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Halifax, Nova Scotia
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Item No. 9.1.1
Audit & Finance Standing Committee
March 27, 2015

TO: Chair and Members of Audit & Finance Standing Committee

SUBMITTED BY: Original Signed

Greg Keefe, Director of Finance and ICT/CFO

DATE: March 10, 2015

SUBJECT: Audit of the Consolidated Financial Statements of HRM

ORIGIN

This report is originated by Staff in preparation for the year end Audit of the consolidated financial statements of HRM.

LEGISLATIVE AUTHORITY

Section 46 of the Halifax Regional Municipality Charter outlines the responsibilities of the Municipal Auditor including the issuance of an Auditor's Report.

RECOMMENDATION

It is recommended that the Committee approve the attached planning report for the Audit of HRM's consolidated financial statements as prepared by KPMG.

BACKGROUND

Each year KPMG is required to prepare an Audit Planning Report to be approved by the Audit and Finance Standing Committee.

DISCUSSION

KPMG has prepared the attached Audit Planning Report for review and approval by the Audit and Finance Standing Committee.

FINANCIAL IMPLICATIONS

The fees for the Audit, as described in the Audit Planning Report, are consistent with the amount in the tender and are budgeted.

COMMUNITY ENGAGEMENT

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

ALTERNATIVES

The Committee, through discussion with our Auditor, may request additional services or audit procedures. These services or audit procedures would likely be a separate engagement and will result in increased costs to HRM.

ATTACHMENTS

1. KPMG's Audit Planning Report for HRM for the year ending March 31, 2015.

A copy of this report can be obtained online at <http://www.halifax.ca/commcoun/index.php> then choose the appropriate Community Council and meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Louis de Montbrun, Manager, Financial Reporting, 902.490.7222

Report Approved by: Original Signed

Greg Keefe, Director of Finance & ICT/CFO, 902.490.6308

AUDIT

Halifax Regional Municipality ("HRM")

Audit Planning Report

For the year ending March 31, 2015

Prepared as of March 6, 2015 for meeting held
on March 27, 2015

kpmg.ca

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This Audit Planning Report should not be used for any other purpose or by anyone other than the Audit Committee. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Planning Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Considerations in developing our Audit Plan

We have prepared this Audit Plan to inform you of the planned scope and timing of the audit for the purpose of carrying out and discharging your responsibilities and exercising oversight over our audit of the consolidated financial statements.

We have set out below a summary of changes that have been taken into consideration in planning the audit for the current period:

Your organization

- We are not aware of changes that would impact our planned audit approach.

Regulatory environment

- There are no changes to the regulatory environment impacting our audit approach for the Halifax Regional Municipality ("HRM") for the year ending March 31, 2015.

Accounting standards

- PS 3260 Liability for Contaminated Sites is effective for the year beginning April 1, 2014. Any impact as a result of this section will be reflected in the current year's financial statements.
- For additional guidance and other future changes, refer to Current Developments in appendices.

Auditing and other professional standards

- There are no specific changes to the auditing standards impacting our audit approach for HRM for the year ending March 31, 2015.

Our timetable

To assist with your responsibilities as an Audit Committee member, we have planned the following interactions with you during the regular and in-camera sessions of your committee meetings:

Audit Committee Interactions	Date
Present the Audit Planning Report and obtain comments	March 27, 2015
Make annual inquiries required by professional standards (see below)	March 27, 2015
Present our year-end Audit Findings Report, including independence communications	June 2015

Refer to the Appendices for KPMG's and management's responsibilities.

Annual inquiries of the Audit Committee

Professional standards require that during the planning of our audit we obtain your views on the risk of fraud. We make similar inquiries to management as part of our planning process; responses to these questions will assist us in planning our overall audit strategy and audit approach accordingly.

Specifically:

- Are you aware of, or have you identified any instances of, actual, suspected, possible, or alleged non-compliance of laws and regulations or fraud, including misconduct or unethical behaviour related to financial reporting or misappropriation of assets? If so, have the instances been appropriately addressed and how have they been addressed?
- What are your views about fraud risks in the entity?
- How do you exercise effective oversight of management's processes for identifying and responding to the risk of fraud in the entity and internal controls that management has established to mitigate these fraud risks?

Areas of audit emphasis

We design an overall audit strategy and an audit approach to address the significant risks identified during the planning process.

Materiality

We determine materiality in order to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements. The determination of materiality requires judgment and is based on a combination of quantitative and qualitative assessments, including the nature of account balances and financial statement disclosures.

We determine performance materiality (from materiality) in order to assess risks of material misstatement and to determine the nature, timing and extent of audit procedures.

