



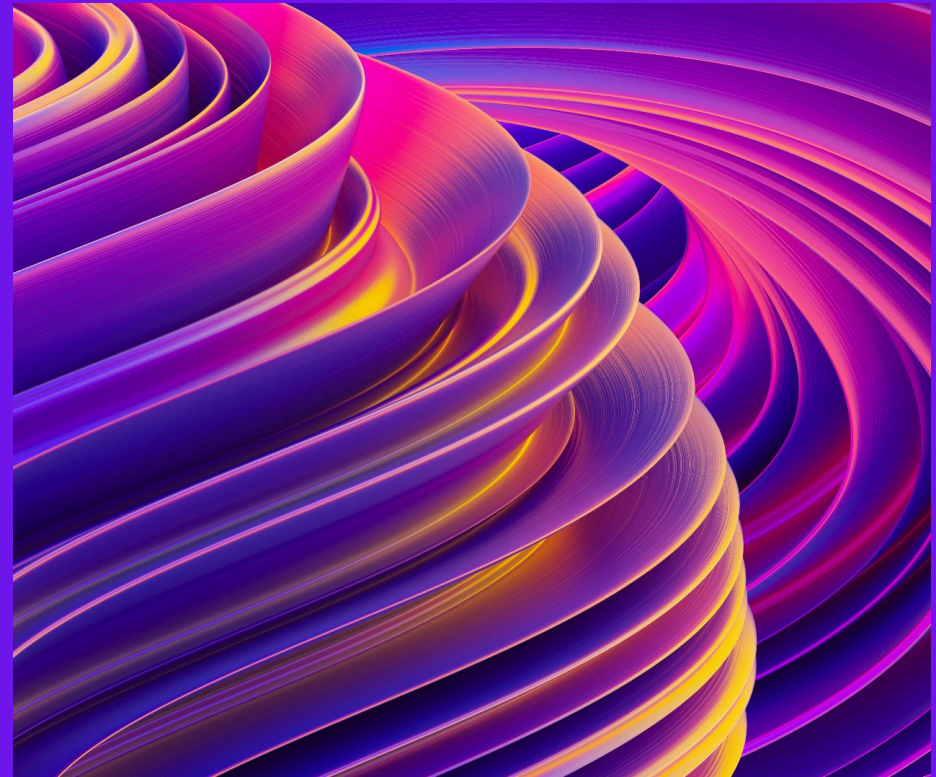
The Corporation of the City of Windsor – Public Library Board

Audit Findings Report
for the year ended
December 31, 2024

KPMG LLP

Prepared as of May 30, 2025 for presentation to the Board of Directors
on June 18, 2025

kpmg.ca/audit



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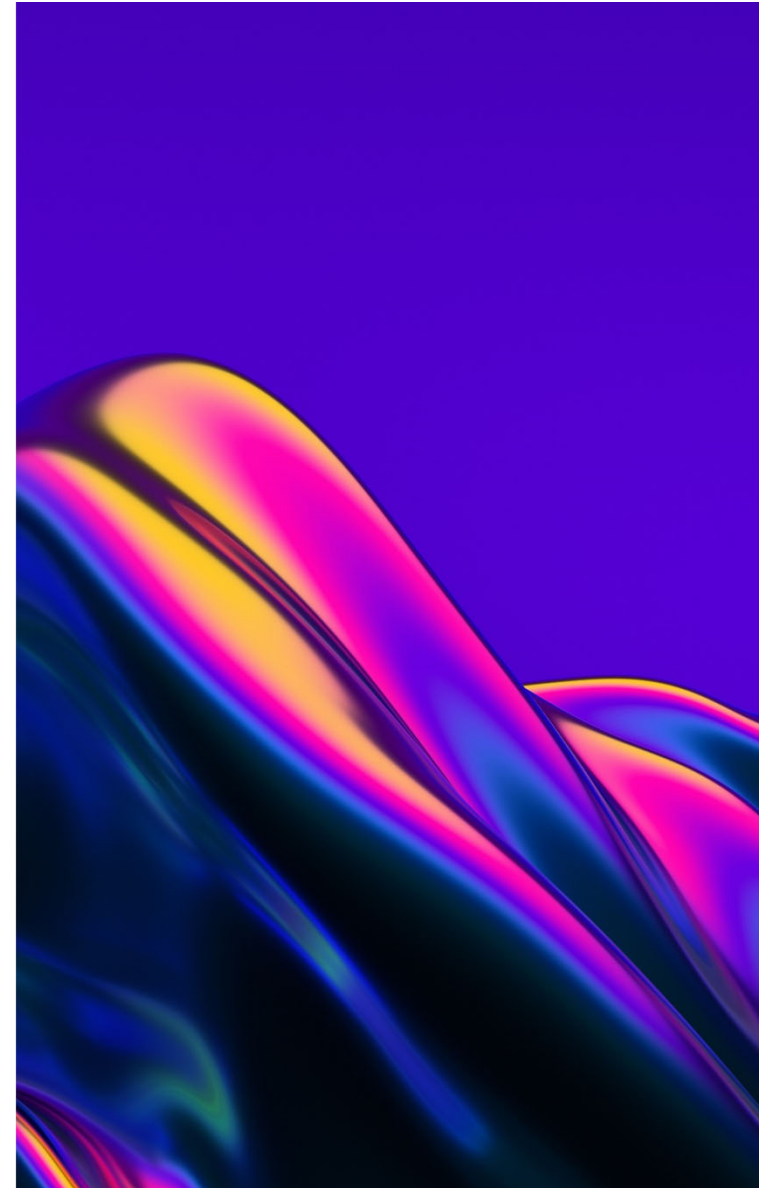


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Digital use information

This Audit Findings Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.

4	Highlights	6	Status	7	Materiality	9	Risks and results
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The purpose of this report is to assist you, as a member of the Board of Directors, in your review of the results of our audit of the financial statements. This report is intended solely for the information and use of Management and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



Audit highlights



No matters to report



Matters to report – see link for details

Status

We have completed the audit of the consolidated financial statements of the Corporation of the City of Windsor – Public Library Board (WPLB), with the exception of certain remaining outstanding procedures, which are highlighted on the 'Status' slide of this report.

Materiality

Materiality has been established by considering various metrics that are relevant to the users of the financial statements, including total revenue (excluding investment income). We have determined materiality to be \$270,000.

Risks and results

- ☒ Significant risks
- Fraud risk from revenue recognition
 - Fraud risk from management override of controls
- ☒ Other risks of material misstatement
- Employee future benefit liability
- ☐ Going concern matters

Policies and practices & Specific topics

- ☐ Significant unusual transactions
- ☐ Accounting policies and practices
- ☐ Other financial reporting matters

Uncorrected and corrected misstatements

- ☐ Uncorrected misstatements
- ☐ Corrected misstatements

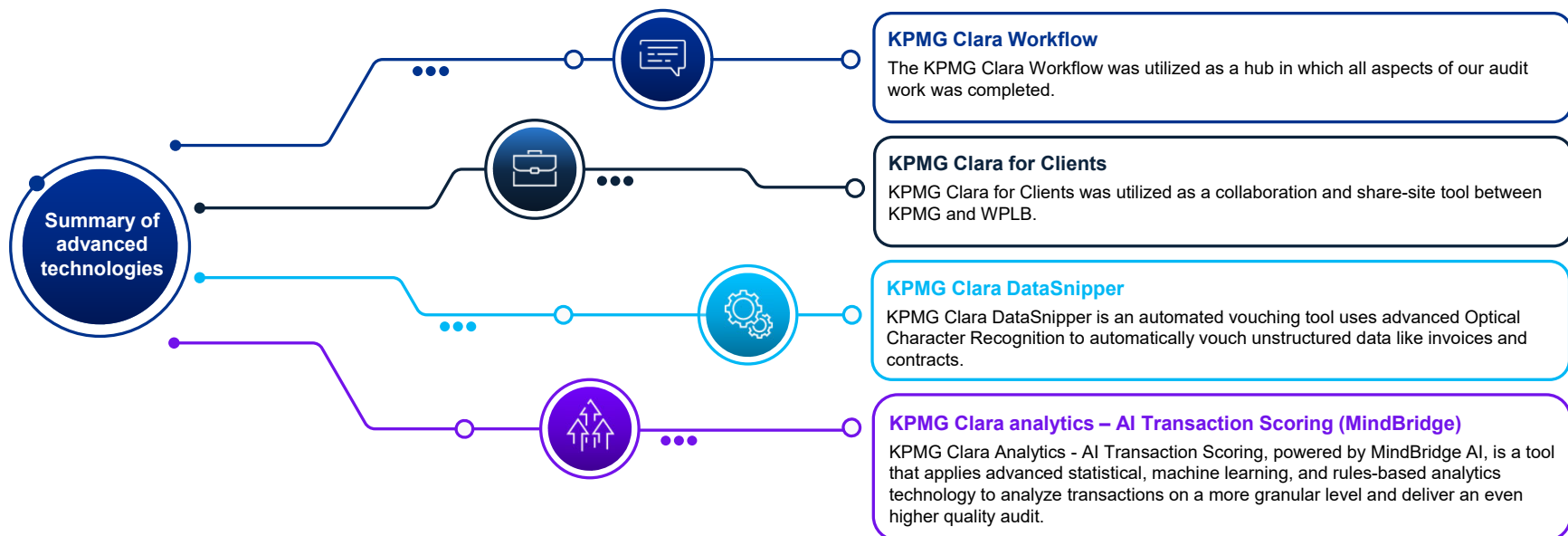
Control deficiencies

- ☐ Significant deficiencies



Technology highlights

We plan to utilize technology to enhance the quality and effectiveness of the audit.





