

Financial Statements of

**NOGDAWINDAMIN FAMILY AND
COMMUNITY SERVICES**

And Independent Auditor's Report thereon

Year ended March 31, 2026



KPMG LLP

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Nogdawindamin Family and Community Services

Opinion

We have audited the financial statements of Nogdawindamin Family and Community Services (the Organization), which comprise:

- the statement of financial position as at March 31, 2026
- the statement of operations for the year then ended
- the statement of changes in net assets (debt) for the year then ended
- the 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 Organization as at March 31, 2026, and its results of operations 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 Organization 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 and Those Charged with Governance for the Financial Statements

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 Organization'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 Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization'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 Organization's internal control.



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- 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 Organization'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 Organization 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.
- 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.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants, Licensed Public Accountants

Sault Ste. Marie, Canada

July 31, 2026

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Statement of Financial Position

March 31, 2026, with comparative information for 2025

	2026	2025
Assets		
Current assets:		
Cash	\$ 24,752,704	\$ 36,009,279
Accounts receivable (note 2)	2,202,927	3,148,516
Prepaid expenses and deposits	29,295	53,994
	<u>26,984,926</u>	<u>39,211,789</u>
Capital assets (note 3)	5,379,808	5,954,415
	<u>\$ 32,364,734</u>	<u>\$ 45,166,204</u>
Liabilities and Net Assets (Debt)		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 13,810,698	\$ 12,282,307
Due to funder (note 5)	29,300	29,300
Deferred revenue (note 7)	12,929,729	26,697,269
	<u>26,769,727</u>	<u>39,008,876</u>
Deferred capital contributions (note 8)	1,647,901	1,690,398
Net assets (debt):		
Unrestricted deficiency	(102,498)	(107,077)
Reserves (note 9)	297,697	309,990
Investment in capital assets	3,751,907	4,264,017
	<u>3,947,106</u>	<u>4,466,930</u>
Commitments (note 12)		
	<u>\$ 32,364,734</u>	<u>\$ 45,166,204</u>

See accompanying notes to financial statements.

On behalf of the Board:

 Director Karen Kennedy, Chief Executive Officer

 Director McKenzie Toulouse, Board President

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Statement of Operations

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Revenue:		
Ministry of Children, Community and Social Services	\$ 27,800,761	\$ 27,509,947
Department of Indigenous Services Canada (note 10)	29,672,362	41,324,529
Ministry of Health	2,840,923	2,731,623
Alternative care	320,498	423,276
Children's special allowance	1,116,167	1,084,904
Disability tax credit	7,694	12,510
Amortization of deferred capital contributions	42,497	-
Other	992,568	2,120,230
	<u>62,793,470</u>	<u>75,207,019</u>
Expenses:		
Salaries		
- Staff	29,473,029	34,540,407
- Benefits	7,766,898	8,811,161
Boarding	4,218,583	5,186,637
Building occupancy	2,623,543	3,185,886
Client personal needs	4,766,192	7,772,050
Cultural program	80,594	236,711
Financial assistance	213,947	251,535
Health and related costs	596,909	610,827
OCBE expenses	251,862	409,585
Office administration	383,712	519,358
Other	680,580	508,142
Program expenses		
- Internal	701,530	1,854,144
- External	7,242,252	5,794,303
Professional services - client	1,004,804	2,105,120
Professional services - non- client	83,585	236,956
Promotion and publicity	54,265	156,171
Technology	634,439	618,004
Training and recruitment	180,072	306,998
Travel	1,779,418	2,382,879
Expenditure recovery	(385,147)	(488,021)
	<u>62,351,067</u>	<u>74,998,853</u>
Excess of revenue over expenses before amortization	442,403	208,166
Amortization of capital assets	962,227	1,257,658
Deficiency of revenue over expenses	<u>\$ (519,824)</u>	<u>\$ (1,049,492)</u>

See accompanying notes to financial statements.