We determine an audit misstatement posting threshold (from materiality) in order to accumulate misstatements identified during the audit.

For the current period, the following amounts have been determined:

Materiality	Performance Materiality	Audit Misstatement Posting Threshold
\$12,670,000 (2014 - \$12,350,000)	\$9,502,500, which has been set at 75% of materiality (2014 - \$9,262,500)	\$633,500, which has been set at 5% of materiality (2014 - \$617,500)

We will reassess materiality based on period-end results or new information to confirm whether it remains appropriate for evaluating the effects of uncorrected misstatements on the financial statements.

Identification of significant risks

As part of our audit planning, we identify the significant financial reporting risks that, by their nature, require special audit consideration. By focusing on these risks, we establish an overall audit strategy and effectively target our audit procedures.

The *significant* financial reporting risks identified during our audit planning are listed below:

Significant unusual transactions

We have not identified any significant or unusual transactions to bring to your attention.

Significant accounts/disclosures

We have not identified any accounts or disclosures that would have significant risks to bring to your attention.

Risk of management override of controls

Although the level of risk of management override of controls will vary from entity to entity, professional standards presume the risk of management override of controls is nevertheless present in all entities and requires the performance of specific procedures to address this presumed risk.

Identified risk
Presumed risk of management override of control – Risk of fraud
Significant risk: Required to be identified as a significant risk per professional standards
Summary of planned audit approach
We plan on performing the required procedures under professional standards.

Work performed on components of the group entity (subsidiaries, joint ventures, divisions, equity method investees)

Professional standards require that we obtain an understanding of HRM's organizational structure, including its components and their environments that is sufficient to identify those components that are financially significant or that contain specific risks that must be addressed during our audit. Where component auditors will perform work on the financial information of such components, we are required to evaluate the extent to which we, as group auditors, will be involved in the work of those component auditors to the extent necessary to obtain sufficient appropriate audit evidence for our group audit opinion.

The components upon which we will plan to perform audit procedures are listed below:

Significant components

Significant component
Halifax Regional Water Commission – Modified equity accounting basis
Involvement of KPMG member firms/other auditors ("component auditor")
Grant Thornton – Halifax
Type of work to be performed on component financial information / Planned role and responsibilities
Audit of component financial information
Nature of planned group auditor involvement in component auditor's work
<ul style="list-style-type: none">○ Assessment of competence of component auditor;○ Written instructions to component auditor;○ Meeting with component auditor to discuss instructions and any issues; and,○ Receipt of summary information outlining scope of audit work performed and related findings.

Other components

Non-significant components in scope
<ul style="list-style-type: none">○ Sackville Sports Stadium○ Dartmouth Sportsplex Community Association○ Halifax Forum Community Association○ Halifax Regional Municipality Centennial Arena Commission○ BMO Centre○ Canada Games Centre○ Halifax Metro Centre○ Community Builders Inc. (Cole Harbour Place)○ St. Margaret's Community Centre Association○ Halifax Regional Library
Involvement of KPMG member firms/other auditors ("component auditor")
Group auditor
Type of work to be performed on component information / Planned role and responsibilities
Review of component financial information

Use of the work of others

Our planned audit approach includes the use of the following:

- Use of management's expert in the determination of employee future benefits. Determined by an actuary contracted by HRM.

Fees and timing

Fees and assumptions

In determining the fees for our services, we have considered the nature, extent and timing of our planned audit procedures as described above. Our fee analysis has been reviewed with and agreed upon by management.

Our fees are estimated as follows:

	Current Period Budget	Prior Period Actual
Audit of the annual consolidated financial statements	\$78,000	\$75,700

These fees are based on the assumptions described in the engagement letter in the appendices to this report.

Timing of the audit

We have discussed the key audit deliverables with management and the expected dates indicated below have been agreed upon:

Key deliverables and expected dates	
Deliverables	Expected dates
Audit Committee Meeting: ➤ Presentation of Audit Planning Report	March 27, 2015
Conduct interim audit field work	March 16 – 27, 2015
Conduct year-end audit field work	May 4, 2015 – June 4, 2015
Debrief meetings with HRM management	Week of June 1, 2015
Audit Committee Meeting: ➤ Presentation of Audit Findings Report and Management Letter ➤ HRM consolidated financial statements ➤ Independence Letter	June 2015
Provide audit opinion on financial statements	Upon approval of Council

Observations and Insights

During the course of our audit, we may become aware of a number of observations that may be of interest to you. These observations may include comments on risks and the Entity's approach to those risks, performance improvement observations, or other industry trends and developments. These observations are based on, among other things, our understanding of the affairs and processes of the Entity, as well as our understanding of many other entities in the same or other industries.

