

# WELCH TIMES



WINTER 2022

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2022 is off to a start that is reminiscent of the Covid challenges in 2021, however we continue to adapt to the challenges and are optimistic that the current wave will soon be behind us. We are also hopeful that the current protest situation in Ottawa will be resolved in the near future.

The Welch team continues to evolve as an organization and learn from operating in a hybrid environment. One thing we can take away from this ongoing pandemic is our ability to adapt and find creative solutions in the face of these obstacles. We also expect that we will retain some of the flexibility practices on a long-term basis because it is a win for Welch and our people.

Change is constant, but it does not come without costs. As you start the year, don't forget to be mindful of your wellbeing, both physically and mentally. Many of us will have

set some great resolutions to ring in the new year. Within those resolutions, be sure to put aside some time for yourself every day. A key to continued resiliency is a strong awareness on our physical and mental health, which can be a challenge in the light of a busy pace of activity in life.

I want to take this opportunity to thank you for putting your trust in us as a firm, as we navigate these changes together. It is a privilege to be able to work with so many inspirational professionals.



**JIM MCCONNERY, CPA, CA, TEP**  
Managing Partner



MEET

*Sean Cullum*

CPA, CA



Sean started his career at Welch as a co-op student in 2009. He graduated Carleton University with a Bachelor of Commerce, with a concentration in Accounting. He received his CPA, CA in 2012.

Sean's primary focus is on small to medium-sized owner-managed businesses – including assurance and non-assurance financial statement engagements, and preparation of corporate and personal tax returns. A few of the industries that he works in are the construction, real estate, and health sectors.

Sean also received his Bachelor of Engineering, Aerospace from Carleton University in 2003. Sean enjoys movies, sports in particular hockey, golf and soccer, and helping coach his daughters hockey teams.

"I've worked at Welch LLP for over 10 years and was lucky enough to have a great group of colleagues that supported each other as we began our Accounting careers. I was also lucky enough to have Scott Murdoch take me under his wing to help me develop towards becoming a partner. Now that I am a partner, it is an honour to be able to pay it forward and to add to the Welch legacy. I am most looking forward to working with my team and continuing to support our clients for many years to come."



On September 17th, 2018, Sean Cullum from Welch LLP, along with Zach Coakeley from Cresa, John Bethune from BFL Canada and Andrew Emmans from Custom Home Interiors participated in the First Annual Inspirational Golf Classic in support of mental health at Rideau View Golf Club. The tournament raised an outstanding total of \$86,000 in support of The Royal Mental Health Care and Research Foundation, and included a full day of golfing, dinner and a silent auction.



Welch Wolverines were crowned Minto Adult Hockey League division champions in 2017 after a thrilling 2-1 shootout win! Brad Delaney, Welch's captain, MVP and playoff scoring leader, opened the scoring. PIMs leader Sean Cullum scored in the shootout to clinch the victory. The Kid line consisting of Divya Agarwal, Brendan Johnson, and Bryan Gibbons, who led the team in scoring all year, played a key shut down role.



# CODY SORENSEN'S ROAD TO THE OLYMPICS

Cody “Codeman” Sorensen from Welch Capital Partners is back on the bobsled after almost 8 years! The last time we saw Cody racing down a track was at Sochi 2014 where he competed in the races with Team Kripps. Since his Olympic debut, Cody Sorensen went back to school, achieved his MBA, and built his career with Welch Capital Partners. In the last year, Cody has jumped back into Olympic-level training, reigniting his passion for high-performance sport.

In 2021, Cody joined Team Spring to compete in the 4-man Bobsleigh races at the BMW IBSF World Cup, run by the International Bobsleigh and Skeleton Foundation, with the ultimate goal of qualify for the Beijing Olympics 2022. Team Spring consists of 4 incredible athletes: driver Christopher Spring, crewmen Mike Evelyn and Sam Giguere, and brakeman Cody Sorensen.

Beginning in Innsbruck, Austria on November 21st, 2021, Team Spring worked in full force at the BMW IBSF World Cup, competing for 4 months in 8 races in 4 cities on the circuit. Their training and hard-work paid off in the end – Team Spring placed 12th overall in the World Cup, landing them a spot on Team Canada, representing the country at the Beijing Olympics!

The Beijing Olympics begin on February 4th, 2022 and end on February 20th, 2022. Canada qualified the maximum number of sleds in the four Olympic bobsleigh events, joining Germany as the only country to do so.

Join us in cheering on Cody Sorensen and the 17 outstanding bobsleigh and 3 skeleton athletes on Team Canada at the Beijing Olympics!



