

THE CORPORATION OF THE TOWN OF AMHERSTBURG

BY-LAW NO. 2019-078

By-law to enter into a contract with KPMG LLP to provide external audit services.

WHEREAS the Municipal Act 2001, S.O., 2001, c. 25, authorizes Council to enter into agreements;


AND WHEREAS the Council of the Town of Amherstburg passed a resolution on September 9, 2019 accepting the proposal from KPMG LLP to provide external audit services;

AND WHEREAS the Council of the Town of Amherstburg deems it expedient to enter into a contract with KPMG LLP for external audit services for the five years ending 2019 through 2023;

NOW THEREFORE the Council of the Corporation of the Town of Amherstburg enacts as follows:

1. THAT the Mayor and Clerk be authorized to sign the contract on behalf of the Corporation of the Town of Amherstburg;
2. THAT this By-law shall come into force and take effect immediately upon the final passing thereof.

Read a first, second and third time and finally passed this 9th day of September, 2019.



Mayor – Aldo DiCarlo



Clerk – Paula Parker

ORIGINAL

The Corporation of the
Town of Amherstburg, Ontario



CONTRACT

**EXTERNAL AUDIT
SERVICES**



CERTIFICATE OF INSURANCE

Date: September 18, 2019

The Insurer(s) hereby states that it has issued to the insured named herein a policy or policies of insurance providing the type of insurance and limits of liability set forth herein. This certificate of insurance neither affirmatively nor negatively amends, extends or alters the coverage, limits, terms or conditions of the policy it certifies.

Certificate Holder: Corporation of the Town of Amherstburg 271 Sandwich St. South, Amherstburg, ON, N9V 2A5	Named Insured: KPMG MSLP Bay Adelaide Centre, Suite 4600, 333 Bay Street, Toronto, Ontario M5H 2S5
--------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------

COVERAGE PROVIDED ONLY FOR THE FOLLOWING SECTIONS: A, B, C, D, E, F, G, H

SECTION	TYPE OF POLICY	INSURER & POLICY NO.	POLICY PERIOD M / D / Y	LIMITS OF LIABILITY	
A	Commercial General Liability	Travelers Insurance Company of Canada - Policy # TRV0332521	12/31/18 to 12/31/19	Each Occurrence	\$5,000,000
B	Products and Completed Operations				
C	Owners and Contractors protective			Products / Completed Operations - Aggregate	\$5,000,000
D	Blanket Contractual Liability				
E	Occurrence Bodily Injury & Property Damage			Tenant's Legal Liability	
F	Employers Liability				
G	Cross Liability - Severability of Interests Clause			Non-Owned Automobile	
H	Personal and Advertising Injury				
I	Property			Property of Every Description or	
J	Certificate Holder Loss Payee			Building	
K	• All Risks, subject to policy exclusions			Equipment	
L	• Replacement Cost			Stock	
M	• Stated Amount of Co-insurance			Property of Others	
N	• Other:			Tenants Improvement	
				Business Interruption	
O	Boiler & Machinery			Limit Per Accident Comprehensive Form	
P	Umbrella Liability			Limits	
Q					

If required by contract, the certificate holder is added to the policy(ies) as an additional insured but only with respect to liability arising out of the operations/negligence of the Named Insured. The Insurer(s) will endeavour to provide 30 days notice to the holder of this certificate of any material change adverse to the certificate holder or cancellation by the Insurer of these policies.

Authorized Representative
THOMAS I. HULL INSURANCE LIMITED



Your clearance(s) / Vos certificats de décharge

We confirm that the business(es) listed below are active and in good standing with us.

Nous confirmons que la ou les entreprises énumérées ci-dessous sont actives et que leurs comptes sont en règle.

Contractor legal or trade name / Raison sociale et appellation commerciale de l'entrepreneur	Contractor address / Adresse de l'entrepreneur	Contractor classification unit and description / Unité de classification de l'entrepreneur et description	Clearance certificate number / Numéro du certificat de décharge	Validity period (dd-mmm-yyyy) / Période de validité (jj- mmm-aaaa)
KPMG LLP / K P M G	1400-100 NEW PARK PLACE, C/O: PAYROLL MANAGER, VAUGHAN, ON, L4K0J3, CA	7731-000: Offices of Professional Accountants	A0000GEJG5	14-Sep-2019 to 19-Nov-2019

Under Section 141 of the *Workplace Safety and Insurance Act*, the WSIB waives our right to hold the principal (the business that has entered into a contractual agreement with the contractor/subcontractor) liable for any unpaid premiums and other amounts the contractor may owe us for the validity period specified.
Aux termes de l'article 141 de la *Loi sur la sécurité professionnelle et l'assurance contre les accidents du travail*, la WSIB renonce à son droit de tenir l'entrepreneur principal (l'entreprise qui a conclu une entente contractuelle avec l'entrepreneur ou le sous-traitant) responsable de toute prime impayée et autre montant que l'entrepreneur pourrait lui devoir pour la période de validité indiquée.

WSIB Head Office: 200 Front Street West
Toronto, Ontario, Canada M5V 3J1

Siège social : 200, rue Front Ouest
Toronto (Ontario) Canada M5V 3J1

1-800-387-0750 | TTY/ATS 1-800-387-0050
employeraccounts@wsib.on.ca | wsib.ca

AGREEMENT

THIS AGREEMENT made in triplicate this 10th day of September, 2019.

BETWEEN THE CORPORATION OF THE TOWN OF AMHERSTBURG
(hereinafter called the Corporation) of the first part.

AND

KPMG LLP
(hereinafter called the Auditor) of the second part.

WHEREAS the Corporation is desirous that certain works should be designed for the implementation of:

**EXTERNAL AUDIT SERVICES FOR THE TOWN OF AMHERSTBURG
FOR THE 2019 TO 2023 FISCAL YEARS**

In the Town of Amherstburg and has accepted a Proposal by the Auditor for this purpose.

NOW THIS AGREEMENT WITNESSES AS FOLLOWS:

The Auditor hereby covenants and agrees to provide and supply at his expense, all and every kind of labour and materials for, and to undertake and complete in strict accordance with his Proposal dated the:

15th day of August, 2019

And the Auditor's Documents (consisting of the contents and requirements for this Request for Proposal, including all modifications thereof and incorporated in the said documents before their execution) prepared by the Town of Amherstburg and all of which said documents are annexed hereto and form part of this Agreement to the same extent as fully embodied herein, the construction of the above noted works for the total, five-year sum of:

One Hundred Thirty-Five Thousand Dollars and Zero Cents (\$135,000.00) excluding H.S.T.

The annual fee schedule is noted on the following table:

Description	5-Year Contracted Term				
	2019	2020	2021	2022	2023
Town of Amherstburg Audit	\$26,000	\$26,500	\$27,000	\$27,500	\$28,000
HST	\$ 3,380	\$ 3,445	\$ 3,510	\$ 3,575	\$ 3,640
Total	\$29,380	\$29,945	\$30,510	\$31,075	\$31,640

The Consultant further covenants and agrees to undertake and complete the said work in a proper workmanlike manner under the supervision and direction and to the entire satisfaction of the Town of Amherstburg within the specification contained in their proposal.

The Auditor further covenants and agrees that he will at all times, indemnify and save harmless, the Corporation of the Town of Amherstburg along with their respective officers, servants and agents, from and against all loss and damages whatsoever which may be made or brought against the above listed by reason or in consequence of the non-execution or negligent execution thereof by the Consultant, its servants, agents or employees.

The Corporation hereby covenants and agrees that if the said Work is duly and properly executed and materials are provided as aforesaid, and if the said Auditor carries out, performs and observes all of the requirements and conditions of this Agreement, the Corporation will pay to the Consultant, the price set forth in his Proposal, such payment or payments to be made in accordance with the provisions of the Contract above.

This Agreement and everything herein contained shall endure to the benefit of and be binding upon the parties hereto, their heirs, executors, administrators, successors and assigns, respectively.

IN WITNESS WHEREOF the parties hereto have hereunto affixed their Corporate Seals, if any, duly attested by the signature of their proper officers in that behalf, respectively.