We will discuss any such observations with management and provide our insights. We will also include a synopsis of these observations and insights in our discussions with you at the completion of the audit.

Appendices

Responsibilities of KPMG and Management

Engagement letter

Other current developments

Thought Leadership

Responsibilities of KPMG and Management

The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter and any subsequent amendment letters.

There have been no changes to the terms of our engagement previously outlined in our engagement letter and any subsequent amendment letters.

Engagement letter



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PRIVATE & CONFIDENTIAL

Mr. Richards Butts
Chief Administration Officer
Halifax Regional Municipality
PO Box 1749
Halifax, NS B3K 3A5

February 11, 2013

Dear Sir:

The purpose of this letter is to outline the terms of our engagement commencing for the period ending March 31, 2013 as follows:

- Audit the consolidated financial statements of Halifax Regional Municipality ("the Municipality") ("Municipality financial statements"),
- Audit of the statement of general rate surplus/deficit ("financial information"); and,
- Audit of the financial statement of the miscellaneous trusts ("trust financial statements") commencing for the period ending March 31, 2013.

This letter supersedes our previous letter to the Municipality dated February 28, 2011 and amended February 1, 2012. The terms of the engagement outlined in this letter will continue in effect from period to period, unless amended or terminated in writing. The attached Terms and Conditions form an integral part of the terms of this engagement and are incorporated herein by reference (collectively the "Engagement Letter").

FINANCIAL REPORTING FRAMEWORK FOR THE FINANCIAL STATEMENTS

The municipal financial statements will be prepared and presented in accordance with Canadian public sector accounting standards, the financial information will be prepared and presented in accordance with the basis of accounting described in the notes to the financial information and the trust financial statements will be prepared in accordance with generally accepted accounting principles for not-for-profit organizations (hereinafter referred to as the "financial reporting frameworks").

The Municipal financial statements, financial information and trust financial statements (collectively "the financial statements") will include an adequate description of the financial reporting framework.

MANAGEMENT'S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

Management acknowledges and understands that they are responsible for:

- the preparation of the financial statements in accordance with the financial reporting frameworks referred to above;
- ensuring that all transactions have been recorded and are reflected in the financial statements;
- such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. Management also acknowledges and understands that they are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud;
- providing us with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing us with additional information that we may request from management for the purpose of the audit;
- providing us with unrestricted access to persons within the Municipality from whom we determine it necessary to obtain audit evidence; and,
- providing us with written representations required to be obtained under professional standards and written representations that we determine are necessary. Management also acknowledges and understands that professional standards require that we disclaim an audit opinion .

An audit does not relieve management or those charged with governance of their responsibilities.

AUDITORS' RESPONSIBILITIES REGARDING THE AUDIT OF THE FINANCIAL STATEMENTS

Our function as auditors of the Municipality is:

- to express an opinion on whether the Municipality's financial statements, prepared by management with the oversight of those charged with governance, are, in all material respects, in accordance with the financial reporting frameworks referred to above; and,
- to report on the financial statements.

We will conduct the audit of the Municipality's financial statements in accordance with Canadian generally accepted auditing standards and relevant ethical requirements, including those pertaining to independence (hereinafter referred to as applicable "professional standards").

We will plan and perform the audit to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error.

Accordingly, we will, among other things:

- identify and assess risks of material misstatement, whether due to fraud or error, based on an understanding of the Municipality and its environment, including the Municipality's internal controls. In making those risk assessments, we consider internal controls relevant to the Municipality's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Municipality's internal controls;



- obtain sufficient appropriate audit evidence about whether material misstatements exist, through designing and implementing appropriate responses to the assessed risks;
- form an opinion on the Municipality's financial statements based on conclusions drawn from the audit evidence obtained; and,
- communicate matters required by professional standards, to the extent that such matters come to our attention, to the appropriate level of management, those charged with governance and/or the Council.

AUDITORS' DELIVERABLES

The expected form and content of our audit reports is provided in Appendix B. However, there may be circumstances in which a report may differ from its expected form and content.

FEES

Appendix A to this letter lists our fees for professional services to be performed under this Engagement Letter.

We are available to provide a wide range of services beyond those outlined above. Additional services are subject to separate terms and arrangements.

We are proud to provide you with the services outlined above and we appreciate your confidence in our work. We shall be pleased to discuss this letter with you at any time. If the arrangements and terms are acceptable, please sign the duplicate of this letter in the space provided and return it to us.

