

The Regional Municipality of York

Audit Planning ReportFor the year ended December 31, 2017

September 5, 2017

kpmg.ca/audit



The contacts at KPMG in connection with this report are:

Kevin Travers Lead Audit Engagement Partner

Tel: 416-228-7004 ktravers@kpmg.ca

Nicole Hately **Audit Manager** Tel: 416-549-7908 nhately@kpmg.ca

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At KPMG, we are **passionate** about earning your **trust**. We take deep personal accountability, individually and as a team, to deliver exceptional service and value in all our dealings with you.

At the end of the day, we measure our success from the only perspective that matters - yours.

Executive summary

Audit and business risk

Our audit is risk-focused. In planning our audit we have taken into account key areas of focus for financial reporting. These include:

See page 6-8.

KPMG team

The KPMG team will be led by Partner Kevin Travers and supported by Manager Nicole Hately. Subject matter experts will be involved to ensure our approach is appropriate and robust.

Effective communication

We are committed to transparent and thorough reporting of issues to the Finance and the Audit Committee.

Audit Materiality

Materiality has been determined based on budgeted operating expenditures. We have determined materiality to be \$63 million for the year ending December 31, 2017.

See pages 4.

Independence

We are independent and have extensive quality control and conflict checking processes in place. We provide complete transparency on all services and follow Audit Committee approved protocols.

Current developments

Please refer to Appendix 8 for relevant accounting changes relevant to the Region.

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

Materiality

The determination of materiality requires professional judgment and is based on a combination of quantitative and qualitative assessments including the nature of account balances and financial statement disclosures.

The first step is the determination of the amounts used for planning purposes as follows:

Materiality determination	Comments	Amount
Metrics	Relevant metrics included accumulative surplus, and budgeted revenue and expenses.	
Benchmark	Based on budgeted full accrual PSAB expenses. This benchmark is consistent with the prior year.	\$2,128 million
Materiality	Determined to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements. The corresponding amount for the prior year's audit was \$56 million.	\$63 million
% of Benchmark	The corresponding percentage for the prior year's audit was 3%.	3%
Performance materiality	Used 75% of materiality, and used primarily to determine the nature, timing and extent of audit procedures. The corresponding amount for the prior year's audit was \$42 million.	\$47 million
Audit Misstatement Posting Threshold (AMPT)	Threshold used to accumulate misstatements identified during the audit. The corresponding amount for the previous year's audit was \$2.8 million.	\$3 million

Professional standards require us to re-assess materiality at the completion of our audit based on period-end results or new information in order to confirm whether the amount determined for planning purposes remains appropriate. Our assessment of misstatements, if any, in amounts or disclosures at the completion of our audit will include the consideration of both quantitative and qualitative factors.

Audit scope

Professional standards require that we obtain an understanding of the Company's organizational structure, including its components and their environments that is sufficient to identify those components that are financially significant or that contain specific risks that must be addressed during our audit.

Group auditors are required to be involved in the component auditors risk assessment in order to identify significant risks to the group financial statements. If such significant risks are identified, the group auditor is required to evaluate the appropriateness of the audit procedures to be performed to respond to the identified risk.

The components over which we plan to perform audit procedures are as follows:

Components	Why	Our audit approach
York Region Rapid Transit	Individually financially significant	Statutory audit of component financial statements
Housing York Inc.	Individually financially significant	Statutory audit of component financial statements

Audit approach

Professional standards presume the risk of fraudulent revenue recognition and the risk of management override of controls exist in all companies.

The risk of fraudulent revenue recognition can be rebutted, but the risk of management override of control cannot, since management is typically in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

Professional requirements	Why	Our audit approach	
Fraud risk from revenue recognition	This is a presumed fraud risk, which has not been rebutted.	Our audit methodology incorporates the required procedures in professional standards to address this risk. We test journal entries that meet specific criteria. This criteria is designed during the planning phase of the audit and is based on areas and/or accounts that are susceptible to manipulation through management override and/or we design search filters that allow us to identify any unusual journal entries.	
	The primary risk resides with manual journal entries for revenue transactions not in the normal course of business.		
Fraud risk from	This is a presumed fraud risk.	As the risk is not rebuttable, our audit methodology incorporates the required procedures in	
management override of controls	We have not identified any specific additional risks of management override relating to this audit.	professional standards to address this risk. These procedures include testing of journal entries and other adjustments, performing a retrospective review of estimates and evaluating the business rationale of significant unusual transactions.	