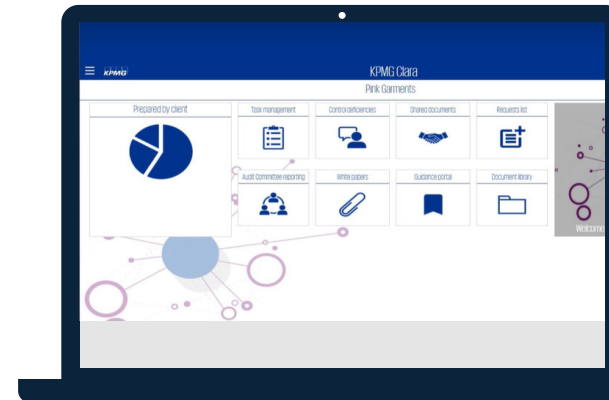
Status

As of May 30, 2025, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- Obtaining signed management representation letter
- Receipt of confirmation from the Corporation's legal counsel
- Completing our discussions with the Board of Directors
- Obtaining evidence of the Board of Director's approval of the financial statements

We will update the Board of Directors, and not solely the Chair, on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

KPMG Clara for Clients (KCfc)



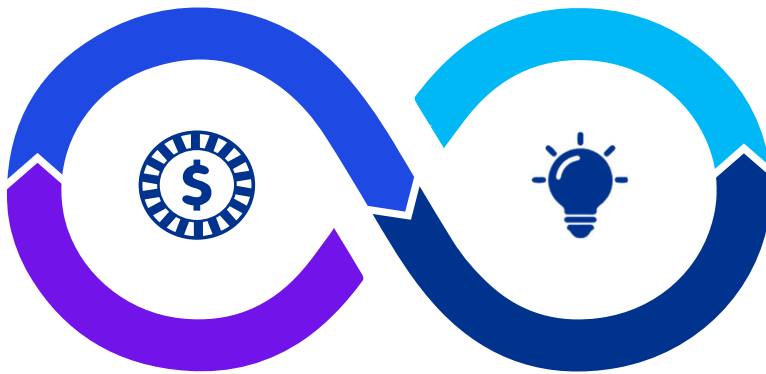
Real-time collaboration and transparency

We leveraged **KCfc** to facilitate real-time collaboration with management and provide visual insights into the status of the audit!

On our audit we used KCfc to coordinate requests from management.



Materiality



We **initially determine materiality** at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of **professional judgement**, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess materiality** throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

Plan and perform the audit

We **initially determine materiality** to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

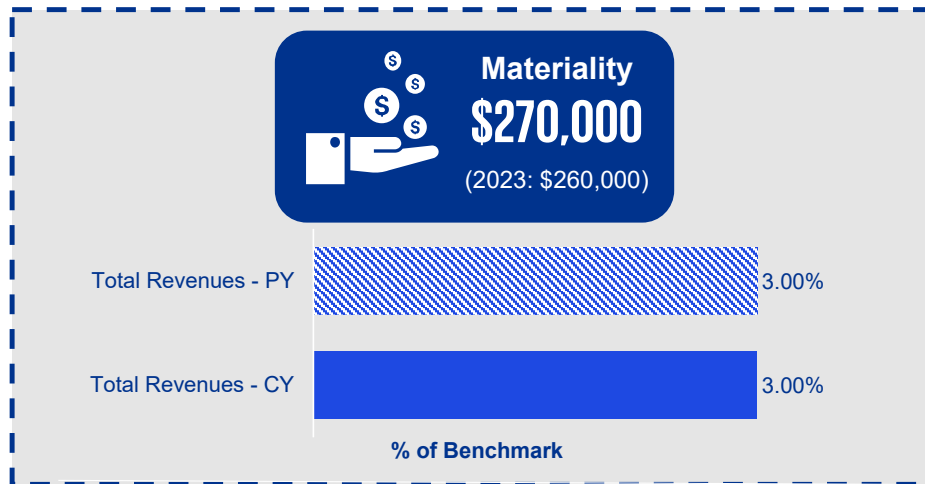
Evaluate the effect of misstatements

We also **use materiality** to evaluate the effect of:

- Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.



Initial materiality



Total Revenues
(excluding investment income)

\$9,114,003
(2023: \$8,997,269)



Significant risks



Risk of Fraud Within the Financial Statements

Why is it significant?

Presumption of the risk of fraud resulting from management override of controls

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

Our response

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.
- No issues were noted.

Why is it significant?

Presumption of the risk of fraud resulting from fraudulent revenue recognition

This is a presumed risk.

There are generally pressures or incentives on management to commit fraudulent financial reporting through inappropriate revenue recognition when performance is measured in terms of year-over-year revenue growth or profit.

Our response

We have rebutted the fraud risk over revenue recognition since there are limited perceived opportunities to commit fraud since revenue transactions do not involve elements of significant judgment. We have also not identified any indicators that management possesses the attitude, character or ethical values that would result in intentional dishonesty. The entity is not a high public profile entity and there are no significant third-party expectations in relation to revenue. As a result, there is no risk of material misstatement of revenue due to fraudulent financial reporting by management.

Advanced technologies

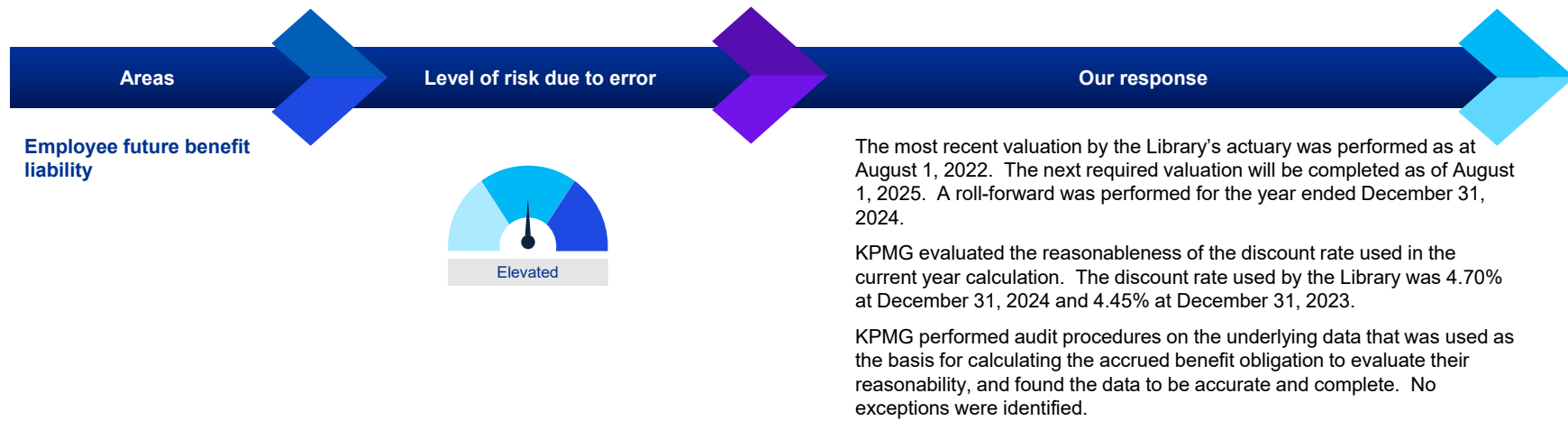
Our KPMG Clara Journal Entry Analysis Tool assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. Our tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.



[Click to learn more](#)



Other risks of material misstatement





Control deficiencies

Consideration of internal control over financial reporting (ICFR)

In planning and performing our audit, we considered ICFR relevant to the Entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR.

Our understanding of internal control over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies. The matters being reported are limited to those deficiencies that we have identified during the audit that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors. Had we performed more extensive procedures on internal control over financial reporting, we might have identified more significant deficiencies to be reported or concluded that some of the reported significant deficiencies need not, in fact, have been reported.

A deficiency in internal control over financial reporting

A deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Significant deficiencies in internal control over financial reporting

A deficiency, or a combination of deficiencies, in internal control over financial reporting that, in our judgment, is important enough to merit the attention of those charged with governance.



Control deficiencies – Significant deficiencies

Significant deficiencies in internal control over financial reporting

Description	Status	Potential effects
1	No significant deficiencies in internal control to report.	



Accounting policies and practices



Initial selection

No matters to report.



Revised

No matters to report.



Significant qualitative aspects

No matters to report.

Other financial reporting matters

We also highlight the following:



Financial statement presentation - form, arrangement, and content



No matters to report.



Concerns regarding application of new accounting pronouncements



No matters to report.



Significant qualitative aspects of financial statement presentation and disclosure



No matters to report.

Specific topics

We have highlighted the following that we would like to bring to your attention:

Matter	Finding
Illegal acts, including noncompliance with laws and regulations, or fraud	No matters to report.
Other information in documents containing the audited financial statements	No matters to report.
Significant difficulties encountered during the audit	No matters to report.
Difficult or contentious matters for which the auditor consulted	No matters to report.
Management's consultation with other accountants	No matters to report.
Disagreements with management	No matters to report.
Related parties	No matters to report.
Significant issues in connection with our appointment or retention	No matters to report.
Other matters that are relevant matters of governance interest	No matters to report.



Services initiated under Board of Directors pre-approval policies and procedures

We were engaged by the Corporation of the City of Windsor to perform the services listed below. The services were pre-approved by the City Council pursuant to its Policies and Procedures and ratified on August 8, 2022.

