



The Corporation of the
City of Barrie
2014 Audit service plan



For Presentation to the Finance and Corporate
Services Committee
January 14, 2015

Instilling
confidence



Deloitte LLP
5140 Yonge Street
Suite 1700
Toronto ON M2N 6L7
Canada

Tel: 416-601-6150
Fax: 416-601-6151
www.deloitte.ca

January 7, 2015

Private and confidential

Members of the Finance and Corporate Services Committee
The Corporation of the City of Barrie
70 Collier Street
Barrie ON L4M 4T5

Dear Finance and Corporate Services Committee Members:

We are pleased to present our 2014 Audit Service Plan for The Corporation of the City of Barrie (“the City”), which describes our audit scope and strategy, our audit approach and our planned communications with you.

Our audit will include:

- An audit of the City of Barrie’s consolidated financial statements (the “Financial Statements”) for the year ended December 31, 2014 prepared in accordance with Canadian Public Sector Accounting Standards (“PSAS”);
- An audit of the City of Barrie’s Public Library Board’s financial statements for the year ended December 31, 2014 prepared in accordance with PSAS;
- An audit of the City of Barrie’s Police Services Board’s financial statements for the year ended December 31, 2014 prepared in accordance with PSAS;
- An audit of the City of Barrie’s Lake Simcoe Regional Airport Inc.’s financial statements for the year ended December 31, 2014 prepared in accordance with PSAS; and
- An audit of the City of Barrie’s Downtown Barrie Business Improvement Area’s financial statements for the year ended December 31, 2014 prepared in accordance with PSAS.

We are providing this Audit Service Plan to the Finance and Corporate Services Committee (“the Committee”) on a confidential basis. It is intended solely for the use of the Committee and Council to assist you in discharging your responsibilities with respect to the Financial Statements and is not intended for any other purpose. Accordingly, we disclaim any responsibility to any other party who may rely on it.

We look forward to discussing our Audit Service Plan with you and answering any questions you may have.

Yours truly,

Chartered Professional Accountants, Chartered Accountants
Licensed Public Accountants

Table of Contents

At a glance	1
Risk assessment	3
Audit scope.....	6

Appendices

- Appendix 1 – The Deloitte risk-based audit approach
- Appendix 2 – Communication requirements
- Appendix 3 – The Deloitte client service commitment

At a glance

As your external auditor, we understand that you require Deloitte to perform a high-quality, proactive audit that is delivered with integrity, objectivity and independence.

Our audit addresses financial statement risks through targeted procedures that are responsive to the nature of these risks, including changes in the City and the business environment. Our procedures include identifying and analyzing issues and facts relevant to our audit conclusions and providing objective challenges to management's judgments and assumptions.

Our audit approach involves consideration of the following:

Audit scope and terms of engagement	<p>The Audit Service Plan considers several factors which are discussed in detail in the body of the report including:</p> <ul style="list-style-type: none">• Risk assessment,• Internal control matters, and• Use of the work of experts. <p>The terms and conditions of our engagement are included in the engagement letter.</p>
Independence	<p>We have developed important safeguards and procedures to protect our independence and objectivity. If we identify a breach of independence, we will communicate it to you in writing. Our communication will describe the significance of the breach, including its nature and duration, the action taken or proposed to be taken, and our conclusion as to whether or not the action will satisfactorily address the consequences of the breach and have any impact on our ability to serve as independent auditors of the City.</p> <p>We are independent of the City and we will reconfirm our independence in our final report to the Committee.</p>
Materiality	<p>We are responsible for providing reasonable assurance that your Financial Statements as a whole are free from material misstatement.</p> <p>Materiality is determined using professional judgment and estimated based on approximately 2.0% of expenses.</p> <p>We will report to the Committee all uncorrected misstatements greater than a clearly trivial amount (5% of materiality) and any misstatements that are, in our judgment, qualitatively material. In accordance with Canadian Auditing Standards (Canadian GAAS), we will request that misstatements, if any, be corrected.</p>
Audit risks	<p>We have identified the following areas of audit focus for our 2014 audit.</p> <ul style="list-style-type: none">• Revenue recognition,• Management override of controls, and• Accounting estimates. <p>See the risk assessment section for further discussion of identified risks of material misstatement and related audit responses.</p>

