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Assurance and Accounting

# Accounting Standards for Private Enterprises (ASPE) Update 2021

## Introduction

It was a busy year for the Accounting Standards Board (AcSB or the Board) and for Part II of the CPA Canada Handbook – Accounting: Accounting Standards for Private Enterprises (ASPE). As was the case with many, the Board has been hard at work dealing with the ever-evolving situation of the COVID-19 pandemic. The Board has continued to adjust and make quick decisions to ensure they are continuing to address stakeholder needs while also furthering the progress of various projects, including its project on cloud computing and related party transactions.

In addition, several amended standards became effective in 2021 including the amendments to Section 3856 around retractable or mandatorily redeemable shares and related party financial instruments. This publication will discuss these changes, as well as, provide a highlight on the evolving COVID-19 accounting impacts, an outline of other amendments and standards effective over the next few years and an overview of the projects the Board has on the go that will affect private sector entities.

## COVID-19 Impacts

Global, national, and local responses to COVID-19 are continuing to evolve and change. The implications of this virus are far reaching, it is impacting operations across multiple sectors and continues to lead to economic uncertainty. As vaccination efforts continue to improve there has been improvement across most industries but the threat of variants and further lockdowns still remain. Some of the ways in which the pandemic is still affecting entities include:

- Reduced consumer demand for goods and services due to lost income and/or restrictions on consumers' ability to move freely;
- Reduction in ability to provide goods and services and lost revenues due to government-imposed shutdowns and product shortages;
- Difficulties in collecting from customers and other counterparties facing financial difficulties;
- Lack of investment in capital improvements and construction reducing demand for many goods and services;
- Receipt of government grants, discounted loans, and tax deferrals for economic stimulus; and
- Disruption of global supply chains

The financial reporting implications for entities may be similarly broad, and the precise effects will depend on the facts and circumstances of each entity. The following are some financial reporting considerations entities should keep in mind for December 31, 2021 and subsequent year ends.

- As restrictions begin to loosen and businesses begin to open up and return to some form of normal, there is still the need to consider the lingering effects of COVID around going concern and impairment. This has been an unprecedented situation and the lasting effects are still not known.
- To help many business weather these difficult times the government has increased and made government assistance available to more entities. As time passes these programs are being extended or evolving as the virus evolves as well. This funding, especially those which cover multiple periods and years should be reviewed to ensure the accounting is appropriate under ASPE.
- Revenue recognition continues to be an area where additional care must be taken, as entities are still struggling with operations it is important to ensure the revenue criteria for recognition are reviewed and assessed to ensure the timing of revenue recognition is appropriate.
- In addition to the above accounting considerations, an entity should ensure that the financial statements provide sufficient information about the extent and nature of the effect COVID-19 has had on its financial position, operations, and cash flows. This is to ensure readers have a clear understanding of the impact and any potential future impacts as this situation continues to evolve.

Many landlords over the pandemic have provided concessions to tenants. The Board recognized that under the previous guidance in Section 3065, *Leases accounting* for these concessions from a lessor and lessee perspective was onerous. Therefore, in 2020 the Board amended the guidance in Section 3065 to provide relief to lessors and lessees when accounting for rent concessions related directly to COVID-19. The relief was broken down into two scenarios, a deferral of lease payments and a reduction or waiver of lease payments.

- For a deferral of lease payments with no changes to the total payments required by the original lease contract, a lessee and a lessor would continue to account for the lease according to the terms of the original lease contract. To account for the rent concession, a lessee would recognize a lease payable and a lessor would recognize a lease receivable for the amount representing the deferred lease payments.

- For a reduction in the total payments required, a lessee and a lessor would continue to account for the lease according to the terms of the original lease contract. To account for the rent concession, a lessee and a lessor would recognize the reduction in total lease payments in net income in the period to which the lease payments relate.

This relief became effective for fiscal years ending on or after December 31, 2020 and was originally only covering reductions in payments due on or before December 31, 2021. As the pandemic continues to impact businesses across multiple sectors, the Board extended this relief to cover reductions in payments due on or before December 31, 2022.

## Standards Effective in 2021

In 2020 the AcSB was mindful of the evolving situation related to the COVID-19 pandemic and sought to alleviate pressures on stakeholders as they navigated these difficult times. As a result, the AcSB deferred the effective date for the following amendments, to fiscal years beginning on or after January 1, 2021. Entities must now determine the impact these changes will have on their December 31, 2021 year ends. Refer to the publications provided in the table below for more detailed information on these amendments.