Engagement description

Fee CDN (estimated)

Audit of the financial statements of the Corporation of the City of Windsor – Public Library Board

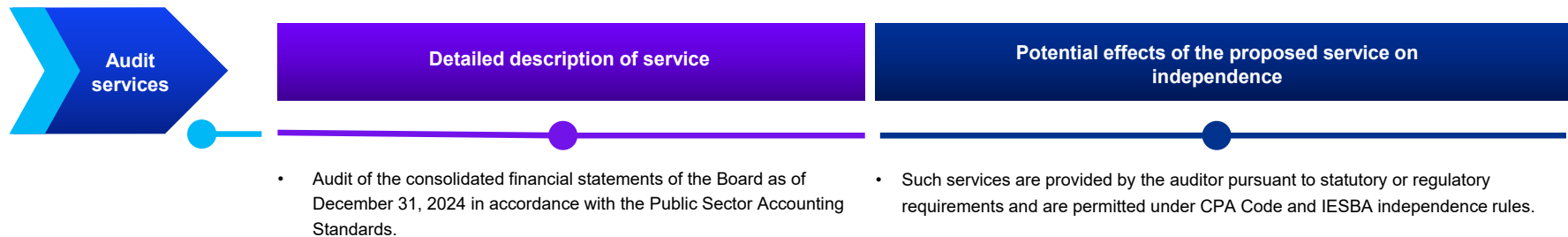
\$17,800



Note: The Board of Directors were previously provided with a written description of the nature and scope of each service and details of the proposed fee arrangement.



Pre-approval of services – Additional detail



Appendices

1

Required communications

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Audit quality

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New accounting standards

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New auditing standards

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Environmental, social and governance (ESG)

7

Technology



Appendix 1: Other required communications



Engagement terms

A copy of the engagement letter and any subsequent amendments has been provided to the Board of Directors.



CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Audit Quality Insights Report: 2021 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Interim Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2023 Interim Inspections Results](#)



Appendix 1: Management representation letter

KPMG LLP
618 Greenwood Centre
3200 Deziel Drive
Windsor, Ontario N8W 5K8
Canada

June 18, 2025

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the consolidated financial statements (hereinafter referred to as "financial statements") of **The Corporation of the City of Windsor Public Library Board** ("the Entity") as at and for the periods ended December 31, 2024.

GENERAL:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in **Attachment I** to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

RESPONSIBILITIES:

- 1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated December 7, 2022, including for:
 - a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.
 - b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements ("relevant information"), such as financial records, documentation and other matters, including:
 - the names of all related parties and information regarding all relationships and transactions with related parties;
 - the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in such summaries.
 - c) providing you with unrestricted access to such relevant information.

- d) providing you with complete responses to all enquiries made by you during the engagement.
- e) providing you with additional information that you may request from us for the purpose of the engagement.
- f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.
- g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
- h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.
- i) ensuring that internal auditors providing direct assistance to you, if any, were instructed to follow your instructions and that we, and others within the entity, did not intervene in the work the internal auditors performed for you.

INTERNAL CONTROL OVER FINANCIAL REPORTING:

- 2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

FRAUD & NON-COMPLIANCE WITH LAWS AND REGULATIONS:

- 3) We have disclosed to you:
 - a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
 - b) all information in relation to fraud or suspected fraud that we are aware of that involves:
 - management;
 - employees who have significant roles in internal control over financial reporting; or
 - otherswhere such fraud or suspected fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
 - d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements or illegal acts, whose effects should be considered when preparing financial statements.

- e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

SUBSEQUENT EVENTS:

- 4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment, or disclosure, in the financial statements have been adjusted or disclosed.

RELATED PARTIES:

- 5) We have disclosed to you the identity of the Entity's related parties.
- 6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.
- 7) All related party relationships and transactions/balances have been appropriately accounted for, and disclosed, in accordance with the relevant financial reporting framework.

ESTIMATES:

- 8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

GOING CONCERN:

- 9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.
- 10) We confirm that we are not aware of material uncertainties related to events or conditions that may cast significant doubt upon the Entity's ability to continue as a going concern.

NON-SEC REGISTRANTS OR NON-REPORTING ISSUERS:

- 11) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002).
- 12) We also confirm that the financial statements of the Entity will not be included in the group financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

OTHER

- 13) We confirm that we have provided you with a complete list of service organizations (SO) and sub-service organizations (SSO) and that the relevant complementary user entity controls (CUECs) related to each SO/SSO have been designed and implemented.

Yours very truly,

By: Ms. Carrie McCrindle, Manager, Financial Accounting (Acting)

By: Mr. Dan Seguin, Treasurer

DRAFT

Attachment I – Definitions

MATERIALITY

Certain representations in this letter are described as being limited to matters that are material.

Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity's own circumstances.

Information is obscured if it is communicated in a way that would have a similar effect for users of financial statements to omitting or misstating that information. The following are examples of circumstances that may result in material information being obscured:

- a) information regarding a material item, transaction or other event is disclosed in the financial statements but the language used is vague or unclear;
- b) information regarding a material item, transaction or other event is scattered throughout the financial statements;
- c) dissimilar items, transactions or other events are inappropriately aggregated;
- d) similar items, transactions or other events are inappropriately disaggregated; and
- e) the understandability of the financial statements is reduced as a result of material information being hidden by immaterial information to the extent that a primary user is unable to determine what information is material.

FRAUD & ERROR

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.



Appendix 2: Audit quality - How do we deliver audit quality?

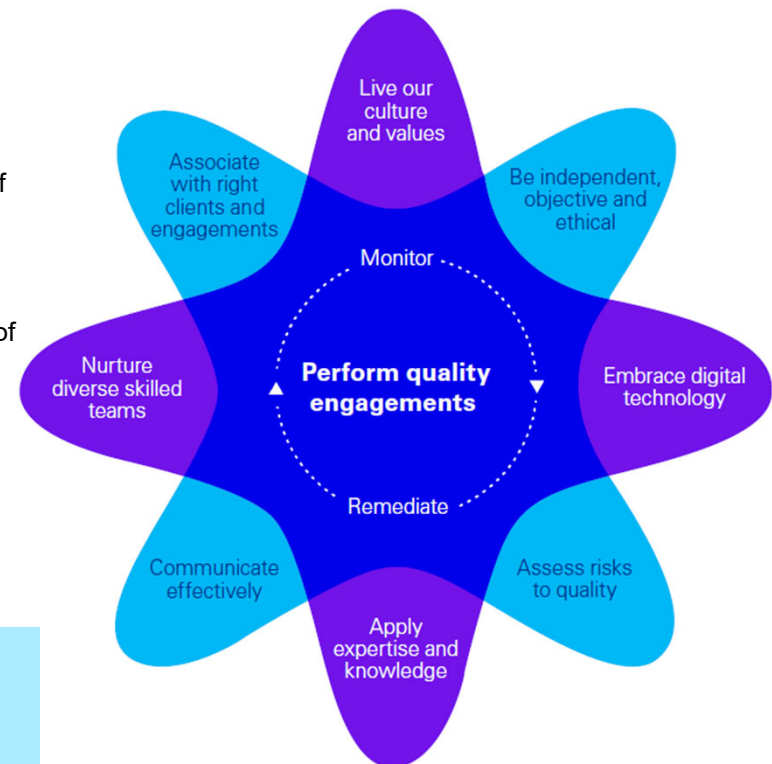
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Our Transparency Report includes our firm's Statement on the Effectiveness of our SoQM.

[KPMG 2023 Audit Quality and Transparency Report](#)

We define 'audit quality' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality management**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



Doing the right thing. Always.



Appendix 3: New accounting standards

Matter

Summary and implications

Revenue

- The new standard is effective for fiscal years beginning on or after April 1, 2023. The effective date was deferred by one year due to COVID-19.
- The new standard establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement.
- The standard notes that in the case of revenues arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.

Employee Future Benefit Obligations

- PSAB has initiated a review of sections PS3250 Retirement Benefits and PS3255 Post-Employment Benefits, Compensated Absences and Termination Benefits. In July 2020, PSAB approved a revised project plan.
- PSAB intends to use principles from International Public Sector Accounting Standard 39 Employee Benefits as a starting point to develop the Canadian standard.
- Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, PSAB will implement a multi-release strategy for the new standards. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues.



Appendix 3: New accounting standards

Matter

Summary and implications

Concepts Underlying Financial Performance

- PSAB is in the process of reviewing the conceptual framework that provides the core concepts and objectives underlying Canadian public sector accounting standards.
- PSAB is proposing a revised, ten chapter conceptual framework intended to replace PS 1000 Financial Statement Concepts and PS 1100 Financial Statement Objectives. The revised conceptual framework would be defined and elaborate on the characteristics of public sector entities and their financial reporting objectives. Additional information would be provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts would be introduced.
- In addition, PSAB is proposing:
 - Relocation of the net debt indicator to its own statement and the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained.
 - Separating liabilities into financial liabilities and non-financial liabilities.
 - Restructuring the statement of financial position to present non-financial assets before liabilities.
 - Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities).

Purchased Intangibles

- In October 2019, PSAB approved a proposal to allow public sector entities to recognize intangibles purchased through an exchange transaction. Practitioners are expected to use the definition of an asset, the general recognition criteria and the GAAP hierarchy to account for purchased intangibles.
- PSAB has approved Public Sector Guideline 8 which allows recognition of intangibles purchased through an exchange transaction. Narrow-scope amendments were made to Section PS 1000 Financial statement concepts to remove prohibition on recognition of intangibles purchased through exchange transactions and PS 1201 Financial statement presentation to remove the requirement to disclose that purchased intangibles are not recognized.
- The effective date is April 1, 2023 with early adoption permitted. Application may be retroactive or prospective.