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Statement of Changes in Net Assets (Debt)

Year ended March 31, 2026, with comparative information for 2025

2026					
	Reserves	Invested in capital assets	Unrestricted	Total	
Net assets (debt), beginning of year	\$ 309,990	\$ 4,264,017	\$ (107,077)	\$ 4,466,930	
Excess (deficiency) of revenue over expenses	-	(909,730)	389,906	(519,824)	
Capital assets acquired	-	397,620	(397,620)	-	
Transfer to (from) reserves	(12,293)	-	12,293	-	
Net assets (debt), end of year	\$ 297,697	\$ 3,751,907	\$ (102,498)	\$ 3,947,106	
2025					
	Reserves	Invested in capital assets	Unrestricted	Total	
Net assets (debt), beginning of year	\$ 355,637	\$ 5,259,939	\$ (99,154)	\$ 5,516,422	
Excess (deficiency) of revenue over expenses	-	(1,257,658)	208,166	(1,049,492)	
Deferred capital contributions received	-	(1,690,398)	1,690,398	-	
Capital assets acquired	-	1,952,134	(1,952,134)	-	
Transfer to (from) reserves	(45,647)	-	45,647	-	
Net assets (debt), end of the year	\$ 309,990	\$ 4,264,017	\$ (107,077)	\$ 4,466,930	

See accompanying notes to financial statements.

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Statement of Cash Flows

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Cash flows from operating activities:		
Deficiency of revenue over expenses	\$ (519,824)	\$ (1,049,492)
Adjustment for:		
Amortization of capital assets	962,227	1,257,658
Amortization of deferred capital contributions	(42,497)	-
Gain on sale of capital assets	(19,002)	-
	380,904	208,166
Change in non-cash working capital:		
Decrease in accounts receivable	945,589	3,382,691
Decrease in due to funder	-	(2,049,357)
Decrease (increase) in prepaid expenses and deposits	24,699	(9,552)
Increase in accounts payable and accrued liabilities	1,528,391	2,947,701
Decrease in deferred revenue	(13,767,540)	(2,875,329)
	(10,887,957)	1,604,320
Cash flows from capital activities:		
Capital asset additions	(397,620)	(1,952,134)
Contributions received for capital purposes	-	1,690,398
Proceeds on sale of capital assets	29,002	-
	(368,618)	(261,736)
(Decrease) increase in cash	(11,256,575)	1,342,584
Cash, beginning of year	36,009,279	34,666,695
Cash, end of year	\$ 24,752,704	\$ 36,009,279

See accompanying notes to financial statements.

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Notes to Financial Statements

Year ended March 31, 2026

Nogdawindamin Family and Community Services (the "Organization") is a non-profit organization incorporated without share capital under the laws of Ontario and its principal activity is to provide child protection services and to plan, design, implement and deliver culturally appropriate child and family services within its service area. The Organization is registered as a tax-exempt charitable organization under the Federal Income Tax Act.

1. Significant accounting policies:

(a) Basis of presentation:

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations. A statement of remeasurement gains and losses has not been included as there are no matters to report therein.

(b) Revenue recognition:

The Organization accounts for contributions, which include donations and government grants, under the deferral method of accounting as follows:

- Operating grants are recorded as revenue in the period to which they relate.
- Grants and donations relating to future periods are deferred and recognized in the subsequent period when the related activity occurs.
- Grants approved but not received are accrued.
- Unrestricted contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.
- Externally restricted contributions are recognized as revenue in the period in which the related expenses are recognized.
- Contributions restricted for the purchase of capital assets are deferred and amortized into revenue at rates corresponding to those of the related capital assets.

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Notes to Financial Statements (continued)

Year ended March 31, 2026

1. Significant accounting policies (continued):

(c) Capital assets:

Capital assets are recorded at cost less accumulated amortization. Amortization is provided on a straight-line basis to amortize the assets over their estimated useful lives as follows:

Asset	Estimated useful life
Buildings	40 years
Signs	5 years
Equipment, furniture and fixtures	10 years
Computer hardware	3 - 5 years
Computer software	3 years
Leasehold improvements	5 years
Vehicles (\$5,000 residual)	5 years

Assets under construction are not amortized until the asset is available for productive use.

