



**The City of Calgary**  
Report to the Audit Committee on the  
2017 audit

April 17, 2018

April 6, 2018

To the Audit Committee of The City of Calgary

## Report on audited annual financial statements

Dear Audit Committee Members:

We are pleased to submit this report on the status of our audit of The City of Calgary ("The City") for the 2017 fiscal year. This report summarizes the scope of our audit, our findings to date and reviews certain other matters that we believe to be of interest to you. We are continuing to work with Administration to complete the outstanding matters summarized on page 2 of this report.

As agreed in our engagement letter dated July 27, 2017, we have performed an audit of the consolidated financial statements of The City of Calgary as of and for the year ended December 31, 2017, in accordance with Canadian generally accepted auditing standards ("GAAS") and expect to issue our audit report thereon dated April 23, 2018.

Our audit has been conducted in accordance with the audit plan that was presented to the Audit Committee at the meeting on July 27, 2017, except for the changes to our audit plan described on page 13 of this report.

This report is intended solely for the information and use of the Audit Committee, Administration and others within The City and is not intended to be, and should not be, used by anyone other than these specified parties.

We look forward to discussing this report summarizing the outcome of our audit with you and answering any questions you may have.

Yours truly,



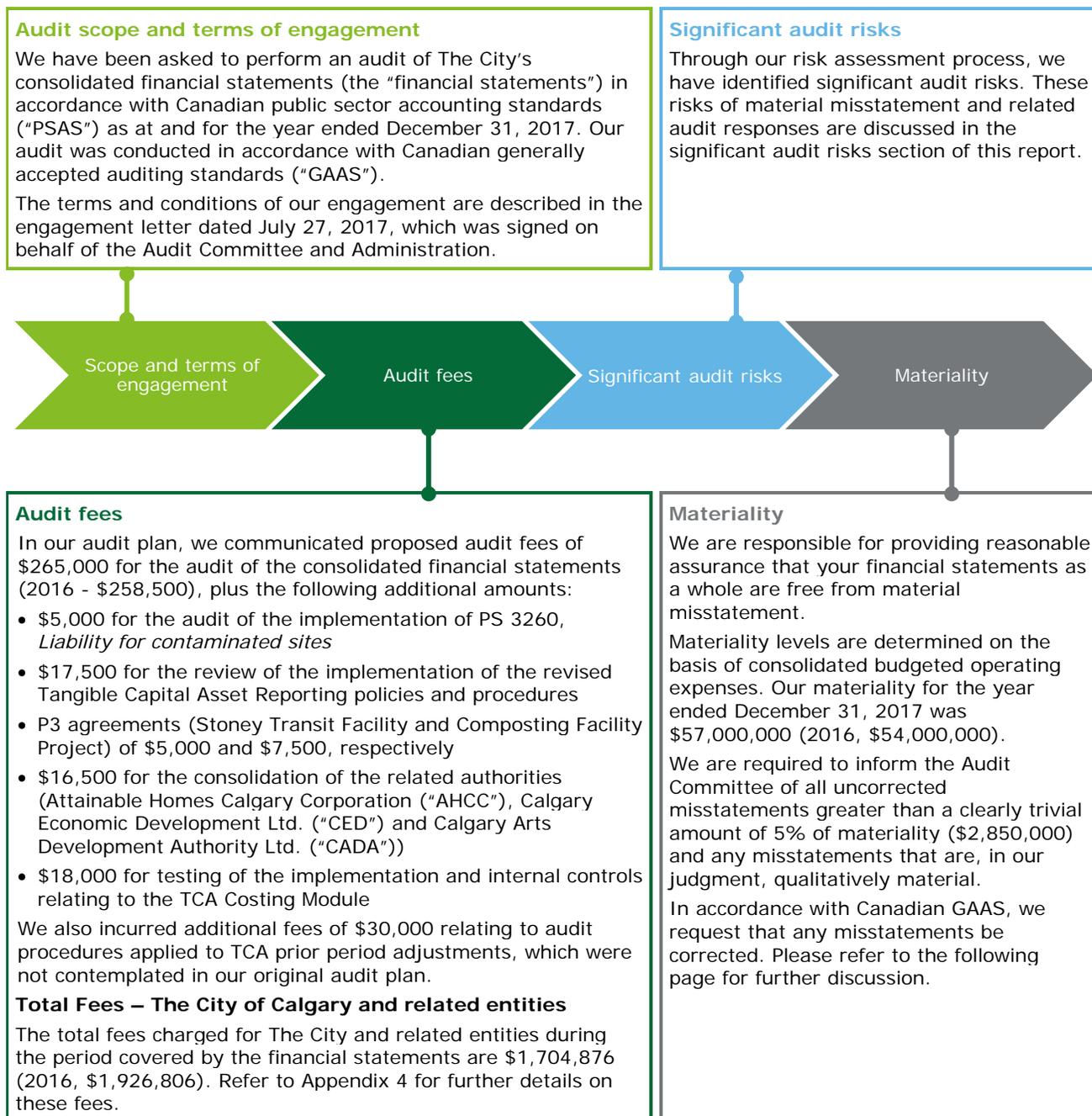
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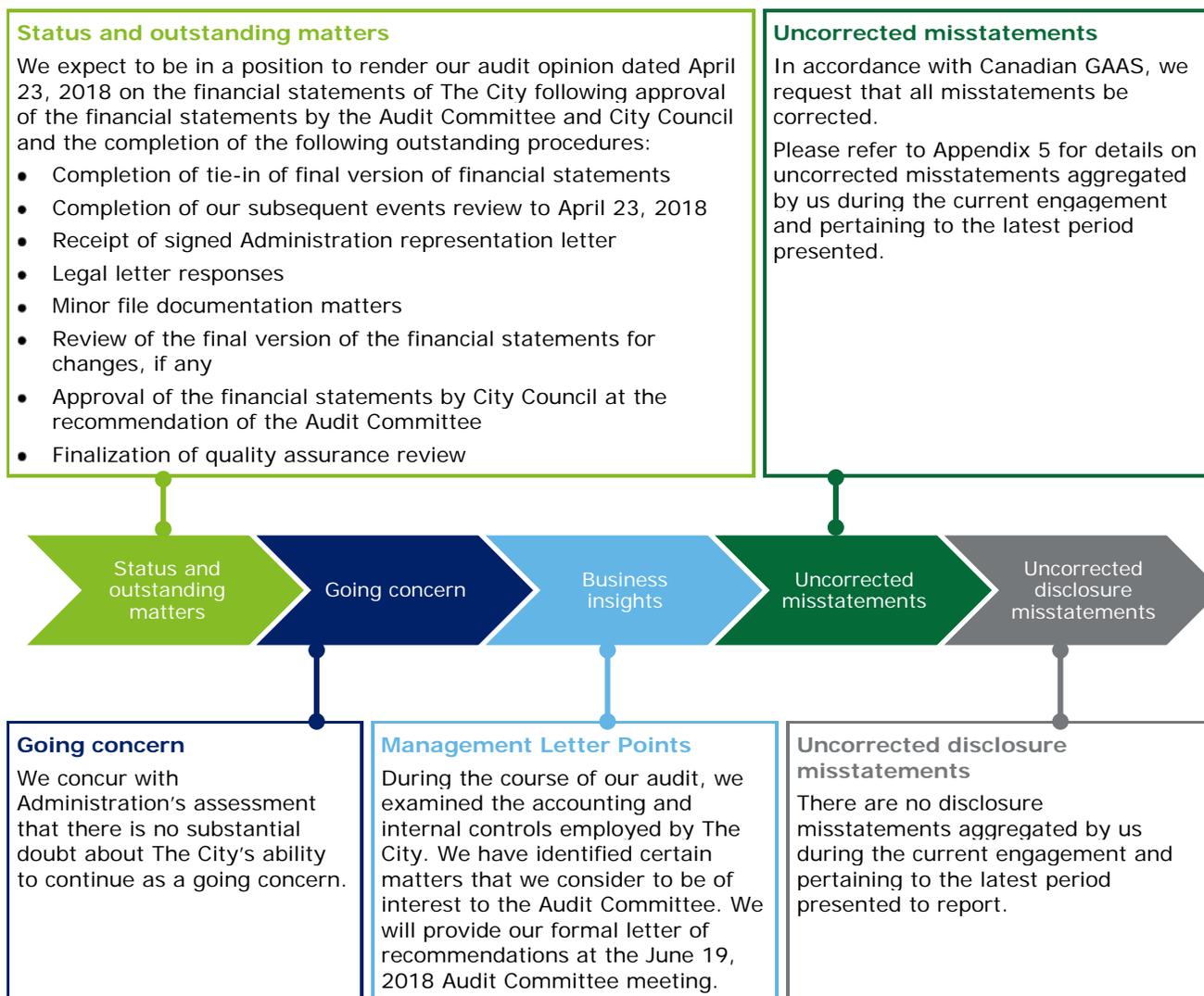
# Table of contents