Appendix 4: Newly effective and upcoming changes to auditing standards

For more information on newly effective and upcoming changes to auditing standards – see Current Developments



Effective for periods beginning on or after December 15, 2023

ISA 600/CAS 600

.....

Revised special
considerations –
Audits of group
financial statements



Appendix 5: Insights to enhance your business

We have the unique opportunity as your auditors to perform a deeper dive to better understand your business processes that are relevant to financial reporting.

Lean in Audit

Lean in Audit™ is KPMG's award-winning methodology that offers a new way of looking at processes and engaging people within your finance function and organization through the audit.

By incorporating Lean process analysis techniques into our audit procedures, we can enhance our understanding of your business processes that are relevant to financial reporting and provide you with new and pragmatic insights to improve your processes and controls.

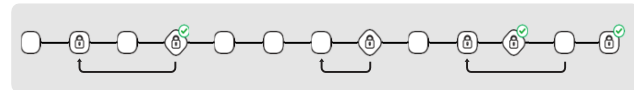
Clients like you have seen immediate benefits such as improved quality, reduced rework, shorter processing times and increased employee engagement.

We look forward to working with you to incorporate this approach in your audit.

How it works

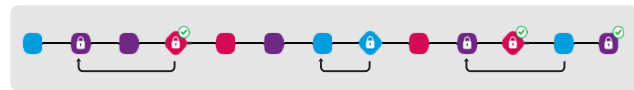
Standard Audit

Typical process and how it's audited



Lean in Audit™

Applying a Lean lens to perform walkthroughs and improve Audit quality while identifying opportunities to minimize risks and redundant steps



How Lean in Audit helps improve businesses processes

Make the process more streamlined and efficient for all



Value: what customers want (**maximize**)

Necessary: required activities (**minimize**)

Redundant: non-essential activities (**remove**)

Process controls

Key controls tested



Appendix 5: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

Accelerate 2023

The key issues driving the audit committee agenda in 2023.

Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

Momentum

A quarterly newsletter with the latest thought-leadership from KPMG's subject matter leaders across Canada and valuable audit resources for clients.

Current Developments

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook reports.

KPMG Climate Change Financial Reporting Resource Centre

Our climate change resource center provides insights to help you identify the potential financial statement impacts to your business.

Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on international financial reporting standards and IASB activities.



Appendix 6: ESG - Global regulatory reporting standards

	EU	US	ISSB	CAN
Recent Activity ¹⁻⁶	- The European Financial Reporting Advisory Group (EFRAG) was mandated to develop European Sustainability Reporting Standards (ESRSs) setting out the detailed disclosure requirements under the Corporate Sustainability Reporting Directive (CSRD) - On July 31, 2023, the European Commission published the final text of its first set of twelve ESRSs as delegated acts - The ESRSs will become effective as early as 2024 reporting periods for some companies There are potentially considerable ESG reporting implications for Canadian entities – as most EU-listed companies and large subsidiaries of Canadian companies with significant operations in the EU are in scope. Non-EU parent entities with substantial activity in the EU may also be in scope, with separate standards to be developed for these entities, with an effective date of 2028 reporting periods	- SEC's climate rule proposal published in March 2022 would require investor-focused climate disclosures - The SEC's latest regulatory agenda, published in December 2023, included three items of note: the climate rule, scheduled to be finalized in April 2024; - a proposal for human capital management disclosures, scheduled for April 2024; and - a proposal for corporate board diversity, scheduled for October 2024 - On October 7, 2023, the California Governor signed two climate disclosure laws that will shape climate disclosure practices beyond the state's borders. The laws will apply to US businesses (including US subsidiaries of non-US companies) that meet specified revenue thresholds and do business in California - Under the climate disclosure laws, certain businesses will be required to disclose scope 1, 2 and 3 GHG emissions, with limited assurance requirements from 2026 (on FY25 data)	- In June 2023, the International Sustainability Standards Board (ISSB) issued its first two IFRS Sustainability Disclosure Standards – IFRS S1 (general requirements standard) and IFRS S2 (climate standard) - The standards are effective for annual periods beginning on or after January 1, 2024 – subject to local jurisdiction adoption - Companies will be required to report material sustainability-related financial disclosures for the same period and at the same time as their annual financial statements, subject to temporary transition relief options The Canadian Sustainability Standards Board (CSSB) has been established with the mandate to develop and support the adoption of the ISSB standards in Canada. The CSSB expects to release draft requirements in March 2024 for public consultation	- The CSA proposal published in October 2021 would require investor-focused climate disclosures - Subsequent to the release of the IFRS Sustainability Disclosure Standards, the CSA announced that they intend to conduct further consultations to adopt disclosure standards based on the IFRS Sustainability Disclosure Standards, with modifications considered necessary and appropriate in the Canadian context - Bill S-211, Canada's new Act on fighting against forced labor and child labour will take effect on January 1, 2024. Canadian and foreign businesses impacted by the Act will be required to file a report on their efforts to prevent and reduce the risk of forced labour and child labour in their supply chain, by May 31st of each year
			1. Refer to our US Quarterly Outlook publication for regulatory updates on the proposed SEC climate rules 2. Refer to our ESRS resource centre for resources on implementing the ESRSs 3. Refer to our ISSB resource centre for resources on implementing the IFRS Sustainability Disclosure Standards 4. Refer to our guide which compares the sustainability proposals issued by the ISSB, SEC and EFRAG 5. Refer to our publication on California's introduction of climate disclosures and assurance requirements 6. Refer to our publication on the impact of EU ESG reporting on non-EU companies	



Appendix 7: Continuous evolution

Our investment: \$5B

We are in the midst of a five-year investment to develop our people, digital capabilities, and advanced technology.

Responsive delivery model

Tailored to you to drive impactful outcomes around the quality and effectiveness of our audits.

Result: A better experience

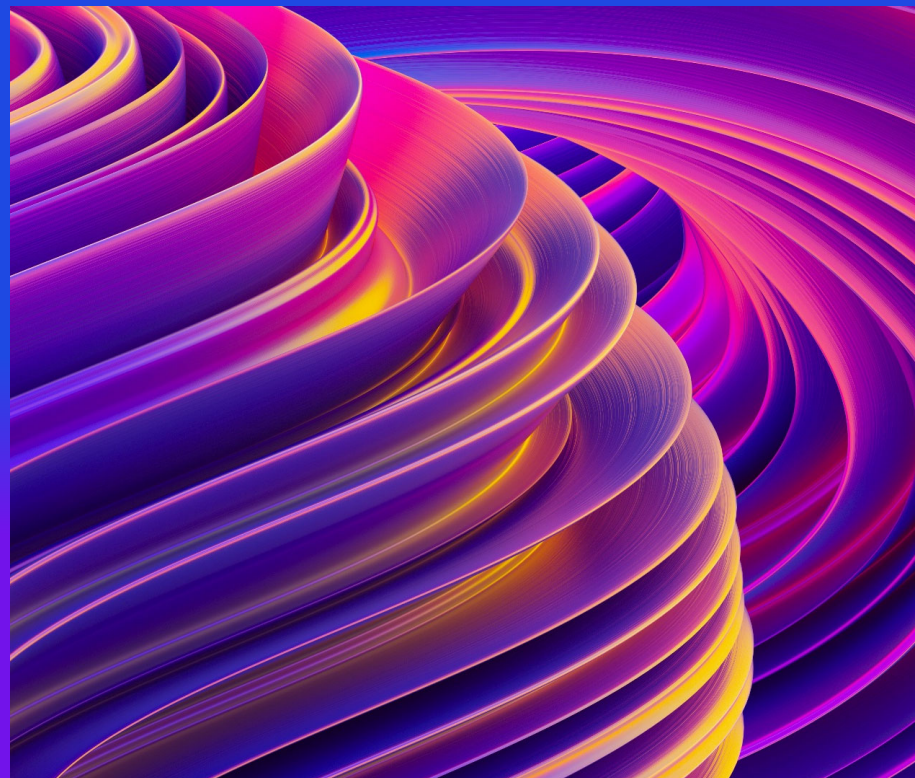
Enhanced quality, reduced disruption, increased focus on areas of higher risk, and deeper insights into your business.





<https://kpmg.com/ca/en/home.html>

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Consolidated Financial Statements of

**THE CORPORATION OF THE
CITY OF WINDSOR
PUBLIC LIBRARY BOARD**

And Independent Auditor's Report thereon

Year ended December 31, 2024

INDEPENDENT AUDITOR'S REPORT

To the members of the Corporation of the City of Windsor Public Library Board, Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Windsor

Opinion

We have audited the accompanying consolidated financial statements of The Corporation of the City of Windsor Public Library Board (the Corporation), which comprise:

- the consolidated statement of financial position as at December 31, 2024
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Corporation as at December 31, 2024, and its results of operations and its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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 auditor's report.

We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other 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 opinion.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards 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 Corporation's ability to continue as a going concern, disclosing as applicable, matters related

to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation'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 the 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 Corporation'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 Corporation'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 Corporation's to cease to continue as a going concern.
- 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.