(d) Vacation entitlements and banked overtime:

Vacation entitlements and banked overtime are accrued for as entitlements as earned.

(e) Cash:

Cash includes amounts deposited with a chartered bank.

(f) Use of estimates:

The preparation of financial statements 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 date of the financial statements and the reported amounts of revenue and expenses during the reporting periods. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Notes to Financial Statements (continued)

Year ended March 31, 2026

1. Significant accounting policies (continued):

(g) Pension plan:

The Organization provides a pension plan for all its full-time employees through the Ontario Municipal Employees Retirement System (OMERS). OMERS is a multi-employer pension plan which operates as the Ontario Municipal Employees Retirement Fund (the Fund), and provides pensions for employees of Ontario municipalities, local boards and public utilities. The Fund is a contributory defined benefit pension plan, which is financed by equal contributions from participating employers and employees, and by the investment earnings of the Fund. To the extent that the Fund finds itself in an under-funded position, additional contribution rates may be assessed on participating employers and members.

OMERS is a defined benefit plan. However, as OMERS does not segregate its pension asset and liability information by individual employers, there is insufficient information available to enable the Organization to directly account for the plan. Consequently, the plan has been accounted for as a defined contribution plan. Obligations for contributions to defined contribution pension plans are recognized as an employee benefits expense in net income when they are due.

(h) Financial instruments:

All financial instruments are initially recorded on the statement of financial position at fair value.

All investments held in equity instruments that trade in an active market would be recorded at fair value. Management has elected to record investments at fair value as they are managed and evaluated on a fair value basis.

Unrealized changes in fair value would be recognized in the statement of remeasurement gains and losses until they are realized, when they would be transferred to the statement of operations.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the statement of operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed from net assets and recognized in the statement of operations.

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Notes to Financial Statements (continued)

Year ended March 31, 2026

1. Significant accounting policies (continued):

(h) Financial instruments (continued):

Financial instruments are classified into fair value hierarchy Levels 1, 2 or 3 for the purposes of describing the basis of the inputs used to determine the fair market value of those amounts recorded at fair value, as described below:

Level 1 Fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 Fair value measurements are those derived from market-based inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly

Level 3 Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data

The Organization has selected to account for transactions at the trade date.

(i) Funding settlements:

The Organization receives the majority of its funding from the Ministry of Children, Community and Social Services (the "Ministry") and Indigenous Services Canada ("ISC"). The operations of the Organization are therefore subject to audit by the Ministry and ISC with possible audit adjustments repayable to the Ministry and ISC.

Any adjustments required as a result of these audits will be made directly to net assets in the year the amounts are determined.

(j) Asset retirement obligations:

The Organization recognizes the fair value of an Asset Retirement Obligation ("ARO") when all of the following criteria have been 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.

A liability for asset retirement obligations has not been recorded in these financial statements. Given the nature of the assets, the age of the facilities and the remediation work completed to date, it was determined there is no further legal obligation on the part of the Organization to complete remediation efforts.

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Notes to Financial Statements (continued)

Year ended March 31, 2026

2. Accounts receivable:

	2026	2025
Indigenous Services Canada	\$ 1,726,037	\$ 2,685,914
Government of Canada - HST	257,861	309,769
Other	219,029	152,833
	\$ 2,202,927	\$ 3,148,516

3. Capital assets:

2026	Cost	Accumulated amortization	Net book value
Buildings	\$ 3,817,111	\$ 311,728	\$ 3,505,383
Signs	146,916	142,187	4,729
Equipment, furniture and fixtures	3,420,508	2,601,780	818,728
Computer hardware	3,096,521	2,732,244	364,277
Computer software	1,051,874	1,014,355	37,519
Leasehold improvements	3,437,159	3,219,810	217,349
Vehicles	1,072,759	640,936	431,823
Construction in progress	—	—	—
	\$ 16,042,848	\$ 10,663,040	\$ 5,379,808