Melissa Mungler
WITNESS AS TO SIGNATURE OF
AUDITOR

Cynthia Siegf
Auditor's Signature and Seal
KPMG LLP
Auditor's Name

3200 Deziel Drive, 6th Greenwood Centre
Auditor's address Windsor, ON N8W5K8

CORPORATION OF THE TOWN OF AMHERSTBURG

[Signature]
WITNESS AS TO SIGNATURE OF
CORPORATION

A.D.C.G.
Aldo DiCarlo, Mayor
[Signature]
Paula Parker, Deputy Clerk

PROPOSAL SCOPE, REQUIREMENTS AND DELIVERABLES

Proposals shall be prepared and submitted in accordance with the outline set specified in this document. The Proposal submission for external audit services should include, but not necessarily be limited to, the following minimum requirements:

- Acknowledgement of the Scope, Requirements and Deliverables.
- A brief but clear description of the Proponent's project with a clear statement of work responsibilities, time commitments and detailed breakdown of proposal fees.
- Identification of statutory requirements.

a) Eligibility:

Proponents are advised that they must meet all of the following mandatory eligibility requirements, and provide satisfactory proof of such. The individual(s) involved must:

- i. Qualify within the terms outlined in Section 296 of the Municipal Act of Ontario, i.e. licensed under the Public Accountancy Act
- ii. Have proven experience in providing similar audit services to other municipalities
- iii. Have well-developed professional auditing techniques as well as systems of control and review for audit work performed
- iv. Have substantial expertise, resources and support services available locally to perform the audits consistently from one year to the next in an expeditious manner and within the required time frames

b) Audit:

The audit shall include the examination of the records and financial statements of the Corporation of the Town of Amherstburg to the degree necessary to express an audit opinion on such statements. The only accounting work which is required is any accounting work pertaining to the assembly and preparation of the final Audited Consolidated Financial Statements.

c) Financial Statements:

Draft financial statements will be provided in a format as determined in consultation with the successful proponent. The auditors will be responsible for providing an electronic copy of the draft and final and 2 bound hardcopies of the final Town of Amherstburg Consolidated Financial Statements. The statements will be prepared and presented in accordance with legislation and with Public Sector Accounting Standards.

Assistance completing the Town's Financial Information Return may also be required and prior years can be found using the following link: <https://www.amherstburg.ca/en/town-hall/Financial-Report.aspx>

d) Schedule:

Each year, and prior to the commencement of any audit work, the auditors shall meet with the Treasurer and staff to discuss and agree upon the following:

- a. The time frame for the completion of the audit
- b. A list of necessary schedules, working papers, analysis and other information to be provided by the Treasurer and staff. It is anticipated that all working papers supporting the financial report will be prepared by the Town of Amherstburg staff.

e) Report on Time Spent:

The Auditors shall keep account of the actual time spent on each major task upon the completion of the audit, and submit to the Town a schedule comparing the actual audit time spent with the time budgeted, if requested. The Auditors will also provide reasons for all significant variances. The cost of the accounting of audit time shall be considered to be included in the fees quoted under this Request for Proposal.

f) Qualified Statements:

The Auditors shall, upon the discovery of information or conditions which would otherwise lead to the inclusion of a qualified opinion with respect to any of the Town's Audited Consolidated Financial Statements, immediately inform and fully disclose such matters with the Director of Corporate Services and the Treasurer. The Auditors shall allow a reasonable period of time for the Director of Corporate Services and the Treasurer to investigate, analyze, report and take corrective action so as to avoid the inclusions of such qualification.

g) Meetings and Additional Assistance:

The Auditors shall attend meetings to discuss the planning and progress of their work and shall provide such information as requested that will enhance the understanding of Council and or the Audit Advisory Committee, concerning matters pertaining to the Audited Consolidated Financial Statements. For the purpose of this RFP, assume that attendance is required at a maximum of three (3) meetings per year.

The annual audit report to be presented to Council by way of a public Council meeting would be required and form one of these meetings.

h) Audit Management Letter:

The Auditor shall prepare a draft audit management letter conveying any concerns relative to the internal accounting, operating controls and/or other matters of material importance to the operations of the Town. The Auditors shall also provide recommendations as to such corrective measures as may be required, and be prepared to provide assistance with regard to implementation if required to do so.

The Auditors will meet with the Director of Corporate Services and the Treasurer to discuss any concerns before a final audit management letter is prepared for Council as part of the annual audit report.

i) Staff Assigned to the Audit

Indicate key personnel along with their experience and involvement, in similar projects.

The persons assigned to the audit should be those originally proposed and indicated in the proponent's proposal submission. Should changes to the audit personnel be required, these changes shall be reviewed with the Treasurer. It is expected that the audit senior will be present throughout most of the audit.

j) Successors and Assigns

The agreement contained herein, once executed, shall ensure to the benefit of and be binding upon the successors and assigns of the Town and the successors and permitted assigns of the Proponent

k) Timing of the Audit

The audit is expected to be carried out in the manner proposed and provided as a response to this RFP. Any changes in the audit program shall be discussed with the Treasurer in a timely manner.

The audit of the consolidated Town will start about the middle of March with the financial statements and audit report issued to the Town by the end of May.

l) Professional Consultation

Occasionally the Auditors may be called upon to give professional advice or provide additional services and or council training. These services and related costs will be mutually agreed upon as the need arises.

m) Provisional

Provide optional services for annual review of the year end Q4 cash financial results.

Proponents must submit satisfactory evidence that they have the ability and experience for this type of work and that they have the necessary qualifications to enable them to proceed and complete the work in a satisfactory manner. This evidence must be provided within the Proponent's submitted proposal documents.

Qualified Proponents are those which have relevant experience in providing audit services, and who satisfy all of the qualifications stated in this RFP. Experience with other municipalities or government agencies would be an asset.

The Town of Amherstburg may investigate as it deems necessary to determine the ability of the Proponent to perform the work, and the Proponent shall furnish to the Town all such information and data for this purpose as the Town may request. The Town of Amherstburg reserves the right to reject

any quotation if the evidence submitted or investigation of such Proponent fails to satisfy the Town of Amherstburg that the Proponent is qualified to carry out the obligations of the contract.



Our proposal

THE CORPORATION OF
THE TOWN OF
AMHERSTBURG,
ONTARIO

EXTERNAL AUDIT SERVICES

RFP NO. 2019-017

TECHNICAL PROPOSAL

COPY

AUGUST 15, 2019

Let's do this.



FORM OF PROPOSAL

P-5 PROPOSAL FEES

Costs related to travel, meals, long distance telephone calls, courier services, printing, photocopying, postage, out-of-pocket expenses, etc. are to be included in the pricing below. Any costs not included are to be separately identified.

Description	5-Year Contracted Term				
	2019	2020	2021	2022	2023
Town of Amherstburg – Audit	\$26,000	\$26,500	\$27,000	\$27,500	\$28,000
HST	3,380	3,445	3,510	3,575	3,640
Total	\$29,380	\$29,945	\$30,510	\$31,075	\$31,640

Description	5-Year Contracted Term				
	2019	2020	2021	2022	2023
Provision –item (m)*	\$4,200	\$4,300	\$4,400	\$4,500	\$4,600
HST	546	559	572	585	598
Total	\$4,746	\$4,859	\$4,972	\$5,085	\$5,198

* Specified procedures report for Quarter 4 cash variance report.

Signature:

Corporate Seal:

Cynthia Swift

If a corporate seal does not exist, please acknowledge the following:

"The signature of the person applied to this proposal document is authorized to act on behalf of the proponent and is legally able to bind the company."

CS

Signatory Initials



KPMG LLP
618 Greenwood Centre
3200 Deziel Drive
Windsor, ON N8W 5A5

Telephone 519-251-3500
Fax 519-251-3530
Internet www.kpmg.ca

August 15, 2019

Ms. Bobbi Reive
Financial Planning Administrator
The Corporation of the Town of Amherstburg
Town Hall
271 Sandwich Street South
Amherstburg, ON N9V 2A5

Re: Request for Proposal – External Audit Services

Dear Ms. Reive,

I am delighted to submit our proposal to provide external audit services to the Corporation of the Town of Amherstburg (the Town) for a five-year term commencing with the 2019 to 2023 fiscal years, with an option to renew. We are very enthusiastic about continuing to work with the Town and thank you for the opportunity to show how KPMG is still best suited to meet your external audit needs.

- **Deep municipal audit experience** – KPMG is the leading auditor, by far, of Ontario's largest municipalities. We bring to the Town in-depth knowledge of key issues for local governments, understanding of best practices in financial reporting and professional know-how.
- **PSAB expertise** – KPMG has extensive knowledge of the PSAB standards and their application to municipalities. One of our partners serves on the Public Sector Accounting Board; all senior members of our team for the Town are members of KPMG's Canadian Public Sector Practice Network.
- **No transition issues** – By appointing KPMG as external auditors, there will be no learning curve and no surprises. As your current auditors, we understand your operations, accounting systems, internal control environment and the specific issues and risks you are facing.
- **Right team/right fit** – Our team has developed a solid professional relationship with Town staff, while providing high quality service. We are a team you can trust and rely upon. We are confident that the Town will not find another team more qualified or more dedicated than KPMG's team for Amherstburg, or one that brings better value for your money. We are deeply committed to ensuring that the service our team provides represents the best solution to your needs and that with every aspect of our work, **we deliver value.**

We very much look forward to proceeding to the next stage of your selection process. As the main point of contact for the Town, I remain available to answer any questions you may have.