Yours very truly,

KPMG LLP

Carey Blair

Partner responsible for the engagement and its performance, and for the report that is issued on behalf of KPMG LLP, and who, where required, has the appropriate authority from a professional, legal or regulatory body
(902) 492-6029

Enclosure

cc: Council



The terms of the engagement set out are as agreed: .
Original Signed

Name and Tit

Date (dd/mm/yy)

19/03/13

Name and Title

Date (dd/mm/yy)



Appendix A – Fees for professional services

The Municipality and KPMG agree to a fee based on actual hours incurred at mutually agreed-upon rates. The fee is as follows for the next 5 years

2012/13	\$73,500
2013/14	\$75,700
2014/15	\$78,000
2015/16	\$80,300
2016/17	\$82,750

In the event professional standards or accounting standards change and as a result change the scope of our audits, we will agree our revised estimated fees with the Entity before we commence the delivery of any service.



Appendix B – Expected Form of Report

INDEPENDENT AUDITORS' REPORT

To the Mayor and the Councillors of the Halifax Regional Municipality

We have audited the accompanying consolidated financial statements of the Halifax Regional Municipality, which comprise the consolidated statement of financial position as at March 31, 2013, the consolidated statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Municipality's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Halifax Regional Municipality as at March 31, 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.



Appendix C – Matters to communicate

Matters required to be communicated under professional standards to the appropriate level of management include:

Engagement partner

- identity and role of the engagement partner.

Fraud and non-compliance with laws and regulations

- any identified fraud or any information obtained that indicates that a fraud may exist.
- any identified non-compliance with laws or regulations or suspected non-compliance, including illegal acts.

Control deficiencies

- any significant deficiencies in the Municipality's internal control that we intend to communicate to those charged with governance unless it would be inappropriate to communicate directly to management in the circumstances.
- other deficiencies in internal control that have not been communicated to management by other parties and that, in our professional judgment, are of sufficient importance to merit management's attention.

Misstatements

- any accumulated misstatements, other than those that are clearly trivial. Furthermore, we request that management correct all misstatements communicated.

Appendix C – Matters to communicate (continued)

Matters required to be communicated, on a timely basis, under professional standards to those charged with governance include:

Engagement partner

- identity and role of the engagement partner.

Audit approach

- an overview of the planned scope and timing of the audit.

Fraud and non-compliance with laws and regulations

- any identified fraud or suspected fraud that may exist involving management, employees who have significant roles in internal control, or others where the fraud results in a material misstatement in the financial statements.
- any matters related to fraud that are, in our judgment, relevant to your responsibilities.
- any identified non-compliance with laws or regulations or suspected non-compliance, including illegal acts, other than when the identified or suspected non-compliance or illegal act is clearly inconsequential.

Control deficiencies

- any significant deficiencies, in writing, in the Municipality's internal control.

Misstatements

- any accumulated uncorrected misstatements (amounts or disclosures) other than those that are clearly trivial, including the effect of uncorrected misstatements related to prior periods. Furthermore, we request all uncorrected misstatements be corrected.

Accounting practices

- our views about significant qualitative aspects of the accounting practices including accounting policies, accounting estimates and financial statement disclosures.

Significant difficulties

- any significant difficulties that we encountered during the audit. For example, if we conclude that management's refusal to allow us to send a confirmation request is unreasonable or when we are unable to obtain relevant and reliable audit evidence from alternative audit procedures.

Significant matters

- significant matters, if any, arising from the audit that were discussed, or subject to correspondence with management (e.g. management's consultation with other accountants, major issues discussed with management prior to retention or any disagreements with management, whether or not satisfactorily resolved, about matters that individually or in the aggregate could be significant to the financial statements or report thereon), including when group management refuses to communicate to component management matters that are significant to the financial statements of the component.

- other significant matters arising from the audit, if any, that, in our professional judgment, are significant to the oversight of the financial reporting process, including those significant matters arising from the audit in connection with the Municipality's related parties.
- instances where our evaluation of the work of a component auditor gave rise to a concern about the quality of that auditor's work.
- any limitations on the group audit, for example, where our access to information may have been restricted.

Management representations and other written communications

- copies of written representations requested from management.

Going concern

- events or conditions identified that may cast significant doubt on the Municipality's ability to continue as a going concern.

Reporting

- any expected modifications to the audit report and the circumstances that led to the modification.
- any expected emphasis of matter or other matter paragraphs in the audit report and the circumstances that led to the additional paragraphs.
- management refuses to remove a scope limitation in the audit.

