

Consolidated Financial Statements of

**COCHRANE DISTRICT SOCIAL
SERVICES ADMINISTRATION BOARD**

Year ended December 31, 2025

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Index to Consolidated Financial Statements

Year ended December 31, 2025

	Page
Management's Responsibility for the Consolidated Financial Statements	
Independent Auditor's Report	
Consolidated Financial Statements:	
Consolidated Statement of Financial Position	1
Consolidated Statement of Operations and Accumulated Surplus.....	2
Consolidated Statement of Change in Net Debt.....	3
Consolidated Statement of Remeasurement Gains	4
Consolidated Statement of Cash Flows.....	5
Notes to Consolidated Financial Statements	6 – 25
Schedules to Consolidated Financial Statements:	
1. Consolidated Schedule of Operations - Program Funding (unaudited)	26 - 32
2. Consolidated Schedule of Segment Disclosure	33 - 34

Management's Responsibility for the Consolidated Financial Statements

The accompanying consolidated financial statements of Cochrane District Social Services Administration Board (the "Board") are the responsibility of the Board's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards. A summary of the significant accounting policies are described in Note 1 to the consolidated financial statements. The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

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

The Board meets with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the Board. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Board's consolidated financial statements.



Chief Executive Officer



Chief Financial Officer



To the Chair and Board of Cochrane District Social Services Administration Board

We have audited the consolidated financial statements of Cochrane District Social Services Administration Board (the Entity), which comprise:

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

Basis for Opinion

We are independent of the Entity 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.



Page 2

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

Those charged with governance are responsible for overseeing the Entity'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.



Page 3

- 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 Entity'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 Entity'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 Entity 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

April 29, 2026

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

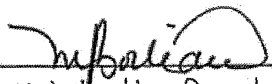
Consolidated Statement of Financial Position

December 31, 2025, with comparative information for 2024

	2025	2024
Financial assets		
Cash	\$ 18,723,493	\$ 19,824,850
Accounts receivable	8,100,391	6,456,980
Portfolio investments (note 2)	3,258,641	2,949,342
Loans receivable (note 3)	129,482	278,411
	<u>30,212,007</u>	<u>29,509,583</u>
Financial liabilities		
Accounts payable and accrued liabilities	8,241,215	7,375,151
Due to Province of Ontario (note 4)	15,402,603	10,784,251
Deferred revenue (note 5)	2,701,817	3,852,203
Long-term debt (note 6)	31,216,377	27,188,434
Retirement and other employee future benefits (note 7)	1,967,679	1,944,264
Asset retirement obligations (note 8)	20,846,399	19,319,170
	<u>80,376,090</u>	<u>70,463,473</u>
Net debt	(50,164,083)	(40,953,890)
Non-financial assets		
Tangible capital assets (note 10)	94,751,973	83,282,823
Prepaid expenses	2,776,243	2,419,169
	<u>97,528,216</u>	<u>85,701,992</u>
Accumulated surplus	\$ 47,364,133	\$ 44,748,102
Accumulated surplus is comprised of:		
Accumulated operating surplus (note 11)	\$ 46,404,869	\$ 43,910,002
Accumulated remeasurement gains	959,264	838,100
	<u>\$ 47,364,133</u>	<u>\$ 44,748,102</u>

The accompanying notes are an integral part of these consolidated financial statements

Approved by the Board:

 Director
Michelle Boileau, Chair

 Director
David Plourde, Vice Chair

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2025, with comparative information for 2024

	Actual Budget (note 17)	2025 Actual	2024 Actual
Revenue:			
Province of Ontario	\$ 76,585,494	\$ 68,044,310	\$ 63,163,688
Municipal and unincorporated territories contributions	22,990,375	23,817,282	21,062,131
Government of Canada	2,901,659	3,849,673	3,254,731
Rent	9,350,929	9,670,046	9,171,381
Interest	801,343	881,365	1,194,219
Total revenue	112,629,800	106,262,676	97,846,150
Expenses - programs: (note 18)			
Children's services	33,508,628	25,105,265	19,604,434
Community development and services	22,238,052	21,404,958	20,672,097
Social housing	19,575,728	18,561,183	18,645,146
Social housing - Moosonee	2,299,309	4,538,033	3,589,023
Paramedic services - operating	16,188,236	16,728,149	16,107,618
Other	13,386,207	13,023,861	14,180,279
	107,196,160	99,361,449	92,798,597
Expenses - administration of programs:			
Amortization of capital assets	-	291,411	295,597
Bank charges and interest	254,070	261,228	273,827
Equipment and leasehold improvements	424,974	20,605	42,190
Miscellaneous	839,517	696,988	411,981
Office supplies	135,660	149,710	392,939
Professional fees and purchased services	228,400	236,166	205,945
Rent, building lease and utilities	163,363	312,227	189,563
Salaries, wages and benefits	2,706,835	2,192,856	2,316,116
Travel	28,050	9,034	10,584
Interest earned	-	(213,180)	(287,576)
	4,780,869	3,957,045	3,851,166
Total expenses	111,977,029	103,318,494	96,649,763
Annual surplus, before undemoted items	652,771	2,944,182	1,196,387
Adjustment to prior year funding (note 19)	-	(449,315)	(593,177)
Accumulated operating surplus, beginning of year	43,910,002	43,910,002	43,306,792
Accumulated operating surplus, end of year	\$ 44,562,773	\$ 46,404,869	\$ 43,910,002

The accompanying notes are an integral part of these consolidated financial statements.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Consolidated Statement of Change in Net Debt

Year ended December 31, 2025, with comparative information for 2024

	Actual Budget (note 17)	2025 Actual	2024 Actual
Annual surplus	\$ 652,771	\$ 2,944,182	\$ 1,196,387
Acquisition of tangible capital assets	(1,549,824)	(13,884,805)	(15,310,794)
Amortization of tangible capital assets	3,859,416	3,859,416	3,535,481
Loss on disposal of tangible capital assets	-	83,468	21,104
Decrease in prepaid expenses	-	(357,074)	(387,337)
Adjustment to prior year funding	-	(449,315)	(593,177)
Changes in estimate of asset retirement obligation	-	(1,527,229)	4,413,271
Remeasurement (loss) gain	-	121,164	(161,531)
	2,309,592	(12,154,375)	(8,482,983)
Change in net debt	2,962,363	(9,210,193)	(7,286,596)
Net debt, beginning of year	(40,953,890)	(40,953,890)	(33,667,294)
Net debt, end of year	\$ (37,991,527)	\$ (50,164,083)	\$ (40,953,890)

The accompanying notes are an integral part of these consolidated financial statements

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Consolidated Statement of Remeasurement Gains