Sincerely,

Cynthia Swift
Lead Engagement Partner
(519) 251-3520 | caswift@kpmg.ca

Table of contents

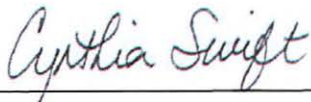
P-1 PROPOSAL IDENTIFICATION SHEET	1
<hr/>	
P-2 QUALIFICATIONS AND EXPERIENCE	2
<hr/>	
P-3 & P-4 REFERENCES	6
<hr/>	
P-6 ACKNOWLEDGEMENT OF PROPOSAL DOCUMENTS AND ADDENDA RECEIVED BY PROPONENT	7
<hr/>	
P-7 ACKNOWLEDGEMENT IF ONLY ONE PROPOSAL IS RECEIVED	8
<hr/>	
PROPOSAL REQUIREMENTS AND DELIVERABLES	9
<hr/>	
APPENDIX A - CPA LICENCE	27



P-1 Proposal Identification Sheet

Business Name of Proponent:	KPMG LLP
Mailing Address of Proponent:	618 Greenwood Centre 3200 Deziel Drive
Postal Code of Proponent:	N8W 5K8
Name of Contact Person Representing Proponent:	Cynthia Swift
Telephone Number and Extension of Person Representing Proponent:	(519) 251-3520
Email Address of Person Representing Proponent:	caswift@kpmg.ca
Name of Person Signing on Behalf of Proponent:	Cynthia Swift
Title of Person Signing on Behalf of Proponent:	Partner

Signature of Person Authorized to Act on Behalf of Proponent



(Please affix Corporate Seal)

Corporate Seal

If a corporate seal does not exist, please acknowledge the following:

“The signature of the person applied to this proposal document is authorized to act on behalf of the proponent and is legally able to bind the company.”


_____ Signatory Initials

P-2 Qualifications and Experience

KPMG IN WINDSOR

KPMG has a long-standing history in Windsor and surrounding communities. We are proud to serve as the auditors of a significant number of public sector and not-for-profit organizations which means that we have a well-trained and experienced pool of talent to draw upon and we can schedule our work at times that are convenient for you.

The audit for the Town will be conducted from our Windsor office located at 618 Greenwood Centre, 3200 Deziel Drive Windsor, ON N8W 5K8.

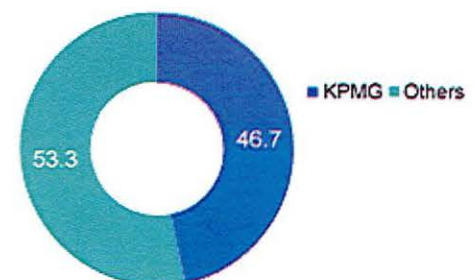
While it is true that KPMG is a global network of firms, we recognize that your public accounting needs are local, and the best way we can bring value to our clients is to involve professionals in the local community that are familiar with their business.

OUR CREDENTIALS

KPMG has a nationwide practice of partners and other professionals committed to serving the public sector including municipalities. Their in-depth knowledge and experience enables us to provide clients with insights firmly grounded in understanding the business challenges of the current economic environment. Complemented by access to a network of specialists and contacts as needed. KPMG can assist municipalities in a wide variety of areas such as:

- Performance improvement and Risk Management
- Long-term Financial Planning
- Public Private Partnerships (PPP) including Private and Public Infrastructure Finance (PIF) – P3 Funding
- Electronic record management
- Global benchmarking of service delivery metrics
- Fleet review studies
- Core and other service reviews
- Business process re-engineering
- IT strategy, procurement and implementation
- Preparation for the outcomes of external inspections
- Social and economic regeneration
- Recruitment and retention of human resources.

**KPMG AUDIT MARKET SHARE OF 45
LARGEST MUNICIPALITIES IN CANADA**



Source: FP 500, the RoB Public 1000 RoB Private 350 (2018) reports

ACTIVE INVOLVEMENT IN THE MUNICIPAL GOVERNMENT SECTOR

Our Public Sector practice includes individuals dedicated to meeting the needs of local governments and who, in their efforts to better serve government entities, focus all of their professional activities on working with civil

servants. KPMG demonstrates considerable support of the public sector through active participation in such municipal organizations as:

- Institute of Governance
- Canadian Association of Chiefs of Police (CACP)
- CCAF
- Canadian Government Executive
- Public Policy Forum
- Public Sector Accounting Board (PSAB)
- Chartered Professional Accountants Canada (CPA Canada)
- The Institute of Public Administration of Canada (IPAC)
- Municipal Information Systems Association (MISA)
- The Government Finance Officers Association (GFOA)
- Municipal Service Delivery Officials (MSDO)
- The Municipal Finance Officers Association
- The Association of Municipalities of Ontario (AMO)
- Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)
- Ontario Municipal Engineers Association (MEA)

EXTENSIVE AND RELEVANT STAFF TRAINING

At KPMG, we place a high priority on keeping abreast of industry issues and trends so that we can provide our clients with the best possible advice. We believe that the ongoing development of our people is critical to the quality of our services, and require all partners and staff to attend annual technical and accounting updates. We therefore offer an extensive portfolio of in-house training programs to our professionals, covering business, legislative and financial matters unique to municipalities. In addition, we regularly issue internal publications to keep our people up to date on changes in accounting, auditing, tax and other matters of special concern to local governments. This commitment to professional development helps us understand the challenges of your environment, can help you take advantage of new opportunities, and enables us to deliver the highest quality service. Our dedicated professionals will also share with you their knowledge on technology and emerging business, legislative and accounting issues that may affect the Town.

OUR CLIENTS

Locally, approximately 33% of our Audit practice is dedicated to serving clients in the Public and Not-For-Profit sectors. We have an extremely deep “bench” when it comes to providing public accounting and advisory services to these extremely important sectors. This is further enhanced by our ability to draw upon other professionals throughout Southwestern Ontario that are equally experienced in providing professional services to these sectors.

KPMG’s leading municipal audit market share translates into bench strength for the Town audit. Locally, we have skilled municipal auditors at all levels, available to deliver an effective audit on time. The team we propose also has over 50 years of combined experience with PSAB Standards and have served a number of local government clients for a number of years. The team understands the difference between the reporting framework used in the budget and the PSAB framework used for the external audited financial statements. These differences can present challenges in the year-end financial reporting process. Our team for the Town is able to assist you with these challenges and propose solutions that are acceptable under both frameworks. We bring relevant experience to the table to assist you with the completion of your year-end financial reporting on a timely basis.

We have extensive experience in municipal auditing and provided below is a summary of our **current Ontario municipal external audit clients. Cynthia’s clients are bolded. (A=Audit, T=Tax & Adv=Advisory)**

Client	KPMG Office	Years Served	Service Provided	Approximate Value of Services (yearly)
City of Brampton	GTA	20+	A, Adv	>\$200,000
City of Greater Sudbury	Sudbury	3	A, Adv	>\$200,000
City of Guelph	Waterloo	6	A, Adv	>\$200,000
City of Hamilton	Hamilton	7	A, T	>\$200,000
City of Kingston	Kingston	50+	A, T, Adv	>\$200,000
City of Kitchener	Waterloo	10+	A, T, Adv	\$50,000 - \$100,000
City of London	London	20+	A, T, Adv	>\$200,000
City of Markham	GTA	15+	A, Adv	>\$200,000
City of Mississauga	GTA	20+	A, Adv	>\$200,000
City of Sault Ste. Marie	Sault Ste. Marie	60+	A, Adv	\$100,000 - \$200,000
City of St. Catharines	St. Catharines	1	A	\$100,000 - \$200,000
City of Vaughan	GTA	20+	A, Adv	\$100,000 - \$200,000
City of Waterloo	Waterloo	10+	A, T, Adv	\$50,000 - \$100,000
City of Windsor	Windsor	50+	A, T	>\$200,000
County of Essex	Windsor	15+	A, Adv	\$50,000 - \$100,000
County of Haliburton	Sudbury	2	A	<\$50,000
County of Huron	Waterloo	5	A	<\$50,000
County of Lennox & Addington	Kingston	50+	A, T, ADV	>\$200,000
County of Middlesex	London	11	A	\$50,000 - \$100,000
County of Prince Edward	Kingston	7	A, T	<\$50,000
County Wellington	Waterloo	10+	A, Adv	\$50,000 - \$100,000
Municipality of Central Manitoulin	Sudbury	20+	A	<\$50,000
Municipality of Huron Shores	Sault Ste. Marie	9	A	<\$50,000
Municipality of Killarney	Sudbury	5	A	<\$50,000
Municipality of Kincardine	Waterloo	5	A, T, Adv	\$50,000 - \$100,000
Municipality of Markstay-Warren	Sudbury	15+	A	<\$50,000
Municipality of McDougall	Sudbury	6	A	<\$50,000
Municipality of Port Hope	Kingston	25+	A	<\$50,000
Municipality of Temagami	Sudbury	6	A	<\$50,000
Municipality of Wawa	Sault Ste. Marie	5	A	<\$50,000
Regional Municipality of Waterloo	Waterloo	6	A, Adv	\$100,000 - \$200,000
Regional Municipality of York	GTA	15+	A, T, Adv	>\$200,000
Town of Amherstburg	Windsor	5	A, Adv	<\$50,000
Town of Blind River	Sudbury	2	A, T	\$50,000 - \$100,000