Other information

- our responsibilities with respect to other information in documents containing audited financial statements.
- any revision necessary to, or material misstatement of fact included in, financial and non-financial information which is included, either by law, regulation or custom, in a document containing the audited financial statements and our audit report thereon ("other information") that we identified when reading such information, which management refuses to correct.

Note: Significant findings from the audit will be communicated in writing if, in our professional judgment, oral communication would not be adequate.



Appendix C – Matters to communicate (continued)

Matters required to be communicated under professional standards to the board of directors include:

Fraud and non-compliance with laws and regulations

- any identified non-compliance with laws or regulations or suspected non-compliance where we suspect that management or those charged with governance are involved.

The Terms and Conditions are an integral part of the accompanying engagement letter from KPMG that identifies the engagement to which they relate (and collectively form the "Engagement Letter"). The Engagement Letter supersedes all written or oral representations on this matter.

1. SEVERABILITY.

If any of the provisions of this Engagement Letter are determined to be invalid or unenforceable, the remaining provisions shall remain in effect and be binding on the parties to the fullest extent permitted by law.

2. GOVERNING LAW.

This Engagement Letter shall be subject to and governed by the laws of the province where KPMG's principal office performing this engagement is located (without regard to such province's rules on conflicts of law) and all disputes arising hereunder or related thereto shall be subject to the exclusive jurisdiction of the courts of such province of Canada.

3. LLP STATUS.

KPMG LLP is a registered limited liability Partnership ("LLP") established under the laws of the Province of Ontario and, where applicable, has been registered extra-provincially under provincial legislation. KPMG is a partnership, but its partners have a degree of limited liability. A partner is not personally liable for any debts, obligations or liabilities of the LLP that arise from a negligent act or omission by another partner or by any other person under that other partner's direct supervision or control. The legislation relating to limited liability partnerships does not, however, reduce or limit the liability of the firm. The firm's insurance exceeds the mandatory professional indemnity insurance requirements established by the relevant professional bodies. Subject to the other provisions hereof, all partners of the LLP remain personally liable for their own actions and/or actions of those they directly supervise or control.

4. DOCUMENTS AND INFORMATION.

Management's cooperation in providing us with documents and related information and agreed-upon assistance on a timely basis is an important factor in being able to issue our report. KPMG shall be entitled to share all information provided by the Municipality with all other member firms of KPMG International Cooperative ("KPMG International") performing services hereunder. All work papers, files and other internal materials created or produced by KPMG during the engagement and all copyright and intellectual property rights in our work papers are the property of KPMG.

5. INTENTIONALLY DELETED.

6. PERSONAL INFORMATION CONSENTS AND NOTICES.

Any collection, use or disclosure of personal information is subject to KPMG's Privacy Policy available at www.kpmg.ca. KPMG may be required to collect, use and disclose personal information about individuals during the course of this engagement.

The Municipality represents and warrants that it will obtain any consents reasonably required to allow KPMG to collect, use and disclose personal information in the course of the engagement. The Municipality and KPMG agree that no processing of such personal information will occur outside of Canada. KPMG's Privacy Officer noted in KPMG's Privacy Policy is able to answer any individual's questions about the collection of personal information required for KPMG to deliver services hereunder.

The Municipality consents to KPMG sending to the Municipality, its officers, directors and employees, as applicable, electronic messages (including emails) relating to KPMG products and services and other matters of interest to

the Municipality. The Municipality, its officers, directors or employees may withdraw such consent by contacting KPMG's National Office located at Bay Adelaide Centre, 333 Bay Street, Suite 4600, Toronto, Ontario M5H 2S5, Attention: Unsubscribe; or info@kpmg.ca.

7. OFFERS OF EMPLOYMENT.

In order to allow issues of independence to be addressed, management agrees that prior to extending an offer of employment to any KPMG partner, employee or contractor, the matter is communicated to the engagement partner or associate partner.

8. OFFERING DOCUMENTS.

If the Municipality wishes to include or incorporate by reference the financial statements and our report thereon in an offering document, we will consider consenting to the use of our report and the terms thereof at that time. Nothing in this Engagement Letter shall be construed as consent and KPMG expressly does not consent to the use of our audit report(s) in offering documents. If the Municipality wishes to obtain KPMG's written consent to the use of our audit report(s) in an offering document, or wishes us to provide a comfort or advice letter, we will be required to perform procedures as required by professional standards; any agreement to perform such procedures will be documented in a separate engagement letter. Management agrees to provide us with adequate notice of the preparation of such documents.