Audit team	The roles and responsibilities of the individuals who lead our audit team are:		
	<table border="0"> <tr> <td data-bbox="529 228 971 312">Paula Jesty, CPA, CA 416-643-8787 pjesty@deloitte.ca</td> <td data-bbox="1000 228 1224 256">Engagement Partner</td> </tr> </table>	Paula Jesty, CPA, CA 416-643-8787 pjesty@deloitte.ca	Engagement Partner
Paula Jesty, CPA, CA 416-643-8787 pjesty@deloitte.ca	Engagement Partner		
	<table border="0"> <tr> <td data-bbox="529 327 971 411">Pina Colavecchia, CPA, CA 416-601-5838 pcolavecchia@deloitte.ca</td> <td data-bbox="1000 327 1172 354">Senior Manager</td> </tr> </table>	Pina Colavecchia, CPA, CA 416-601-5838 pcolavecchia@deloitte.ca	Senior Manager
Pina Colavecchia, CPA, CA 416-601-5838 pcolavecchia@deloitte.ca	Senior Manager		
	<table border="0"> <tr> <td data-bbox="529 426 971 510">Michael Levine, CPA, CA 416-775-8515 milevine@deloitte.ca</td> <td data-bbox="1000 426 1097 453">Manager</td> </tr> </table>	Michael Levine, CPA, CA 416-775-8515 milevine@deloitte.ca	Manager
Michael Levine, CPA, CA 416-775-8515 milevine@deloitte.ca	Manager		
	<table border="0"> <tr> <td data-bbox="529 525 971 609">Michelle Szeto CPA, CA 416-864-3612 mszeto@deloitte.ca</td> <td data-bbox="1000 525 1253 552">Senior Staff Accountant</td> </tr> </table>	Michelle Szeto CPA, CA 416-864-3612 mszeto@deloitte.ca	Senior Staff Accountant
Michelle Szeto CPA, CA 416-864-3612 mszeto@deloitte.ca	Senior Staff Accountant		
Use of the work of experts	<p>Our audit engagement team is supported with online resources as well as practice office and national office specialists who assist our audit engagement teams when dealing with more complex technical, accounting, auditing and reporting issues.</p> <p>We intend to use the work of the City's actuary in their determination of the City's post-employment and workers' compensation benefits. We will review and test any data and assumptions used, ensure the disclosure in the consolidated financial statements is adequate, and that the actuary is in good standing with the Canadian Institute of Actuaries.</p> <p>We also intend to use the work of the City's engineers and their consultants in their determination of the City's landfill closure liability. We will review and test any data and assumptions used, and ensure the disclosure in the consolidated financial statements is adequate.</p>		
Group audit	<p>When designing our audit strategy, we also consider:</p> <ul style="list-style-type: none"> • The financial significance or relative importance of the consolidated entities or any government business enterprises accounted for on a modified equity basis; • The complexity and nature of the operations, internal controls and accounting issues at each consolidated entity; and • The degree of centralization or decentralization of processes and controls. <p>We intend to use the work of the external auditor of PowerStream Holdings Inc. (the "Company") in our testing of the City's investment in the Company. We will complete all required communications with the component auditor, ensure that the accounting for the City's share of the Company's net income is appropriate, and ensure the disclosure in the financial statements is adequate.</p> <p>Deloitte is also the external auditor of PowerStream Holdings Inc.</p>		
Other matters			
Independence	We have developed important safeguards and procedures in order to protect our independence and objectivity. We report on our independence, in writing, annually at the conclusion of our engagement.		
Management representations	We will obtain written and oral representations from management to complement our audit procedures. Such representations are intended to confirm the information that is provided to us and reduce the possibility of misunderstanding.		
Complete engagement reporting	<p>Upon the satisfactory completion of the various audits, including the receipt of written representations from management, we will provide you with an audit report on your Financial Statements.</p> <p>We will also issue other reports to assist you in fulfilling your responsibilities, as required by applicable auditing standards. Appendix 2 summarizes the required communications between Deloitte and the Committee.</p>		
Client service commitment	Deloitte's client service principles have been designed to help us exceed the expectations of the City. These principles are our framework for providing guidance to, and coaching for members of our engagement team, and for identifying our clients' unique preferences regarding the ways they want to work with us. Our approach to client service is summarized on Appendix 3.		