Town of Cobourg	Kingston	9	A	<\$50,000
Town of Cochrane	Sudbury	3	A	<\$50,000
Town of Espanola	Sudbury	6	A, Adv	\$100,000 - \$200,000
Town of Fauquier-Strickland	Sudbury	7	A	<\$50,000
Town of Halton Hills	Hamilton	8	A, Adv	\$50,000 - \$100,000
Town of Iroquois Falls	Sudbury	4	A	<\$50,000
Town of Lakeshore	Windsor	7	A, Adv	<\$50,000
Town of LaSalle	Windsor	20	A, Adv	<\$50,000
Town of Lincoln	Hamilton	20+	A, T	\$50,000 - \$100,000
Town of Midland	Sudbury	5	A	<\$50,000
Town of Milton	Hamilton	18	A	\$50,000 - \$100,000
Town of Moosonee	Sudbury	7	A	<\$50,000
Town of Niagara-on-the-Lake	Hamilton	8	A	<\$50,000
Town of Oakville	Hamilton	12	A, T, Adv	>\$200,000
Town of Prescott	Kingston	2	A	<\$50,000
Town of Smooth Rock Falls	Sudbury	9	A	<\$50,000
Town of Tecumseh	Windsor	6	A	<\$50,000
Town of The Blue Mountains	Waterloo	7	A	<\$50,000
Township of Baldwin	Sudbury	4	A	<\$50,000
Township of Carling	Sudbury	3	A	<\$50,000
Township of Centre Wellington	Waterloo	10+	A, T	\$100,000 - \$200,000
Township of Chapleau	Sudbury	30+	A	<\$50,000
Township of Chatsworth	Waterloo	4	A	<\$50,000
Township of McNab/Braeside	Ottawa	7+	A, T	<\$50,000
Township of Minden Hills	Sudbury	6	A	<\$50,000
Township of Moonbeam	Sudbury	4	A	<\$50,000
Township of Nairn and Hyman	Sudbury	20+	A	<\$50,000
Township of Nipissing	Sudbury	5	A	<\$50,000
Township of North Frontenac	Kingston	14	A	<\$50,000
Township of Opasatika	Sudbury	7	A	<\$50,000
Township of Pickle Lake	Sudbury	5	A	<\$50,000
Township of Seguin	Sudbury	14	A	<\$50,000
Township of Stone Mills	Kingston	18	A	<\$50,000
Township of the North Shore	Sudbury	6	A	<\$50,000
Township of Val Rita-Harty	Sudbury	7	A	<\$50,000
Township of Woolwich	Waterloo	15+	A, Adv	\$50,000 - \$100,000

*Provide any attachments in this regard immediately following this sheet

P-3 & P-4 References

Provide a list of current municipal clients of similar size and scope of operations to the Town of Amherstburg in your proposal. Note that the references may be contacted.

Reference No. 1

Company Name:		Town of LaSalle	
Address:		5950 Malden Road, Windsor ON N9H 1S4	
Contact Name & Title:	Dale Langlois, Treasurer	Email:	dlanglois@lasalle.ca
Description of Project:		External Audit & Advisory services	
Date of Project:		+20 years	

Reference No. 2

Company Name:		Town of Tecumseh	
Address:		917 Lesperance Rd, Tecumseh, Ontario N8N 1W9	
Contact Name & Title:	Tom Kitos, Treasurer	Email:	tkitos@tecumseh.ca
Description of Project:		External Audit	
Date of Project:		6 years	

Reference No. 3

Company Name:		City of Windsor	
Address:		350 City Hall Square West, Windsor, ON N9A 6S1	
Contact Name & Title:	Joe Mancina, CFO & Treasurer	Email:	jmancina@citywindsor.ca
Description of Project:		External Audit & Advisory services	
Date of Project:		+50 years	

*Provide any attachments in this regard immediately following this sheet

P-6 Acknowledgement of Proposal Documents and Addenda Received by Proponent

I/We, the undersigned, hereby acknowledge and confirm on behalf of

KPMG LLP

That I/We have received all of the documents noted in the Table of Contents contained in this document and have been provided with all of the details required to permit me/us to submit a proposal in response to this Request for Proposal.

1. I/We declare that this proposal is made without any connection, knowledge, comparison of figures or arrangements with any other company, firm, or person submitting a proposal for the supply of the same services.
2. I/We declare that I/We have carefully read this document and have satisfied ourselves as to the nature of the services required and do hereby make our proposal to the Corporation of the Town of Amherstburg for the services described herein.
3. I/We acknowledge that we have received the following addendum to this Request for Proposal and that it is my/our responsibility to ensure that all addenda issued by the Corporation of the Town of Amherstburg has been received.

No. of Addendum Received

Description of Last Addendum

Addendum # 1

Questions and Answers

Signature:

Corporate Seal:

Cynthia Swift

If a corporate seal does not exist, please acknowledge the following:

"The signature of the person applied to this proposal document is authorized to act on behalf of the proponent and is legally able to bind the company."

CS

Signatory Initials

P-7 Acknowledgement if Only One Proposal is Received

I/We, the undersigned, hereby acknowledge and confirm on behalf of

KPMG LLP

that in the event that of only one proposal having been received by the Town of Amherstburg after this call for proposals, the Town reserves the right to open the proposal, or return the proposal unopened.

Should the Town choose to open the proposal, being the lone response after this call for proposals, I/We understand that the Town reserves the right to accept the proposal, negotiate the terms contained within the proposal, or reject the proposal altogether, without being bound to award us with a contract for the work.

The Town is not responsible to us for any liabilities, expenses, loss or damage subsequent to or by reason of the acceptance or non-acceptance by the Town of any proposal.

Signature:

Corporate Seal:

Cynthia Swift

If a corporate seal does not exist, please acknowledge the following:

"The signature of the person applied to this proposal document is authorized to act on behalf of the proponent and is legally able to bind the company."

CS

Signatory Initials

Proposal Requirements and Deliverables

ELIGIBILITY:

Your RFP Requirements	Comply	Page
i. Qualify within the terms outlined in Section 296 of the Municipal Act of Ontario, i.e. licensed under the Public Accountancy Act	✓	27
ii. Have proven experience in providing similar audit services to other municipalities	✓	2-6
iii. Have well-developed professional auditing techniques as well as systems of control and review for audit work performed	✓	10-17
iv. Have substantial expertise, resources and support services available locally to perform the audits consistently from one year to the next in an expeditious manner and within the required time frames	✓	18-21

AUDIT APPROACH

KPMG's commitment to integrity demands that we be vigilant in ensuring our audit complies with changing regulations and applicable professional standards, and has us in the forefront of adopting the new rules intended to build confidence in financial reporting. Our methodology is designed to meet all applicable national and international standards, and guides us in our goal of bringing the Town a high quality, independent and rigorous external audit.



AUDIT QUALITY A TOP PRIORITY

We perform our audits in accordance with Canadian Generally Accepted Auditing Standards (GAAS) and other relevant national standards, such as those adopted by members of Chartered Professional Accountants of Canada (CPA Canada) and the Canadian Public Accountability Board (CPAB), as appropriate. Our methodology also emphasizes the critical nature of substantive procedures and effective risk assessment and control testing activities, with every aspect of the audit focusing on a rigorous examination of your financial statements, namely:

- The risks that can affect financial statement captions
- The audit procedures to address these risks
- The areas of higher risk for misstatement
- The effectiveness of internal controls at mitigating these risks
- How closely the transactions and balances are calculated and recorded.

Our external audit takes a multidisciplinary approach, employing professionals experienced in the Municipal sector and specialists in audit and financial reporting, corporate reporting and governance, internal control, and internal financial reporting standards. Members of our team are also required to have a strong understanding of the Town's business processes, accounting policies, internal controls and financial reporting issues, and each is committed to meeting and even exceeding your expectations.