2025	Cost	Accumulated amortization	Net book value
Buildings	\$ 1,961,741	\$ 218,363	\$ 1,743,378
Signs	146,915	123,272	23,643
Equipment, furniture and fixtures	3,414,447	2,317,147	1,097,300
Computer hardware	2,931,934	2,430,253	501,681
Computer software	1,040,149	969,266	70,883
Leasehold improvements	3,386,887	3,102,776	284,111
Vehicles	1,137,680	594,659	543,021
Construction in progress	1,690,398	—	1,690,398
	\$ 15,710,151	\$ 9,755,736	\$ 5,954,415

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Notes to Financial Statements (continued)

Year ended March 31, 2026

4. Accounts payable and accrued liabilities:

	2026	2025
Trade accounts payable and accruals	\$ 13,209,554	\$ 11,666,785
Government remittances payable	79,911	110,056
Accrued vacation pay	521,233	505,466
	<u>\$ 13,810,698</u>	<u>\$ 12,282,307</u>

5. Due to funder:

The amounts payable to the funding agencies are composed of the following:

	2026	2025
Ministry of Children, Community and Social Services:		
Child welfare – surplus for the balanced budget fund	\$ 29,300	\$ 29,300
	<u>\$ 29,300</u>	<u>\$ 29,300</u>

6. Trust accounts:

The Organization receives Children's Special Allowance ("CSA") payments from the Canada Revenue Agency on behalf of children in their care. Per direction from the Ministry of Children, Community and Social Services, a portion of the CSA funds is used to establish Registered Education Savings Plans (RESPs) on behalf of these children. During the current year, the Organization received payments in the amount of \$178,040 (2025 - \$195,600) from the Canada Revenue Agency. As at March 31, 2026, the balance of the individual RESPs amounts to \$1,649,088 (2025 - \$1,463,042) and the Organization has an amount of \$597,321 (2025 - \$675,661) to be deposited into the individual's RESPs.

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Notes to Financial Statements (continued)

Year ended March 31, 2026

7. Deferred revenue:

	2026	2025
Indigenous Services Canada:		
Prevention allocation	\$ 8,098,510	\$ 13,625,839
Children's mental health	1,801,015	2,363,804
Individual Submission	1,243,357	—
Hollybrook Home	952,080	952,080
Behavior therapy	452,119	1,528,467
Traditional healer	101,694	279,092
Wellness clinic	95,560	415,985
Family wellbeing	—	2,410,628
Provincial average salary & Jordan's Principle	—	1,623,149
Adult mental health	—	1,391,486
Cultural services	—	1,149,670
Neonatal	—	608,264
Remoteness funding	—	170,895
Jordan's Principle - Case managers	—	25,374
Post majority care	—	22,144
	12,744,335	26,566,877
Language - FNCCEC	17,524	17,524
Children's mental health	37,475	37,475
Caring Dads	83,128	46,961
Other	47,267	28,432
	\$ 12,929,729	\$ 26,697,269

8. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount received for the purchase of capital assets. The changes in the deferred contributions balance are as follows:

	2026	2025
Balance, beginning of year	\$ 1,690,398	\$ —
Contributions received during the year	—	1,690,398
Amounts recorded as revenue during the year	(42,497)	—
Balance, end of year	\$ 1,647,901	\$ 1,690,398

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Notes to Financial Statements (continued)

Year ended March 31, 2026

9. Reserves:

	April 1, 2025	Transfers to	Transfers from	March 31, 2026
Indigenous Services Canada:				
Canadian Human Rights Tribunal	\$ 306,821	\$ 19,002	\$ (28,126)	\$ 297,697
Multi-Year planning	3,169	—	(3,169)	—
2026 balances	\$ 309,990	\$ 19,002	\$ (31,295)	\$ 297,697
2025 balances	\$ 355,637	\$ —	\$ (45,647)	\$ 309,990

The Ministry manages a Child Welfare Balanced Budget Fund and allows child welfare societies to request funding in an amount up to their prior years' surpluses, under certain circumstances, to balance their budgets. The Organization has \$1,031,972 (2025 - \$1,394,199) available in a dedicated fund held by the Ministry that is not included in the Organization's financial statements or the reserve balances disclosed above. The Organization anticipates an additional \$Nil (2025 - \$Nil) to be added to this fund based on the current year Child Welfare surplus and available for the Organization's use within three years.