DRAFT

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

[DATE]

THE CORPORATION OF THE CITY OF WINDSOR

PUBLIC LIBRARY BOARD

Consolidated Statement of Financial Position

December 31, 2024, with comparative information for 2023

	2024	2023
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Financial assets

Cash	\$ 3,901,930	\$ 3,677,543
Accounts receivable	126,429	423,422
Due from the City of Windsor - operations (note 3)	100,816	16,457
	<u>4,129,175</u>	<u>4,117,422</u>

Financial liabilities

Accounts payable and accrued liabilities	212,773	333,650
Deferred revenue	274,372	219,959
Due to City of Windsor - operations (note 3)	-	22,200
Employee future benefit liability (note 4)	880,727	926,278
Asset retirement obligations (note 5)	200,366	200,366
	<u>1,568,238</u>	<u>1,702,453</u>

Net financial assets	2,560,937	2,414,969
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Non-financial assets

Tangible capital assets (note 2)	10,576,109	11,201,336
Intangible assets	101,760	101,760
Prepaid expenses	323,784	341,973
	<u>11,001,653</u>	<u>11,645,069</u>

Commitments and contingencies (note 7)

Accumulated surplus (note 6)	\$ 13,562,590	\$ 14,060,038
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See accompanying notes to consolidated financial statements.

On behalf of the Board:

Director

Director

THE CORPORATION OF THE CITY OF WINDSOR

PUBLIC LIBRARY BOARD

Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Revenue:		
Municipal contribution (note 3)	\$ 8,196,393	\$ 8,249,186
Municipal contribution - other (note 3)	184,188	137,763
Province of Ontario grant	399,306	394,622
Special grants	176,206	130,200
Fees revenue and other	86,212	61,046
Investment income, net	98,843	182,721
Donations and bequests	71,698	24,452
Total revenue	9,212,846	9,179,990
Operating expenses:		
Amortization of tangible capital assets	1,117,783	1,143,421
Audio visual materials and periodicals	782,958	738,206
Automation	118,883	146,571
Conferences and education	12,755	24,578
Fringe benefits	1,135,622	1,093,636
Operating supplies	140,632	157,509
Postage and freight	10,245	1,488
Professional fees	151,608	68,101
Programs and projects	32,330	50,768
Rental expenses	237,522	160,477
Repairs and maintenance	395,429	441,113
Salaries and wages	5,048,999	5,055,893
Taxes, security and insurance	151,206	191,985
Utilities	198,287	251,225
	9,534,259	9,524,971
Grant program expenses:		
Literacy & Basic Skills	176,035	111,677
Other	-	4,913
	176,035	116,590
Total expenses	9,710,294	9,641,561
Annual deficit	(497,448)	(461,571)
Accumulated surplus, beginning of the year	14,060,038	14,521,609
Accumulated surplus, end of the year	\$ 13,562,590	\$ 14,060,038

See accompanying notes to consolidated financial statements.

THE CORPORATION OF THE CITY OF WINDSOR

PUBLIC LIBRARY BOARD

Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Annual deficit	\$ (497,448)	\$ (461,571)
Acquisition of tangible capital assets	(492,556)	(511,402)
Acquisition of intangible capital assets	-	(101,760)
Amortization of tangible capital assets	1,117,783	1,143,421
Gain on sale of tangible capital assets	(10,438)	-
Proceeds on sale of tangible capital assets	10,438	-
	127,779	68,688
Acquisition of prepaid expenses	(323,784)	(341,973)
Use of prepaid expenses	341,973	395,588
Change in net financial assets	145,968	122,303
Net financial assets, beginning of year	2,414,969	2,292,666
Net financial assets, end of year	\$ 2,560,937	\$ 2,414,969

See accompanying notes to consolidated financial statements.

THE CORPORATION OF THE CITY OF WINDSOR

PUBLIC LIBRARY BOARD

Consolidated Statement of Cash Flows

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operating activities:		
Annual deficit	\$ (497,448)	\$ (461,571)
Items not involving cash:		
Amortization of tangible capital assets	1,117,783	1,143,421
Gain on sale of tangible capital assets	(10,438)	-
Decrease in employee future benefit obligations	(45,551)	(59,820)
Changes in non-cash assets and liabilities:		
Decrease (increase) in accounts receivable	296,993	(172,375)
Increase in due from City of Windsor	(84,359)	(1,645)
(Decrease) increase in accounts payable	(120,877)	8,236
Increase (decrease) in deferred revenue	54,413	(199,630)
Decrease in due to City of Windsor	(22,200)	(160,700)
Decrease in prepaid expenses	18,189	53,615
	706,505	149,531
Capital activities:		
Purchase of tangible capital assets	(492,556)	(511,402)
Purchase of intangible assets	-	(101,760)
Proceeds on sale of tangible capital assets	10,438	-
	(482,118)	(613,162)
Increase (decrease) in cash	224,387	(463,631)
Cash, beginning of year	3,677,543	4,141,174
Cash, end of year	\$ 3,901,930	\$ 3,677,543

See accompanying notes to consolidated financial statements.

THE CORPORATION OF THE CITY OF WINDSOR PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2024

1. Significant accounting policies:

The consolidated financial statements of The Corporation of the City of Windsor Public Library Board (the "Board") are the representations of management prepared in accordance with accounting standards established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants ("PSAB").

The following are the Board's significant accounting policies:

(a) Basis of consolidation:

- i) These consolidated statements reflect the financial assets, liabilities, revenues and expenses of the operating fund, reserve funds and reserves.

All interfund transactions have been eliminated.

- ii) Trust funds and their related operations administered by the Board are not consolidated but are disclosed separately on the Schedule of Continuity of Trust Funds appended to these consolidated financial statements.

(b) Basis of accounting:

The Board follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods and services and/or the creation of a legal obligation to pay.

(c) Employee future benefits:

The cost of future benefits earned by employees is actuarially determined using the projected benefit method prorated on service and assumptions with respect to mortality and termination rates, retirement age and expected inflation rates with respect to employee benefit costs. Past service costs from plan amendments, if any, are deferred and amortized on a straight-line basis over the average remaining service period of employees active at the date of the amendment. Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The excess of the net accumulated actuarial gains (losses) over 10 percent of the accrued benefit obligation is amortized over the average remaining service period of active employees.

THE CORPORATION OF THE CITY OF WINDSOR PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements (continued)

Year ended December 31, 2024

1. Significant accounting policies (continued):

(d) Asset retirement obligations:

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

The liability for the removal of asbestos in several of the buildings owned by the Entity has been recognized based on estimated future expenses on closure of the site and post-closure care. Under the modified retroactive method, the assumptions used on initial recognition are those as of the date of adoption of the standard. Assumptions used in the subsequent calculations are revised yearly.

The recognition of a liability resulted in an accompanying increase to the respective tangible capital assets. The buildings tangible capital assets affected by the asbestos liability are being amortized with the building following the amortization accounting policies outlined in note 1(e)(i).

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They generally have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the assets. Residual values are assumed to be \$nil. Proceeds from the disposition of tangible capital assets in excess of (or less than) net book value are recorded as a gain (or loss) on the sale of tangible capital assets in the consolidated statement of operations and accumulated surplus.

THE CORPORATION OF THE CITY OF WINDSOR

PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements (continued)

Year ended December 31, 2024

1. Significant accounting policies (continued):

(e) Non-financial assets (continued):

(i) Tangible capital assets (continued):

Amortization is provided on a straight-line basis over the useful life of the asset, as follows:

Asset classification	Useful life (years)
Buildings and building additions	40
Machinery	25
Parking lots	12
Security systems	10
Printed materials	10
Furniture and equipment	7
Automobiles	5
Digital media resources	5
Computer hardware	3
Computer software	2
Electronic games	2

Annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the assets are available for use.

(ii) Contributed tangible capital assets:

Contributed tangible capital assets are recorded at their fair value at the date of contribution.

(iii) Intangible assets:

Intangible assets are recorded at cost and are not amortized.

(f) Use of estimates:

The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the consolidated financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of tangible capital assets, the valuation allowance for receivables, asset retirement obligations and obligations related to employee future benefits. Actual results could differ from those estimates.

THE CORPORATION OF THE CITY OF WINDSOR PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements (continued)

Year ended December 31, 2024

1. Significant accounting policies (continued):

(g) Newly effective accounting standards:

The Board considered the adoption of the following standards concurrently beginning January 1, 2024:

- PS 3160 Public Private Partnerships (P3s) provides specific guidance on the accounting and reporting for P3s between public and private sector entities where the public sector entity procures infrastructure using a private sector partner.
- PS 3400 Revenue 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.
- PSG-8 Purchased Intangibles provides guidance on the accounting and reporting for purchased intangible assets that are acquired through arm's length exchange transactions between knowledgeable, willing parties that are under no compulsion to act.

As a result of applying these new accounting standards, there has been no impact to the Board's financial statements.