# PUBLIC SECTOR ACCOUNTING UPDATE

LIVE WEBINAR  
February 23, 2022  
11:00 AM - 12:00 PM



## UMAR SAEED, CPA, CA

**PARTNER** at Welch LLP, Toronto

Umar Saeed is a partner in our Toronto office. He is widely recognized as an expert in public-sector accounting standards (PSAS) as well as International Public Sector Accounting Standards (IPSAS). In this regard, he speaks regularly at conferences and lectures on related topics.

Most recently, Umar worked for the Public Sector Accounting Board developing standards such as public private partnerships, improving standards on financial instruments and foreign currency, and understanding stakeholder concerns on a variety of complex accounting matters related to PSAS.

## SARAH KEYES

**CEO** at ESG Global Advisors

Sarah Keyes is an ESG and climate change expert with over a decade of work experience as a thought leader, consultant, facilitator, and auditor. She regularly presents to Executive teams and Boards of Directors on the link between ESG and climate change with financial and operational performance and long-term value. Sarah helps her clients establish ESG and climate change strategies that align with strategic priorities, enabling effective integration with existing risk and strategy processes.

Sarah is the Academic Director and Lead Instructor for the Institute for Corporate Directors (ICD)'s Board Oversight of Climate Change program. She also facilitates a module on ESG and sustainable finance in the ICD's Director Education Program. Sarah sits on the Board of Directors of Leading Change and Sustainable Buildings Canada. She has a Bachelor of Commerce from McGill University, ISO 14064-3 Certification for Greenhouse Gas Verifications, and received the 2018 Emerging Leader Award from CPA Ontario.





# MARKET OUTLOOK: WHAT'S AHEAD IN 2022

MARCH 3, 2022 | 11:00 - 12:00

[REGISTER NOW](#)

Market Outlook: What's Ahead in 2022, will feature **Craig Basinger, Chief Market Strategist of Purpose Investments**. 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. Also joining the panel, Jeff Logan, Head of Portfolio Management of Harness Investment Management and Elliott Bourgeois, Manager of Welch Family Wealth Advisory Group. The panel will be moderated by Welch Family Wealth Advisory's Senior Advisor, Micheal Burch, FCPA, FCA, CFP.

Topics will include:

- Current market outlook with a number of crucial macro trends expected to unfold in 2022
- Bear or bull? What current indicators are telling us about the year ahead
- Inflation – transitory or persistent – what it means for portfolios



**MICHEAL BURCH, FCPA, CA, CFP**  
Senior Advisor at Family Wealth Advisory

As a specialist, Micheal initially concentrated in all areas of taxation – corporate and personal. This expertise was subsequently augmented with his extensive exposure to financial and estate planning, as well as cross-border consulting.

For a brief time Micheal worked as a controller in the real estate industry. In this role he gained valuable insight into the complications faced by the SME owner.



**CRAIG BASINGER**  
Chief Market Strategist at Purpose Investments

With over 25 years of investment experience, Craig combines an educational foundation in economics & psychology with years of experience in both fundamental and quantitative research. Craig's thoughts and insights can be seen in his Market Ethos publications and through his regular contributions on BNN. Craig and his team bring a transparent and cost-efficient approach to investment management. The team provides asset allocation OCIO services and directly manages over \$1 billion in assets. The team manages dividend mandates, quantitative risk reduction strategies and asset allocation services.



## RRS-PLEASE AND THANK YOU

I cannot believe it is time to start considering our annual Registered Retirement Savings Plan (RRSP) contributions. For many of us it is a simple decision; maximise our contributions to the extent funds permit. CRA sets out our contribution limit on our prior year Notice of Assessment. Armed with that information we have everything we need. Our big decision might be deciding whether to borrow to top up our contribution.

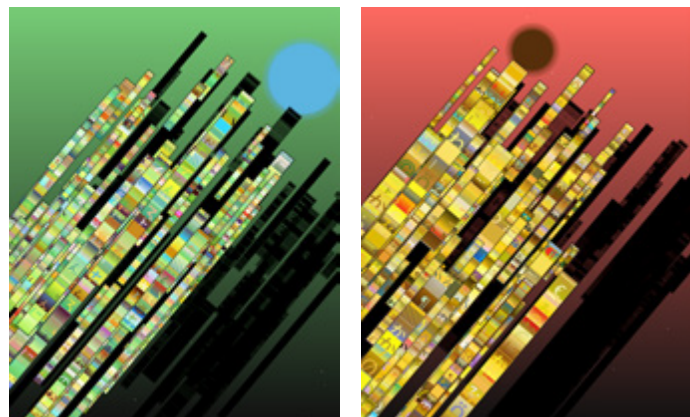
However, for some it is not that simple. This is especially the case for individuals who are shareholders of controlled corporations. Under this scenario, the decision becomes more complicated. This is primarily due to the different tax rates between individuals and corporations. It is further complicated by the manner in which the shareholder extracts funds from the company. Dividends do not create “earned income” for RRSP purposes. Therefore, they do not create RRSP contribution room. It is imperative that you review your overall strategy with your tax advisor and determine the best course of action.

