



Corporation of the Township of Augusta

2010 Financial Audit Results

Allan

Chartered Accountant Professional Corporation

Members of the Administration and Finance Committee of the Corporation of the Township of Augusta

Dear Administration and Finance Committee:

We are pleased to present the results of our audit of the financial statements of the Corporation of the Township of Augusta ('the Township').

The audit is designed to express an opinion on the 2010 consolidated financial statements as of December 31, 2010. In accordance with professional standards, we obtained a sufficient understanding of internal control to plan the audit and to determine the nature, timing and extent of tests to be performed. However, we were not engaged to and we did not perform an audit of internal control over financial reporting. We continue to receive the full support and assistance of the Township's personnel in conducting our audit.

This report is intended solely for the information and use of the Administration and Finance Committee, Township Council and management, and is not intended to be and should not be used by anyone other than these specified parties. We disclaim any responsibility to any third party who may rely on it. Further, this report is a by-product of our audit of the 2010 financial statements and indicates matters identified during the course of our audit. Our audit did not necessarily identify all matters that may be of interest to the Administration and Finance Committee in fulfilling its responsibilities.

We encourage the Administration and Finance Committee to review the contents of this report and would be pleased to answer any questions you may have about these or any other related matters.

Yours truly,



Chartered Accountants
Licensed Public Accountants

Perth, Ontario
May 24, 2011.

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Our Client Service Commitment to the Township

Allan Chartered Accountants was established in 1979 and has continually provided a high level of service to our clients. Our practice is a service oriented accounting firm with a highly trained professional staff and clerical support team. Our client base is varied, ranging from municipalities, not-for-profit organizations, health units, proprietorships, partnerships, corporations, and charitable organizations, as well as individuals.

For over 30 years, the practice has been built on traditions of integrity, commitment and knowledge.

Professional services, offered by the firm, are diverse ranging from standard audit and accounting services, strategic consulting, mergers and acquisitions, personal tax and financial planning.

Our vision is to be the best professional services firm for our clients and the communities we work in.

We accomplish this vision through:

- commitment to communication between the client and audit personnel
- commitment to professional development for all personnel
- multiple levels of review of the work completed by audit personnel assigned to the engagement
- objectivity
- fair and transparent fees
- development of the audit process which includes
 - planning and identifying risk
 - developing audit strategy based on risk assessment
 - implementing the audit strategy

Audit Deliverables

Audit Deliverables

Opinions

- ▶ Express an opinion on the consolidated financial statements of The Corporation of the Township of Augusta for the year ended December 31, 2010.
- ▶ Express opinion on financial statement of The Corporation of the Township of Augusta related entities in accordance with municipal requirements.
- ▶ Express opinions on annual financial statements of the Township of Augusta Library Board

Internal Control Communications

- ▶ Issue a written communication to management and the Administration and Finance Committee describing any significant weaknesses in internal control identified during our audit.
- ▶ Issue a management letter that provides our recommendations regarding internal controls and opportunities for improvement or efficiency, based on observations made during the course of our audit. A management letter is attached to this report.
- ▶ Issue a written communication to the Administration and Finance Committee about independence matters in accordance with CICA handbook Section 5751, *Communications with those Having Oversight Responsibility for the Financial Reporting Process*.

Materiality

At the conclusion of the audit, we formulate our opinion on the consolidated financial statements of the Township of Augusta as to their fair presentation in all material respects in accordance with Canadian generally accepted accounting principles.

Our estimation of planning materiality involves professional judgement and necessarily takes into account qualitative as well as quantitative considerations.

We have performed our audit to a materiality level of \$75,000 approximately 1% of budgeted revenues, consistent with prior years.

2010 Audit Strategy

Audit Strategy Considerations

Area	Comments
<p>General Approach to the Audit Using our cumulative knowledge of the client's business, including the results of audit procedures in prior years and the knowledge gained from the current year's procedures that have been completed, we establish a preliminary strategy for placing reliance on controls related to the flows of transactions and / or significant processes.</p>	<p>Significant Accounts All accounts of the Township were determined to be significant based on preliminary materiality determination with the exception of inventory not for resale and prepaid expenses.</p>
<p>For purposes of the audit of the financial statements, our audit scope is developed after considering the inherent and control risks and the effectiveness of the Township's internal controls. A variety of factors are considered when establishing the audit scope including size, specific risks, the volumes and types of transactions processed, changes in the business environment and other factors.</p>	<p>Control Based Testing Allan Chartered Accountants has tested and relied upon controls identified for the accounts payable and expense process to reduce the extent of substantive testing in these areas.</p> <p>Allan Chartered Accountants has also performed control testing over the IT general controls to gain further assurance over system generated reports.</p>
<p>We distinguish between the following strategies:</p> <ul style="list-style-type: none">▶ Identify and evaluate controls (control strategy)▶ Substantive auditing (substantive strategy)	<p>Substantive Based Testing For the remaining significant accounts that have been identified in the planning process, we have taken a substantive approach to perform our audit as we believe that this resulted in a more efficient approach for these accounts based on their nature.</p>

