than the one I was provided when I was 22." 



2025 CPA COMPE

CPA Canada's national study reveals how

The big picture

CPA compensation across Canada continues to grow

7,582
Canadian
CPAs surveyed

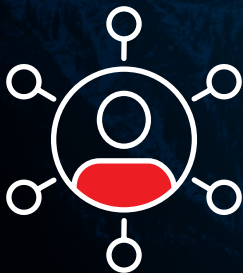


The Alberta advantage

\$169k
median for CPAs
surveyed in Alberta

Top-paying industries in Alberta

 **\$224k**
Construction



Benefits and work-life balance in Alberta



Medical benefits were most offered (97%), followed by life insurance and long-term disability insurance (each 82%).

Larger organizations more often offer mental health supports and pension plans.

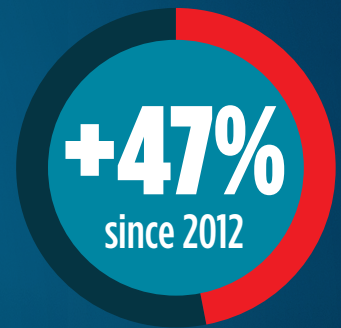


Large professional services firms provide the most comprehensive coverage.

COMPENSATION STUDY

How compensation stacks up across Canada

\$154k median across Canada



\$176k

median for Alberta CPAs
3+ years post-designation

\$186k

median in Calgary—
highest in Canada

76%

of Alberta CPAs reported
an increase over 2023



\$205k

Real estate/building management



\$202k

Oil and gas

Explore the full Alberta
compensation report »



Dive into the national
compensation results »



In the public sector, government, large, and medium organizations offer similar benefits.

Internal professional development is the most used work/life program.



Among the top industries, construction, manufacturing, and oil and gas tend to offer work/life balance programs less often than the provincial average, while the public sector and non-profit exceed it.

Note

The 2025 CPA Compensation Study is based on responses from Canadian CPAs on total 2024 annual compensation, including salary and benefits.



If I had to describe the last 10 years as the CEO of CPA Alberta, the following words come to mind: Wild. Fast. Exciting.

What started as a five-year plan to integrate three cultures into one unified profession only took, to our collective surprise, less than half that time to execute, thanks in no small part to the extraordinary calibre of professionals that make up the profession, including leaders like the late Kara Mitchelmore PhD., FCPA, FCMA, and John Carpenter FCPA, FCCA. Of course, many unexpected—and even unprecedented—situations arose over the past 10 years, such as a global pandemic, to reinforce that sentiment.

Helping CPAs thrive serves the public

CPA Alberta has always prioritized protecting the public by ensuring

the designation is held to the highest possible standard. A key part of that commitment is helping Alberta CPAs be their best selves.

It's important CPAs feel proud to be part of the profession and equipped to weather whatever changes are on the horizon. The professional development CPA Alberta offers is more than an opportunity to check CPD off a list; we design conferences, certificates, mental health initiatives, and events that build pride in the profession, support meaningful and relevant learning, and encourage attendees to build networks to find the people who will help them thrive and overcome challenges.

This is why I enjoy attending face-to-face events, like the CEO Connect Tour. It's there I get to engage with so many

of my CPA colleagues and learn about their challenges, ideas, concerns, and hopes for the future of the profession.

Fit for the future

That feedback shapes our work at CPA Alberta. We're always looking for ways to strengthen the profession and anticipate what CPAs might need, so we can help them serve Albertans. Through those conversations, and through all my interactions at the provincial and regional levels, one thing is certain: the future is bright. Every organization needs a CPA to drive its goals, priorities, and bottom line forward.

In Alberta, our demographics show we can meet that need—now and in the future. A large percentage of our members are in the early stages of their careers, which means as those legacy

A decade of excitement; a future of opportunity

Rachel Miller FCPA, FCA, CPA Alberta's CEO reflects on the journey over the last decade and shares why the profession is ready for the future

By **Rachel Miller FCPA, FCA**

Photography by **Laughing Dog Photography**

CPAs move towards retirement, we have a talented and capable workforce to ease the transition. Women also represent approximately 50 per cent of our profession, and we're becoming more diverse. That workforce reflects our province, and students coming through the pipeline are attracted to a career as a CPA because they see themselves in the profession.

The profession continues to be an attractive one. The CPA education program develops dynamic leaders with exceptional fundamental accounting skills, who are well-versed in the language of business. I'm confident the modernizations to the education program coming in 2027 will continue that rigorous tradition.

CPAs can successfully adapt with the times.