Too often, we fixate on the tax advantages associated with RRSPs. Do not fall into this trap. It is incumbent on you to look beyond the tax savings and determine the best way to invest the funds inside your RRSP. As nice as the tax advantages are, they will not help you if you do not properly invest the funds for annual growth. Everyone gets the tax advantage but too many do not get the advantage of a properly built portfolio that grows with the markets over time. Talk to your representative at Welch LLP about our Family Wealth Advisory group.



**MICHEAL BURCH, FCPA, FCA, CFP**  
Senior Advisor at Family Wealth Advisory

# Taxation of NFTs



City Lights #147 and #201 by artist eepmon.com

**What is an NFT?** Non-fungible token. An item that has unique characteristics that cannot be traded for another item having the exact same characteristics. On the other hand, something fungible such as a gold bar or a dollar would have properties that are indistinguishable from another item of the same nature.

**What's an NFT and why are we talking about it?** An NFT today represents proof of ownership for the single holder of a unique item and is secured on the blockchain, and the concept has gained significant interest in the past couple of years. The majority of NFT's are on the Ethereum (ETH) blockchain, but others are starting to gain traction, such as Solana (SOL).

At the time of writing this, NFT's have revolutionized the digital art world and have provided artists a platform to sell their pieces. The sale of a unique digital artwork is not the only practical use of NFT's, but it's the most popular use as of now. Other uses include the ownership of a high-end fashion item, a domain name, or any collectible item. But one topic you need to consider is the tax implication on the sale of NFT's.

### Tax on sale of NFT's

There has not been any discussion from CRA on how one would be taxed on the sale of an NFT. However, it is likely that the tax implications of a sale of an NFT would depend on the nature of the transaction.

If you initially purchased the NFT as a form of a long-term investment, or you purchased the piece because you truly believe in the artist's work, the NFT might be considered a capital asset and the sale would result in

a capital disposition. Each transaction requires the payment of "gas fees" from the buyer (gas refers to the computational effort required to execute a specific operation on the Ethereum network); they are essentially transaction fees, and would be included in the tax cost of your NFT. Half of the gain would be taxable for the seller (however, there have been rumours about the capital gain inclusion rate possibly increasing; more on this discussed here).

If you purchased NFT's in order to make a profit in the short term (flipping), deal in trading NFT's to earn cryptos, or you are the artist that created the NFT, then the NFT's would likely be considered inventory and the income would be characterized as business income, meaning the entire profit would be taxable.

In either situation, the proceeds would be equal to the Canadian dollar equivalent of the ETH received at the time of the sale.

If you're the artist minting the NFT's, then you can potentially be earning royalties in the form of a percentage of all subsequent sales of your piece on the secondary market. If the corporation is in the business of minting and selling NFT's, the royalties received could be considered active business income, since the taxpayer's principal business purpose is to engage in creating and selling NFT's.

### Other considerations

If you've carried on significant activity with NFT's (whether trading, earning royalties, etc.), you may have accumulated NFT's and cryptos with a tax cost over \$100,000. This could result in foreign asset information reporting obligations (Form T1135) in each tax year you hold NFT's with a cost of at least \$100,000.

There are also GST/HST implications. The initial sale by you and the royalties you receive (if you're the artist) from the resale of the NFT can be considered a taxable supply for GST/HST purposes. If the purchaser can confirm that they are a non-resident of Canada for tax purposes, the revenue received would be considered zero-rated. However, given that buyers are able to remain anonymous, it would be difficult to ever confirm that, so it would deem the revenues received to be inclusive of 15% HST, the highest HST rate in Canada.

With this environment being relatively new and very unregulated, now would be the best time to contact your Welch advisor to ensure you are tax compliant, if you've already dived head-first into the metaverse.



WEBINAR RECORDING

## THE FUTURE OF THE OFFICE

WATCH RECORDING

David Coletto presented key research and insight to help you make decisions on your office space needs. In the latter portion of the webinar, guest panelists Timothy Thomas and Mike Brennan talked about their different takes on "back-to-the-office".