10. Indigenous Services Canada funding:

The Organization has a contribution arrangement with Indigenous Services Canada (ISC). The funds are used by the Organization to administer its operations and provide service in accordance with the terms of the funding arrangement. The following is a reconciliation of the funding provided.

	2026	2025
ISC funding per confirmation	\$ 16,325,765	\$ 42,099,105
ISC funding received relating to subsequent year	—	(483,931)
ISC funding for current year included in prior year	483,931	—
ISC funding receivable in prior year	(959,876)	(2,245,720)
ISC funding receivable in the current year	—	959,876
ISC funding not earned in the current year	—	(231,340)
ISC funding deferred in prior year	26,566,877	29,483,813
ISC operating funding deferred in current year	(12,744,335)	(26,566,877)
ISC capital funding deferred in the current year	—	(1,690,397)
	\$ 29,672,362	\$ 41,324,529

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Notes to Financial Statements (continued)

Year ended March 31, 2026

11. Pension plan contributions:

OMERS provides pension services to more than 500,000 active and retired members and approximately 1,000 employers. Each year an independent actuary determines the funding status of OMERS Primary Pension Plan (the "Plan") by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. The most recent actuarial valuation of the Plan was conducted at December 31, 2025. The results of this valuation disclosed total going concern actuarial liabilities of \$151,365 million (2024 - \$142,489 million) in respect of benefits accrued for service with total going concern actuarial assets at that date of \$149,575 million (2024 - \$139,576 million) indicating a going concern actuarial deficit of \$1,322 million (2024 - \$2,913 million). OMERS is a multi-employer plan; any pension plan surpluses or deficits are a joint responsibility of Ontario organizations and their employees and the Organization's share is not determinable. As a result, the Organization does not recognize any share of the OMERS pension surplus or deficit.

The amount contributed to OMERS for 2026 was \$2,690,568 (2025 – \$3,193,082) and is included as an expense in the statement of operations.

12. Commitments:

The Organization has entered into various lease agreements for building rentals for the next five years. Total commitments are as follows:

2027	\$ 1,474,214
2028	773,686
2029	426,622
2030	203,832
2031	—

13. Financial risks:

(a) Credit:

The Organization has no significant exposure to credit or market risks.

(b) Liquidity risk:

Liquidity risk is the risk that the Organization will be unable to fulfil its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements. The Organization prepares budget and cash forecasts to ensure it has sufficient funds to fulfil its obligations.

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Notes to Financial Statements (continued)

Year ended March 31, 2026

13. Financial risks (continued):

(c) Other risk:

ISC has notified the Organization that it is implementing changes to operating procedures related to processing requests under Jordan's Principle funding. No determination has yet been made as to the amount of funding that the Organization will receive in future periods. The Organization monitors the status of these changes and adjusts the operation of certain programs based on the available funding.

ISC has also implemented changes to funding under the Canadian Human Rights Tribunal ("CHRT") framework. The CHRT orders that previously allowed reimbursement of certain costs ended on May 29, 2026 and have been replaced by the Ontario Final Agreement. Fiscal 2027 is expected to be a transition year; however, beginning in Fiscal 2028 the Organization will no longer be eligible for reimbursement of these costs and will instead receive a fixed level of funding. This is expected to result in a decrease in future funding and may impact the Organization's operations and delivery of programs and services.