2010 Audit Strategy

Internal Control Reliance

Area of Reliance

Transaction Level Controls

As communicated during our audit planning, Allan Chartered Accountants has leveraged the use of internal controls where they have been determined to be designed and operating effectively for purposes of the financial statement audit.

Findings and Strategy

The execution of our test of control resulted in reliance over the following significant processes for fiscal 2010:

- ▶ Accounts Payable
- ▶ Payroll

IT General Controls

In accordance with our planning strategy for fiscal 2010, Allan Chartered Accountants has reviewed, tested and relied upon IT (systems) general controls over the software application. Our reliance on these general controls provides us with additional assurance over the system generated information and reporting.

Audit Findings

Accounting and Auditing Estimates

Summary

No concerns identified during the audit.

Summary of Audit Differences

During the course of our audit, we accumulate differences between amounts recorded by the Township and amounts that we believe are required to be recorded under generally accepted accounting principles. The following is a summary of those differences we have identified through the date of this report.

Any material differences in financial statement disclosure are included on the summary of audit differences where applicable.

During 2010 there were no material audit differences identified.

Required Communications

Handbook Section 5751 and other professional standards require the auditor to communicate certain matters to the Administration and Finance Committee that may assist the Administration and Finance Committee in overseeing management's financial reporting and disclosure process. We have summarized these communications as they apply to the Township.

Required Communications

Area

Auditors' Responsibilities under Canadian Generally Accepted Auditing Standards (GAAS)

The financial statements are the responsibility of management. Our audit is designed in accordance with Canadian Generally Accepted Auditing Standards to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement.

Comments

Management is responsible for the preparation of the consolidated financial statements, which include responsibilities related to internal control, such as designing and maintaining accounting records, selecting and applying accounting policies safeguarding assets and preventing and detecting fraud and error.

The auditors' responsibility is to express an opinion on the consolidated financial statements based on an audit thereof. An audit is performed to obtain reasonable but not absolute assurance as to whether the consolidated financial statements are free of material misstatement and, owing to the inherent limitations of an audit there is an unavoidable risk that some misstatements of the consolidated financial statements will not be detected (particularly intentional misstatements concealed through collusion) even though the audit is properly planned and performed.

The audit includes:

- ▶ obtaining an understanding of the entity and its environment including internal control in order to plan the audit and to assess the risk that the consolidated financial statements may contain misstatements that, individually or in the aggregate, are material to the consolidated financial statements taken as a whole.
- ▶ examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements;
- ▶ assessing the accounting principles used and their application, and
- ▶ assessing the significant estimates made by management

When the auditors' risk assessment includes an expectation of the operating effectiveness of controls, sufficient appropriate audit evidence has been obtained through tests of controls to support the assessment.

The auditors have expressed an opinion as to whether the consolidated financial statements present fairly in all material respects, in accordance with generally accepted accounting principles, the financial position, results of operations and cash flows of the entity.

Required Communications

Area	Comments
<p>Our Overall Audit Strategy</p> <p>The auditors' communicate with the Administration and Finance Committee aspects of the overall audit strategy:</p> <ul style="list-style-type: none">▶ the general approach to the audit;▶ areas of the consolidated financial statements identified by the auditor, management or the Administration and Finance Committee as having a high risk of material misstatement, and the auditors' response thereto;▶ the materiality and audit risk levels on which the audit is based;▶ the preliminary assessment of internal control, the planned extent of audit work related to internal control and the effect of any control reliance on year end procedures.▶ other specific items likely to be of particular interest to the Administration and Finance Committee, including any extensions of the scope of the audit requested by the Administration and Finance Committee or Management;▶ the effects of new developments in accounting standards, or legislative or regulatory requirements, on the entity's financial reporting;▶ other areas of concern that the Administration and Finance Committee or Management identifies;▶ the relevance of management representations to the audit evidence gathered by the Auditor and the need to obtain certain management representations in writing.	<ul style="list-style-type: none">▶ Refer to the "Audit Strategy" section▶ Refer to the "Materiality" section▶ For purposes of our audit of the consolidated financial statements, our audit scope is developed after considering inherent and control risks and the effectiveness of the Township's internal controls. A variety of factors are considered when establishing individual audit scopes for the Township including size, specific risks, the volume and types of transactions processed, changes in the business environment, internal audit activity, corporate monitoring controls in place, and other factors. We also consider the overall degree of commonality in processes at the Township's locations and the degree of centralization of operations.▶ No other areas of concern have been brought to our attention▶ Refer to our engagement letter