MAIN SPEAKER

David Coletto  
CEO, Abacus Data



PANELIST

Timothy J. Thomas  
Partner, Perley-Robertson, Hill & McDougal LLP



MODERATOR

Peter Berry, CPA, CA  
Partner, Welch LLP



PANELIST


Mike Brennan, Hon. MRAIC  
CEO, Royal Architectural Institute of Canada



# Year End Tax Planning

With the end of 2021, now is a good time to discuss year-end tax planning strategies with your Welch LLP tax advisor. If you or your business have been impacted by the effects of the pandemic, we can help you review your tax situation and advise on the best course of action. Here are some year-end tax tips that may help you and/or your business.

## Tax Tips for Personal Taxes

- Prescribed rate loan planning – consider locking into an income splitting loan arrangement with your family members or with a family trust at the current historically low prescribed interest rate of 1%. This is one of the few remaining income splitting strategies available and even allows for income splitting with minors. Income attribution rules will not apply as long as the interest on the loan is paid to the lender by January 30th of the following year.
  - Capital losses – consider disposing of investments with accrued capital losses before the year-end. Note that the sale needs to happen before December 29th in order for the transaction to be effective this year due to the settlement date being two business days after the trade date. The realized capital losses can be offset against the current year's capital gains. Any unused capital losses can be carried back to reduce capital gains realized in the previous 3 years in order to recover taxes paid in prior years. It is important that you, or a person affiliated with you, not repurchase the same or identical property within 30 days, as this will delay the use of the loss.
  - Allowable Business Investment Loss (ABIL) – you may be able to claim an ABIL to offset any source of income if you dispose of shares or debt of a “small business corporation” at a loss. Discuss that with your Welch tax advisor to identify whether you would be qualified to claim an ABIL.
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- Charitable donations – consider making charitable donations by December 31st to receive donation tax credits. Gifting of publicly traded shares instead of cash may increase the tax benefits of making the donation.
  - RRSP contribution – consider contributing to your RRSP or your spousal RRSP now or within the first 60 days of 2022. If you are turning or have turned 71 years old in 2021, you must convert to a RRIF but, before you do, you have until the end of year to make an RRSP contribution.
  - RESP contribution – consider contributing to your child's or grandchild's RESP before December 31. Employment and Social Development Canada will contribute 20% of your annual contributions up to a maximum of \$500 per year for each beneficiary. If there is unused grant room from a previous year, the annual maximum can be increased to \$1,000 (with a contribution of \$5,000).
  - Planning your move – if you plan on moving between provinces, it is recommended to move to the province with the lower provincial tax rate by December 31. Your province of residence is where you are living on December 31, therefore if you live in a province with a higher tax bracket, but move to a province with a lower tax bracket by December 31, your tax liability for the year will be based on the province with the lower rate.

## Tax Tips for Business Owners

- Year-end accrued bonus – consider accruing a year-end bonus to reduce your corporate income taxes for the current year, with the bonus only included on your T4 in the following year. You must ensure that the bonus is paid out within 179 days of the following year and the related payroll source withholdings are remitted to CRA.
- Paying a salary to a family member – you may consider paying a reasonable salary to a family member if the person has provided his/her services to your business. The key is that the salary amount should be reasonable, which means that it should be similar to a comparable market rate.
- Paying a dividend to a family member/ shareholder – before you pay a dividend to a family member, consult with your Welch tax advisor because the dividend might be subject to “TOSI” (a special tax that applies to certain dividends), with the result that your family member may be taxed at the top personal marginal tax rate on that amount.
- Zero-emission vehicle – if you are planning to purchase a vehicle, consider purchasing a zero-emission vehicle including electric, hydrogen and hybrid vehicles because you may be able to deduct capital cost allowance up to \$55,000 due to the enhanced first-year CCA rate of 100%. Not only good for taxes, also good for the environment.
- Delay the sale of depreciable assets – If you are planning to sell depreciable assets, consider selling them after your year-end to take advantage of an extra year of CCA claim.
- Inter-corporate dividends and capital gains – an inter-corporate dividend is generally tax-free to the recipient corporation (Holdco) when there is sufficient “safe income” on hand (generally retained earnings on a tax basis). A safe income computation is recommended to be completed prior to paying an inter-corporate dividend. However, when the Holdco does not have safe income on its Opco shares, the inter-corporate dividend is converted to a capital gain which will result in tax being paid by Holdco. While this means tax is paid sooner than otherwise, it can result in an overall tax savings. The effective tax rate as a result of this capital gains treatment comes to slightly less than 29%, whereas the top tax rate on eligible/non-eligible dividends is 39.3%/47.7%. This is complicated stuff – speak with your Welch tax advisor...
- Estate freeze or re-freeze – If your business is experiencing a temporary decline in value as of result of the COVID-19 pandemic, an estate freeze or re-freeze of your ownership of the business may make sense since it caps the fair market value in your business at a lower value, which helps to limit your future income tax liabilities. A valuation of your business would be recommended in support of the value of the business.
- Where there is a plan to dispose of an asset at a gain in the near future, consider doing so now while we know that the capital gains inclusion rate is ½. Delaying the disposal of the asset runs the risk of the capital gains inclusion rate (and the capital gains tax rate) increasing by the time of the sale.