CPAs are irreplaceable

Looking forward, we remain committed to providing CPAs with the tools and resources to succeed regardless of the changes coming their way. A big focus area within our professional development offerings this year is AI. It seems CPAs, for the most part, have already grasped the basics, so now we're interested in helping them take their skills one step further. How can we use AI to improve efficiency and effectiveness while still protecting the public? What are new ways CPAs can turn this easy access to information into real value for their organizations?

Shock media might try to scare us into thinking AI will eventually replace accountants, but like most changes, it's really an opportunity. I'm reminded of the introduction of Excel early in my

CPA career. Back then, colleagues worried CPAs would be replaced by this "cutting-edge" technology. But, as we now know, Excel allowed CPAs to improve their efficiency and focus on higher-level skills.

CPAs will always play a fundamental role in translating data so decision-makers can do what's best for their organization. This is a function technology will never fully replace and a role CPAs are uniquely suited for. While I don't have a crystal ball, I'm confident CPAs can successfully adapt with the times. We're well-equipped for the future.

I described the last 10 years with three words: wild, fast, and exciting. Whatever happens, I have a feeling these same words will apply to the future as well. [📄](#)

The new era of resilient leadership

Seven essential practices
leaders need now

By Tammy Robertson



Nobody told me there'd be days like these." Are these the strange days John Lennon was riffing about?

Change and uncertainty have always been parts of leadership. But today's turbulence feels different—heavier, more relentless. Leaders everywhere say they've never faced this level of challenge in their lifetime. Research confirms it: teams are less engaged, more stressed, edging closer to burnout, and often disenchanted with work altogether.

So, what is a leader to do—especially when you're feeling the weight of it yourself?

The answer: start. Resilience isn't built overnight. It grows through small, daily actions that compound over time. It's the ability to face hard things, access calm, head into challenges with clarity, and come out stronger and smarter. And no leader can do this alone—you'll need every member of your team playing their part.

Seven-day resilience leadership challenge

Here are seven practices to strengthen team resilience, engagement, and performance. Incorporate them during the next seven days and see the impact!

1 Make check-ins a ritual

Begin meetings with a quick temperature check. Ask people where they are on a scale of one to 10. Follow up with the low scores and celebrate the highs. What starts as awkward soon becomes a ritual that signals care, normalizes stress, and reminds everyone they're not alone.

Action: Check in.

Reflection: How did it change the energy in the room?

2 Point to possibility

Research says the thing people want most from their leader is hope. Acknowledge the hardship but help people see what's possible. Share small wins, tell stories, ask big questions. Ditch the mind-numbing overreliance on graphs and tell success stories and share small victories. Stay curious. Ask big questions to shift the focus to what's next.

Action: Share a story of progress, a small win, or a hopeful question.

Reflection: What shift did you notice in engagement or tone?

That's the juice of leadership: helping people be their best, reach their potential, and have a grand time working with people they trust and respect.

3 Call people in

Don't let the same voices dominate. Model collaboration by ensuring everyone is heard. End meetings with a big question (e.g., "What's one thing we've never tried that might help us now?") and start the next meeting with a quick go-around. People engage more when they know their voice counts, and there is an expectation to weigh in.

Action: Invite a quieter voice into the conversation.

Reflection: How did their perspective add value?

4 Make every conversation count

Leadership happens in conversations. At day's end, ask yourself: "Did I leave people better or worse as a result of my interactions today?" Aim to uplift and inspire. It's simple: ask more questions, give less advice, and end with acknowledgment. Conversations are where culture shifts.

Action: Intentionally lift someone up.

Reflection: Did they leave the conversation more confident?

5 Stay above the line

When things go sideways, don't slip into blame, excuses, or denial. Model OAR—ownership, accountability, responsibility. Share your own missteps and what you learned. When teams view mistakes as learning, trust deepens and growth accelerates.

Action: When something goes wrong, practice OAR. If you are fortunate, and

nothing goes wrong in your seven days, share a misstep from your career and what you learned.

Reflection: What did your team take away from your story?

6 Celebrate and appreciate

People don't leave because of paychecks—they leave because they don't feel valued. Say thank you. Celebrate team wins with a "point and rush," the way athletes do: point to the assist, rush to cheer the scorer. Appreciation builds significance, and significance fuels loyalty.

Action: Express one full, genuine thank you—and point to the "assists."

Reflection: How did appreciation shift the dynamic?

7 Pause to respond

Hot reactions are everywhere these days. Emotional agility is about creating space between stimulus and response. Breathe. Consider. Stay curious. Ask: "What impact do I want to have here?" It's a small pause with massive payoff for you and your team.

Action: Pause, breathe, and choose your response.

Reflection: What impact did the pause have on you and others?

Your leadership matters

Resilient leadership isn't about working harder or being tougher. It's about being intentional in how you show up, listen, celebrate, and respond—and just as importantly, how you model balance and perspective for your team.