Required Communications

Area	Comments
<p>Major Issues Discussed with Management in Connection with Initial or Recurring Retention</p> <p>We discuss with the Administration and Finance Committee or those charged with governance any major professional issues that were discussed (orally or in writing) with Management in connection with our initial or recurring retention as the Auditor, including, among other matters, any discussions regarding the application of accounting principles and auditing standards.</p>	None
<p>Our Judgements About the Quality of the Township's Accounting Principles</p> <p>We discuss our judgments about the quality, not just the acceptability, of the accounting policies as applied in the Township's financial reporting, including the consistency of the accounting policies and their application and the clarity and completeness of the financial statements and related disclosures.</p>	<p>It is our opinion that the accounting principles selected by Management are reasonable, consistent, and provide reliable and relevant accounting information.</p> <p>We believe the quality of accounting policies disclosed in the financial statements and applied in the financial reporting, including the consistency of their application, and the understandability and completeness of the financial statements complies with Canadian generally accepted accounting principles (GAAP) and Public Sector Accounting.</p>
<p>Consultation with Other Accountants</p> <p>When we are aware that management has consulted with other accountants about auditing or accounting matters, we discuss with the Administration and Finance Committee or those charged with governance our views about significant matters that were the subject of such consultation.</p>	None of which we are aware.

Required Communications

Area	Comments
Disagreements with Management We discuss with the Administration and Finance Committee or those charged with governance any disagreements with management, whether or not satisfactorily resolved, about matters that individually or in the aggregate could be significant to the Township's financial statements or the auditors's report.	No disagreements with management.
Serious Difficulties Encountered in Dealing with Management When Performing the Audit We inform the Administration and Finance Committee or those charged with governance of any significant difficulties encountered in dealing with management related to the performance of the audit.	No serious difficulties encountered.
Non-Trivial Recorded Audit Adjustments We provide the Administration and Finance Committee or those charged with governance with information about recorded adjustments arising from the audit that could in our judgment, either individually or in the aggregate have a significant effect on the Township's financial statements.	None identified.
Unrecorded Audit Differences Considered by Management to be Immaterial We inform the Administration and Finance Committee or those charged with governance about unrecorded audit differences accumulated by us (ie: adjustment either identified by us or brought to our attention by management) during the current audit and pertaining to the latest period presented that were determined by management to be immaterial, both individually and in the aggregate, to the financial statements as a whole.	None identified

Required Communications

Area

The Adoption of, or a Change in an Accounting Principle

We determine that the Administration and Finance Committee or those charged with governance is / are informed about the initial selection of, and any changes in, significant accounting principles or their application when the accounting principle or its application, including alternative methods of applying the accounting principle has a material effect on the financial statements.

Sensitive Accounting Estimates and Disclosures

The preparation of the financial statements requires the use of accounting estimates. Certain estimates and disclosures are particularly sensitive due to their significance to the financial statements and the possibility that future events may differ significantly from management's current judgments.

We determine that the Administration and Finance Committee or those charged with governance is / are informed about management's process for formulating particularly sensitive accounting estimates and about the basis for our conclusions regarding the reasonable of those estimates.

Methods of Accounting for Significant Unusual Transactions for Controversial or Emerging Areas

We determine that the Administration and Finance Committee or those charged with governance is / are informed about the methods used to account for significant unusual transactions and the effects of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance of consensus.

Comments

During 2009, the Township adopted accounting policies related to tangible capital assets in accordance with PS31.50.

During 2010 expenditures were evaluated based on whether they were repairs (expensed) or betterments (capitalized).

Policies may need to be reviewed to set out criteria for the selection of repair or betterment.

The accounting estimates we considered included the allowance for uncollectible accounts. We have provided our views in the section titled "Audit Findings" which included no concerns with the estimates used by management.