Audit approach (continued)

Other areas of focus	Our audit approach
Investments and Related Income	 Substantive test of details over additions and disposals of investment
related meome	 Obtain confirmations from third parties
	 Review investment policy
Tangible Capital Assets	Substantive test of details over additions and disposals
Assets	 Review amortization policy and recalculations
	 Review construction in progress to ensure amounts are properly transferred to correct capital asset classes and amortization expense commences on a timely basis
	Assess impairment reviews by management
Taxation Revenue	 Substantive approach recalculating tax revenue using approved tax rates and assessment
	 Obtain confirmations from the lower tiers
Development Charges Revenues and	 Substantive test development charge collections by vouching to cash receipts and ensure proper classification
Expenses	 Perform interest reasonability test on interest earned relating to development charges
	 Vouch development charge expenditures to supporting documents and ensure they relate to the appropriate programs
	 Perform analysis on certain over budgeted projects
Government Grants	 Compare grants received to grants earned with reference to the related expenses to ascertain that the appropriate amount of revenue has been recognized
Post Retirement	Obtain actuary report and review assumptions used by actuary expert
Liability	 Communication with actuary and testing of data provided to the actuary
	 Review of disclosures

Audit approach (continued)

Other areas of focus	Our audit approach
Accounts Payable, Accrued Liabilities and	Evaluate the design and implementation of controls over payroll expenses
Expenses – Current	 Test the operating effectiveness of the controls
	 Substantive test of details of non-payroll expenses
	 Search for unrecorded liabilities
	Examine accrued liabilities for accuracy and completeness
Cash and Investments (Housing York Inc.)	 Confirmation with third parties
(Hodoling Folk ino.)	Review of bank reconciliations and reconciling items
Property Holdings (Housing York Inc.)	Confirmation with third parties
(Housing Fork Inc.)	 Review of bank reconciliations and reconciling items
Subsidy and Rental Revenue (Housing	Perform substantive analytical procedures over subsidy and rental revenue
York Inc.)	 Revenue recognition, revenue restriction and presentation considerations
Accounts Payable, Accrued Liabilities and	 Verify mathematical accuracy of the reconciliation between the sub-ledger and general ledger
Expenditures (Housing	 Perform the search for unrecorded liabilities
York Inc.)	 Perform substantive analytical procedures over expenditures
Mortgage Payable (Housing York Inc.)	Confirmation with various third party institutions and lenders
(Housing Fork Inc.)	 Ensure appropriate disclosure in the financial statements (current vs non-current, interest rates, maturity dates)
	 Assess compliance with covenants, if any

Data & analytics in the audit

We will be integrating Data & Analytics (D&A) procedures into our planned audit approach. Use of innovative D&A allows us to analyze greater quantities of data, dig deeper and deliver more value from our audit.

We believe that D&A will improve both the quality and effectiveness of our audit by allowing us to analyze large volumes of financial information quickly, enhancing our understanding of your business as well as enabling us to design procedures that better target risks.

Area(s) of focus	Planned D&A routines
Journal Entry Testing	 Utilize computer-assisted audit techniques (CAATs) to analyze journal entries and apply certain criteria to identify potential high-risk journal entries for further testing

Detailed results and summary insights gained from D&A will be shared with management and presented in our Audit Findings Report.

How we deliver audit quality



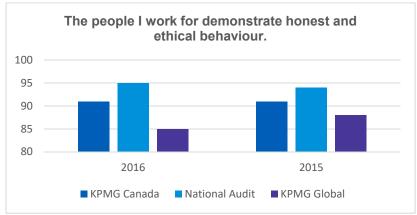
Highly talented and experienced team

Team member Background / experience Discussion of role **Kevin Travers** Kevin has been the lead audit engagement partner Kevin will lead our audit for The Regional Municipality for the Regional Municipality of York for many of York and be responsible for the quality and Lead Audit Engagement years and in addition to the Region, he leads 4 timeliness of everything we do. Partner other municipal audits. ktravers@kpmg.ca He will often be onsite with the team and will always He is considered an authority on municipal financial be available and accessible to you. reporting within Canada having authored and delivered many presentations / seminars / webinars on financial reporting developments and is also a reviewer for the Canadian Financial Reporting Award as administered by the Government Finance Officers' Association. **Nicole Hately** Nicole has been a member of the Regional Nicole will work very closely with Kevin on all aspects Municipality of York's audit team for the last 5 of our audit for the Region. Audit Manager years, and led the team for the last 3 years as audit nhately@kpmg.ca She will be on site and directly oversee and manage senior. She has in-depth knowledge of the our audit field team and work closely your Region's transactions and audit requirements. management team.