Because your people aren't just watching what you say; they're watching how you live. When you value health, family, rest, and recovery, you show them it's possible to succeed and have a life. That's inspiring leadership.

Resilience starts with you and multiplies when you pass it on. That's the juice of leadership: helping people be their best, reach their potential, and have a grand time working with people they trust and respect. ▢

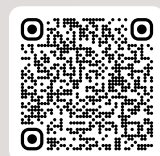



Tammy Robertson is a Resilience Play Maker who helps leaders build resilient teams and cultures in the face of disruption and change. A keynote speaker, coach, and co-author of four books, she blends research, storytelling, and straight talk to ignite purpose and possibility in leadership. Her trademark message—Keep Your Heart in the Game™—challenges leaders to face tough realities with grit, clarity, and confidence.

ADVANCE YOUR LEADERSHIP

Take your leadership to the next level with Tammy's range of courses—from practical workshops to the four-part Advanced Resilient Leadership Certificate.

Explore Tammy's courses on our PD Portal »



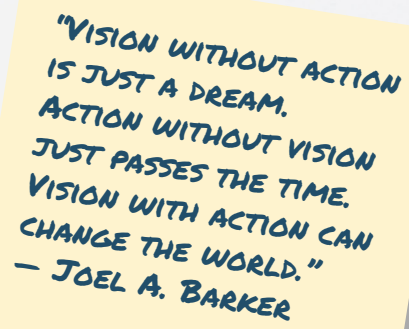



Build

the CPA you want to be

**A CPA's vision board
and development plan**

The future demands new skills, fresh thinking, and bold leadership. Whether you want to embrace emerging tech or grow as a strategic adviser, your journey begins with a clear vision and a plan to act. This is your space to imagine what's next and chart the path to get there.






"VISION WITHOUT ACTION
IS JUST A DREAM.
ACTION WITHOUT VISION
JUST PASSES THE TIME.
VISION WITH ACTION CAN
CHANGE THE WORLD."
— JOEL A. BARKER

Your CPA vision board

Career growth

What kind of work will you be doing in five years?




-  I will be working toward _____
-  I will grow into roles like _____
-  I will make an impact by _____

Ideas to spark your vision

Start a firm, lead a high-impact team, become a controller, become a fractional CFO, mentor emerging professionals

Digital transformation

What digital skills will you develop next?




-  I will become fluent in _____
-  I will explore tools like _____
-  I will apply tech to _____

Ideas to spark your vision

Harness AI and automation, build Power BI and data visualization skills, strengthen cybersecurity awareness, explore cloud-based accounting platforms

Leadership

What leadership skills will you build next?




-  I will strengthen my ability to _____
-  I will lead more effectively by _____
-  I will grow through _____

Ideas to spark your vision

Develop C-suite readiness, build high-performing teams, lead with ethics and integrity, navigate change

Values and purpose

What values will guide your career decisions? What kind of legacy do you want to build?

-  I will stay true to _____
-  I will contribute to _____
-  I will be known for _____

Ideas to spark your vision

Champion ethical leadership, support community initiatives, advocate for equity and inclusion, prioritize sustainability in financial decision-making

CPA Alberta resources

Career growth

- Career Development Mentorship program
- Career Centre
- Online Resource Centre
- Professional development portal
- Executive Programs for CFOs and Controllers
- Conferences

Digital transformation

- PD courses on data, technology, and innovation
- AI Certificate Programs

Leadership

- Volunteer opportunities
- Executive Programs for CFOs and Controllers
- Resilient Leadership Certificate Programs
- PD courses on leadership and professional skills

Values and purpose

- Volunteer opportunities
- PD courses on ethics
- CPA Assist
- CPA Education Foundation *Uncommon Sense* podcast
- Hesje Knowledge Centre on-demand webinar series

Discover these
CPA Alberta resources »





Your next moves

Career paths aren't always linear—take charge of yours. Use this worksheet to reflect, gain clarity, and take meaningful steps toward becoming the CPA you aspire to be. Keep it handy and revisit it quarterly to track your progress, adjust your goals, and celebrate your growth.

- 1** In three to five years, I want to:
(Think about your ideal role, environment, or achievements.)

Example: Lead a team in a tech start-up.

- 2** One thing I want to be known for is:
(Consider your reputation, strengths, or contributions.)

Example: My ability to simplify complex financial data for non-financial stakeholders.

- 3** An impact I want to make is:
(Think about how you want to contribute to your organization, community, or profession.)

Example: Help small businesses thrive through better financial literacy.

- 4** A CPA I admire because:
(Reflect on someone whose career or values inspire you.)

Example: They have had a successful career while giving back to the community.

- 5** What's holding me back right now?
(Identify any barriers—internal or external—that you want to overcome.)