Risk assessment

We compile information from a variety of sources, including discussions with management and the Committee, to identify risks to the City's financial reporting process that may require attention. Our preliminary risk assessment took into account:

- Key business developments and transactions (internal and external)
- Current business, regulatory and accounting pronouncements and developments
- Key management strategies and business plans
- Prior years' audit results
- Results of procedures relating to internal control, and
- Areas of significant judgment and risk

Our audit planning activities and our preliminary identification of audit risks enables us to set the scope of our audit and to design audit procedures tailored to the identified risks to financial reporting. The table below sets out significant risks to financial reporting that we identified during our preliminary planning activities. The table also includes our proposed response to each risk. Our planned audit response is based on our assessment of the likelihood of a risk's occurrence, the significance should a misstatement occur, our determination of materiality and our prior knowledge of the City.

The results of our audit planning and risk assessment drive the scope and timing of the auditing procedures.

Areas of risk for 2014

Revenue recognition *

Audit risk	Assurance standards include the presumption of a fraud risk involving improper revenue recognition. (Revenue/deferred revenue).
Our proposed audit response	<ul style="list-style-type: none">• We will test the design and implementation of controls in significant revenue streams and perform substantive analytic procedures and detailed testing in these areas.• Substantive testing to determine if restricted grants/contributions (i.e., development charges, gas tax, etc.) and government transfers have been recognized as revenue in the appropriate period.

Risk of management override of controls *

Audit risk	<p>Assurance standards include the presumption of a significant risk of management override of controls.</p> <p>Management is in a unique position to perpetrate fraud because of management's ability to directly or indirectly manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.</p>
Our proposed audit response	<p>In testing for management override of controls we will:</p> <ul style="list-style-type: none">• Engage in fraud discussions with certain members of senior management and others.• Consider the potential for bias in judgments and estimates, including performing retrospective analysis of significant accounting estimates.• Evaluate the business rationale for any significant unusual transactions.• Evaluate the City's fraud risk assessment and consider entity-level internal controls and internal controls over the closing and reporting process.• Test journal entries that exhibit characteristics of possible management override of controls, identified using manual techniques.

Accounting estimates

Audit risk	Certain estimates require management judgments (i.e. allowance for significant property tax appeals, contingent liabilities, employee future benefits, landfill post closure costs and other accrued liabilities).
Our proposed audit response	<ul style="list-style-type: none">• Obtain documentation on management's controls over the development of significant management accounting estimates and assess risk.• Focused review of calculations and support, including reports from experts such as actuaries.• Discussions with management.• Analytic review of related accounts.• Assess outcome of retrospective review of estimates from prior years.

*: These item are considered to be areas of significant risk.

Consideration of fraud or error

Misstatements in the financial statements can arise from either fraud or error. The distinguishing factor between fraud and error is whether the underlying action that results in the misstatement of the financial statements is intentional or unintentional.

The following table explains our respective responsibilities towards fraud.

Your responsibilities	Our responsibilities
<ul style="list-style-type: none">The primary responsibility for the prevention and detection of fraud rests with management (with oversight from the Committee), including the responsibility for establishing and maintaining internal controls over the reliability of financial reporting, ensuring the effectiveness and efficiency of operations, the identification of fraud risks and compliance with applicable laws and regulations	<ul style="list-style-type: none">We are required to obtain representations from management regarding internal controls, assessment of risk and any known or suspected fraud or misstatement.As independent auditors, we will obtain reasonable, but not absolute, assurance that the financial statements as a whole are free from material misstatement, whether caused by fraud or error.

In determining our audit strategy to address the assessed risks of material misstatement due to fraud, we will:

- Assign and supervise personnel, taking into account the knowledge, skill and ability of individuals with significant engagement responsibilities and our assessment of the risks of material misstatement due to fraud for the engagement.
- Evaluate whether the City's selection and application of accounting policies, particularly those related to subjective measurements and complex transactions, may be indicative of fraudulent financial reporting resulting from management's effort to manage results.
- Incorporate an element of unpredictability when selecting the nature, timing and extent of our audit procedures.

We will inquire directly of the Committee regarding:

- Its views about the risk of fraud,
- Whether it has knowledge of any actual or suspected fraud affecting the city, and
- The role it exercises in the oversight of fraud risk assessment and the establishment of mitigating controls.

We will also inquire if the Committee is aware of tips or complaints regarding the City's financial reporting and, if so, the committee's responses to such tips and complaints.

If we suspect fraud involving management, we will communicate these suspicions to the Committee and discuss the nature, timing, and extent of audit procedures necessary to complete the audit.