Consult your Welch LLP advisor to discuss whether any of these strategies may be appropriate in your situation.

## 8 TIPS

## to Improve Your Bookkeeping &amp; Processes for Accounts Receivables



### 1. DETERMINE THE OPTIMAL COLLECTION PROCESS FOR YOUR BUSINESS

First, figure out what sort of collection process will work best for your company. Do you need to offer customers a series of payment plans? Will it be better to take a more aggressive stance and set firmer deadlines? There are several factors involved in making this decision, but the most important is your customer base. Are they capable of handling a complex AR system, or is it better to keep things simple? The answer will vary by industry, but most businesses find they can remain competitive with straightforward policies and minimal stress on the AR side.

### 2. ESTABLISH A PAYMENT DUE DATE

Once you've determined how aggressively to pursue the AR process, the next step is to set a payment due date. This can be helpful if you're offering customers an extension since it will help them understand when they should expect to pay off their balance. You may still wish to provide some payment plan or extension in certain situations, but having an official due date in place can help prevent undue stress for all parties involved.

### 3. UTILIZE EMAIL REMINDERS WHEN NECESSARY

If your customers fail to make payments by the due date, it's time for a gentle reminder via email. You can't be too pushy or hound your customers via email. However, politely asking for payment by a specific date can be effective at getting some customers to pay up on time. Keep in mind that some customers will need more time, but others are perfectly capable of paying up without much hassle.

### 4. OFFER PAYMENT PLANS WHEN NECESSARY

For some customers, establishing a due date isn't enough to get their payments in on time. If you need to offer payment plans on occasion, don't hesitate to make it clear how these plans work and whether there is any penalty involved if the customer doesn't pay off the balance in the allotted amount of time.

### 5. EVALUATE AND ADJUST YOUR COLLECTION PROCESS AS NEEDED

If you find you need to change your AR collection policy or procedure, be sure to evaluate the situation and make necessary adjustments as necessary. For instance, you may find that a more aggressive approach works better than a more laid-back approach if your customers are slow to pay off their balances. Make the changes accordingly and continue trying new strategies until you find one that works best for your company.

### 6. ASSESS YOUR OPERATIONS WITH REGARDS TO AR PROCESSES AND CONTROLS

As part of an overall systems audit, assessing how effective and efficient the account receivables process is within your company is explicitly also beneficial. What are the strengths and weaknesses of this process? What process improvements can you make to improve collections? By looking at these questions objectively, you can use this information to refine your AR process even further.

### 7. AUTOMATE YOUR AR PROCESSES WHERE POSSIBLE

If you have the resources, it can be helpful to automate your AR collection process as much as possible. This is because automation simplifies the collection process considerably, allowing you to collect payments with ease and ensure that all documentation is readily available for auditing purposes if necessary check out some automation tools for this like AR Collect or Chaser.

### 8. GIVE CUSTOMERS AN INCENTIVE TO PAY OFF THEIR BALANCE.

As a final tip, remember that you can also give customers an incentive to pay off their balance as quickly as possible, so long as it doesn't run afoul of the law. You can offer discounts or other perks for specific customers who are willing to pay off their balance within a specified time frame. This will save you money in the long term, and it's likely to appeal to customers looking for a deal.

Over time, you'll find that your AR management strategy becomes more streamlined and efficient with every improvement you make. This leads to greater profitability over time, resulting in overall business success.

Not sure where to start? Get in touch with the Elevate by Welch LLP team today. We can help you find the answers to these questions and more so that you have the right information to make smart business decisions.





# RESOLUTIONS TO HELP YOU BE THE *Best Version of Yourself*

Use these self-care strategies from the Mental Health First Aid organization curriculum to set realistic New Year's resolutions for your mental health this year.



**1. Make time for self-care.** Put together a list of self-care activities that make you happy and schedule them into your daily routine. This could be structured therapy sessions, or daily stretching, or an outdoor walk, or time with loved ones.

**2. Be kind to yourself.** Change can be hard and often takes time. Allow yourself to have feelings and forgive yourself for mistakes. You are here and doing your best, and that's what counts.