9. FEE AND OTHER ARRANGEMENTS.

KPMG's estimated fee is based on the quality of the Municipality's accounting records, the agreed-upon level of preparation and assistance from the Municipality's personnel, and adherence to the agreed-upon timetable. KPMG's estimated fee also assumes that the Municipality's financial statements are in accordance with the applicable financial reporting framework and that there are no significant new or changed accounting policies or issues, or financial reporting, internal control over financial reporting or other reporting issues. KPMG will inform the Municipality on a timely basis if these factors are not in place.

Additional time may be incurred for such matters as significant issues, significant unusual and/or complex transactions, informing management about new professional standards, and any related accounting advice. Where these matters arise and require research, consultation and work beyond that included in the estimated fee, the Municipality and KPMG agree to revise the estimated fee. No significant additional work will proceed without management's concurrence, and, if applicable, without the concurrence of those charged with governance. Upon completion of these services KPMG will review with the Municipality any fees and expenses incurred in excess of KPMG's estimate, following which KPMG will render the final billing. Routine administrative expenses such as long distance telephone calls, photocopies, fax charges, printing of statements and reports, postage and delivery and secretarial and report department assistance are included in our fees. Other disbursements for items such as travel, accommodation and meals will be charged based on KPMG's actual disbursements.

KPMG's invoices are due and payable upon receipt. Amounts overdue are subject to interest. In order to avoid the possible implication that unpaid fees might be viewed as creating a threat to KPMG's independence, it is important that KPMG's bills be paid promptly when rendered. If a situation arises in which it may appear that KPMG's independence is threatened because of significant unpaid bills, KPMG may be prohibited from signing the report and, if applicable, any consent.

Fees for any other services will be billed separately from the services described in this engagement letter and may be

subject to written terms and conditions supplemental to those in this letter.

Canadian Public Accountability Board (CPAB) participation fees, when applicable, are charged to the Municipality based on the annual fees levied by CPAB.

To the extent that KPMG partners and employees are on the Municipality's premises, the Municipality will take all reasonable precautions for the safety of KPMG partners and employees at the Municipality's premises.

10. LEGAL PROCESSES.

The Municipality on its own behalf hereby acknowledges and agrees to cause its subsidiaries and affiliates to hereby acknowledge that KPMG may from time to time receive requests or orders from the Canadian Public Accountability Board or from professional, securities or other regulatory, judicial or governmental authorities (both in Canada and abroad) to provide them with information and copies of documents in KPMG's files including working papers and other work-product relating to the affairs of the Municipality, its subsidiaries and affiliates. Except where prohibited by law, if a request or order is directly related to an inspection or investigation of KPMG's audit of the Municipality, KPMG will advise the Municipality of the request or order. The Municipality hereby acknowledges that KPMG will provide these documents and information without further reference to, or authority from, the Municipality, its subsidiaries and affiliates.

When such an authority requests access to KPMG's working papers and other work-product relating to the Municipality's affairs, KPMG will, on a reasonable efforts basis, refuse access to any document over which the Municipality has expressly informed KPMG at the time of delivery that the Municipality asserts privilege, except where disclosure of documents is required by law. The Municipality must mark any document over which it asserts privilege as "privileged". If and only if the authority requires such access to privileged documents pursuant to the laws of a jurisdiction in which express consent is required for such disclosure, then the Municipality hereby provides its consent.

Where privileged Municipality documents are disclosed, KPMG is directed to advise the authority that the Municipality is permitting disclosure only to the extent required by law and for the limited purpose of the authority's exercise of statutory authority. KPMG is directed to advise the authority that the Municipality does not intend to waive privilege for any other purpose and that the Municipality expects its documents to be held by the authority as privileged and confidential material (held securely, limited distribution, etc.). For greater certainty, the Municipality and KPMG hereby agree that this acknowledgement (and, if required, consent) does not negate or constitute a waiver of privilege for any purpose and the Municipality expressly relies upon the privilege protections afforded under statute and otherwise under law.

The Municipality agrees to reimburse KPMG, upon request, at standard billing rates for KPMG's professional time and expenses, including reasonable legal fees subject to consultation with the Municipality prior to incurring such fees, in dealing with the matters described above.

11. KPMG INTERNATIONAL MEMBER FIRMS.

The Municipality agrees that any claims that may arise out of this engagement will be brought solely against KPMG, the contracting party, and not against any other KPMG International Cooperative ("KPMG International") member firms participating in this engagement or such third party service providers referred to in Section 5 above.

12. CONNECTING TO THE MUNICIPALITY'S IT NETWORK.

KPMG personnel are authorized to connect their computers to the Municipality's IT Network, subject to any restrictions communicated to KPMG from time to time. Connection to the Municipality's IT Network or the Internet via the Network, while at the Municipality's premises, will be for the express purpose of conducting normal business activities, primarily relating to facilitating the completion of work referred to in this letter.