Audit scope

Designed to obtain reasonable assurance and address the risks of material misstatements

An audit is designed to search for potential misstatements that, individually or collectively, are material. This is done by determining a specific threshold for each engagement and considering other qualitative factors. The threshold amount is also used to evaluate the significance of uncorrected misstatements that are noted during the audit.

The audit enables us to express an opinion on whether the Financial Statements are fairly presented, in all material respects, in accordance with PSAS. The audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates made by management, and evaluating the overall presentation of the Financial Statements. Our report on the Financial Statements and communications required by Canadian auditing standards (Canadian GAAS) will be in accordance with our findings.

An audit is designed to search for potential misstatements that, individually or collectively, are material. Some of the factors we consider in determining the audit scope include:

- The existence of significant risks,
- A consideration of significant accounts and disclosures using materiality levels that are appropriate to support our audit opinion on your Financial Statements,
- The complexity and nature of the operations, internal controls and accounting issues,
- The degree of centralization or decentralization of processes and controls, including the extent of relevant enterprise-level controls, and
- The extent and nature of internal control deficiencies and financial statement misstatements identified in current and previous periods.

Based on our analysis of these risks, we have determined the scope of work we consider necessary to provide an appropriate basis for our audit opinion on the Financial Statements.

Internal control matters

We will inform the Committee and management of any significant deficiencies that are identified in the course of conducting the audit.

Use of the work of experts

We intend to use the work of the City's actuary in their determination of the City's post-employment and workers' compensation benefits. We will review and test any data and assumptions used, ensure the disclosure in the financial statements is adequate and the actuary is in good standing with the Canadian Institute of Actuaries.

We also intend to use the work of the City's engineers and their consultants in their determination of the City's landfill closure liability. We will review and test any data and assumptions used, and ensure the disclosure in the consolidated financial statements is adequate.

Audit scope uncertainty

Our Audit Service Plan is based on several assumptions. Circumstances may arise during the engagement that could significantly affect the scope and the extent and timing of our audit procedures. These circumstances may include, but are not limited to:

- A deterioration in the quality of the City's accounting records during the current year engagement compared to the prior-year engagement
- The identification of significant deficiencies in the City's internal control that result in the expansion of our audit procedures
- The identification, during our audit, of a significant level of proposed audit adjustments
- The occurrence of significant new issues or changes, such as:
 - New accounting issues
 - Changes in accounting policies or practices from those used in prior years
 - Events or transactions not contemplated in our budget
 - Changes in the City's financial reporting process or IT systems
 - Changes in the City's accounting personnel, their responsibilities, or their availability
 - Changes in auditing standards
 - Changes in the City's use of experts or the specialists and/or their work product does not meet the qualifications that Canadian GAAS require for us to be able to use their work
- Changes in the audit scope caused by events that are beyond our control.

If any of these or similar such circumstances arise during the course of our audit we will discuss them on a timely basis with management and provide the Committee with a report regarding the impact on our audit at its next scheduled meeting. Matters that we consider to be significant and that may be sensitive from a reporting timing perspective will be communicated immediately to the Committee.

Appendix 1 – The Deloitte risk-based audit approach

A consistent approach that supports a dynamic environment

Deloitte's audit approach is a systematic methodology that enables us to tailor our audit scope and plan to address the unique issues facing the City.



These steps are not necessarily sequential nor are they mutually exclusive. For example, once we've developed our audit plan and the audit is being performed, we may become aware of a risk that was not identified during the planning phase. Based on that new information, we would reassess our planning activities and adjust the audit plan accordingly.

1. Initial planning

Understanding your business and accounting processes

Our audit will take into account specific items of particular interest raised by the Committee as well as areas of concern identified by the Committee or management.

2. Assessing and responding to engagement risk

Our audit approach combines an ongoing identification of risks with the flexibility to adjust our approach when additional risks are identified. Since these risks may impact our audit objectives, we consider materiality in our planning to focus on those risks that could be significant to your financial reporting.

Risk assessment

The risks that we have identified to date, and which will be addressed when conducting the audit, are summarized in the Risk Assessment section. As we perform our audit, we will update our risk assessment and will inform the Committee and management of any significant changes to our risk assessment and any additional risks that are identified.

Consideration of the risk of fraud or error

Fraudulent acts include the deliberate failure to record transactions, forgery of records and documents, and intentional misrepresentations made to our audit engagement team. Fraud may include intentional acts by management or employees acting on behalf of the City, as well as employee fraud if management or employees are involved in actions that defraud the City. Deloitte does not assume that management is dishonest nor do we assume unquestioned honesty. Rather, in accordance with Canadian GAAS, we exercise professional skepticism and recognize that the conditions we observe and evidential matter we obtain, including that obtained from prior audit engagements, need to be objectively evaluated to determine whether the Financial Statements are presented fairly in all material respects.