We are not aware of any significant unusual transactions recorded by the Township or of any significant accounting policies used by the Township related to controversial or emerging areas for which there is a lack of authoritative guidance.

Required Communications

Area	Comments
<p>Fraud and Illegal Acts We communicate to the Administration and Finance Committee or those charged with governance fraud and illegal acts involving senior management and fraud and illegal acts (whether caused by senior management or other employees) that cause a material misstatement of the financial statements.</p> <p>In addition we discuss fraud involving employees who have significant roles in internal control, questions regarding the honesty and integrity of management, and matters that may cause future financial statements to be materially misstated as well as any misappropriations perpetrated by lower-level employees, based on our understanding with the Administration and Finance Committee regarding the nature and extent of communications with the Administration and Finance Committee about such matters</p>	<p>We are not aware of any matters that require communication. Refer to section "Fraud considerations and the risk of management override".</p>
<p>Significant Weaknesses in Internal Control We communicate all significant weaknesses in internal control that may have been identified during the course of our audit.</p>	<p>No significant weaknesses were identified, however, we have identified certain improvements in our management letter.</p>
<p>A Summary of the Audit Approach After developing the overall audit strategy, we communicate with the Administration and Finance Committee aspects of the overall audit strategy that we believe would be helpful to you in discharging your responsibilities.</p>	<p>Refer to section "Audit Strategy".</p>

Required Communications

Area	Comments
<p>Independence We communicate, at least annually, the following to the Administration and Finance Committee or those charged with governance:</p> <ul style="list-style-type: none">▶ Describe, in writing, all relationships between Allan Chartered Accountant Professional Corporation and our associated entities and the Township and its affiliates or persons in financial reporting oversight roles at the Township that may reasonably be thought to bear on our independence.▶ Discuss with the Administration and Finance Committee the potential effects of those relationships on independence, and▶ Affirm, in writing, that we are independent in compliance with Rules of Professional Conduct / Code of Ethics of the Institute of Chartered Accountants of Ontario.	Refer to Appendix A
<p>Related Party Transactions Related party transaction identified by the auditor that are not in the normal course of operations and that involve significant judgments made by management concerning measurement or disclosure must be disclosed to the Administration and Finance Committee.</p>	All related party transactions known to us, are disclosed in the financial statements.
<p>Matters Relating to Component Entities of the Township When the financial statements of a Township (primary entity) include financial information from financial statements of a component entity (a subsidiary investee (other than a portfolio investment) or joint venture; or an entity whose financial information from financial statements is included with those of the primary entity), the auditor communicates with the Administration and Finance Committee those matters relating to the component entities that in the auditors' judgment are of significance in the context of the primary entity (for example, weaknesses in systems of internal control that have resulted, or could result, in material errors in the primary entity's consolidated financial statements).</p>	None of which we are aware.

Fraud Considerations and the Risk of Management Override

We are responsible for planning and performing the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether caused by error or by fraud (CICA 5135, *The Auditor's Responsibility To Consider Fraud*).

Our audit procedures will encompass the requirements of CICA 5135: brainstorming, gathering information to facilitate the identification of and response to fraud risks and performing mandatory procedures to address the risk of management override (including examining journal entries, reviewing accounting estimates and evaluating the business rationale of significant unusual transactions).

We evaluate the risk of management override using the fraud triangle and consider the actions management has taken to respond to those risks.

We consider, among other things:

- ▶ Code of conduct / ethics
- ▶ Effective and independent oversight by Administration and Finance Committee
- ▶ Process for dealing with whistle-blower allegations
- ▶ Adequacy of internal audit oversight of activity
- ▶ Entity's risk assessment processes

Role and oversight responsibilities of the Administration and Finance Committee:

- ▶ Management's assessment of the risks of fraud
- ▶ Programs and controls to mitigate the risk of fraud
- ▶ Process for monitoring multiple locations for fraud
- ▶ Management communication to employees on its views on business practices and ethical behaviour.

Appendix A ▶ Independence Letter

May 24, 2011

Members of the Administration and Finance Committee
Corporation of the Township of Augusta

Dear Members of the Administration and Finance Committee:

We have been engaged to audit the financial statements of the Township of Augusta for the year ended December 31, 2010.

Pursuant to Canadian generally accepted auditing standards, we communicate at least annually with you regarding all relationships between Allan Chartered Accountant Professional Corporation and its related entities that, in our professional judgment, may reasonably be thought to bear on our independence. We have prepared the following comments to facilitate our discussion with you regarding independence matters.