13. DELIVERABLES OR COMMUNICATIONS.

KPMG may issue other deliverables or communications as part of the services described in this Engagement Letter. Such deliverables or communications may not be included in, summarized in, quoted from or otherwise used or referred to, in whole or in part, in any documents or public oral statement.

KPMG expressly does not consent to the use of any communication, report, statement or opinion prepared by us on the interim financial statements and such communication, report, statement or opinion may not be included in, summarized in, quoted from or otherwise used in any document or public oral statement.

14. ALTERNATIVE DISPUTE RESOLUTION.

The parties hereby agree that they will first attempt to settle any dispute arising out of or relating to this Engagement Letter or the services provided hereunder through good faith negotiations in the spirit of mutual cooperation between representatives of each of the parties with authority to resolve the dispute. In the event that the parties are unable to settle or resolve their dispute through negotiation within 30 days of the dispute first arising or such longer period as the parties may mutually agree upon, such dispute shall, as promptly as is reasonably practicable, be subject to mediation pursuant to the National Mediation Rules of the ADR Institute of Canada, Inc. All disputes remaining unsettled for more than 60 days following the parties first meeting with a mediator or such longer period as the parties may mutually agree upon shall, as promptly as is reasonably practicable, be subject to arbitration pursuant to the National Arbitration Rules of the ADR Institute of Canada, Inc. (the "Arbitration Rules"). Such arbitration shall be final, conclusive and binding upon the parties, and the parties shall have no right of appeal or judicial review of the decision. The parties hereby waive any such right of appeal which may otherwise be provided for in any provincial arbitration statute made applicable under the Arbitration Rules. The place of mediation and arbitration shall be the city in Canada in which the principal KPMG office that performed the engagement is located. The language of the mediation and arbitration shall be English.

Other current developments

New Standard on Liability for Contaminated Sites

Highlights

A new standard has been issued establishing a standard for the recognition of liabilities for contaminated sites.

Effective date and transition

This standard is effective for fiscal years beginning on or after April 1, 2014 however earlier adoption is encouraged.

Implications

A liability for remediation of contaminated sites should be recognized when an environmental standard exists, the contamination exceeds the environmental standard, the government is directly responsible or accepts responsibility for the remediation, it is expected future economic benefits will be given up and a reasonable estimate of the amount can be made.

We are currently working with management to determine the potential impact, if any, to the HRM's financial statements.

New Standard on Financial Instruments

Highlights

A new standard has been issued establishing a standard on accounting for and reporting all types of financial instruments including derivatives.

Effective date and transition

The standard is effective for fiscal periods beginning on or after April 1, 2016 for governments however earlier adoption is permitted. An entity early adopting this standard must also adopt the revised Foreign Currency Translation standard.

Implications

This standard will require the HRM to identify any contracts that have embedded derivatives and recognize these on the statement of financial position at fair value. Portfolio investments in equity instruments are required to be recorded at fair value. Changes in fair value will be reported in a new financial statement – statement of remeasurement gains and losses. Long term debt that has been purchased by the HRM (i.e. investments in own debentures) will have to be accounted for as an extinguishment of that debt. This standard sets out a number of disclosures in the financial statements designed to give the user an understanding of the significance of financial instruments to the HRM. These disclosures include classes of financial instruments and qualitative and quantitative risk disclosures describing the nature and extent of risk by type (credit, liquidity and market).

Revised Standard on Foreign Currency Translation

Highlights

A revised standard has been issued establishing standards on accounting for and reporting transactions that are denominated in a foreign currency.

Effective date and transition

The standard is effective for fiscal periods beginning on or after April 1, 2016 for governments however earlier adoption is permitted. An entity early adopting this standard must also adopt the new Financial Instruments standard.

Implications

Exchange gains and losses arising prior to settlement are recognized in the statement of remeasurement gains and losses.

Thought Leadership

GST/HST Harmonized Audits

The Canada Revenue Agency (CRA) has followed through on its intent to focus on public service bodies (e.g., municipalities, universities, colleges, hospitals, schools, associations, charities, etc.) for purposes of conducting GST/HST audits. Many public service bodies have undergone audits or have been contacted to begin an audit.