Maintaining an attitude of professional skepticism means that we carefully consider the reasonableness of the responses we receive to our inquiries from those charged with governance, and evaluate other information obtained from them in light of the evidence we obtain during the audit. When we identify a misstatement or control deficiency, we consider whether it may be indicative of fraud and what the implications of fraud and significant error are in relation to other aspects of the audit, particularly the reliability of management representations.

Because of the inherent limitations of internal control over financial reporting, including the possibility of collusion or improper management override of controls, it is possible that material misstatements due to error or fraud may not be prevented or detected on a timely basis. Accordingly, the assurance an auditor provides concerning the lack of misstatements arising from fraud is necessarily lower than the assurance provided concerning those arising from an error.

Information technology

An important part of our audit planning process involves gaining an understanding of:

- The importance of the computer environment relative to the risks to financial reporting,
- The way in which that environment supports the control procedures we intend to rely on when conducting our audit, and
- The computer-based information that supports our substantive procedures.

The objective of our review of computer controls is to identify potential areas of risk and assess the relevance, reliability, accuracy and completeness of the data produced by the systems. To accomplish this, we gain an up-to-date understanding of your organization's computer processing environment and our understanding of the relevant general computer controls. We then test the design and implementation of controls considered relevant to the audit.

We will assess the design and implementation of general computer controls in the following areas:

- Data centre and network operations
- System software acquisition, change and maintenance
- Program change
- Access security, and
- Application system acquisition, development, and maintenance.

3. Developing and executing the audit plan

The performance of an audit includes evaluating the design and determining the implementation of internal controls relevant to the audit, testing the operational effectiveness of the controls we intend to rely on, and performing substantive audit procedures.

Audit procedures

The timing of our audit procedures is dependent upon a number of factors including the need to coordinate with management for the provision of supporting analysis and other documentation. Generally, we perform our audit procedures to allow us sufficient time to identify significant issues early, thereby allowing more time for analysis and resolution.

For example, we anticipate performing audit procedures on account balances and disclosures involving significant and complex transactions, or adoption of new accounting pronouncements, as they occur.

Tests of controls

As part of our audit, we will review and evaluate certain aspects of the systems of Internal Control over Financial Reporting to the extent we consider necessary in accordance with Canadian GAAS. The main objective of our review is to enable us to determine the nature, extent and timing of our audit tests and establish the degree of reliance that we can place on selected controls. An audit of the financial statements is not designed to determine whether internal controls were adequate for management's purposes or to provide assurance on the design or operational effectiveness of internal control over financial reporting.

The extent to which deficiencies in internal control may be identified through an audit of financial statements is influenced by a variety of factors including our assessment of materiality, our preliminary assessment of the risks of material misstatement, our audit approach, and the nature, timing and extent of the auditing procedures that we conduct. Accordingly, we gain only a limited understanding of controls as a result of the procedures that we conduct during an audit of financial statements.

We will inform the Committee and management of any significant deficiencies that are identified in the course of conducting the audit.

Substantive audit procedures

Our substantive audit procedures consist of a tailored combination of analytical procedures and detailed tests of transactions and balances. These procedures take into account the results of our controls tests and are designed to enable us to obtain reasonable assurance that the Financial Statements are free from material misstatements. To obtain this assurance, misstatements that we identify while performing substantive auditing procedures will be considered in relation to the Financial Statements as a whole. Any misstatements that we identify, other than those that are clearly trivial (the threshold has been set at 5% of materiality), will be reported to management and the Committee. In accordance with Canadian GAAS, we will request that misstatements be corrected.

4. Reporting and assessing performance

Perform post-engagement activities

We will analyze the results of the audit procedures performed throughout the year and, prior to rendering our report, we will conclude whether:

- The scope of the audit was sufficient to support our opinion
- The misstatements identified during the audit do not result in financial statements being materially misstated.

Complete engagement reporting

After the satisfactory completion of appropriate audit procedures, we will provide an audit report on your Financial Statements.

We also provide reports to the Committee to assist it in fulfilling its responsibilities as required by applicable auditing standards. Appendix 2 summarizes the required communications between Deloitte and the Committee.