AUDIT PLANNING

Our methodology begins with the development of our audit plan, which is based on obtaining a thorough understanding of your business processes and significant issues and risks. Based upon discussions with your

management and drawing upon our municipal knowledge, we will assess risk at the financial statement level and identify assertion level risks related to the identified significant accounts. We will evaluate the design and implementation of entity-level controls for each municipal entity. Each year, this understanding is updated in light of current developments. Specifically, we may consider your:

- Financial reporting framework
- Accounting policies and practices
- Financial performance
- Internal controls.

CONTROL EVALUATION

Using a structured approach, we may evaluate controls in order to assess the risk of material misstatement for each significant account. Our control evaluation includes:

- Evaluating the design and implementation of organization-wide controls, including the entity-level and general IT controls. The results of this work will determine the nature and extent of our testing in the substantive testing phase of our audit
- Understanding the relevant accounting and reporting activities for each significant account. For transactions processing, we look for significant risk points – places where errors could occur
- Evaluating selected controls over the significant risk points where material misstatements may occur and the safe guarding of municipal assets
- Evaluating and testing selected anti-fraud controls that have been implemented
- Testing the operating effectiveness of selected controls
- Performing a “walk-through test,” tracing a transaction through the accounting activities and selected controls, to confirm that we understand how your accounting activities and controls work.

SUBSTANTIVE TESTING

In this phase, we perform substantive audit procedures, both analytical and sampling, around balances and transactions required to supplement our control testing. We assess the information gathered, develop an assessment of residual risks that may affect the financial statements and design additional audit procedures as necessary. We will conclude on critical accounting matters and assess whether the financial statements of the Town as a whole reflect our understanding of your operations, and comply with the applicable laws, regulations and standards. Our testing may include:

- Using analytical procedures designed to confirm our expectation of an overall balance
- Agreeing individual transactions to supporting documentation, such as invoices
- Confirming balances and relevant information directly with third parties, such as banks
- Physically inspecting assets
- Verifying the objectivity of assumptions, the quality of data, and the calculations underlying accounting estimates
- Concluding on critical accounting matters
- Checking financial statements back to the underlying accounting records.

COMPLETION

We review the financial statements and determine whether the audit evidence obtained for each significant account reduces the risk of material misstatements in the financial statements to an acceptably low level. We form conclusions on specific topics, such as litigation and claims, and prepare a final evaluation of fraud-related matters. A summary of our significant findings and matters identified helps us determine trends and potential

management bias. Our audit opinion is based on a review of the final financial statements and an evaluation of all audit evidence. The summary addresses matters such as:

- The selection, application, and consistency of accounting principles, including related disclosures
- Significant and other deficiencies in internal controls over financial reporting
- Material misstatements and omissions in financial statements
- Circumstances that caused significant difficulties in applying audit procedures
- Significant findings and issues, such as those related to critical areas of judgment
- Significant changes in the assessed level of audit risk
- Our audit opinion is based on a review of the final financial statements and an evaluation of all audit evidence in accordance with Canadian Auditing Standards.

REPORTING

AUDIT PLANNING REPORT

At the commencement of the audit, we will prepare an audit planning report to discuss with the management and Council. This report outlines the development of our overall audit plan and provides Council an opportunity to provide input to the audit process and to raise specific areas of potential concern.

The report will include:

- Aspects of our overall audit strategy that we believe would be helpful to Council in discharging its responsibilities, including commentary on the general approach to the audit work related to internal control;
- Effects of new developments in accounting standards, or legislative or regulatory requirements on the Town's financial reporting;
- Audit timing and staffing;
- Engagement letter terms; and
- Other areas of concern that Council or the management identifies.

In preparing our audit planning report, we will meet with the Treasurer before November 30 of each year and will have our report available for presentation to Council in December each year.

AUDIT FINDINGS REPORT

Upon completion of the audit, we will provide Council with an audit findings report. This report is presented in order to assist members of Council in carrying out their responsibilities with respect to approval of the financial statements of the Town. The report will summarize our significant findings arising from the audit and other matters which we believe should be brought to the attention of Council. The report will also discuss the statutory reports. In addition, we will provide a letter to Council confirming our independence for purposes of expressing an opinion on the financial statements, in accordance with Canadian professional requirements.

MANAGEMENT LETTERS

Formal management letters will be issued to the Town in the event that our audit procedures identify significant issues relating to making optimal use of resources, safeguarding key assets and identifying opportunities to improve internal controls and refine accounting procedures. Depending on the results of the audit procedures, a management letter may not be issued if significant matters are not identified.

REGULATORY AND STATUTORY ISSUES

Our audit objective is to ensure that the Town is aware of all statutory and legal requirements, and that all changes to these requirements are communicated early to avoid surprises at year-end. During our audit planning

we review developments in the area of accounting pronouncements and regulatory requirements, and evaluate their impact on the Town. The annual audit planning process also involves an update of our understanding of your operations and any changes that may dictate or suggest adjustments in reporting. We also monitor changes in other municipalities with similar business issues and will bring them to your attention during the planning phase of our audit.

QUALIFIED STATEMENTS

KPMG will, upon the discovery of information or conditions which would otherwise lead to the inclusion of a qualified opinion with respect to any of the Town’s Audited Consolidated Financial Statements, immediately inform and fully disclose such matters with the Director of Corporate Services and the Treasurer. We will allow a reasonable period of time for the Director of Corporate Services and the Treasurer to investigate, analyze, report and take corrective action so as to avoid the inclusions of such qualification.

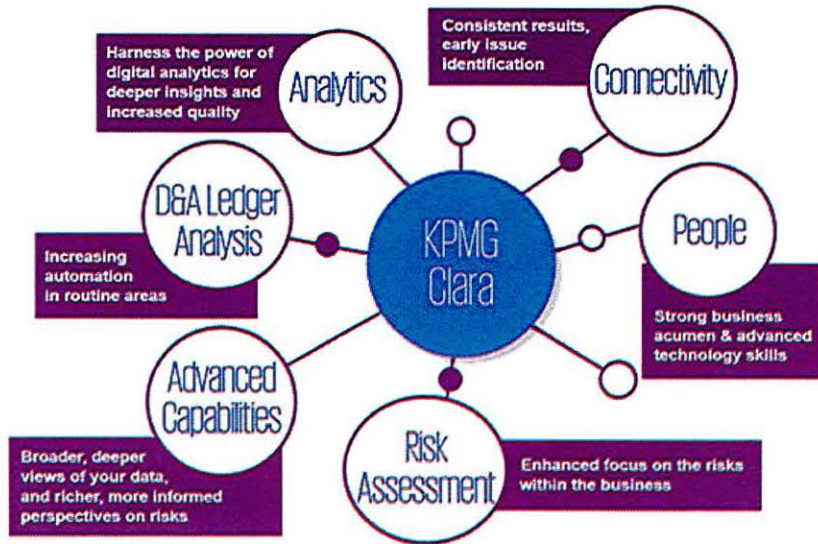
AUDIT FOCUS AREAS

A summary of potential risk areas and our proposed audit approach are as follows:

Business Risk	Strategic Response	Audit Focus
Unauthorized operating expenditures are made.	Proper estimates are made of operating costs, and variances between actual operating costs and budgets are identified on a timely basis.	<ul style="list-style-type: none"> – Control testing over processing of purchases/payments and payroll expenditures – Evaluate results of testing in determining the nature and extent of testing on year-end balances – Year-end procedures will include performance of a search for unrecorded liabilities and detailed analysis of key accruals.
Unauthorized capital expenditures are made; capital projects have unfunded cost overruns.	Requirements for capital replacement are properly identified and prioritized and variances between projected capital financing requirements and spending on approved projects are identified on a timely basis.	<ul style="list-style-type: none"> – Consider how capital budget making and management processes vary from operating processes – Evaluate and test controls over budget making – Evaluate results of testing in determining the nature and extent of testing on year-end balances – Year-end procedures will include review of open capital projects for significant non-funded and open capital projects lacking evidence of recent activity – Search for unrecorded capital liabilities and detailed analysis of key accruals.
Restricted funds incorrectly charged, collected or allocated, or are not spent for restricted purpose.	Restricted funds (e.g. conditional grants, obligatory reserves) are segregated from other funds, and not applied to spending other than their designated purpose.	<ul style="list-style-type: none"> – Determine significant sources of conditional grants and related controls. Where there are legislative requirements to segregate funds and expenditures of those funds, determine how this is controlled – Test controls for significant transaction streams – Test handling of investment income on restricted funds – Evaluate results of testing in determining the nature and extent of testing on year-end balances.
Information Technology.	Existing technology satisfies financial reporting needs in a timely manner.	<ul style="list-style-type: none"> – Understand the current and planned IT environment (people, processes and technology), related risks and financial statement implications – Review IT processes and controls designed to address significant IT risks – Evaluate and test interface controls to help ensure the accurate transfer of data between key systems.

THE AUDIT OF TOMORROW, TODAY

As part of KPMG's technology leadership, our audit practice has developed technologies and alliances to continuously enhance our capabilities and deliver an exceptional audit experience. Technology empowers us through deep analysis of your financial information, focusing our effort and interactions on the areas of greatest risk while minimizing disruption to your business.



We continue to make significant investments in enhanced methodologies, new technologies and strategic alliances with leading technology companies that can have a transformative impact on auditing and, more broadly, financial reporting.

KPMG is investing in the development of innovative audit technologies through both internal solutions and through alliances with technology firms such as Finger Food, Microsoft, IBM Watson and others.

Today's tools	Benefits to your audit
KPMG Clara Collaboration (KCCC)	KCCC is our secure audit platform and a one-stop shop through which we plan, execute and manage the audit, providing you with real-time access to the process at every step, including exchange of information and access to the real-time reporting you need in one central location.
DataShare	We know that your time is valuable and have invested in a new technology that we believe will reduce the amount of time that you would normally spend preparing and supplying documents and reports that we request from you. DataShare is a data extraction tool that enables easy and reliable data extraction to support our year-end audit work from clients using a compatible accounting system. Using the push technology of DataShare, you will initiate and grant access to a brief connection allowing our software to share a "read only" snapshot of your accounting data. This will save you a considerable amount of time and help us create an accurate, in-depth financial picture of your business.
Journal Entry Analysis	Our journal entry tool assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. The tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.

LEAN IN AUDIT™

Lean in Audit™ is KPMG's internationally recognized and award-winning innovative audit approach that integrates proven Lean principles into our financial statement audit methodology to provide deeper insights and highlight productivity opportunities for our clients. KPMG is the only accounting firm with this proprietary methodology which delivers far more than the high-quality and efficient financial statement audit you expect.

By looking through the "Lean lens" that has already transformed efficiency and productivity in business operations, KPMG audit teams are taking a new approach to the audit—one that provides our clients with a more transparent understanding of their business processes and the various issues that can arise. KPMG's Lean in Audit approach greatly enhances our professionals' ability to apply organizational knowledge and insight throughout our audit while more effectively identifying control gaps and improvement opportunities. Not only does this approach enhance audit quality, but organizations themselves can also apply key insights into business decisions, helping to improve product/service quality, lower costs, increase profitability, and drive overall performance.

Lean in Audit takes an innovative approach to the actual financial statement audit process, directly engaging the process "owners and doers" and employing hands-on tools, such as walkthroughs and flowcharts of actual financial processes in a very collaborative session. The audit team works together with the people who execute the organization's processes, which creates a deeper working relationships and knowledge exchange.



Our innovative approach uses Lean's simple visual and collaborative techniques called "Value Stream Mapping" to document and understand what actually happens in a process instead of what should happen, and to identify potential improvements to enhance efficiency and effectiveness of the end-to-end process. We do this in a collaborative, facilitated session led by KPMG professionals who are trained Lean-in-Audit facilitators. A typical session for a standard process, such as HR/payroll, usually takes between two and four hours. Through this session, the process is documented, issues get identified and improvement actions get developed. We provide this documentation to the Senior Leadership team including the Treasurer as part of our audit findings report.

WHAT LEAN IN AUDIT™ MEANS TO THE TOWN

We would use Lean techniques to document the procurement and accounts payable processes at the Town at no cost over the Fall season. One of the practical advantages of Lean in Audit is that it can be done at any time, so we like to schedule it during a period of low activity in the engagement. We will discuss appropriate timing with the Treasurer. We like to start with the procurement/payroll process as we test and rely on these controls as part of our audit activities. Our team will use Lean in Audit techniques to document all of your significant processes that culminate into the Town's financial statements.

The Lean process will help you identify potential for short-term changes and long-term initiatives that will improve efficiency and enhance effectiveness of your important financial control processes. Lean in Audit provides qualitative evidence to understand why things happen the way they do. With a rich understanding of end-to-end processes and proprietary training and tools developed by KPMG, we develop meaningful insights for you to improve the quality of your processes, increase productivity and drive overall performance. Only KPMG has Lean in Audit—***now that is real value through the audit!***

SCHEDULE

We understand your reporting requirements and will execute our audit approach with these in mind. We find that the initial planning meeting, when we cover more detailed scheduling of the audit, helps synchronize our timing, and confirm that it meets the deadline dates as specified annually.

Each year, our team will meet with the Town to discuss and agree upon a schedule of responsibilities which will lead to an orderly and timely assembly, audit, and submission of the annual financial statements. In addition to the above, a list of the necessary schedules, working papers, analysis and other information to be prepared by staff will be discussed and agreed upon.

Based on your December 31 year-end, we have prepared a preliminary audit timing schedule. The tentative schedule will be adjusted as necessary to meet your needs and to accommodate the workload of your staff.

Tasks to be completed	Key Dates
Pre-audit meeting	November
List of annual audit schedules and audit plan prepared	November
Completion of interim audits and report on interim audit findings including recommendations for improvement	December
Completion of draft financial statements by staff, with supporting working papers	March
On-site audit of financial statements and completion of audit field work	March
Completion of Auditor typed draft final financial statements issued in draft to staff	May*
Draft Management Letter to be reviewed with the Treasurer and Director of Corporate Services	May
Presentation of Management Letter and Financial Statements to Audit Advisory Committee	May
Attendance and Presentation at the Council Meeting	May

*Depending on receipt of component financial statements for Essex Power Corporation.

MEETINGS AND ADDITIONAL ASSISTANCE

KPMG will attend meetings to discuss the planning and progress of their work and shall provide such information as requested that will enhance the understanding of Council and/or the Audit Advisory Committee, concerning matters pertaining to the Audited Consolidated Financial Statements. For the purpose of this RFP, we assumed that attendance is required at a maximum of three (3) meetings per year.

Routine consultation on accounting matters – these are included in our fees. We want you to feel completely comfortable in calling us at any time on matters without feeling that “the meter is ticking.” This allows for the kind of communication and level of collaboration that is essential to any fruitful client-accountant relationship. Moreover, open communication will help to prevent surprises and facilitate timely completion of the audit/review and issuance of reports.

REPORT ON TIME SPENT

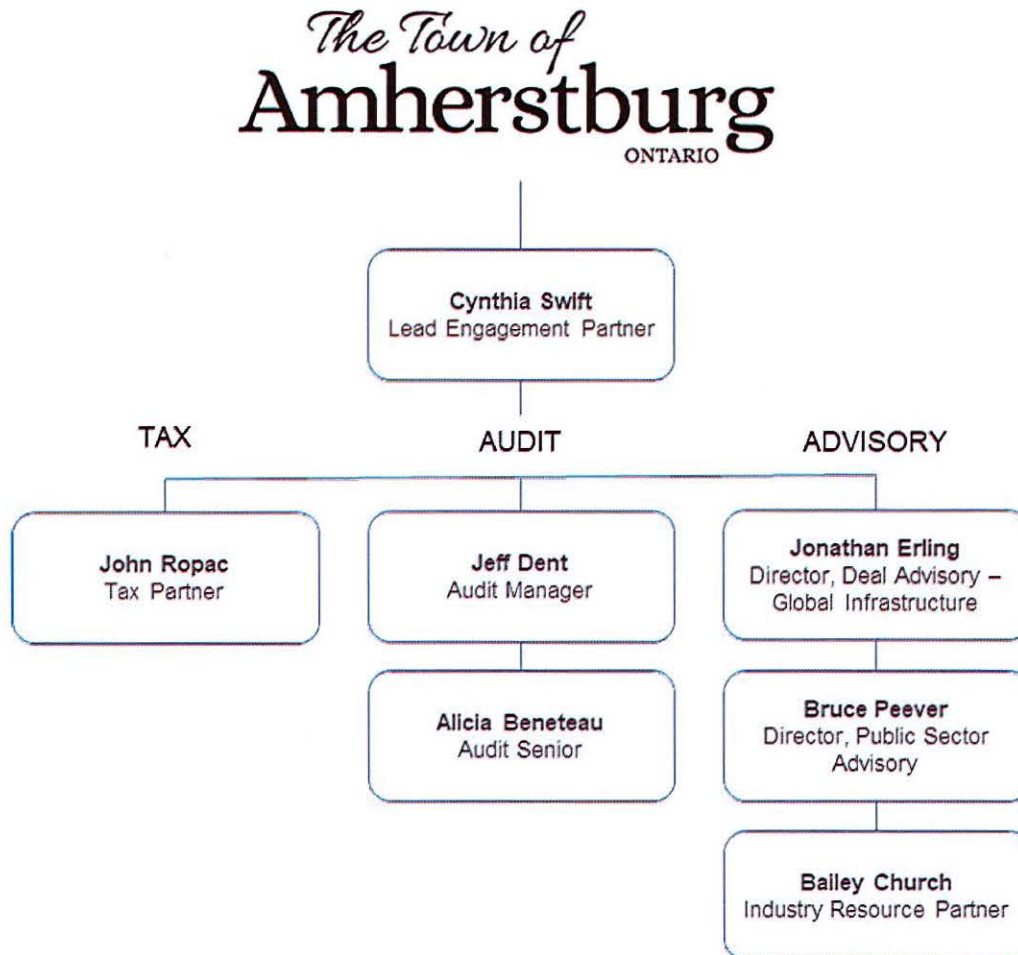
KPMG will keep account of the actual time spent on each major task upon the completion of the audit, and submit to the Town a schedule comparing the actual audit time spent with the time budgeted, if requested and will provide reasons for all significant variances.

STAFF ASSIGNED TO THE AUDIT

Our team for the Town comprises professionals who have in-depth knowledge of PSAB accounting standards and deep experience in auditing Ontario municipalities. Our team takes great pride in serving the Town over the past five years and in the relationships that have developed between us – candid and open, collaborative and mutually respectful.

Our team brings an intimate knowledge of the Town’s business, your people and your issues. We are all excited about this opportunity and committed to continuing to serving the Town as a priority account.

Here is our team:



MAINTAINING CONTINUITY OF OUR ENGAGEMENT TEAM

We appreciate the importance you place on staff continuity to your operations. At KPMG, we find it to be a winning condition for efficient and consistent service. It is also the foundation for a good working relationship with you and your team throughout the engagement. We do our best to maintain the same team members on the audit from beginning to end and year over year. In our past term serving as the Town’s auditors, we have lead the engagement with a consistent Partner and consistently provided staff and senior auditors on the file for multiple years. If a change is unavoidable, we will draw from our pool of municipal professionals to bring in a new team member with comparable experience. We will discuss staffing with you during our initial planning meetings each year, with an objective to satisfy any concerns you might have about the team. We will promptly inform you of any staffing changes that may arise and will seek your approval where possible.

OUR TEAM'S EXPERIENCE AND QUALIFICATIONS

The following is a background of our team's qualifications and experience on similar projects.



Cynthia Swift
Lead Engagement Partner

519-251-3520 | caswift@kpmg.ca

Role: Cynthia will have overall responsibility for KPMG's services to the Town. She will coordinate all services and ensure your timely access to resources and will assume responsibility for the quality, timeliness and effectiveness of KPMG's service. She will maintain contact with senior administration to keep informed of your activities and plans and she will attend such meetings as required to keep you abreast of our work. She will ensure senior administration and Council are informed of the progress of the audit and the results of all audit findings.

Why Chosen: Cynthia is an Audit Partner in our Windsor office with 27 years of public sector experience. Cynthia is involved in the audits of a number of small to large clients including areas of local government, hospitals and NPOs. In addition to the Town of Amherstburg, her clients include the City of Windsor, Town of Tecumseh, Town of Lakeshore, E.L.K. Energy, Greater Essex County District School Board, University of Windsor, Windsor-Essex Children's Aid Society and Foundation, Community Living Chatham-Kent, John McGivney Children's Centre and School Authority, Erie St. Clair Community Care Access Centre, Sexual Assault Crisis Centre, Windsor Family Health Team, Children First in Windsor-Essex, Windsor Essex Children's Safety Village, Windsor Essex Regional Chamber of Commerce, Maryvale Adolescent & Family Services, Windsor Regional Hospital Foundation, Hiatus House, Habitat for Humanity Windsor-Essex, TransForm Shared Service Organization, County of Essex and Windsor-Essex United Way Centraide.



Jeff Dent
Audit Manager

519-251-5233 | jeffdent@kpmg.ca

Role: Working closely with Cynthia, Jeff will coordinate the activities of our audit staff and the day-to-day management of the audit. He will supervise staff field work, including delegating and managing requests for information. He will also participate in the development of the detailed tailored audit approach, as well as review the audit working papers prepared by the engagement staff.

Why chosen: Jeff is an audit manager in our Windsor office and has experience in providing audit and accounting advisory services to numerous public sector, not-for-profit and private organizations. Jeff is the audit manager for the City of Windsor, Windsor Detroit Tunnel Corporation and the Windsor Downtown BIA. Jeff's additional client experience includes: University of Windsor, Community Living Chatham-Kent, TransForm Shared Service Organization, Essex-Windsor Solid Waste Authority, Chatham-Kent Children's Services and Town of Lakeshore.



Alicia Beneteau
Audit Senior

519-251-5203 | abeneteau@kpmg.ca

Role: Working closely with Cynthia and Jeff, Alicia will work directly with the audit staff and the finance team to complete the audit fieldwork. She will also participate in the development of the detailed tailored audit approach, as well as complete audit working papers.

Why chosen: Alicia is an audit senior in our Windsor office and has experience in providing audit and accounting advisory services to numerous public sector, not-for-profit and private organizations. In addition to the Town of Amherstburg, Alicia's client experience includes: St. Clair College, Windsor-Essex County Health Unit, TransForm Shared Service Organization, Greater-Essex County District School Board, and Town of LaSalle.



John Ropac
Lead Tax Partner

519-251-3523 | jropac@kpmg.ca

Role: John will serve as Lead Tax Partner for the Town, with responsibility for reviewing the tax provision and determining that tax compliance needs are met and that tax planning opportunities are identified.

Why Chosen: John is a Tax Partner and the Managing Partner of the Windsor office. John specializes in Canadian corporate tax planning and compliance, compensation planning, tax planning projects involving reorganizations, acquisitions and divestitures for privately held companies, public sector organizations including charities and not-for-profit organizations.



Jonathan Erling
Managing Director, Global Infrastructure

416-777-3206 | jerling@kpmg.ca

Role: Drawing on his public sector advisory experience, Jonathan will serve as a resource to the Town and the audit team on matters such as Public Infrastructure Finance.

Why Chosen: Jonathan Erling is a Managing Director in the Public Infrastructure Finance practice of KPMG's Toronto office. He specializes in energy and utility economics, regulatory issues, statistics, and forecasting. He also provides financial modelling, cost allocation and strategic planning services for utility clients. Jonathan graduated from the University of Western Ontario with a Bachelor of Engineering Science (Mechanical Option). He also has an M.B.A. in Finance from the University of Toronto. He is a member of Professional Engineers Ontario, the International Association of Energy Economists, and the Toronto Association of Business Economists. He has over 26 years of advisory services experience with KPMG.



Bruce Peever
Director, Public Sector Advisory

Role: Drawing on his extensive municipal government and public sector advisory experience, Bruce will serve as a resource to the Town and the audit team on matters such as business effectiveness and operational improvement.

Why chosen: Bruce is a Director in the Public Sector practice. He is an accomplished public sector executive with over 17 years of experience with a number of different sized Canadian municipalities. He has had direct service delivery and managerial responsibility for a wide-range of municipal portfolios including 13 years as a chief administrative officer (CAO).

Bruce's interests are largely in the areas of governance design and relationships, financial analysis, organizational assessment, design and effectiveness, strategic planning, and service delivery review. He has a particular interest and experience in technology, innovation and the transformation of public sector service

delivery. Coupled with his operational experience, Bruce offers a unique expertise in the delivery of public sector services.



Bailey Church
Industry Resource Partner

613-212-3698 | bchurch@kpmg.ca

Role: Bailey will lead advice on complex accounting matters including new standards implementation for the Town, working in close collaboration with Cynthia. Bailey will be the Town's subject matter expert resource for the implementation of upcoming new PSA standards on restructurings, asset retirement obligations, revenues, and financial instruments.

Why chosen: Bailey is the Leader of KPMG's national Public Sector Accounting Advisory service line. In this role, Bailey is responsible for assisting teams from across Canada with accounting issues under PSAB standards. Bailey serves as KPMG's national professional practice partner with respect to complex accounting matters under PSAB, and is responsible for developing PSAB updates for the firm as well as our clients. Bailey has developed KPMG's *Public Sector Accounting Minute*. Bailey has substantial experience in financial and accounting and related services within the public sector environment, including more than 15 years of experience assisting government organizations, as well as other public sector entities with financial reporting and accounting matters. Bailey is currently serving as the Chair of CPA Canada's PSAB task force to develop an accounting standard on public private partnerships

Bailey leads accounting advisory services across the public sector, with an extensive background serving the Government of Canada, Provincial Governments, Crown Corporations, Municipalities, Not-For-Profit Organizations and For-Profit Entities pursuing significant transactions with Public Sector Entities. Bailey has also advised municipalities across the country on costing of infrastructure projects, asset management and long term financial plans.

Bailey is a well-known speaker at seminars and conferences of the Municipal Financial Officers Association, Government Financial Officers Association, Financial Management Institute (FMI), the CCAF, the OAG, and Infonex.

