

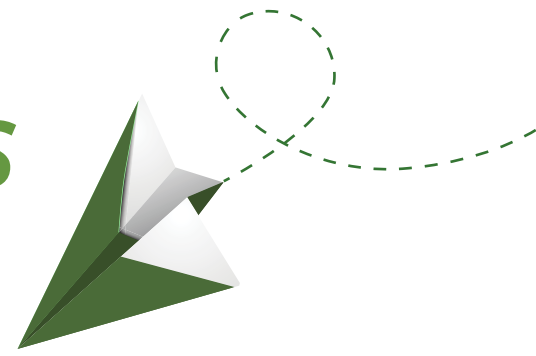
WELCH TIMES

SUMMER 2022

CONTENTS



Welch Newcomers Support Group



As part of Welch LLP's equity, diversity, and inclusion practice, several committees have emerged. One of these committees is the Welch Newcomers Support Group, where current team members facilitate the onboarding and engagement of new staff who are also newcomers to Canada. It is a safe space for our people to share their stories, give advice, and find a home in Welch as they get accustomed to a new country.

"It made me feel welcome and supported," says Monica Valbuena, B.Sc. Accounting, a cloud bookkeeper on our Elevate team. "Having others around me that have come through similar situations made me feel secure and understood. It showed me that employees for Welch are not just a number, but Welch really cares about each other."

The Welch Newcomers Support Group was created in the winter of 2021 and currently has six core members, each having emigrated from different countries all over the globe. The group was created to support newcomers and provide an additional outlet to those individuals adjusting to Canadian living.

Miguel Gonzalez is another cloud bookkeeper at the firm, and a member of the Newcomers Support Group. Having recently moved to Canada, this group has been important to Miguel. "It is important because with this program, as a Newcomer you will feel supported by other Newcomers who came from the same pathway as you and they can guide and clarify some questions that you might have as a Newcomer," says Miguel. "Working in an Accounting Firm may seem overwhelming at the beginning, but with the help of the group you will begin to build the confidence you need to get the job done."

The Newcomers Support Group strives to build a community that provides resources, guidance, and information to new hires. The group looks to create an inclusive environment, host events, and connect with diversity initiatives in the community that create value for the firm. "This promotes a diverse workplace of professionals with varying perspectives and experiences, adding value to our clients and our firm," says Eynosias Eskindir, accountant and staff.



June 21, 2022

INDIGENOUS PEOPLES DAY

Every June we celebrate **National Indigenous History Month** to recognize the history, heritage, diversity, and contributions of First Nations, Inuit, and Métis peoples in Canada. This celebration began on June 13, 1996 when Governor General Roméo LeBlanc announced the government's intention to have an annual, national celebration of Indigenous peoples through the recognition of National Indigenous History Month and designating June 21st as the Indigenous Peoples Day. As we celebrate this day, it is also an opportunity to learn about, appreciate, and acknowledge the contributions of Indigenous Peoples, past and present, in the shaping of the Canada we all enjoy today.

A significant contribution of the Indigenous Peoples of Canada is the sharing of their oral history and teachings, through stories and illustrations. Today, we would like to take a moment to learn about a teaching shared by the Anishinaabeg (plural form of Anishinaabe) People who live in parts of Canada and the United States, primarily concentrated around the great lakes. These teachings can impact your thoughts, decisions, and actions, encouraging you to live a more connected, happy, and peaceful life.

This teaching is called the Seven Grandfather Teachings. It is a guiding moral foundation of values, each represented by a specific animal, to teach us the lessons of humility, bravery, honesty, wisdom, truth, respect, and love.

It is important to know that each of the Seven Grandfathers must be used in unison with the others. You cannot have Wisdom without Love, Respect, Bravery, Honesty, Humility, and Truth. Incorporating these teachings into our daily lives will help us to be sincere in our actions, character, and words.

Even in business, this is an important lesson to be applied. At Welch, our core values are care, impact, and empower. We can further our client and community relations by including the morals of the Seven Grandfather Teachings into our daily business dealings. Upholding the balance between the seven foundations will not only benefit our business, but also our peers, partners, and community for years to come. The EDI Community Alliance also aspires to incorporate these teachings, host events, and further discussion surrounding reconciliation in the Fall of 2022.

The Seven Grandfather Teachings



Dbaadendiziwin - Humility

The wolf lives its life for its pack. Humility is knowing that you are a sacred part of creation and that you should live selflessly not selfishly.

Aawa'ode'ewin - Bravery

The mother bear has the courage and strength to face her fears and challenges while protecting her young. Defend what you believe in, have conviction in your decisions and face your fears.



Gwekwaadziwin - Honesty

The Sabe, or bigfoot, understands who they are and how to walk in their life. Honesty is to accept who you are and not seek the power, speed or beauty of others.

Nbwaakaawin - Wisdom

The beaver uses his natural gift wisely for survival. To cherish knowledge is to know wisdom. Use your inherent gifts wisely and live your life by them.



Debwewin - Truth

The turtle was here during the creation of the Earth and carried the teachings of life on its back. Truth is to live your life understanding the importance of both the journey and the destination.

Mnaadendimowin - Respect

The buffalo gives every part of his being to sustain the human way of living because he respects balance and the needs of others. To honour all creations and strive for balance is to live life with



Zaagidwin - Love

The eagle has the strength to carry all of the teachings and flies closest to The Creator. To know love is to view your inner self from the perspective of all teachings and live in peace.

REPRESENTATION IN RECRUITMENT



Leanne Belle



Dr. Sue Haywood



Zack Fleming

VIEW RECORDING

This past June, our Welch EDICA team put together a panel event with experts at the **Business Sherpa Group** to help you better incorporate Representation in your Recruitment practice.

The event was moderated by **Leanne Belle**, Marketing Manager, with panelists **Dr. Sue Haywood**, Director, HR Practice and Head People Officer and **Zack Fleming**, Director, Manager Recruitment.

In this event, we covered the topics of:

- Navigating Inequalities in the Workplace
- Recruitment and Hiring Challenges
- General EDI Practices in Hiring
- What we can do as employers

A whopping 61 per cent of respondents to the 2022 Welch Ottawa Business Growth Survey plan to recruit new employees in the coming year, up from 25% in the depths of the pandemic and the highest level since 2015. However, those plans are being stymied by a lack of qualified candidates.

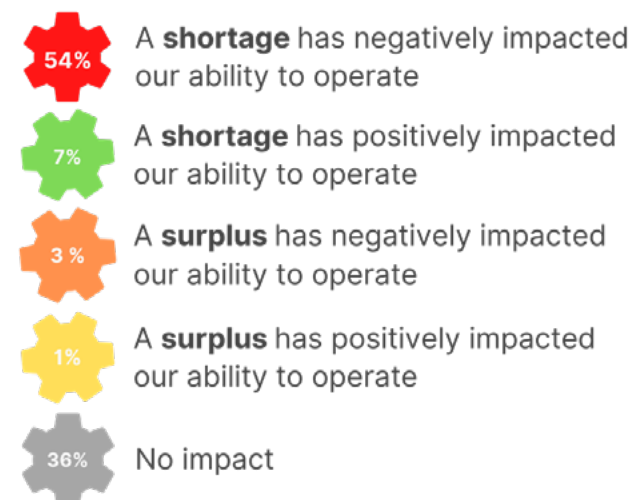
“There is definitely a fight for talent in most sectors of the economy – in many cases a company’s growth potential is directly connected to its ability to recruit and retain staff. This also represents a challenge for understaffed organizations, with more pressure on staff at a time when many employees are looking for enhanced work – life balance. This can lead to a purposeful decision to mitigate growth targets to ensure a sustainable pace of activity for an organization’s workforce.”

- Jim McConnery, managing partner at Welch LLP

Survey results reflect this sentiment, with 57% of respondents to the Ottawa Business Growth Survey saying it’s harder to recruit and retain employees. To help address the problem, 65% have hired immigrants, up 14 percentage points from last year. However, that also has its difficulties.

AVAILABILITY OF SKILLED LABOUR

Over the past year, how has the availability of skilled trade workers affected your business’s ability to operate?



Dana Brown, dean of the Sprott School of Business at Carleton University, says requirements around experience and credentials often mean immigrants can’t access jobs. “My Uber drivers in Ottawa are engineers and accountants and highly qualified people and they can’t find jobs. And yet we have the talent deficit.”

Retaining staff is another issue, with cash-strapped employers offering more flexibility and opportunities for learning, while also enhancing workplace culture. This at a time when one-third of respondents say the pandemic caused their company culture to deteriorate.

The rise in cyber-crime that has come along with increased online business is another worry. Half of respondents said they took measures over the past year to protect privacy, data and digital assets and feel those measures have added a layer of security. At the same time, 20 per cent said they had taken measures but felt there was still a risk.

That risk may be coming from unexpected quarters.

“It’s interesting that so many of the additional measures taken are specific to upgrading tools and technologies and, yet, only 38 per cent of local companies conducted a basic criminal record check and only 18 per cent opted for fingerprinting to screen new employees,” says Paul Guindon, CEO of Commissionaires Ottawa. “You also need to be able to trust the people in your organization,” Guindon explains, pointing to online portals, mobile services and bulk billing solutions for employers who want to verify the identity and integrity of new employees and contractors.

Read the full article written by the OBJ [here](#).

LIVE WEBINAR



MARKET OUTLOOK 2022: ARE WE ALREADY IN A RECESSION?

SEPT 14, 2022 | 11:00 - 12:00

REGISTER NOW



Welch Family Wealth Advisory invites you to join an informative discussion on the current market outlook on September 14 at 11:00am.

In this webinar, we will dive into the current market outlook and what a recession could look like. We will also discuss the bull-ish trends and what to expect. Lastly, we address the global volatility and what it means for your portfolios.

The panel will be moderated by Welch Family Wealth Advisory's Senior Advisor, Micheal Burch, FCPA, FCA, CFP, and will be featuring Craig Basinger, Chief Market Strategist of Purpose Investments.



Purpose Investments is the award-winning investment management company with nearly \$17 billion in assets under management. As an economist and portfolio manager focused on asset allocation, Craig will share both insights into the current unique environment and expectations on how things may unfold from an economic and market perspective.

TAX BLOG

For Individuals

Who has to pay **Tax Instalments?**

What are tax instalments?

Tax instalments are payments you make throughout the year to cover the taxes you normally pay in one lump sum on your annual tax return of the following year.

Who is required to pay individual tax instalments?

There are two factors to consider:

FACTOR #1

Province / Territory of residence on December 31

The province or territory where you live on December 31 sets the threshold for your net tax owing for purposes of tax instalment requirements:

- Quebec residents: net tax owing > \$1,800;
- or
- Residents in all other provinces / territories: net tax owing > \$3,000.

FACTOR #2

Net Tax Owing

Both of the following conditions must be met in order to trigger your 2022 income tax instalments requirement:

- Condition 1: Net tax owing exceeded \$3,000 in either of the 2021 or 2020 taxation years.
- and
- Condition 2: Net tax owing in 2022 also exceeds \$3,000.

Does CRA Remind me to Remit Tax Instalments?

Yes. CRA sends out instalment reminders for individuals twice a year:

- in February, for the March and June payments; and
- in August, for the September and December payments.

GST/HST Tax Instalments for Sole Proprietors

If you have a business that is registered for GST/HST and you file annual GST/HST returns (as opposed to monthly or quarterly), you may have to make quarterly instalment payments in the current year if your previous year's net GST/HST tax owing is \$3,000 or more. The "My Business Account" portal has an instalment payment calculator in the GST/HST section to help with this calculation.

What if I do not Respond to the Tax Instalments Reminder(s)?

If you have received an instalment reminder and are required to pay instalments, but you do not pay sufficient amounts on time, CRA may assess instalment interest and penalty charges.

CRA will charge instalment interest on all late or insufficient instalment payments. Instalment interest is compounded daily at the prescribed interest rate (currently 5%). This rate is determined in each quarter and may thus fluctuate.

If your instalment interest charges for a year exceeds \$1,000, you may also have to pay a penalty.



Annual Accounting & Tax Update

Private Enterprises

Wednesday, October 5, 2022
9 AM - 12 PM

[REGISTER HERE](#)

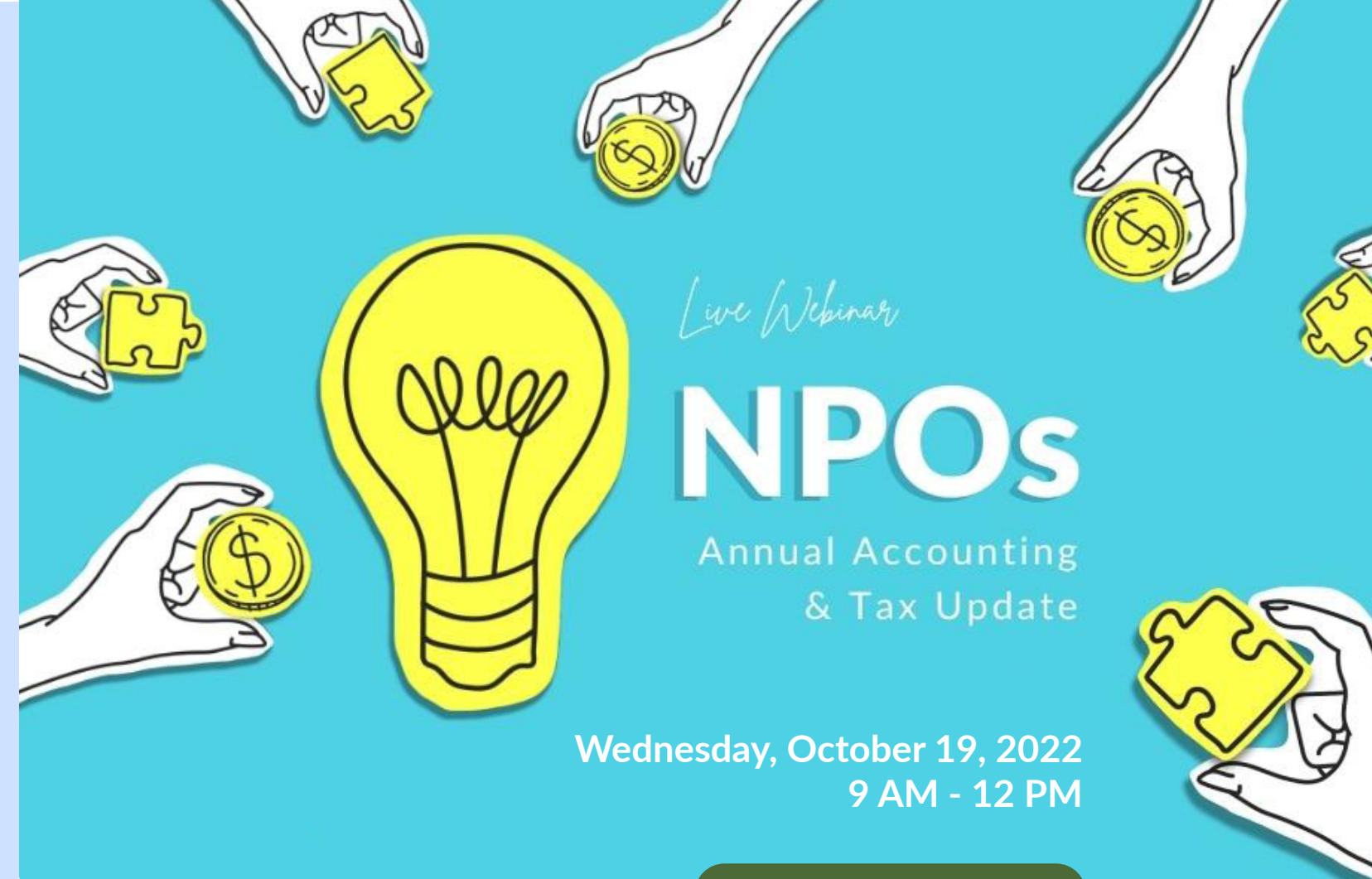
Join us on Wednesday, October 5th at 9:00 am to 12:00 pm as Welch LLP partner **Chris Meyers** hosts our Annual Private Enterprise Accounting & Tax Update event.

Explore issues related to our current economic environment, their implications, and what it means for managing your business, along with other topics vital to your organization to help you prepare for the upcoming year.

This year's event agenda will include:

1. Tax Update
2. Accounting Update
3. International Financial Reporting Standards
4. Finance Forecasting and Finance Storytelling
5. Top 10 Tax Planning Tips for Business Owners
6. PANEL DISCUSSION: Managing in an Economically Uncertain Environment

Register now to take advantage of this free webinar, and receive a link to the recording.



Live Webinar

NPOs

Annual Accounting
& Tax Update

Wednesday, October 19, 2022
9 AM - 12 PM

[REGISTER HERE](#)

On Wednesday, October 19th from 9:00 am - 12:00 pm, Welch LLP Partner **Christa Casey** hosts our Annual NPO Accounting & Tax Update event.

Our expert speakers will be exploring issues related to Accounting and Tax Standards, along with other topics vital to your organization to help you prepare for the upcoming year.

This year's event agenda will include:

1. Tax Update for NPOs and Charities
2. HST - Top 10 Issues Impacting NPOs Right Now
3. Reporting and Payroll Tax Issues, CEWS Audit
4. Accounting Standards and Financial Reporting Update
5. Efficiencies in the Remote Working Environment
6. PANEL DISCUSSION: Managing in an Economically Uncertain Environment

Register now to take advantage of this free webinar, and receive a link to the recording.



How selling my own business made me think differently about value

“Value is in the eye of the beholder,” some may say. When I sold my valuation business to [Welch Capital Partners](#) in 2018, I learned that the concept of “value” is much broader than my theoretical learnings had led me to think.

MY SELLER’S JOURNEY

After years of dreaming of running my own business, I finally hung out my shingle in 2013. As my family’s sole breadwinner at the time, it was a big but exciting jump for me to launch my boutique valuation services business and venture out into the world of entrepreneurship. Even the most mundane tasks, like making business cards, were exhilarating. I was finally my own boss, and I looked forward to building a business that was successful and a great place to work.

So, when multiple firms approached me just four years later to buy my business, my instinct was that it was too early to sell. I was coming off my best year financially, and the future of my business looked bright. Was it the right time? But attracting external interest in my business sparked something in me. It showed me that my company had value to others. What was that value? What would I sell for? These questions, among others, ran through my mind every night.

After some reflection, it became clearer to me: I was ready to make the leap. With 15 years of training in business valuation, I’d built up a strong expertise in intrinsic business valuation and fundamental analysis. I had applied the discounted cash flow method hundreds of times. I thought I knew how to distinguish between a good company and a good investment. I intimately understood the risk/return relationship. I was ready for the “dance” with prospective buyers, and I figured I had the upper hand.

MORE THAN MATH

I soon learned that although the fundamentals mattered – strong potential earnings and cash flow, good revenue growth, recurring versus non-recurring customers, etc. – other features mattered more. Beyond dollars and cents, there was much to consider as I decided the future of my company: strategic fit, product/service diversification, market presence and professional reputation, market value proposition and competitive advantage, and other factors.

I also realized that achieving a strong valuation was not just about the characteristics of my company. It was also about how a buyer could help make my business better and increase its potential value. As my discussions progressed, so did my mental checklist of the qualities I was looking for:

- The buyer’s strategic vision was aligned with mine and would allow my business to grow.
- The buyer’s customer base and referral channels would increase revenues of my business.
- The buyer’s brand was strong in the marketplace and could be leveraged to increase opportunities for my business.
- The buyer’s employees had sufficient skills to support my business and could expand their knowledge and opportunities from its acquisition.

This congruence between the buyer and seller – the degree to which their interests and goals align – is important in maximizing value on an exit. For me, this alignment played an important role in the successful sale of my company. It’s also just as important for a seller to do their due diligence on the buyer, as this will help you align on the valuation.

A BALANCED APPROACH

As I continued to explore these synergies with potential buyers, it became increasingly important to find the right “home” for my business. Some of the buyers did not align with my new, broader concept of value, so we didn’t negotiate.

As a professional valuator, I know that intrinsic or fundamental value will always be essential. However, the other characteristics of bringing two companies together successfully are just as important. And as much as I enjoyed being my own boss, selling my own business taught me the lessons I needed to learn to make me a better valuator. Sometimes, you just have to look beyond the numbers.

FINAL THOUGHTS

It has been 4 years since I sold my business to Welch Capital Partners, and I continue to lead a thriving and growing valuation practice. All our clients are appreciative of not only the expertise we bring as valuation specialists but also those additional insights and stories we can bring from our own individual experiences.



LET’S CONNECT

This blog was written by Adam Nihmey, CBV, CFA, Managing Director, Business Valuations, of Welch Capital Partners. Did you want to better understand the value of your business? Are you thinking of selling your company like he did? Email Adam at anihmey@welchcapitalpartners.com to have a chat.

TEAM OF STEELE

Welch LLP gathered several staff and put together a strong team to participate in the Tim Hortons Ottawa Dragonboat Festival on the weekend of June 25/26, 2022. The weekend-long event was held at Mooney's Bay Beach with races spread out in the morning and afternoon.

In the weeks leading up to race weekend, the team prepared with two one-hour practices at the Rideau Canoe Club. The practices were led by Liz Elton, a coach who has over 25 years of experience at the Rideau Canoe Club. The team was co-captained by two of our own Welch employees, Heather Clayton, an experienced dragon boater who has paddled for 9 years on an intermediate women's team and Elliott Bourgeois, who had significant contribution behind the scenes and sits on the board for the Ottawa Dragonboat Festival.

On Saturday June 25th, Welch's Team of Steele completed two 500m races, as well as a bonus 200m exhibition race. The team qualified to compete on Sunday with a best time of 2:36:10 in the afternoon 500m.



On Sunday June 26th, Welch's Team of Steele competed in the Mixed G Division. The race schedule for Sunday consisted of a 200m race and a 100m race in the morning, and then a 500m race in the afternoon. Welch's Team of Steele finished in third place for the 200m Mixed G final with a time of 00:58.36. Welch's Team of Steele battled hard for the 100m, finishing in fourth place with a time of 0:29.70, just 0.57 milliseconds behind the first-place team. The third, and final, race of the day was the 500m, with a fifth place finish at a time of 2:38.03.



Over the years, Welch LLP has previously participated in the Ottawa Dragonboat Festival under the banner Welch Wave Runners with retired partner Garth Steele leading the charge. It was always an amazing time with the team members enjoying the weekend at the beach and working together towards a common goal.