14. Surplus reconciliation:

	2026
Deficit of revenue over expenses per the statement of operations	\$ (519,824)
Add:	
Amortization	962,227
Transfers from reserves	12,293
Less:	
Capital expenditures	(397,620)
Change in vacation entitlement and banked overtime	(14,579)
Amortization of deferred capital contributions	(42,497)
Excess of revenue over expenses for funding purposes	\$ —

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Schedule of Operations for Funding Purposes

Year ended March 31, 2026

	Provincial Programs - Schedule 1	Federal Programs - Schedule 2	Total
Revenue:			
Ministry of Children, Community and Social Services	\$ 27,800,761	-	\$ 27,800,761
Indigenous Services Canada - Jordan's Principle	-	3,483,932	3,483,932
Indigenous Services Canada - CHRT	3,014,824	9,351,064	12,365,888
Ministry of Health	1,341,125	1,499,798	2,840,923
Alternative care	320,498	-	320,498
Children's special allowance	1,116,167	-	1,116,167
Disability tax credit	7,694	-	7,694
Other	982,187	46,548	1,028,735
	34,583,256	14,381,342	48,964,598
Expenses:			
Salaries			
- Staff	20,826,795	8,646,234	29,473,029
- Benefits	5,435,086	2,331,812	7,766,898
Boarding	4,218,425	158	4,218,583
Building occupancy	1,370,996	1,252,547	2,623,543
Capital expenditures	381,620	16,000	397,620
Client personal needs	1,542,848	3,223,344	4,766,192
Cultural program	24,032	56,562	80,594
Expenditure recovery	(1,955,716)	(138,290)	(2,094,006)
Financial assistance	213,947	-	213,947
Health and related costs	415,604	181,305	596,909
OCBE expenses	251,862	-	251,862
Office administration	310,974	72,738	383,712
Other	678,217	2,363	680,580
Program expenses	5,377,155	4,275,486	9,652,641
Professional services - client	354,711	650,093	1,004,804
Professional services - non- client	83,135	450	83,585
Promotion and publicity	54,215	50	54,265
Technology	627,982	6,457	634,439
Training and recruitment	140,912	39,160	180,072
Travel	1,432,168	347,250	1,779,418
	41,784,968	20,963,719	62,748,687
Deficiency of revenue over expenses before undernoted items	(7,201,712)	(6,582,377)	(13,784,089)
Adjustments:			
Funding deferred for future periods	(8,135,985)	(4,746,477)	(12,882,462)
Recognition of previously deferred funding	15,339,983	11,328,854	26,668,837
Transfers to reserve	(19,002)	-	(19,002)
Transfers from reserve	31,295	-	31,295
Change in vacation entitlement and banked overtime	(14,579)	-	(14,579)
Excess of revenue over expenses	\$ -	-	\$ -