Our tone at the top

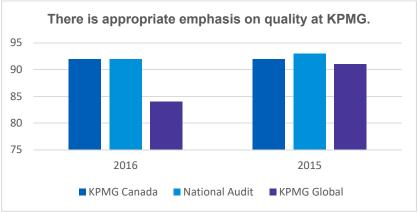
KPMG's commitment to quality starts with leadership and with the tone at the top that drives the pursuit of audit quality at a global level and in every KPMG member firm and audit engagement. The KPMG network includes more than 162,000 professionals around the world of which 2,500+ are audit professionals in Canada.

Our annual Global People Survey provides our people a chance to communicate how they feel about working at KPMG.









Value for fees

The value of our audit services

We recognize that the primary objective of our engagement is the completion of an audit of the consolidated financial statements in accordance with professional standards. We also believe that our role as external auditor of the Region and the access to information and people in conjunction with our audit procedures, place us in a position to provide other forms of value. We know that you expect this of us.

We want to ensure we understand your expectations. To facilitate a discussion (either in the upcoming meeting or in separate discussions), we have outlined some of the attributes of our team and our processes that we believe enhance the value of our audit service. We recognize that certain of these items are necessary components of a rigorous audit. We welcome your feedback.

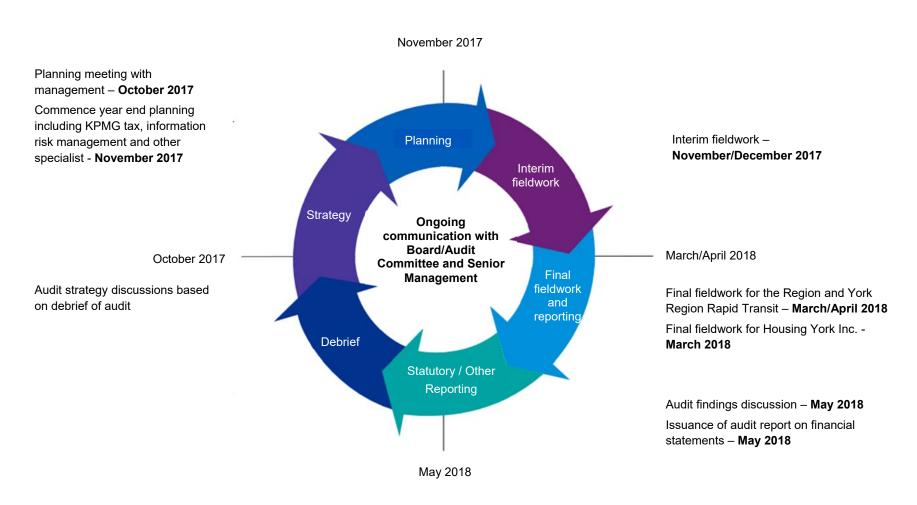
- Extensive industry experience on our audit team as outlined in our team summary, the senior members of our team have extensive experience in audits of other large municipalities. This experience ensures that we are well positioned to identify and discuss observations and insights that are important to you;
- Current development update we have provided tailored information on current developments in PSAB

Audit cycle and timetable

Our key activities during the year are designed to achieve our one principal objective:

To provide a robust audit, efficiently delivered by a high quality team focused on key issues.

Our timeline is in line with prior year.



Appendix 1: Audit quality and risk management

Appendix 2: KPMG's audit approach and methodology

Appendix 3: Required communications

Appendix 4: Data & analytics in audit

Appendix 5: Lean in Audit™

Appendix 6: Audit trends

Appendix 7: New Auditor Reporting

Appendix 8: Current developments

Appendix 1: Audit quality and risk management

KPMG maintains a system of quality control designed to reflect our drive and determination to deliver independent, unbiased advice and opinions, and also meet the requirements of Canadian professional standards.

Quality control is fundamental to our business and is the responsibility of every partner and employee. The following diagram summarises the six key elements of our quality control systems.

Visit our Audit Quality Resources page for more information including access to our audit quality report, Audit quality: Our hands-on process.

- Other controls include:
 - Before the firm issues its audit report, Engagement Quality Control Reviewer reviews the appropriateness of key elements of publicly listed client audits.
 - Technical department and specialist resources provide real-time support to audit teams in the field
- We conduct regular reviews of engagements and partners. Review teams are independent and the work of every audit partner is reviewed at least once every three years.
- We have policies and guidance to ensure that work performed by engagement personnel meets applicable professional standards, regulatory requirements and the firm's standards of quality.