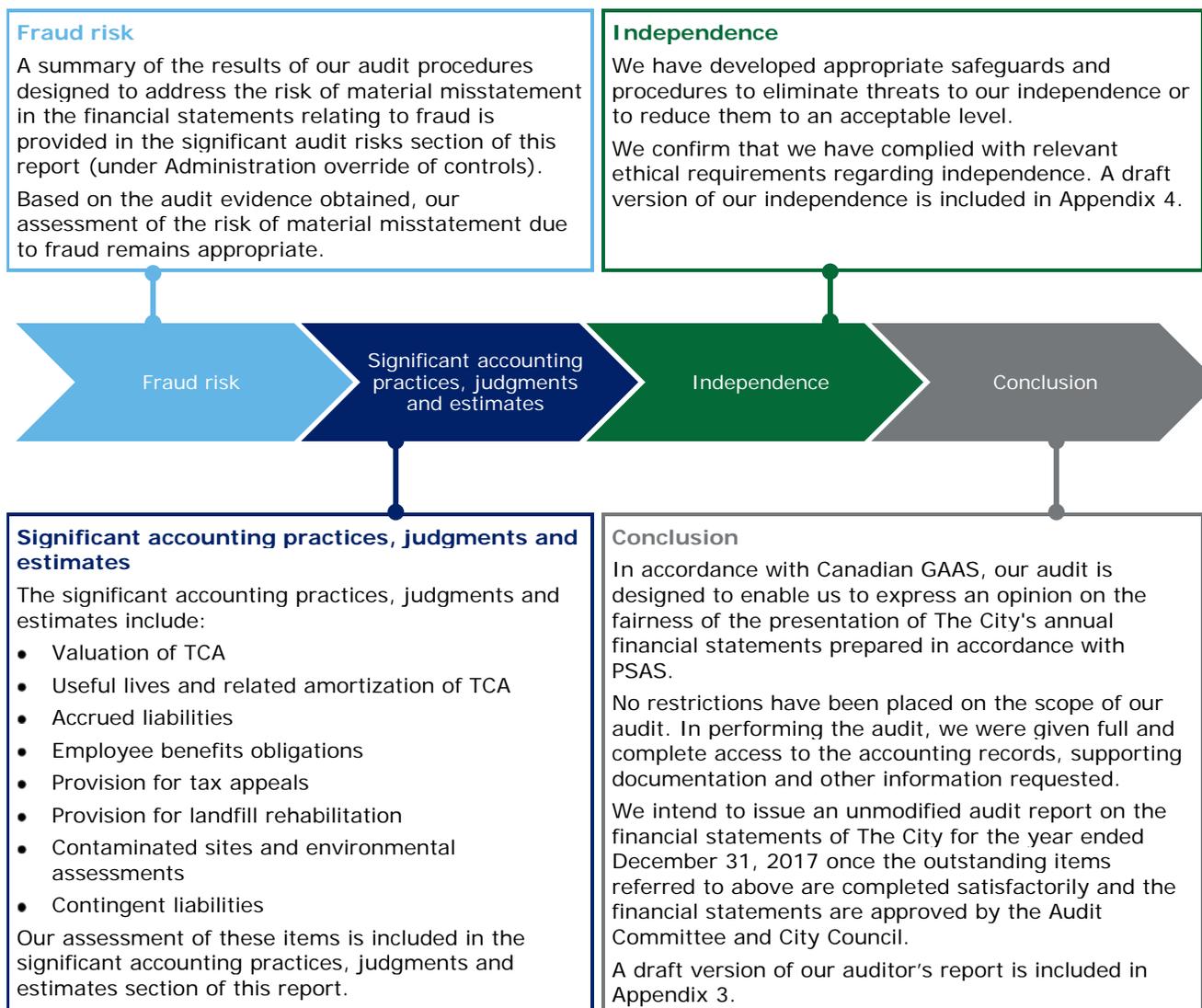
Our audit explained	1
Significant audit risks	4
Areas of focus	7
Significant accounting practices, judgments and estimates	12
Other reportable matters	13
Internal control matters	15
Adjustments to prior period	16
Accounting for Tangible Capital Assets	18
Appendix 1 – Audit Committee terms of reference	20
Appendix 2 – Communication requirements	22
Appendix 3 – Draft version of our auditor’s report	24
Appendix 4 – Independence and fees	26
Appendix 5 – Draft Administration representation letter	30
Appendix 6 – Related authorities	43
Appendix 7 – New and revised auditor reporting standards	46

# Our audit explained

This report summarizes the main findings arising from our audit to date.







# Significant audit risks

The significant audit risks identified as part of our risk assessment, together with our planned responses and conclusions, are described below.

## Tangible Capital Assets

### Audit risk

Completeness and valuation of Tangible Capital Assets ("TCA").

### Our audit response

- We audited The City's TCA additions, disposals and amortization along with related disclosures. Our testing included, on a sample basis, reviewing amounts included in the current year transactions to ensure only amounts that meet the definition of capital are included and are appropriately valued.
- We also reviewed a sample of items recorded as repairs and maintenance to ensure these amounts were appropriately expensed.
- We assessed impairment indicators of TCA and considered the need and amount of potential write-downs.
- We tested TCA work in progress ("WIP") additions to ensure these WIP additions were appropriately accounted for as work in progress.
- We also tested the aging of TCA projects to ensure appropriate accounting treatment of those projects in the financial statements.
- Given the nature of the TCA held by The City, there is a risk for misclassification of the respective TCA. As a result, we performed increased substantive testing of the financial statement disclosures.
- All TCA account balances were audited at a performance materiality level of \$28.5M (50% of audit materiality).

### Audit results

We conclude that TCA is fairly stated, appropriately classified and properly disclosed in the context of the financial statements taken as a whole.

Please refer to the Accounting for Tangible Capital Assets section for more information.

## Administration override of controls

### Audit risk

Professional auditing standards require us to presume Administration override of controls to be a risk of material misstatement due to fraud.

Administration may be in a unique position to perpetrate fraud because of Administration's ability to directly or indirectly manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

### Our audit response

- We engaged in periodic fraud discussions with certain members of senior Administration and others, including The City Auditor, City Manager and the Audit Committee.
- We considered the potential for bias in judgments and estimates, including performing retrospective analysis of significant accounting estimates.
- We evaluated the business rationale for any significant unusual transactions.
- We evaluated The City's fraud risk assessment and considered entity-level internal controls and internal controls over the closing and reporting process.
- We tested journal entries that exhibited characteristics of possible Administration override of controls identified.

### Audit results

We conclude that there were no issues noted relating to Administration override of controls in the context of the financial statements taken as a whole.

## Private Public Partnership (“P3”) Agreements

### Risk identified

During fiscal 2015 and 2016, The City signed the following P3 agreements:

Stoney Transit Facility with an effective date of September 13, 2016 and the Composting Facility Project effective June 25, 2015.

P3 agreements can include a number of complex underlying accounting treatments, which require an in-depth, detailed analysis to ensure all accounting and financial reporting matters impacting the financial statements, are taken into consideration. As there is currently no specific accounting standard under PSAS, which provides accounting and financial reporting guidance, an entity is required to complete its own analysis specific to the agreement entered into in conjunction with existing accounting standards.

As the Composting Facility Project was completed in fiscal 2017, The City commenced accounting for this facility in the year-end financial statements as TCA.

Due to the highly complex nature of P3 agreements and the related accounting implications there is a risk the accounting for these transactions is not complete or accurate. There is also a risk that the financial statement presentation and disclosure is not complete.

### Our audit response

- We applied audit procedures on the accounting transactions for the P3 agreements to ensure that these transactions have been accurately and completely recorded in the year-end financial statements in accordance with Administration’s proposed accounting treatment, applicable accounting standards and the terms and conditions of the underlying agreements.
- We also reviewed the disclosure in the year-end financial statements to ensure these are consistent with applicable accounting standards.

### Audit results

Based on procedures performed, we conclude the P3 agreements are appropriately recorded and disclosed in the 2017 financial statements in the context of the financial statements taken as a whole.

# Areas of focus

## PS 3260, Liability for contaminated sites

### Audit focus

PS 3260, *Liability for contaminated sites* ("PS 3260") was required to be adopted for the year ended December 31, 2015. PS 3260 established standards on how to account for and report a liability associated with the remediation of contaminated sites. The standard defines which activities should be included in a liability for remediation, the timing of this recognition, the method of measurement and provides the requirements for financial statement presentation and disclosure purposes.

There is a risk that the liability recorded for contaminated sites is not complete or accurate. There is also a risk that the application of the standard is not consistent with the guidance provided within PS 3260.

### Our audit response

We reviewed The City's methodology for application of this standard on city owned land and property. We audited the assumptions and the calculation of the liability associated with the potential remediation costs. We also reviewed The City's assessment of all sites identified as having a high risk of contamination, which were not completed in 2016.

A review of financial statement disclosure relating to this liability were also performed to ensure disclosures are consistent with guidance provided by PS 3260.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## PS 3270, Solid waste landfill closure and post-closure liability

### Audit focus

Valuation of environmental liabilities and asset retirement obligations, relating to the accrual of post closure landfill liabilities.

### Our audit response

We reviewed The City's estimates of post closure landfill liabilities.

We reviewed City Council minutes and legal confirmations, held discussions with Administration and relied on our knowledge of business to ensure completeness of the liability.

We reviewed Administration's estimates and assumptions for reasonability and performed tests of details on the transactions during the year.

We required representations to be signed by Administration that all environmental liabilities and clean-up costs were complete and appropriately disclosed.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## Funding contracts

### Audit focus

Disclosure and completeness of liabilities and commitments under funding contracts provided by The City.

### Our audit response

We reviewed Administration's assessment of liabilities and commitments required to be recorded or disclosed under agreements entered into during the year.

We reviewed a sample of funding contracts entered into during the year to assess Administration's treatment and appropriate recording of these transactions.

We also assessed the completeness of the balances through a review of City Council minutes and performed a search for unrecorded liabilities as well as a review of prior year estimates.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## Capital deposits and deferred revenue

### Audit focus

Completeness and valuation of capital deposits and recognition of deferred revenue.

### Our audit response

We selected a sample of capital projects in progress over the year and ensured costs and related revenues were recorded in the correct period.

We tested deferred revenue balances to ensure the revenue was recognized in the appropriate period.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## Related parties (authorities / subsidiaries / civic partners)

### Audit focus

Completeness and disclosure of the accounting for organizations included in the government reporting entity (related authorities or subsidiaries).

### Our audit response

We reviewed The City's accounting policies and any changes therein related to its related parties.

We verified that the related parties have been accounted for and disclosed in accordance with The City's accounting policies and PSAS and performed separate audits of significant related parties.

We applied specified audit procedures on all material balances relating to those entities not audited by Deloitte (AHCC, CED, CADA).

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## Litigation accruals and contingencies

### Audit focus

Completeness and accuracy of claims and litigation matters of The City and its related authorities.

### Our audit response

We enquired with The City’s legal department and The City Solicitor to determine the status of outstanding legal matters.

We reviewed legal correspondence from The City Solicitor and discussed the status of outstanding legal matters with Administration and others, as necessary.

We worked with Administration to assess the appropriateness of any contingent liabilities and financial statement disclosures.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## Government grants and transfers

### Audit focus

Accounting and disclosure of government grants and transfers.

### Our audit response

We reviewed a sample of funding agreements to determine if the contract required financial statement disclosure.

We reviewed a sample of federal and provincial transfer payments received during the year to fund specific projects.

We reviewed the related funding agreements to ensure funds were used for their intended purpose and that revenue was recognized in the appropriate period, including deferred revenue.

We reviewed deferred revenue for compliance with PSAS.

We tested expenditures and ensured that the corresponding revenue was recognized.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## Tax revenue

### Audit focus

Completeness and accuracy of the accounting for tax revenue

### Our audit response

We performed reasonability tests on tax revenue balances.

We reviewed and tested the tax revenue business cycle process controls.

We completed data analytical testing on the property tax revenues for the year-end.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## Reserves

### Audit focus

Completeness and accuracy of the recording and presentation of reserves.