Year ended December 31, 2025, with comparative information for 2024

	2025	2024
Accumulated remeasurement gains, beginning of year	\$ 838,100	\$ 999,631
Unrealized (losses) gains attributed to:		
Derivative - interest rate swaps	30,084	(234,062)
Portfolio investments	91,080	72,531
	121,164	(161,531)
Accumulated remeasurement gains, end of year	\$ 959,264	\$ 838,100

The accompanying notes are an integral part of these consolidated financial statements.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Consolidated Statement of Cash Flows

Year ended December 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 2,944,182	\$ 1,196,387
Items not involving cash:		
Amortization of tangible capital assets	3,859,416	3,535,481
Loss on disposal of tangible capital assets	83,468	21,104
Adjustment to prior year funding	(449,315)	(593,177)
	6,437,751	4,159,795
Change in non-cas assets and liabilities:		
Accounts receivable	(1,643,411)	(2,382,832)
Prepaid expenses	(357,074)	(387,337)
Accounts payable and accrued liabilities	866,064	1,355,822
Retirement and other employee future benefits	23,415	40,058
Due to Province of Ontario	4,618,352	76,863
Deferred revenue	(1,150,386)	1,092,102
Net change in cash from operating activities	8,794,711	3,954,471
Capital activities:		
Cash used to acquire tangible capital assets	(13,884,805)	(15,310,794)
Net change in cash from capital activities	(13,884,805)	(15,310,794)
Investing activities:		
Loan receivable receipts	148,929	160,562
Interest earned	(188,135)	(442,760)
Net change in cash from investing activities	(39,206)	(282,198)
Financing activities:		
New debt	5,200,148	12,528,407
Repayment of long-term debt	(1,172,205)	(2,162,558)
Net change in cash from financing activities	4,027,943	10,365,849
Net change in cash	(1,101,357)	(1,272,672)
Cash, beginning of year	19,824,850	21,097,522
Cash, end of year	\$ 18,723,493	\$ 19,824,850
Interest paid	\$ 1,256,426	\$ 798,270

The accompanying notes are an integral part of these consolidated financial statements

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements

Year ended December 31, 2025

Cochrane District Social Services Administration Board (the "Board") was established under the District Social Services Administration Board Act and administers various programs of the Ministry of Children, Community and Social Services (MCCSS), Ministry of Education (EDU), Ministry of Health (MOH), Ministry of Long-Term Care (MLTC) and Long-Term Care (MOHLTC), Ministry of Municipal Affairs and Housing (MMAH) and Ministry of Labour, Immigration, Training, and Skills Development (MLTSD). The Board also provides social housing in the Cochrane District. The Board is funded primarily by the Province of Ontario, the Government of Canada and twelve incorporated municipalities from the District of Cochrane.

1. Significant accounting policies:

The consolidated financial statements of the Board are prepared by management in accordance with Canadian generally accepted accounting principles established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the Board are as follows:

(a) Basis of accounting:

Revenue and expenses are reported on the accrual basis of accounting.

The accrual basis of accounting recognizes revenue as they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Reporting entities:

The reporting entity includes the Board and all related entities owned and controlled by the Board.

Principles of Consolidation:

All controlled entities are fully consolidated on a line-by-line basis except for commercial enterprises which meet the definition of a government business enterprises which are included in the consolidated financial statements on a modified equity basis. Inter-Board balances and transactions are eliminated upon consolidation.

Entities consolidated in the Board's financial statements include Cochrane District Social Services Administration Board and its controlled corporation, the Cochrane District Local Housing Corporation (CDHLC).

(c) Accrual accounting:

The consolidated financial statements of the Board have been prepared using the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

1. Significant accounting policies (continued):

(d) Cash and cash equivalents:

Cash and cash equivalents are represented by cash on hand, cash on deposit in chartered banks and investments that mature within three months.

(e) Portfolio investments:

Portfolio investments with prices quoted in an active market are measured at fair value while those that are not quoted in an active market are measured at cost less impairment. Portfolio investments with prices quoted in an active market include equities. Changes in fair value are recorded in the statement of remeasurement gains (losses).

(f) Retirement and other employee future benefits:

The Board provides future benefits to specified employee groups. These benefits include sick leave, vacation pay and health care benefits. The costs of other employee future benefit plans are actuarially determined using the Board's best estimate of accumulated sick days at retirement and health care costs trends, long-term inflation rates and discount rates.

The Board accrues its obligations under employment benefit plans as the employees render the services necessary to earn employee future benefits. The cost of retirement benefits earned by employees is actuarially determined using the projected benefit method pro-rated on service and management's best estimate of salary escalation, retirement ages and expected health care costs. Actuarial valuations, where necessary for accounting purposes, are performed triennially. The discount rate used to determine the accrued benefit obligation was the expected cost of long-term debt. Unamortized actuarial gains or losses are amortized on a straight-line basis over the expected average remaining service life of the employee group.

Where applicable, the Board has set aside reserves and reserve funds intended to fund these obligations, either in full or in part. These reserves and reserve funds do not meet the definition of a plan asset under CPA Canada PS 3250 Retirement Benefits. Therefore, for the purposes of these consolidated financial statements, the plans are considered unfunded.

(g) Non-financial assets :

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year, and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the Change in Net Financial Assets for the year.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

1. Significant accounting policies (continued):

(h) 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 asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful Life – Years
Buildings	50
Building improvements	10 - 20
Furniture and equipment	5 - 10
Land improvements	10
Leasehold improvements	10
Vehicles	5 - 10

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

(i) Asset retirement obligations:

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when there is a legal obligation for the Board to incur retirement costs in relation to a tangible capital asset (or component thereof), 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 best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at December 31, 2025. The best estimate of an asset retirement obligation incorporates a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over extended future periods.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset.

At each financial reporting date, the Board reviews the carrying amount of the liability. The Board recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset.

The Board continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

1. Significant accounting policies (continued):

(j) Revenue recognition and government transfers:

The programs are funded primarily by the Province of Ontario in accordance with budget arrangements established by the MCCSS, MEDU, MOH, MLTC, MMAH and MLITSD. Government transfers are transfers from senior levels of government that are not the result of an exchange transaction and are not expected to be repaid in the future. Government transfers without eligibility criteria or stipulations are recognized as revenue when the transfer is authorized. A transfer with eligibility criteria is recognized as revenue when the transfer is authorized and all eligibility criteria have been met. A transfer without eligibility criteria but with stipulations is recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except where and to the extent that the transfer gives rise to an obligation that meets the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenues as the liability is extinguished.

The programs are also funded by member municipalities from the District of Cochrane. Contributions for the year are based on the weighted assessments for each municipality. Any excess or deficiency of the municipalities' contributions in the year over their respective share of program's expenses is apportioned among the municipalities in the same proportion as the original contributions.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(k) Reserve and reserve funds:

Reserves and reserve funds represent amounts appropriated for general and specific purposes and are charged or credited to the respective fund in the period appropriated or drawn down. The amounts in reserves are approved by the Board and are within the limits defined in the District Social Services Administration Boards Act.