- All KPMG partners and staff are required to act with integrity and objectivity and comply with applicable laws, regulations and professional standards at all times.
- We do not offer services that would impair our independence.
- The processes we employ to help retain and develop people include:
 - Assignment based on skills and experience;
 - Rotation of partners;
 - Performance evaluation:
 - Development and training; and
 - Appropriate supervision and coaching.
- We have policies and procedures for deciding whether to accept or continue a client relationship or to perform a specific engagement for that client.
- Existing audit relationships are reviewed annually and evaluated to identify instances where we should discontinue our professional association with the client.

Appendix 2: KPMG's audit approach and methodology

Technology-enabled audit workflow (eAudIT)

Engagement Setup

- Tailor the eAudIT workflow to your circumstances
- Access global knowledge specific to your industry
- Team selection and timetable

Completion

- Tailor the eAudIT workflow to your circumstances
- Update risk assessment
- Perform completion procedures and overa evaluation of results and financial statements
- Form and issue audit opinion on financial statements
- Obtain written representation from management
- Required Audit Committee communication
- Debrief audit process



Risk Assessment

- Tailor the eAudIT workflow to your circumstances
- Understand your business and financial processes
- Identify significant risks
- Plan the use of KPMG specialists and others including auditor's external experts, management experts, internal auditors, service organizations auditors and component auditors
- Determine audit approach
- Evaluate design and implementation of internal controls (as required or considered necessary)

Testing

- Tailor the eAudIT workflow to your circumstances
- Perform tests of operating effectiveness of internal controls (as required or considered necessary)
- Perform substantive tests

Appendix 3: Required communications

In accordance with professional standards, there are a number of communications that are required during the course of our audit. These include:

- Engagement letter the objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter and any subsequent amendment letters as provided by management.
- Audit planning report as attached
- Required inquiries professional standards require that during the planning
 of our audit we obtain your views on risk of fraud and other matters. We
 make similar inquiries to management as part of our planning process;
 responses to these will assist us in planning our overall audit strategy and
 audit approach accordingly

- **Management representation letter** we will obtain from management certain representations at the completion of the annual audit. In accordance with professional standards, copies of the representation letter will be provided to the Audit Committee
- Audit findings report at the completion of our audit, we will provide a report to the Audit Committee
- Annual independence letter at the completion of our audit, we will
 provide a letter to the Audit Committee
- CPAB Big Four Firm Public Report (November 2016) Please refer to http://www.cpab-ccrc.ca/Documents/Annual%20Reports/CPAB_2016_Big_Four_Inspections
 Report_EN.pdf
- CPAB 2016 Big Four Public Report: Highlights for Audit Committees –
 Please refer to http://www.cpab-ccrc.ca/Documents/Annual
 Reports/CPAB 2016 Big Four Highlights EN.pdf

Appendix 4: Data & analytics in audit

Turning data into value

KPMG continues to make significant investments in our Data & Analytics (D&A) capabilities to help enhance audit quality and provide actionable insight to our clients by unlocking the rich information that businesses hold.

When D&A is applied to the audit, it enables us to test complete data populations and understand the business reasons behind outliers and anomalies. Advancements in D&A tools allow us to analyze data at more granular levels, focusing on higher risk areas of the audit and developing insights you can then leverage to improve compliance, potentially uncover fraud, manage risk and more.

KPMG is enhancing the audit

The combination of our proven industry experience, technical know-how and external data allows us to focus our audit on the key business risks, while providing relevant insights of value to you.

For the audit

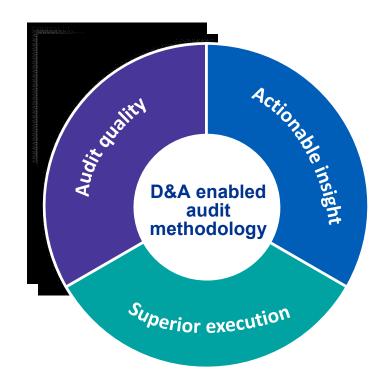
Audit quality

- Automated testing of 100% of the population
- Focuses manual audit effort on key exceptions and identified risk areas

For your business

Actionable insight

- Helping you see your business from a different perspective
- How effectively is your organization using your systems?



Appendix 5: Lean in Audit 1M

An innovative approach leading to enhanced value and quality

Our new innovative audit approach, Lean in Audit, further improves audit value and productivity to help deliver real insight to you. Lean in Audit is process-oriented, directly engaging organizational stakeholders and employing hands-on tools, such as walkthroughs and flowcharts of actual financial processes.