### Significant Amendments to Section 3856, *Financial Instruments*, on accounting for Retractable or Mandatorily Redeemable Shares issued in a tax planning arrangement (RoMRS)

The AcSB believed that the accounting for RoMRS needed to be re-examined, as a number of issues had arisen in respect of such shares. Previously, paragraph 3856.23 allowed preferred shares issued in a tax planning arrangement under specific sections of the *Income Tax Act* to be presented at their par, stated, or assigned value as a separate line item in equity. The Board has issued amendments to Section 3856 on how RoMRS should be accounted for under ASPE. The key features of the amendments include:

- When an entity issues RoMRS, it may choose to present those shares at par, stated or assigned value as a separate line item in equity only when the following conditions are met. If any of the below conditions are not met for any or all of the shares issued, an entity must classify the shares as a financial liability and present them as a separate line item on the balance sheet at their redemption amount. The conditions for equity classification are:
    - Control of the entity (see Section 1591, Subsidiaries) issuing the RoMRS is retained by the individual shareholder receiving the shares in the arrangement;
    - Either no consideration is received by the entity issuing the RoMRS, or only shares of the entity issuing the RoMRS are exchanged; and
    - No other written or oral arrangement exists, such as a redemption schedule, that gives the holder of the shares the contractual right to require the entity to redeem the shares on a fixed or determinable date or period.
- The entity has the choice to classify all RoMRSs as liabilities even when the criteria mentioned above for equity classification are met. This choice would be made on a transaction by transaction basis.
- RoMRS that have been classified as equity must be assessed whenever events or transactions occur that may indicate the conditions for equity classification are no longer met. If this is the case the RoMRSs must be reclassed to liabilities and measured at their redemption amount, with the adjustment being recorded either through retained earnings or a separate component of equity.
- Once RoMRS are classified as liabilities they can never be reclassified as equity.

These amendments will result in more entities classifying RoMRS as liabilities. To help ease this transition several provisions have been added to Section 3856. These include the ability to apply the amendments at the beginning of the fiscal year the amendments are first applied without restatement of prior years, and less stringent criteria for assessing control and consideration transferred for RoMRS issued prior to January 1, 2018.

These amendments resulted in guidance being added to other standards such as Section 1591, *Subsidiaries*, as well as Section 3251, *Equity*.

### Significant Amendments to Section 3856, *Financial Instruments*, and Section 3840, *Related Party Transactions*, on accounting for related party financial instruments

The Board understood that the guidance on accounting for related party financial instruments after initial recognition, and the measurement of related party compound financial instruments was not clear and resulted in diversity in practice. Additionally, financial instrument risk disclosures were not entity-specific which resulted in the entity not providing useful information to financial statement users. The board amended Section 3856 and Section 3840 to address these concerns. The amendments focused around the scope, initial measurement, subsequent measurement, presentation of impairment and forgiveness, and the accounting for modifications and extinguishments of related party financial instruments.

The scopes of both standards were amended to move all the guidance on related party financial instruments to Section 3856. Now Section 3840 only provides guidance on accounting for non-financial items in a related party transaction.

Initial and subsequent measurement guidance for related party financial instruments has been added to Section 3856. This requires related party financial instruments to be measured at cost unless the instrument is quoted in an active market, it is a debt instrument that has inputs that are significant to fair value that are observable, or is a derivative contract, then it is measured at fair value. The cost of a related party financial instrument will depend on if the instrument has repayment terms or not and the equity component of a related party compound financial instrument may be initially measured at zero. The subsequent measurement of a related party transaction has been aligned with initial measurement.

An entity must assess and recognize any impairment loss on a related party financial instrument prior to recognizing any forgiveness. The recognition of the forgiveness in either equity or net income will depend on whether the original transaction related to the financial instrument was in the normal course of business or not, or if it is impracticable to determine this fact. When it is impracticable to determine if the original contract was in the normal course of business or not, additional disclosures are required. All modifications of a related party financial liability are accounted for as an extinguishment.

Lastly, guidance was added to Section 3856 to require all financial instrument risk disclosures to be prepared using enterprise specific information so that the disclosures provide useful information to users.