THE CORPORATION OF THE CITY OF WINDSOR

PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements (continued)

Year ended December 31, 2024

2. Tangible capital assets:

Cost	Balance at December 31, 2023	Additions	Disposals	Balance at December 31, 2024
Land	\$ 432,783	\$ -	\$ -	\$ 432,783
Buildings	9,234,270	-	-	9,234,270
Building additions	2,661,314	-	-	2,661,314
Asset retirement obligations	200,366	-	-	200,366
Leasehold improvements	2,039,763	-	-	2,039,763
Machinery	285,039	-	-	285,039
Parking lots	238,096	-	-	238,096
Security systems	199,753	-	-	199,753
Printed materials	4,071,376	354,001	(409,080)	4,016,297
Furniture and equipment	1,082,551	9,160	(122,365)	969,346
Automobiles	75,543	-	-	75,543
Digital media resources	579,808	78,547	(114,947)	543,408
Computer hardware	53,130	1,377	(27,800)	26,707
Computer software	71,949	21,908	-	93,857
Electronic games	54,949	27,563	(20,013)	62,499
	\$ 21,280,690	\$ 492,556	\$ (694,205)	\$ 21,079,041

Accumulated Amortization	Balance at December 31, 2023	Disposals	Amortization Expense	Balance at December 31, 2024
Buildings	\$ 4,973,007	\$ -	\$ 194,975	\$ 5,167,982
Building additions	232,866	-	66,533	299,399
Asset retirement obligations	135,562	-	2,945	138,507
Leasehold improvements	509,940	-	203,976	713,916
Machinery	98,055	-	11,402	109,457
Parking lots	238,096	-	-	238,096
Security systems	156,731	-	17,499	174,230
Printed materials	2,403,230	(409,080)	352,756	2,346,906
Furniture and equipment	798,372	(122,365)	122,504	798,511
Automobiles	22,749	-	11,732	34,481
Digital media resources	373,723	(114,947)	87,783	346,559
Computer hardware	45,238	(27,800)	5,758	23,196
Computer software	52,373	-	20,895	73,268
Electronic games	39,412	(20,013)	19,025	38,424
	\$ 10,079,354	\$ (694,205)	\$ 1,117,783	\$ 10,502,932

THE CORPORATION OF THE CITY OF WINDSOR

PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements (continued)

Year ended December 31, 2024

2. Tangible capital assets (continued):

Net book value	Balance at December 31, 2024	Balance at December 31, 2023
Land	\$ 432,783	\$ 432,783
Buildings	4,066,288	4,261,263
Building additions	2,361,915	2,428,448
Asset retirement obligations	61,859	64,804
Leasehold improvements	1,325,847	1,529,823
Machinery	175,582	186,984
Parking lots	-	-
Security systems	25,523	43,022
Printed materials	1,669,391	1,668,146
Furniture and equipment	170,835	284,179
Automobiles	41,062	52,794
Digital media resources	196,849	206,085
Computer hardware	3,511	7,892
Computer software	20,589	19,576
Electronic games	24,075	15,537
	\$ 10,576,109	\$ 11,201,336

3. Related party transactions:

The City of Windsor ("City") is the principal source of funding for the Board. During 2024, the Board received \$8,196,393 (2023 - \$8,249,186) from the City as its contribution to normal Library operations. During 2024, the City invoiced the Board for information technology services, certain insurance and utilities costs, a leased vehicle and certain personnel expenses. These charges totaling \$919,789 (2023 - \$1,091,208) are included in the consolidated statement of operations and accumulated surplus. At year-end the amount due from the City for operations amounted to \$100,816 (2023 - \$16,457) and the amount due to the City for operations amounted to \$nil (2023 - \$22,200). Other contributions received during the year from the City amounted to \$184,188 (2023 - \$137,763).

THE CORPORATION OF THE CITY OF WINDSOR PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements (continued)

Year ended December 31, 2024

4. Employee future benefit obligations:

(a) Pension agreements:

The Board makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of 64 (2023 - 83) members of its staff. The plan is a defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The multi-employer plan is valued on a current market basis for all plan assets and is currently in a deficit position.

The amount contributed to OMERS for 2024 was \$432,893 (2023 - \$370,031) for current service. This amount has been recorded as part of fringe benefits expense in the statement of operations and accumulated surplus. In 2024, the contribution rates were 9.0% for the employees earning below the year's maximum pensionable earnings and 14.6% thereafter (9.0% and 14.6% respectively in 2023).

(b) Future benefit obligations:

Future benefit obligations are future liabilities of the Board to its employees and retirees for benefits earned but not taken as at December 31, 2024 and consist of the following:

	2024	2023
Post-retirement benefits (i)	\$ 779,000	\$ 788,000
Accrued sick leave (ii)	32,000	66,000
Accrued vacation pay (iii)	69,727	72,278
	<u>\$ 880,727</u>	<u>\$ 926,278</u>

THE CORPORATION OF THE CITY OF WINDSOR

PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements (continued)

Year ended December 31, 2024

4. Employee future benefit obligations (continued):

(b) Future benefit obligations (continued):

(i) Post-retirement benefits:

The post retirement benefits liability represents the Board's best estimate of future benefits to be paid on behalf of existing retirees and current employees. The post retirement benefits liability is based on an extrapolated actuarial valuation performed by the Board's actuaries as at December 31, 2024. The most recent full valuation was performed for August 1, 2022. Information about the Board's future obligations with respect to these costs is as follows:

	2024	2023
Accrued benefit liability, beginning of year	\$ 788,000	\$ 849,000
Annual expense:		
Cost of benefits	16,000	14,000
Interest	47,000	51,000
Recognized net actuarial losses	13,000	12,000
Benefits paid	(85,000)	(138,000)
Accrued benefit liability, end of year	\$ 779,000	\$ 788,000

(c) Reconciliation of accrued benefit obligation to accrued benefit liability:

	2024	2023
Accrued benefit obligation as at January 1	\$ 1,075,000	\$ 1,127,000
Current service cost	16,000	14,000
Interest cost	47,000	51,000
Benefits paid	(85,000)	(138,000)
Actuarial losses (gains)	(17,000)	21,000
Accrued benefit obligation as at December 31	1,036,000	1,075,000
Unamortized net actuarial gains	257,000	287,000
Accrued benefit liability as at December 31	\$ 779,000	\$ 788,000

THE CORPORATION OF THE CITY OF WINDSOR PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements (continued)

Year ended December 31, 2024

4. Employee future benefit obligations (continued):

The significant actuarial assumptions adopted in estimating the Board's liability are as follows:

- Hospital and drug – 6.5% per annum (2023 - 6.5%)
- Dental and other medical – 4.0% per annum (2023 - 4.0%)
- Discount rate – 4.70% (2023 - 4.45%)
- Estimated remaining service life of employees – 13.7 years (2023 – 13.7 years)

(ii) Accrued sick leave:

Under the sick leave benefit plan, unused sick leave can accumulate and employees may become entitled to a cash payment when they terminate employment. The liability for these accumulated days, to the extent they have vested and could be taken in cash by an employee on termination, amounted to \$32,000 at December 31, 2024 (2023 - \$66,000).

(c) Reconciliation of accrued benefit obligation to accrued benefit liability (continued):

(ii) Accrued vacation pay:

Vacation entitlements accruing to salaried personnel can accumulate and employees would become entitled to a cash payment equal to the value of their unused entitlements if they were to terminate employment. The liability for these accumulated unused benefits amounts to \$69,727 at December 31, 2024 (2023 - \$72,278).

5. Asset retirement obligations:

The Board owns and operates several buildings that are known to have asbestos, which represents a health hazard upon demolition of the building. There is a legal obligation to remove the materials prior to demolition. A liability relating to the removal and post-removal care of the asbestos in these buildings has been recognized in respect of these obligations.

There were no changes to the asset retirement obligations during the year.

THE CORPORATION OF THE CITY OF WINDSOR

PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements (continued)

Year ended December 31, 2024

6. Accumulated surplus:

Accumulated surplus consists of individual fund surpluses, reserves and reserve funds and amounts to be recovered in future years as follows:

	2024	2023
Surplus:		
General library purposes	\$ 278,669	\$ 380,425
Invested in tangible capital assets	10,576,109	11,201,336
Invested in intangible assets	101,760	101,760
	<u>10,956,538</u>	<u>11,683,521</u>
Reserves and reserve funds:		
Reserves:		
Operations	3,285,453	3,085,397
Reserve funds:		
Capital Reserve Fund	386,612	403,087
Budimir Fund	15,080	14,677
Total reserve funds	<u>401,692</u>	<u>417,764</u>
Total reserves and reserve funds	<u>3,687,145</u>	<u>3,503,161</u>
Amounts to be recovered in future years:		
Employee future benefit obligations	(880,727)	(926,278)
Asset retirement obligations	(200,366)	(200,366)
	<u>(1,081,093)</u>	<u>(1,126,644)</u>
	<u>\$ 13,562,590</u>	<u>\$ 14,060,038</u>

7. Commitments and contingencies:

In the ordinary course of business, the Board may be subject to various possible pending legal actions. Management believes that the outcome of such matters will not have a material adverse effect on the financial position or future operating results of the Board.

THE CORPORATION OF THE CITY OF WINDSOR

PUBLIC LIBRARY BOARD

Schedule of Continuity of Trust Funds

Year ended December 31, 2024, with comparative information for 2023

		2024		2023
Balance, beginning of year	\$	4,322	\$	4,123
Receipts:				
Interest earned		119		199
Balance, end of year	\$	4,441	\$	4,322
Represented by cash	\$	4,441	\$	4,322



Canadian Union of Public Employees

Syndicat canadien de la fonction publique

Local/ Section Locale: 2067

President/President(e): Katie Vlanich

Recording Secretary/ Secrétaire-Archiviste: Erin Ritchie

Windsor Public Library Board

Re: 2018 Central Library Functional Plan

Katie Vlanich, President, on behalf of CUPE 2067

BACKGROUND

At the February 18, 2025 meeting of the Windsor Public Library Board, Councillor Kieran McKenzie asked Katie Vlanich, on behalf of CUPE 2067, if the Union had opinions on the 2018 Central Library Functional Plan. It was then requested that the Union present their thoughts to the Board. This report reflects the 2018 plan. It should be noted that at the November 21, 2023 Board meeting, it was recommended (and approved by the Board) that \$50,000 be allocated to hire an architect to review this plan and make appropriate updates, in consultation with administration, to this plan. As far as CUPE 2067 is aware, no progress has been made on those updates, so the Union is unaware of whether this report is commensurate with the plan as it stands as it relates specifically to the 2018 plan and not to any updates or amendments.