Example: Uncertainty about which specialization to pursue.

- 6** One small step I can take this quarter is:
(Choose a realistic, actionable step to move forward.)

Example: Attend one CPA Alberta webinar on emerging technologies.



Support your next moves—visit CPA Alberta's Career Centre for guidance and resources »



Your future-focused PD plan

Use this checklist to track emerging skills and competencies aligned with your career goals. Each section includes relevant CPA Alberta offerings to help you take action. Check off what you've completed and revisit this list as your goals evolve.

Tech and digital fluency

Explore tools and technologies shaping the future of accounting.

- ☐ Explore AI and automation tools
- ☐ Build data visualization skills
- ☐ Strengthen Excel proficiency

CPA Alberta courses

- ChatGPT x Excel: The Ultimate Toolkit for 21st Century Accountants
- AI Tools and Strategies for Accountants
- How Technology is Impacting the Accounting Profession
- Power BI Fundamentals
- Now Is The Time To Automate!

Why this matters to me:

Strategic leadership

Develop the mindset and skills to lead with confidence and impact.

- ☐ Learn to lead through change
- ☐ Improve advisory and storytelling skills
- ☐ Lead high-performing teams

CPA Alberta courses

- Leadership Skills Package
- Leading High-Performing Teams
- Executive & Certificate Programs

Why this matters to me:

Changing standards

Stay current and confident in your technical knowledge.

- ☐ Stay up to date on accounting standards
- ☐ Refresh your tax knowledge

CPA Alberta courses

- ASPE - Update
- Income Tax - Update

Why this matters to me:



MY CAREER
GOALS
ARE...

Find the courses
mentioned on this
page and more in
the CPA Alberta
PD Portal »





TIPS FROM CPA ASSIST

CPA Assist is the profession's confidential health and wellness support program for Alberta CPAs and CPA PEP candidates. It's here to help you maintain your well-being as you grow in your career:

1. Align your goals with your values
2. Consider your work-life balance
3. Don't hesitate to seek support when needed

Access support
resources from
CPA Assist »



Your vision in action

You've explored your goals, mapped your next steps, and built a future-focused professional development plan. Now, take a moment to reflect and recommit to the CPA you want to be.

Reflection prompts

What will success look like for me in three to five years?


(Think about your ideal role, impact, and lifestyle.)

Who will I need to become to get there?

(Consider the mindset, skills, and habits you'll need to grow.)

What's one CPA Alberta resource I'll explore this month?

(Choose a course, webinar, or tool that aligns with your goals.)

You don't have to see the whole path—just take the next step with purpose. You've started the journey, now keep building the CPA you want to be. 



Investing in the future of the profession

More than a student initiative, CPA Alberta's "Be Curious" recruitment campaign challenges today's CPAs to step up and shape the future

By **Krista Strome**

When Sofia, a third-year university student, met a CPA for coffee one afternoon, she wasn't sure what to expect. Her only impression of accountants was long hours hunched over spreadsheets, far removed from the dynamic career she imagined for herself. But within 30 minutes, her perspective shifted. The CPA she met didn't just talk about financial statements; she spoke about working in healthcare strategy, advising a tech startup, and helping a non-profit navigate growth. Sofia left with a new curiosity about how the CPA designation could shape her future. ▶

Curiosity creates pathways

Sofia's story is what the "Be Curious" recruitment campaign is designed to inspire. By inviting students to follow their curiosity, the campaign highlights that becoming a CPA is not about narrowing career options, it's about expanding them. CPAs work in every industry, from entertainment and energy to government and philanthropy. They lead businesses, drive innovation, and shape public trust. For students, that diversity makes the CPA designation a powerful investment in their future.

The "Be Curious" message reframes what it means to be a CPA, highlighting traditional technical skills and unexpected roles. CPAs are strategists, innovators, entrepreneurs, and leaders across every sector. The respect that comes with the designation goes far beyond the accounting office and follows a CPA wherever their career takes them.

That resonates with students like Sofia, who might otherwise overlook the profession, and reminds current CPAs of the versatility and pride their designation carries.

Why recruitment matters

The campaign is not only for students. It's also a call to action for today's CPAs. Getting involved with recruitment is more than a nice gesture. It's an investment in the profession's future and in every CPA's own career. It helps the profession navigate disruption and embrace the market realities of today. A strong pipeline is essential to avoiding talent shortages that could impact everything from business continuity to public trust.

Every new CPA adds to the community's collective expertise and keeps the designation relevant and respected. The future of the profession depends on the choices CPAs make today.