### Our audit response

We reviewed expenditures charged to each reserve and vouched a sample of expenditures to invoices to verify that the transaction was within the terms and conditions approved by City Council.

We also reviewed the completeness and accuracy of the financial statement disclosures relating to reserves.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## Long-term debt, pension liability, contractual and other long term obligations

### Audit focus

Disclosure and completeness of long-term debt, pension liability, contractual and other long-term obligations.

### Our audit response

We reviewed the completeness and accuracy of the financial statement disclosures relating to The City's long-term debt, pension liability, contractual and other long-term obligations.

We ensured that these disclosures were in accordance with PSAS guidance.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## Non-standard transactions

### Audit focus

Completeness and accuracy of non-standard transactions. Non-standard transactions are inherently riskier as there is no precedence for which to account for these items. Examples of non-standard transactions may include but are not limited to transfer of lands to/from the Province, transfer of corporate properties between business units and the purchase and sale of properties.

### Our audit response

We reviewed large transactions that occurred during the year to ensure that these transactions had been accurately and completely recorded in the year-end financial statements.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements, in the context of the financial statements taken as a whole.

## Implementation of new TCA policies and procedures

### Audit focus

There is a risk that the adoption of new TCA policies and procedures are not implemented in a consistent manner across all business units. The City implemented new policies and procedures for the following asset classes during the current year:

- Land and Land Improvements
- Note that the review of the Vehicles asset category has been deferred to fiscal 2018.

### Our audit response

We reviewed the policies and procedures implemented to test that they have been designed and implemented effectively and in accordance with PSAS.

We tested a sample of new additions to land and land improvements to ensure that these additions have been accounted for based on the new policies and procedures.

### Audit results

We conclude that there were no issued noted with the implementation of the policies and procedures with regards to land and land improvements.

# Significant accounting practices, judgments and estimates

Accounting estimates are an integral part of the financial statements prepared by Administration and are based on Administration's current judgments. These judgments are normally based on knowledge and experience about past and current events, assumptions about future events and interpretations of the financial reporting standards.

During the year ended December 31, 2017, Administration advised us that there were no significant changes in accounting estimates or in judgments relating to such estimates, with the exception of changes as described in Note 31 of the financial statements. The change in estimate relates to change in capitalization thresholds applied to the Land Improvements category applicable to all business units. We have applied audit procedures to this change in estimate and concur with Administration's accounting of these matters, as the change in estimate is in accordance with PSAS guidance.

In our judgement, the significant accounting practices and policies selected and applied by Administration are, in all material respects, acceptable under PSAS and are appropriate to the particular circumstances of The City. In our judgment, the significant accounting estimates made by Administration are, in all material respects, free of possible Administration bias. The disclosure in the financial statements around estimation uncertainty is in accordance with PSAS and is appropriate to the particular circumstances of The City.

# Other reportable matters

The following summarizes the status and findings of key aspects of our audit. In the appendices to this report, we have provided additional information related to certain matters we committed to report to the Audit Committee as part of the audit plan.

	<b>Comment</b>				
<b>Changes to the audit plan</b>	<p>The audit was conducted in accordance with the audit plan presented on July 27, 2017 except for the following amendment:</p> <p><u>Tangible Capital Asset ("TCA") balance:</u></p> <p>As a result of the identification by Administration of prior period errors in TCA balances, we extended our testing and applied additional audit procedures, which were not considered in our original audit plan to audit the 2016 accounts that were restated as part of the year-end financial statements. We also tested the restated balances at a significant risk level and performance materiality level of \$28.5M.</p> <p>Refer to the adjustments to prior period and accounting for tangible capital assets sections of this report for further details.</p> <p>We confirm that there have been no other significant amendments to the audit scope and approach communicated in the audit plan.</p>				
<b>Use of the work of specialists and experts</b>	<p>As planned, Deloitte and external specialists and experts assisted in the audit to the extent we considered necessary:</p> <table border="1"> <tbody> <tr> <td><b>Deloitte IT experts:</b></td> <td>Assisted in the assessment of the adequacy and effectiveness of internal controls related to information systems</td> </tr> <tr> <td><b>Actuarial experts:</b></td> <td>AON Hewitt assisted in the assessment of the valuation of The City's pension liability</td> </tr> </tbody> </table>	<b>Deloitte IT experts:</b>	Assisted in the assessment of the adequacy and effectiveness of internal controls related to information systems	<b>Actuarial experts:</b>	AON Hewitt assisted in the assessment of the valuation of The City's pension liability
<b>Deloitte IT experts:</b>	Assisted in the assessment of the adequacy and effectiveness of internal controls related to information systems				
<b>Actuarial experts:</b>	AON Hewitt assisted in the assessment of the valuation of The City's pension liability				
<b>Significant difficulties encountered in performing the audit</b>	<p>During the course of our audit, we did not encounter any significant difficulties. There were no significant delays in receiving information from management required for the audit nor was there an unnecessarily brief timetable in which to complete the audit.</p>				
<b>Concerns regarding Administration competence and integrity</b>	<p>We do not have any concerns regarding Administration's competency and integrity.</p>				
<b>Related party transactions</b>	<p>We have not identified any related party transactions that were not in the normal course of operations and that involved significant judgments made by Administration concerning measurement or disclosure.</p>				
<b>Disagreements with Administration</b>	<p>During the current audit, we did not encounter any disagreements with Administration about matters that individually or in the aggregate could be significant to the financial statements.</p>				
<b>Consultation with other accountants</b>	<p>Administration has informed us that The City has not consulted with other accountants about auditing or accounting matters.</p>				

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<b>Comment</b>	
<p><b>Legal and regulatory compliance</b></p>	<p>Administration is responsible for ensuring that The City’s operations are conducted in accordance with the laws and regulations applicable to The City in the jurisdictions in which it operates. The responsibility for preventing and detecting non-compliance rests with Administration.</p> <p>The auditor is not and cannot be held responsible for preventing non-compliance with laws and regulations as we perform limited procedures and enquiries regarding compliance with laws and regulations.</p> <p>Our limited procedures did not identify any areas of material non-compliance with laws and regulations by The City. Further discussion to be held during in-camera session.</p>
<p><b>Post statement of financial position events</b></p>	<p>Administration is responsible for assessing subsequent events up to the date of the release of the financial statements.</p> <p>At the date of finalizing this report, we are not aware of any significant post statement of financial position events, which require adjustment or disclosure in the financial statements. We will update subsequent events to the date of the audit report with Administration, prior to issuing our audit opinion.</p>

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# Internal control matters

As part of our financial statement audit, we are required to consider many components of internal controls, which assist us in determining the risks of material misstatement and the identification of internal controls that will be relevant for our audit. Not all controls are relevant to every audit. For example, some internal controls may exist to address operational risks. For those controls deemed relevant to our audit, we evaluated the design of these controls and determined whether they were implemented. The procedures undertaken during this process allow us to consider whether or not our audit strategy will further rely on the operating effectiveness of those identified internal controls. In such cases, we would go beyond evaluating the design of relevant controls and determining whether they have been implemented to also test whether the controls on which we intend to rely are operating effectively throughout the period of reliance. The determination of whether or not we will test the operating effectiveness of controls is determined on an engagement by engagement basis. In our audit of The City's financial statements, we planned to and were able to rely on internal controls in the following areas, for which we tested the design, implementation and operating effectiveness:

- Property and Business Tax Revenues and Receivables
- Franchise Fee Revenue
- Local Improvement Levies
- Operating and Capital Budgeting Process
- Grant Revenue

For all others areas, we tested only the design and implementation of controls. Canadian GAAS require us to report to the Audit Committee any significant deficiencies that have come to our attention. We did not note any significant deficiencies during the course of our audit in the areas listed above, we did; however identify significant deficiencies in internal controls and processes relating to the accounting of TCA in the current year as a result of the prior period adjustments. Refer to the Accounting for Tangible Capital Assets section of this report for our conclusion on internal controls relating to the testing of TCA.

Our audit was not designed to provide a high degree of assurance that significant deficiencies, if any, would be detected.

# Adjustments to prior period

As a result of the continued implementation of initiatives established in the TCA Project Charter, which included the implementation of a TCA costing module and formation of a TCA team which centralizes TCA accounting and reporting processes in fiscal 2017, Administration has continued to review TCA balances and processes with the objective to refine and improve TCA reporting and processes. As a result, during the finalization of the 2017 financial statements, Administration has identified errors in TCA balances relating to prior periods.

## 1. Calgary Zoo Flood Mitigation Berm

As a result of a detailed review performed by the TCA team, it was discovered that the prior years' expenditures incurred in the construction of the berm had been incorrectly expensed. This was partly due to the unique circumstances surrounding the zoo flood mitigation strategy and unique arrangement with the Calgary Zoo. Initially, the expenses were considered non-capital in nature, and simply a payment to the Calgary Zoo, thus resulting in an understatement of TCA of \$21.2M.

## 2. Land reconciliation duplication errors

The TCA team began performing land reconciliations between the PSAM (accounting software) and the LINDA (land information system) in 2017. It was discovered that some land parcels were double counted in the PSAM system, thus overstating the land value in the financial statements by an amount of \$19M.

## 3. Historical City Hall Rehabilitation

A classification error was identified when the TCA team was performing a review on the Historical City Hall Rehabilitation project's current year expenses. The TCA team noted that the previously incurred costs were incorrectly interpreted as flood related costs, as these were major repairs to allow the Historical City Hall to be functional to the organization, and were treated as operating expenses in fiscal 2016 and 2015. The TCA team revisited the Historical City Hall's 2015 and 2016 expenses and determined the expenditures were in fact capital in nature, as they were extending the life of the asset; thus resulting in an understatement of TCA of \$10.9M.

## 4. Land Inventory

In 2017, it was discovered that Administration incorrectly eliminated on consolidation a land sale from one of its subsidiaries. This resulted in an understatement of Land Inventory of \$12.4M and an understatement of Miscellaneous Revenue of \$12.4M.

## 5. Other

Various other errors were identified relating to untimely and inadequate analysis performed in 2016 on work in progress transactions in several business units, capitalization of acreage assessments, which is not a capital expense, duplication of land transactions, missed recording donated land and correction of land values. The net total of these resulted in an overstatement of TCA of \$24.2M.

The total prior period error is an overstatement of TCA of \$11.0M, understatement of Land Inventory of \$12.4M, understatement of Revenue by \$11.2M, overstatement of Expenses of \$21.9M and overstatement of Accumulated Surplus (Beginning of Year 2016) of \$31.8M.

