

# UNAPPROVED AGENDA

## Regular Council Meeting – Rural Municipality of North Shore

6:30 pm Wednesday January 22, 2025

North Shore Community Centre

### 1 CALL TO ORDER

### 2 APPROVAL OF THE AGENDA

2.1 Disclosure of Pecuniary (Financial) or other Conflicts of Interest

### 3 APPROVAL OF THE MINUTES

3.1 Regular council meeting on December 18, 2024

3.2 Business arising from the minutes.

### 4 Delegations, Speakers, and Public Input

### 5 REPORTS

5.1 CAO Report

5.2 Finance and Infrastructure Report

5.3 Planning Board and Development Permit Report

5.4 Emergency Measures Organization Report

5.5 Wellness Committee Report

5.6 Water, Bays & Environment Report

5.7 Stanhope Potable water update

(Approval of Reports)

### 6 NEW BUSINESS

6.1 RFD-2025-001 – Appointing a Development Officer

6.2 RFD-2025-oo2 – Selecting a New Auditor for Annual Financial Statements

### 7 IN CAMERA SESSION: MGA - 119. Closed meetings

*Despite subsection 118(1), a council or council committee may, by resolution, close all or part of a meeting to the public, either in advance or at the meeting, where the matter to be discussed is, in relation to any of the following, confidential:*

*(d) human resource matters, including labour relations or employee negotiations;*

*(e) a matter still under consideration, on which the council has not yet publicly announced a decision, and about which discussion in public would likely prejudice a municipality's ability to carry out its negotiations.*

*(f) The review of legal advice;*

### 8 NEXT MEETING Regular council meeting on February 19, 2025 6:30pm North Shore Community Centre

### 9 ADJOURNMENT

# UNAPPROVED MINUTES

## *Regular Council Meeting*

### *December 18, 2024 @ 6:30 pm*

### *North Shore Community Centre*

**PRESENT:**

Chair Deputy Mayor MacKinnon, Councillor McLaine, Councillor Cook, Councillor Doyle, Councillor Paquet, and CAO – Don Roper

Absent: Mayor Watts and Councillor MacDonald

Public: 5 present

**1 Call to Order**

6:30 by Chair Deputy Mayor MacKinnon.

**2 Approval of the agenda**

An addition to agenda 6.3 for RFD 2024-035 Application for a Liquor License, extending hours at Blackbush Hotel

**It was duly moved and seconded to approve the agenda with addition of 6.3.**

*Moved by Councillor Paquet, seconded by Councillor Doyle.*

*All in Favor*

*MOTION CARRIED*

*2024-12-168*

**2.1 Disclosure of Pecuniary or other Conflicts of Interest**

None.

**3 Approval of the minutes**

**3.1 Regular council meeting on November 13, 2024**

**It was duly moved and seconded to approve the minutes from the November 13, 2024 meeting as presented.**

*Moved by Councillor Paquet, seconded by Councillor Cook.*

*All in Favor*

*MOTION CARRIED*

*2024-12-169*

**3.2 Special Council meeting on November 26, 2024**

**It was duly moved and seconded to approve the minutes from the November 26, 2024 meeting as presented.**

*Moved by Councillor Paquet and seconded by Councillor Doyle*

*All in Favor*

*MOTION CARRIED*

*2024-12-170*

**3.3 Business Arising from the Minutes**

- Discussed the number of applications received for the job posting of Development Officer.
- Former CAO – acting as interim development officer for a short time.

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- Hoping to have the new Development Officer in place early January 2025.

#### **4 Delegations, Speakers, and Public Input**

None

#### **5 Reports**

##### **5.1 CAO Report**

- Roof will be covered by insurance and job will be started first of January 2025.
- Septic system at Stanhope Place was replaced under a grant.
- Heat Pumps installed and working well at Stanhope Place.
- Washer/ Dryer and freezer were delivered for EMO upgrade
- Rink upgrade with new pavement, paint, and the boards were all installed. The lights will be repaired in the coming days.
- Quote for netting and aluminum posts at Grand Tracadie rink as backstop coming in and will be installed in January 2025.
- Gazebo and Promenade 2025
- IT upgrade working on it.
- RGI Grant was approved.
- Insurance settlement was approved. Already received \$80,000. , \$85,000. coming.

##### **5.2 Finance and Infrastructure Report**

- No meeting in December 2024.

##### **5.3 Planning Board and Development Permit Report**

- Permits were handed out
- Movement with complex files

##### **5.4 Emergency Measures Organization Report**

- No meeting in December 2024.
- Washer/ dryer and freezer were received for EMO center to make a better center.
- Thursday, December 12, 2024, Don Roper and Derek Cook attended a meeting at Rustico Lions Club hosted by Parks Canada on forest fires. This was very informative.

##### **5.5 Wellness Committee Report**

- The new committee met in November and introductions were had around the table.
- Next meeting is scheduled for January 22,2025 to complete Terms of Reference regarding the job position. Feels this is a full time position.
- There hoping to accomplish brining the community together.

(Approval of Reports)

**It was duly moved and seconded to approve the reports.**

*Moved by Councillor McLaine and seconded by Councillor Cook  
All in Favor*

MOTION CARRIED.  
2024-12-171

## **6 New business**

### **6.1 RFD 2024-032 Fees Bylaw, Schedule A – Amend to include HST.**

It was duly moved and seconded to be it resolved that Schedule A of the Bylaw 2019-03 A Bylaw for Fees for Various Municipal Services be replaced with the attached updated version.

*Moved by Councillor Cook, seconded by Councillor Doyle.*  
*All in Favor*  
MOTION CARRIED  
2024-12-172

### **6.2 Set schedule of meetings for 2025**

- The council agreed to third Wednesday of each month throughout 2025 to meet for regular council.

### **6.3 RFD-2024-035 Application for a Liquor License, extending hours at Blackbush Hotel**

It was duly moved and seconded to support application for a liquor license, extended hours at Blackbush Hotel.

*Moved by Councillor Cook and seconded by Councillor McLaine*  
*All in Favor*  
MOTION CARRIED  
2024-12-173

## **7 IN CAMERA SESSION: MGA-119. CLOSED MEETINGS.**

*Despite subsection 118(1), a council or council committee may, by resolution, close all or part of a meeting to the public, either in advance or at the meeting, where the matter to be discussed is, in relation to any of the following, confidential:*

- (d) human resource matters, including labour relations or employee negotiations;*
- (f) The review of legal advice;*

## **8 Closed Meeting for In Camera Session: MGA-119.**

It was duly moved and seconded to close the meeting at 6:55pm for in camera session.

*Moved by Councillor Doyle and seconded by Councillor Paquet*  
*All in Favor*  
MOTION CARRIED  
2024-12-174

## **9 Closed In Camera session at 7:12 pm.**

It was duly moved and seconded to close the In Camera Session at 7:12 pm.

*Moved by Councillor Paquet and seconded by Councillor Cook*  
*All in favor*  
MOTION CARRIED  
2024-12-175

## **10 Reopen the meeting at 7:13 pm**

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**It was duly moved and seconded to reopen the meeting at 7:13pm.**

*Moved by Councillor Cook and seconded by Councillor McLaine  
All in favor  
MOTION CARRIED  
2024-12-176*

**11 Next meeting for Regular Council meeting on January 22, 2025@ 6:30pm North Shore Community Center.**

**12 Adjournment**

**It was duly moved and seconded to adjourn at 7:15 pm.**

*Moved by Councillor Cook and seconded by Councillor Doyle  
All in Favor  
MOTION CARRIED  
2024-12-177*

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SIGNED: Nancy MacKinnon, Chair

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DATE:

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SIGNED: Don Roper, Interim CAO

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DATE:

# CAO REPORT for 2025-01-22 Council Meeting

Sarah/Marie/Rhonda/Andrew.:

**Planning/Development:** Working limited hours as Development Officer. Backlog now capped. Admin assistant doing visits with Enforcement Officer (every 2 weeks). Planner backlog continues.

**Admin:** Office assistant doing reception, Rec, facilities management (NOT process improvement/strategic planning) She advised she's leaving Feb 28

**Rec/Events/Wellness:** Awaiting a TOR from Wellness committee, to hire a Rec/Events person.

**Facilities & maintenance:** Maintenance person now onsite; capital projects were paused. Now re-addressing

**Finance:** Municipal Affairs contribution contract in process. CRA online issues. MCEG claim in progress.

Don:

Spent 4 days with Sarah in early December- not really enough time to transition. Hired a Development Officer, P/T; Hired a Maintenance person. Need to post jobs for Recreation and Events Coordinator; Maintenance worker(s); Permanent CAO.

## Capital and Maintenance Projects

Project	Latest Updates. <i>STATUS COLOR KEY:</i> <span style="background-color: #90EE90;">ALMOST DONE</span> <span style="background-color: #FFFF00;">IN PROGRESS</span> <span style="background-color: #FF0000;">TO DO</span> <span style="background-color: #D3D3D3;">ON PAUSE</span>
<span style="color: red;">●</span> NSCC Roof	<ul style="list-style-type: none"> <li>Complete replacement approved and scheduled. Insurance to pay. TBC by Jan27</li> </ul>
<span style="color: green;">●</span> SP Septic	<ul style="list-style-type: none"> <li>Thompson's installed new tank. Eligible for RGI funds.</li> </ul>
<span style="color: green;">●</span> NSCC out building	<ul style="list-style-type: none"> <li>Next up: add electricity and shelves for more functionality</li> </ul>
<span style="color: yellow;">●</span> SP heat pumps	<ul style="list-style-type: none"> <li>200amp upgrade completed; third pump hooked up after upgrade. Need Generac and Generator to be complete. Need to recheck potential mould issue</li> </ul>
<span style="color: yellow;">●</span> GT Roof	<ul style="list-style-type: none"> <li>Exterior work complete. Interior repairs to be done soon.</li> </ul>
<span style="color: red;">●</span> NSCC sink	<ul style="list-style-type: none"> <li>Replaced leaking faucet; Now to look at damaged counter tops in commercial kitchen</li> </ul>
<span style="color: yellow;">●</span> EMO centre items	<ul style="list-style-type: none"> <li>In progress: stage storage &amp; cots. To buy: cribs, change stations, provisions, etc.</li> </ul>
<span style="color: red;">●</span> GT Park	<ul style="list-style-type: none"> <li>Upgrade swing area retaining wall, add gravel. DEFER to 2025.</li> </ul>
<span style="color: green;">●</span> GT rink upgrade	<ul style="list-style-type: none"> <li>Boards installed; Lights upgraded; New backstops nearing completion; Dressing rooms painted; Convection Heater installed</li> </ul>
<span style="color: yellow;">●</span> NSCC new rink	<ul style="list-style-type: none"> <li>Planning in progress, tender package to be written Feb/March 2025</li> </ul>
<span style="color: yellow;">●</span> GT Gazebo	<ul style="list-style-type: none"> <li>Done: new roof &amp; steps. Primed. Needs coat of paint spring 2025.</li> </ul>
<span style="color: yellow;">●</span> Promenade	<ul style="list-style-type: none"> <li>All stairs built. Last stairs need installation adjustments in spring 2025.</li> </ul>
<span style="color: yellow;">●</span> NSCC garage	<ul style="list-style-type: none"> <li>Water line to garage to clean and repair sports equipment NSCC/ Reorg in process</li> </ul>
<span style="color: green;">●</span> IT upgrades	<ul style="list-style-type: none"> <li>Do all council members have access to email yet?</li> </ul>
*If there is funding money left:	<ul style="list-style-type: none"> <li>New garbage bins. Pressure washer. Nail drag for sports fields</li> <li>Upgrade lights throughout GT building</li> <li>New laptops for maintenance employees to track repair projects</li> <li>Paint washrooms, lobby, hall, and kitchen at NSCC (the public spaces)</li> </ul>
Promenade	<ul style="list-style-type: none"> <li>Assessed during heavy rains. Need grant funding to address one of the likely root causes of erosion. Wrote Minister</li> </ul>
Signs	<ul style="list-style-type: none"> <li>Grand Tracadie sign &gt; consult Dept Transportation on safe location to install.</li> </ul>

Space allocation project	<ul style="list-style-type: none"><li>• Quotes for key fob system at Stanhope place</li></ul>
SCC washroom upgrades	<ul style="list-style-type: none"><li>• Project on hold until septic system capacity addressed.</li></ul>
Stanhope gazebo	<ul style="list-style-type: none"><li>• replace or major repairs</li></ul>

Municipality of North Shore  
Comparative Income Statement

	Actual 2024-04-01 to 2024-12-31	Budget 2024-04-01 to 2025-03-31
<b>REVENUE</b>		
<b>Revenue</b>		
Fire Dues	225,392.40	300,500.00
<b>Fire Dept</b>	<u>225,392.40</u>	<u>300,500.00</u>
<b>General Government</b>		
Prov of PEI- Property tax (was4010)	296,883.00	379,147.00
Wage Grants - provincial (was4150)	19,907.30	4,700.00
ProvProperty Tax Grant-NSCC_was4700	0.00	7,120.00
subtotal PROVINCIAL general revenue	<u>316,790.30</u>	<u>390,967.00</u>
Provincial Grant (was 4230)	86,537.00	0.00
Provincial - project revenue	<u>86,537.00</u>	<u>0.00</u>
Interest Income (was 4200)	0.00	250.00
Donations (was 4210)	25.00	0.00
Miscellaneous Income (was4250)	38,115.18	250.00
Subtotal - Other revenue sources	<u>38,140.18</u>	<u>500.00</u>
<b>TOTAL - General Government</b>	<u>441,467.48</u>	<u>391,467.00</u>
<b>Development &amp; Planning</b>		
Official Plan - grant (was4035)	33,075.00	0.00
Development Permits WAS 4100	26,928.05	25,000.00
Fines & penalty fees	1,175.00	1,500.00
Planning & Development-Province	0.00	31,320.00
<b>TOTAL - Development income</b>	<u>61,178.05</u>	<u>57,820.00</u>
<b>Recreation &amp; Events</b>		
IncomeCommunityActivityNSCC_was4610	0.00	3,500.00
Special Event Grants (CD Rem.D,ect)	3,695.00	3,000.00
Project Grants	0.00	5,000.00
Income - Bar - NSCC	15,741.78	14,000.00
<b>TOTAL - Recreation</b>	<u>19,436.78</u>	<u>25,500.00</u>
<b>North Shore Community Centre (NSCC)</b>		
Income - Rentals - NSCC (was4620)	30,043.20	38,500.00
Other Income - NSCC (was4690)	925.00	500.00
Wage grant - NSCC maintenance proje	0.00	4,700.00
<b>TOTAL NSCC</b>	<u>30,968.20</u>	<u>43,700.00</u>
<b>Stanhope Place revenue</b>		
Rental Income - Stanhope (was4740)	1,799.50	5,700.00
<b>TOTAL Stanhope Place</b>	<u>1,799.50</u>	<u>5,700.00</u>
<b>Grand Tracadie Revenue</b>		
Rental income - Grand Tracadie	14,393.32	18,000.00
<b>Grand Tracadie Revenue</b>	<u>14,393.32</u>	<u>18,000.00</u>
<b>Extraordinary Income</b>		
Insurance Claim Proceeds	87,796.64	26,366.00
<b>Extraordinary Income Total</b>	<u>87,796.64</u>	<u>26,366.00</u>
<b>Transfers FROM reserves &gt;operations</b>		
Pleasant Grove Reserve (was4900)	0.00	74,457.00
<b>Total transfers FROM reserves</b>	<u>0.00</u>	<u>74,457.00</u>
<b>Government transfers for Capital</b>		
MCEG Funding (was 4056)	0.00	16,100.00
<b>Total Transfer Revenue</b>	<u>0.00</u>	<u>16,100.00</u>
<b>TOTAL REVENUE</b>	<u>882,432.37</u>	<u>959,610.00</u>