We are not aware of any relationships between Allan Chartered Accountant Professional Corporation and the Township that, in our professional judgement, may reasonably be thought to bear on our independence, since the engagement letter dated

Canadian generally accepted auditing standards require that we confirm our independence to the Administration and Finance Committee in the context of the Rules of Professional Conduct of the Institute of Chartered Accountants of Ontario. Accordingly, we hereby confirm that we are independent with respect to the Township within the meaning of the Rules of Professional Conduct of the Institute of Chartered Accountants of Ontario as of the date of this letter.

This report is intended solely for the use of the Administration and Finance Committee and Management, and others within the Township and should not be used for any other purposes.

Yours truly,



Chartered Accountants
Licensed Public Accountants

Allan

Chartered Accountant Professional Corporation

June 3rd, 2011

Councillor Bill Pakeman
Chair Administration and Finance Committee
The Corporation of the Township of Augusta
3560 County Road 26, R. R. #2
Prescott, ON, KOE 1T0

Dear Committee Members:

We would like to thank Mr. Richard Bennett and the employees of the accounting and administration departments of the Township for their assistance during the performance of the audit performed in respect of the Township's December 31st, 2010 year end financial statements.

The release of updated auditing standards from the Canadian Institute of Chartered Accountants in 2006 has introduced major new and revised standards. The new approach focuses much more on understanding sources of business risk, fraud risk, entity governance policies and management's overall decision making processes, rather than simply focussing on the financial statements. This has caused major changes in the planning and execution of audits. The new standards require the auditor to obtain an understanding of the internal control designed and implemented by management to prevent and detect fraud and error.

Accordingly, we have conducted a comprehensive review with regards to assessing internal controls. In the past, we have commented on material deficiencies we felt should be addressed. The new audit standards require we report on any areas where we see an opportunity to consider enhanced internal controls. The feasibility of the enhancement of internal controls rests with management.

The procedures performed during the course of the audit included documenting any changes from the previous year end in the Township's system of internal controls.

During the course of the audit we identified matters that may be of interest to management. The objective of an audit is to obtain reasonable assurance whether the financial statements are free of material misstatement. It is not designed for the purpose of identifying matters to communicate. Accordingly an audit would not usually identify all such matters that may be of interest to management and it is inappropriate to conclude that no such matters exist.

The purpose of adequate controls is to ensure, as far as practical, the orderly and efficient conduct of the Township's business, including the discharge of statutory responsibilities, for example safeguarding of

assets, prevention and detection of fraud and error, reliability of accounting records and timely preparation of financial information.

Audit Findings

During the course of the audit we noted the following points:

Cash Receipts

We remain concerned there may not be appropriate segregation of duties in respect of the cash receipts received at the front counter of the Township office. Currently the same employee collects payments and also has access to the accounts receivable subledger. We understand that there is currently a system in place which tracks the dog tag receipts, the building permit receipts and the general receipts whereby pre-numbered receipts are issued for cash payment received. We would recommend a process be put into place in respect of the tax account payments received. While we understand that the small staff compliment at the Township office can make it difficult to ensure appropriate segregation of duties are maintained, a process such as issuing a pre-numbered receipt for each payment received can assist in creating a compensating control for the lack of segregation of duties.

Code of Conduct

As commented on in previous letters to you, there still does not appear to be a written Township code of conduct. We would recommend that such a policy be developed in order to address such issues as Township resources being used for personal gain. If there is no documented policy with which to hold an employee accountable to, then the Township will have nothing to rely on in the case where an employee is conducting themselves in an inappropriate fashion while working for the Township.

Staff Performance Reviews

While performing our payroll testing procedures, we noted that only one employee file contained evidence that an annual performance review had been performed. As a result, we were unable to verify wage rates for certain employees as documentation was not available in the file. We suggest that a process be put into place to ensure employee performance reviews are performed in accordance with the policy of the Township. Evidence of the meeting and review should be signed by both the supervisor and employee, and placed in the employee file for future reference. The paperwork included in the employee file should include authorization of pay rates and increases when they occur.

Development Charges

We noted that the Township does not collect development charge fees from developers within the Township. The Township may wish to consider having a development charge study completed such that fees could be levied by the Township in respect of new development within the Township.

If you have any questions on the above noted items, please do not hesitate to contact us.

Yours truly,



Howard A. Allan, FCA



Serena Fortin, CA

cc: Richard Bennett
SF/dkp