**4. Limit your screen time.** Spending too much time on your phone or computer can impact your quality of sleep, your relationships and even your mental health. Be conscious of how much time you're spending online.



**3. Make sleep a priority.** Studies have found that sleep and mental health are connected. In fact, approximately 65 to 90% of people with major depression also experience a sleep problem. This year, try to go to sleep a little bit earlier every night and give your body and mind the rest it needs.

**5. Learn more about mental health.** One of the best ways to improve your mental health is to understand it. There are a number of online resources available to help you learn about common mental health and substance use conditions. Talk to a medical professional to learn more about your specific situation. There may even be a Mental Health First Aid course offered in your area.



Instead of making grandiose New Year's resolutions to achieve overnight, create a few realistic goals that will have a long-lasting impact on your mental health and happiness. You can #BeTheDifference for yourself this year.



## Congratulations to our Successful CFE Writers

The road to any successful career is full of hard work, passion, and discipline. Accounting is no exception. A major milestone in any accountant's journey is writing and successfully completing the Common Final Exam (CFE) to achieve their CPA designation in Canada.

The CFE is a three-day examination, requiring candidates to demonstrate depth and breadth of competency development in accordance with the CPA Competency Map. The exam not only covers important accounting disciplines like finance, governance, strategy, and assurance, but also evaluates the writer's professional skills in areas such as critical analysis, decision-making, and professional judgment.

Congratulations to the following successful CFE writers of the year 2021:

- Abbe Hoekstra
- Angelo Kioulos
- Antoine Paradis
- Ashley Lantos
- Ben Whittaker
- Cody Lombardo
- David Pontello
- Dylan Madill
- Emma Kepic
- Julie Ennis
- Lindsay Hamilton
- Rebecca-Anne Jalbert
- Sean Antonioni
- Sonia Li
- Terrence Poon
- Tom Chen



**CODY LOMBARDO, CPA**  
Manager at Welch LLP

Welch also recognizes Cody Lombardo's exceptional achievement in making it on the National Honour Roll! The Honour Roll recipients are determined as the top 1% of the first-time writers that wrote all three days of the CFE nation-wide.

"Main advice from me would be just to treat your study period like you're still working. Take lunch, take lots of breaks, and unplug on the weekends".

- Ben Whittaker

"My advice for CPA students is to find a study strategy that works best for you early on and stick with it. I also think it is important to manage the stress that comes along with the process. Do not lose sight of the end goal and try to remember that everyone else is likely feeling the same way."

- Abbe Hoekstra, CPA

"Write all your practice cases within the recommended time and without any external resources, even if you have little-to-no knowledge about what's being asked.

By pushing through and writing something, you develop good exam discipline, and will learn the material so much easier once you debrief. Overall, take the CFE process seriously (some people don't!) and trust the guidance and study path provided by CPA Canada or your school, as they're designed to help you succeed."

- David Pontello

"Stay focused and determined on your goal of writing and successfully completing the CFE, while also trying to stay balanced. Burn-out is real! If you tire yourself out too much, there's no way you'll be able to write the CFE as well as you know you can. It's a long process, but consistent and regular studying goes a long way as opposed to spending late nights cramming. My professors always used to say "Trust the process" and this is so true! You will not get everything at first, but eventually with practice, learning from mistakes and understanding the key elements to writing a successful case, you will improve!"

- Emma Kepic

"My advice goes out to repeat writers. I once was in your shoes. Here is what I learned from my experience:

1. Focus on areas such as time management, the writing process, and proper exam debriefing. Your technical will improve if you focus on your exam "game plan".
2. Do not walk this road alone. While the technical requirements are real, 90% of this exam is a mental game. Know your limits and reach out for help before you feel like you are drowning.
3. In my experience, repeat writers are extremely competent accountants who do not use the right exam approach. Do not let failing this exam define you as a person, or as an accountant.
4. And finally: You must manage the exam. Do not let the exam manage you."

- Rebecca-Anne Jalbert, CPA – Cornwall Office

"Have confidence in yourself!"

- Lindsay Hamilton

"I feel like once the CFE is within reach, giving or receiving advice about the experience gets tricky. You know yourselves better than anybody and so take the time to breathe. You know what studying style works best for you so go with that. Look at this experience like you're gunning for a championship ring – you don't necessarily need to get the MVP award, you just need to be on the winning team. Get yourself a friend that compliments your studying style just like good teammates do. Listen to your body and treat the studying as a 9-5 job – no need to do overtime if you're efficient during the day. Your mental health is more important than getting these letters and burning out. At the end of the day, just try your best. That's all we can do, really."