Municipality of North Shore  
Comparative Income Statement

	Actual 2024-04-01 to 2024-12-31	Budget 2024-04-01 to 2025-03-31
<b>EXPENSE</b>		
<b>North Shore Fire Company</b>		
North Shore Fire Company	225,392.40	300,500.00
<b>Total North Shore Fire Company</b>	<u>225,392.40</u>	<u>300,500.00</u>
<b>EMO expense</b>		
Emergency Measures Org Expenses	981.88	500.00
<b>Total EMO</b>	<u>981.88</u>	<u>500.00</u>
<b>General Government</b>		
Telephone	2,410.80	0.00
Bookkeeping	31,954.76	16,500.00
Wages, General Gov (was 5300)	93,131.75	175,541.00
CPP expense (was 5310)	9,923.37	0.00
EI Expense (was 5320)	4,209.74	0.00
Workers Comp (was 5325)	907.50	0.00
Health Insurance Benefits (was5330)	1,581.89	6,000.00
General Government Wages & Levies	<u>109,754.25</u>	<u>181,541.00</u>
Mileage - Staff (was 5360)	1,099.99	2,000.00
Conference Registrations (was 5690)	198.00	0.00
Staff Training (was 5910)	713.63	2,000.00
<b>SUBTOTAL HR - General Government</b>	<u>2,011.62</u>	<u>4,000.00</u>
Honorariums (was 5501)	14,037.39	20,750.00
FederationOfMunicipalities_was5550	5,123.25	6,000.00
Election Expenses (was 5560)	2,111.88	2,500.00
Mileage - Council (was 5355)	0.00	500.00
Public Meetings (was 5221)	0.00	2,000.00
<b>SubTotal council</b>	<u>21,272.52</u>	<u>31,750.00</u>
Do Not Use CPP expense	-94.20	0.00
Professional fee, finance (was5825)	5,005.00	10,000.00
Professional fees - general gov	21,169.93	6,000.00
Legal Expenses-General (was 5685)	10,906.88	17,500.00
Advertising - Human Resources	741.40	0.00
Advertising (was 5220)	0.00	600.00
Insurance (was 5650)	22,025.97	26,000.00
Web Administration (was 5662)	1,280.49	2,500.00
Licenses & Dues (was 5680)	65.00	0.00
Office and miscellaneous (was5675)	6,285.60	10,000.00
Equipment Lease (was 5915)	1,263.53	1,500.00
X Mileage - Staff > 5250	124.61	0.00
Interest&BankServiceCharge_was5810	2,074.58	850.00
CRA Penalties & Interest	128.78	0.00
<b>Subtotal general operations</b>	<u>70,977.57</u>	<u>74,950.00</u>
Extraordinary: Disaster recovery	8,954.27	26,366.00
<b>Extraordinary - all</b>	<u>8,954.27</u>	<u>26,366.00</u>
Community Fridge Expenses_was 5489	2,540.00	0.00
Grants (was 5930)	320.00	0.00
Donations (was 5225)	0.00	9,300.00
<b>SUBTOTAL GRANTS</b>	<u>2,860.00</u>	<u>9,300.00</u>
<b>TOTAL General Government</b>	<u>250,195.79</u>	<u>344,407.00</u>
<b>PLANNING AND DEVELOPMENT</b>		
Wages - Development & Enforcement	67,224.55	60,000.00
WageRecoveryDevelop.Officer_was5340	-11,269.96	-20,218.00
<b>Subtotal NETcost of Develop. wages</b>	<u>55,954.59</u>	<u>39,782.00</u>
Mileage - Development (was 5350)	943.37	1,800.00
PlanningOffice/BldgPermAdmn_was5400	412.50	0.00
Planning Consultant (was 5525)	2,543.75	17,000.00
Development Expenses&Advert_was5422	334.00	400.00
Planning Committee Costs	0.00	500.00

**Municipality of North Shore  
Comparative Income Statement**

	Actual 2024-04-01 to 2024-12-31	Budget 2024-04-01 to 2025-03-31
Develop Expenses & Ad_non-billable	243.98	0.00
Legal Expense Develop issue_was5686	48,810.75	25,000.00
Other Planning Expenses	0.00	100.00
<b>TOTAL Planning and Development</b>	<u>109,242.94</u>	<u>84,582.00</u>
<b>Recreation, Events, Culture</b>		
Wages - Recreation, events, special	24,049.43	54,000.00
Casual Labor, events (was 5230)	795.98	0.00
Bar Purchases, Alcohol (was 5475)	4,533.28	3,000.00
Bar Supplies, Consumables (was 5480)	1,374.81	2,500.00
Bar Expenses, Lic.& Fees (was 5485)	250.00	500.00
Private event, other costs	610.00	0.00
Special Events, public (was 5495)	8,523.85	0.00
Electricity for Rec Facilities	850.04	1,100.00
Community Activity Supply (was5500)	573.44	17,000.00
Activitiy Supply- Rec Equip_was5916	273.79	0.00
GrandTrac. Rink Maintenance_was5756	161.89	0.00
Rec. Lic. & Dues	121.00	0.00
Grants for field rentals (was 5581)	0.00	1,500.00
<b>Total Recreation</b>	<u>42,117.51</u>	<u>79,600.00</u>
<b>North Shore Community Centre (NSCC)</b>		
Wages - NSCC	5,871.25	27,353.00
Contract worker payments - NSCC	13,272.00	6,000.00
Electricity-NSCC (was 5710)	9,505.52	11,000.00
Heating Oil & Propane-NSCC_was5700	3,349.89	8,000.00
Snow Removal-NSCC (was 5755)	6,476.80	5,000.00
Garbage-NSCC (was 5765)	2,513.63	0.00
Repairs & Maintenance-NSCC_was5750	28,415.77	32,500.00
<b>NSCC TOTAL (was 5100)</b>	<u>69,404.86</u>	<u>89,853.00</u>
<b>STANHOPE PLACE</b>		
Wages - SP	1,502.25	8,206.00
Contract worker payments - SP	1,055.70	3,000.00
Electricity - SP	2,287.09	5,500.00
Telephone & Internet - SP	0.00	1,200.00
Heating Oil & Propane - SP	19.99	500.00
Snow Removal - SP	3,382.50	2,500.00
Repairs & Maintenance - SP was 5900	3,701.18	3,500.00
<b>SP * TOTAL **</b>	<u>11,948.71</u>	<u>24,406.00</u>
<b>Grand Tracadie Exp.</b>		
Wages - Grand Tracadie	576.00	8,206.00
Contract worker payments - GT	2,882.10	1,000.00
Electricity - GT	3,617.60	1.00
Telephone & Internet - GT	534.36	1.00
Heating Oil & Propane - GT	686.51	1.00
Snow Removal - GT	0.00	2,250.00
Garbage - GT	2,541.46	1.00
Repairs & Maintenance - GT	17,416.56	5,000.00
<b>Grand Tracadie Exp</b>	<u>28,254.59</u>	<u>16,460.00</u>
<b>Maintenance: General, Other asset</b>		
Maintenance-ContrctHandyman_was5745	2,107.20	5,000.00
Promenade Electricity	207.11	0.00
Property Tax (was 5676)	2,143.44	9,300.00
Mileage - maintenance (was5362)	2,427.37	1,000.00
X Repairs & Maintenance >5616	396.60	0.00
Supplies	5,086.94	0.00
<b>TOTAL expense Other assets</b>	<u>12,368.66</u>	<u>15,300.00</u>
<b>TOTAL EXPENSE</b>	<u>749,907.34</u>	<u>955,608.00</u>

Rural Municipality of North Shore  
Comparative Income Statement

Actual  
2024-04-01 to  
2024-12-31

Budget  
2024-04-01 to  
2025-03-31

NET INCOME

132,525.03

4,002.00

**December 2024 DEVELOPMENT PERMITS REPORT  
THE RURAL MUNICIPALITY OF NORTH SHORE**

<b>Property Number</b>	<b>Property Address</b>	<b>Permit Number</b>	<b>Date Issued</b> <small>(yyyy-mm-dd)</small>	<b>Applicant Name, Address, Contact number</b>	<b>Description of Work</b>
136093	3090 Bayshore Rd9 formerly 13 Tymewood Ln), Stanhope	RMNS-24-052	2024-12-13	Mark O'Shea	Moving structure off property
528125 & 509307	3445 Bayshore Rd, Rte 25	RMNS-24-053	2024-12-19	100580 PEI Inc	Demolition o building

**Rural Municipality of North Shore**  
**REQUEST FOR DECISION**

<b>Request No:</b> RFD-2025-001 <i>(Office Use Only)</i>
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<b>Date:</b> 2025-01-22	<b>Topic:</b> Appointing a Development Officer
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<b>Person:</b> Don Roper, Interim CAO	<b>Representing:</b>
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**Background:**  
 In September 2024, the former CAO was appointed by Council as Development Officer on an interim basis; A search for a permanent solution was undertaken at that time.

**Request:**  
**Whereas** Section 1.6(1) of the *Land Use Bylaw* provides: “Council shall appoint a Development Officer(s) whose duties shall be as provided in this Bylaw.”

**And Whereas** the interim Development Officer has given notice that she will be moving on shortly, the Interim CAO has interviewed candidates and selected a suitable candidate to fulfill the position of Development Officer on a permanent part time basis, which is the prescribed need of the municipality at the present time.

**BE IT RESOLVED** that

- Danny Cusack be hereby appointed as a Part Time Development Officer, starting immediately.
- the appointment of the Chief Administrative Officer as Development Officer will cease. A reasonable overlap period will be used to acquaint the new employee.

Advantages	Disadvantages
An Experienced Development Officer with area familiarity	None

*(Office Use Only)*

<b>Required Resources</b>	
<b>Staff Comments</b>	
<b>CAO’s Review / Comments</b>	

**Rural Municipality of North Shore**  
**REQUEST FOR DECISION**

**Request No:**  
 RFD-2025-002  
*(Office Use Only)*

<b>Date:</b> 2025-01-22	<b>Topic:</b> Selection of an Audit Firm for the 2025, 2026, 2027 Audited Financial Statements for the Municipality
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<b>Person:</b> Don Roper, Interim CAO	<b>Representing:</b>
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Background: In December 2024, the CAO received an email from the current accountant, ABCE, indicating a price increase for audit services for Fiscal 2025. The increase represented a 25% increase yr over yr. Believing that to be an excessive increase, the interim CAO made enquires to other firms; As a result of these enquires, the interim CAO opted to go to tender for audit services. 4 firms, including the incumbent, were offered to tender. All 4 submitted pricing. Tender closed January 17. Packages and pricing were reviewed.  
 MRSB \$ 8,750.; ABCE \$12,500.; MNP \$15,750.; KOS \$16,650.;

Both MNP and KOS admitted limited experience with Municipalities, and both indicated some trepidation about taking on the account.

Request: With the lowest Tender price, and a firm currently responsible for over 50% of the municipalities in PEI, the firm of MRSB, represented by Michele Burge, is recommended to replace ABCE for a 3 year period, which is reviewable each year with notice.

<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>- Quality Firm with vast Municipal Experience</li> <li>- Significant cost savings to Municipality</li> <li>- Bookkeeper connection to MRSB makes transition easier</li> </ul>	None

<b>Required Resources</b>	<b>None.</b>
<b>Staff Comments</b>	
<b>CAO's Review / Comments</b>	<p>Best Practices recommends going to tender every 3-4 years to keep the process in the best interest of the Municipality.</p> <p>From my viewpoint, and after a couple of dialogues with ABCE, it was clear that the incumbent accountants relationship with the municipality is not a coveted one.</p>

	ABCE	MRSB	KOS	MNP
Fiscal Year End				
2021-2022	\$8,113	XXXXXXX	XXXXXXX	XXXXXXX
2022-2023	\$9,250	XXXXXXX	XXXXXXX	XXXXXXX
2023-2024	\$10,000	XXXXXXX	XXXXXXX	XXXXXXX
<b>2024-2025</b>	<b>\$12,500 quote</b>	<b>\$ 8,500 quote</b>	<b>\$16,650 quote</b>	<b>\$ 15,750 quote</b>
2025-2026	did not supply	\$8,600	\$16,650	\$ 15,750
2026-2027	did not supply	\$8,900	\$16,650	\$ 15,750



Member of The AC Group of Independent Accounting Firms

December 5, 2024

Ms. Sarah Wheatley  
Chief Administrative Officer  
Rural Municipality of North Shore  
2120 Covehead Road  
Stanhope, PE C0A 1P0

Dear Ms. Wheatley:

**Subject: Notification of Fee Increase for Upcoming Audit Engagement**

We hope this message finds you well. We are writing to inform you of an upcoming change to our audit engagement fees, effective for the upcoming year-end engagement. We value our partnership with your organization and want to ensure that you are fully informed about the reasons for this adjustment.

**New Fee Structure:**

For the upcoming audit engagement, we estimate the audit fee will be \$12,500, unless unanticipated difficulties arise. This adjustment reflects our commitment to providing high-quality audit services tailored to your organization's needs. Note that this does not include any bookkeeping work, adjusting entries or special work which is billed separately.

**Reasons for the Fee Increase:**

The decision to increase our fees was made after careful consideration of the following factors:

- Inflation and Increased Operating Costs:** Over the past couple of years, there has been a notable rise in the costs associated with delivering our services, including technology, personnel, and other operational expenses. To maintain the high standards of our audit services, it has become necessary to adjust our fees accordingly.
- Regulatory and Compliance Requirements:** The audit industry continues to face evolving regulatory and compliance standards. Meeting these requirements often demands additional time, resources, and expertise. We are committed to ensuring that our audits are thorough, compliant, and reflective of the latest industry standards.
- Investment in Technology:** We are continually investing in advanced audit technologies to enhance the efficiency and accuracy of our audit processes. These tools enable us to provide you with deeper insights and more value from the audit, but they also contribute to the overall cost structure.

We understand that any increase in fees is a significant consideration for our clients, and we are committed to ensuring that this adjustment reflects the value and quality of the services we provide. We believe that these changes will allow us to maintain a high quality audit process and continue to deliver a benefit to your organization.

If you would like to discuss this further or have any concerns, please do not hesitate to reach out to me directly. We are more than happy to work with you to address any questions you may have.

Thank you for your continued trust in our services. We look forward to continuing our successful relationship.

Best regards,

*Arsenault Best Cameron Ellis*

TMW/bjr



## 2025 Audit fee letter

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**From** Tara Wheeler <[twheeler@abce.ca](mailto:twheeler@abce.ca)>

**Date** Thu 2024-12-05 11:11 AM

**To** Chief Administrative Officer Northshore <[CAO@northshorepei.ca](mailto:CAO@northshorepei.ca)>

 1 attachment (158 KB)

Rural Municipality of North Shore.pdf;

Hi Sarah,

Please find attached a letter regarding an upcoming adjustment to our audit engagement fees. This change, effective for the 2025 year-end audit, reflects increases in operational costs, regulatory requirements, and our continued investment in advanced audit technology to better serve your organization. This fee also includes the audit of the AER report.

We value our partnership with the Rural Municipality of North Shore and are committed to providing high-quality audit services. If you have any questions or wish to discuss this further, please feel free to contact us directly.

Thank you for your understanding and continued trust in our services.

Best regards,  
Tara

Tara Wheeler, CPA, CA  
Partner  
ArsenaultBestCameronEllis  
8 MacLeod Crescent  
Charlottetown PE C1E 3K2  
Phone: (902)368-3100 | Fax: (902)566-5074  
Email: [twheeler@abce.ca](mailto:twheeler@abce.ca)  
Website: [www.acgca.ca](http://www.acgca.ca)



Member of The AC Group of Independent Accounting Firms

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# External Audit Services

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## Proposal

Prepared for the Rural Municipality of North Shore  
January 15, 2025

**Troy Bradley, CPA, CA**

Partner

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25 Stratford Road, Stratford, PE, C1A 8Z1

T: 902.628.2242 F: 902.367.3756 **MNP.ca**



MNP is a leading national accounting, tax and business consulting firm in Canada. We proudly serve and respond to the needs of our clients in the public, private and not-for-profit sectors. Through partner-led engagements, we provide a collaborative, cost-effective approach to doing business and personalized strategies to help organizations succeed across the country and around the world.



January 9, 2025

Attention: Don Roper, Interim CAO  
**Rural Municipality of North Shore**  
2120 Covehead Road, York, PE C0A 1P0

**Re: MNP LLP Proposal for Audit Services**

Dear Mr. Roper,

MNP LLP is pleased to provide the Rural Municipality of North Shore (the Municipality) with our proposal for the provision of audit services. We are confident that we have the experience and qualifications to address your needs. Our proposal is built around the following key themes that clearly articulate why MNP is the best choice for the Municipality:

**An approach that suits your needs:** While accounting firms have been performing audit services for years, not all engagements are alike. We believe that a successful engagement requires clear communication and understanding of the expectations of both parties, a commitment to provide experienced personnel, capital resources, and innovative approaches, a positive attitude that fosters attention to detail, collaboration with the users of our work, and the desire to enhance financial fluency and efficiency. We will design an approach for the Municipality which is best suited and most cost effective.

**An experienced team:** Troy Bradley, CPA, CA and Ashley MacNevin, CPA, CA of MNP are committed to working with you by offering an expert team of proficient staff, including team members who have successfully completed engagements of a similar scope and operating structure to meet your specific service needs.

**Project management and communication:** Organizing and managing resources is essential to ensure that we achieve the objectives set out for this engagement. Additionally, through a combination of regularly scheduled meetings and timely reporting on developments, the Municipality will always be kept apprised of engagement status.

**Real value:** The Municipality will benefit by working with MNP, a firm that is a leader in the public sector. Additionally, your engagement team is highly knowledgeable in audit best practices and brings these skills for the benefit of the Municipality.

**Competitive fee:** Our commitment to working with you is reflected in our fee estimate which provides you with considerable value for money. We have quoted you a fair fee reflecting our knowledge of your business, which provides you with full transparency on fees.

On behalf of our entire team, I want to thank you for allowing us to propose on this engagement and to express our sincere excitement about the opportunity to work with the Municipality. We look forward to discussing this proposal further.

Yours truly,



MNP LLP

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# Executive Summary

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**The Rural Municipality of North Shore (The Municipality) is known for its rich cultural heritage, strong business community and progressive attitude. With multiple community centres, parks and recreation facilities, and municipal services, the Municipality is an attractive community to live and work.**

*MNP has more than six decades of experience providing audit, tax, advisory and consulting services to organizations similar to the Municipality. As a result, we have a solid understanding of the audit, accounting and compliance issues that affect your business and anticipate working with management in a proactive environment. The MNP team members are leaders in Assurance and our Team, based in Stratford, Prince Edward Island adds direct industry and technical expertise to meet your needs.*

MNP is pleased to provide our proposal to serve as auditors for the Municipality. Our proposal demonstrates our qualifications, experience and expertise that we will provide to you that exceeds your expectations of a professional services firm.

## MNP Differentiators

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There are a number of reasons why we believe MNP is the best choice to serve as your audit provider:



**One Team.** We have assembled a strong engagement team who will help achieve your objectives. Troy Bradley, our proposed Engagement Partner, has extensive experience in the public sector. Ashley MacNevin our proposed Senior Manager specializes in leading and performing public sector engagements. All members of our team are enthusiastic about the opportunity to serve as your audit provider. We will endeavor to provide you with the continuity in our team members for the engagement.