### Narrow scope amendments to Section 3465, *Income Taxes*

Minor amendments have been made to Section 3465, *Income Taxes*, these amendments are to be applied retrospectively and include:

- As a result of changes to the eligible capital property guidance rules in Section 14 of the *Income Tax Act*, the example included in paragraph .14(f) of Section 3465, *Income Taxes* was removed as it was no longer relevant.
- Previously when the future income taxes method was applied, future income tax assets and liabilities would be split between current and non-current presentation. The standard now only requires non-current presentation for all future income tax assets and liabilities.
- Lastly, an additional disclosure has been added to require the disclosure of the amount of future income tax assets and liabilities for each type of temporary difference for each period presented.

### Narrow scope amendments to Section 3051, *Investments*

In December 2016, paragraph .07A was added to Section 3051, *Investments*, to provide guidance on how to apply the cost method when determining the initial measurement of an investment subject to significant influence. There was confusion as to whether this initial measurement guidance would also be applicable when accounting for an interest in a jointly controlled enterprise using the cost method. As a result, paragraph 3051.07A was amended to clarify that it does apply to this situation.

| Amendment/ New Standard | Resources |
|---|---|
| Significant amendments to Section 3856, *Financial Instruments*, on accounting for retractable or mandatorily redeemable shares issued in a tax planning arrangement (RoMRS) | • ASPE at a Glance: Retractable or Mandatorily Redeemable Shares Issued in a Tax Planning Arrangement (RoMRS)<br>• Preferred Share are Changing – Is your Organization Affected |
| Significant amendments to Section 3856, *Financial Instruments*, and Section 3840, *Related Party Transactions*, on accounting for related party financial instruments | • ASPE at a Glance: Section 3856, Financial Instruments<br>• ASPE at a Glance: Section 3840, Related Party Transactions |
| Narrow Scope Amendments to Section 3465, *Income Taxes* | • ASPE at a Glance: Section 3465, Income Taxes - Future Income Taxes Method |
| Narrow Scope Amendments to Section 3051, *Investments* | • ASPE at a Glance: Section 3051, Investments |

## Standards Effective in 2022

Similarly, the Board wanted to give entities more time to implement changes and deferred the effective date for the following new standard and amendments, to fiscal years beginning on or after January 1, 2022. Entities must continue to consider the impacts these changes will have on their December 31, 2022 year ends. Refer to the publications provided in the table below for more detailed information on these changes.

### New Section 3041, Agriculture on accounting for an agricultural producer's agricultural inventories and productive biological assets

The Board had received stakeholder feedback highlighting the gap in guidance in accounting for agricultural activity. The agriculture industry is a significant industry in Canada and due to the lack of accounting standards addressing this topic there was diversity in practice, specifically around the measurement of biological assets and agricultural inventories. The Board sought feedback from stakeholders in 2018 on the proposed Section 3041. After addressing stakeholder feedback, the Board issued new Section 3041, *Agriculture* into Part II of the handbook. The highlights of the new standard include:

#### *Scope*

- The Section would apply to an agricultural producer's agricultural inventories and productive biological assets, including transactions related to agricultural production such as the purchase of harvested products of biological assets for use in agricultural production.

- It does not apply to forestry, harvesting from sources that are not owned by the agricultural producer, the raising or purchasing of animals for competitive sport or agricultural inventories held by enterprises that are not agricultural producers. It also does not apply to assets resulting from activities that transform an item of agricultural inventory into a different asset (secondary production). Such assets would be within the scope of other Sections such as Section 3031, *Inventories*.

### *Recognition*

- Biological assets not used in a productive capacity are presumed to be agricultural inventories on initial recognition. An agricultural producer could choose to rebut this presumption on initial recognition when its intention is to develop the asset into a productive biological asset.

### *Measurement of agricultural inventories*

- An agricultural producer would make an accounting policy choice to measure agricultural inventories using the cost model, or the net realizable value model when the following conditions are met:
  i. the product has a reliable, readily determinable, and realizable market price;
  ii. the product has reliably measurable and predictable costs of disposal; and
  iii. the product is available for immediate delivery.
- An agricultural producer that measures agricultural inventories using the cost model would make another accounting policy choice to determine cost using either full cost, or only the input costs.
- Agricultural inventories measured using the cost model are measured at the lower of cost and net realizable value.
- For agricultural inventories measured using the net realizable value model, changes in net realizable value after initial recognition would be recognized in net income.