VALUE ADDED

KPMG has one of the largest advisory services practices of any professional services firm. Our practice provides municipalities with advisory services that help them achieve their business objectives and manage their risks. Services that may be of interest to the Town include:

STRATEGIC MANAGEMENT IMPROVEMENTS

Strategic management improvements are initiatives specifically aimed at setting the strategic direction of the Town. To do so, the Town may consult with its residents to determine how they perceive its performance and where these improvements could be made (customer satisfaction survey), or the Town may endeavor to conduct a strategic planning exercise focused on setting a “vision” for the Town at some point in the future.

KPMG can assist with the following strategic management initiatives:

- Program review to consider the programs offered by the Town and, for those that withstand the test of review, to set goals and outcomes that will ensure the Town remains subject to public accountability
- Service review to review all of the services offered by the Town in terms of the continued relevance and contribution to program goals and outcomes, and to achieve specific service objectives
- Performance measurement design and implementation to determine what program outcomes, outputs and process/activity/task results should be measured to determine if a municipality is optimizing its service delivery.

INFORMATION TECHNOLOGY

Organizations rely on sophisticated technology and information systems to operate efficiently and manage diverse business units or across wide geographic areas. Many organizations however do not realize the value of their information assets and their growing dependence on complex information technology systems until they suffer a major security breach or computer crash which can lead to financial losses, recovery costs, damaged reputations and lost productivity and revenues. KPMG Information Systems Security services address risks to confidentiality, integrity and availability of assets, information and systems. Our services range from assessment to design and implementation of security measures and help address the people, process and technology controls that together protect the organization's assets.

FORENSIC AUDITING

Illegal or illicit activities are often a key area of concern for the public and private sector - fraud, security breaches, information leaks, white collar crime and misrepresentations are a serious threat. Through KPMG Forensic, we can provide a range of services to the Town with respect to prevention, detection and/or prosecution of these types of transgressions. Some examples of the municipal work we have performed include providing a municipal client with a review of process and controls over purchasing cards including an investigation of breaches of municipal policy. We have also provided fraud awareness and cash controls training to senior management of a municipal department. Due to the confidential nature of these projects, we cannot provide more specific details.

INDIRECT TAXES

With such a significant portion of your business' value at stake, it is critical that the Town's HST and other indirect tax management processes and supporting systems are designed and administered to ensure effective risk and cash management. KPMG can offer the Town strategic commodity tax expertise through Sales Tax Recovery. Our professionals in this area offer a portfolio of services designed to minimize your indirect taxes. We harness leading technology and well-established methodologies to identify opportunities for HST. KPMG can help identify quick-win opportunities and long-term future benefits without unduly disrupting your daily business. Due to our in-

depth knowledge of municipalities, we are able to invest resources to proactively seek out and develop recovery opportunities unique to this sector.

ENTERPRISE RISK MANAGEMENT

Our advisors help business and government understand how risk affects them, and design solutions tailored to the specific service and circumstances. Our techniques include strategy and framework formulation, risk assessment, risk mitigation and planning, process and control design and information systems. We have worked with senior managers at all levels of government, in Canada and abroad, to help develop and implement a risk-based approach to managing their operations. Our clients include federal departments and agencies, provincial central agencies and ministries and municipal governments and their associated boards and commissions. Our municipal work includes redesigning the governance and management of public utility commissions in response to electricity deregulation, assisting upper and lower-tier governments in managing their risks with restructuring and amalgamation initiatives, providing ongoing assistance to social services and not-for-profit agencies in the areas of risk management and governance.

CYBER SECURITY

As your External Auditors, we are able to leverage our insight and knowledge of your business, to provide you with access to a selection of our award winning Cyber Security Services. In these days of incidents and breaches regularly making news headlines, Cyber Security, and the steps you take to protect your data and systems, can have a huge impact on your organization. How you then respond, if or when you do have an incident, is also key. How prepared do you think your organization is? Here is how KPMG can help:

CYBER MATURITY ASSESSMENT (CMA)

Our CMA service helps you to understand your key cyber risks and your cyber security position relative to industry standards, providing observations for how you can improve.

Potential benefits to you:

- Greater visibility into your Cyber risk landscape and organizational Cyber capabilities.
- A comparison of your relative position compared to your industry competitors, whether you are behind, ahead or within 'the pack'.

BUSINESS RESILIENCE REVIEWS

If you need to test or demonstrate resilience in the face of Cyber-attacks, data breaches, unplanned IT or telecom outages, loss of talent/skills, adverse environmental conditions, and other challenges. KPMG can deliver tabletop scenario tests of DR, crisis response and Business Continuity to audit clients. This will help to increase your understanding of what matters most to the business and how prepared you are to protect it. It will identify resiliency risks and recommended actions to become more resilient.

REDTEAMING AND ETHICAL HACKING SERVICES

This service provides the opportunity to 'simulate an attack' on your systems. We are then able to identify potential weaknesses so you can better understand the effectiveness of your monitoring and detection capabilities, and then take steps to improve your defences.

INCIDENT RESPONSE ASSESSMENTS AND SIMULATIONS

If you have concerns over your ability to react to an incident, which could impact how you are able to recover data, or investigate potential breaches and deal with negative publicity. We can provide an in-depth review of your readiness against a cyber-attack and the potential consequences. We can also help with Cyber incident response tabletop exercises, to validate how you are able to execute your response plans.

ADVISORY SERVICES – FREE OF CHARGE

KPMG is a full-service firm. In addition to financial statement audits, we also provide a range of non-audit services. KPMG's Advisory Services practice regularly provide Public Sector clients with services and resources that help them achieve their business objectives and in managing their risks. We outline here a few of the many other no-charge services we offer our clients that we believe will be of particular interest to the Town.

SEMINARS

We organize seminars and webcasts exclusively, and without charge, for our Public Sector clients to present information and foster discussion on relevant topics, including PSAB implementation and updates. We have a current series of webcasts, held monthly, on current topics relevant to municipal entities.

Our professionals are available to present seminars on topics of interest to the Town, such as accounting technical issues, HST, income tax and provincial sales tax issues, comprehensive auditing, budgeting, system selection, or other issues that may arise.

PUBLICATIONS

We maintain a mailing list for our clients to receive regularly issued publications and reports:

- TaxNewsFlash focuses on important changes to tax legislation and opportunities.
- Budget Releases are issued following the release of each federal and provincial budget.
- Focus on Financial Reporting is an annual summary of changes and developments in financial reporting.
- Canadian Audit Committee Update is a semi-annual publication covering issues of corporate governance. Some recent topics include:
 - IT Governance
 - “Expectations gap” regarding fraud detection.

THOUGHT LEADERSHIP

We produce numerous documents, reports and other publications to share our ideas and information relating to new developments, regulatory changes and industry and technical issues in the Municipal sector. These publications are available to you, free of charge. Some examples are:



@gov: Open for Disruption

Explore how government is seeing disruption as an opportunity. We look at how governments are becoming digital leaders & market architects, re-thinking approaches to service delivery & staying on top of emerging trends & threats.



@gov: Data Driven Government

Under the theme of 'data-driven government', edition 2 of @gov focuses the role of data in public sector strategy. Data and analytics is increasingly helping government bring tangible solutions to service delivery challenges.



@gov: Transforming Government in the Age of Technology

It focuses on the theme 'Transforming government in the age of technology'. Topics include digital identification, the public policy imperatives surrounding the rise of autonomous vehicles, government data sharing, & government vulnerability to cybercrime



Appendices

Appendix A - CPA Licence



LICENCE TO PRACTISE AS A
PUBLIC ACCOUNTANT
IN THE PROVINCE OF ONTARIO

Issued under the authority of the *Public Accounting Act, 2004*,
by Chartered Professional Accountants of Ontario.

Issued To: **Mrs. Cynthia Swift, CPA, CA**
618 Greenwood Centre
3200 Deziel Dr.
Windsor, ON N8W 5K8

Licence Number: **1-19532**

Issue Date: **November 01, 2018**

Expiry Date: **October 31, 2019**

HEIDI FRANKEN, CPA, CA
REGISTRAR
Chartered Professional Accountants of Ontario



Combining deep market
knowledge and incisive
professional judgment,
we're here to help you
steer your journey forward.

When you face
all that's in front of you
with KPMG beside you,
aspirations become reality.

Let's do this.



Let's do this.

[kpmg.ca](https://www.kpmg.ca)

This proposal is made by KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity, and is in all respects subject to the satisfactory completion of KPMG's client acceptance procedures, as well as negotiation, agreement, and signing of a specific engagement letter or contract. KPMG International provides no client services. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm.

©2019 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved.

The KPMG name and logo are registered trademarks of KPMG International.