**Competitive Fees.** We believe that our estimated fee reflects our commitment to serve the Municipality and will help you to achieve your goals and objectives. The Fee section of this proposal sets out our estimated fee in more detail, however, the total base fee for the Municipality is \$15,750. We commit to holding our base fee fixed for the first three years as we invest in building our relationship with you.



**Proudly Canadian but serving all of North America.** Like the Municipality, we are proudly Canadian, entrepreneurial, and focused on providing excellence in services by anticipating, meeting and exceeding client needs and expectations in markets across Canada. As Canada's fifth largest accounting, tax and business consulting firm with deep experience in the public sector, we are exceptionally aligned with the Municipality to provide audit



services. Our partner-led approach and expertise together with a broad range of services means you can count on a great engagement experience and one in which the lines of communication are always open.



**Approach and Methodology.** Our approach and methodology are grounded on open and regular communication. This approach ensures a very efficient engagement that is focused on the key audit and business risks. Our commitment to strong communication both with your senior leadership team and the Finance and Infrastructure Committee ensures that there are “no surprises”. We have a reputation of our team members being open and approachable and keeping you informed of the engagement progress at all stages.



**Expertise.** Our knowledge of the public sector is reflected through a variety of past engagements. In addition:

- We provide the expertise and experience of 8,900+ team members including 1,300+ partners across Canada;
- Our Atlantic region has over 40 partners and 99 professionals;
- We are one firm / one team;
- Our Partner-led, client-specific solutions are collaborative in nature; and
- We provide the scope of services that resolve your immediate requirements plus any additional needs, including:
  - o Direct industry expertise;
  - o A proactive & collaborative work ethic;
  - o A seasoned team of audit professionals with specialized skills, as well as deep industry experience.

The Rural Municipality of North Shore will be an important client to MNP and to our team. Should we be selected for this engagement, we pledge to contribute to the innovative and efficient resolution of your business needs.

# Rural Municipality of North Shore

## Needs

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As per the RFP, the Municipality has invited MNP to propose on the audit.

*You require final financial statements by June 30, 2025, and all government compliance filings by their respective deadlines. Furthermore, you are looking for a service provider with experience and expertise providing audit services to organizations of similar size and industries. Your service provider must also be knowledgeable as it relates to the public sector.*

We understand your needs and timeframe expectations include the following:

- An annual audit opinion for the year ended March 31st on the financial statements of the Municipality prepared in accordance with Public Sector Accounting Standards;
- Attendance at a meeting in February for discussion of the yearly audit plan and our presentation of the formal Audit Services Plan;
- Complete preliminary audit work and testing in May;
- Complete audit field work in May;
- Attendance at Council meeting in June for discussion, of the financial statements and presentation of the Audit Findings Report;
- Evaluate and report to the Council any deficiencies in internal controls, non-compliance with tax and other regulations;
- Assistance with submission of Annual Municipal Information Return and Annual Expenditure Report for the Province of Prince Edward Island; and
- A management letter relative to the results of our audit examinations, including any innovative suggestions we may have concerning your systems of controls and procedures and opportunities to improve the effectiveness or efficiency of those controls.

MNP is a firm that:

- Has the requisite local resources and experience to deliver audit services, and
- Can provide continuity of an engagement team and can bring expertise to the assignment as, and when required.

Finally, we understand that the proposal request is primarily for audit services. However, additional service offerings discussed in this proposal demonstrate our full-service capability and diversity as a firm and are intended to provide the Municipality with information that may be useful to your needs.

# Why MNP?

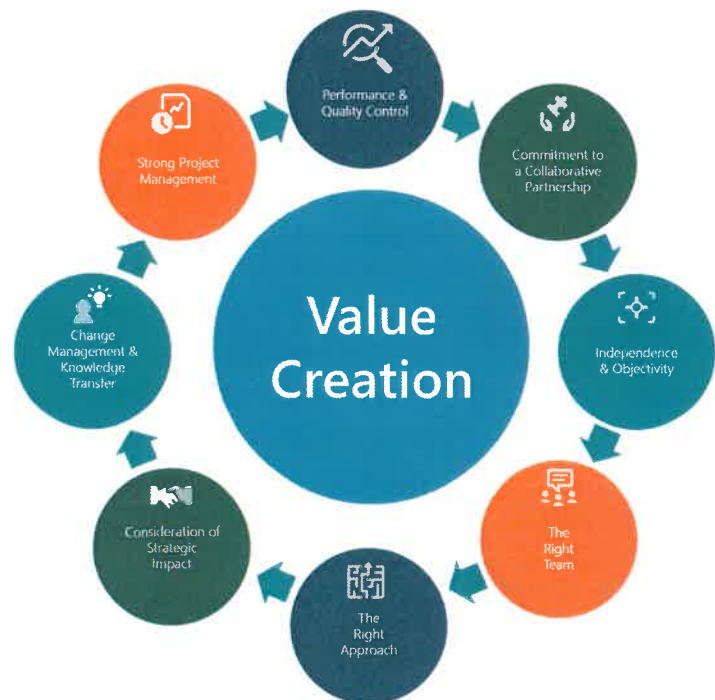
At MNP, we believe success is based on strong relationships. That is why we take the time to get to know you right from the start, investing the time to get to know your specific business needs and objectives. Only then can we assemble our best advisors to work with you to help you achieve those objectives.



*Our proven process enables MNP to provide timely, customized solutions for each client. We work hard to ensure that all aspects of an engagement's delivery are effectively achieved to meet our clients' needs and expectations. Based on our experience, we believe there are eight critical success factors that must be considered in our approach to every engagement:*

*As part of this process, we will:*

- *Continue to meet with you one-on-one to assess your specific needs as they relate to each engagement;*
- *Identify the ideal advisory professionals to help you reach your business goals; and*
- *Quickly assemble an interdisciplinary team with the unique combination of knowledge, skills and experience required to deliver the solutions you need, when and where you need them.*



## Things We Do



**Performance and Quality Control:** Our number one priority during each engagement is maintaining the highest quality standards in the services that we provide. This not only includes the final deliverables but also the approach, methodology and the way we interact with the individuals and groups who will be participating in the consultations. To this end, controls that ensure quality deliverables are embedded into our overall work plan for every engagement.



**Commitment to a Collaborative Partnership:** MNP is committed to developing a collaborative partnership with our clients. Detailed knowledge of your organization rests with you, but we understand that your resources are fully deployed in day-to-day operations and other initiatives. Accordingly, we assign a team of professionals based on their ability to conduct the work in a relatively independent manner, while maintaining your involvement and control of the engagement throughout its duration, ensuring your objectives for the assignment are achieved to your expectations.



**Independence and Objectivity:** Our work must be clearly definitive and defensible to you and your key stakeholders. Without doubt, the success of each engagement will be assessed numerous ways and by numerous judges. We strive to be viewed as independent and objective, both internally and externally. The integrity of each engagement will be protected by adherence to professional standards. Our firm and its team members operate under the professional ethics of several professional organizations.



**The Right Team:** In addition to selecting a team with the right technical qualifications, the success of each engagement will, in large part, be dependent on selecting the team with the right fit with your organization. The collaborative relationship described above calls for an engagement team who can work closely with your [executive, management, staff and key stakeholders alike. We have worked hard to provide you with the right team, with the right skills and experience, and are committed to bringing the best resources for your specific needs.



**The Right Approach – A Practical Approach:** Although circumstances exist where elaborate analytic techniques are needed, we have found that most audit work is only successful when these methodologies are applied in a practical manner. Our approach for each engagement is designed to ensure our solutions and the resulting recommendations are not only valid and reliable, but also reasonable and viable.



**Consideration of Strategic Impact:** A single process on its own is linear and relatively easy to optimize. However, when that same process is assessed within a complex system, where there are interrelationships with many other processes and operations, it becomes much more difficult to optimize. We recognize these complexities and work to ensure each engagement is designed in consideration of the interrelationships within the system, resulting in an integrated and strategic

approach to change and improvement.



**Change Management and Knowledge Transfer:** Engagements are typically undertaken as a result of the recognition that some type of change is necessary. However, change does not necessarily happen by default, but rather through a defined change management process. At MNP, we believe it is our responsibility to leave our clients with the knowledge to support and continue developing strategies, processes and technology improvements into the future. To this end, we embed an integrated knowledge transfer approach into our process to allow for learning to occur through the reciprocal sharing of knowledge and outcomes.



**Strong Project Management:** The importance of strong project management is a well-documented critical success factor in engagements. Accordingly, our project management approach is used to design our work plan for each assignment. Depending on the engagement, we generally employ a Project Management Office (PMO) methodology. The PMO is a centralized hub within the project that is responsible for project management, budgeting, staffing, scheduling, project communications and general project administration. The PMO is a powerful means of instituting rigor, guidelines, tools and physical presence required to successfully complete complex projects.

It is MNP's practice to meet with our clients on a regular basis so we can be kept informed by management on what has gone on in the business and to be proactive on tax and accounting matters before issues arise. We commit to meetings with management as needed and invite management to call the team for ad-hoc questions at any time.

## Assurance Approach | Methodology

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MNP's approach is partner-led with the Engagement Partner and Senior Manager heavily involved throughout the process. This approach is consistent from year-to-year. Based on our initial



understanding of the Municipality we will take a combined approach to the audit. Given our combined approach, we will focus on the identification and testing of key controls in addition to substantive testing.

*Prior to the commencement of any year-end assurance work, we will provide you with a list detailing the schedules and supporting documentation that we will require from the Municipality during the course of our engagement (a "Client Assistance Package"). We use the Client Assistance Package to track outstanding information. The successful completion of the engagement will depend on receiving the information on a timely basis and cooperation from the Municipality management. We are open to any suggestions you may have to improve our engagement approach or to guide us in obtaining documentation.*

## MNP's Commitment

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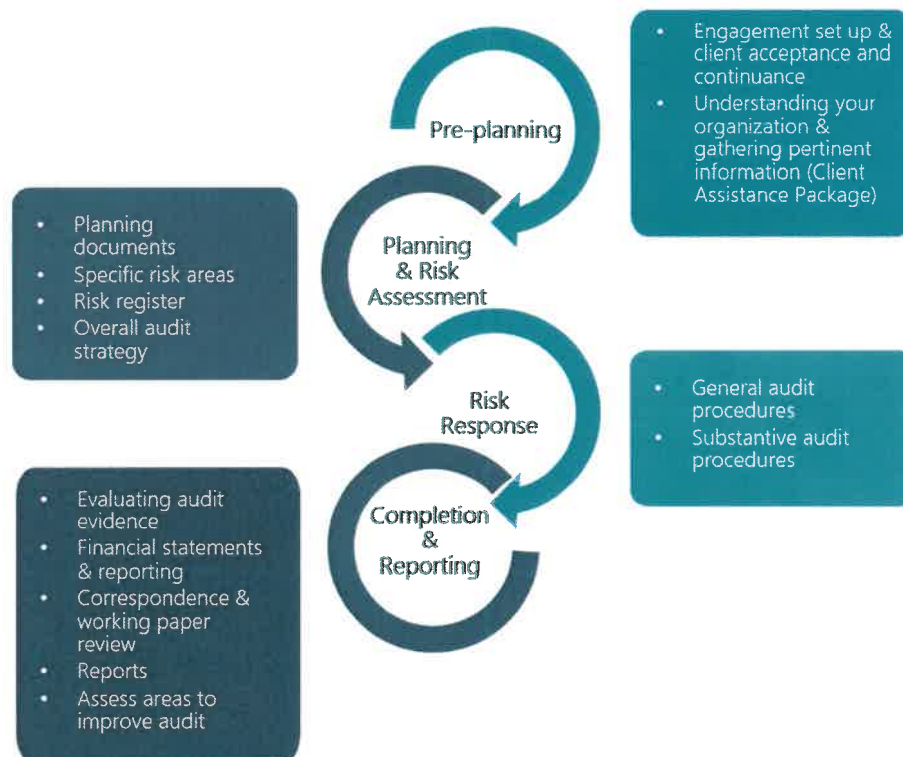
MNP's commitment to our clients demands that we are vigilant in ensuring our audit complies with changing regulations and applicable professional standards. We are committed to providing the Municipality with a high quality, independent, rigorous audit, delivered by professionals who share our objectives of credibility and transparency in financial reporting.

# Risk-Based Audit Methodology

Our firm’s audit approach (“the MAP”) is a risk-based approach that focuses on those elements of the Municipality’s financial statements that involve the greatest risk thus resulting in an efficient and effective audit. We avoid unnecessary applications of commonplace and traditional procedures in low-risk areas. In addition, we provide an automated working paper process, a risk-based assessment of audit issues and a proactive assessment of other business and reputational risk issues.

The team’s Assurance Partners and Senior team members will be responsible for devising an overall strategy. This process will start with our review and documentation of the accounting system to the extent necessary. We will devise the appropriate audit tests on the year-end balances and transactions based on assessment of risk. The audit Team members will carry out the tests and prepare the appropriate audit documentation under the management of the Assurance Partner. Both the Engagement and Quality Assurance | Peer Review partners will be involved with the final decisions on the audit approach and will review the audit file for completeness.

The following methodology is designed to ensure our recommendations are not only valid and reliable, but also reasonable and viable, and that they will help the Municipality successfully navigate growth challenges and achieve its goals. This approach is illustrated by the following:



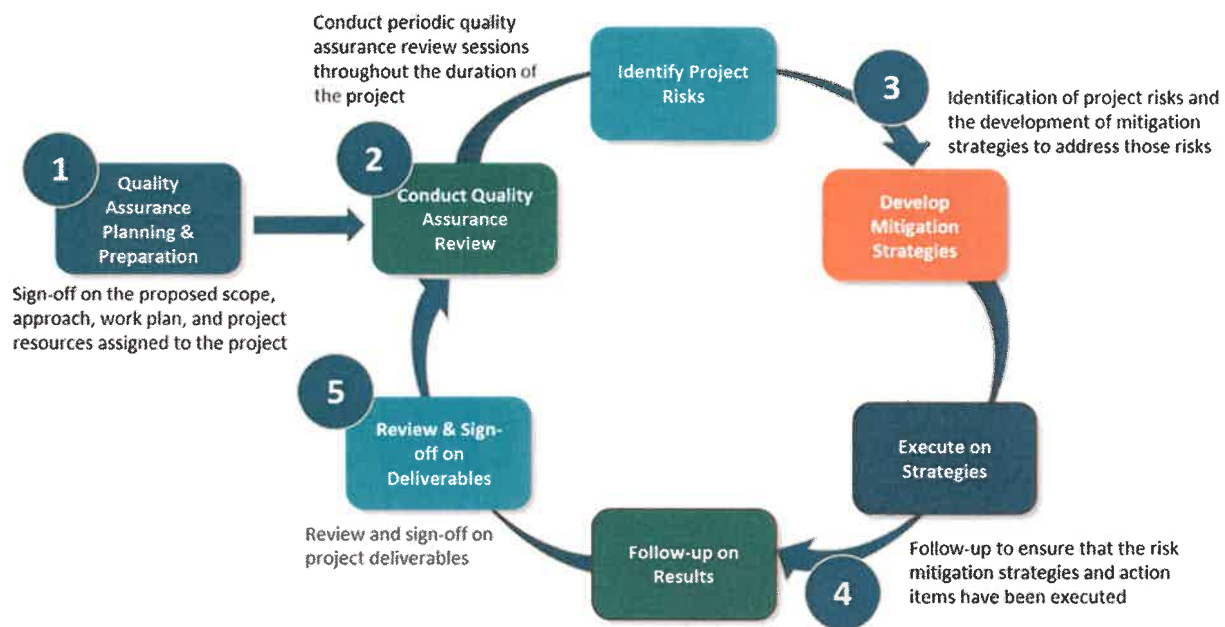
The audit will be completed, and the final auditors’ report, financial statements, and management letter will be issued within identified time frames.

A key aspect of the audit will be to establish materiality, which will be determined based on our firm’s established audit guidelines. We will also set our audit risk levels for the engagement, which will guide us

in the areas of the financial statements which warrant more work than other low-risk areas. This ensures that our time is spent on auditing areas that are important to the users and overall financial statements and not wasted on non-material balances or issues. We will place reliance on controls where we determine that it will be the most effective and efficient approach.

## Quality Control Procedures

MNP has a pro-active risk management process designed to ensure the right team members are reviewing and approving the work performed. Quality control begins with ensuring the team members with the right experience are working on the engagement and continues in the field where the Audit Partner assigns each team member an area of the engagement and reviews the work to be performed with them. The team members' work is continually supervised to ensure completeness and efficiency. Our Partner quality control reviews happen in real time so there are no hidden issues reserved for the end of the audit. Our approach ensures there is constant dialogue between the senior members of the audit team and members of Management to ensure we resolve any audit discussion points in advance of formal reporting. The Engagement Partner and the Quality Assurance will review the working paper files and financial statements to ensure they are in accordance with PSAS, and are accurate, readable and internally consistent.



## Continuous Availability and Resolution

The engagement team will be accessible to Management throughout the engagement and at any point during the year, to address any complex accounting issues as they arise.



Our approach towards the resolution of technical issues is all about collaboration and conversation. Typically, any potential accounting issues are identified early on in the planning stage. Once identified, the Engagement Partner or Senior Manager will discuss each issue with the CAO, to ensure we have and understand the relevant facts and circumstances. Again, in most cases the issues are resolved or at the very least, a plan is put into place to resolve the related accounting issue. If required, a follow up meeting is held to discuss and ultimately conclude on the issue.