Small actions, big impact

Fortunately, getting involved with recruitment doesn't require a huge time commitment. A few simple actions can have a profound impact:

- **Coffee chats:** Sharing your career path makes the opportunities real and can change the way a student, like Sofia, sees the profession
- **Speaking opportunities:** Telling your story at an event or in a classroom demonstrates the range of CPA careers and breaks stereotypes
- **Volunteerism:** Guiding and encouraging students at case competitions, through mentorship initiatives, and at networking events provides another touchpoint for future CPAs
- **Online advocacy:** Writing about your career on LinkedIn amplifies the message to thousands


Every small act builds momentum, and when thousands of CPAs each contribute in one or two ways, the collective impact is transformative.

And the rewards go far beyond professional duty. Mentorship offers a chance to reflect on your own career journey and reconnect with why you pursued the designation in the first place. Watching a student succeed—whether passing exams, landing a meaningful role, or discovering their own passion—is deeply fulfilling.

Many CPAs describe these moments as some of the most rewarding experiences of their careers. Recruitment is more than meeting market needs. It's about building connections, shaping careers, and leaving a legacy within the profession.

Building a future together

The "Be Curious" campaign reminds us that the CPA designation is more than a credential. It represents a community united by shared purpose and respect. Current CPAs have the opportunity to shape the profession's future and guide the next generation.

For Sofia, a simple coffee chat opened the door to a career she hadn't imagined. For the CPA who took the time to meet with her, it was a chance to get involved and to see the future of the profession through the eyes of a curious mind just beginning to explore the possibilities. 

“

The "Be Curious" campaign reminds us that the CPA designation is more than a credential; it's a community bound by shared purpose and respect. Current CPAs have the opportunity to shape the profession's future and guide the next generation.



Streamlining your accounting workflows

IT support for AI adoption

By Kevin Nguyen, SysGen Solutions Group

Artificial Intelligence is transforming accounting workflows and is a great tool to streamline day-to-day operations. However, success in AI implementation requires more than adoption, it demands readiness. From systems and data to security and process alignment, accounting firms need a solid foundation to maximize efficiency and impact. Managed Service Providers (MSPs) can help accounting firms integrate AI smoothly, securely, and effectively.

Many Alberta CPAs already recognize the value AI brings to their workflows.

AI acts as a tool to automate repetitive tasks, improve accuracy, and enable faster, data-driven decisions. However, being aware of that potential isn't as simple as turning on a new tool; AI works best when the right systems are in place, data is clean and well-structured, and workflows are designed to take full advantage of automation. Many employees are using their own AI tools in place of properly implemented and integrated AI; this can lead to increased risks of data exposure and loss of confidentiality. Without careful preparation, AI adoption can lead to

inefficiencies, compliance risks, or underused technology.

This is where IT MSPs can help. MSPs partner with accounting firms and professionals to assess AI readiness, identify gaps, and implement AI solutions seamlessly and securely. MSPs focus on helping professionals leverage AI efficiently, minimizing disruption to daily operations while maximizing the impact on productivity and client service. MSPs are beyond providing IT support and are more like IT partners that make sure AI works for the team, not the other way around. ▶



SUPPLIED CONTENT

This content is supplied by SysGen Solutions Group, a client-focused IT consulting organization for small to mid-sized organizations.

Let SysGen help your firm unlock workflow efficiencies, reduce risk, and get the most from your AI tools!

Start your AI journey confidently with SysGen's Microsoft 365 Copilot Readiness Assessment »



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sysgen.ca



Why AI readiness matters

Even the best AI tools can underperform if the workplace environment isn't ready: fragmented data, misconfigured systems, or gaps in compliance can slow adoption and reduce value. This is why AI readiness matters: it helps prepare the infrastructure so AI can act as a supportive tool and streamline workflows, rather than create new challenges, time sinks, or, worse, gaps that cyber threats could exploit.

Enter SysGen's Microsoft 365 Copilot Readiness Assessment

SysGen's AI Readiness Assessment evaluates key areas critical for smooth AI integration, no matter the business size or industry. Here are some of the steps SysGen takes and considers:

- **Licensing alignment:** Ensures Microsoft 365 licenses support AI features and identifies cost efficiencies
- **Tenant configuration:** Checks your environment for security, compliance, and readiness
- **Data quality and access:** Confirms your data is structured, accurate, and ready for AI workflows
- **Actionable recommendations:** Provides clear steps to optimize your systems for AI adoption; think of it as a roadmap with lots of directions and guidance for you and your team

What's in it for CPAs?

Accounting firms and professionals that prepare properly gain tangible advantages in their workplace, such as:

- **Efficiency:** Free your team from repetitive tasks *Example:* Automated reconciliations let CPAs focus on advising clients instead of crunching numbers.
- **Accuracy:** Clean data + proper system setup = fewer errors *Example:* AI flags anomalies before they reach client reports, reducing costly corrections.
- **Cost optimization:** Streamlined processes save money and time *Example:* Less overtime, fewer temporary hires, and more budget for technology upgrades.
- **Client impact:** Deliver insights faster and more reliably *Example:* Monthly reports can include predictive analysis, giving clients actionable recommendations rather than just numbers.

Why should CPAs partner with MSPs for AI readiness?

CPAs bring deep expertise in numbers, financial strategy, and regulatory compliance, while IT experts contribute specialized knowledge in systems architecture, cybersecurity, and AI readiness. When these two disciplines collaborate, firms can ensure that technology not only automates routine tasks but also strengthens workflow efficiency, safeguards sensitive data, and supports strategic decision-making. This cross-functional approach turns AI and automation from a technical add-on into a true business enabler, allowing teams to focus on higher-value work and deliver more consistent, reliable outcomes for clients. 📌

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Risk & reputation

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ACCOUNTING

Tangible Capital Assets

The Public Sector Accounting Board issued amendments to Section PS 3150 in May 2025 as part of implementing its Government Not-for-Profit Strategy, which incorporates the PS 4200 series into public sector accounting standards with potential customizations.

The amendments add:

- a new criterion to the definition of a tangible capital asset
- a new definition of a collection
- new disclosure requirements for works of art, historical treasures, and/or collections
- new guidance for situations where an entity purchases a tangible capital asset at substantially below fair value
- new guidance for situations where an entity receives contributed materials and/or labour when constructing or developing a tangible capital asset

For government not-for-profit organizations that apply the PS 4200 series, this section is effective for fiscal years beginning on or after April 1, 2030, with early application permitted. The section would be applied retroactively with restatement of prior periods.

For public sector entities that have not applied the PS 4200 series, the amendments to this section are effective for fiscal periods beginning on or after April 1, 2030, with early adoption permitted. The amendments would be applied retroactively with restatement of prior periods except for the amendments related to purchases of tangible capital assets at substantially below fair value and including in the cost of a constructed or developed tangible capital asset, the contributed materials and/or labour, which are applied only to new transactions or events from the date of change.

As a consequence of amending Section PS 3150, editorial changes have been made to other standards.

Sections PS 4230, *Capital Assets held by Not-for-Profit Organizations*, and PS 4240, *Collections held by Not-for-Profit Organizations*, will be withdrawn as a result of the amendments to Section PS 3150. ▶

ASSURANCE

IAASB strengthens auditor responsibilities for Going Concern through revised standard

The International Auditing and Assurance Standards Board (IAASB) released its revised International Standard on Auditing 570 (Revised 2024), Going Concern. The revised standard responds to corporate failures that raised questions regarding auditors' responsibilities by significantly enhancing the auditor's work in evaluating management's assessment of an entity's ability to continue as a going concern. Effective for audits of financial statements for periods beginning on or after December 15, 2026, the standard will also increase consistency in auditing practices and strengthen transparency through communications and auditor reporting on matters related to going concern in a consistent manner.

ISA 570 (Revised 2024) introduces several key changes:

- **Robust risk assessment:** Auditors must conduct, in a timelier manner, thorough risk assessments to determine whether events or conditions are identified that may cast significant doubt on the entity's ability to continue as a going concern.
- **Evaluating management's assessment:** Auditors must evaluate management's assessment of going concern irrespective of whether events or conditions are identified. In doing so, auditors must consider the potential for management bias and evaluate the underlying method, significant assumptions, and data used when management formed its assessment. Additionally, auditors must evaluate whether management's judgments and decisions indicate potential bias.
- **Extended date of evaluation period:** The auditor's evaluation period for going concern now extends at least 12 months from the date of approval of the financial statements, contributing to an assessment of more relevant, decision-useful information.
- **Enhanced transparency:** The standard requires clearer communication in the auditor's report about the auditor's responsibilities and work related to going concern and strengthened communications with those charged with governance and external parties.

The revised standard is intended to address calls from investors, regulators, and other stakeholders for more robust audit procedures related to going concern. It provides decision-useful, entity-specific information in the auditor's report regarding the auditor's work and responsibilities for going concern.

ETHICS

ESBA establishes global baseline ethics standards for sustainability reporting and assurance

Despite ongoing geopolitical tensions, sustainability remains a top priority for businesses, investors, regulators, and the public. In response to growing demands for reliable and trustworthy sustainability information, the International Ethics Standards Board for Accountants (IESBA) took a significant step forward in January 2025, releasing new standards to bolster integrity and trust in sustainability reporting and assurance.

The global ethics standard setter approved its International Ethics Standards for Sustainability Assurance (including International Independence Standards) (IESSA) and related revisions to the International Code of Ethics for Professional Accountants (including International Independence Standards) for sustainability reporting. At the same time, the IESBA approved new standards with respect to *Using the Work of an External Expert* to establish requirements and provide guidance for assessing the competence, capabilities, and objectivity of external experts, including when their work is used in sustainability reporting and assurance.

Certified by the Public Interest Oversight Board and supported by the International Organization of Securities Commissions, these framework-neutral standards will uphold the highest standards of ethical conduct in the preparation and presentation of sustainability information and underpin the ethical behavior and independence of all sustainability assurance practitioners, regardless of the reporting or assurance frameworks applied. As a result, they will inspire trust and confidence in sustainability information that consumers, employees, investors, regulators, government agencies, and other stakeholders use for decision-making.

Meeting the ethical challenges of sustainability reporting

Ethics often plays an even more significant role in sustainability information than in financial information, given the subjectivity, prospectivity, and immaturity of the underlying data. At a time when sustainability information is becoming pivotal for decision-making and regulatory compliance, ethical risks such as greenwashing, conflicts of interest, pressure, and threats to independence can undermine the credibility of this information.

The IESBA's new sustainability standards directly address these challenges by:

- **Combating the risks of fraud, including greenwashing:** Offering guidance to preparers and assurance practitioners on identifying and addressing the risk of misleading claims or the inappropriate use of discretion in sustainability reporting.
- **Strengthening independence:** Introducing new provisions to address threats to practitioners' independence, for example, in relation to the provision of sustainability data and information services or advisory services on forward-looking information to a sustainability assurance client.
- **Supporting the effectiveness of assurance work:** Coordinating with IAASB to develop ethics and independence standards that are fully interoperable with the International Standard on Sustainability Assurance 5000 to address sustainability specifics, including matters relevant to group sustainability assurance engagements.
- **Providing clarity:** The new standards set clear requirements for professional accountants in preparing or presenting sustainability disclosures that are transparent and trustworthy for investors and other stakeholders. They address a variety

of ethics issues that might arise because of the qualitative and forward-looking nature of sustainability information; immature systems and controls; complexity of sustainability matters; and internal and external pressures. And with respect to sustainability assurance, the IESSA addresses various ethics issues such as bias, conflicts of interest, and non-compliance with laws and regulations.

These standards mark a transformative shift in how sustainability information is prepared, assured, and trusted across jurisdictions, industries, and professions.

Implementation and next steps

Both the IESSA and *Using the Work of an External Expert* standards will become effective for sustainability assurance engagements on sustainability information for periods starting on or after December 15, 2026, with early adoption encouraged. To allow more time for implementation, the IESBA has also set a longer effective date of July 1, 2028, for certain independence provisions addressing assurance work performed at entities within a sustainability assurance client's value chain. [▶](#)

IMPORTANT DEADLINES FOR 2026

To maintain your CPA Alberta membership, make sure you meet these deadlines and pay all required fees on time. These dates are tied to your professional obligations under the *Rules of Professional Conduct*, and missing them could lead to fines or disciplinary action, so make sure you're prepared.

Find out more about member fees >>



Requirement	Registration year	Due date
Continuing Professional Development (CPD) declaration	Jan 1–Dec 31	Mar 1
Membership renewal and fees	Apr 1–Mar 31	May 31
Professional corporation registration	Apr 1–Mar 31	May 31
Professional accounting firm (PAF) registration	Oct 1–Sept 30	Nov 30
Professional Service Provider (PSP) Registration	Oct 1–Sept 30	Nov 30

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In memoriam

CPA Alberta notes with sorrow the passing of these Alberta CPAs.

Notice received June 16 to September 29, 2025

Abbotsford

Peter Rochow CPA, CGA

Beaumont

Andre Gendron CPA, CGA

Calgary

Hannah Bjerkseth CPA, CMA
Ron Elliot FCPA, FCA

Bill Jeffery CPA, CGA

Neil Krzinger CPA, CA
Mariam Ladha CPA, CGA
David Nielsen CPA, CA
Casey Porter CPA, CGA
Thomas Tam CPA, CMA

County of Grande Prairie

Jesse Lofstrom CPA, CA

Edmonton

Jon Culley CPA, CMA
Linda Priela CPA, CMA

Scarborough

Frank Boal CPA, CA

Sherwood Park

Claudette Berard CPA, CGA

St. Albert

Ann Frederick CPA, CGA
William Rosychuk CPA, CGA

Wichita Falls (Texas)

Gary Neve CPA, CMA

The CPA profession mourns the loss of an Alberta CPA who had a profound impact on the profession and his community.

Ron Elliot FCPA, FCA

Ron earned his designation in 1962, practicing in Ontario and British Columbia before making Calgary home. Described as “an accountant with an artist’s soul,” he made a significant impact on the profession and his community. For his contributions and achievements, Ron was given a Fellowship in the profession in 1991.

Within the profession, Ron freely gave his time and expertise in several important roles, both provincially and nationally. He served on the national Auditing Standards Committee (the predecessor of the Auditing Standards

Board) for five years, culminating in a term as Chair in 1979/80. It is a testament to the dedication and value he brought to his service that a similar pattern of ascension occurred within his tenure on the Council of the Institute of Chartered Accountants of Alberta; he served from 1985 to 1990, with a term as President in 1989/90. During that time, he also served on the board of the Canadian Institute of Chartered Accountants (1988 to 1990).

Ron’s dedication and selfless commitment extended into the community as well. Among the worthy organizations that benefited from his governance

expertise were the Alberta Sports Council, Olympic Trust of Canada, and the University of Calgary Faculty of Management’s Management Advisory Council.

To honour Ron’s memory and legacy, his friends and colleagues have established the Ron Elliott Award for Innovation through the CPA Education Foundation. The fund will be used to support innovation in teaching audit, including the responsible use of artificial intelligence. Those interested in supporting this important initiative can donate to the fund by searching its name at donate.cpaalberta.ca/Fund.

Self-Publishing Grant Program

Through the Hesje CPA Knowledge Centre’s Self-Publishing Grant Program, Alberta CPAs can apply for a \$5,000 grant to help fund the self-publishing of books they have written.

It’s easy to apply:

1. Watch a short webinar.
2. Complete and submit the

Grants will be awarded annually
(November and March).



Scan the QR code
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Connecting you to the CPA Alberta Board

Behind every policy and decision they make, the CPA Alberta Board is made up of real people—professionals who bring not only governance expertise but also unique passions, stories, and perspectives.

Photography supplied

We're excited to introduce the two newest Board members: Jason Labonte CPA, CMA and Jenn Miller CPA, CA. From hobbies that keep them grounded to advice that shapes their leadership, Jason and Jenn remind us that Board service is about more than oversight; it's about people, purpose, and community.

Meet Jason as he shares his passions, hobbies, and the insights that guide him

If we saw you on the weekend, what would we find you doing?

I'd probably be swimming, biking, or running. I am an avid triathlete and recently completed my sixth Ironman triathlon. Saturdays are usually reserved for long bike rides, and Sundays for long runs.

In the winter, I continue training by riding indoors on a trainer, but I still love to run outside. My wife and I are also big Oilers fans, so you can usually find me watching the games live or from my couch.

Who are the first three people you call when you need advice?

My loving wife is obviously on the list; so is my wise and straight-to-the-point buddy, Grant (also a CPA). I had an executive coach for a few years who then turned into an amazing friend, so she's on my list. For anything else, I'd turn to Coach Dusty, my triathlon coach!

What is the best piece of advice you've received?

"Be comfortable in uncertainty." I got this advice when I was young and trying to figure out what to do with my life. I thought I had to have it all mapped out, but the reality was that I had to let it unfold. That advice has stuck with me ever since and has helped me see the only thing I truly control is my attitude and how I respond to what life puts in front of me.

Meet Jenn as she shares her interests, inspirations, and the little things that keep her grounded.

If we saw you on the weekend, what would we find you doing?

On weekends, I spend as much time as I can with my husband and teenage sons. We recently took up golf as a family and have really enjoyed getting outside more often at our local courses. On hot summer days, I like to get out on the water with friends, most often for a float on the river. In the winter, you can usually find me at the bowling alley watching my older son or at a ski hill with my younger son.

What is something people might be surprised to learn about you?

I'm quite handy with power tools and have completed many home renovations over the years, including bathrooms, tiling, and flooring. I like to joke that I could have a degree in painting if such a thing existed. I've also refinished many pieces of wooden furniture and most recently stripped, sanded, stained, and varnished the wooden banister in



Being present helps
Jenn Miller CPA, CA reset



Jason Labonte CPA, CMA has six
Ironman triathlons under his belt

our current house. It took far too long—I don't recommend it!

What is the best piece of advice you've received?

I'm a worrier and a doer, and I often think way too far ahead. The best advice I've received is to be present in the moment and enjoy today. This has helped me slow down and take some of the pressure off—most of which I put on myself by trying to get too much done too quickly! Now, I purposefully make a point of sitting down to do a puzzle, relax, or go for a walk, even though there are always more things to do. 🧩

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Help protect your home against natural disasters

There are lots of things you can do to help protect your home and your belongings against extreme weather and disasters. Here are some tips to help you get started:



Make sure your basement floor drains are clear and unobstructed to allow seepage water to drain away



Rake up and get rid of branches, pine needles and dead leaves and keep your lawn mowed to no more than 10 centimetres to help protect against wildfire risk



Park your car in a garage, if possible, when there are high winds or hail in the forecast



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