We offer the following general observations on the impact of the CRA's increased focus on the public sector:

- It is important that you have a plan in place for a GST/HST audit, including having a fixed point of contact for the auditor. Planning and managing the audit is as important as having the appropriate policies and procedures.
- The CRA has been focusing on documentation, sharing arrangements, grants and sponsorships, and the allocation of inputs between taxable and exempt activities for input tax credit purposes (e.g., the filing of a section 211 election and claiming of input tax credits on the use of real property).
- The CRA has not consistently been applying audit offsets (e.g., allowing unclaimed input tax credits or rebates) that would help minimize the impact of any assessments.

Our experience with GST/HST auditors has varied from audit to audit. However, in each case, the taxpayer has the burden of proof. The best approach is to be prepared.

Managing Business Risk Related to Information Technology

Information technology and information systems are widely accepted as being key enablers of the business of most enterprises in the world today. With the ever increasing and changing profile of IT, Committee Members need to be aware of and understand those things that are keeping their CIOs concerned.

The key areas of focus and concern of CIO's or Director's of IT include the following:

- Managing Complex Projects: These often involve multiple stakeholders, suppliers and technologies that need active oversight and escalation of issues and risks.
- Overseeing Delivery Partners: The increasing reliance on others to deliver services to IT either through outsourcing or shared services arrangements.
- Securing the Enterprise against threats, including Cyber attacks: Access to the technology and information assets requires active and dynamic approaches to keep pace with intruders. Security is broader than just securing information systems; it encompasses personnel, business continuity, facilities and supply.
- Emerging Technologies: Impact on operations, and on risk.

Cyber Security, Is your organization at risk?

Cyber attacks are an inevitable part of life today, and the financial and reputational costs of not being prepared against such attacks are significant. Cyber attacks are being launched against all forms of valuable information including both financial and non-financial data sources. Estimates suggest the global financial impact of cybercrime is US\$114 billion; companies are thought to bear almost 80% of those costs. The nature of these attacks and the perpetrators behind them are always changing. Hacktivists, organized criminals, competitors, and even rogue governments are mounting attacks with a high level of sophistication and persistence. These perpetrators have different motives, however are common in that they are looking to either disrupt or better themselves by stealing another entities data.

Patching servers and installing intrusion detection systems is no longer enough to protect your critical assets and business processes. Cyber Security has never been solely about IT; it has always been a business issue first. To survive and prosper requires a business-wide understanding of the threats, safeguards, and responses involved.

Key elements to consider include:

- Preparing your people, processes, infrastructure and technology to resist an attack
- Detecting the attack and initiating your response
- Containing and investigating the attack
- Recovering from an attack and resuming business operations
- Reporting on and improving security

Non-profit organizations should begin to review their organization and consider Cyber Risks. Key data that may be identified includes key research data; client or member data etc.

KPMG's Public Sector Practice

KPMG's Public Sector practice proudly provided programs, webinars, publications and communications to Governments, Not-for-Profits and Charities. Below is a quick reference list for your convenience.

Programs

- **Community Shift**

Community Shift is an exclusive development program and network for C-level leaders of Canadian charities and Not-for-Profit Organizations (NPOs), founded by KPMG Enterprise™ and the Richard Ivey School of Business. A rigorous annual five-day developmental program for Canada's leaders of charities and Not-for-Profits, Community Shift has changed the way participants look at their operations and provides a catalyst for change.

Publications and Communications

- **Public Service Transformed: Harnessing the Power of Behavioural Insights**

The report explores the potential and use of behavioural insights in modernizing the public service cultural transformation and provides actionable recommendations designed to encourage the four positive work behaviours (collaboration, innovation, transparency and a focus on results) that will help the public services sector adapt to changing conditions, encourage culture change and produce the kinds of outcomes and transformation that governments are demanding.

- **Future State 2030**

This report is part of a series that explores how governments must respond to the global megatrends (Demographics, Rise of the Individual, Enabling technology, Economic interconnectedness, Public debt, Economic power shift, Climate change, Resource stress, and Urbanization) driving change into 2030.

- **The Integration Imperative: reshaping the delivery of human and social services**

The report provides the results of a global survey of government and thought leaders to review active integration schemes in the human and social services sector across 22 jurisdictions from around the world. It examines the features of integration initiatives and identifies where the integration agenda is heading, including the key trends, the lessons learned, and the implications of these trends for governments, clients, and providers from the private and not-for-profit sectors.

- **Contaminated Sites – Issues and Implementation Action Plan for PS 3260**

This report addresses the Public Sector Accounting Board's accounting standard on Liability for Contaminated Sites (Section PS3260) which will affect all entities reporting under the Public Sector Accounting (PSA) standards. The report discusses why contaminated sites are an issue, provides a technical overview, explores liability measurement, and outlines an implementation action plan.

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