## Confirmation of Independence

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In order to avoid situations of conflict of interest from arising in the future, all Partners and professionals are required, on an annual basis, to ensure they are independent with respect to a client list that is distributed internally, and acceptance procedures have been implemented for all non-audit assignments to identify potential conflicts and take corrective actions. A conflict check was performed and did not reveal any situations which, in our opinion, would put the firm in a position of conflict of interest.

## Meet Your MNP Team

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*By clearly understanding your needs we have assembled a team of professionals with demonstrated work experience and knowledge who are the right fit. Our proposed team brings the relevant industry, technical and subject matter expertise needed to deliver the precise and effective services you require.*



*We are uniquely positioned to provide you with not only the very best team, but also a team comprised of Stratford-based professionals, all with significant expertise.*

Engagement team members include Troy Bradley, CPA, CA as Engagement Partner, Ashley MacNevin as Engagement Manager, and a staff accountant to assist with the preparation.

Separate from the proposed core engagement team is the QA Partner, Neil Handrahan, CPA, CA. His job is to perform an objective review of key engagement areas.

Our partners and senior management are committed to providing you with the highest level of attention and oversight throughout the terms of this engagement, reflecting MNP's staffing model and client service philosophy. Through consistent attention from leaders, our engagement team will maintain responsibility and authority over all matters of the engagement and will drive service delivery and issue resolution. In addition, the engagement team will be actively involved and have hands-on involvement with service delivery, ensuring engagement objectives will be met.

# Organization Chart

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\* As per the Canadian Standards on Quality Management (CSQM), the Quality Assurance (QA) and/or Engagement Quality Review (EQR) partner(s) are separate from the proposed core engagement team. This promotes the QA/EQR partner's ability to maintain objectivity throughout the course of an assurance engagement.

# Bio

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## Troy Bradley

CPA, CA

Partner

### Profile

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Troy Bradley is MNP's partner, working out of the Stratford, PE office. He is a senior business advisor and leader with 31 years of progressively responsible experience both in public accounting and public service.

### Service Line

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Troy's experience spans into several functional areas, including Assurance, Taxation, Consulting, Regulatory, and Financial Operations.

### Industry Experience

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Much of Troy's time is concentrated in private enterprises, however Troy has also worked within the public sector and not-for-profit organizations. Troy has acquired significant knowledge and experience in the areas of construction, fisheries, public sector, agriculture, and professional services.



### Contact

E: troy.bradley@mnp.ca

T: 902.628.2242

Suite 1, 25 Stratford Rd.  
Stratford, PE, C1B 1T4

### Education

Bachelor of Business Administration –  
University of Prince Edward Island

### Associations/Certifications

CPA, CA – Chartered Professional  
Accountants of Prince Edward Island

### Languages

English

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# Bio

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## Ashley MacNevin

CPA, CA  
Senior Manager

### Profile

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Ashley MacNevin is a senior manager with MNP's Assurance and Accounting group, working out of the Stratford, PE office. She is an assurance specialist with 15 years of progressively responsible experience in public accounting.

### Service Line

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Ashley's experience spans into several functional areas, including Assurance, Taxation, and Regulatory.

### Industry Experience

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Much of Ashley's time is concentrated in not-for-profit organizations, public sector organizations, and private enterprises. Ashley has acquired significant knowledge and experience in the areas of rural municipalities and towns, charitable organizations, and private enterprises.



### Contact

E: [ashley.macnevin@mnp.ca](mailto:ashley.macnevin@mnp.ca)

T: 902.628.2242

Suite 1, 25 Stratford Rd.  
Stratford, PE, C1B 1T4

### Education

Bachelor of Business Administration –  
University of Prince Edward Island

### Associations/Certifications

CPA, CA – Chartered Professional  
Accountants of Prince Edward Island

### Languages

English

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# Role Descriptions for Audit Team Members

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**Role:** As the Client Engagement and Relationship Partner, Troy Bradley will be the key contact for the Municipality ensuring your unique and specific professional services needs are met. He will have overall authority and responsibility for the engagement and key conclusions reached by the engagement team on all matters. Troy will regularly contact your management team to assess our performance relative to your expectations and use his authority in our firm to ensure you receive the resources you need, when and where you need them. He will be involved in decisions made on every major issue and will lead the meetings and discussions with management of the Municipality.

**Role:** Neil Handrahan will serve as the Quality Assurance Partner. In this capacity, he will have final sign-off on the overall proposed scope, approach, and work plan of the project, ensuring the highest quality of deliverables will be presented to at the end of the project. He will also be involved in identifying potential project risks and providing recommendations to mitigate against them.

**Role:** As Engagement Manager, Ashley MacNevin is experienced with financial statement audits, internal control testing and specified auditing procedures. Ashley will be responsible for assisting Troy in the planning of the engagement as well as overseeing the team activities and performing the initial file review. She will provide hands-on experience to assist the team in conducting the engagement and help to ensure that our work is on schedule and timed to avoid disruption to your organization.

**Role:** An Audit Senior, experienced with financial statement audits, internal control testing and specified auditing procedures will be responsible for assisting Ashley in providing hands-on experience to assist the team in conducting the engagement and help to ensure that our work is on schedule and timed to avoid disruption to your organization.

**Role:** An Audit Junior will perform audit, control and specified procedures as determined by the engagement team. They will be hands on in terms of sourcing the correct information and verifying as presented, with the intent on completing the audit objective.

## MNP Industry Experience

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**MNP is one of Canada's largest mid-market firms, with a broad range of clients, in diverse industries. Industry drives every decision you make and every goal you set.**



*We've invested substantial time and resources into understanding every aspect of the client groups we specialize in working with. As a result, we provide customized services, advice and strategies that will position your business ahead of the competition.*

## Industry Experience

### MNP – Experience in the Public Sector

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At MNP, our broad range of advisory services and industry specialists allow us to deliver integrated, multi-disciplinary strategies that address the needs of your organization as a whole. We help you address day-to-day operational tasks, changing technologies while meeting the evolving expectations of constituents in a sustainable manner.

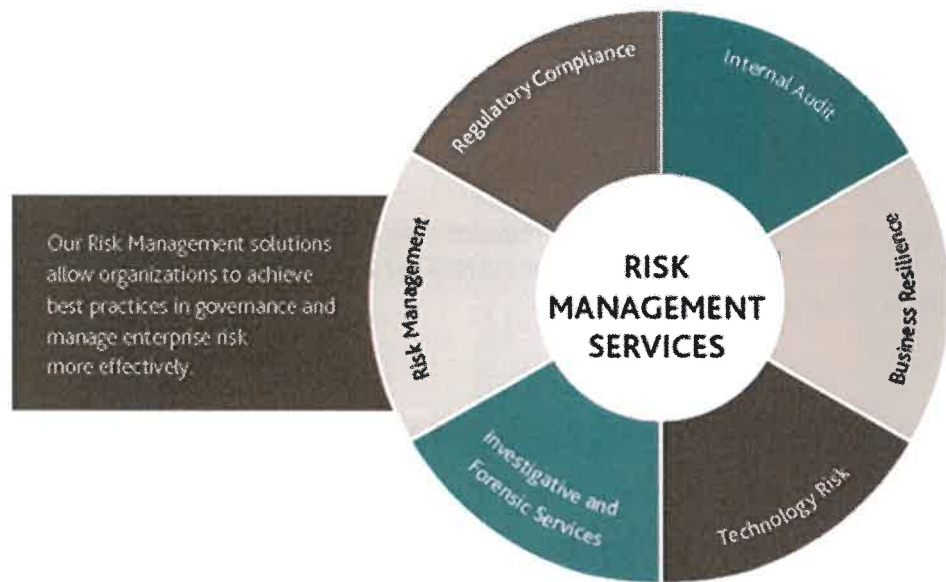
Leveraging the experience of more than 4,600 professionals across the country, our Public Sector team is able to draw on national insight to provide tailored and effective solutions for all levels of public sector organizations. National in scope and local in focus, MNP's Public Sector group is able to help clients overcome their challenges and succeed in even the toughest economic times.



## Service Areas

The public sector plays a significant role in the everyday lives of Canadians by responding to changes in the economic, political, environmental and social realms. Faced with increased pressure to balance the needs of its residents with fiscal responsibility, these organizations recognize the importance of innovation in their approach to day-to-day management and short and long-term planning. By leveraging our knowledge and experience working with numerous public sector organizations across the country, MNP is able to provide integrated solutions to help you achieve your goals. Our diverse range of services includes:

- Consulting
- Assurance
- Enterprise Risk
- Forensics
- Valuation



## Our Public Sector Expertise

MNP has invested significantly in our public sector practice through the acquisition and development of



senior level expertise and the application of an integrated approach in strategy, governance, process, people and technology. The strength of our firm lies in the ability to provide end-to-end support, from strategy development to implementation. We have demonstrated successful experience in:

- Facilitating and guiding recruitment and selection processes for senior leaders
- Facilitating departmental and cross-departmental planning processes that result in clear goals, actions and expected outcomes.
- Evaluating programs and services through a 'value for money lens' to ensure alignment with priorities, best use of government funds and resources and the identification of opportunities to reinvest those funds in higher-value opportunities.
- Developing funding models to ensure the investment of public money is maximized.
- Designing and facilitating transformational change resulting in better service to citizens and more effective use of resources.
- Results-based budgeting for economic development, resource management and environmental stewardship lines of business.

We have partners across all levels of the public sector and are committed to supporting informed public policy and program decisions. MNP has national and regional expertise in economic development, resources and environment, social services, education, justice and public safety, liquor and gaming, labour market, health, infrastructure, regulatory bodies and more.

We focus on outcomes and results-based performance. Our teams have delivered outcomes-based contracting programs in addition to logic models, program reviews, value-for-money, organizational transformation and change management engagements. We invest significant time in knowledge transfer to build capacity and ownership for solutions within the public service. From our experience providing services to hundreds of local, provincial and federal government organizations across Canada, MNP's versatile specialists possess transferable skills and expertise that can help enhance a diverse number of public sector projects or endeavours.

In representing and supporting these industry sectors and cultural groups, MNP can act as a gateway to understanding their business needs. Maintaining a broad public sector focus across a broad spectrum of ministries, agencies and jurisdictions, and by providing an integrated approach in strategy, governance, process, people and technology, the public sector remains a key priority and area of expertise for MNP. Our public sector focus enables the best use of government funds and resources in areas of mandate that include the labour market, education, health, economic development and resource management among other programs and services.

## MNP's Industry Clients

### MNP Public Sector Clients

City of Brandon*	Living Skies Housing Authority*	R.M. of Pipestone*	Town of Milton
City of Charlottetown	Lloydminster Roman Catholic Separate School Division No. 89*	R.M. of Pipestone Handi-van	Town Of Minnedosa*
City of Colwood	Manitoba Liquor and Lotteries	R.M. of Portage la Prairie	Town Of Moosomin

## MNP Public Sector Clients

City of Dauphin*	Manitoba Municipal Administrators' Association Inc. *	R.M. Of Prince Albert #461	Town of Newmarket
City of Duncan*	Metrolinx	R.M. of Sasman No. 336*	Town of Nokomis*
City of Edmonton	Ministry of Agriculture and Food and the Ministry of Rural Affairs	R.M. of St. Louis #431	Town Of Peace River
City of Estevan*	Ministry of Children & Family Development, Province of BC	R.M. of St. Peter #369*	Town of Redwater*
City of Grande Prairie*	Ministry of Children and Youth Services	R.M. of Usborne #310*	Town of Virden*
City of Greater Sudbury	Ministry of Citizens' Services (MCS)	R.M. of Wolverine #340*	Town of Watson*
City of Guelph	Ministry of Citizenship and Immigration	RCMP	Town of Whitewood
City of Hamilton	Ministry of Community and Social Services	Red Deer County*	Treasury Board Secretariat
City of Humboldt*	Ministry of Forests Lands and Natural Resources Operations	Regina Police Service	Turtle Mountain Community Development Corporation
City of Leduc	Ministry of Forests, Lands and Natural Resource Operations, Mountain Resorts Branch	Regina Public Library	Turtle Mountain School Division*
City of London	Ministry of Health and Long-Term Care	Regina School Division No. 4*	Union Bay Improvement District
City of Markham	Ministry of Labour	Regina's Warehouse Business Improvement District*	Valeyo
City of Melfort	Ministry of Natural Gas Development	Region of Waterloo	Vancouver Island Regional Library*
City of Nanaimo	Ministry of Senior Affairs	Regional Municipality of Halton	Village Of Berwyn*
City of Ottawa	Ministry of the Environment and Climate Change	Regional Municipality of Peel	Village of Carievale*
City of Portage la Prairie*	Ministry of Tourism, Culture and Sport	Regional Municipality of Wood Buffalo	Village of Empress*
City of Prince George	Ministry of Transportation	Regional Municipality of York	Village of Englefeld*
City of Regina	Minnedosa & Area Community Development Corporation	Reston Cemetery Committee	Village of Hythe
City of Saskatoon	Minnedosa Parks and Recreation Board	RM of Prairie Lakes	Village of Lake Lenore*
City of Thunder Bay	Mount Waddington Regional Hospital District*	RM of Yellowhead*	Village of Muenster*
City Of Timmins	Mountain View County*	Rocky View County	Village Of Queen Charlotte
City of Toronto	Mountain View Regional Waste Management Commission	Royal Canadian Mounted Police	Village of St. Gregor*
City of Victoria	Mountain View School Division*	Rural Municipality of Minto-Odanah*	Village of St. Louis*
City of Weyburn*	Municipal District of Willow Creek No. 26*	Rural Municipality of Argyle*	Village of Success*

## MNP Public Sector Clients

Columbia Basin Trust	Municipal Property Assessment Corporation	Rural Municipality of Benson*	Ville De Longueuil
Comox Valley Regional District	Municipality of Boissevain-Morton*	Rural Municipality of Coalfields*	Ville de Mirabel
Corporation of the District of Summerland*	Municipality of Clanwilliam-Erickson*	Rural Municipality of Langenburg*	Vita Veterinary Services Board*
Corporation of the Town of Iroquois Falls	Municipality of Deloraine-Winchester*	Rural Municipality of Mount Pleasant*	Wallace District Fire Board*
Correctional Service Canada	Municipality of Grassland*	Rural Municipality of Oakview*	Waterfront Toronto
Cowichan Bay Waterworks District	Municipality of Killarney-Turtle Mountain*	Rural Municipality of Sifton*	Weed Control District No. 4
Crown Investments Corporation*	Municipality of McCreary*	Rural Municipality of Stuartburn*	Weyburn Agricultural Society*
Cypress Planning District*	Municipality of North Cypress - Langford*	Saint John Police Force	Whitby-Oshawa Provincial Liberal Association*
Dauphin Regional Airport Authority Inc*	Municipality of Souris-Glenwood	SAQ	Workers Compensation Board of Manitoba
Deep Bay Improvement District	Municipality of Ste. Rose	Sarnia Police	York Catholic District School Board
	New North/SANC Services Inc.	Sarnia-Lambton Children's Aid	York Regional Police

Audit Clients\*

## Public Sector Associations and Boards

We sit on and participate in local, provincial and national boards and associations to keep in touch with industry and regulatory developments and trends that could impact our more than 1,700 public sector clients:

- Municipal Information Systems Association (MISA/ASIM)
- The Public Policy Forum
- The Conference Board of Canada
- Institute of Internal Auditors (IIA)
- The Institute of Public Administrators (IPAC)



## Community Involvement

MNP is one of the few national firms which have offices in rural communities. Commitment and active leadership where we work and live are core values of MNP. This commitment is echoed in the financial and volunteer support our firm pledges to community and charitable organizations each year, such as United Way, Rotary and Ronald MacDonald House to name a few. Our team members sit on boards of chambers of commerce, community foundations, YMCAs, and we have representation on some of the most important provincial and regional boards, agencies and commissions.

## MNP's Public Sector Industry Insight

Our thought leaders regularly contribute insights and updates on key public sector issues and opportunities. Browse or search our database of blogs, articles and other key insights.



### Post Secondary Institutions a Target for Cryptojacks

There is a new term in the cyber world that post-secondary institutions – and everyone else – should be aware of: cryptojacking.

Blog

<http://www.mnp.ca/en/posts/post-secondary-institutions-a-target-for-cryptojacks>



### Keys to Successful Performance-Based Budgeting in Government

Governments have long been trying to connect performance with budgeting. But how to make this happen?

Blog

<http://www.mnp.ca/en/posts/keys-to-successful-performance-based-budgeting-in-government>



### A New Perspective on Public Sector Leadership Competency

Recently MNP proudly contributed to the development of an important new publication by Canada's Public Policy Forum entitled, "Flat, Flexible, and Forward-Thinking: Public Service Next."

Blog

<http://www.mnp.ca/en/posts/a-new-perspective-on-public-sector-leadership-competency>



### The True Cost of Public Sector Borrowing for P3 Projects: The Benefits Can Outweigh Higher Financing Costs

Public sector entities are increasingly adopting public-private partnerships (P3s) for the replacement, renewal and development of infrastructure.

Blog

<http://www.mnp.ca/en/posts/the-true-cost-of-public-sector-borrowing-for-p3-projects-the-benefits-can-outweigh-higher-financing-costs>

# Client References

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MNP is pleased to provide the Municipality the following client references in testimony of our quality services.

## Town of Tignish - Audit

Reference Name: Town of Tignish

Reference Title: Audit

Contact Information: Chancey Gaudette

E: [chancey@townoftignish.ca](mailto:chancey@townoftignish.ca) | T: 902.882.2600

Annual Financial Statement Audit

## APM MacLean - Review

Reference Name: APM MacLean

Reference Title: Review

Contact Information: Terry Palmer, CPA, CA

E: [tpalmer@apm.ca](mailto:tpalmer@apm.ca) | T: 902.569.4000

Annual Financial Statement Reviews

## Campbell Group

Reference Name: Campbell Group of companies

Reference Title: Compilation

Contact Information: George Campbell

E: [george@annesociety.org](mailto:george@annesociety.org) | T: 902.315.2400

Annual Financial Statement Compilations

## Value for Fees

**As a professional services firm, MNP understands your need to maximize value for the fee that you pay. We strive to keep fees at the lowest possible level consistent with high professional standards and top-quality service.**



*At the same time, we understand that you do not want to compromise quality on the audit. In balancing thoroughness with cost effectiveness, it is essential that quality be maintained. Our proposed fees reflect this desired balance.*

## Annual Fees

Fees (CAD) for proposed services for the first three years of the contract term are itemized below:

Description of Services	2025	2026	2027
Audit, AER, and other regulatory requirements	\$15,750	\$15,750	\$15,750

## Taxes

The fees above are exclusive of HST.

## Disbursements

In addition to the quoted fees above, we add a disbursement charge which is intended to cover general and administrative expenses relating to the engagement, such as long-distance phone calls, photocopying, supplies and other insignificant engagement expenditures.

The disbursements charge is calculated as 5% (five per cent) of our billings for professional services. If significant additional costs are incurred to deliver our services, these additional costs will be added to our billings if approved by you in advance.

# Hourly Rates

Should you request other services, these will be separately engaged and quoted in advance. Our range of hourly rates for additional work are as shown below. Our rates change annually by a cost-of-living factor.

Position	Hourly Rate (CAD)
Partner	\$ 445
Senior Manager	\$ 320
Manager	\$ 259
Senior	\$ 221
Intermediate	\$ 203
Junior	\$ 146

# Communication & Work Plan Timing

The most successful audit comes from a coordinated effort between the client and the auditor. Open and honest communication is fundamental to our approach. The collaboration between the Municipality and MNP at all levels will help ensure that issues get addressed on a timely basis. As your external auditor, we will be available to you on a high-priority basis. We will return your phone calls promptly and communicate with you continually and proactively. As a priority, we will establish an environment of continuous communication and rapid response, making sure that there are “no surprises” during the audit process. We will refine and co-develop the following draft workplan with management:

Item	Feb	Mar	Apr	May	Jun	Jul	Aug
Manage and coordinate with previous auditors including working paper review	✓						
Planning meetings with team and management	✓						
Interim visits including documentation and validation of systems and controls	✓						
Provide audit planning memorandum to management		✓					
Provide customized client preparation checklist		✓					
Inventory testing		✓					
Year end audit including update of audit plan as required				✓			
Clearance of all issues with management					✓		
Delivery of draft financial statements and reports on fraud risk and management override					✓		
Provision of final report and audited financial statement					✓		



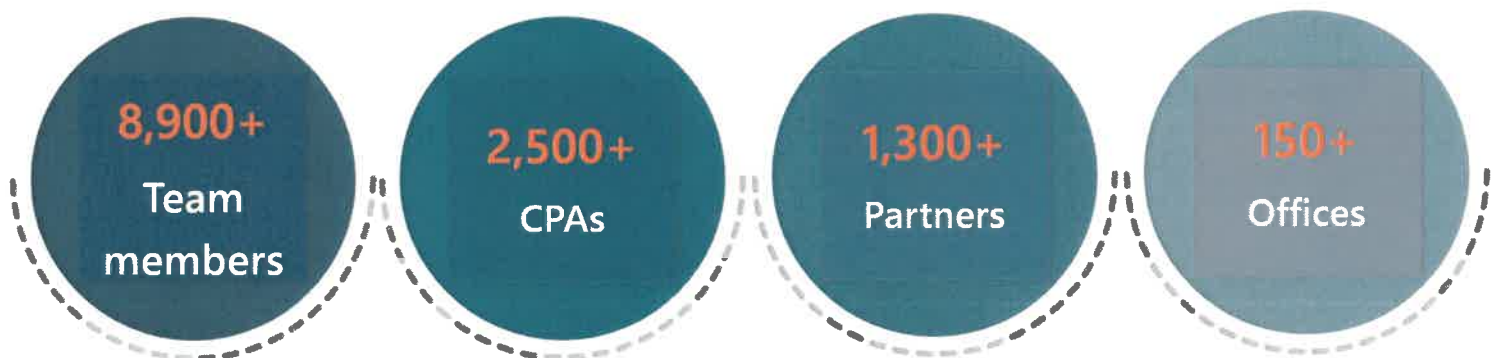
## Appendix A - About MNP

*We customize every engagement to meet the specific needs of our clients, and by having local, regional, and national expertise in all our markets, we are able to provide clients with partner-led projects, which ensures a more efficient approach to engagements. We also streamline processes to guarantee that the highest caliber of deliverables is produced, and the most effective solutions are provided.*



*Our team always provides world-class expertise, in-depth knowledge and personalized service to meet the needs of our clients. We are committed to providing insightful business advice from a local perspective but with a global lens. Serving a diverse range of industries in the public, private, and not-for-profit sectors, MNP advises organizations of all sizes across Canada.*

Our respected team and disciplined approach to business is why we remain strong, and the demand for our high-quality standards is why we continue growing. Today, MNP is the fastest growing and one of the largest chartered professional accountancy and business consulting firms in Canada.



# MNP's Values



## Integrity

We exemplify integrity in all we do



## One Firm

We share in one pot and are all one team



## Quality

We perform to the highest quality standards



## Client Service

We insist on quality client service



## Canadian

We are Made in Canada and proud of it.



## Entrepreneurial

We are entrepreneurial and run our business like a business



## Respect

We conduct ourselves with humility and respect



## Guidelines

We operate on appropriate guidelines



## Diversity, Equity and Inclusion

We draw strength from diversity, equity and inclusion



## Community

We value our professions and support our communities



## Lifestyle

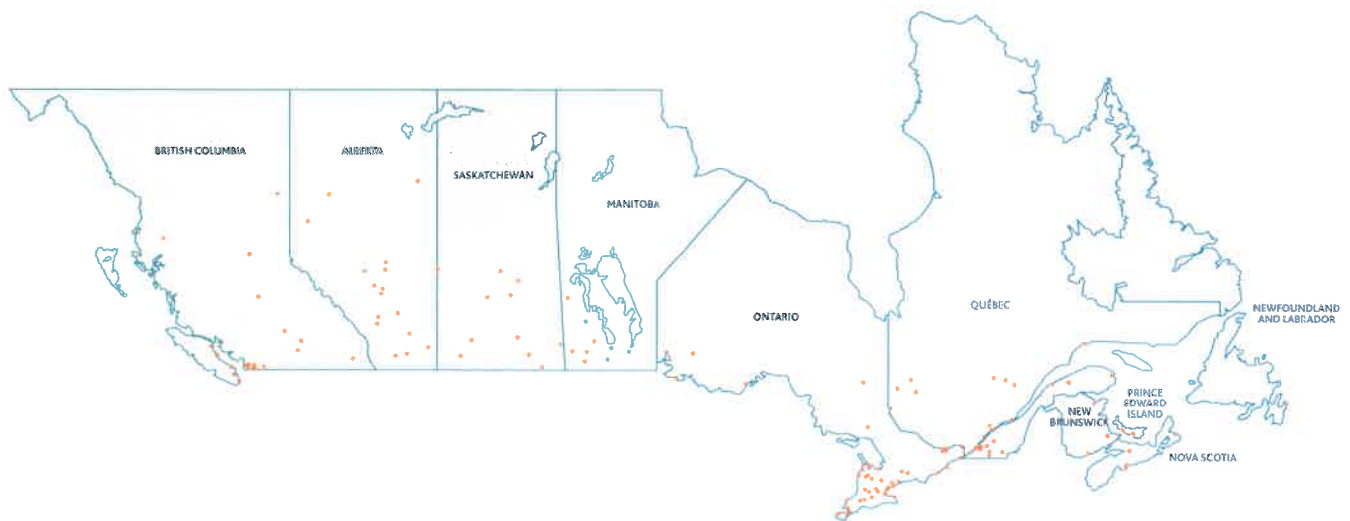
We promote a balanced lifestyle



## Fun

We believe having fun is important

# Canadian Locations





## Giving back to our communities

MNP is a 'Made in Canada' firm with made in Canada values. Values like exemplifying integrity in everything we do, conducting ourselves with humility and respect, and embracing the communities where we live, work and play have guided our compass for over 60 years. They're the bedrock that keeps us grounded; the character that keeps us honest and the purpose that keeps us focused. We appreciate our humble beginnings. We're grateful for our continued growth. And we're committed to reinvesting our good fortune in our national, local, and individual communities. After all, it's the support of those communities that has made us who we are today.


























Communities Forward is our formal approach to social responsibility, sustainability, diversity, equity, and inclusion. Through Communities Forward we have established a set of guiding principles for building strong communities for the future. These tenets include community involvement, charitable giving, team engagements, building operations, responsible sourcing, our firm values, and our organizational culture.

Our firm and team members have benefited worthwhile causes and organizations too numerous to count. We know what we've done to make our communities better. But with cohesion, a cause and a collective strategy, our giving efforts have the potential to become so much more than the sum of their parts. MNP proudly supports initiatives that reflect our entrepreneurial spirit and share our values of leadership, excellence, and a commitment to enhancing the communities where we live and work. Working together we can make a difference in the lives of people and strengthen our communities.

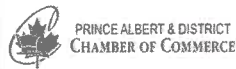


# British Columbia


Alberta










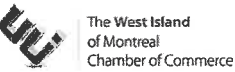
Saskatchewan



Ontario



















	 <p>Boys &amp; Girls Club of London</p>				
					
					
					
					
 <p>Thunder Bay Regional Health Sciences Centre</p>					

Quebec



# Atlantic Canada

 <p>Boys &amp; Girls Clubs of Greater Halifax</p>	 <p>Big Brothers Big Sisters OF CAPE BRETON</p>	 <p>CAPE BRETON EAGLES</p>	 <p>Habitat for Humanity®</p>	 <p>Halifax Mooseheads</p>
 <p>JA New Brunswick A member of JA Canada</p>	 <p>Heart &amp; Stroke</p>	 <p>L'Arbre de l'Espoir Tree of Hope</p>	 <p>leucan</p>	 <p>nova scotia health authority</p>
 <p>PRO Kids PROVIDING SUPPORT FOR KIDS</p>	 <p>nova scotia health</p>	 <p>REGIONAL HOSPITAL FOUNDATION</p>	 <p>Ronald McDonald House Charities Newfoundland &amp; Labrador Keeping families close</p>	 <p>Rotary Club of Truro</p>
 <p>Single Parent ASSOCIATION OF NEWFOUNDLAND AND LABRADOR SPAN supporting the needs of single parenting</p>	 <p>SYDNEY STEELERS</p>	 <p>United Way Centraide Greater Moncton and Southeastern New Brunswick</p>		

## MNPs international expertise – about Praxity™



MNP is an independent member of Praxity, one of the largest global alliances of independent accounting firms around the world. Each participant firm hand-picks expert advisers who

seamlessly work together in multidisciplinary teams across international borders to meet every client need. Praxity facilitates the sharing of expertise among its participant firms around the world. Core to the strength of the alliance is the ability to contribute senior-level expertise and local knowledge of laws and customs to provide practical, tailored and timely solutions of the highest quality around the world.



Praxity is unashamedly selective in the firms that they welcome into the Praxity Alliance, each of which retains their own branding, independence and financial responsibility. All are successful, highly rated by peers and share the same service ethos and international collaborative spirit. Senior-level expertise and local knowledge is critical. Every firm is assessed by the membership committee, not only on entry but also every three years thereafter, to ensure they are maintaining high levels of service and performance.

Through Praxity, one firm can approach another when specific advice is required outside its usual technical expertise or geographic knowledge or presence. This gives clients the benefit of cost-effective, seamless access to specialist technical skills and objective guidance when developing or initiating business in an established or emerging market, from wherever in the world they are based.























Representing the combined revenue of Praxity member firms in more than 120 countries, 2023 exceeded expectations and built on last year's excellent results. The Praxity Alliance connects class-leading accountancy professionals who are both independent and united, encompassing over 76,000 people in over 880 offices worldwide.

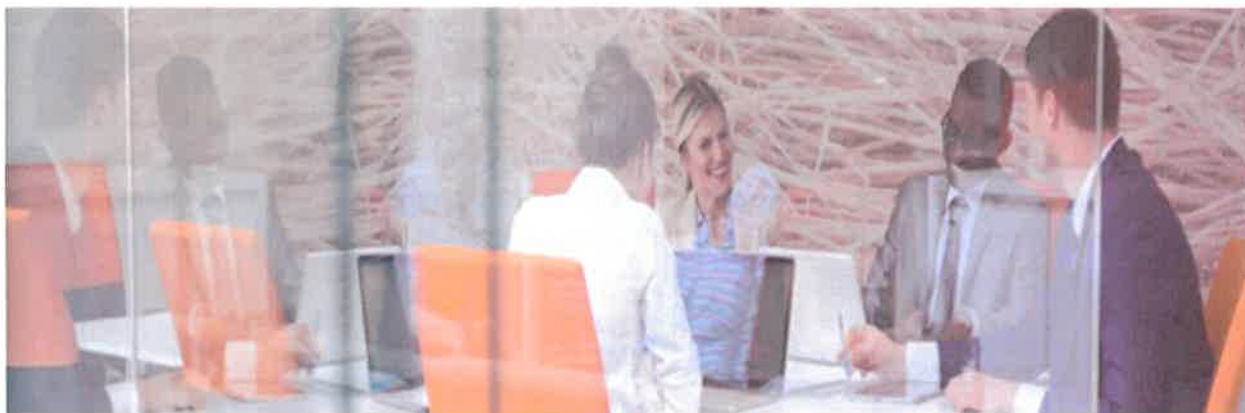
Accounting firms in Praxity Global Alliance achieved exceptional growth in 2023 with revenues of \$9.7 billion. With an 11% increase at constant exchange rates from 2022, which itself saw double-digit growth, the Alliance has seen expansion in every region and in every service line.



## MNPs industry and client focus

Industries are complex. To be a leader, you need to be at the forefront, anticipating and adapting to innovations, economic shifts, market trends and evolving legislation. That's why MNP continually invests our time and resources into fully understanding the key industry segments in which our clients operate. This allows us to provide in-depth insights and tailored solutions to help our clients succeed in a diverse range of industry sectors, including:

Agriculture		Food and Beverage Processing		Private Enterprise	
Cannabis		Forestry and Forest Products		Professionals	
China Services		Hutterite Brethren		Public Companies	
Credit Unions		Indigenous Services		Public Sector	
Dealerships		Manufacturing and Trade		Real Estate and Construction	
Energy and Utilities		Mining		Technology, Media & Telecommunications	
Family Office		Not-for-Profit Organizations			
Financial Services Institutions		Oil and Gas			



## MNPs service areas

### Tailored services for your individual business needs

Our comprehensive suite of professional and advisory services helps your businesses grow and prosper. Used individually or in combination, we tailor every service we offer to your individual business needs. These services include Assurance and Accounting, Tax, Advisory and Digital Services.

#### Assurance and accounting services

Canadian accounting standards have changed dramatically in recent years, making it a challenge for any organization to keep up. To ensure organizations understand those changes and how they may affect their business, finding an experienced advisor is critical. That's where MNP can help. Our assurance teams help businesses interpret changes in a clear, concise way, so your management team understands their impact on financial statements and other reports, allowing them to make informed decisions and achieve strategic business objectives. In addition to traditional assurance services, we provide a wide range of value-added services, including:

#### Assurance

- International Financial Reporting Standards (IFRS)
- Accounting Standards for Private Enterprises (ASPE)
- Audits and Reviews
- New Pronouncement Implementation
- Due Diligence / Go Public

#### Accounting

- Compilations
- Financial Projections and Forecasts
- ease Bookkeeping
- Complex Accounting Consulting
- CFO / Controller Secondments

## Tax services

Virtually every business transaction has tax consequences, and each year, tax laws and interpretations change and become more complex. At MNP, our teams of tax advisors work with business owners to minimize their tax consequences and maximize their returns.

While we don't recommend that organizations base their business decisions on tax incentives alone, we believe an effective tax strategy will enhance financial success. That's why we take the time to understand our clients' businesses and give advice tailored to meet their specific needs. Our customized tax services include:

### Corporate

- Canadian, U.S. & International Corporate Tax Services
- Tax Planning, Structuring and Compliance
- Transfer Pricing
- Cross-Border Tax Services (Inbound and Outbound)
- Expatriate Tax
- Scientific Research and Experimental Development
- Mergers and Acquisitions
- Transaction and Deal Structuring
- Post-Acquisition Reorganization or Integration
- Due Diligence Services
- Advance Tax-Ruling Requests

### Personal Tax

- Canadian Personal Tax
- U.S. Personal Tax
- Trust and Estate Tax
- Succession Planning
- Personal Wealth Planning

### Indirect Tax

- Business Start-Up and Expansion Planning
- Systems and Procedures
- Development and Review
- Purchasing or Selling a Business
- Audit and Appeal Services

## Advisory services

MNP's knowledgeable consultants provide customized solutions to help organizations improve their effectiveness and optimize the performance of their operations. At MNP, our consulting team offers a wealth of valuable resources to help organizations stay competitive and financially sound.

Our in-depth expertise encompasses a broad range of industries and provide strategic solutions based on the unique needs of your organization. Following are just a few of the areas in which we can provide customized solutions:

### Business Consulting

- Strategy & Planning
- Organization & People
- Performance Improvement
- Research & Analytics

### Corporate Finance

- Capital Market Consulting
- Mergers, Acquisitions & Divestitures
- Transaction Advisory Services
- Due Diligence

### Valuations

- Valuations for Business Transactions
- Financial Reporting Requirements
- Litigation Support & Dispute Resolution
- Damage Quantification

### Succession

- Retirement Planning
- Strategic Business Planning
- Transfer of Management

### Forensic & Investigative Services

- Investigation & Forensic Accounting
- Fraud Risk Management
- Litigation Support & Dispute Resolution
- Anti-Money Laundering
- Digital Forensics

### Digital Solutions

- Cyber Security
- Managed Security Services
- Digital Services
- Data & Information Dynamics
- Applications & Operations

### Enterprise Risk

- Governance & Risk Management
- CEO / CFO Certifications
- Internal Audit Services
- Technology Risk Services
- Business Resilience Services

### Corporate Insolvency

- Informal Restructurings
- Formal Restructurings (Proposals & CCAAs)
- Bankruptcies
- Receiverships
- Class Action Claims Administrators
- Estate Administration
- Shareholder Dispute Solutions
- Liquidator Appointments

## Digital services

No matter where you are on your digital journey, it's never too early to innovate. Our experienced experts work closely with clients to understand the organization's challenges and goals and then solution seamlessly as an extension of their team. With our specific industry and technical know-how, we provide capabilities and perspective that cannot be found anywhere else, allowing client to get the most out of the digital investments. We also provide strategic solutions based on the unique needs of your organization. Following are just a few of the areas we can provide customized solutions:

### Digital Advisory

- Digital Strategy & Transformation
- Business Analysis
- IT Governance & Optimization
- Program & Project Leadership
- Sourcing & Decision Support
- Organizational Change
- Mergers and Acquisitions

### Application Development

- Application Modernization
- Agile & DevOps Transformation
- Mobile & Full Stack Development
- Enterprise Integration
- Automation Tools
- Microsoft Low Code Development
- Application Managed Services

### Cyber Security & Privacy

- Security Architecture
- Risk Management
- Privacy & Data Protection
- Offensive Security
- Incident Management
- Cyber (SOC) Managed Services

### Applied Data & Analytics

- Data Strategy & Governance
- Business Intelligence & Reporting
- Data Engineering
- Dashboards & Visualizations
- Advanced Analytics
- Artificial Intelligence & Machine Learning
- Internet of Things (IoT)

### Digital Platforms

- Microsoft Dynamics 365 & Power Platform
- Enterprise Resource Planning
- Financial Planning & Analysis

- Human Capital Management
- Experience Design
- Customer Experience Management
- eCommerce & Platform Managed Services

### Cloud Services

- Cloud Readiness & Planning
- Cloud Architecture
- Cloud Migration & Deployments
- Cloud Optimization
- Cloud Cyber Security
- Cloud Managed Services

### Managed IT Services

- Support & Service Desk
- Infrastructure Projects
- Application Management
- Digital Workplace
- Infrastructure Monitoring & Management
- Security Management
- Cloud Management
- Procurement & Lifecycle Management

# MADE <sup>IN</sup> CANADA

And proud of it!

At MNP we're proud to be the national accounting, tax and consulting firm that is 100% Made in Canada.

Our history defines who we are and our approach to business. Being a Canadian firm has helped shape our values, our collaborative approach, and the way we work with our clients, engaging them every step of the way.

We have a unique perspective. Our decisions are made here – decisions that drive Canadian business and help us all achieve success — and we know the impact that our choices have on the cities and towns we call home.

Throughout our six decades of work, we've seen our communities are more than just a place we do business in. They're a place where our families live, play, and thrive, and we work to make them the best places they can be.

Being 100% Canadian is something we wear proudly. This country provides us with great opportunities, and we're here to help our clients seize the opportunities so we can create a brighter future for the generations to come.







Thank you for the opportunity  
to submit our Proposal.

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REQUEST FOR PROPOSAL  
MUNICIPAL AUDIT SERVICES  
RURAL MUNICIPALITY OF NORTH SHORE



Submitted by: Michelle Burge, FCPA, CA  
MRSB Chartered Professional Accountants  
Charlottetown | Summerside | Mill River | Souris

**M|R|S|B**

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## INTRODUCTION

MRSB Chartered Professional Accountants Inc. (MRSB) is pleased to respond to the request for proposal for the provision of auditing and professional accounting services for the Rural Municipality of North Shore (RMNS), for a three-year term, with separate audits for each Fiscal Year Ending March 31, 2025, 2026, 2027.

We believe we are well suited to fulfill the necessary requirements of this role given our depth of experience and knowledge working with non-profit organizations and PEI municipalities.



The Rural Municipality of North Shore brings together the communities of West Covehead, Covehead Road, Stanhope, Pleasant Grove and Grand Tracadie. With its coastal setting and productive land and sea resources it is a community founded on rich traditions of community organization, institution building, neighborliness and industry.

Having worked with numerous municipalities over the years, we are well versed in the *Municipal Government Act* and the reporting and audit requirements that go along with that.

Municipal operations are complex and that is why we feel our experience will be advantageous to you. We will work with you and ensure that our approach to this engagement is thorough, effective and adhering to all standards of accounting practice.

As the successful Proponent, MRSB undertakes to provide External Audit Services as follows:

- a) Undertake an independent annual Municipal audit of the Rural Municipality of North Shore financial results as of March 31<sup>st</sup>, 2025, 2026, and 2027, in accordance with Public Sector Auditing Standards, providing audited financial statements no later than June 30<sup>th</sup> each year.
- b) Provide the annual Municipal Financial Information Return to the Province of PEI and the Canada-Prince Edward Island Gas Tax Annual Expenditure Report and any others as required.
- c) The audit and consolidated statement will be in compliance with Public Sector Accounting Board (PSAB) and GAAP guidelines. The Municipality will be notified of any significant changes to PSAB guidelines in advance of the implementation date of these changes and provided an updated fee estimate of any additional work associated with the changes.
- d) Review the internal accounting controls of the Municipality to an extent necessary to evaluate the system as required by applicable standards.
- e) Issue a Management Report making recommendations for improvement.
- f) Provide an immediate written report of all irregularities and illegal acts or indications of illegal acts to the CAE. Inform the CAO of any matters involving internal control and its operation that the Auditor considers to be reportable conditions under standards established by the CICA Handbook.

- g) Provide the Municipality with adjusting entries and final trial balance upon completion of field work and provide support/assistance, if needed, to the bookkeeper when posting the adjusting entries.
- h) Present to the Council, the draft financial report for their approval.

## 1. QUALIFICATIONS OF FIRM

MRSB has been helping businesses and public sector entities achieve results since 1978. The firm started providing audit and advisory business services and has since grown to become the Island's largest, privately owned, independent professional services firm on PEI.

With four office locations across PEI including Charlottetown, Summerside, Souris and Mill River. MRSB has five professional divisions including accounting and auditing, bookkeeping and reporting, tax services, business valuations and consulting services.

MRSB's leadership team is led by Michelle Burge, FCPA, CA, Lloyd Compton, CPA, CA, CBV, Karen Zakem, CPA (Montana), Chris MacPhee, CPA, CA, Jaclyn Waite, CPA, CA, Chris Arsenaault, CPA, CA and Laura Simmonds, CPA, CA. Our staff complement is close to 65 professionals with depth of experience, education and knowledge in numerous sectors.

Our audit and assurance team bring close to 40 years of experience to our clients. We are client-service oriented and our mandate is to continually meet and exceed our client's expectations by ensuring that all audit and advisory services are conducted with the utmost level of professionalism and an unwavering commitment to timeliness and added value.

Chartered Professional Accountants are governed by the professional standards as set out by the *Canadian Institute of Chartered Professional Accountants*. These standards govern the manner in which we conduct our business and ensure quality and consistency of our work. By meeting the criteria of the *Institute*, and continually upgrading and enhancing our knowledge, you can be assured of the highest professional standards.

MRSB Chartered Professional Accountants meets all the requirements of the *Public Accounting and Auditing Act of Prince Edward Island*.

### 1.1 Firm-Wide Initiatives

To ensure that you receive top quality services that meet professional standards, MRSB has the following initiatives in place that bring added value to each and every engagement:

Quality Control Review – All work leading to the release of an audit opinion is subjected to a detailed review.

Second Partner Review – In tandem with the Audit Partner, a second Partner is also assigned to our audit engagements.

Professional Development – Emphasis is placed on professional development, and keeping our team apprised of developments within the accounting field. Be assured that through training, our national network of professionals, and most up to date software, your audit will fully comply with the latest generally accepted auditing standards.

Quality and Integrity - MRSB has developed broad industry knowledge through years of experience serving government agencies, municipalities, non-profit organizations, entrepreneurs and closely held businesses. Our clients represent most sectors of the economy and our audit teams have developed industry knowledge and experience to support their business needs. In addition, we are subject to a rigorous peer review every three years to ensure the quality of our work is in accordance with professional standards.

## 1.2 Audit Team

As part of any audit engagement, it is MRSB’s standard practice to have a Partner assigned to the engagement, which includes involvement in all aspects of the audit, including project management, site visits and attending any applicable meetings with stakeholders and Council as required.

The audit team will be made up of the following professionals:

Personnel	Role	Audit Experience
Michelle Burge, FCPA, CA	Audit Partner	30 years
Matthew MacInnis, CPA, CA	Senior Manager	10 years
Marianne Arsenault	Accountant	6 years
Clancy Doyle, CPA	Accountant	3 years

For this engagement, **Michelle Burge, FCPA, CA** and Partner of MRSB will manage the relationship with the Rural Municipality of North Shore. Michelle first joined MRSB Group in 1991. In 1994 she had obtained her Chartered Professional Accountant designation and in 1999 became a Partner. Michelle has more than 30 years’ experience in public accounting and oversees MRSB Group’s accounting and auditing functions. Michelle has considerable experience in audit and assurance engagements with private sector companies, cooperatives, credit unions and not-for-profit organizations. Michelle has led all municipal audit engagements for over 20 municipal clients on PEI.

**Matthew MacInnis, CPA, CA** Matthew MacInnis joined MRSB in 2013. He completed his Bachelor of Business Administration degree from UPEI and in 2017, received his Chartered Professional Accountant designation. He was awarded the CPA PEI Leadership Award voted by peer graduates as being a leader in the group and a CPA PEI Candidate Award of Achievement for outstanding achievement in course of studies. Since joining MRSB, Matthew has worked with an array of clients and has been a trusted advisor providing competent, timely and valuable audit knowledge. Within MRSB, Matthew has been a mentor to many CPA students and young professionals starting out in the field. Matthew continues to stay engaged in industry trends and regularly participates in professional development and learning opportunities.



### 1.3 Project Team Changeover

We recognize that continuity and relationship building is very important. In this regard, employee turnover at MRSB is minimal, allowing you the benefit of continuing to work with an audit team that will be familiar and knowledgeable with your team of professionals and your processes. This also ensures that audit and accounting engagements are conducted in the most efficient manner possible and with the least amount of disruption to you.

We do not anticipate a turnover in our audit team and can confirm there has been no turnover at the senior level for many years. In the event of a staff member change over, we have additional resources within the MRSB team that are qualified and capable of joining the project with minimal ramp up time and no additional cost to the Rural Municipality of North Shore.

## 2. EXTENT OF EXPERIENCE

MRSB has extensive experience with municipal, government and crown corporations. MRSB's municipal audit experience and more recent engagements include:

- Town of Stratford
- Town of Three Rivers
- City of Charlottetown
- Town of Cornwall
- Town of Souris
- Town of North Rustico
- Town of Borden/Carleton
- Town of Alberton
- Rural Municipality of Abrams Village
- Resort Municipality
- Federation of PEI Municipalities
- Rural Municipality of Central Prince
- Rural Municipality of Crapaud
- Rural Municipality of St. Peter's Bay Inc.
- St. Peter's Fire Department
- St. Peter's Campground
- Rural Municipality of Morell
- Rural Municipality of Miltonvale Park
- Rural Municipality of Bedeque
- Rural Municipality of Breadalbane
- Rural Municipality of Greenmount-Montrose
- Rural Municipality of St. Nicholas
- Rural Municipality of St. Louis
- Rural Municipality of Northport
- Rural Municipality of Mount Stewart Inc.

- Rural Municipality of Belfast
- Rural Municipality of West River
- Cavendish Sewer Utility
- PEI Student Financial Assistance
- Atlantic Technology Centre
- PEI Cannabis Management
- Food Technology Centre
- PEI Liquor Control Commission

Additionally, MRSB Audit and Assurance team has experience working with a number of other businesses with complex operations including:

- CHANCES Inc.
- Natures Crop International Ltd.
- PEI Fisherman's Association Ltd.
- Beach Point Processing Company
- Medical Society of PEI
- PEI Mussel King
- Morell and Souris Credit Unions
- Acadian Supreme
- Morell Consumers' Co-operative Association, Ltd.
- Cabot Fishermen's Cooperative Ltd.
- North Shore Funeral Cooperative Ltd.

“Over our 30-year relationship with MRSB, they have provided us with timely service, a professional approach and an experienced team.”

-Jeff Malloy, General Manager  
Acadian Supreme

## 2.1 Familiarity of Rural Municipality of North Shore Operations

Prior to each audit, the audit team will conduct an audit team meeting during which we will address all considerations of the Rural Municipality of North Shore audit process, requirements, timelines to complete each phase of the audit, specific internal control procedures and the audit procedures to be performed. Communication is also key throughout the audit engagement and our team understands the importance of transparency and open lines of communication.

## 2.2 References

The following individuals may be contacted that could speak to MRSB's capacity to deliver the services proposed in this engagement. Additional references may be provided if required.

<b>Name of Reference</b>	Shelley LaVie, Chief Administrative Officer
<b>Contact information</b>	Town of Souris Telephone: 902-687-4426 Email: smlavie@sourispei.com

<b>Name of Reference</b>	Matthew McMillan, CPA
<b>Contact Information</b>	Chief Financial Officer PEI Liquor Control Commission Telephone: 902-368-5718 Email: mattmcmillan@liquorpei.com

## 3. UNDERSTANDING OF AUDIT REQUIREMENTS

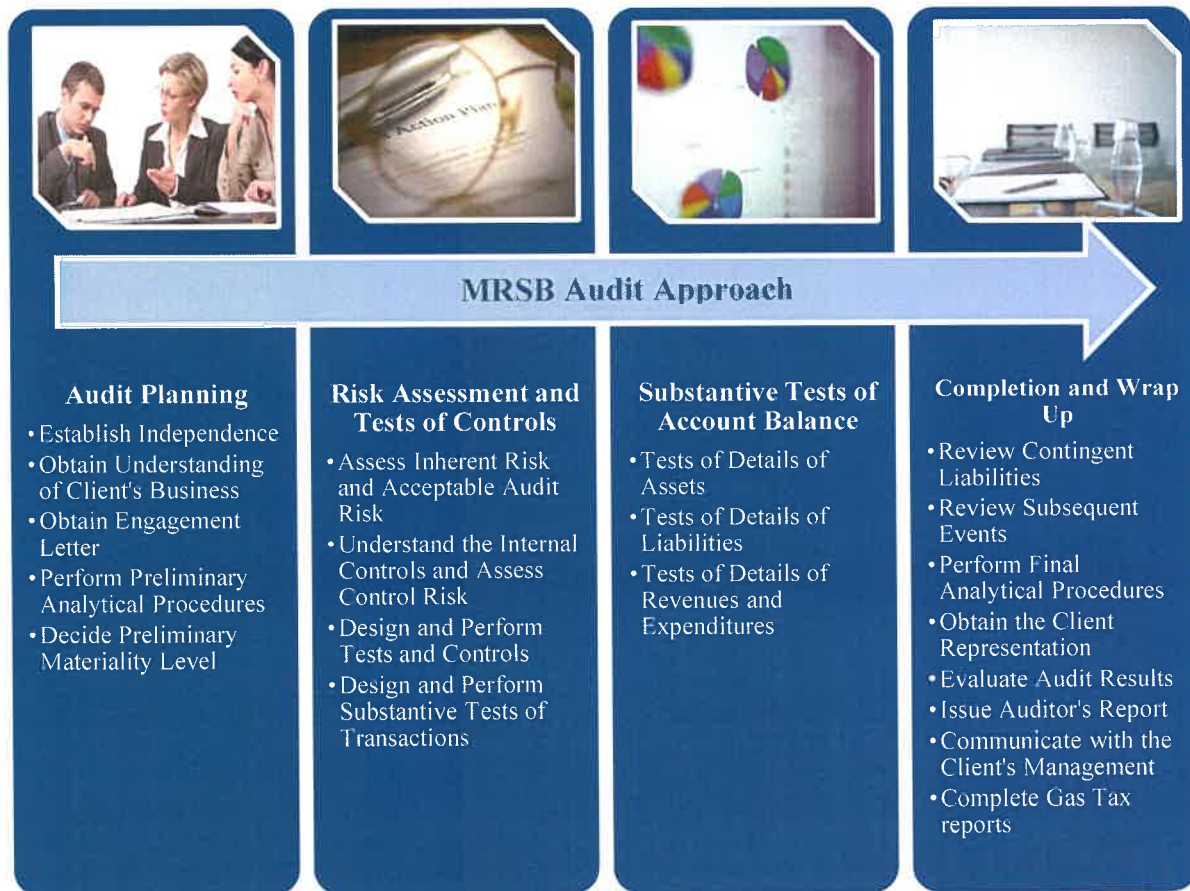
With MRSB's proven approach and understanding of municipal operations of all sizes, we are confident that our methodology and approach will continue to be a good fit for the Rural Municipality of North Shore. As the external auditor for numerous other municipalities, we are well versed in the regulatory requirements by Island Regulatory and Appeals Commission (IRAC), the Province of PEI and the Government of Canada.