(l) Measurement uncertainty and 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 date of the consolidated financial statements and the reported amounts of revenues and expenditures during the reporting periods. Such estimates include the estimated useful lives of tangible capital assets, accruals, allowance for doubtful accounts, asset retirement obligations and retirement and other employee benefits obligation. These have been made using careful judgment and in light of information available. The consolidated financial statements have in management's opinion, been properly prepared within reasonable limits of materiality. Actual results could differ from these estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in the consolidated statement of operations and accumulated operating surplus in the year in which they become known.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

1. Significant accounting policies (continued):

(m) Financial instruments:

Financial instruments are classified into three categories: fair value, amortized cost or cost.

Fair value

The Board manages and reports performance for groups of financial assets on a fair-value basis. Investments traded in an active market are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the statement of remeasurement gains until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the statement of operations and accumulated operating surplus and related balances reversed from the statement of remeasurement gains.

Amortized cost

Amounts are measured using the effective interest rate method. The effective interest method is a method of calculating the amortized cost of a financial asset or financial liability (or a group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period, based on the effective interest rate. It is applied to financial assets or financial liabilities that are not in the fair value category and is now the method that must be used to calculate amortized cost.

Cost

Amounts are measured at cost less any amount for valuation allowance. Valuation allowances are made when collection is in doubt.

The following chart shows the measurement method for each type of financial instrument:

Financial instrument	Measurement method
Cash and cash equivalents	Amortized cost
Accounts receivable	Amortized cost
Investments	Fair value
Interest rate swaps	Fair value
Loan receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Payable to the Province of Ontario	Amortized cost
Construction credit facility	Amortized cost
Long-term debt	Amortized cost

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

1. Significant accounting policies (continued):

(n) Financial instruments (continued):

All financial instruments are initially recorded on the statement of financial position at fair value. All investments, if any, held in equity instruments that trade in an active market are recorded at fair value. Management has elected to record all investments at fair value as they are managed and evaluated on a fair value basis. Freestanding derivative instruments that are not equity instruments that are quoted in an active market are subsequently measured at fair value.

Unrealized changes in fair value are recognized in the statement of remeasurement gains until they are realized, when they are transferred to the statement of operations and accumulated operating surplus.

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

All financial assets are assessed for impairment on an annual basis. Where a decline in fair value is determined to be other than temporary, the amount of the loss is recognized in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses. On sale, the statement of remeasurement gains associated with that instrument are reversed and recognized in the statement of operations and accumulated operating surplus.

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 a 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; and
- 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 Board's investments in equities are Level 1 and the investment in bonds and the interest rate swap are Level 2.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

1. Significant accounting policies (continued):

(o) Consolidated statement of remeasurement gains and losses:

By presenting remeasurement gains (losses) separately, changes in the carrying value of financial instruments arising from fair value measurement are distinguished from revenues and expenses reported in the consolidated statement of financial activities. The consolidated statement of financial activities reports the extent to which revenues raised in the period were sufficient to meet the expenses incurred. Remeasurement gains (losses) do not affect this assessment as they are recognized in the consolidated statement of remeasurement gains and losses. Taken together, the two statements account for changes in Board's accumulated surplus in the period.

Upon settlement, the cumulative gain (loss) is reclassified from the consolidated statement of remeasurement gains and losses and recognized in the consolidated statement of financial activities. Interest attributable to all financial instruments is reported in the consolidated statement of financial activities.

2. Portfolio investments:

	2025	2024
Portfolio investments, at cost	\$ 2,840,146	\$ 2,621,926
Unrealized gains	418,495	327,416
Portfolio investments, at fair value	\$ 3,258,641	\$ 2,949,342

3. Loans receivable:

	2025	2024
Due from the Notre Dame Hospital, repayable in blended monthly instalments of \$4,379, interest calculated at 5%, maturing February 2026	\$ 8,704	\$ 59,451
Due from Kaleidoscope Co-operative Homes Inc., repayable in blended monthly instalments of \$3,964, interest calculated at 5%, maturing May 2027.	64,050	107,232
Due from Living Space North Against Poverty, repayable in monthly instalments of \$5,000, non-interest bearing, maturing June 2028.	56,728	111,728
	\$ 129,482	\$ 278,411

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

3. Loans receivable (continued):

Principal repayments required for the next two years are as follows:

2026	\$	105,823
2027		23,659
	\$	129,482

4. Due to Province of Ontario:

	2025	2024
Due to Province - MCCSS for 2023	\$ 120,386	\$ 133,036
Due to Province - EDU for 2023	152,430	4,245,905
Due to Province - EDU for 2024	4,324,385	4,334,919
Due to Province - EDU for 2025	8,205,927	—
Due to Province – MOHLTC 2018-2022	1,196,316	1,196,316
Due to Province - MCCSS Ontario Works (Form 5)	115,419	172,801
Due to Province - MCCSS Ontario Works for 2025	607,447	—
Due to Province - MOHLTC 2023	680,293	701,274
	\$ 15,402,603	\$ 10,784,251

5. Deferred revenue:

	2025	2024
Affordable Housing Program	\$ 1,099,648	\$ 1,688,156
CMHC Municipal Repair Portfolio	650,300	825,879
Municipal Portable Housing Benefit	385,030	493,926
Social Housing Improvement Program	259,688	259,688
Tenants' prepaid rent	232,393	196,818
Ministry of Labour, Immigration, Training and Skills Development	42,018	99,933
LEAP – Energy bank	9,382	3,949
Senior Community Grant	12,483	3,975
Cadence Donations Received	5,414	2,494
Point of Care Testing	—	37,064
OW One-Time	—	47,695
Fresh Start	931	190,931
Cadence New Horizon for Seniors	4,530	1,695
	\$ 2,701,817	\$ 3,852,203

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

6. Long-term debt:

	2025	2024
Due to the City of Timmins, repayable in blended semi-annual payments of \$326,322, interest calculated at 5.06% maturing May 16, 2034	\$ 4,671,800	\$ 5,072,774
Due to TD bank (Cochrane Seniors Complex) (i)	5,977,741	6,306,848
Due to TD bank (residential properties) (ii)	1,537,880	1,560,998
Due to TD bank (303 6 th Avenue) (iii)	1,277,543	1,305,854
Due to TD bank (Spruce Hill Lodge) (iv)	1,245,149	1,329,215
Due to TD bank (line of credit) (v)	16,445,974	11,245,826
Debentures debt	60,290	366,920
	\$ 31,216,377	\$ 27,188,435

- (i) The first loan from TD Bank is a swap rate term loan agreement on the Cochrane Seniors Complex. The loan has a 25 year amortization. The swap is 20 years and the swap agreement exchanges the Board's Banker's Acceptance variable loan payments for an established fixed rate payment. The exchange of interest payments result in an effective interest rate of 2.47% plus a 0.63% stamping fee for an all-in interest rate of 3.1%. TD Bank retains a general security agreement representing a first charge on all present and after acquired property, an assignment of rents and leases specific to 515-11th Street, Cochrane, Ontario and an assignment of fire insurance on said property. This loan matures in December 2035.
- (ii) The second loan from TD Bank is a swap rate term loan agreement on 183-189 5th Avenue, 45 Spruce Street, and 71 Main Street, all in Timmins, Ontario. The loan has a 30 year amortization. The swap is 20 years and the swap agreement exchanges the Board's Banker's Acceptance variable loan payments for an established fixed rate payment. The exchange of interest payments result in an effective interest rate of 1.07% plus a 0.71% stamping fee for an all-in interest rate of 1.78%. TD Bank retains a general security agreement representing a first charge on all present and after acquired property, an assignment of rents and leases specific to 183-189 5th Avenue, 45 Spruce Street, and 71 Main Street and an assignment of fire insurance on said properties. This loan matures in December 2050.
- (iii) The third loan from TD bank is a swap rate term loan agreement on 303 6th Street in Cochrane, Ontario. The loan has a 30 year amortization. The swap is 10 years and the swap agreement exchanges the Board's Banker's Acceptance variable loan payments for an established fixed rate payment. The exchange of interest payments results in an effective interest rate of 2.24% plus a 0.45% stamping fee for an all-in interest rate of 2.69%. TD Bank retains a general security agreement representing a first charge on all present and after acquired property, an assignment of rents and leases specific to 303 6th Street and an assignment of fire insurance on said property. The loan matures in November 2051.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

6. Long-term debt (continued):

- (iv) The fourth loan from TD bank is a swap rate term loan agreement on Spruce Hill Lodge and 84 4th Street in Cochrane. The loan has a 30 year amortization. The swap is 30 years. The swap agreement exchanges the Board's Banker's Acceptance variable loan payments for an established fixed rate payment. The base swap interest rate of 3.36% plus a 1.35% pricing spread results in an all-in interest rate of 4.71%. TD Bank retains a general security agreement representing a first charge on all present and after acquired property, an assignment of rents and leases specific to Spruce Hill Lodge and 84 4th Street West in Cochrane, and an assignment of fire insurance on said properties. The loan matures in September 2054.
- (v) The Board has four credit facilities in place with TD. At December 31, 2025, \$16,445,974 (2024 - \$11,245,826) had been drawn. The full amount of the drawn facilities is included as current in the repayment table. Additional information concerning this credit facilities is provided in note 16.
- (vi) In 2000, the Ministry of Municipal Affairs and Housing (MMAH) transferred title to all the housing units in operation at the date of transfer to Cochrane District Local Housing Corporation. The transfer was made such that the MMAH retained the debt that was outstanding on the properties and the MMAH continues to make the mortgage payments. In return, the subsidies received from the MMAH and the Federal government are reduced by the amount of these principal and interest payments. There are six (2024 - 10) debentures with an interest rate of 6.09 % (2024 - 6.09%). The principal and interest payments for 2025 were \$328,616 (2024 - \$367,346).
- (vii) The total value of loans payable to the TD, net of the fair market value of the swap rate term loan agreements, is summarized below:

	2025	2024
TD loans payable	\$ 10,579,082	\$11,013,600
Less: fair value adjustment of derivative	(540,769)	(510,685)
	\$ 10,038,313	\$10,502,915

Principal repayments required for the next five years and thereafter are as follows:

2026	\$ 17,375,436
2027	904,315
2028	940,990
2029	979,270
2030	1,019,137
Thereafter	9,997,229
	\$ 31,216,377

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

7. Retirement and other employee future benefits:

	2025	2024
Accrued employee future benefit obligations, beginning of year	\$ 1,944,264	1,904,206
Add: current year benefit cost	137,981	169,855
Add: interest on accrued benefit obligation	71,023	67,198
Recognized actuarial losses	(16,853)	11,108
Less: benefits paid	(168,736)	(208,103)
Total expense	23,415	40,058
Accrued employee future benefit obligations, end of year	\$ 1,967,679	\$ 1,944,264

The accrued benefit obligations for employee future benefit plans as at December 31, 2024 are based on actuarial valuations as at December 31, 2024. These actuarial valuations were based on assumptions about future events. The employee future benefits expenses have been included in salaries, wages and benefits expenses in the consolidated statement of operations and accumulated surplus.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

7. Retirement and other employee future benefits (continued):

The economic assumptions used in these valuations are the Board's best estimates of expected rates of the following:

	2025
Inflation	2.00%
Wage and salary escalation (includes inflation)	3.00%
Discount on accrued benefit obligations	4.25%
Expected future sales tax	8.00%
Future travel escalations	Escalate at the same rate as health care.
Expected average remaining service life	25% in the earliest year of meeting rules for no reduction in pension, 10% in subsequent years.
Expected future termination rates	Ontario Light Termination Rates.
Expected future mortality rates	Uninsured Pensioners 1994 with mortality improvement projections to 2040.
Health care	Fiscal 2024 Combined Active and Retiree Cost Rates including taxes, (Non Union:\$218.46 family, \$87.38 single, CUPE:\$272.72 family, \$109.09 single) derived from the Board's experience, adjusted for age (25% during early retirement), plus future health care premium rate escalations.
Health care cost escalation	Escalates at 6.0% for 2025, reducing by 0.3333% per year to 4.0% in 2031 and 4.0% per year thereafter.
Expected future change in benefits	Future benefit caps will track expected future premium escalation rates.
Emergency medical travel	Included in Health Care Rates.
Month of retirement coverage	All eligible Board early retirees will receive early retirement benefits until age 65.
Life and dependent life	Uninsured Pensioners 1994 with mortality improvement projections to 2040 gender specific mortality rates applied to \$1 of sum assured, adjusted for carrier's margin for administration, taxes, profit etc. (i.e. a pure loss ratio of 75%).

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

7. Retirement and other employee future benefits (continued):

A reserve fund of \$353,129 (2024 - \$329,575) has been established to provide for sick leave.

RETIREMENT BENEFITS:

(a) Retirement Gratuities:

The Board provides retirement gratuities to certain groups of employees. The amount of the gratuities paid to eligible employees at retirement is based on their salary and accumulated sick days at retirement.

(b) Retirement Life Insurance and Health Care Benefits:

The Board continues to provide life insurance and health care benefits to certain employee groups for one year after retirement. The benefit costs and liabilities related to this plan are included in the Board's financial statements.

OTHER EMPLOYEE FUTURE BENEFITS:

(a) Workplace Safety and Insurance Board Obligations:

The Board is a Schedule 1 employer under the Workplace Safety and Insurance Act and, as such, the Board insures all claims by its injured workers under the Act. The Board's insurance premiums for the year ended December 31, 2025 were \$401,445 (2024 - \$347,918) and are included in the Board's current year benefit costs. No liabilities for claims by its injured workers under the Act are included in the Board's consolidated financial statements.

(b) Long-term Disability:

The Board provides life insurance, dental and health care benefits to employees on long-term disability leave. The Board is responsible for the payment of life insurance premiums and the costs of health care benefits under this plan for a two-year period. The costs of salary compensation paid to employees on long-term disability leave are fully insured and not included in this plan.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

8. Asset retirement obligations:

The Board owns and operates several housing properties that are known to or very likely contain asbestos, which represents a health hazard upon demolition or renovation of the building. There is a legal obligation to remove the asbestos under the Occupational Health and Safety Regulations at that time. The Board recognized a liability for the asset retirement obligation and a corresponding amount has been capitalized as an asset retirement cost and added to the carrying value of buildings and building improvements. The asset retirement cost is amortized on a straight-line basis over the useful life of the building. The costs were based on obligations identified through inspections and assessments.

The change in the estimated obligation during the year consists of the following:

	2025	2024
Balance, beginning of year	\$ 19,319,170	\$ 23,732,441
Change in management estimate	707,208	(4,413,271)
Asset retirement obligation assumed on acquisition of properties	820,021	—
Balance, end of year	\$ 20,846,399	\$ 19,319,170

9. Pension agreements:

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 - \$140,766 million) in respect of benefits accrued for service with total going concern actuarial assets at that date of \$150,043 million (2024 - \$139,576 million) indicating a going concern actuarial deficit of \$1,322 million (2024 - \$4,913 million). Because OMERS is a multi-employer plan, any pension plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees and the Board's share is not determinable. As a result, the Board does not recognize any share of the OMERS pension surplus or deficit.

The amount contributed to OMERS for 2025 was \$2,047,439 (2024 - \$1,841,217) for current service. As this is a multi-employer pension plan, these contributions are the Board's pension benefit expense. No pension liability for this type of plan is included in the Board's consolidated financial statements.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

10. Tangible capital assets:

Cost	Balance at December 31, 2024	Additions	Disposals and Adjustments	Balance at December 31, 2025
Land and land improvements	\$ 4,529,930	\$ -	\$ -	\$ 4,529,930
Buildings and leasehold improvements	99,243,959	9,628,209	1,527,229	110,399,397
Vehicles and equipment	6,631,977	4,006,236	(970,255)	9,667,958
Computer hardware and software	976,538	61,756	(80,645)	957,649
Office furniture and fixtures	5,897,079	188,604	(49,631)	6,036,052
Total	\$ 117,279,483	\$ 13,884,805	\$ 426,698	\$ 131,590,986

Accumulated Amortization	Balance at December 31, 2024	Disposals	Amortization Expense	Balance at December 31, 2025
Land and land improvements	\$ 1,573,950	\$ -	\$ 61,530	\$ 1,635,480
Buildings and leasehold improvements	24,217,576	-	2,514,707	26,732,283
Vehicles and equipment	3,328,200	(898,583)	893,594	3,323,211
Computer hardware and software	717,700	(80,645)	118,523	755,578
Office furniture and fixtures	4,159,234	(37,835)	271,062	4,392,461
Total	\$ 33,996,660	\$ (1,017,063)	\$ 3,859,416	\$ 36,839,013

	Net book value, December 31, 2024	Net book value, December 31, 2025
Land and land improvements	\$ 2,955,980	\$ 2,894,450
Buildings and leasehold improvements	75,026,383	83,667,114
Vehicles and equipment	3,303,777	6,344,747
Computer hardware and software	258,838	202,071
Office furniture and fixtures	1,737,845	1,643,591
Total	\$ 83,282,823	\$ 94,751,973

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

11. Accumulated operating surplus:

Accumulated operating surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2025	2024
Surplus:		
Invested in tangible capital assets	\$ 63,535,596	\$ 56,094,389
Amounts to be recovered in future years	(33,184,056)	(29,132,698)
General surplus	3,556,723	4,361,406
Reserves	12,496,606	12,586,905
	\$ 46,404,869	\$ 43,910,002

12. Financial risks and concentration of risk:

(a) Liquidity risk:

Liquidity risk is the risk that the Board will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Board manages its liquidity risk by monitoring its operating requirements. The Board prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposures from 2024.

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Board is exposed to credit risk with respect to the accounts receivable. The Board assesses, on a continuous basis, accounts receivable and provides for any amounts that are collectible in the allowance for doubtful accounts.

(c) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Board is exposed to this risk mainly in respect of certain bank credit facilities.

The Board has entered into interest rate swap contracts that entitles the Board to receive interest at floating rates on the notional principal amount and obliges it to pay interest at fixed rates of interest.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

13. Commitments:

The Board has leased office space under operating leases for various periods up to the year 2043. The Board is also paying rent on a month-to-month basis for leased office space. The minimum annual payments under the terms of these commitments for the next five years are as follows:

2025	\$	92,300
2026		89,750
2027		72,700
2028		72,700
2029		72,700
Thereafter		390,001

14. Contingencies:

The Board is involved in a number of claims and possible claims which are a result of normal on-going operations. In the eventuality that the Board is unsuccessful in defending some of these claims, amounts are available in existing reserves, reserve funds and the operating fund. Management is of the opinion that these amounts are sufficient to cover these claims. Any settlements or awards which may arise or any difference with the provision made will be reflected in the financial records in the year that the amount has been determined.

During the normal course of operation, the Board is involved in certain employment related negotiations and has recorded accruals based on management's estimate of potential settlement amounts where these amounts are reasonably determinable.

15. Segmented information:

The Board supports the development of healthy and self-sufficient communities through the innovative and responsive delivery of Children's Services, Social Housing, Paramedic Services and Community Development and Services. For reporting purposes, the Board's financial activities are organized and reported by program.

Certain programs that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

15. Segmented information (continued):

Social Housing

Housing Services administers rent-geared-to-income assistance to eligible households in the Cochrane District. The department also manages a housing portfolio of 1,403 units (which includes CDLHC residential units) and 47 rent supplement units and administers the Housing Services Act of 2011 for the various Non-Profit and Co-Operative Housing Providers' portfolio of 726 units. Providers operate affordable housing projects that offer rental units at Market Rents and units that are eligible for rent-geared-to-income subsidy.

Housing assistance is provided to families, seniors, couples, single people and people with special needs in a variety of buildings; townhouses, apartments, single and semi-detached. Private landlords have also agreed to supply accommodation under the rent supplement program.

Community Development and Social Services

The Community Development and Services Department provides employment and financial assistance to individuals who comply with the participation requirements intended to assist them in finding and maintaining gainful employment. Individuals receiving assistance through Ontario Works participate in a wide range of employment assistance activities, which help them prepare for, find and keep a job.

Children Services

The Children's Services Division manages childcare funding within the District of Cochrane. This includes fee subsidy, resource centre funding, special needs resources, wage subsidy, Community Reinvestment funding, Canada Wide Early Learning and Child Care (CWELCC) and funding for special initiatives.

Paramedic Services

The Board is responsible for the provision of Paramedic Services within the District of Cochrane based upon fundamental principles which include services that are seamless, accountable, responsive, integrated and accessible.

For each reported segment, revenue and expenses represent both the amounts that are directly attributable to the segment as well as amounts that can reasonably be allocated to the segment. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1. For additional information, see the Schedule of Segment Disclosure (Schedule 2).

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

16. Credit facility agreements:

(a) The Board has three credit facilities in place with CIBC.

- (i) The first facility is in the amount of \$5,000,000 (2024 - \$5,000,000) to be used for day-to-day cash flow requirements for the administration account. Interest is payable at prime + 0.25% per annum and the balance is repayable on demand.
- (ii) The second facility is in the amount of \$1,000,000 (2024 - \$1,000,000) and is to be used for day-to-day cash flow requirements for the client account. Interest is payable at prime + 0.25% per annum and the balance is repayable on demand.
- (iii) The third facility is in the amount of \$300,000 (2024 - \$300,000) and is to be used for day-to-day cash flow requirements for the housing account. Interest is payable at prime + 0.25% per annum and the balance is repayable on demand.

At December 31, 2025, the full amount of the administration, client and housing facilities were available.

(b) The Board has four credit facilities in place with TD.

- (i) The first facility is in the amount of \$5,000,000 to be used for day-to-day cash flow requirements for the admin account. Interest is payable at prime - 0.5% per annum and the balance is repayable on demand.
- (ii) The second facility is in the amount of \$15,000,000 (2024 - \$15,000,000) and is to be used for the purchase and renovation of 1800 Riverside. Interest is payable at prime - 0.5% per annum and the balance is repayable on demand.
- (iii) The third facility is in the amount of \$9,600,000 and is to be used for construction of Cadence Phase 2. Interest is payable at prime - 0.5% per annum and the balance is repayable on demand.
- (iv) The fourth facility is in the amount of \$5,025,000 and is to be used to purchase and renovate 77 Brunelle. Interest is payable at prime - 0.5% per annum and the balance is repayable on demand.

At December 31, 2025, \$16,445,974 (2024 - \$11,245,826) from the four facilities had been drawn.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2025

17. Budget information:

The Budget adopted by the Board of Directors on December 19, 2024, was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards require full accrual basis. In addition, the budget expensed all tangible capital expenditures rather than including amortization expense. As a result, the budget information presented in the consolidated statements of financial activities and changes in net debt represent the Budget adopted by the Board of Directors on December 19, 2024 with adjustments as follows:

	2025
Budget surplus for the year as approved	\$ —
Add:	
Capital expenditures	3,696,864
Debt principal repayments	815,323
Less:	
Amortization	3,859,416
Budget surplus per consolidated statement of operations and accumulated surplus	\$ 652,771

18. Expenditures by object:

The following is a summary of the expenditures reported on the consolidated statement of operations and accumulated surplus by object:

	2025	2024
Salaries	\$ 30,342,446	\$ 27,221,075
Material and services	22,961,502	25,357,964
Rent and financial expenses	1,390,810	1,166,579
External transfer	48,623,736	42,904,145
	\$ 103,318,494	\$ 96,649,763

19. Federal and Provincial Grants:

Revenue from the Province of Ontario and Canadian Government has been calculated according to the terms of the governing statutes and is subject to final approval by the Province and Federal Government. Ultimate determination of amounts is dependent upon the reconciliation of funding by the Province of Ontario and Canadian Government. Adjustment to the accounting records are made at the time of final settlement.

20. Comparative information:

Certain comparative information has been reclassified to conform with current year presentation.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Schedule of Operations - Program Funding

Year ended December 31, 2025
(Unaudited)

	Childcare Administration (note 2)	Moosonee Childcare Administration	Northern Treasuries Childcare Direct Delivery (note 2)	Local Priorities Childcare Non- Profit (note 2)	Local Priorities Childcare Non- Profit Moosonee	Local Priorities Childcare for Profit	Childcare Resources Centers	2025 Subtotal
Total expenses (note 1)	\$ 589,600	\$ 129,725	\$ 591,237	\$ 2,901,148	\$ 224,404	\$ 302,594	\$ 1,288,932	\$ 6,027,640
Expenses allocated as follows:								
% expenses funded by Ministries	note 2	100%	100%	note 2	100%	note 2	100%	
Ministries	154,543	129,725	591,237	2,832,494	224,404	298,371	1,288,932	5,519,706
Federal Government	280,516	-	-	-	-	-	-	280,516
Other	298,105	-	-	-	-	-	-	298,105
	733,164	129,725	591,237	2,832,494	224,404	298,371	1,288,932	6,098,327
Balance to be allocated	(143,564)	-	-	68,654	-	4,223	-	(70,687)
Unincorporated territories - EDU	-	-	-	7,721	-	475	-	8,196
Municipalities	(143,564)	-	-	60,933	-	3,748	-	(78,883)
Total revenue	\$ 589,600	\$ 129,725	\$ 591,237	\$ 2,901,148	\$ 224,404	\$ 302,594	\$ 1,288,932	\$ 6,027,640

Note 1: Expenses include allocated administration costs and are before any required adjustments to conform to Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board (PSAB) of CPA Canada.

Note 2: The Ministry of Education funded 100% of the Moosonee TWOMO costs, and 80%/50% (Childcare for Profit and Non Profit/Childcare Administration) of the District cost up to the annual maximum. The remaining expenses were funded by the Municipalities.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Schedule of Operations - Program Funding

Year ended December 31, 2025
(Unaudited)

	Early Years Planning	OEYC	CWELCC Home Child Care Direct Delivery	CWELCC Non- Profit/For-Profit Childcare	Childcare Community Reinvestment	Moosonee EarlyON	2025 Subtotal
Total expenses (note 1)	\$ 137,060	\$ 561,865	\$ 556,457	\$ 17,420,018	\$ 149,989	\$ 165,000	18,990,389
Expenses allocated as follows:							
% expenses funded by Ministries	100%	100%	note 2	note 3	0%	100%	
Ministries	137,060	561,865	542,557	16,930,434	-	165,000	18,336,916
Federal Government	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
	137,060	561,865	542,557	16,930,434	-	165,000	18,336,916
Balance to be allocated	-	-	13,900	489,584	149,989	-	653,473
Unincorporated territories - EDU	-	-	1,563	55,060	16,868	-	73,491
Municipalities	-	-	12,337	434,524	133,121	-	579,982
Total revenue	\$ 137,060	\$ 561,865	\$ 556,457	\$ 17,420,018	\$ 149,989	\$ 165,000	18,990,389

Note 1: Expenses include allocated administration costs and are before any required adjustments to conform to Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board (PSAB) of CPA Canada.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Schedule of Operations - Program Funding

Year ended December 31, 2025
(Unaudited)

	Land Ambulance (note 2)	Community Paramedicine	Ontario Health - Expanded Community Paramedicine	Ontario Health - ALC Base Funding	Ontario Health - New Models of care	2025 Subtotal
Total expenses (note 1)	\$ 16,097,701	\$ 1,091,000	\$ -	\$ 150,412	\$ 162,080	\$ 17,501,193
Expenses allocated as follows:						
% expenses funded by Ministries	note 2	100%	100%	100%	0%	
Ministries	7,691,614	1,091,000	-	150,412	162,080	9,095,106
Federal Government	-	-	-	-	-	-
Other	68,543	-	-	-	-	68,543
	7,760,157	1,091,000	-	150,412	162,080	9,163,649
Balance to be allocated	8,337,544	-	-	-	-	8,337,544
Unincorporated territories - other	945,365	-	-	-	-	945,365
Unincorporated territories - EDU	-	-	-	-	-	-
Unincorporated territories - MCCSS	-	-	-	-	-	-
Municipalities	7,392,179	-	-	-	-	7,392,179
Total revenue	\$ 16,097,701	\$ 1,091,000	\$ -	\$ 150,412	\$ 162,080	\$ 17,501,193

Note 1: Expenses include allocated administration costs and are before any required adjustments to conform to Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board (PSAB) of CPA Canada.

Note 2: The Ministry of Health and Long-Term Care funded \$7,395,729 of land ambulance expenses. The remaining expenses are funded by the Municipalities.

Note 3: The Ministry of Education funded 100% of the Moosonee TWOMO costs and funded Childcare for Profit and Non Profit and Administration up to the annual maximum. The remaining expenses were funded by the Municipalities.

Note 4: The Municipal Portable Housing Benefit expenses are

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Schedule of Operations - Program Funding

Year ended December 31, 2025
(Unaudited)

	Community Development and Services Cost of Administration (Note 2)	Moosonee Community Development and Services Cost of Administration	O.W. Assistance Reg (note 3)	Moosonee O.W. Assistance	O.W. Assistance I.W.S.	Other Social Assistance	Employment Ontario	2025	Subtotal
Total expenses (note 1)	\$ 6,516,131	\$ 680,579	\$ 14,534,581	\$ 2,999,814	\$ 15,010	\$ 14,599	\$ 707,625	\$ 25,468,339	
Expenses allocated as follows:									
% expenses funded by Ministries	50%	100%	100%	100%	100%	100%	100%		
Ministries	3,520,872	680,579	14,534,581	2,999,814	15,010	14,599	707,625	22,473,080	
Federal Government	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	
	3,520,872	680,579	14,534,581	2,999,814	15,010	14,599	707,625	22,473,080	
Balance to be allocated	2,995,259	-	-	-	-	-	-	2,995,259	
Unincorporated territories - other	-	-	-	-	-	-	-	-	
Unincorporated territories - EDU	-	-	-	-	-	-	-	-	
Unincorporated territories - MCCSS	279,904	-	-	-	-	-	-	279,904	
Municipalities	2,715,355	-	-	-	-	-	-	2,715,355	
Total revenue	\$ 6,516,131	\$ 680,579	\$ 14,534,581	\$ 2,999,814	\$ 15,010	\$ 14,599	\$ 707,625	\$ 25,468,339	

Note 1: Expenses include allocated administration costs and are before any required adjustments to conform to Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board (PSAB) of CPA Canada.

Note 2: The O.W. Cost of Administration is 50% funded up to the contracted amount of \$3,599,500. The Municipalities must provide 100% funding for expenses that exceed the funding received from the Ministry.

Note 3: The balance to be allocated consists of excess discretionary benefits. The Ministry covers 100% up to \$10/case. Caseload includes OW, ODSP, TCA and ACSD. Any amounts over are non-shareable and become a municipal cost.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Schedule of Operations - Program Funding

Year ended December 31, 2025
(Unaudited)

	One-Time Funding	Affordable Housing Program	Social Housing	Social Housing Moosonee	CDLHC (note 3)	2025 Subtotal
Total expenses (note 1)	\$ 411,328	\$ 1,328,258	\$ 15,149,944	\$ 2,779,114	\$ 3,848,434	\$ 23,517,078
Expenses allocated as follows:						
% expenses funded by Ministries	50%	100%	0%	100%	0%	
Ministries	205,664	1,328,258	-	2,162,407	38,658	3,734,987
Federal Government	-	-	900,146	-	-	900,146
Other	-	-	7,777,578	616,707	1,309,671	9,703,956
	205,664	1,328,258	8,677,724	2,779,114	1,348,329	14,339,089
Balance to be allocated	205,664	-	6,472,220	-	2,500,105	9,177,989
Unincorporated territories - other	-	-	668,782	-	281,167	949,949
Unincorporated territories - EDU	-	-	-	-	-	-
Unincorporated territories - MCCSS	23,129	-	-	-	-	23,129
Municipalities	182,535	-	5,803,438	-	2,218,938	8,204,911
Total revenue	\$ 411,328	\$ 1,328,258	\$ 15,149,944	\$ 2,779,114	\$ 3,848,434	\$ 23,517,078

Note 1: Expenses include allocated administration costs and are before any required adjustments to conform to Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board (PSAB) of CPA Canada.

Note 2: The Ministry of Children, Community and Social Services (MCCSS) funds the Employment Supports program based on pre-determined targets established by the provincial government. The Ministry is responsible for funding of 100% of the expenditures if targets are achieved. The Municipalities must provide 100% funding for expenses that exceed the funding received from MCCSS.