Now retired, Garth Steele continues to inspire and bring joy to those around him. Garth courageously battles Amyotrophic Lateral Sclerosis (ALS), a diagnosis received in 2021. Garth's family, friends, and colleagues see him as Superman, aka the "Man of Steel", as he symbolizes strength, hope, kindness, and doing good in the world. Garth's strength, both now and in the past as a paddler, inspired Welch LLP to put the boat back in the water as an ode to a great man and dear friend. With this story in our minds and hearts, Welch's Team of Steele was born.



Welch Belleville and

Day of Caring 2022

Way to go, Welch Belleville! A huge THANK YOU for your team's involvement in the 2022 Day of Caring and continuing to uphold our Welch Values: care, impact, and empower.

The annual Day of Caring, organized by United Way Hastings & Prince Edward County, was held on June 23rd, 2022. This year, the Welch LLP volunteers headed over to The Salvation Army in Belleville to refresh the space. It is safe to say they are THRILLED with the results of the outdoor cleaning and major sanding, varnishing & painting project that the team accomplished.

The 2022 Day of Caring saw: A total of 150 volunteers from 19 workplace teams completed 26 projects in Belleville, Trenton, Prince Edward County, Stirling and Bancroft

United Way Hastings & Prince Edward will continue to coordinate initiatives that make a measurable impact in our community while encouraging businesses and their employees to take the opportunity to engage with and become an important part of the transformations made, right here at home.

Boost Your Energy



4 ways for a spring in your step

Weather conditions shouldn't influence our energy levels or affect our motivation to keep moving. With a few simple strategies, you can start feeling more motivated to get active regardless of what's happening around you. Try these tips to boost your energy levels and live a more active lifestyle all year long.

01 Control Stress

Chronic high stress is a huge energy drainer. If you find yourself dealing with stress on a regular basis, try to carve out time each day to release that energy. Maybe it's yoga, reading a book, walking your dog, or dancing in your livingroom. Carve out a few minutes each day for something that brings you joy and allows you to forget about your stressors for a while. Consider examining your list of priorities and obligations to see where you can lighten your load over the longer term.

03 Stay Hydrated

Most people don't drink enough water, and that can contribute to lower energy and feelings of sluggishness. Increase the amount of water, fresh vegetables and fruit you consume to stay hydrated and feel more energetic. Diuretics, such as caffeine and alcohol, encourage your body to expel salt and water - too much and you're dehydrating your body. Drink 2 cups of water as soon as you wake up, and set reminders to sip some water every hour. If it's the taste that's hindering you, try adding sliced fruit, like lemons and limes, for a little zing.

02 Sleep Well

Sleep is crucial to allow your mind and body to refresh and recharge each day. Healthy sleep patterns are directly related to higher levels of energy. This includes total hours AND quality of sleep. Most people require 7-9 hours per night. Try to increase your total sleep time by adding 15 minutes every few days until you're waking up feeling well-rested. Shut off technology at least an hour before bedtime, and ensure your room is dark, quiet and cool enough that you won't feel overheated.

04 Eat for Energy

Relying on quick snacks for instant energy can definitely compromise your longer-term energy levels. Many people gravitate toward things like coffee, a granola bar or a muffin for instant energy, but these choices are a surefire path to a crash. It's better to opt for a quality protein source or healthy fat, accompanied by complex carbohydrates. This combo will help stabilize your energy levels, without a quick spike and crash. Try a couple of hard-boiled eggs, a few almonds and a piece of fruit for breakfast. Your energy levels will hold strong and you'll be ready to take on the day and your workouts.

OUR CLIENTS IN THE NEWS



Windmill

PLANS NEW GROUP HOME, RESIDENTIAL TOWERS NEAR FORMER SITE OF LINCOLN FIELDS SHOPPING CENTRE



C-COM Satellite Systems

LANDS US\$2.65M ORDER



Adapt.ag

CO-FOUNDER, ROB IMBEAULT, EMERGED FROM DARK DAYS TO START EVERY DAY WITH A SMILE



BluesFest

WRAPS UP AFTER SUCCESSFUL RUN OF GREAT WEATHER, CROWDS AND MUSIC

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Partners

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