### 3.1 Audit Methodology and Work Plan

An audit should not interfere with business operations, and our efficient approach minimizes disruption to you, our client. Thorough planning and proper staffing are imperative to delivering timely results and avoiding costly delays. We further promote efficiency and cost effectiveness in our audit process through the use of the latest technology. We provide value for your money and exemplify quality control throughout each approach.

During each audit engagement, we employ a four-phase audit plan that ensures our client is provided with regular communication and progress. The steps of this process are depicted below:

### MRSB Four-Phase Audit Work Plan



#### Phase I – Audit Planning

The development of a strategic audit plan is critical. This is the foundation of the audit engagement, and includes the introduction of the Audit Team and our audit processes to your team of professionals. This phase also allows for a combined assessment of the planning and execution of the actual audit.

For all audit engagements we provide our clients with a very detailed listing of the specific financial information, schedules and supporting documents that we will require prior to and during the audit engagement to ensure an efficient, timely, and effective audit.

Please see **Appendix A – Possible Requirements from Rural Municipality of North Shore** for examples of required information.

The audit is tailored to your needs and objectives. This “tailoring” requires us to understand your organizational structure, accounting policies and procedures, matters affecting the industry, inherent types of business risk, and governmental regulations. With such knowledge we are in a better position to identify the nature and source of audit evidence available, to determine the nature and extent of auditing procedures, and to focus on areas of potential concern.

### **Phase II – Risk Assessment and Tests of Controls**

The second phase is testing the accuracy of your system processing and evaluating your internal controls for compliance testing. These audit tests determine whether key internal control procedures have been operating effectively throughout the period under audit.

Our audits are performed in accordance with a risk-based approach, which is assessed at the engagement level and at the account level. The scope of the substantive tests of account balances is determined based upon the interaction between the assessed risk and our planned reliance on internal controls and calculated materiality levels.

In addition, through the utilization of data extraction software, we are able to flag financial information from your computerized accounting records to maximize audit efficiency and error detection. This ensures that audit time is utilized most efficiently to render our audit report on the financial statements as a whole.

### **Phase III – Substantive Tests of Account Balances**

This phase of our audit approach involves procedures that are performed at year-end. In this phase we concentrate on an analytical review of financial statement reports and substantive testing on year-end balances as opposed to system tests. In addition, we continue to work on financial disclosures, presentational matters and finalize any other relevant issues. We will require some assistance from staff during this process.

### **Phase IV – Completion and Wrap-up - Final Report**

In addition to the Auditor’s Report and Audited Financial Statements, Rural Municipality of North Shore will be presented with a Management Letter upon completion of year-end, and once all required external information is received. Our clients find this service to be the most valuable aspect of the audit engagement, as it is proactive and progressive rather than historic reporting. This information may not necessarily be of a financial nature, but may improve the functionality and accountability of the Reginal Municipality of North Wiltshire. Our approach is to identify the issue, explain the potential impact, and provide concise recommendations to rectify the situation.

To conclude the engagement, we will assist with the implementation of recommendations identified in the Management Letter and attend your Council Meeting to report on the Financial Statements.

### **3.2 Proposed Schedule**

A standard process with each and every engagement is for the project audit team to meet in advance of the proposed start to plan the engagement and identify timelines and roles and responsibilities. It is critical that this information is shared and all team members are prepared in advance of commencing work. A meeting will take place prior to February 15<sup>th</sup> each year, to discuss and agree upon a schedule for the completion of the audit, working paper requirements and reporting deadlines. We anticipate the completion of the audit and required reports to be completed on or before June 30<sup>th</sup> or Municipal Government Act deadline.

### **3.3 Confirmation of Independence**

MRSB will remain independent from Rural Municipality of North Shore such that the firm and its members shall be and remain free of any influence, interest or relationship which, in respect to this engagement, impairs the professional judgment or objectivity of our role as external auditor from any stakeholders that may have vested interest in Rural Municipality of North Shore. As always, MRSB will continue to be truthful and objective in the audit process adhering to the professional standards laid out within the [CPA PEI Code of Ethics](#).

Throughout this engagement, if MRSB identifies any threat to this independence, we will evaluate the threat and immediately report in writing to Rural Municipality of North Shore the issue and apply safeguards to reduce any threats to an acceptable level.

### **3.4 Conflicts of Interest**

There is no conflict of interest to declare for this engagement nor do we anticipate a perceived or potential conflict of interest arising from this engagement.

#### 4. COST OF SERVICE

Fiscal Year	EFFORT (in hours)	FEE (exclusive of HST)
<b>April 1, 2024 – March 31, 2025</b>		
<b>Breakdown by resource:</b>	<b>Estimated hours:</b>	
Michelle Burge, FCPA, CA	5	\$1,500
Matthew MacInnis, CPA, Manager	5	\$1,000
Accountants	53	\$5,300
<b>Total Cost</b>		<b>\$7,800</b>

Fiscal Year	EFFORT (in hours)	FEE (exclusive of HST)
<b>April 1, 2025 – March 31, 2026</b>		
<b>Breakdown by resource:</b>	<b>Estimated hours:</b>	
Michelle Burge, FCPA, CA	5	\$1,500
Matthew MacInnis, CPA, Manager	4	\$ 800
Accountants	56	\$5,600
<b>Total Cost</b>		<b>\$7,900</b>

Fiscal Year	EFFORT (in hours)	FEE (exclusive of HST)
<b>April 1, 2026 – March 31, 2027</b>		
<b>Breakdown by resource:</b>	<b>Estimated hours:</b>	
Michelle Burge, FCPA, CA	5	\$1,500
Matthew MacInnis, CPA, Manager	5	\$1,000
Accountants	56	\$5,600
<b>Total Cost</b>		<b>\$8,100</b>

As well, estimated fees of \$700 plus HST for AER Audit.

The hourly rates for each named resource for this audit, along with any additional advice and accounting services as required, is as follows:

Personnel	Role	Rate
Michelle Burge, FCPA, CA	Audit Partner	\$300
Matthew MacInnis, CPA CA	Senior Manager	\$200
Marianne Arsenault	Accountant	\$100
Clancy Doyle, CPA	Accountant	\$100

The audit fees for each subsequent year would be increased by inflation only, unless there are significant changes in the operation, in which case, a revised audit quote would be provided. It is our firm policy that we do not bill for any first-year implementation time to format financial statements or to become familiar with your operations.

Our billing policy for special work outside of the scope of the proposal is always to meet with the client in advance to determine the client's needs and the extent of the special work required. We develop a Terms of Reference based on this initial meeting and submit the Terms of Reference and a fee schedule for the client's review and acceptance before proceeding.

## **5. MRSB ADVANTAGE**

MRSB has significant depth in the services and resources we have within our team to successfully engage and succeed together with clients. We offer a full suite of services in-house.

In addition to a full service team of accounting, audit and advisory services, we have leaders within the firm specializing in tax, business valuation and business consulting services. Each division has a dedicated team of professionals with depth and experience.

### **5.1 Management Consulting Experience**

**MRSB Consulting Services** was established in 1999 under the leadership of Everett Roche and is an innovative and forward-thinking division providing consulting services to a wide variety of clients including small, medium and large private sector companies, municipal, provincial and federal levels of government, associations and educational institutions across Canada, Europe and the Caribbean. Services within the consulting division include business planning, economic and sector development strategies, strategic planning, project management, Board governance, industry specific consulting and funding proposals.



Samples of work completed in recent years by MRSB in a consulting capacity in a municipal setting include:

Municipality	Project
<b>Town of Stratford</b>	<p><b>Annual Resident Survey (2019 – 2023)</b> - was engaged by the Town of Stratford to assist with the planning, development, marketing, implementation, analysis, and reporting of the Annual Resident Survey for a five-year term, from 2019-2023. A paper version of the Annual Resident Survey was distributed to approximately 5,000 homes and apartments (per year) through Canada Post’s Precision Targeter. An online version of the survey was also designed and administered using the SurveyMonkey platform. MRSB trained Town of Stratford staff in data entry for the paper surveys collected, then cleaned and weighted the data. MRSB received and analyzed an average of approximately 1,000 completed surveys per year and delivered a report of respondent feedback to the Town. Additionally, a presentation of survey findings was made to Council each year.</p>
<b>Town of Stratford</b>	<p><b>Town of Stratford – Annual Business Survey (2021-2024)</b> - was engaged to assist with the planning, development, marketing, implementation, analysis, and reporting of a survey targeted towards businesses located and/or operating in the Town of Stratford. 2021 was the first year the Town initiated a survey of this type. In collaboration with the CAO, senior staff, council members, and a special committee, MRSB identified key areas for inquiry and developed strategic questions to help the Town learn more about the local business environment. The survey was administered in an online form through SurveyMonkey. MRSB worked with the Town’s Community and Business Engagement department to develop and execute a communications strategy (including survey promotion) to ensure the survey reached all businesses and encourage high response rates. In total, 60 responses were received and cleaned, leaving 50 surveys to be analyzed. A final report was prepared and delivered to the Town to serve as a key document in enhancing/expanding its business supports and initiatives. MRSB is currently carrying out the 2023 annual business survey.</p>
<b>Town of Stratford</b>	<p><b>Community Diversity and Inclusion Plan</b> – facilitated a review and update of the Town’s Diversity and Inclusion Plan, gathering feedback from stakeholders and providing updates to the Plan.</p>

<b>Town of Stratford</b>	<b>Strategic Planning Facilitation for the Renewal of “Sustainable Stratford – Results Matter”</b> - was engaged to provide strategic planning services to assist the Town in engaging stakeholders to identify strategic priorities through strategic planning sessions, and facilitated validation sessions with councilors and staff. Facilitations of the sessions included addressing the Town’s sustainability values, strategic objectives, and conducting an environmental scan to address opportunities and challenges.
<b>Canada Community Building Fund</b>	<b>Outcome Reporting</b> - was engaged by the Department of Transportation and Infrastructure in 2014 and again in 2018 to evaluate the outcomes of the Canada Community-Building Fund (formerly the Gas Tax Fund) for two consecutive five-year terms. The Fund seeks to help communities build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities. Annual reports were prepared to, in aggregate, assess the degree to which investments are supporting the progress in the Province towards achieving the desired program benefits and objectives. Online surveys were developed and distributed to representatives of municipalities across PEI to collect evidence to support the achievement of outcomes from funding recipients. A summary “roll-up” report was prepared and delivered at the end of each five-year term.
<b>City of Summerside</b>	<b>Stakeholder Engagement</b> assisting City’s Technical Services Committee with provision of facilitation of stakeholder engagement workshops.
<b>City of Summerside and City of Charlottetown</b>	<b>Sport &amp; Event Tourism Strategic Partnership</b> – facilitating engagement sessions from both municipalities in the development of a sport and event tourism strategic partnership report.
<b>City of Summerside</b>	<b>Tax Recovery Services engagement</b> - Improved tax compliance system to recover additional GST/HST, as well as PST, generating significant refunds and future costs savings
<b>Community of Bedeque and Area</b>	<b>Seniors Housing Needs Assessment</b> – conduct surveys to residents in the surrounding area to determine housing needs for seniors and complete a report on the findings.

<p><b>Town of North Rustico and Central Development Corporation</b></p>	<p><b>Seawalk Park Development Project</b> – facilitated the development of an independent business development plan to determine viability of the North Rustico Tourism Renewal Initiative.</p>
<p><b>Community of Bedeque and Area</b></p>	<p><b>Seniors Housing Needs Assessment Survey</b> - was engaged by the Community of Bedeque and Area to administer a survey to their residents and those in immediate surrounding areas to determine housing needs for seniors. The survey was designed to gather information on the profile of the respondents, their future housing needs, their desired housing amenities, and the amount they would be willing to pay for future seniors housing. The survey was also designed to collect responses from up to two individuals in a household. The survey was sent to more than 2,000 households in a geographic area selected in consultation with the Community of Bedeque. MRSB conducted background research to gain a complete understanding of the industry, including demographic trends and an inventory of seniors' housing units in the geographic area. The secondary market research in conjunction with the market survey provided a solid understanding of market needs and trends to inform the design plan and business plan for the Community.</p>
<p><b>West River Group of Communities</b></p>	<p><b>Municipal Growth Management Strategy</b> - worked in association with Stantec Consulting on a Municipal Growth Management Study for the West River Group. The West River Group consisted of the Rural Municipalities of Afton, Bonshaw, Meadow Bank, New Haven-Riverdale, and West River, which flank the banks of the West River west of the Town of Cornwall in Queens County, PEI. The five communities came together to consider potential approaches to their future governance. The consultants engaged with the community through several meetings with each of the community councils, key informant interviews with community stakeholders and two rounds of public engagement sessions with community members. Areas addressed during the engagement included:</p> <ul style="list-style-type: none"> <li>• Analysing the costs, viability, advantages, and disadvantages of each community maintaining their current individual municipal structures;</li> <li>• Analysing the costs, viability, advantages, and disadvantages of restructuring into one municipal entity;</li> <li>• Exploring the advantages and disadvantages of any individual West River Group community joining a larger municipality; and</li> </ul>

	<ul style="list-style-type: none"> <li>Identifying unincorporated areas contiguous with the West River communities that would benefit from participation in a potential amalgamation.</li> </ul>
<b>Federation of PEI Municipalities</b>	<b>CAO Education and Training</b> - was engaged by the Federation of PEI Municipalities to design, develop, and deliver training and education for CAOs in PEI municipalities. With the Municipal Government Act coming into place in 2017, the role of the Chief Administrative Officer (CAO) within municipalities expanded to include more clearly defined duties and many new CAO's were hired. MRSB was engaged to support these Municipal CAOs with training and education, to ensure they were able to fulfill all their duties effectively. The MRSB Consultants developed a short online survey to gather detailed information from CAOs regarding current challenges and interest level in training. With this information in mind, MRSB Consultants developed and delivered virtual topical sessions on topics such as roles and responsibilities, public engagement and communications, municipal law, municipal financial management, and land use planning and development.

MRSB Consulting Services has also completed multiple strategic planning engagements (which included budget planning) with many PEI municipalities, including the City of Summerside, Town of Kensington, Rural Municipality of Belfast, and Resort Municipality.

MRSB offers a complement of services that would provide an organization such as the Rural Municipality of North Shore, a full-suite of services with one organization. Please refer to **Appendix B - MRSB Services** for a complete list of services available to the Rural Municipality of North Shore.

MRSB remains committed to working with PEI businesses and organizations. MRSB revenues remain on PEI where we continue to grow our team across the Island and invest in the communities in which we live and do business.

Throughout the year, our team supports over 70 community organizations across PEI through corporate sponsorships, serving on Boards, donations and participation. Several members of our team are Board members of respective organizations including the Queen Elizabeth Hospital Foundation, Prince County Hospital Foundation, United Way of PEI, CBDC East, Greater Charlottetown Area Chamber of Commerce, PEI Connectors, Junior Achievement of PEI, Autism Society of PEI, Holland College Foundation, REACH Foundation, Canadian Evaluation Society, Children's Wish Foundation, South Shore Chamber of Commerce, and Canadian Red Cross. Examples of community events we have sponsored in recent years include over 12 community arenas, North Rustico Canada Day celebrations, Federation of PEI Municipalities AGM, Town of Kensington Winter Carnival, West Prince Neighbor to Neighbor, City of Charlottetown Physician Welcome Reception, among many others.

**Appendix A –  
Possible Requirements from Rural Municipality of North Shore**

The following is an example of the items that we may request from you. This list of items will be tailored to your specific accounting and reporting systems.

**Financial Overview**

- Description of accounting system including your personnel and their responsibilities.
- Preliminary year-end financial statements including draft notes to the financial statements.
- An “executive summary” of operations for the period will assist us in interpreting your financial information. A short memo outlining the major events of the period, and how they have affected your financial results, would be helpful.

**Trial Balance**

- An electronic copy of your trial balance at year-end containing account numbers, full account descriptions, and final account balances.
- Electronic access to the general ledger trial balance at year-end.

**Cash and Investments**

- Bank reconciliations as at year-end, with supporting detail.
- Copies of all banking agreements.
- Investment details reconciled to the accounting records and income slips recorded for the year.
- Schedule calculating average bank balance for the year and explanations for any significant variations from the average balance during the year.

**Accounts Receivable**

- Detailed aged accounts receivable trial balance, reconciled to the general ledger, and details of amounts collected after the year end to the audit date.
- Listing of accounts where collection is uncertain.
- Listing of government grants accounts receivable at year end date

**Accounts Payable and Accruals**

- Detailed aged accounts payable trial balance as at year-end, reconciled to the general ledger, including supporting documents, and details of amounts paid subsequent to the year end.
- Listing of any accrued liabilities.
- Memo documenting how management has affected purchases cutoff (i.e. ensured recording of invoices for all services and product received prior to period end).
- Copies of returns statements and assessments for the period concerning source and HST remittances.
- Schedule calculating HST reasonability for the year.
- Details of employee vacation and sick time accrual adjusted to schedule of amounts owing.

**Deferred Revenue**

- Detailed listing of deferred revenue by each program area, including gas tax funds.

**Contractual Obligations, Contingencies and Subsequent Events**

- Memo outlining any pending or threatened litigation against Rural Municipality of North Shore.
- Analysis of legal expense for the period.
- Commitments for material purchases, capital expenditures, performance guarantees, etc.
- Events occurring subsequent to period end that may impact future operations (for example, new lease commitments, new financing, etc.).

**Tangible Capital Assets**

- Schedule of tangible capital assets including additions and amortization calculated for year.
- Copies of invoices for all additions for year and disposals.