While we note that the prior period adjustments are not material in the context of the financial statements taken as a whole and in relation to audit materiality of \$57M, Administration has decided to restate the prior year financial statements as a result of the above noted errors. We tested the prior period errors as an area of significant risk on a sample basis to verify that the accounting was accurate, valid and complete.

Note 30 to the financial statements includes details on the prior period adjustments. As a result of the additional work completed by Administration on the matters discussed above, Administration has concluded that the financial statements are not materially misstated as at and for the years ended December 31, 2017 and 2016, as restated, in the context of the financial statements taken as a whole.

# Accounting for Tangible Capital Assets

## Background and history

Tangible Capital Assets of The City are significant economic resources and a key component in the delivery of many municipal programs and services. Effective for fiscal 2009, all municipalities in Canada were required to adopt Section PS 3150 - *Tangible Capital Assets* ("PS 3150"), which required all municipalities to record and amortize assets of a long term, capital nature that may have been previously expensed through the capital fund or otherwise accounted for. The adoption of PS 3150 was a major undertaking for many municipalities, including The City, as it was one of the most significant changes ever enacted within the accounting rules for local governments. All major municipalities, including The City, expended significant resources and effort implementing the new standard. Regardless of the efforts undertaken to account for all of The City's TCA accurately and completely, The City experienced a number of challenges throughout the implementation of the new TCA accounting standard.

Following the initial adoption of PS 3150, The City continued to provide focus and attention to the accounting of TCA because it was recognized that the potential for estimate changes and errors in the initial adoption could occur. A significant number of errors and corrections were identified by Administration and Deloitte in the first year of adoption, and Deloitte provided a number of internal control, system and process improvement recommendations with respect to TCA. As a result of the continued refinement and improvement of The City's capital asset accounting and management systems, and the continuing education and training of staff within the business units, The City obtained better information and identified certain TCA balances that required correction in the prior years. It is important to observe that The City emphasized that any new TCA matters be raised and recorded by business unit personnel and/or finance personnel in subsequent years, with a tone to "get it right". As a result, the financial statements for fiscal years 2009, 2010 and 2012 to 2016 were restated to adjust prior period balances.

It is also important to note that these restated amounts related solely to the accounting for TCA and had no effect on The City's cash balances, net financial asset position, property tax revenues or any other balances influencing The City's operating budget, capital budget, grants received, property tax assessments or any other related balances. It is important to place the adjustments made to the historic financial statements in the context of the overall balance of TCA in The City's financial statements. TCA at December 31, 2017 totaled \$16 billion. The adjustments required over the past several years, while certainly not trivial, are typically "non-systematic", frequently have some level of unique accounting characteristics and cumulatively represent a small fraction of The City's overall TCA balance.

Throughout our reporting on the audits of the years ended December 31, 2009 through 2016 we identified, updated and revised a number of recommendations for improvements in TCA accounting and management systems through our prior years' Administration recommendations letters, which Administration has continued to implement. Following the 2014 year-end audit, a TCA Steering Committee was established to oversee the TCA Project Charter with the overall objective of developing TCA solutions and implementing processes that are consistent throughout all business units, simple to implement and which, when fully implemented, will allow for overall compliance with TCA policies by all business units.

**Financial statements for the year ended December 31, 2017**

The City has continued to expend focus and effort on the accounting of TCA, including implementation of many of our recommendation points issued during the prior years' audits, as well as continuous staff education and training.

As part of the TCA Project Charter, we note that a TCA Costing System was successfully implemented in April 2017. In addition to the formation of the TCA team, which became fully operational during fiscal 2017, the application of consistent accounting approaches to TCA and updated policies have all lead to significant improvements in the accounting for TCA at The City. The TCA team did identify prior period adjustments, however, it should be noted that these are applicable to periods prior to the TCA team's formation.

Note 30 to the financial statements provides details of the adjustments that were recorded in the December 31, 2016 comparative financial statements.

Based on our audit procedures and our evaluation of the apparent nature and root causes of the errors, it is evident that the errors, while not individually material, impact several business units that hold significant TCA balances. While the issued financial statements for the year ended December 31, 2016 were not materially misstated, as the net effect of the cumulative errors was not material, we concur with Administration's decision to restate the 2016 balances (including opening accumulated surplus) due to ongoing identification of errors, the number of reasons causing the errors, the number of business units impacted and the "tone" that is set in continuing to focus on accounting for TCA correctly.

We applied audit procedures, on a test basis, to the TCA errors identified by Administration to test the restatement of 2016 balances. Based on our testing and understanding of the causes of the errors, we have concluded that there continues to be significant deficiencies in the design, implementation and operating effectiveness of certain internal controls related to TCA accounting within the business units impacted, such that there is a reasonable possibility that a material misstatement of The City's annual financial statements will not be prevented or detected on a timely basis.

We provided specific recommendations in our prior years' Administration recommendations letters relating to TCA accounting and processes. We have held discussions with Administration during the year and note The City is in the process of implementing these recommendations, as was communicated in our update to the prior year Administration recommendations letter provided at the January 26, 2018 Audit Committee meeting. We support Administration's continued efforts to implement the recommendations that were issued in the prior years' Administration recommendations letters, as well as the implementation of initiatives established in the TCA Project Charter during fiscal 2014.

We will provide Administration and the Audit Committee with formal written recommendations in our Administration recommendations letter, including updates to our recommendations from the prior year at the June 19, 2018 Audit Committee meeting.

# Appendix 1 – Audit Committee terms of reference

As the external auditors of The City, we have the privilege of assisting in the fulfillment of your responsibility to follow the Terms of Reference for The City of Calgary's Audit Committee contained in the Audit Committee Bylaw 48M2012, as amended. The following table outlines our involvement in the fulfillment of specific terms of reference and any reports that we have issued that assist in this process.

Bylaw 48M2012	Description	Related Deloitte Involvement
Schedule B, 1(b)	Pre-approves all audit and non-audit services performed by the External Auditor.	All audit and non-audit services are presented to the Audit Committee for pre-approval prior to the commencement of such work. Fee information included in 2017 Audit Service Plan presented by Deloitte on July 27, 2017. The Independence letter included as Appendix 4 of the Year-end Audit Report to be presented by Deloitte to the Audit Committee at the April 17, 2018 meeting summarizes the fees of all services performed.
Schedule B, 1(c)	Requires the External Auditor, as an expert in accounting and financial reporting, to express independent judgment about the appropriateness and acceptability of The City's financial statements, in accordance with professional standards.	Communicated in the Year-end Audit Report to be presented by Deloitte to the Audit Committee at the April 17, 2018 meeting.
Schedule B, 1(d)	Prior to the commencement of the annual external financial audit, review the financial audit plan with the External Auditor.	2017 Audit service plan presented by Deloitte on July 27, 2017.
Schedule B, 1(e)	In conjunction with Administration's presentation of the annual financial statements, receive and review the External Auditor's annual audit report. This report is to be forwarded to Council for information.	Report of the Independent Auditor on the Consolidated Financial Statements and Year-end Audit Report to be presented by Deloitte to the Audit Committee at the April 17, 2018 meeting.
Schedule B, 1(f)	Receives and reviews the External Auditor's Management Letter(s), together with any Administrative responses, and forward, either in full or in summary, to Council for information.	Management recommendations letter to be presented by Deloitte at the June 19, 2018 meeting.
Schedule B, 1(g)	Must meet with the External Auditor, in the absence of Administration, at least quarterly.	In-camera sessions held with Deloitte at Audit Committee meetings throughout 2017 and 2018.
Schedule C, 1(g)	Ensures that the combined work of the City Auditor and the External Auditor provides an appropriate level of audit coverage and is effectively coordinated.	Audit work completed will be discussed in the year-end Audit report to be presented by Deloitte to the Audit Committee at the April 17, 2018 meeting.

Bylaw 48M2012	Description	Related Deloitte Involvement
2(a)	Oversees the integrity of, and reviews the Annual Financial Statements and recommends their approval to Council.	Report of the Independent Auditor on the consolidated Financial Statements and year-end Audit report to be presented by Deloitte to the Audit Committee at the April 17, 2018 meeting.
2(b)	Reviews and discusses the City's compliance with financial reporting procedures with Administration, the City Auditor, and the External Auditor.	Report of the Independent Auditor on the consolidated Financial Statements and year-end Audit report to be presented by Deloitte to the Audit Committee at the April 17, 2018 meeting. Letter of recommendations to be presented by Deloitte at the June 19, 2018 meeting.
2(c)	Engages Administration, the City Auditor, and the External Auditor in candid discussions regarding issues that may alter judgment or affect the quality of the reporting process and search for insight into the results.	Participation and attendance by Deloitte at Audit Committee meetings throughout the year.
2(d)	Reviews and discusses areas where changes in accounting standards could have a material impact on financial results, and may request a detailed analysis, prepared by Administration in consultation with the External Auditor, of the implications of those changes.	Appendix 8 of 2017 Audit Service Plan presented by Deloitte on July 27, 2017.
2(e)	Maintains open lines of communication with the External Auditor, City Auditor, and Administration.	Participation and attendance by Deloitte at Audit Committee meetings throughout the year.
6(b)(i)	Review reports from Administration and from the City Auditor as to the adequacy and effectiveness of corporate policies such as legal matters, regulations, ethical principles, code of conduct and conflict of interest.	Year-end Audit report to be presented by Deloitte to the Audit Committee at the April 17, 2018 meeting includes our notification of whether any violations of this nature have come to our attention.

# Appendix 2 – Communication requirements

Required communication	Refer to this report or document described below
<b>Audit Service Plan</b>	
1. Our responsibilities under Canadian GAAS, including forming and expressing an opinion on the financial statements	Engagement letter dated July 27, 2017
2. An overview of the overall audit strategy, addressing: <ol style="list-style-type: none"> <li>a. Timing of the audit</li> <li>b. Significant risks, including fraud risks</li> <li>c. Nature and extent of specialized skill or knowledge needed to perform the planned audit procedures related to significant risk</li> </ol>	Audit plan communicated on July 27, 2017
3. Significant transactions outside of the normal course of business, including related party transactions	None noted.
<b>Year End Communication</b>	
4. Fraud or possible fraud identified through the audit process	We are not aware of any fraudulent events.
5. Significant accounting policies, practices, unusual transactions, and our related conclusions	Significant accounting practices, judgements and estimates
6. Alternative treatments for accounting policies and practices that have been discussed with Administration during the current audit period	Significant accounting practices, judgements and estimates
7. Matters related to going concern	We concur with Administration's assessment that there is no substantial doubt about The City's ability to continue as a going concern.
8. Administration judgments and accounting estimates	Significant accounting practices, judgements and estimates
9. Significant difficulties, if any, encountered during the audit	No significant difficulties to report.
10. Material written communications between Administration and us, including Administration representation letters	Administration representation letter - Appendix 4
11. Other matters that are significant to the oversight of the financial reporting process	No other matters to report.