Deloitte's client service principles include providing management and the Committee with insights into the condition of the business and offering meaningful suggestions for improvement. We will report these insights and suggestions to the appropriate members of management and/or the Committee for their consideration.

To enable us to determine how well we have achieved our client service objectives, including an assessment of the quality of our audit engagement, we actively solicit feedback from our clients. This feedback will be obtained either through meetings with members of the Committee and management or their completion of questionnaires.

Your feedback enhances our understanding of your expectations of us through your evaluation of our performance. The information you provide helps us refine our client service objectives to ensure that we remain focused, responsive and proactive in meeting your needs while fulfilling our professional responsibilities.

Deloitte enjoys a solid reputation for our **commitment to quality**. Key factors supporting that reputation include:

- A strong tone at the top
- A comprehensive ethics and compliance program
- An uncompromising approach to quality in client service
- Communication of and adherence to professional standards and client service principles
- A mature client feedback program
- A multifaceted approach to monitoring independence
- A robust technical consultation approach
- National office consultation on areas of high risk or that require significant judgment
- Technical training for our professionals
- An annual internal inspection process for audit engagements,
- Continuous improvement based on lessons learned and client feedback.

Appendix 2 – Communication requirements

Required communication

1. Fraud or possible fraud identified through the audit process

2. Our responsibilities under Canadian GAAS

3. An overview of the overall audit strategy, addressing:
 - Timing of the audit
 - Significant risks, including fraud risks
 - Nature and extent of specialized skill or knowledge needed to perform the planned audit procedures related to significant risk

4. Significant accounting policies, practices, unusual transactions, and our related conclusions
 - Alternative treatments for accounting policies and practices that have been discussed with management during the current audit period

5. Our responsibility for other information in documents containing audited Financial Statements, any procedures performed, and the results

6. Consultation outside the engagement team regarding difficult or contentious matters that we believe are relevant to the audit committee's oversight

7. Matters related to going concern

8. Management judgments and accounting estimates

9. Significant transactions outside of the normal course of business, including related party transactions

10. Significant difficulties, if any, encountered dealing with management related to the performance of the audit,

11. Material written communications between management and us, including management representation letters

12. Other matters that are significant to the oversight of the financial reporting process

13. All relationships between the City and us that, in our professional judgment, may reasonably be thought to bear on independence

14. A statement that, in our judgment, the engagement team and others in our firm and, when applicable, network firms have complied with relevant ethical requirements regarding independence

15. Modifications to our opinion(s)

16. Our views of significant accounting or auditing matters for which management consulted with other accountants and about which we have concerns

17. Major issues discussed with management prior to our retention

18. Illegal or possibly illegal acts that come to our attention

19. Significant deficiencies in internal control, if any, identified by us in the conduct of the audit of the financial statements

20. Uncorrected misstatements and disclosure items

21. Breach of independence

Appendix 3 – The Deloitte client service commitment


Our approach to client service excellence


At Deloitte, our objective is to execute our audit in a way that meets our professional standards and also creates a positive client experience.

Our client service principles provide the framework for guiding and coaching members of our engagement team, and identifying our clients' unique preferences regarding the ways they want to work with us. These principles enable our engagement teams to focus on client service excellence.

We will:

-  **make** and meet our commitments to you by...
 - Working with you to clearly define your expectations
 - Delivering what is agreed upon
 - Being easily accessible to you
 - Providing valuable responses to all your inquiries
 - Ensuring timeliness and accuracy in our billings

-  **understand** your business and what is important to you by...
 - Anticipating your needs
 - Understanding the unique characteristics of your business industry and operating circumstances

-  **provide** value and build trust through technical competence and consistent results by...
 - Instilling confidence and trust in the quality of our work
 - Providing you with up-to-date professional expertise
 - Providing value to your enterprise
 - Providing insights into the condition of the business and meaningful suggestions for improvement

-  **demonstrate** professionalism through effective interaction and communications by...
 - Keeping you informed of project status
 - Performing as a well-organized team
 - Working collaboratively with you

-  **provide a no surprises** experience by...
 - Proactively addressing issues
 - Providing timely communication of changes to fees
 - Effectively managing changes to the service team

At the conclusion of our audit, or at any time during the engagement, we invite you to assess our performance against these principles through our client feedback process.



www.deloitte.ca

Deloitte, one of Canada's leading professional services firms, provides audit, tax, consulting, and financial advisory services. Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

© Deloitte LLP and affiliated entities.