### *Measurement of productive biological assets*

- Productive biological assets would be measured at cost less accumulated amortization and impairment, if any.
- Productive biological assets managed on a collective basis to maintain their collective productive capacity indefinitely (such as a herd of livestock) would not be amortized but would be subject to impairment.
- When a productive biological asset is no longer used in a productive capacity, it would be measured at the lower of it's carrying amount and fair value less costs to sell until it is sold or disposed of other than by sale. The asset is no longer amortized.

### *Change in use*

- When an agricultural producer starts using an item of agricultural inventory in a productive capacity, it would reclassify the item from agricultural inventories to productive biological assets. The carrying amount of the item of agricultural inventory would be the deemed cost of the productive biological asset on reclassification.
- Productive biological assets are not reclassified to agricultural inventories.

### *Presentation*

- The amount of agricultural inventories and productive biological assets must be presented as separate line items on the agricultural producer's balance sheet.

The section will be applied retrospectively, with simplified transitional provisions.

## Significant amendments to Section 3400, Revenue on accounting for multiple-element arrangements, bill-and-hold arrangements, the percentage of completion method, gross vs. net revenue recognition and upfront non-refundable fees

In 2017, the AcSB issued a survey asking stakeholders for feedback on issues they encountered when applying the guidance in Section 3400, *Revenue.* Based on the feedback provided, the Board understood that a lack of guidance in certain areas was causing issues when applying the standard. As a result, in December 2019 the Board issued an amendment to Section 3400, the following guidance has been added:

- Identifying the units of account – guidance on how to determine whether an arrangement consists of a group of contracts or a single contract and identifying the units of account in an arrangement;
- Bill-and-hold arrangements – guidance on how to determine if revenue can be recognized when the delivery of the goods or services has yet to occur;
- Multiple-element arrangements – guidance on how to allocate consideration to elements in multiple deliverable arrangements using the relative stand-alone selling price basis. Also includes guidance on methods to be used for estimating the stand-alone selling price when not directly observable;
- Percentage of completion method – guidance on how to determine the degree of completion and compute the revenue to be recognized in a period;
- Reporting revenue gross or net - adding additional indicators to aid in determining whether revenue should be recognized on a gross or net basis; and
- Upfront non-refundable fees/payments – adding guidance on circumstances when revenue should be recognized.

Additional disclosures have also been included for contracts in progress at the end of the reporting period accounted for using the percentage of completion method.

The Board is aware of the difficulties that may arise in applying some of these amendments and therefore included transitional relief where in certain situations, an enterprise would not be required to make retrospective adjustments for long-term contracts accounted for using the percentage of completion method, or when accounting for multiple element arrangements.

### Amendments to Section 3462, *Employee Future Benefits* for the use of a funding valuation

In 2018, Ontario's pension regulator introduced a new reserve, the provision for adverse deviations (PfAD), in the going concern funding valuation for defined benefit plans. This reserve is meant to cover unexpected adverse deviations in such plans. Similarly, in 2016 Quebec enacted Bill 57, which eliminated the requirement to fund a pension plan on a solvency basis. Instead, plans are funded on a going concern basis with a new requirement to establish a reserve called a stabilization provision, the purpose of which is similar to that of the PfAD. Stakeholders raised questions on whether the PfAD and the stabilization provision should be included in the measurement of the defined benefit obligation when an entity makes an accounting policy choice to use a funding valuation under Section 3462, *Employee Future Benefits*, as there was diversity in practice.

The AcSB amended Section 3462 to clarify the accounting:

- When an entity has defined benefit plans without a legislative, regulatory, or contractual requirement to prepare an actuarial valuation for funding purposes, the obligations for these plans are measured using an actuarial valuation prepared for accounting purposes. The previous accounting policy choice to measure such plans on a funding valuation basis has been removed due to the complexities in applying this method and the diversity it is causing in practice.
- When an entity has defined benefit plans with a legislative, regulatory or contractual requirement to prepare an actuarial valuation for funding purposes, the obligations for these plans are measured using either an actuarial valuation prepared for accounting purposes or the most recently prepared actuarial valuation prepared for funding purposes provided specific criteria is met.
- When an entity elects to use a funding valuation to measure the defined benefit obligation for defined benefit plans that have a funding valuation requirement:
  - The defined benefit obligation would be measured at the amount that is required to be funded by contributions in accordance with legislative, regulatory, or contractual requirements; and
  - The aggregate of all underlying components of the legislative, regulatory, or contractual requirements would be included in that measurement of the defined benefit obligation (for example the Ontario PfAD and Quebec stabilization provision would be included).

## 2021 Annual Improvements

The Board has adopted an annual improvement process to amend standards to help clarify guidance/ wording or correct for unintended consequences or conflicts. Any large amendments or the issuance of new standards are outside the scope of this process.

During the 2021 annual improvement process the Board updated Section 1500, *First Time Adoption* to allow entities that had previously applied ASPE but whose most recent annual financial statements were not reported under ASPE, to apply Section 1500 again, or to apply the standards retrospectively in accordance with Section 1506, *Accounting Changes*.

Section 1510, *Current Assets and Current Liabilities* has been amended to allow entities the option to present amounts owing from directors, officers or shareholders and amounts owing to parents and other affiliated companies in aggregate with the amounts disclosed separately in the notes.

The improvements also amended Section 1540, *Cash Flow Statement*, to remove the need to disclose in aggregate for business combinations and disposals of business units, the total assets and total liabilities acquired or disposed of. Lastly the Board also amended illustrative example 3 in Section 3856, *Financial Instruments*, for a noted error.

| Amendment/ New Standard | Resources |
|---|---|
| New Section 3041, *Agriculture*, on accounting for an agricultural producer's agricultural inventories and productive biological assets | • ASPE at a Glance: Section 3041, *Agriculture* |
| Significant amendments to Section 3400, *Revenue*, on accounting for multiple-element arrangements; bill-and-hold arrangements; the percentage of completion method; gross vs. net revenue recognition; and upfront non-refundable fees | • ASPE at a Glance: Section 3400, Revenue |
| Amendments to Section 3462, Employee Future Benefits for the use of a funding valuation. | • ASPE at a Glance: Section 3462, Employee Future Benefits |

## Projects on the Go

The AcSB currently has a number of projects in progress that propose future changes to the ASPE Handbook. The following provides a brief discussion of these projects.

### Consultation Paper – AcSB Strategic Plan

The Board sets out strategic plans to provide broad objectives that will guide them in achieving their public interest mandate. The current strategic plan remains in effect until March 31, 2022, and the Board is undertaking this project to develop the next Strategic Plan. In May 2021, the Board issued a Consultation Paper seeking comments on the Draft Strategic Plan which will cover the years 2022 to 2027. The Strategic Plan is broken down into three major areas where work will be completed;

- Deliver relevant and high-quality accounting standards
  - Review and potentially update the Preface of the Handbook to evaluate whether to continue or change the framework required to be used by certain entities.
  - Explore how the frameworks work together and consider scaling the standards to better meet the range of needs of Canadian entities and their financial statement users. This may include allowing additional accounting policy choices and/or addressing the extent of disclosures required for certain frameworks.
  - Continue to establish high-quality accounting standards for publicly accountable enterprises, private enterprises, not-for-profit organizations, and pensions.
- Demonstrate leadership in reporting beyond traditional financial statements
  - Ensure the voice of Canadian stakeholders are heard.
  - Consider the connection between financial and non-financial reporting
  - Continue to respond to stakeholder needs by developing guidance as needed.
- Raise the AcSB's International Influence
  - Continue to share the views of Canadian stakeholders on a global scale.
  - Continue to engage with other standards setters in Canada and globally to help further develop Canadian domestic standards.
  - Continue to influence and participate in the development of IFRS standards.

The Board is currently seeking feedback on this Consultation Paper and stakeholders are encouraged to respond, the Consultation Paper can be accessed here, all comments must be received by October 15, 2021.

### Exposure Draft – Effect of IBOR Reform on Financial Reporting

Canada and jurisdictions across the globe have taken recommendations from the Financial Stability Board's (FSB) report on Reforming Major Interest Rate Benchmarks and as a result is replacing the existing Interbank Offered Rates ("IBOR") with alternative benchmark rates. As many entities transition from IBOR to alternative benchmark rates, many debt and derivative contracts that reference these rates will be modified. The current guidance in Section 3856 requires entities to perform qualitative and quantitative assessments such as the 10% test, to determine if these modifications should be accounted for as extinguishments. For entities where numerous instruments reference IBOR, this would be very onerous. Also, the current guidance in Section 3856, requires a change in the benchmark rate for derivative contracts designated in a hedging relationship, to cause the entity to discontinue hedge accounting. This outcome would not provide users of the financial statements with useful information. The Board understood these issues and in September 2021 issued an exposure draft seeking to amend Section 3856 to simplify the current accounting analysis for debt modifications solely due to IBOR reform, and allow hedge accounting to continue where there is a change in certain critical terms related to the IBOR reform. The main point of the exposure draft include:

Optional Expedients for Debt Modifications;

- These amendments would only apply to arm's length debt instruments that reference interest rate benchmarks that will be replaced with other rates as a direct consequence of IBOR reform.
- The expedient will allow entities to account for debt modifications related to the IBOR reform as a continuation of the existing contract and not as an extinguishment.
- This expedient would be applied consistently to all debt contracts.

Exceptions to Hedge Accounting Guidance

- The amendments would only apply to the following hedging relationships where critical terms are expected to be modified due to IBOR reform;
  - An interest-bearing asset or liability hedged with an interest rate swap to mitigate the effect of changes in interest rates; and
  - A foreign currency denominated interest-bearing asset or liability hedged with a cross-currency interest rate swap to mitigate the effect of changes in interest rates and foreign currency exchange rates
- In these cases where critical terms have changed as a direct result of IBOR reform the hedging accounting relationship would not be discontinued.
- The hedge documentation must be updated to reflect the changes to the hedging item, the hedged item and the description of the specific risk exposure being hedged.

- The exception would cease being applied once all changes related to the IBOR reform have been made to the hedging and hedged items.

Disclosure

- The nature and the carrying amount of the financial instrument subject to IBOR reform must be disclosed.

Effective Date and Transition

- The amendments would be effective for fiscal years ending on or after February 1, 2022 with earlier application permitted.
- The amendments would be applied retrospectively in accordance with Section 1506, *Accounting Changes*
- Discontinued hedging relationships would be required to be reinstated where the following conditions are met:
  - The hedging relationship was discontinued solely due to changes required by the IBOR reform and the entity would not have been required to discontinue the hedging relationship if the amendments had been applied at that time; and
  - At the date of the application of these amendments, the discontinued hedge relationship continues to meet all the qualifying criteria for hedge accounting, after taking account of these amendments.

The Board is seeking feedback on the proposal and stakeholders are encouraged to respond to the Exposure Draft, which can be accessed here, by October 18, 2021. The Board will review all feedback received by the deadline and determine next steps.

### Project – Financial Statement Concepts

In March 2019, the AcSB approved a project to review the financial statement concepts in both Part II and Part III of the CPA Canada Handbook. The project will focus on:

- Elements (definition of an asset, liability, revenue and net assets);
- Recognition;
- Measurement;
- Disclosure; and
- Unit of account

The first items to be addressed will be the definition of an asset and liability.

### Project – Cloud Computing Arrangements

Recently, more entities have begun using cloud-computing arrangements to access software. In the past, entities would do an outright purchase of software that would then be physically installed onto their own hardware. In a cloud computing arrangement, customers have the right to use software through remote access whereby the actual software resides on the vendor's hardware. These arrangements contain varying contractual terms and the accounting can be complex. As a result, the AcSB is considering the need for accounting guidance for cloud computing arrangements. Research to date has identified that the two main issues are how the customer should be accounting for the fees paid in a cloud computing arrangement and for the related implementation costs. The Board is currently deliberating the accounting for implementation costs and the development of an accounting guideline.

### Project – Related Party Transactions

The results of an AcSB survey of stakeholders on the priority of projects for domestic standards identified Section 3840, *Related Party Transactions*, as a high priority. An area of concern identified by stakeholders was accounting for related party combinations. The Board is currently undertaking a research project to better understand the types of related party combinations undertaken by private enterprises and the accounting challenges of such transactions.  Once the results of the research project are determined, the Board will decide on next steps.

## Conclusion

As we head closer to the end of the year, now is the time to check in with your BDO advisor about how the impacts of COVID-19, the changes made to the ASPE Handbook and the projects on the go will affect your organization. Reach out to us today.