- Antoine Paradis

"There are 3 big things that I found helpful:

1. Treat each day like a 9-5 job – Sticking to a set schedule helped me concentrate better and working during the daytime let me take off during the evening.
2. Find a buddy that will keep you accountable – Having someone that made sure I was studying (rather than goofing off) kept me on track and meant I didn't have to cram as much at the end.
3. Put the phone away – Hide it in a drawer, put in a bag or even under the bed. Reducing the biggest distraction will with concentration."

-Terrence Poon

"I think the best way to prepare is to do self-care first. Good sleep, exercise, and diet sets up a great foundation and can enhance learning far more than extra studying hours."

- Tom Chen

"If you wanna win some, you gotta dim sum."

- Edwin Ma, CPA

"When I was studying, I always told myself "my best is good enough". I was the type of person to get lost in the details when applying concepts which added to the stress and pressure of needing to know everything. But when you're writing an exam you don't need to know everything. All you can do is your best, which is good enough to be successful."

- Ashley Lantos

"Practice cases under the time constraint recommended, utilize the response frameworks provided by CPA Ontario (i.e. IGAR, RAPM), debrief, and review the feedback guides. Always keep in mind the grand picture. Knowing how to formulate a response is half the battle. Allocate time for the technical areas and focus on what needs improvement based on the feedback provided. Don't overdo it but also don't avoid topics because they are difficult. Last but not least come up with a game plan to budget your time and stick to it!"

- Angelo Kioulos

"Getting a study buddy or group to do discuss the cases with and provide feedback to each other after was the best way to learn from your peers and get comfortable with the marking keys and what will be expected from you on the CFE. Don't be hard on yourself if a couple cases don't go as planned, just keep practicing and trying your best and trusting the process. Doing a case you enjoyed and did well on the day before the CFE is the best confidence booster!"

- Julie Ennis

"I would say to treat studying habits like a full-time job and avoid using unfavorable times of the day or week in order to remain positive and level-headed during the CPA process."

- Sean Antonioni

# WOMEN OF WELCH



In January 2020, Welch LLP established a formalized Equity, Diversity & Inclusion (EDI) program. The ultimate goal of this program is to ensure we have an inclusive space throughout the firm at all levels, which is reflected in our partnership group. This is a journey that Welch is embracing, knowing that it may take years and will require dedication to achieve.

As trusted advisors for our clients, we also maintain a high level of commitment to ourselves. Over the last two years since the birth of the Welch EDI program, we have been taking concrete steps, big or small, working towards the goal.

One of our well received EDI initiatives is the WOW monthly meeting platform. WOW stands for Women of Welch – a well-suited name given by Steve Deblois, a retired partner who will soon celebrate his 50 years of service at Welch. The WOW started in June 2021. It stemmed from a brilliant idea brought up by our very own Kayla Cavanagh, along with the other founding members of the WOW Committee.

**Our Mission:** to have a social platform for Welch women to connect and support each other in all aspects of life, not just limited to work; to make Welch a rewarding workplace for our female colleagues to reach their maximum potential.

Our values: Respect. Inclusion. Support.

In a mere six months, the WOW has not only gained tremendous attention amongst female colleagues within the firm, but has also received continuing support from Welch leadership, who encourage their team members to attend meetings, share great resources with the WOW committee and participate as our guest speakers.

Building on the first year's success, we will continue to strengthen our WOW initiative to make it an integral part of Welch and the Women of Welch.

## Respect. Inclusion. Support.

## THE FOUNDING MEMBERS OF THE WOMEN OF WELCH



**KAYLA CAVANAGH,**  
CPA, CA  
Manager

Kayla joined Welch in 2019 as a manager with a background in both industry and public accounting. She works on our Technology team providing assurance, advisory and tax support to a range of clients from small startups to public companies.

Although Ottawa is home, she attended University in Nova Scotia with a short but sweet semester spent in France, graduating in the spring of 2014 with a bachelor of business Administration majoring in accounting.

Kayla volunteers on the board of the Ottawa Rape Crisis Centre and with other initiatives supporting women. Kayla grew up in a big family with many strong independent women who built each other up and celebrated each other's successes. She finds it empowering to hear about the success of other women and even more so to be able to support initiatives and organizations that are centered around supporting women. Kayla is keen to continue contributing to Welch's EDI initiatives, including the WoW group.



**CAROLINE PROULX**  
Onboarding Manager

Caroline Proulx is the Onboarding Manager at Elevate by Welch. With more than 10 years of public accounting and bookkeeping experience, she specializes in small business accounting solutions, full-cycle accounting, corporate and personal tax, and healthcare & medical practices. Caroline graduated from Georgian College with a Business Administration Diploma in Accounting. As a certified QuickBooks Online Pro Advisor, she works with clients to meet their needs for QuickBooks services and also helps them with any question they may have.

