Doane Grant Thornton

Financial statements

Board of Management for the Swansea Town Hall Community Centre

December 31, 2024

Contents

Management's responsibility for the financial statements

The financial statements of the Board of Management for the Swansea Town Hall Community Centre (the "Centre") are the responsibility of management and have been approved by the Board.

The financial statements have been prepared in compliance with the Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in Note 2 to the financial statements.

The preparation of the financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Centre's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Board of Management is responsible for ensuring that management fulfills its responsibilities for financial reporting. The Board reviews the Centre's financial statements and discusses any significant financial reporting or internal control matters prior to the approval of the financial statements.

The financial statements have been audited by Doane Grant Thornton LLP, independent external auditors appointed by the City of Toronto's City Council, in accordance with Canadian generally accepted auditing standards. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Centre's financial statements.

Signed by:
4D80B66631A7486
_________________ Chairperson

DocuSigned by:
DB0B1B5A4A13499...
_________________ Treasurer

Doane Grant Thornton

Independent Auditor's Report

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To the Council of the Corporation of the City of Toronto and the Board of Management for the Swansea Town Hall Community Centre

Qualified Opinion

We have audited the financial statements of Swansea Town Hall Community Centre (the "Centre"), which comprise the statement of financial position as at December 31, 2024, and the statement of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matters described in the *Basis for Qualified Opinion* section of the report, the accompanying financial statements present fairly, in all material respects, the financial position of the Centre as at December 31, 2024, and its results of operations, its changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Basis for Qualified Opinion

As described in Note 2 to the financial statements, the Centre's accounting policy is to expense capital assets in the year of acquisition. This constitutes a departure from Canadian public sector accounting standards for government not-for-profit organizations which requires that these assets are capitalized and amortized over their estimated useful lives.

The impact of this departure from Canadian public sector accounting standards for government not-for-profit organizations has not been determined and therefore, we were unable determine the adjustments required to assets and liabilities as at December 31, 2024, materials and supplies expenditures, purchased services expenditures, and funds provided by the City of Toronto for the year ended December 31, 2024 and December 31, 2023.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Centre in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Centre's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Centre or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Centre's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Centre's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Centre's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Centre to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Doane Grant Thornton LLP

Toronto, Canada
April 24, 2025

Chartered Professional Accountants
Licensed Public Accountants

Board of Management for the Swansea Town Hall Community Centre Statement of Financial Position

December 31		**2024**		2023
Assets				
Current				
Cash	**$**	**672,597**	$	590,500
Government remittances receivable		**11,951**		2,394
Prepaid expenses		**1,236**		11,105
Inventory		**733**		733
		686,517		604,732
Due from City of Toronto (Note 4)		**86,818**		107,685
	$	**773,335**	$	712,417

Liabilities				
Current				
Due to City of Toronto (Note 5)	**$**	**351,649**		271,372
Accounts payable and accrued liabilities		**118,307**		138,222
Deferred contributions (Note 7)		**107,211**		107,211
		577,167		516,805
Post-employment benefits liability (Note 4)		**86,818**		107,685
		663,985		624,490
Net assets				
Internally restricted – Program Development Reserve (Note 6)		**109,350**		87,927
	$	**773,335**	$	712,417

Approved by the Board:

Signed by:

4D80B66631A7486... Chair

DocuSigned by:

DB0B1B5A4A13499... Treasurer

See accompanying notes to the financial statements.

Board of Management for the Swansea Town Hall Community Centre
Statement of Operations
Year ended December 31

	Program	Administration	**2024**	2023
Revenue				
Funds provided by City of Toronto (Note 5)	$ -	$ 540,436	**$ 540,436**	$ 408,930
Rental	-	272,798	**272,798**	291,053
Photocopier	-	1,304	**1,304**	597
Interest income	21,403	-	**21,403**	28,549
Other income	10,382	-	**10,382**	8,012
	31,785	814,538	**846,323**	737,141
Expenses				
Salaries and wages	-	429,724	**429,724**	371,733
Employee benefits	-	84,955	**84,955**	83,669
Materials and supplies	-	74,501	**74,501**	70,440
Purchased services	-	225,358	**225,358**	174,738
Other	10,362	-	**10,362**	8,184
	10,362	814,538	**824,900**	708,764
Excess of revenue over expenses	$ 21,423	$ -	**$ 21,423**	$ 28,377

See accompanying notes to the financial statements.

Board of Management for the Swansea Town Hall Community Centre
Statement of Change in Net Assets
Year ended December 31

	Unrestricted	Internally restricted - Program Development Reserve (Note 6)	**Total 2024**	Total 2023
Net assets, beginning of year	$ -	$ 87,927	**$ 87,927**	$ 59,550
Excess of revenue over expenses	21,423	-	**21,423**	28,377
Interfund transfer	(21,423)	21,423	-	-
Net assets, end of year	$ -	$ 109,350	**$ 109,350**	$ 87,927

See accompanying notes to the financial statements.

Board of Management for the
Swansea Town Hall Community Centre
Statement of Cash Flows

Year ended December 31	**2024**	2023
Increase (decrease) in cash		
Operating		
Excess of revenue over expenses	**$ 21,423**	$ 28,377
Change in non-cash working capital items		
Prepaid expenses	**9,869**	(11,105)
Inventory	**-**	(349)
Due to City of Toronto	**80,277**	(66,318)
Accounts payable and accrued liabilities	**(19,915)**	(25,063)
Government remittances receivable	**(9,557)**	(7,774)
Post-employment benefits liability	**(20,867)**	-
	61,230	(82,232)
Financing		
Long-term amount due from City of Toronto	**20,867**	-
Increase (decrease) in cash	**82,097**	(82,232)
Cash, beginning of year	**590,500**	672,732
Cash, end of year	**$ 672,597**	$ 590,500

See accompanying notes to the financial statements.

1. Nature of operations

The City of Toronto Act, 1997 continued the provisions of By-law No. 1995 - 0448 dated June 26, 1995 to reflect Chapter 25, Community and Recreation Centres of the Corporation of the City of Toronto Municipal Code. Chapter 25 amended all previous by-laws and established part of the premises at 95 Lavinia Avenue, as a community recreation centre under the authority of the Municipal Act, known as Swansea Town Hall Community Centre (the "Centre"). The Centre is a not-for-profit organization and, as such, is exempt from income tax.

The Municipal Code provides for a Council appointed Board which, among other matters, shall:

a) endeavour to manage and control the premises in a reasonable and efficient manner, in accordance with standard good business practices, and

b) pay to the City of Toronto (the "City") any excess of administration expenditure funds provided by the City in accordance with its approved annual budget, but may retain any surplus from program activities.

2. Significant accounting policies

Basis of accounting

These financial statements have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations ("PSAS-GNFPO"), including the 4200 series of standards, as issued by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada.

Revenue recognition

The Centre follows the deferral method of accounting for contributions. Contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions are deferred and recognized as revenue in the year in which the related expenses are recognized and recorded as part of deferred contributions on the statement of financial position.

Rental and other revenues are recognized as the services are provided and the performance obligations have been met. Amounts received in advance of services being provided are classified as deferred revenue on the statement of financial position.

Financial instruments

The Centre initially measures its financial assets and financial liabilities at fair value.

The Centre subsequently measures all its financial assets and financial liabilities at amortized cost.

2. Significant accounting policies (continued)

Financial instruments (continued)

Financial assets measured at amortized cost include cash and due from City of Toronto. Financial liabilities measured at amortized cost include accounts payable and due to City of Toronto.

Contributed material and services

Because of the difficulty of determining their fair value, contributed materials and services are not recognized in the financial statements. Monetary donations are recorded as received.

Capital assets

Major capital expenditures are financed by the City of Toronto, which owns the facility, and are not reported in these financial statements. The Centre expenses capital assets on acquisition. During 2024, capital assets expensed totaled $102,850 (2023 - $75,365) of which $82,109 (2023 - $67,134) is included in purchased services and $20,741 (2023 - $8,231) is included in materials and supplies.

Employee related costs

The Centre has adopted the following policies with respect to employee benefit plans:

a) The City of Toronto offers a multi-employer defined benefit pension plan to the Centre's employees. Due to the nature of the Plan, the Centre does not have sufficient information to account for the Plan as a defined benefit plan; therefore, the multi-employer defined benefit pension plan is accounted for in the same manner as a defined contribution plan. An expense is recorded in the period in which contributions are made.

b) The Centre also offers its employees a defined benefit sick leave plan, a post-retirement life, health and dental plan, a long-term disability plan and continuation of health, dental and life insurance benefits to disabled employees. The accrued benefit obligations are determined using an actuarial valuation based on the projected benefit method prorated on service, incorporating management's best estimate of future salary levels, inflation, sick day usage estimates, ages of employees and other actuarial factors.

Net actuarial gains and losses that arise are amortized over the expected average remaining service life of the employee group.

The Centre recognizes an accrued benefit liability on the statement of financial position, which is the net of the amount of the accrued benefit obligations and the unamortized actuarial gains/ losses.

2. Significant accounting policies (continued)

Use of estimates

The preparation of financial statements in accordance with PSAS-GNFPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Management makes accounting estimates when determining significant accrued liabilities, the post-employment benefits liabilities and the related costs charged to the statement of operations. Actual results could differ from those estimates, the impact of which would be recorded in future periods.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

3. Change in accounting policies

Effective January 1, 2024, the Centre adopted PS3400 *Revenues* retroactively with no restatement required.

PS 3400 *Revenues* establishes standards on how to account for and report on revenue, specifically differentiating between transactions that include performance obligations (i.e. the payor expects a good or service from the public sector entity), referred to as exchange transactions, and transactions that do not have performance obligations, referred to as non-exchange transactions. For exchange transactions, revenue is recognized when a performance obligation is satisfied. For non-exchange transactions, revenue is recognized when there is authority to retain an inflow of economic resources and a past event that gave rise to an asset has occurred

4. Post-employment benefits liability and long-term account receivable

The Centre participates in a number of defined benefit plans provided by the City including pension, other retirement and post-employment benefits to its employees. Under the sick leave plan for management staff with ten years of service as of April 1, 2003, unused sick leave accumulated until March 1, 2008 and eligible employees may be entitled to a cash payment upon leaving the Centre's employment. The liability for these accumulated days represents the extent to which they have vested and could be taken in cash by the employee upon termination, retirement or death. This sick bank plan was replaced by a Short-Term Disability Plan (STD) effective March 1, 2008, for all non-union employees of the City of Toronto. Upon the effective date, individual sick banks were locked with no further accumulation. Grandfathered management staff remains entitled to payout of frozen, banked time, as described above. Under the new STD, management employees are entitled to 130 days annual coverage with salary protection at 100 or 75 percent, depending upon years of service. Non- management employees continue to receive sick bank time as stipulated in the applicable Collective Agreement, which specifies no financial conversion of unused sick leave.

4. Post-employment benefits liability and long-term account receivable (continued)

The Centre also provides health, dental, life insurance, accidental death and long-term disability benefits to eligible employees. Depending upon the length of service and an individual's election, management retirees are covered either by the former City of Toronto retirement benefit plan or by the current retirement benefit plan.

Due to the complexities in valuing the benefit plans, actuarial valuations are conducted on a periodic basis. The most recent actuarial valuation was completed as at December 31, 2024 with projections to December 31, 2027. Assumptions used to project the accrued benefit obligation were as follows:

- long-term inflation rate - 2.0%
- assumed health care cost trends - range from 3.0% to 6.0%
- rate of compensation increase - 3.0% to 3.5%
- discount rates - post-retirement 4.3%, post-employment 3.8%, sick leave 4.1%

Information about the Centre's employment benefits, other than the multi-employer, defined benefit pension plan noted below, is as follows:

	2024	2023
Post-retirement benefits	**$ 54,068**	$ 81,283
Sick leave benefits	**-**	26,563
	54,068	107,846
Unamortized actuarial gain (loss)	**32,750**	(161)
Post- employment benefit liability	**$ 86,818**	$ 107,685

The continuity of the accrued benefit obligation is as follows:

	2024	2023
Balance, beginning of year	**$ 107,685**	$ 107,685
Current service cost	**1,941**	1,752
Interest cost	**4,385**	4,692
Amortization of actuarial gain	**260**	1,933
Unamortized actuarial gain recognized on settlement of sick leave benefits plan	**(19,978)**	-
Benefits paid	**(7,475)**	(8,377)
Balance, end of year	**$ 86,818**	$ 107,685

A long-term receivable from the City of $86,818 in 2024 (2023 - $107,685) has resulted from the recording of post-retirement benefits. Funding for these costs continues to be provided by the City as benefit costs are paid and the City continues to be responsible for the benefit liabilities of administration staff that may be incurred by the Centre.

4. Post-employment benefits liability and long-term account receivable (continued)

The Centre also makes contributions to the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer plan, on behalf of most of its employees. The OMERS plan (the "Plan") is a defined benefit plan, which specifies the amount of retirement benefit to be received by the employees based on the length of service and rates of pay. Employer contributions to this pension plan amounted to $35,721 in 2024 (2023 - $31,671).

The most recent actuarial valuation of the Plan as at December 31, 2024 indicates the Plan is in a deficit position and the Plan's December 31, 2024 financial statements indicate a net deficit of $4,319 million (a deficit of $2,913 million plus adjustment of $1,406 million of unrecognized investment returns above or below the discount rate that is being smoothed and recognized over a five-year period). The Plan's management is monitoring the adequacy of the contributions to ensure that future contributions together with the Plan's assets and future investment earnings will be sufficient to provide for all future benefits. At this time, the Centre's contributions accounted for an insignificant portion of the Plan's total employer contributions. Additional contributions, if any, required to address the Centre's proportionate share of the deficit will be expensed during the period incurred.

5. Funds provided by the City of Toronto - Administration

Funding for administration expenses is provided by the City according to Council approved budgets. Surplus amounts in administration are payable to the City. Deficits, excluding those accruals for long-term employee benefits, are funded by the Centre unless Council approval has been obtained for additional funding.

	Budget 2024 (unaudited)	**2024**	2023
Administration expenses			
Salaries and wages	$ 475,329	**$ 429,724**	$ 371,733
Employee benefits	163,720	**84,955**	83,669
Materials and supplies	80,344	**74,501**	70,440
Purchase of services	107,186	**225,358**	174,738
	826,579	**$ 814,538**	$ 700,580
Budgeted rental and sundry revenue	(185,000)		
Administration budget	641,579		
Centre's administration revenue			
Administration budget		**$ 641,579**	$ 546,357
Rental and sundry revenue		**274,103**	291,651
		915,682	838,008

5. Funds provided by the City of Toronto -administration (continued)

	2024	2023
Centre's actual administration expense		
Administration expenses	**$ 814,538**	$ 700,580
Adjustments for non-cash items:		
Post-employment benefits, not funded by the City until paid, that are included in long-term amount due from City of Toronto	**20,867**	-
	835,405	700,580
Administration expenses under approved budget	**$ 80,277**	$ 137,428

The under-expenditure of $80,277 (2023 - $138,428) is included in Due to City of Toronto.

The Due to City of Toronto balance is comprised of:

	2024	2023
2022 surplus	**$ 133,944**	$ 133,944
2023 surplus	**137,428**	137,428
2024 surplus	**80,277**	-
	$ 351,649	$ 271,372

6. Internally restricted - Program Development Reserve

The Board of Management created the Program Development Reserve in September 2010 with funds earmarked for program development. In 2024, the Board of Management approved the transfer of $21,423 (2023 - $28,377) from unrestricted net assets to the Program Development Reserve.

7. Deferred contributions

Deferred contributions consist of the following:

	2024	2023
Balance, beginning of year	**$ 107,211**	$ 107,211
Contributions received	**-**	-
Amount recognized as revenue	**-**	-
Balance, end of year	**$ 107,211**	$ 107,211

8. Financial instruments

The Centre is exposed to and manages various financial risks resulting from operations. Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The Centre's main financial risk exposures and its financial risk management policies are as follows:

Credit risk

The Centre is exposed to credit risk resulting from the possibility that parties may default on their financial obligations. The Centre's maximum exposure to credit risk represents the sum of the carrying value of its cash and accounts receivable. The Centre's cash is deposited with Canadian chartered banks and as a result management believes the risk of loss on this item to be remote. Management believes that the Centre's credit risk with respect to accounts receivable is limited. The Centre manages its credit risk by reviewing accounts receivable aging and following up on outstanding amounts.

Liquidity risk

Liquidity risk is the risk that the Centre cannot meet a demand for cash or fund obligations as they become due. The Centre's financial liabilities are comprised of accounts payable and accrued liabilities. The Centre manages liquidity risk by monitoring its cash flow requirements on a regular basis. The Centre believes its overall liquidity risk to be minimal as the Centre's financial assets are considered to be highly liquid.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and other price risk.

Currency risk

Currency risk refers to the risk that the fair value of instruments or future cash flows associated with the instruments will fluctuate relative to the Canadian dollar due to changes in foreign exchange rates. The Centre's financial instruments are all denominated in Canadian dollars and the Centre transacts primarily in Canadian dollars. As a result, management does not believe it is exposed to significant currency risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Centre's cash earns interest at prevailing market rates. Management believes the interest rate exposure related to this financial instrument is negligible.

8. Financial instruments (continued)

Market risk (continued)

Other price risk

Other price risk is the risk that the fair value of financial instruments or future cash flows associated with financial instruments will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether these changes are caused by factors specific to the individual instrument or its issuer or factors affecting all similar instruments traded in the market. Management does not believe the Centre is exposed to significant other price risk.

Changes in risk

There have been no significant changes in the Centre's risk exposures from the prior year.

9. Comparative figures

Comparative figures have been reclassified where necessary to conform to the presentation adopted in the current year.

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April 14, 2025

Management and the Board of Management
Swansea Town Hall Community Centre
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In connection with our audit of the financial statements of Swansea Town Hall Community Centre (the "Centre") as of December 31, 2024 and for the year then ended, we considered internal control over financial reporting ("internal control") as a basis for designing appropriate audit procedures. The purpose of our audit was to express an opinion on the financial statements, not to identify internal control matters. Therefore, we express no opinion on the effectiveness of internal control and it would be inappropriate to conclude that no internal control matters, including significant control deficiencies, exist beyond those included in this communication.

A deficiency in internal control exists where the design, implementation, operation or absence of a control means that internal controls are unable to prevent, or detect and correct, misstatements in the financial statements on a timely basis. The Canadian Auditing Standards require that, where we identify internal control deficiencies during an audit, we assess their importance and severity and communicate them to management and those charged with governance, as appropriate. Deficiencies that are of sufficient importance to merit the attention of those charged with governance are described as "significant deficiencies".

Significant control deficiencies

Segregation of duties

In common with other organizations with a small accounting team, we noted an issue surrounding segregation of duties. The Executive Director does have access to post entries and remains the sole authorization on electronic payments. We recognize the addition of the Assistant Executive Director role to provide additional segregation. Additionally, a mitigating control exists whereby management analyses the financial statements monthly to determine if there are any unusual variances and will perform an investigation if any are found.

As the achievement of high degree of segregation of duties may not be practical for organizations with a small accounting team, we remind management and the board of Management that ongoing involvement and review of budgets and interim financial information is important to the control environment.

Management Response

Management believes that the current controls in place are sufficient given the size and complexity of the entity. While the Executive Director has access to post entries to Sage, but she does not in practice post any entries. The Executive Director, the Treasurer and the Board reviews the interim financial statements monthly which also mitigates this matter.

Other deficiencies

Formal risk assessment process

We noted that there is no formal risk assessment process in place. It is best practice to have a formal risk assessment process whereby the Board reviews all risks that impact the Centre as a whole.

Management comments

Management currently does not have the resources to complete a formal risk assessment process. This can be considered in the future as necessary.

Formal process to monitor internal controls

We noted that there is no formal process to monitor internal controls in place. It is best practice to have a formal process whereby the Board of Management monitors key internal controls to ensure they are functioning properly.

Management comments

Management has a mitigating control in place whereby members of the Board perform regular review of the financial package i.e., internal financial statements compared to budget and prior year. This review would assist in identifying a breakdown in internal controls and allow the Board to investigate and remedy the breakdown.

Conclusion

The matters reported in this communication are limited to those deficiencies we identified during the audit that we considered to be of sufficient importance to communicate to management and, in the case of significant deficiencies, those charged with governance. Had we performed more extensive procedures on internal control, including procedures subsequent to April 14, 2025, we might have identified more deficiencies or reached different conclusions about the deficiencies included in this communication.

This communication is intended solely for the information and use of management, those charged with governance, and others within the Centre and is not intended to be and should not be used by anyone other than these specified parties.

Yours sincerely,
Doane Grant Thornton LLP

Doane Grant Thornton LLP

David Fioretti, CPA, CA
Principal