A library patron's statement about the plan in July of 2018, succinctly and accurately reflects the Union and Library staff's feelings towards the plan and should be kept at the forefront of all decisions made regarding the Central Library: "Building on the architectural heritage of downtown Windsor, the new Central Library should be as iconic and valued by residents as the old Carnegie or 850 Ouellette have been for the last 115 years."

This statement reflects the concern of not only Union members but the public to ensure that the Central Branch of the library is not just a building but a location that contributes to Windsor's architectural and cultural history, extending that history as it extends accessibility to reading, learning, and discovering to our downtown community and the Windsor community as a whole.

Historical Context

- a) According to the Capital Services plan: 1999-2003, 850 Ouellette was 101, 467ft². 60, 000ft² was accessible to the public, with an additional 41, 467ft² serving as non-public areas. These areas included but were not limited to: administration offices, offices and workspaces for staff (both public service and non-public service), staff lunch rooms and washrooms, an expansive archive and local history repository (accessible to the public through request), a maintenance workshop, and storage space for library materials (i.e., books and book trucks) and various other necessary items for maintaining the library.
 - i) This plan also considered the Central Library's purpose to be:
 - (1) "The prime community resource for research information for the citizens of Windsor"
 - (2) "To house and administer system-wide services such as Municipal Archives, Languages Centre, Extension Services, Technical Services, Automation Services and Maintenance Services"

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- (3) “To Serve the surrounding neighbourhood with recreational reading and services for adults and children”
 - (4) “To provide Interlibrary Loan Services for the Windsor Public Library System and thus make available national and International Resources; and to provide reciprocal lending services to other libraries upon request”
 - (5) “To provide meeting rooms for community groups”
 - ii) Currently, points two and five are not being met by the current facility located in the annex of the Paul Martin Building. In addition to this, there have been significant challenges in providing adequate services to children and the local community due to the location as well as the limited space for programming and other community engagement activities
 - iii) While not directly related to the Central Branch, this plan also outlined a need for a new branch addressing the growing community around South Howard as a long-term goal for WPL, a goal which has not yet been met and which there has been no tangible updates regarding
 - b) The 1987 Capital Services Plan outlines access and facility goals for the library which states:
 - i) A high correlation exists between library visits and other activities. Proximity to shopping, businesses, cultural and/or other facilities which generate pedestrian activity is desirable
 - ii) The Library should be readily accessible to public transit
 - iii) Building size should be 0.6ft² per capita, and should house 3 items per capita
 - (1) This plan also highlights the need for a branch East of Howard and South of Cabana
 - (a) The 2018 plan allocates half the square footage per capita for a central library.

COMMENTS

1. Executive Summary and Recommendations (Page 4)

- a) 13 step plan and timelines:
 - i) Stalled after step one. We acknowledge that the Covid-19 pandemic altered the landscape of libraries and made the need for an updated plan that utilizes a “post pandemic lens” necessary. However, no (publicly accessible) action has been taken to update the 2018 plan as approved on November 21, 2023. Therefore the 5-7 year timeline (initiated in 2016), which was reasonable for building a new Central library, has been paused and restarted multiple times. 7 years have passed since this plan was created, 2 years longer than the proposed timeline for achieving the stated goal of building a new Central branch that aligns with the stated purpose of the branch (Page 2-3)
- c) In a February 14, 2025 Windsor Star Article by Taylor Campbell, WPL board chair Councillor Mark McKenzie was quoted saying that “... he thinks the permanent Central library branch could be between 15,000 and 20,000 square feet...I don’t think we need a 50,000-square-foot library in 2025.” This is contrary to the Functional Report and Capital Services Plan which estimates that the Central library should be around 71,857ft². It also shows a misapprehension of the variety of services a library offers which require space; Windsorites should not be content with services being a fraction of what is necessary for proper functioning
- d) Windsorites were surveyed as part of making this plan and the results were clear that the public felt the Central library should be a civic landmark and an integral feature of the downtown cultural hub

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- e) This report is specific in its characterization of Central libraries as the core of any public library system and their additional function as a community hub. Central libraries are, traditionally, the largest library in a system, they house the most comprehensive collection of resources (both publicly accessible and reference), and are generally in distinctive buildings that enrich the downtown core within which they reside. Central libraries generally perform the function of setting the standard for the library system and contribute to the community more broadly through a design which exemplifies the mission of the library and the community it serves (as we find in the records relating to the design of the 850 Ouellette location). CUPE 2067 advocates for recognizing the importance of libraries to their communities and the uniqueness that Central libraries have within any system. A Central library, in our opinion, should be the cornerstone of our library system and an essential part of a vibrant downtown core—an opinion shared with Windsor’s population
- i) Previous board chair, Mayor Drew Dilkens, was quoted in a June 20, 2017 Windsor star article as envisioning an “Iconic” new central library, citing the show piece central library in Halifax. In the same article, former board member Irek Kusmierczyk spoke of how he “envision[s] a place where residents from all walks of life can access innovative technologies. It should be a source of pride for the city...a showcase piece, something that would be our calling card.”
- f) The move from 850 Ouellette was, in part, made in an attempt to “Right size” the Central library under the determination that 101, 000ft² exceeded the needs of Windsor Public Library. The accelerating move to digital resources anticipated a reduction in the relevancy of physical collections—but this has yet to actually materialize, as physical materials remain a bedrock. So, while the Union acknowledges that downsizing our physical collection is reasonable, this does not mean that downsizing the library itself is necessary. As we have stated throughout this report, the library is more than the resources it makes available to the public, it is also a space where the community comes together. Libraries remain a unique space for individuals and communities to visit because they are free to access and offer a variety of services that are not accessible elsewhere. Facilitating this requires adequate space; the need for safe community spaces such as study areas, community rooms, and programming spaces exceeds what the Paul Martin Building currently offers and would be all but impossible to provide in a space that is 15-20, 000ft²
- g) In reading this report, it has been made clear to CUPE 2067 that our community values the library and the services, the space, and the resources it provides as much as we do as workers. The five most important features for a Central library, as requested by the community were summarized as:
- (1) Flexible spaces (the library is the community’s living room)
 - (2) The building as a living invitation to take part in one’s communities—whether local or global (the library is a welcoming space which sparks curiosity and inspires community pride)
 - (3) Lighting (the library should *look* comfortable and safe, offering space for reading, studying, or holding community meetings)
 - (4) Safety (libraries across Canada are dealing with a range of human experiences and ensuring that the Central branch remain open to all while possessing a facility that can ensure safety to all is paramount)
 - (5) A building that exhibits the library’s essential role in society (as a great equalizer, as a free and open community resource that provides access to information and recreation to all members of our community)

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- h) The Windsor community, and CUPE 2067, envision a new Central branch that is part of the fabric of Windsor, a dynamic part of Windsor life, and a place we can all take pride in supporting. The report references libraries as an “oasis,” and, if the Central branch is to be Windsor’s oasis, the plan for the building needs to be attentive to the needs of the community, care about the mission of the library to read, learn, and discover, and need to respect the community by ensuring that there is enough space not only for the collections that they engage with and utilize but also for the programs, community meetings, studying, and other activities that patrons and community members associate with the library; the oasis should not be a mirage but a tangible location that we can come together as Windsorites and which reflects the cultural and historical heritage and the diverse and dynamic future of Windsor.
2. There are several trends we can see across Canadian libraries which affect the Windsor Public Library as well:
- a) While the trends included in this report reflect a pre-pandemic reality, many of the trends highlighted in the report remain salient to the current library landscape
 - i) Aging population
 - (1) Senior friendly programs, accessibility, community gathering spaces remain integral to meeting the needs of our city’s population
 - ii) Income inequality
 - (1) Library services supporting skill development and access to resources that are otherwise rendered inaccessible due to unaffordability (this includes training on computer literacy, understanding, utilizing, and expanding our library of things, etc.)
 - iii) Demand for space
 - (1) Physical collections remain relevant but the need for expansive collections is diminishing (with focus turning to reference materials and curated collections). However, the need for public meeting spaces and collaborative spaces is increasing and so while libraries require less space for collections, that space is still needed to provide the variety of other services we offer
 - (2) PARKING. Among the top complaints staff receive about the current Paul Martin location is a lack of access to free parking; this, again, relates to the broader affordability crisis and has limited the number of patrons who use the Central branch (especially for programming, where parking is essential)
 - (3) Multi-use spaces are essentially absent from the current Central branch and remain a consistent request from the communities we serve; this has been especially increasing with University and College buildings on either side
 - (4) Noise has remained a consistent issue because of the design of the building. There needs to be a balance between the quiet that people seek and the general buzz now associated with libraries. Our current building was not intended to be a library and it, justifiably, was not designed to maintain a reasonable volume. This not only makes offering programs more difficult but also limits the number of patrons looking for quiet reading or study space who visit and use our resources
 - iv) Libraries as a Third place.
 - (1) What is a third place? Toronto Public library describes a third place as a location that facilitates social interaction outside of the people you live or work with and encourages public relaxation. This is a space between home and work where people can connect, gather, and build community. These spaces promote social equity by levelling the status of guests, creating habits of public association, and offering psychological support to individuals and communities. Third places are

the heart of a community's social vitality. While this is not included as a trend in this report, this executive feels that this is one of the most vital functions of a library, and is especially relevant in a post pandemic society. Public Libraries are the ideal third place to gather, as there is no expectation of monetary expense to utilize the space. The pandemic brought to light the need for Third Places. Everyone is free to use the library, and a new Central Library at WPL needs to provide the community with a safe and welcoming third place. For more information as libraries as a third place in a post-pandemic world, please see the ALA link below