She was recognized as a Top 50 Woman in Accounting for 2020 by Practice Ignition and featured in Accounting Today, an honour dedicated to the many accounting professionals who continue to break the glass ceiling and advance the accounting industry.

Caroline is a founding member of "WoW - Women of Welch". The initiative is dedicated to the advancement of women in the accounting profession with a goal of making Welch THE go-to firm for women in accounting.



**NICOLE ROGERS,**  
MAcc  
Senior Staff Accountant

Nicole is a former journalist turned accountant. Originally from a small, rural town in Alberta, she has backpacked through Southeast Asia and Central America and worked in England, Nicaragua and the Philippines for short stints. Nicole originally graduated from Ryerson University in Toronto with a Bachelor of Journalism, major in Broadcast. She spent seven years in documentary production as a researcher and associate producer for award-winning directors before deciding to become an accountant. With Ottawa as her new base, she earned a Master of Accounting at Carleton University in 2020.

Nicole joined the Welch LLP family in September 2019 and hasn't looked back on her new career in accounting. She hopes to merge her professions through providing services to media and entertainment clients. She is also keen to contribute to culture at the firm, including fostering a space for other women.



**JESSICA ZHANG-CHAPMAN,**  
CPA, CA, CIA  
Senior Manager

Jessica is a first-generation immigrant who was born and raised in Shanghai. She has led the firm's EDI program since its establishment in Jan. 2020. Jessica loves to tell her story about how a diverse and inclusive work environment has had a positive impact on her 10+ years at Welch. She is passionate about making Welch a dream workplace for everyone, who is inspired to grow with the firm through the successful delivery of Welch's EDI program.

Jessica also plays an active role in EDI initiatives outside the firm. She is a valued member on CHEO's EDI Steering Committee and on HIO (Hire Immigrants Ottawa's Workplace Belonging Advisory Committee).

Recently, Jessica with a few other amazing Welch women established the EDI Community Alliance (EDICA) made up of like-minded organizations in the professional services sector in Ottawa. Together, the EDICA strives to advance the EDI practice in our community.

# Information Technology Risk Blog Series



Read Part #1  
Technology Planning is Part  
Business Planning

Read Part #2  
Acquire and Implement Tech  
to Support Business Needs



Read Part #3  
Operate the Technology  
Environment



Read Part #4  
Organizing and Monitoring the  
Technology Environment and  
Processes.



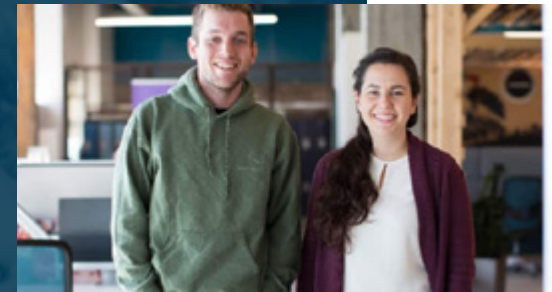
OUR CLIENTS IN THE NEWS



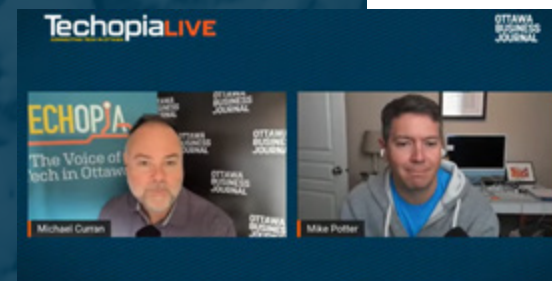
**KNAK** SECURES US\$25M TO  
SCALE UP CODELESS CONTENT  
CREATION PLATFORM



**COMMISSIONAIRES  
OTTAWA** ACQUISITION CREATES  
A 5000 EMPLOYEE OTTAWA  
SECURITY GIANT



**THE GROWCER'S**  
HYDROPONICS TECH WOWS  
CUSTOMERS – AND SHEBOOT  
PITCHFEST JUDGES



**REWIND** INTERVIEWS WITH  
OBJ'S MICHAEL CURRAN ON  
GAINING STRATEGIC INVESTORS  
AND RECRUITMENT CHALLENGES



**REPLICA ANALYTICS**  
ACQUIRED BY NEW YORK-BASED  
AETION



**MaRS DISCOVERY  
DISTRICT** TO CARVE OUT  
VENTURE FUND WITH GOAL TO  
RAISE \$100-MILLION

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