Required communication	Refer to this report or document described below
12. Modifications to our opinion	We will issue an unmodified opinion following the satisfactory completion of outstanding matters discussed earlier in this report.
13. Our views of significant accounting or auditing matters for which Administration consulted with other accountants and about which we have concerns	Consultation with other accountants
14. Illegal or possibly illegal acts that come to our attention	We are not aware of any illegal acts.
15. Significant deficiencies in internal control, if any, identified by us in the conduct of the audit of the financial statements	Letter of recommendations to be presented at the June 19, 2018 Audit Committee meeting.
16. Uncorrected misstatements and disclosure items	Refer to Appendix 5.

# Appendix 3 – Draft version of our auditor's report

Our report on the financial statements is expected to be in the following form. However, the final form may need to be adjusted to reflect the final results of our audit.

## Independent Auditor's Report

To His Worship Mayor Naheed Nenshi and members of City Council, The City of Calgary:

We have audited the accompanying consolidated financial statements of The City of Calgary, which comprise the consolidated statement of financial position as at December 31, 2017, and the consolidated statements of operations and accumulated surplus, cash flows and changes in net financial assets for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **City Administration's Responsibility for the Consolidated Financial Statements**

City Administration is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as City Administration determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

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

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

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

## **Opinion**

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of The City of Calgary as at December 31, 2017, and the results of its operations, cash flows and changes in net financial assets for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants  
April 23, 2018  
Calgary, Alberta

# Appendix 4 – Draft independence and fees

April 23, 2018

The Members of the Audit Committee and City Council of  
The City of Calgary

Dear Members:

We have been engaged to perform an audit of the consolidated financial statements of The City of Calgary (“The City”) as of and for the year ended December 31, 2017 in accordance with Canadian generally accepted auditing standards.

You have requested that we communicate in writing with you regarding our compliance with relevant ethical requirements regarding independence as well as all relationships and other matters between The City, our Firm and network firms that, in our professional judgment, may reasonably be thought to bear on our independence. You have also requested us to communicate the related safeguards that have been applied to eliminate identified threats to independence or reduce them to an acceptable level.

In determining which relationships to report, we have considered relevant rules and related interpretations prescribed by the appropriate provincial regulator/ordre and applicable legislation, covering such matters as:

- a) Holding a financial interest, either directly or indirectly, in a client.
- b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client.
- c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client.
- d) Economic dependence on a client.
- e) Provision of services in addition to the audit engagement.

We confirm to you that the engagement team and others in the firm as appropriate, the firm and, when applicable, network firms have complied with relevant ethical requirements regarding independence.

We have prepared the following comments to facilitate our discussion with you regarding independence matters arising since April 24, 2017, the date of our last letter.

We are not aware of any relationships between the Deloitte Entities and The City and its affiliates, or persons in financial reporting oversight roles at The City and its affiliates, that in our professional judgment, may reasonably be thought to bear on independence, that have occurred from April 25, 2017 to April 23, 2018.

As summarized in the attached exhibit, the total fees charged to The City during the period covered by the financial statements were as follows:

Audit services	\$1,354,309 (2016 - \$1,371,266)
Audit related services	\$273,417 (2016 - \$196,431)
Non-audit related services	\$NIL (2016 - \$49,626)
Other services	\$77,150 (2016 - \$309,483)

We hereby confirm that we are independent with respect to The City in accordance with the Rules of Professional Conduct of the Chartered Professional Accountants of Alberta as of April 23, 2018.

This report is intended solely for the use of the Audit Committee, City Council of The City of Calgary, Administration and others within The City and should not be used for any other purposes.

Yours truly,

Chartered Professional Accountants

## Total fees charged to The City of Calgary For the years ended December 31, 2017 and 2016

	2017*	2016*
	\$	\$
<b>AUDIT SERVICES</b>		
<u>The City of Calgary</u>		
The City of Calgary	390,015***	397,505**
Calhome Properties Ltd.	81,855	79,458
Calgary Police Service	51,788	50,558
Calgary TELUS Convention Centre	41,623	40,660
Calgary Parking Authority	90,415	96,380
Calgary Municipal Land Corporation	53,928	52,644
Calgary Public Library	41,516	40,473
Municipal Employees Benefits Association of Calgary	28,730	28,023
Family & Community Support Services	20,758	20,277
Core Benefit Plan (audit is conducted every four years)	16,125	-
Elected Officials Pension Plan	7,597	7,458
Supplementary Pension Plan	14,552	14,151
Funds Held in Trust	1,862	1,819
	<b>840,764</b>	<b>829,406</b>
<u>ENMAX Corporation</u>		
ENMAX Corporation audit	432,055	460,370
ENMAX Corporation quarterly reviews	81,490	81,490
	<b>513,545</b>	<b>541,860</b>
<b>Total Audit Services</b>	<b>1,354,309</b>	<b>1,371,266</b>
<b>AUDIT RELATED SERVICES</b>		
<u>The City of Calgary</u>		
City of Calgary Municipal Information Return	4,815	4,708
Calhome Properties Ltd. special government reports	18,725	18,190
Calgary TELUS Convention Centre Authority LAPP audit	8,817	-
Calgary Parking Authority PSAS conversion	19,260	-
	<b>51,617</b>	<b>22,898</b>

ENMAX Corporation

ENMAX Corporation Pension Plan audit	17,550	17,120
Audit of the divisional carve out financial statements of ENMAX Transmission and Distribution	116,750	113,875
Testing of remediation of SAP general information technology control findings from the year ended December 31, 2016	12,500	-
Testing of taxation matters	5,000	-
IFRS 9 Financial instruments and IFRS 15 Revenue from contracts with clients	70,000	-
Re-classification of 2015 property, plant and equipment balances	-	8,500
SAP general information technology controls	-	24,500
Power Purchase Agreement 2016 and tax adjustment related matter	-	9,538
	<b>221,800</b>	<b>173,533</b>
<b>Total Audit Related Services</b>	<b>273,417</b>	<b>196,431</b>

**NON - AUDIT RELATED SERVICES**Enmax Corporation

Risk Governance	-	47,781
Tax related matters for US based director	-	1,845
<b>Total Non – Audit Related Services</b>	<b>-</b>	<b>49,626</b>

**OTHER SERVICES**The City of Calgary

Intranet migration consulting services	50,400	-
Transit maintenance facility advisory work	-	228,483
Green Line Review	26,750	-

Calgary Economic Development

Agribusiness Value Chain Study Project	-	81,000
<b>Total Other Services</b>	<b>77,150</b>	<b>309,483</b>

<b>Total Fees For All Services</b>	<b>1,704,876</b>	<b>1,926,806</b>
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\* Includes 7% administration fee; excludes GST. Enmax's reported fees exclude 7% administration fee and GST.

\*\* Fee includes \$258,500 for the base audit and newspaper insert, plus the following:

\$10,000 - audit of PS 3260 Liability for Contaminated Sites

\$17,500 - audit of new processes and policies relating to Tangible Capital Assets

\$24,500 - review of the agreements and accounting implications of P3 agreement – Stoney Transit Facility

\$14,500 - review of the agreements and accounting implications of P3 agreement – Composting Facility Project

\$16,500 - consolidation of CED, CADA and AHCC

\$30,000 - TCA prior period adjustments

\*\*\* Fee includes \$265,000 for the base audit and newspaper insert, plus the following:

\$5,000 - audit of PS 3260 Liability for Contaminated Sites

\$17,500 - audit of new processes and policies relating to Tangible Capital Assets

\$5,000 - review of the agreements and accounting implications of P3 agreement – Stoney Transit Facility

\$7,500 - review of the agreements and accounting implications of P3 agreement – Composting Facility Project

\$16,500 - consolidation of CED, CADA and AHCC

\$18,000 - Testing of the implementation and internal controls relating to the TCA Costing Module

\$30,000 - TCA prior period adjustments

# Appendix 5 – Draft Administration representation letter

[The City letterhead]

April 23, 2018

Deloitte LLP  
700, 850 – 2 Street SW  
Calgary, AB T2P 0R8

Dear Sirs:

**Subject:** Consolidated financial statements of The City of Calgary for the year ended December 31, 2017

This representation letter is provided in connection with the audit by Deloitte LLP (“Deloitte” or “you”) of the consolidated financial statements of The City of Calgary (the “The City” or “we” or “us”) for the year ended December 31, 2017, including the comparative financial statements for the year ended December 31, 2016, and a summary of significant accounting policies and other explanatory information (the “Financial Statements”), for the purpose of expressing an opinion as to whether the Financial Statements present fairly, in all material respects, the financial position, results of operations, cash flows and changes in net financial assets of The City in accordance with Public Sector Accounting Standards (“PSAS”).

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

## Financial statements

1. We have fulfilled our responsibilities as set out in the terms of the engagement letter between the City and Deloitte dated July 27, 2017 for the preparation of the Financial Statements in accordance with PSAS. In particular, the Financial Statements are fairly presented, in all material respects, and present the financial position of The City as at December 31, 2017, the results of its operations, cash flows and changes in net financial assets for the years then ended in accordance with PSAS.

The comparative information in the Financial Statements, including the financial position as at December 31, 2016, and the results of operations, cash flows and changes in net financial assets for the year ended December 31, 2016 and related disclosures, has been properly restated to retrospectively correct misstatements in the comparative period financial statements.

2. Significant assumptions used in making estimates, including those measured at fair value, are reasonable.

In preparing the Financial Statements in accordance with PSAS, Administration makes judgments and assumptions about the future and uses estimates. The completeness and appropriateness of the disclosures related to estimates are in accordance with PSAS. The City has appropriately disclosed in the Financial Statements the nature of measurement uncertainties that are material, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the Financial Statements.

The measurement methods, including the related assumptions and models, used in determining the estimates, including fair value, were appropriate, reasonable and consistently applied in accordance with PSAS and appropriately reflect Administration's intent and ability to carry out specific courses of action on behalf of The City. No events have occurred subsequent to December 31, 2017, which require adjustment to the estimates and disclosures included in the Financial Statements.