**Revenue and Expenses**

- Analytical review of revenue and expenses for current to prior year with explanation for any significant variances.
- Provincial and Federal funding agreements and claims.

**Additional Requirements**

- Letterhead for representation letter.
- Bylaws, corporate documentation.
- Minutes of Council meetings.
- Copy of annual operating budget.
- Copies of all Lease Agreements.
- Copy of personnel and financial policies.

**Appendix B –  
MRSB Services**



## THE MRSB ADVANTAGE

MRSB has significant depth in the services and resources we have within our team to successfully engage and succeed together with clients. We offer a full suite of services in-house.

In addition to a full service team of accounting, audit and advisory services, we have leaders within the firm specializing in tax, business valuation and business consulting services. Each division has a dedicated team of professionals with depth and experience.

**MRSB Consulting Services** was established in 1999 under the leadership of Everett Roche and is an innovative and forward-thinking company providing consulting services to a wide variety of clients including small, medium and large private sector companies, municipal, provincial and federal levels of government, associations and educational institutions across Canada, Europe and the Caribbean. Services within the consulting division include business planning, economic and sector development strategies, strategic planning, project management, Board governance, industry specific consulting and funding proposals.

**MRSB Bookkeeping & Reporting** specializes in the fundamentals required to maintain client financial records through computerized bookkeeping. With fast, friendly and confidential services, Bookkeeping & Reporting offers monthly financial statement preparation and interpretation, GST/PST remittances, bank reconciliation, direct deposit payroll services, source deduction remittances and T4's, computer and accounting training, short term support staff and part-time controllers.

**MRSB Tax Services** professionals have earned an excellent reputation in the business community for their knowledge and innovative approaches to Canada's ever changing tax environment. Our specialists can provide advice and assistance to owner managers on the tax implications and requirements of any variety of issues including – succession planning; incorporation; owner-manager remuneration; capital gains deductions; corporate and partnership tax issues; GST and HST compliance and planning; corporate reorganizations; international tax issues and planning; dispute resolution with Canada Customs and Revenue Agency.

**MRSB Valuation Services** team is able to assist in the valuation of a business, represent a buyer and/or seller during the acquisition of a business and provide divestiture support and assist with insurance and litigation issues.



**Llink** is an affiliate company to MRSB, with an overall strategy to link European and North American companies addressing manufacturing and processing productivity, competitiveness and efficiencies, and the company President, Chris Matters, has traveled extensively developing relationships with many international firms and businesses.

## CONFEDERATION

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» M & A

Confederation M&A provides expertise related to purchases, sales and mergers of small to medium-sized companies. Resources within the MRSB Group of Companies enables Confederation M&A to provide a full range of services related to the purchase and sale transaction from start to finish.

### MRSB Networking



MRSB is an independent member of DFK Canada and DFK International, worldwide associations of over 280 independent accounting firms and business advisors. As an active member of both organizations, MRSB has access to a variety of leaders and business professionals to exchange practice management information, technical expertise, continuing education development and an assortment of resources to best serve clients on a national and international level.

MRSB is also active across PEI with business and community organizations in a range of capacities including team members serving on Boards, corporate sponsorships, donations and participation. In total, we support over 60 community organizations across PEI.

Several members of our team are Board members of respective organizations including the Queen Elizabeth Hospital Foundation, United Way of PEI, Greater Charlottetown Area Chamber of Commerce, Summerside Chamber of Commerce, Summerside Rotary Executive, PEI Connectors, Junior Achievement of PEI, Autism Society of PEI, Holland College Foundation, REACH Foundation, Canadian Evaluation Society, Children's Wish Foundation, and Canadian Red Cross.

## Additional Services

There are a number of services in particular that would be beneficial to the Rural Municipality of North Shore for continued success and long-term growth on PEI as highlighted below:

### Strategic Planning

Led by MRSB Senior Consultant and Principal of MRSB Consulting Wendy Drake, MBA, strategic planning sessions encourage organizations to reflect on their business needs, what success looks like for your organization and address your organization's most significant challenges, opportunities and strengths. The process involves engagement of stakeholders within your organization, including Board of Directors, senior management and other stakeholders that you may identify. MRSB Consulting works with each organization to set out a comprehensive plan to implement your short and long term goals. We work with you each step of the way, providing guidance, coaching and support to achieve your vision and accomplish results.

### Board Governance

MRSB Consulting Services can assist your organization in establishing good governance practices for your organization's Board of Directors. Governance refers to the oversight and direction of an organization's operations and activities, it defines the division of power among Board of Directors and Management and achieves accountability among Boards, Management, staff and stakeholders. Whether the organization is new, growing, in maturity or decline, MRSB can assist the Board in renewing or developing good governance practices to become high performing and achieve superior results for the organization and its stakeholders.

### Program Evaluation

MRSB Consulting Services has worked extensively with numerous PEI government departments in evaluating programs for efficiency and value. Led by Principal and Senior Consultant, Brenda Wedge, BBA, CGA, CA, these evaluations provide professional, unbiased appraisal of your program, service or project. Depending on the nature of the program you are looking to implement or evaluate, our consultants will gather, review and analyze data to evaluate the outcomes and measures of a project. Projects often involve meeting with stakeholders, conducting surveys and focus groups. Whether it is a pilot project or a multi-year program, we can help in ensuring your initiatives are valuable and achieving your goals.

The associated fees for these value added services are as follows:

Service	Resource
Strategic Planning	Wendy Drake, MBA
The average hourly rate for MRSB Consulting Services is \$175/hour	





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Stratford, Prince Edward Island  
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**902-370-2224**



## PROPOSAL OF AUDIT SERVICES

## RURAL MUNICIPALITY OF NORTH SHORE

Jeff Keough, Chartered Professional Accountant  
Keough, O'Brien, Shea Chartered Professional Accountants  
[jeff@koscpa.ca](mailto:jeff@koscpa.ca)

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# || PROPOSAL FOR SERVICES

## OVERVIEW

Keough O'Brien Shea Chartered Professional Accountants (KOS CPA) is pleased to submit this proposal in response to the request for audit services by Rural Municipality of North Shore at KOS CPA, we are committed to a collaborative, team-based approach, ensuring that we work in unison with our clients to achieve their objectives. Our ethos is grounded in the principles of reliability, availability, and serviceability, underscoring our dedication to delivering high-quality and efficient services. This proposal outlines our firm's credentials, introduces our dedicated engagement team, details our pricing strategy, and concludes with our commitment to excellence.

## Our Background, Qualifications, and Engagement Team

Established 5 years ago, KOS CPA is a comprehensive service firm specializing in audit, advisory, accounting, tax, and cloud-based accounting solutions for a diverse clientele. The firm is made up of four partners and nine staff members, with a total of six Chartered Professional Accountants.

Our firm has extensive experience auditing and supporting the not-for-profit sector, understanding the unique financial reporting and regulatory requirements these organizations face. We have successfully worked with numerous nonprofits to provide audits that enhance transparency and compliance while identifying opportunities to strengthen internal controls and operational efficiencies. Whether it's grant reporting, managing restricted funds, or optimizing operational processes, we are committed to delivering practical solutions that empower organizations to focus on their mission, and have a proven track record of doing so.

Our pride lies in the success and trust we build with each client, embodying our motto 'Accounting Done Differently'. Our growth has been fueled by positive word-of-mouth and client referrals, attesting to the satisfaction and value we bring. In addition, we also aim to meet the needs of our clients and aim to exceed their expectations, while maintaining our independence and objectivity. Our company was formed through the merging of three Chartered Professional Accountants, all of which have years of industry experience in public and private accounting/auditing. The firm has grown immensely since inception due to the quality

Given the importance of a solid plan, we will ensure that our team is well-rounded and prepared for any situation that arises throughout the engagement. The team will put together a plan based on the analysis to execute prior to commencing the audit then will reassess that plan to ensure we remain on track throughout the duration of the audit.

**Jeff Keough, CPA**, will be the Partner assigned to your engagement, and he has an incredibly strong audit background with over 10 years' experience with the Auditor General's office, and 20+ years in the audit field. He is an expert in the evaluating and strengthening of controls as he is a former Certified Information Systems Auditor (CISA). During his time at the Auditor General's office, Jeff audited all aspects of government programs from a financial and value-for-money perspective. Jeff's experience in working with government entities gives him a unique perspective which will provide immense value in this engagement. The most recent audit experience over the last few years includes but is not limited; to Workers Compensation Board of Prince Edward Island, Explore Summerside, Real Estate Association of Prince Edward Island and the Chartered Professional Accountants of Prince Edward Island.

**Devin Murphy, CPA**, will be the manager on the engagement and he passed the CFE in 2021. Prior to this, he obtained his professional diploma in Accounting from the University of Lethbridge, as well as his Bachelor of Arts from the

University of Prince Edward Island. Devin has spent his last six years in public accounting where his time was spent working on audit engagements. These audits have ranged from large corporations with 100+ employees to non-profit clients of every size. Audit experience over the last two years includes but is not limited; to the Workers Compensation Board of Prince Edward Island, Explore Summerside, Real Estate Association of Prince Edward Island and the Chartered Professional Accountants of Prince Edward Island.

**Cameron Craig, CPA** will be the full-time auditor on the engagement, he passed the CFE in 2023. Prior to this, he obtained his Bachelor of Business Administration degree, with a specialization in accounting, from the University of Prince Edward Island. Cameron has spent his last seven years in public accounting, where most of his time was spent leading audit engagements. Over the past two years some of Cameron's audit experience includes auditing various government programs, the Workers Compensation Board of PEI, the Canadian Mental Health Association PEI Division, the Tourism Industry Association of PEI, and the Public School Branch.



## OUR PROPOSAL

### The Objective

Our goal is to deliver audited draft financial statements to Rural Municipality of North Shore by June 20, 2025. To achieve this, our team will commence work by May 12, 2025, ensuring a comprehensive approach that includes planning, analysis, substantive testing, and reporting.

For audit and assurance services such as this, a significant part of our initial process includes documenting controls and assessing the risk of the engagement. This will help us to identify the risks from a financial statement standpoint and develop strategies on the most effective and efficient way to execute the audit. This is done for first year audits by our firm; thus, the first engagement requires additional work than subsequent engagements. It is of utmost importance that we have a representative from the company that is cooperative and responsive to our information and documentation requests during the onset of and throughout the audit. This will ensure that we complete all aspects of our audit plan on time to meet our proposed issuance deadline for the financial statements.

Further, we will also identify, analyze, and act on any deficiencies or weaknesses in internal controls or workflows throughout the current processes or programs within the organization. Should any deviations from our failures in internal controls be identified by us, our team will put together a Management Letter addressed to the Board of Directors on our findings and/or suggested controls to help mitigate future potential risks or repeat findings. We will have meetings with the Audit Committee and Board of Directors and attend the Annual General Meeting. This approach will be taken for the 2025 to 2027 audits. Our proposal assumes a 3-year assignment to this engagement as a significant amount of time in year one is needed to gather knowledge of business.

## Plan of Action

Our execution strategy incorporates proven methodologies, extremely qualified personnel, and a highly responsive approach to managing deliverables.

## Technical/Project Approach and Methodology

Our approach will include planning sessions to develop and document an understanding for processes and controls under the current system for recording and reporting. This will allow us to properly assess financial controls, to assess their effectiveness and to ensure accuracy and completeness, which will then help to mitigate the risk of fraud or error.

## Process

### Planning – Assessment of Risk

This phase focuses on establishing a thorough understanding of the organization's financial environment, identifying risks, and developing an effective audit strategy. Key activities include:

- **Initial Meetings with TCWG and Management:** Engaging with Those Charged with Governance (TCWG) and management to gain a clear understanding of operations and expectations for the audit.
- **Documentation of Controls and Processes:** Reviewing and documenting existing controls, processes, and procedures to assess their effectiveness and identify any potential areas of concern.
- **Comprehensive Risk Assessment:** Performing a risk assessment to determine the scope of the audit, ensuring that critical areas are addressed, and audit procedures are appropriately focused.
- **Tailored Audit Procedures:** Developing audit procedures based on the identified risks, ensuring an efficient and effective approach throughout the engagement.

### Fieldwork (Testing) and Reporting

This phase involves executing the audit plan and presenting the results, ensuring that the organization receives a clear and actionable assessment of its financial health. The activities include:

- **Documentation Review and Sample Testing:** Requesting and reviewing documentation, performing sample testing, and engaging in discussions with management to verify the accuracy and completeness of the financial data.
- **Analytical Procedures and Variance Analysis:** Conducting analytical procedures to identify variances, assess trends, and investigate any anomalies or discrepancies requiring further investigation.
- **Preparation of Final Reports and Management Letter:** Preparing comprehensive final reports, including the audited financial statements and a management letter that highlights key findings and offers recommendations for process or control improvements.
- **Presentation to the Board of Directors:** Presenting the audit results to the Board of Directors and attending relevant meetings (e.g., the Annual General Meeting) to ensure full transparency and understanding of the findings.

## Schedule

We would prefer to begin interim testing immediately after awarded the contract. This would commence in February 2025, and allow us to plan the audit at that time as well. Our year end testing would commence once the trial balance is ready, preferably late May at the latest. We would prepare to have our audit report ready by the end of June/early July.

## PRICING

The following table details the pricing for delivery of the services outlined in this proposal:

<b>Planning – Assessment of Risk</b>	<b>Hourly Rate</b>	<b>Hours</b>	<b>Total</b>
Cameron – Audit Senior	\$160	14	\$2,240
Devin – Audit Manager	\$180	14	\$2,520
Jeff – Audit Partner	\$275	6	\$1,650
<b>Total Planning</b>		<b>34</b>	<b>\$6,410</b>
<b>Fieldwork (Testing) / Reporting</b>	<b>Hourly Rate</b>	<b>Hours</b>	<b>Total</b>
Cameron – Audit Senior	\$160	30	\$4,800
Devin – Audit Manager	\$180	18	\$3,240
Jeff – Audit Partner	\$275	8	\$2,200
<b>Total Fieldwork / Reporting</b>		<b>56</b>	<b>\$10,240</b>
<b>Combined Total</b>		<b>90</b>	<b>\$16,650</b>
<b>Additional work needed</b>			<b>\$160-\$325 per hour</b>

*Disclaimer: The prices listed in the preceding table are an estimate for the services discussed. This summary is not a warranty of final price. Estimates are subject to change if project specifications are changed or if additional fees are expected, which would be discussed with the Executive Director beforehand. Also, HST is additional. Furthermore, we cannot be responsible for cost overruns caused by the client's failure to deliver materials by agreed-upon due dates set in our initial meeting prior to commencing fieldwork. No Accounting services have been quoted within this Audit Engagement. See hourly fees noted above – also subject to change year over year (approx. 10% expected)*

*Either party may cancel the audit for the second or third year by written notice no later than six months after the start of the fiscal year.*

## OTHER PROPOSAL INFORMATION

At KOS CPA we are always available to address any queries or concerns that may arise during the audit process. Our team is committed to providing ongoing support, not just during the scheduled audit phases but throughout the year. We proactively keep an eye out for potential issues that may affect your financials and provide guidance to ensure compliance and mitigate risks. Whether it is answering questions, offering advice, or addressing concerns promptly, our goal is to be a trusted partner that adds value at every stage of the engagement.

In addition to our core services, we also monitor any changes in regulations, reporting requirements, or other factors that could impact your organization. We make it a priority to keep you informed about these updates throughout the year, helping you stay compliant and adjust your operations as needed. This initiative-taking approach ensures that your organization is always aligned with the latest standards, allowing you to focus on your mission with confidence.

## Value-Added Services

One example of how we provide additional value is our work with not-for-profit clients who were previously served by other firms. We identified that these clients were not properly reporting their Investment Tax Credits (ITCs), which had resulted in significant underreporting of eligible credits. Through our detailed audit procedures, we were able to rectify these errors, leading to the recovery of over \$100,000 in missed ITCs.

Our thorough knowledge of the tax credit landscape, particularly for not-for-profit organizations, allows us to uncover such opportunities, ensuring that clients are maximizing their eligible credits and avoiding potential penalties. We are committed to identifying similar opportunities during our audit process, helping you improve your financial position and reduce any risk of non-compliance.

## CONCLUSION

As industry leaders, Keough O'Brien Shea Chartered Professional Accountants is steadfast in our commitment to excellence, driven by our core principles:



We pride ourselves on innovative solutions and our unwavering dedication to surpassing client expectations.

We look forward to working with the Rural Municipality of North Shore supporting your team with a financial audit and advice and providing insight on various aspects of your accounting processes.

If you have questions on this proposal, feel free to contact Jeff Keough at your convenience by email at [jeff@koscpa.ca](mailto:jeff@koscpa.ca) or by phone at 902-894-5339. We will be in touch with you next week to arrange a follow-up conversation on the proposal.

Thank you for your consideration and we hope our proposal is deemed favorable.

Jeff Keough, Chartered Professional Accountant  
Partner

## REFERENCES

**Explore Summerside**, Executive Director – Rose Dennis  
[rose@exploresummerside.com](mailto:rose@exploresummerside.com)

**Prince Edward Island Real Estate Association**, Executive Director – Peggy Donovan  
[peggy@peirea.com](mailto:peggy@peirea.com)

**Workers Compensation Board of PEI**, Chief Financial Officer – Norman MacDonald  
[ncqmacdonald@wcb.pe.ca](mailto:ncqmacdonald@wcb.pe.ca)

**Chartered Professional Accountants of PEI**, Chief Executive Officer – Tanya O'Brien  
[tobrien@cpapei.ca](mailto:tobrien@cpapei.ca)