(a) <https://www.ala.org/advocacy/diversity/odlos-blog/rise-third-place>

3. Building requirements

a) Location

- i) The library should be an integral part of the revitalization of downtown Windsor. The library has been noticeably absent from all "strengthen the core" initiatives and discussions and we feel this neglects one of the most important and distinctive parts of any city's downtown
- ii) The library, as mentioned, is located alongside both St. Clair College and University of Windsor buildings and the current location is not equipped to support the students who look to use the library. Supporting the respective downtown campuses should be considered when designing a new Central, as this is a community which not only uses libraries but also can forge relationships with the library. Staff at Central regularly interact with students looking for study space and research materials because their libraries are located on the main campus
- iii) Accessibility of a new Central is also paramount. Parking has already been raised as an existing issue, but bus, bicycle, and pedestrian accessibility is also important to consider. Accessibility within the building is also important. As of now, the programming space at Paul Martin is inaccessible and there has been no attempt to rectify this, which means that individuals with mobility issues are not able to participate in programs that require the use of this space. This is a significant problem that needs to be addressed in the design of a new Central
- iv) We return to parking again with a recommended 115 car parking lot. Due to ongoing safety concerns, the union believes that staff should be given access to parking in the direct proximity to the central library, as they are at every other branch in the system. We understand the limitations on parking in the downtown are but recognize that Windsor remains a very automotive-centric city and the limitations on parking affect the functions of the library (if there is limited parking available patrons either do not come to this branch or do not stay at the branch for long, meaning fewer participants in programs and community events)

b) Size

- i) This report used 4 different measuring heuristics to determine the size of a new central library: Canada Wide Benchmarking (76,300 ft²), Ontario Benchmarking (69,215 ft²), the Wisconsin Model (69,143 ft²), and the ARPULO Model (72,772 ft²). Averaging these ratios resulted in a proposed size of 71,857 ft² (as noted in 2b) which is 0.3294ft² per capita. This report mentions another 4800ft² should be considered for study space if a partnership with an educational institute is considered, and the Union agrees that this is necessary given the presence of both St. Clair College's and University of Windsor's downtown campuses. The last space rumoured to be under consideration, the former Ontario Travel building, is 25,000ft² *including parking*. Board Chair, Councillor Mark

Mckenzie, was, as previously mentioned, quoted stating that he believes 15-20,000ft² in a currently empty building would be enough to house the library. The Union vehemently disagrees. Not only does this represent a fraction of the space which every model for determining library size, it also fails to appreciate the scope of the library's collections and community engagement which drastically increase the space required for a Central library

- ii) The Union also perceives in the reduction of library space a reduction in staffing. We already operate with precarious staffing—a consistent issue that is intensified at our Central branch but not limited to it—that limits the overall effectiveness of our public service. A smaller space implies an even slimmer staff complement which will impact the services we provide and the community engagement we facilitate

c) Space utilization

- i) Some of the services that a new Central Branch can be expected to house and facilitate include:
 - (1) Municipal archives (currently housed at 85 Pitt Street)
 - (2) Our local history collection and related services (currently 2,900ft², housed at former Sandwich library)
 - (3) Automotive Archives (currently housed at Chisolm)
 - (4) Adult Literacy (currently housed at WIATC)
 - (5) Collection Services
 - (6) Administration offices
 - (7) Auxiliary services such as graphic design, accounting, etc.
 - (8) Staff offices and workspaces
 - (9) Staff lunch room, washrooms, etc.
 - (10) Workshop for maintenance repair person and storage space for maintenance tools and equipment
 - (11) Collection and reference material storage (currently in the basement of PMB)
 - (12) Artwork and other cultural artifacts which belong to Windsor Public Library and which were previously housed at 850 (current location unknown by the Union)
 - (13) Accessible and multiple programming spaces. As noted, the current programming space at the Paul Martin Building is inaccessible. The lift to the programming space was determined not to meet requirements and no effort has been made to rectify this. Patrons with mobility issues or assistive devices are currently unable to attend programs in this space and there is no other programming space available at this location due to its size and layout. In addition to this worry, there is also competition for use of the limited programming space among staff and as a result staff are limited in their ability to share their creative and innovative programming with members of Windsor's community
 - (14) Public Computers. Arguably the most popular and essential resource the current Central branch offers patrons, not only is there a limited complement of computers but they are not adequately maintained and serviced by IT. There are regularly computers which are out of order and the time for getting them back in service can be exorbitant. In addition to this, their functionality is limited and patrons are frequently unable to perform the tasks they are looking to complete
 - (15) Seating is another major concern at Paul Martin Building. The Central branch at its previous location had 244 seats for adults and children and ample

space for studying, reading, and relaxing at the library. The size and layout of the current Central has led to reducing the amount of seating to a fraction of that. This has led to a sharp decline in the volume of patrons who spend significant amounts of time at the library and a number of complaints that the library has failed to address their needs

- (16) The Fred Israel Auditorium was an important feature of 850 Ouellette that was not only a beacon for community gatherings but was also an important meeting space for library employees and other community services (e.g., vaccine clinics, blood and plasma donation, etc.). This report recommends that the new library include an auditorium with a space seating 75-125 people. This would be a massive asset to our community, as there is an increasing demand for meeting spaces that can accommodate large groups of participants, as well as opportunities for programming that expects significant community interest, like author visits, lectures and more

d) Structure

- i) The previously mentioned Windsor star article also discussed the possibility of refurbishing an existing building rather than building a new Central branch. In June of 2018, it was announced that the Library would be moving into the newly built 350 building of the City Hall property and would be spread over three floors. This was then determined not to be a viable option because the structural integrity of the building was not designed with the library's needs under consideration. The current temporary location of the central library also needed significant retrofitting at a cost of 1.77 million. Libraries have a variety of unique needs in the actual structure of the building, not the least of which is the weight of books—the weight of paper adds up quickly, requiring industrial grade flooring that can withstand a minimum of 150 pounds per square foot. In addition to this structural need is an attentiveness to acoustics to maintain the correct balance of noise and quiet. The library is a community space and lends itself to discussions and therefore necessitates a structure that limits how those discussions are carried so they do not affect a patron looking to study quietly across the room. The current Central library was not designed with this in mind and sound carries throughout the library, which either leads to patron complaints about interruptions to quiet study or feeling unwelcome because there is no space for communal gathering

4. Summary

- a) This report consulted 2662 residents, the Library board, and library staff. The results were summarized as follows (page 30)
- i) Build a 71,857ft² central library at a 2023 cost of \$38,720,504.46
 - ii) The building should be located in the downtown cultural hub
 - iii) The building should be a civic landmark, welcoming, comfortable, and uniquely reflecting Windsor's culture and history
 - iv) The building should have sufficient space for people, resources, and services
 - v) The building needs to serve the downtown neighbourhood but also the city as a whole
 - vi) The building needs to address the public library dilemma of being open to all while also ensuring the safety of all
 - vii) The building and exterior spaces should be environmentally conscious, high functioning, and sustainable
 - viii) The building needs to be a flexible space that will adapt over the next 50 years
 - ix) The building should be exciting and active but also provide community meeting space and quiet areas

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- b) The union supports the findings here summarized. This is the library that the Board should be working towards realizing. Unfortunately, there has been no indication that these findings are being considered and attended to in discussions of a new Central branch. The community of Windsor desires a Central branch that will contribute to Windsor's downtown by providing a welcoming environment offering a variety of services
5. Comments based on the appendices
- a) Special thanks:
 - i) Many of those directly involved in the creation of this report are no longer employed by WPL. This has resulted in a loss of institutional knowledge that would have been valuable in making adjustments to this guide in a post-pandemic world
 - b) During the time of public consultation, the community spoke of strong leadership in the library. Library administration, City Council, and the Board were championing the library and working on centering WPL as a vital resource in our community. There was also mention of the national image of Windsor and how a beacon of a Central library would signal the strength of Windsor. Staff now regularly field questions about what is happening with the library, who is advocating for the library, and why the public is unaware of how amazing WPL is and how invaluable the services it provides to the communities of Windsor are. There seems to be a lack of awareness of all that WPL has to offer, which makes advocating for the Central Branch Windsor deserves that much more difficult to achieve
 - c) Staff were mentioned throughout the public consultation process as a major part of what made the library welcoming and are essential to the functioning and growth of the library as an institution. CUPE 2067 is proud of their members and understands that a building is not the heart of the library, the people are. That being said, staff are limited by the space and resources provided by their employer in doing their job and this includes the accessible space within the actual building. We may provide Saks 5th Avenue service on a Dollarama budget but imagine what we could do if we were given the space, resources, and staffing levels that Windsor wants and deserves
 - d) It was very interesting that when discussing the physical space of the building, that art was mentioned (specifically the Sumo Wrestler statue). As previously stated, this art is currently housed in an unknown location and staff and the public have wondered if these pieces are going to be in a suitable condition to use in a new space, given how long they have been in storage

In conclusion, CUPE 2067 and its executive feel very positively about the 2018 Central Library Functional Plan, but comments made regarding a new central library do not inspire confidence that the plan will be followed. Windsor deserves a Central library that make them proud, and the members of CUPE 2067 deserve a library that will provide them the space and resources they need to continue to do the work that makes WPL the shining star of the community.

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