By embedding Lean techniques into our core audit delivery process, our teams are able to enhance their understanding of the business processes and control environment within your organization – allowing us to provide actionable quality and productivity improvement observations.

Any insights gathered through the course of the audit will be available to both engagement teams and yourselves. For example, we may identify control gaps and potential process improvement areas, while companies have the opportunity to apply such insights to streamline processes, inform business decisions, improve compliance, lower costs, increase productivity, strengthen customer service and satisfaction and drive overall performance.

How it works

Lean in Audit employs three key Lean techniques:

1. Lean training

 Provide basic Lean training and equip our teams with a new Lean mindset to improve quality, value and productivity.

2. Interactive workshops

 Perform interactive workshops to conduct walkthroughs of selected financial processes providing end to end transparency and understanding of process and control quality and effectiveness.

3. Insight reporting

 Quick and pragmatic insight report including your team's immediate quick win actions and prioritized opportunities to realize benefit.

Appendix 6: Audit trends

KPMG understands the wide range of challenges and evolving trends that you face as an audit committee of the Region. We also understand that sometimes keeping up with critical issues as they emerge can be difficult.

As your auditors, it is incumbent upon us to provide you with any information that will help you further strengthen corporate governance, enhance your oversight and add greater value within your organization.

As such, KPMG's Audit Committee Institute (ACI) provides information, resources and opportunities for you to share knowledge with your peers. First, you are welcome to attend our Audit Committee Roundtable sessions, which are

held in major cities across the country. In addition, you will also benefit from our monthly article series (<u>Audit Point of View</u>) and quarterly videos (<u>FrontPage Video Series</u>) that focus on the most pressing audit committee agenda items.

More information on all of these can easily be found at www.kpmg.ca/audit.

Our discussions with you, our audit opinion and what KPMG is seeing in the marketplace—both from an audit and industry perspective—indicate the following is specific information that will be of particular interest to the Region. We would, of course, be happy to further discuss this information with you at your convenience.

Thought Leadership	Overview	Links
Cyber Security Risks	With the constant changing cyber threat landscape, companies are changing their risks-protection strategies, identifying core assets and qualifying threats.	FrontPage Video

Appendix 7: New Auditor Reporting

In response to investors demanding more than a binary pass/fail opinion from the auditors' report, the new and revised auditor reporting standards have introduced significant changes to the traditional auditors' report we provide.

In April 2017, the Auditing and Assurance Standards Board (AASB) in Canada approved the new and revised auditor reporting standards as Canadian Auditing Standards (CASs).

What's new?

Highlights of the new auditors' report include:

Change	Applicability
Re-ordering of the auditors' report, including moving opinion to the first section	Listed and non-listed entities
Expanded descriptions of management's, those charged with governance and auditors' responsibilities	Listed and non-listed entities
Disclosure of name of the engagement partner	Listed entities
Description of key audit matters	Applicable only when required by law or regulation or when the auditors is engaged to do so

When are the new requirements effective?

The new and revised standards in Canada will be effective for audits of financial statements for periods ending on or after December 15, 2018 with early application permitted.

Appendix 8: Current developments

The following is a summary of the current developments that are relevant to the Region:

Standard	Summary and implications
PS Introduction	This standard provides the standards to be followed by government partnerships. Government business partnerships (with all public sector partners) are to follow the standards applicable to publicly accountable entities in Part I of the CPA Canada Handbook Accounting. Non-business government partnerships with only government partners can chose either PSA Standards or the standards applicable to publicly accountable entities in Part I of the CPA Canada Handbook Accounting. Government partnerships that have one or more private sector partners should use the standards determined by the partners. This section also requires government organizations that meet the new definition of government components to apply the PSA Standards. This standard is effective for fiscal periods beginning on or after January 1, 2017 (the Region's December 31, 2017 year-end).
PS 3210 Assets	This standard provides a definition of assets and further expands that definition as it relates to control.
	Assets are defined as follows:
	 They embody future economic benefits that involve a capacity, singly or in combination with other assets, to provide goods and services, to provide future cash inflows, or to reduce cash outflows.
	• The public sector entity can control the economic resource and access to the future economic benefits.
	 The transaction or event giving rise to the public sector entity's control has already occurred.
	The standard also includes some disclosure requirements related to economic resources that are not recorded as assets to provide the user with better information about the types of resources available to the public sector entity. This standard is effective for fiscal periods beginning on or after April 1, 2017 (the Region's December 31, 2018 year-end).
PS 3320 Contingent Assets	This standard defines contingent assets. They have two basis characteristics:
	 An existing condition or situation that is unresolved at the financial statement date.
	 An expected future event that will resolve the uncertainty as to whether an asset exists.
	The standard also has specific disclosure requirements for contingent assets when the occurrence of the confirming event is likely.
	This standard is effective for fiscal periods beginning on or after April 1, 2017 (the Region's December 31, 2018 year-end).