Administration has changed the method of determining the estimated amounts for the following:

- Tangible Capital Asset ("TCA") Land and Land Improvements: Administration has revised the estimated useful lives and capitalization categories and thresholds of these TCA categories. This change in estimate has been applied prospectively.
3. All related party relationships and transactions have been appropriately accounted for and disclosed in the Financial Statements in accordance with the requirements of PSAS.
  4. We have determined that the Financial Statements are complete as of the date of this letter, as this is the date when there are no changes to the Financial Statements (including disclosures) planned or expected and the Financial Statements have been approved in accordance with our process to finalize financial statements.
  5. We have completed our review of events after December 31, 2017 and up to the date of this letter. All events subsequent to the date of the Financial Statements and for which PSAS requires adjustment or disclosure have been adjusted or disclosed. Accounting estimates and disclosures included in the Financial Statements that are impacted by subsequent events have been appropriately adjusted.
  6. The Financial Statements are free of material errors and omissions.

We believe that the effects of any uncorrected Financial Statement misstatements pertaining to the current period presented are immaterial, both individually and in the aggregate, to the Financial Statements taken as a whole. A list of the uncorrected misstatements aggregated by you is attached in Appendix A.

7. The City has satisfactory title to and control over all assets, and there are no liens or encumbrances on such assets. We have disclosed to you and in the Financial Statements all assets that have been pledged as collateral.

### Information provided

8. We have provided you with:
  - a. Access to all information of which we are aware that is relevant to the preparation of the Financial Statements, such as records, documentation and other matters;
  - b. All relevant information as well as additional information that you have requested from us for the purpose of the audit; and
  - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
9. Except as listed in Appendix A, all transactions have been properly recorded in the accounting records and are reflected in the Financial Statements.
10. We have disclosed to you the results of our assessment of the risk that the Financial Statements may be materially misstated as a result of fraud.
11. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
  - a. Administration;
  - b. Employees who have significant roles in internal control; or
  - c. Others where the fraud could have a material effect on the Financial Statements.
12. We have disclosed to you all information in relation to allegations of actual, suspected or alleged fraud, or illegal or suspected illegal acts affecting The City.
13. We have disclosed to you all communications from regulatory agencies concerning non-compliance with or deficiencies in financial reporting practices and all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the Financial Statements.
14. We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware, including guarantees, non-monetary transactions and transactions for no consideration, and participation in a defined benefit plan that shares risks between group entities.
15. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
16. We have disclosed to you all known, actual or possible litigation and claims, whether or not they have been discussed with our lawyers, whose effects should be considered when preparing the Financial Statements. As appropriate, these items have been disclosed and accounted for in the Financial Statements in accordance with PSAS.
17. We have disclosed to you all liabilities, provisions, contingent liabilities and contingent assets, including those associated with guarantees, whether written or oral, and they are appropriately reflected in the Financial Statements.
18. We have disclosed to you, and The City has complied with all aspects of contractual agreements that could have a material effect on the Financial Statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.

19. The City's final version of the annual report (containing the audited financial statements and your auditor's report thereon) will be provided to you when available and prior to its issuance.
20. We have disclosed to you all the documents that we expect to issue that may comprise other information, in the context of CAS 720, *The Auditor's Responsibilities Relating to Other Information in Documents Containing Audited Financial Statements*.

### **Independence matters**

For purposes of the following paragraphs, "Deloitte" shall mean Deloitte LLP and Deloitte Touche Tohmatsu Limited, including related member firms and affiliates.

21. Prior to The City having any substantive employment conversations with a former or current Deloitte engagement team member, The City has held discussions with Deloitte and obtained approval from the Audit Committee.
22. We have ensured that all services performed by Deloitte with respect to this engagement have been pre-approved by the Audit Committee in accordance with its established approval policies and procedures.

### **Selection of accounting policies and recording of transactions**

23. The accounting policies selected and application of those policies are appropriate.
24. The City's accounting policies and their method of application have been applied on a basis consistent with that of the audited Financial Statements as of and for the year ended December 31, 2016, except as discussed in paragraph 2.

### **Administration's responsibilities**

25. All transactions and events have been carried out in accordance with law, regulation or other authority.

### **Employee benefit obligations**

26. We agree with the work of Administration's experts in evaluating the Employee Benefit Obligation and have adequately considered the competence and capabilities of the experts in determining amounts and disclosures used in the Financial Statements and underlying accounting records. We did not give any, nor cause any, instructions to be given to Administration's experts with respect to values or amounts derived in an attempt to bias their work, and we are not aware of any matters that have impacted the independence or objectivity of the experts.
27. Employee future benefit costs, assets and obligations, as applicable, have been properly recorded and adequately disclosed in the Financial Statements including those arising under defined benefit plans, as well as termination arrangements. We believe that the actuarial assumptions and methods used to measure defined benefit plan assets, obligations and costs for financial statement purposes are appropriate in the circumstances. Actuarial gains have been amortized to the liability and the related expense in a systematic and rational manner over the expected average remaining service life of the related employee group.
28. We have disclosed to you any intentions of terminating any of our pension plans or withdrawing from the multi-employer plan that could result in an effective termination or reportable event for any of the plans. We have disclosed to you any occurrences that could result in the termination of any of our pension or multi-employer plans to which we contribute.
29. We have correctly accounted for the multi-employer plan in which we are the sponsoring government or government organization, as a defined benefit plan.

**Plans or intentions affecting carrying value/classification of assets and liabilities**

30. We have disclosed to you all plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the Financial Statements.
31. The City is responsible for determining and maintaining the adequacy of the allowance for doubtful notes, loans and accounts receivable, as well as estimates used to determine such amounts. Administration believes the allowances are adequate to absorb currently estimated bad debts in the account balances.
32. Provisions have been made to reduce inventories held for resale to the net recoverable amount. All recorded inventories are the property of The City and do not include any items consigned to it, any items billed to customers or any items for which the liability has not been recorded.

**Liabilities for contaminated sites**

33. We have performed assessments on our known contaminated sites, including those described in paragraph 34. Based on our PS 3260, *Liability for Contaminated Sites* (“PS 3260”) evaluation, we have identified three sites as contaminated sites. We have recorded a liability because the contamination of the site exceeds the environmental standard. The City is responsible or has accepted responsibility for the remediation and we believe it is expected that remediation will be required. We believe that the estimate of the liability is reasonable and is our best estimate of the amount required to remediate the sites.
34. We have identified several other sites that exceed the environmental standard for which The City is not responsible for remediation or it is unclear if the remediation is the responsibility of The City. One of the sites relates to the known contamination of the West Village site. We do not accept responsibility for the remediation of these sites (or, it is unclear who has responsibility for the remediation of these sites) and as such we have not recorded a liability with respect to remediation.

Furthermore, The City of Calgary has signed a release agreement effective November 15, 1997 (the “Effective Date”) between Her Majesty the Queen in Right of the Province of Alberta and The City of Calgary, which indicates the following in paragraph 2.01 of this agreement:

*“The Province acknowledges and agrees that the Contamination existing as of the Effective Date was not caused or contributed to by the City. The Province agrees that from and after the Effective Date it shall not initiate any Recovery Action against the City, its Council, officers, agents, employees, contractors, persons in lawful use and occupation of the Lands, or those for whom they are in law responsible for, save and except with respect to any act or omission whether inadvertent, willful, or negligent by the City, its Council, officers, agents, employees, contractors, persons in lawful use and occupation of the Lands or those for whom they are in law responsible for, which in the opinion of the Province has an adverse effect on the Contamination. Subject to any such act or omission whether inadvertent, willful or negligent, the Province releases and forever discharges the City from all Recovery Actions.”*

35. Administration’s risk assessment process for the identification of potential contaminated sites identified a number of higher potential risk sites. In respect to PS 3260, of these sites, 142 higher risk sites have been identified and The City has completed a full analysis and confirms that the liability recorded in the Financial Statements is adequate and not materially misstated.
36. Administration’s policy for the treatment and application of the liability of contaminated sites was finalized as at December 31, 2016, and there were no changes to policy for the year ended December 31, 2017.

**Environmental liabilities/contingencies**

37. We have considered the effect of environmental matters on The City and have disclosed to you all liabilities, provisions or contingencies arising from environmental matters. All liabilities, provisions, contingencies and commitments arising from environmental matters, and the effect of environmental matters on the carrying values of the relevant assets are recognized, measured and disclosed, as appropriate, in the Financial Statements.

**Solid waste landfill closure and post-closure liability**

38. We have disclosed to you all solid waste landfill sites that we own and operate. We have recorded a liability, which represents our best estimate of the future costs required for closure and post-closure care related to these sites.

**Work of Administration's experts**

39. We agree with the work of Administration's experts in evaluating the environmental liability, liability for contaminated sites and the solid waste landfill closure and post-closure liability, and have adequately considered the competence and capabilities of the experts in determining amounts and disclosures used in the Financial Statements and underlying accounting records. We did not give any, nor cause any, instructions to be given to Administration's experts with respect to values or amounts derived in an attempt to bias their work and we are not aware of any matters that have impacted the independence or objectivity of the experts.

**Revenues from exchange transactions**

40. All documentation related to sales transactions is contained in files, which are used for accounting purposes. We also confirm that:

- a. We are not aware of any "side agreements" with any companies that are inconsistent with the applicable sales agreement, the customer's purchase order, sales invoice or any other documentation contained in the files, which are used for accounting purposes. For the purposes of this letter, a "side agreement" is any agreement, understanding, promise or commitment whether written (e.g., in the form of a letter or formal agreement or in the form of any exchange of physical or electronic communications) or oral by or on behalf of The City (or any subsidiary, director, employee or agent of The City) with a customer from whom revenue has been recognized that is not contained in the written purchase order from the customer or sales order confirmation and sales invoice of The City delivered to or generated by The City's Accounting and Finance Department. The definition of a side agreement is not limited by any particular subject matter. For purposes of example only, any agreement not contained in the written purchase order from the customer or sales order and sales invoice of The City that relates to return rights, acceptance rights, future pricing, payment terms, free consulting, free maintenance or exchange rights would be a side agreement; and
- b. We are not aware of any commitments or concessions to a customer regarding pricing or payment terms outside of the terms documented in the files, which are used for accounting purposes.

**Tax revenues**

41. We have appropriately recorded tax assets and revenues when they meet the definition of an asset in accordance with Section PS 1000, *Financial Statement Concepts* ("PS 1000"), when they are authorized and when the taxable event occurs. These amounts have been appropriately measured in accordance with Section PS 3510, *Tax Revenue* and have not been grossed up for any amount of tax concessions.

### **Various matters**

42. We have reviewed and approved the year-end adjusting entries, including all related supporting schedules and the financial statements, and acknowledge our responsibility for their accuracy. While discharging our responsibility we may have requested your assistance or input in certain areas such as:
- a. Recording of transactions for which we have determined or approved the appropriate account classification; and
  - b. Preparing financial statements.

We acknowledge our responsibility for the above listed items and confirm that we have authorized, reviewed and approved all of the above items.

43. We have not entered into transactions with members of Council, senior officials, members of their immediate families or enterprises in which such parties have significant interest, which would require disclosures in the Financial Statements.
44. All transactions and events have been carried out in accordance with law, regulation or other authority.
45. We have disclosed to you all communications from regulatory agencies concerning non-compliance with or potential deficiencies in, financial reporting requirements.
46. The following have been properly recorded and, when appropriate, adequately disclosed and presented in the Financial Statements:
- a. Losses arising from sale and purchase commitments;
  - b. Agreements to buy back assets previously sold;
  - c. Provisions for future removal and site restoration costs;
  - d. Financial instruments with significant individual or group concentration of credit risk, and related maximum credit risk exposure;
  - e. Arrangements with financial institutions involving compensating balances or other arrangements involving restriction on cash balances and line-of-credit or similar arrangements;
  - f. All impaired loans receivable; and
  - g. Loans that have been restructured to provide a reduction or deferral of interest or principal payments because of borrower financial difficulties.

### **Investments**

47. The City does not hold any investments in Master Asset Vehicle notes (which replaced third party non-bank asset-backed commercial paper).
48. All investments have been appropriately classified as either temporary investments or portfolio investments.
49. The City has used the appropriate valuation allowances to reflect the temporary investments at their net recoverable amount or other appropriate value.
50. The City believes that it has properly identified all derivative financial instruments and hedging relationships, if any.

51. Investments made during the year and held at the balance sheet date have been made in accordance with Section 250 of the Municipal Government Act.
52. All City of Calgary government organizations have been appropriately classified as government component, government business organizations, government business-type enterprises, government not-for-profit organizations and other government organizations and have been appropriately recorded based on this classification.
53. Administration has performed an assessment of other organizations (Civic Partners) with which The City has fiscal relationships and has determined that these organizations are not required to be consolidated with The City.
54. With regard to The City's investment in ENMAX Corporation, we have disclosed to you any events that have occurred and facts that have been discovered with respect to such investment that would affect the investment's value as reported in the financial statements.
55. With regard to the fair value measurements and disclosures of certain assets and liabilities, such as investments, we believe that:
  - a. The completeness and adequacy of the disclosures related to fair value are in accordance with PSAS;
  - b. No events have occurred subsequent to December 31, 2017 that require adjustment to the fair value measurements and disclosures included in the Financial Statements; and
  - c. They appropriately reflect Administration's intent and ability to carry out specific courses of action on behalf of The City when relevant to the use of fair value measurements or disclosures.

#### **Deficiencies in internal control**

56. We have communicated to you all deficiencies in internal control of which we are aware. We have disclosed to you any change in The City's internal control over financial reporting that occurred during the current year that has materially affected, or is reasonably likely to materially affect, The City's internal control over financial reporting.

#### **Adjusting journal entries**

57. We have reviewed the year-end adjusting entries and acknowledge our responsibility for their accuracy.

#### **Communicating a threshold amount**

58. We understand that the threshold used for accumulating misstatements identified during the year was \$2,850,000 for purposes of Appendix A. Misstatements below this amount have been considered clearly trivial.

#### **Segment Disclosures**

59. With regard to segment disclosures, we believe the activities grouped as segments, as disclosed, are appropriate to meet the objectives of PS 2700, *Segment Disclosures*.

60. In identifying segments, we have considered the definition of a segment and other factors, including:
- a. The objectives of disclosing financial information by segment;
  - b. The expectations of members of the community and their elected or appointed representatives regarding the key activities and accountabilities of the government;
  - c. The qualitative characteristics of financial reporting as set out in Section PS 1000 and Section PS 1700 - *General Objectives of Financial Statements; Local Governments*;
  - d. The homogenous nature of the activities, service delivery or recipients of the services;
  - e. Whether the activities relate to the achievement of common outcomes or services as reflected in government performance reports and plans;
  - f. Whether discrete financial information is reported or available; and
  - g. The nature of the relationship between the government and The City (within the reporting entity).

### **Government transfers**

61. We have disclosed to you all correspondence relating to government transfers that The City has had with the funding body.
62. We have assessed the eligibility criteria and determined that The City is an eligible recipient for the government transfers received.
63. We have assessed the stipulations attached with the funding and have recognized the revenue in accordance with meeting the stipulations required.
64. All government transfers that have been recorded as capital deposits give rise to an obligation that meets the definition of a liability. Those liabilities have been properly recorded and presented in the Financial Statements.
65. All authorized transfers that have been expensed have been transferred to recipients whom have met the eligibility criteria.

### **Tangible Capital Assets**

66. TCA have been recorded properly and consistently according to the standards in Section PS 3150, *Tangible Capital Assets*.
67. Contributed TCA have been appropriately recorded at fair value, unless fair value is not reasonably determinable, and in such case, have been recorded at an appropriate nominal value. All contributed TCA have been appropriately disclosed.
68. We have assessed the useful lives of tangible capital assets and have determined all TCA contribute to The City's ability to provide goods and services and therefore do not require a write-down. If applicable, we have identified that there are various TCA, which no longer contribute to The City's ability to provide goods and services or have future economic benefits that are below the net book value of the tangible capital asset, and have therefore written down this asset to its residual amount and expensed the charge in the statement of operations.

**Tangible Capital Assets - Prior period adjustments**

69. As discussed in Note 30 of the Financial Statements, during the course of year-end procedures, we identified certain balances relating to TCA that were incorrectly recorded in prior years. We have performed procedures to assess the impact of these misstatements and have accurately recorded the adjustments in the restated comparative balances for the year ended December 31, 2016. We also confirm that these adjustments are complete.

**Tangible Capital Assets - Change in estimate**

70. As discussed in Note 31 of the Financial Statements, during the course of the year we identified certain balances relating to TCA that were recorded as a change in estimate. The change in estimate has been properly reflected in the Financial Statements in accordance with PS 2120.28, *Accounting changes, Measurement uncertainty*.

**Impact of the 2013 flood**

71. We have assessed the impact of the 2013 flood on the financial assets of The City and the impairment of TCA as a result of the flood. We have determined that no permanent impairment of TCA exists as a result of the 2013 flood and the year-end financial statements appropriately reflect TCA values. We believe that the completeness and estimates utilized in the determination of the impairment of TCA have been adequately disclosed in the December 31, 2017 year-end financial statements.

**Notes, loans and receivables**

72. The City is responsible for determining the appropriate carrying amount of loans and accounts receivable, as well as estimates used to determine such amounts. Administration believes that the carrying amounts recorded and disclosed are appropriate.

73. We have identified to you all forgivable loans and have appropriately reflected these amounts including any required allowances in the financial statements. These loans are secured by The City's encumbrance on the title of the related property.

**Accumulated Surplus**

74. Reserves and surplus accounts are correctly recorded and all transactions comply with the purposes approved according to relevant legislation and City Council authorizations.

75. In accordance with established policy, for all self-supported business units, any levies received in the year are recorded as revenue in the Statement of Operations and are transferred to the Utility Sustainment Reserve at the end of the year. These funds are utilized from the reserve in the following year to pay for debt servicing costs specific to the levy projects.

**Revenues and deferred revenues**

76. Revenues and deferred revenues are recorded accurately. Specifically:

- a. Revenues are not overstated and deferred revenues are not understated. These inaccuracies result if financial statements record externally restricted transfers/contributions as revenue before the transferor's/contributor's stipulations are met; and
- b. Revenues are not understated and deferred revenues are not overstated. These inaccuracies result if financial statements record externally restricted transfers/contributions as deferred revenue, not as revenue, after the transferor's/contributor's stipulations are met.

**P3 agreements**

77. The City has entered into a P3 agreement, signed on June 25, 2015, to design, build and maintain a composting facility. The facility was completed in fiscal 2017 and the work in progress related to this facility was appropriately transferred to TCA for the year ended December 31, 2017.

78. The City has entered into a P3 agreement, signed on September 13, 2016, to design, build, finance and maintain a compressed natural gas bus storage and transit facility. As at December 31, 2017 year-end, \$68.4M has been recorded as work in progress (TCA) and accounts payable. As at December 31, 2017, The City asserts that the asset and payable relating to this agreement are not materially misstated and the financial statement impact of this P3 are complete.

**Related entities**

79. The City has completed a review of all related entities and confirms that all entities that should be consolidated into The City's Financial Statements for the year ended December 31, 2017 have been included.

**Capital deposits**

80. All capital deposits give rise to an obligation that meets the definition of a liability. Those liabilities have been properly recorded and presented in the Financial Statements. Specifically in certain circumstances, The City may receive funds from developers which are not necessarily allocated for a specific project but can be utilized by The City on broader basis for development, but if not spent, are refundable to the developer. Those funds are recorded as capital deposits until such time as they are spent.

Yours truly,

**The City of Calgary**

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Jeff Fielding, City Manager

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Eric Sawyer, Chief Financial Officer

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Carla Male, City Treasurer

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Gregory Wiebe, Finance Manager Corporate Financial Reporting

## **Appendix A**

### **The City of Calgary**

**Summary of corrected and uncorrected misstatements and disclosure deficiencies**  
**Year ended December 31, 2017**

**APPENDIX TO BE PRESENTED IN-CAMERA**

**Appendix B**  
**The City of Calgary**  
Summary of disclosure deficiencies  
Year ended December 31, 2017

None identified.

# Appendix 6 – Related authorities

For the purposes of the consolidated audit, we have completed our audit procedures on the following related authorities or other significant assurance engagements:

Entity	Reporting Entity Relationship	Entity Audit Committee Meeting Date
Calgary Parking Authority	Calgary Parking Authority Audit Committee	March 20, 2018*
Calgary TELUS Convention Centre	CALGARY TELUS Convention Centre Audit and Finance Committee	April 18, 2018*
Calhome Properties Ltd.	Calhome Properties Ltd. Audit and Risk Management Committee	March 9, 2018*
Calgary Municipal Land Corporation	Calgary Municipal Land Corporation Audit Committee	April 27, 2018*
Calgary Public Library	Calgary Public Library Audit and Finance Committee	March 22, 2018*
Calgary Police Service	Calgary Police Commission and Finance and Audit Committee	May 16, 2018*
ENMAX Corporation	ENMAX Audit Committee	March 14, 2018*
Attainable Homes Calgary Corporation Calgary Calgary Economic Development Ltd. Calgary Arts Development Authority	The overall financial results for each of these entities are not significant in relation to The City's consolidated financial statements and therefore, only specified procedures on material account balances were applied for the 2017 audit	Not applicable
Elected Officials Pension Plan	Pension Governance Committee	June 28, 2018
Supplementary Pension Plan	Pension Governance Committee	June 28, 2018
Municipal Employees Benefits Association of Calgary	Municipal Employees Benefits Association of Calgary - Finance and Investment Committee	May 16, 2018

\*Audit fieldwork for these entities has been completed prior to issuance of The City's consolidated financial statements.

Related Authority	Materiality	Areas of audit risk and audit results
<b>Calgary Parking Authority</b>	Materiality levels were determined on the basis of total revenues. Final materiality for the year ended December 31, 2017 was \$2,500,000 (2016, \$2,500,000).	<p>The following areas of significant audit risk were noted relating to Calgary Parking Authority:</p> <ul style="list-style-type: none"> <li>• Revenue recognition – ParkPlus and Parking Control Revenue</li> <li>• Valuation of long term investments</li> <li>• First-year of PSAS adoption</li> <li>• Management override of controls</li> </ul> <p>Audit fieldwork has been completed and the financial statements have been approved by the Board of Directors. We issued an unmodified opinion dated March 27, 2018.</p>
<b>Calgary TELUS Convention Centre</b>	Materiality levels were determined on the basis of a percentage of revenue. Final materiality for the year ended December 31, 2017 was \$700,000 (2016, \$700,000).	<p>The following area of significant audit risk was noted relating to the Calgary TELUS Convention Centre:</p> <ul style="list-style-type: none"> <li>• Management override of controls</li> </ul> <p>Audit fieldwork has been completed. Based on audit work performed, we expect to issue an unmodified opinion.</p>
<b>Calhome Properties Ltd.</b>	Materiality levels were determined on the basis of total actual operating expenditures. Final materiality for the year ended December 31, 2017 was \$2,550,000 (2016, \$2,400,000).	<p>The following areas of significant audit risk were noted relating to Calhome:</p> <ul style="list-style-type: none"> <li>• Revenue recognition</li> <li>• Management override of controls</li> </ul> <p>Audit fieldwork has been completed and the financial statements have been approved by the Board of Directors. We issued an unmodified opinion dated March 23, 2018.</p>
<b>Calgary Municipal Land Corporation</b>	Materiality levels were determined on the basis of total assets. Final materiality for the year ended December 31, 2017 was \$16,500,000 (2016, \$14,200,000).	<p>The following area of significant audit risk were noted relating to the Calgary Municipal Land Corporation:</p> <ul style="list-style-type: none"> <li>• Management override of controls</li> <li>• Completeness of work in progress related to new Central Library assets</li> </ul> <p>Audit fieldwork has been completed. Based on audit work performed, we expect to issue an unmodified opinion.</p>
<b>Calgary Public Library</b>	Materiality levels were determined on the basis of total revenues. Final materiality for the year ended December 31, 2017 was \$1,700,000 (2016, \$1,500,000).	<p>The following area of significant audit risk was noted relating to the Calgary Public Library:</p> <ul style="list-style-type: none"> <li>• Management override of controls</li> </ul> <p>Audit fieldwork has been completed and the financial statements have been approved by the Board of Directors. We issued an unmodified opinion dated March 28, 2018.</p>

<p><b>Calgary Police Service</b></p>	<p>Materiality levels were determined on the basis of a percentage of actual operating expenses. Final materiality for the year ended December 31, 2017 was \$7,400,000 (2016, \$7,000,000).</p>	<p>The following areas of significant audit risk were noted relating to the Calgary Police Service:</p> <ul style="list-style-type: none"> <li>• Revenue recognition</li> <li>• Management override of controls</li> </ul> <p>Audit fieldwork has been completed. Based on audit work performed, we expect to issue an unmodified opinion.</p>
<p><b>ENMAX Corporation</b></p>	<p>Materiality levels were determined on the basis of consolidated normalized earnings before interest, income tax, depreciation and amortization. Final materiality for the year ended December 31, 2017 was \$19,000,000 (2016, \$22,000,000).</p>	<p>The following areas of significant audit risk were noted relating to ENMAX Corporation:</p> <ul style="list-style-type: none"> <li>• Revenue recognition</li> <li>• Management override of controls</li> <li>• Residential, commercial and industrial power and natural gas sales</li> <li>• Impairment of natural gas generating assets</li> <li>• Derivative instruments and related hedging activities</li> <li>• Provision for tax uncertainties associated with the Payments in Lieu of Taxes (“PILOT”)</li> </ul> <p>Audit fieldwork has been completed and the financial statements have been approved by the Board of Directors. We issued an unmodified opinion dated March 14, 2018.</p>

# Appendix 7 – New and revised auditor reporting standards

On April 11, 2017, the Canadian Auditing and Assurance Standards Board (AASB) approved new and revised Canadian Auditing Standards (CASs) on auditor reporting which will be effective for audits of financial statements for periods ending on or after December 15, 2018 with earlier application permitted.

While a number of CASs were impacted, the most significant changes made relate to the following four standards:

- Revised CAS 700, Forming an Opinion and Reporting on Financial Statements
- New CAS 701, Communicating Key Audit Matters in the Independent Auditor’s Report
- Revised CAS 720, The Auditor’s Responsibilities Relating to Other Information
- Revised CAS 570, Going Concern

These CASs are based on the International Auditing and Assurance Standards Board’s (IAASB) new and revised International Standards on Auditing (ISAs) that were effective for periods ending on or after December 15, 2016 however there are two significant differences:

1. Deferral of the effective date for application by one year, and
2. Amending the scope of reporting Key Audit Matters so that such matters are communicated in the auditor’s report only when required by law or regulation or the auditor decides to do so.

## The following sets out the enhancements made to the new Independent Auditor’s Report

Changes to the Auditor’s Report and new reporting requirements	
For all audits	
<b>Auditor’s opinion</b>	• Auditor’s opinion moved from the end of the auditor’s report to the very beginning.
<b>Auditor’s independence and ethics</b>	• An explicit statement of the auditor’s independence in accordance with relevant ethical requirements and the auditor’s fulfilment of other ethical responsibilities.
<b>Going concern</b>	• A separate section under the heading “Material Uncertainty Related to Going Concern”, when a material uncertainty exists related to an entity’s ability to continue as a going concern and is adequately disclosed in the financial statements.
<b>Other information</b>	• A separate section under the heading “Other Information”, when an entity prepares other information (e.g., an annual report) containing or accompanying the entity’s financial statements and auditor’s report thereon, to explain management’s and the auditor’s responsibilities for the other information and the auditor’s conclusion from reading and considering the other information.

## Changes to the Auditor's Report and new reporting requirements

### For all audits

<b>Roles and Responsibilities</b>	<ul style="list-style-type: none"> <li>• An enhanced description of management's responsibilities for assessing the entity's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate.</li> <li>• Identification of those charged with governance (when applicable) and their responsibility for the oversight of the financial reporting process.</li> <li>• An enhanced description of the auditor's responsibilities to conclude on the appropriateness of management's use of the going concern basis of accounting.</li> <li>• An enhanced description of the auditor's responsibilities in an audit of group financial statements.</li> </ul>
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### For audits of entities where the auditor decides or law or regulation requires reporting of key audit matters

<b>Key audit matters</b>	<ul style="list-style-type: none"> <li>• A separate section under the heading "Key Audit Matters", when law or regulation requires the auditor, or the auditor decides, to communicate key audit matters in the auditor's report to those charged with governance that, in the auditor's judgment, were of most significance to the audit.</li> </ul>
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We will work to provide the Audit Committee and Administration with guidance on the implications of the new and revised auditor reporting standards.

### Benefits

- **Transparency** into the audit and discussions between the auditor, those charged with governance, and management
- **More robust** discussions between auditors and those charged with governance
- **Enhanced** communications between all stakeholders including regulators
- **Relevant** auditor's reports and insights into the complexities of the entity
- **Comparability** across industries and audit firms
- **Improved** audit and financial reporting quality

### Highlights of Changes to Performance Requirements with respect to Going Concern

Auditors are now required to evaluate the adequacy of management's disclosure in the financial statements for "close calls" related to going concern (i.e., when events or conditions were identified that may cast significant doubt of an entity's ability to continue as a going concern but due to management's plans, the auditor concluded that no material uncertainty exists).

The following are some considerations for those charged with governance to start discussing with their auditor.

### Implementation considerations for those charged with governance

- **Key Audit Matters ("KAMs")**: If applicable, this commentary in the audit report will have a significant impact on the timing of:
  - Meetings between the auditor and the Audit Committee to discuss risks, which will form the basis of KAMs
  - Meetings with the auditor to identify, discuss and challenge KAMs as early as possible, and
  - Review of the auditor's report as the process will likely be more rigorous.

- **Going Concern:** Increased auditor focus may heighten your scrutiny of management’s process for assessing the entity’s ability to continue as a going concern and the relevance and completeness of related disclosures in the financial statements, particularly for “close calls”.
- **Other information:** Discuss with the auditor which documents will be within the scope of “other information”, evaluate timeframes for drafting and finalizing these documents, and assess documents for consistency with financial statements to ensure factually correct and reasonable.

### Resources

The AASB is currently working with CPA Canada and other groups to drive the effective implementation of the new standards through a broad range of communications, tools and guidance materials for stakeholders. CPA Canada has issued a number of [Audit and Assurance alerts](#) in June 2017 discussing key features of the changes and will be releasing a web portal devoted exclusively to the topic of implementing auditor reporting. Webinars and other publications will be issued throughout the remainder of the year, including an update expected in December incorporating the changes to the new auditor’s report into a revised reporting guide, “[Reporting Implications of New Auditing and Accounting Standards.](#)”

- Keep abreast of the Canadian project at [www.cfr.deloitte.ca](http://www.cfr.deloitte.ca).
- Information relating to the new and revised CASs and conforming amendments to other CASs can be found on the [AASB website](#).

We encourage you to engage your engagement partner or any other member of the Deloitte Team with any questions or enquiries related to the new and revised auditor reporting standards.