Note 3: Cochrane District Local Housing Corporation (CDLHC) received provincial funding for one-time capital costs and grants awarded to Cadence Seniors' Residence.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Schedule of Operations - Program Funding

Year ended December 31, 2025
(Unaudited)

	Non-Profit Housing	Non-Profit Housing Moosonee	Homelessness Prevention Program	Reaching Home	Non-Shareable	Board	2025 Subtotal
Total expenses (note 1)	\$ 4,471,380	\$ 2,013,007	\$ 5,866,835	\$ 1,665,243	\$ 66,362	\$ 71,095	\$ 14,153,922
Expenses allocated as follows:							
% expenses funded by Ministries	0%	100%	100%	100%	0%	0%	
Ministries		2,013,007	5,866,835	-	-	-	7,879,842
Federal Government	1,003,768	-	-	1,665,243	-	-	2,669,011
Other	-	-	-	-	-	-	-
	1,003,768	2,013,007	5,866,835	1,665,243	-	-	10,548,853
Balance to be allocated	3,467,612	-	-	-	66,362	71,095	3,605,069
Unincorporated territories - other	389,975	-	-	-	-	-	389,975
Unincorporated territories - EDU	-	-	-	-	-	-	-
Unincorporated territories - MCCSS	-	-	-	-	7,463	7,995	15,458
Municipalities	3,077,637	-	-	-	58,899	63,100	3,199,636
Total revenue	\$ 4,471,380	\$ 2,013,007	\$ 5,866,835	\$ 1,665,243	\$ 66,362	\$ 71,095	\$ 14,153,922

Note 1: Expenses include allocated administration costs and are before any required adjustments to conform to Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board (PSAB) of CPA Canada.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Schedule of Operations - Program Funding

Year ended December 31, 2025
(Unaudited)

	Children Resources Centers - Direct Delivery	Point of Care Testing	Community Justice Centre	COHB - Housing program	Homeless Reduction Innovation Fund	Navigating to Employment	2025 Total
Total expenses (note 1)	\$ 256,174	\$ 537,064	\$ 76,211	\$ 2,090	\$ 74,987	\$ 133,133	106,738,220
Expenses allocated as follows:							
% expenses funded by Ministries	100%	100%	100%	0%	100%	100%	
Ministries	256,174	537,064	76,211	2,090	-	133,133	68,044,309
Federal Government	-	-	-	-	-	-	3,849,673
Other	-	-	-	-	74,987	-	10,145,591
	256,174	537,064	76,211	2,090	74,987	133,133	82,039,573
Balance to be allocated	-	-	-	-	-	-	24,698,647
Unincorporated territories - other	-	-	-	-	-	-	2,285,289
Unincorporated territories - EDU	-	-	-	-	-	-	81,687
Unincorporated territories - MCCSS	-	-	-	-	-	-	318,491
Municipalities	-	-	-	-	-	-	22,013,180
Total revenue	\$ 256,174	\$ 537,064	\$ 76,211	\$ 2,090	\$ 74,987	\$ 133,133	106,738,220

Note 1: Expenses include allocated administration costs and are before any required adjustments to conform to Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board (PSAB) of CPA Canada.

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Schedule 2

Consolidated Schedule of Segment Disclosure

Year ended December 31, 2025

	Paramedic Services	Social Housing	Community Development and Services	Children's Services	2025 Total
Revenues:					
Ministries	\$ 9,632,170	\$ 11,487,466	\$ 22,811,879	\$ 24,112,795	\$ 68,044,310
Government of Canada	-	3,569,158	-	280,515	3,849,673
Municipalities	7,427,072	11,149,469	3,031,642	504,114	22,112,297
Unincorporated territories	910,472	1,290,467	306,737	78,672	2,586,348
Rent/other	68,543	9,595,059	183,883	298,107	10,145,592
Revenues per Schedule 1	18,038,257	37,091,619	26,334,141	25,274,203	106,738,220
Transfer from reserve	(68,541)	-	(108,896)	(298,107)	(475,544)
Revenues per consolidated statement of financial activities	17,969,716	37,091,619	26,225,245	24,976,096	106,262,676
Expenses:					
Salaries	14,689,950	6,960,032	6,549,378	2,119,671	30,319,031
Materials and services	4,262,609	19,913,154	2,030,163	(14,463)	26,191,463
Rent and financial expenses	92,084	1,348,505	121,652	41,749	1,603,990
External transfers	-	7,877,136	17,619,354	23,127,246	48,623,736
Expenses per Schedule 1	19,044,643	36,098,827	26,320,547	25,274,203	106,738,220
Loss on disposal of assets	71,671	9,047	2,750	-	83,468
Post-employment benefits	11,345	5,375	5,058	1,637	23,415
Income earned on reserve funds	-	(213,180)	-	-	(213,180)
Capital expenditures	(1,151,889)	(4,279,281)	(74,805)	-	(5,505,975)
Transfer to reserves	(506,385)	(585,000)	(575,485)	-	(1,666,870)
Amortization	720,943	2,784,840	349,636	3,997	3,859,416
					(3,351,185)
Expenses per consolidated statement of financial activities	18,190,328	33,820,628	26,027,701	25,279,837	103,318,494
Net revenues	\$ (220,612)	\$ 3,270,991	\$ 197,544	\$ (303,741)	\$ 2,944,182

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

Schedule 2 (cont'd)

Consolidated Schedule of Segment Disclosure

Year ended December 31, 2025

	Paramedic Services	Social Housing	Community Development and Services	Children's Services	2024 Total
Revenues:					
Ministries	\$ 9,459,917	\$ 12,285,019	\$ 22,387,213	\$ 19,046,359	\$ 63,178,508
Government of Canada	-	3,205,002	49,729	-	3,254,731
Municipalities	6,664,610	10,112,268	2,151,305	803,141	19,731,324
Unincorporated territories	848,713	1,287,790	273,928	102,277	2,512,708
Rent/other	7,651	9,229,886	67,274	8,640	9,313,451
Revenues per Schedule 1	16,980,891	36,119,965	24,929,449	19,960,417	97,990,722
Transfer from reserve	(7,651)	(61,007)	(67,274)	(8,640)	(144,572)
Revenues per consolidated statement of financial activities	16,973,240	36,058,958	24,862,175	19,951,777	97,846,150
Expenses:					
Salaries	13,428,959	6,796,531	5,092,377	1,863,150	27,181,017
Materials and services	3,413,839	20,426,510	2,342,957	268,099	26,451,405
Rent and financial expenses	138,093	1,174,150	126,648	15,264	1,454,155
External transfers	-	7,722,774	17,367,467	17,813,904	42,904,145
Expenses per Schedule 1	16,980,891	36,119,965	24,929,449	19,960,417	97,990,722
Loss on disposal of assets	8,157	2,109	10,838	-	21,104
Post-employment benefits	-	40,058	-	-	40,058
Income earned on reserve funds	-	(287,576)	-	-	(287,576)
Capital expenditures	(1,194,500)	(3,306,315)	(139,009)	(10,202)	(4,650,026)
Amortization	650,338	2,534,586	346,985	3,572	3,535,481
Expenses per consolidated statement of financial activities	16,444,886	35,102,827	25,148,263	19,953,787	96,649,763
Net revenues	\$ 528,354	\$ 956,131	\$ (286,088)	\$ (2,010)	\$ 1,196,387