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Schedule 1

Schedule of Operations for Funding Purposes - Provincial Programs

Year ended March 31, 2026

	Community Prevention	Child Welfare Capacity	Youth in Transition	Education Liaison	Mino Madzwin	Mental Health	Total
Revenue:							
Ministry of Children, Community and Social Services	\$ 1,994,631	\$ 25,473,905	\$ 153,240	\$ 98,839	\$ 80,146	\$ -	\$ 27,800,761
Indigenous Services Canada - CHRT	-	3,014,824	-	-	-	-	3,014,824
Ministry of Health	-	-	-	-	-	1,341,125	1,341,125
Alternative care	-	320,498	-	-	-	-	320,498
Children's special allowance	-	1,116,167	-	-	-	-	1,116,167
Disability tax credit	-	7,694	-	-	-	-	7,694
Other	-	982,187	-	-	-	-	982,187
	1,994,631	30,915,275	153,240	98,839	80,146	1,341,125	34,583,256
Expenses:							
Salaries							
- Staff	184,722	19,500,482	90,623	90,624	73,249	887,095	20,826,795
- Benefits	47,959	5,088,844	23,210	19,856	20,196	235,021	5,435,086
Boarding	-	4,218,425	-	-	-	-	4,218,425
Building occupancy	-	1,319,330	3,666	-	-	48,000	1,370,996
Capital expenditures	-	381,620	-	-	-	-	381,620
Client personal needs	-	1,542,382	-	95	-	371	1,542,848
Cultural program	-	24,032	-	-	-	-	24,032
Expenditure recovery	(353)	(1,952,060)	(630)	(124)	(353)	(2,196)	(1,955,716)
Financial assistance	-	213,947	-	-	-	-	213,947
Health and related costs	-	415,512	-	-	-	92	415,604
OCBE expenses	-	251,862	-	-	-	-	251,862
Office administration	701	307,085	241	220	190	2,537	310,974
Other	-	678,217	-	-	-	-	678,217
Program expenses	1,757,073	3,457,408	27,717	602	-	134,355	5,377,155
Professional services - client	-	354,711	-	-	-	-	354,711
Professional services - non- client	-	80,035	-	-	-	3,100	83,135
Promotion and publicity	-	54,215	-	-	-	-	54,215
Technology	-	627,982	-	-	-	-	627,982
Training and recruitment	-	130,649	5,600	-	-	4,663	140,912
Travel	4,529	1,391,014	2,813	1,023	4,702	28,087	1,432,168
	1,994,631	38,085,692	153,240	112,296	97,984	1,341,125	41,784,968
Excess (deficiency) of revenue over expenses before undernoted items	-	(7,170,417)	-	(13,457)	(17,838)	-	(7,201,712)
Adjustments:							
Funding deferred for future periods	-	(8,098,510)	-	-	-	(37,475)	(8,135,985)
Recognition of previously deferred funding	-	15,302,508	-	-	-	37,475	15,339,983
Transfers to reserve	-	(19,002)	-	-	-	-	(19,002)
Transfers from reserve	-	-	-	13,457	17,838	-	31,295
Change in vacation entitlement and banked overtime	-	(14,579)	-	-	-	-	(14,579)
Excess of revenue over expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Schedule 2A

Schedule of Operations for Funding Purposes - Federal Program:

Year ended March 31, 2026

	Jordan's Principle Case Managers	Children's Mental Health	Jordan's Principle Individual Submissions	Neonatal	Family Well Being	Adult Mental Health	Behavior Therapy	Community Initiatives	Subtotal A
Revenue:									
Indigenous Services Canada - Jordan's Principle	\$ 483,931	\$ -	\$ 3,000,001	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,483,932
Indigenous Services Canada - CHRT	-	-	-	1,063,500	4,081,315	1,459,258	-	-	6,604,073
Ministry of Health	-	1,499,798	-	-	-	-	-	-	1,499,798
	483,931	1,499,798	3,000,001	1,063,500	4,081,315	1,459,258	-	-	11,587,803
Expenses:									
Salaries									
- Staff	399,689	1,174,348	213,657	510,927	1,784,609	939,768	705,400	-	5,728,398
- Benefits	113,037	381,490	-	121,327	563,590	258,305	193,759	-	1,631,508
Building occupancy	-	475,647	-	62,750	388,937	-	135,422	-	1,062,756
Capital expenditures	-	-	-	-	-	-	-	16,000	16,000
Client personal needs	-	199	1,096,817	10,010	256,109	1,006	443	319,463	1,684,047
Cultural program	-	-	-	117	1,006	-	21	-	1,144
Expenditure recovery	(1,041)	(68,882)	(4,114)	(9,092)	(28,744)	(633)	(759)	(13,326)	(126,591)
Health and related costs	-	-	57,373	26	1,517	-	-	122,389	181,305
Office administration	2,328	18,605	-	9,163	15,498	2,462	2,479	-	50,535
Program expenses	1,162	1,270	(140)	323,367	912,073	236,009	3,405	2,434,403	3,911,549
Professional services - client	-	26,692	393,051	-	26,144	13,096	25,959	31,110	516,052
Professional services - non- client	-	-	-	-	-	-	450	-	450
Promotion and publicity	-	(200)	-	125	-	125	-	-	50
Other	-	-	-	-	1,184	1,184	-	-	2,368
Technology	-	2,590	-	1,277	2,590	-	-	-	6,457
Training and recruitment	(156)	3,660	-	7,217	11,185	-	(946)	-	20,960
Travel	13,592	27,854	-	26,286	145,617	7,936	10,715	-	232,000
	528,611	2,043,273	1,756,644	1,063,500	4,081,315	1,459,258	1,076,348	2,910,039	14,918,988
Excess (deficiency) of revenue over expenses before undernoted items	(44,680)	(543,475)	1,243,357	-	-	-	(1,076,348)	(2,910,039)	(3,331,185)
Adjustments:									
Funding deferred for future periods	-	(1,801,015)	(1,243,357)	-	-	-	(452,119)	-	(3,496,491)
Recognition of previously deferred funding	44,680	2,344,490	-	-	-	-	1,528,467	2,910,039	6,827,676
Excess of revenue over expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Schedule 2B