Standard	Summary and implications
PS 3380 Contractual Rights	This standard defines contractual rights to future assets and revenue.
	Information about a public sector entity's contractual rights should be disclosed in notes or schedules to the financial statements and should include descriptions about their nature and extent and the timing. The standard also indicates that the exercise of professional judgment would be required when determining contractual rights that would be disclosed. Factors to consider include, but are not limited to:
	(a) contractual rights to revenue that are abnormal in relation to the financial position or usual business operations;
	(b) contractual rights that will govern the level of certain type of revenue for a considerable period into the future.
	This standard is effective for fiscal periods beginning on or after April 1, 2017 (the Region's December 31, 2018 year end.)
PS 2200 Related Party Disclosures	This standard relates to related party disclosures and defines related parties. Related parties could be either an entity or an individual. Related parties exist when one party has the ability to control or has shared control over another party. Individuals that are key management personnel or close family members may also be related parties.
	Disclosure is only required when the transactions or events between related parties occur at a value different from what would have been recorded if they were not related and the transactions could have a material financial impact on the financial statements. Material financial impact would be based on an assessment of the terms and conditions underlying the transaction, the financial materiality of the transaction, the relevance of the information and the need for the information to enable the users to understand the financial statements and make comparisons.
	This standard also specifies the information required to be disclosed including the type of transactions, amounts classified by financial statement category, the basis of measurement, and the amounts of any outstanding items, any contractual obligations and any contingent liabilities. The standard also requires disclosure of related party transactions that have occurred where no amounts has been recognized.
	This standard is effective for fiscal periods beginning on or after April 1, 2017 (the Region's December 31, 2018 year-end).
PS 3420 Inter-entity Transactions	This standard relates to the measurement of related party transactions and includes a decision tree to support the standard.
	Transactions are recorded a carrying amounts with the exception of the following:
	In the normal course of business – use exchange amount
	Fair value consideration – use exchange amount
	• No or nominal amount – provider to use carrying amount; recipient choice of either carrying amount or value fair.

Standard	Summary and implications
	Cost allocation – use exchange amount
	This standard is effective for fiscal periods beginning on or after April 1, 2017 (the Region's December 31, 2018 year-end).
PS 3430 Restructuring Transactions	A restructuring transaction in the public sector differs from an acquisition as they generally include either no or nominal payment. It also differs from a government transfer as the recipient would be required to assume the related program or operating responsibility.
	The standard requires that assets and liabilities are to be measured at their carrying amount. It also prescribes financial statement presentation and disclosure requirements.
	This standard is effective for fiscal periods beginning on or after April 1, 2018 (the Region's December 31, 2019 year-end).
PS 3450 Financial Instruments	A standard has been issued, establishing a standard on accounting for and reporting all types of financial instruments including derivatives. The effective date of this standard has recently been deferred and it is now effective for fiscal periods beginning on or after April 1, 2019 (the Region's December 31, 2020 year-end).
	This standard will require the Region to identify any contracts that have embedded derivatives and recognize these on the consolidated statement of financial position at fair value. Portfolio investments in equity instruments are required to be recorded at fair value. Changes in fair value will be reported in a new financial statement – statement of remeasurement gains and losses. This standard sets out a number of disclosures in the financial statements designed to give the user an understanding of the significance of financial instruments to the Region. These disclosures include classes of financial instruments and qualitative and quantitative risk disclosures describing the nature and extent of risk by type. The risks to be considered include credit, currency, interest rate, liquidity, and market risk.
Revised Standard PS 2601 Foreign Currency Translation	A revised standard has been issued establishing standards on accounting for and reporting transactions that are denominated in a foreign currency.
	The effective date of this standard has been deferred and is effective for fiscal periods beginning on or after April 1, 2019 (The Region's December 31, 2020 year-end). Earlier adoption is permitted. An entity early adopting this standard must also adopt the new financial instruments standard.
	This standard will require exchange gains and losses arising prior to settlement are recognized in a new statement of remeasurement gains and losses.

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