Schedule of Operations for Funding Purposes - Federal Programs

Year ended March 31, 2026

	Cultural Services	Wellness Clinic	Traditional Healer	Post Majority Care Individual Submissions	Post Majority Care	Caring Dads	Intensive Therapeutic	Language	Hollybook Home	Subtotal B	Total Federal Programs
Revenue:											
Indigenous Services Canada - Jordan's Principle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,483,932
Indigenous Services Canada - CHRT	2,746,991	-	-	-	-	-	-	-	-	2,746,991	9,351,064
Ministry of Health	-	-	-	-	-	-	-	-	-	-	1,499,798
Other	8,000	-	-	-	-	38,548	-	-	-	46,548	46,548
	2,754,991	-	-	-	-	38,548	-	-	-	2,793,539	14,381,342
Expenses:											
Salaries											
- Staff	1,790,133	137,399	164,400	-	481,198	-	344,706	-	-	2,917,836	8,646,234
- Benefits	422,990	36,879	37,631	-	115,405	-	87,399	-	-	700,304	2,331,812
Boarding	-	-	-	-	158	-	-	-	-	158	158
Building occupancy	188,511	1,280	-	-	-	-	-	-	-	189,791	1,252,547
Capital expenditures	-	-	-	-	-	-	-	-	-	-	16,000
Client personal needs	1,041	-	-	1,528,647	1,238	-	8,371	-	-	1,539,297	3,223,344
Cultural program	55,198	-	220	-	-	-	-	-	-	55,418	56,562
Expenditure recovery	(6,861)	(821)	(723)	(2,374)	(603)	-	(317)	-	-	(11,699)	(138,290)
Health and related costs	-	-	-	-	-	-	-	-	-	-	181,305
Office administration	16,523	1,286	291	25	2,011	1,812	255	-	-	22,203	72,738
Program expenses	200,960	1,874	122	42	159,961	569	409	-	-	363,937	4,275,486
Professional services - client	-	134,041	-	-	-	-	-	-	-	134,041	650,093
Professional services - non- client	-	-	-	-	-	-	-	-	-	-	450
Promotion and publicity	-	-	-	-	-	-	-	-	-	-	50
Other	(5)	-	-	-	-	-	-	-	-	(5)	2,363
Technology	-	-	-	-	-	-	-	-	-	-	6,457
Training and recruitment	2,100	120	-	-	-	-	15,980	-	-	18,200	39,160
Travel	84,401	8,367	10,001	-	9,190	-	3,291	-	-	115,250	347,250
	2,754,991	320,425	211,942	1,526,340	768,558	2,381	460,094	-	-	6,044,731	20,963,719
Excess (deficiency) of revenue over expenses before undernoted items	-	(320,425)	(211,942)	(1,526,340)	(768,558)	36,167	(460,094)	-	-	(3,251,192)	(6,582,377)
Adjustments:											
Funding deferred for future periods	-	(95,560)	(101,694)	-	-	(83,128)	-	(17,524)	(952,080)	(1,249,986)	(4,746,477)
Recognition of previously deferred funding	-	415,985	313,636	1,526,340	768,558	46,961	460,094	17,524	952,080	4,501,178	11,328,854
Excess of revenue over expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -