Financial Statements of

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

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 The Children's Aid Society of the Districts of Sudbury and Manitoulin

Opinion

We have audited the financial statements of The Children's Aid Society of the Districts of Sudbury and Manitoulin (the Entity), 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 (deficit) 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 Entity 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 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material Uncertainty Related to Going Concern

We draw attention to Note 1 in the financial statements, which indicates that the Entity has a working capital deficiency and an unrestricted deficiency in net assets as a result of current and prior years' deficiencies of revenue over expenses.

As stated in Note 1 in the financial statements, these events or conditions, along with other matters as set forth in Note 1 in the financial statements, indicate that a material uncertainty exists that may cast significant doubt on the Entity's ability to continue as a going concern.

Our opinion is not modified in respect of this matter.

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.

KPMG

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 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.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 15, 2026

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

Statement of Financial Position

March 31, 2026, with comparative information for 2025

		2026		2025
Assets				
Current assets:				
Restricted cash	$	1,053,775	$	1,119,316
Accounts receivable		197,377		677,337
Prepaid expenses		117,867		92,716
		1,369,019		1,889,369
Capital assets (note 3)		12,586		5,427
	$	1,381,605	$	1,894,796
Liabilities and Net Assets (Deficit)				
Current liabilities:				
Bank overdraft (note 5)	$	569,047	$	404,130
Accounts payable and accrued liabilities (note 6)		1,972,023		1,915,901
Due to the Ministry of Children, Community and Social Services		647,510		546,044
Vacation payable		594,828		575,252
Deferred revenue (note 8)		624,268		575,839
		4,407,676		4,017,166
Employee future benefits (note 4)		7,012,300		7,055,241
		11,419,976		11,072,407
Net assets (deficit):				
Operating		(10,115,806)		(9,245,337)
Fundraising		64,849		62,299
Capital (note 7)		12,586		5,427
		(10,038,371)		(9,177,611)
Going concern (note 1)				
Contingencies (note 9)				
Commitments (note 10)				
Economic dependence (note 14)				
	$	1,381,605	$	1,894,796

See accompanying notes to financial statements.

On behalf of the Board:

_______________________________ Director

_______________________________ Director

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

Statement of Operations

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

	Operating	Capital	2026 Total	2025 Total
	(Schedule)			
Revenue:				
Ministry of Children, Community and Social Services				
- Child Welfare Operating	$ 27,801,655	$ -	$ 27,801,655	$ 26,560,539
- Other	1,928,246	-	1,928,246	1,274,298
Ministry of Colleges and Universities	75,000	-	75,000	75,000
Children's special allowances	754,559	-	754,559	632,586
Maintenance from other societies	370,276	-	370,276	438,735
Recoveries	371,052	-	371,052	994,652
Other	332,853	-	332,853	387,784
	31,633,641	-	31,633,641	30,363,594
Expenses:				
Wages	12,935,352	-	12,935,352	13,067,805
Benefits	3,913,929	-	3,913,929	3,758,790
Travel	602,378	-	602,378	596,545
Training and recruitment	63,997	-	63,997	108,931
Building occupancy	404,736	-	404,736	426,399
Amortization of capital assets	-	678	678	678
Purchased services - non-case related	176,787	-	176,787	239,002
Purchased services - case related	859,191	-	859,191	219,199
Boarding rates	12,385,613	-	12,385,613	10,480,893
Client personal needs	738,800	-	738,800	646,136
Adoption subsidies	1,138,362	-	1,138,362	1,144,304
Medical and related services	198,826	-	198,826	164,151
Promotion and publicity	16,596	-	16,596	40,761
Office	173,829	-	173,829	232,041
Technology	149,479	-	149,479	164,051
Insurance	531,771	-	531,771	653,730
OACAS and other membership fees	82,272	-	82,272	77,526
Miscellaneous	32,176	-	32,176	50,989
	34,404,094	678	34,404,772	32,071,931
Deficiency of revenue over expenses before the undernoted	(2,770,453)	(678)	(2,771,131)	(1,708,337)
Recovery of current year's operating surplus	(149,608)	-	(149,608)	(172,471)
Deficiency of revenue over expenses	$ (2,920,061)	$ (678)	$ (2,920,739)	$ (1,880,808)

See accompanying notes to financial statements.

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

Statement of Changes in Net Assets (Deficit)

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

	Unrestricted	Restricted			
	Operating	Fundraising	Capital	2026 Total	2025 Total
Net assets (deficit), beginning of year	$ (9,245,337)	$ 62,299	$ 5,427	$ (9,177,611)	$ (8,511,250)
Excess (deficiency) of revenue over expenses	(2,922,611)	2,550	(678)	(2,920,739)	(1,880,808)
Transfer for capital	(7,837)	-	7,837	-	-
Prior year deficit reduction funding	2,059,979	-	-	2,059,979	1,214,447
Net assets (deficit), end of year	$ (10,115,806)	$ 64,849	$ 12,586	$ (10,038,371)	$ (9,177,611)

See accompanying notes to financial statements.

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

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	$ (2,920,739)	$ (1,880,808)
Adjustment for:		
Amortization of capital assets	678	678
Reduction in employment-related obligations	(42,941)	(26,177)
	(2,963,002)	(1,906,307)
Change in non-cash working capital:		
Decrease in due from the Ministry of Children, Community and Social Services	101,466	1,098,714
Decrease (increase) in accounts receivable	479,960	(129,930)
Decrease in prepaid expenses	(25,151)	(18,566)
Increase (decrease) in accounts payable and accrued liabilities	56,122	(198,944)
Increase (decrease) in vacation payable	19,576	(114,457)
Increase (decrease) in deferred revenue	48,429	(7,085)
Prior year deficit reduction funding	2,059,979	1,214,447
	(222,621)	(62,128)
Cash flows from financing activities:		
Change in restricted cash	65,541	36,921
Cash flows from capital activities:		
Capital asset additions	(7,837)	-
Net decrease in bank indebtedness	(164,917)	(25,207)
Bank indebtedness, beginning of year	(404,130)	(378,923)
Bank indebtedness, end of year	$ (569,047)	$ (404,130)

See accompanying notes to financial statements.

The Children's Aid Society of the Districts of Sudbury and Manitoulin (the "Society") provides child protection services in the territorial districts of Sudbury and Manitoulin. It is incorporated without share capital under the Laws of Ontario and is registered as a tax-exempt charitable organization under the Federal Income Tax Act.

1. Going concern:

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.

These financial statements have been prepared on a going concern basis in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations. The going concern basis of presentation assumes that the Society will continue in operation for the foreseeable future and be able to realize its assets and discharge its liabilities in the normal course of operations. There is significant doubt about the appropriateness of the use of the going concern assumption because the Society has a working capital deficiency and a net asset deficiency at March 31, 2026 and in the prior year.

The ability of the Society to continue as a going concern and realize its assets and discharge its liabilities in the normal course of operations is dependent upon the continued support of the Ministry of Children, Community and Social Services and on its ability to restore and maintain sustainable operations in the future. No assurance can be given that additional funding will be available in the future from the Ministry of Children, Community and Social Services or other sources or that, if available, it can be obtained on terms favourable to the Society.

These financial statements do not reflect adjustments that would be necessary if the going concern assumption was not appropriate. If the going concern assumption was not appropriate for these financial statements, then adjustments would be necessary to the carrying value of assets, the reported revenues and expenses, and the statement of financial position classifications used.

2. Significant accounting policies:

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) Revenue recognition:

The Society 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.

(b) Capital assets:

Capital assets are recorded at cost. Amortization of capital assets is recorded as follows:

Asset	Basis	Period
Furniture and equipment	Straight-line	10 years
Computer equipment	Straight-line	3 years

(c) Employee future benefits:

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

The Society accrues its obligations for post-employment benefit plans as the employees render the services necessary to earn the benefits. The actuarial determination of the accrued benefit obligation uses the projected benefit method prorated on service (which incorporates management's best estimate of future salary levels, other cost escalation, retirement ages of employees and other actuarial factors). Under this method, the benefit costs are recognized over the expected average service life of the employee group.

2. Significant accounting policies (continued):

(c) Employee future benefits:

Actuarial gains and losses on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The most recent actuarial valuation of the sick leave plan and the benefit plan was as of March 31, 2026.

Substantially all of the employees of the Society are eligible to be members of the Ontario Municipal Employees' Retirement Fund ("OMERS"), which is a multi-employer, defined benefit, final average earnings and contributory pension plan. Defined contribution plan accounting is applied to OMERS as the Society has insufficient information to apply defined benefit accounting (note 11).

(d) 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. Items subject to such estimates are valuation of capital assets and employee future benefits. 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.

(e) 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 until they are realized, when they would be transferred to the statement of operations. There is no statement of remeasurement gains and losses presented as there are no amounts to present within.

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 recognized in the statement of operations. On sale, the amount held in accumulated remeasurement gains associated with that instrument is removed from net assets and recognized in the statement of operations.

2. Significant accounting policies (continued):

(e) 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 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 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 Society has selected to account for transactions at the trade date.

(f) Asset retirement obligations:

The Society 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 Society to complete remediation efforts.

3. Capital assets:

2026		Cost		Accumulated amortization		Net book value
Furniture and equipment	$	6,783	$	2,035	$	4,748
Computer equipment		7,838		–		7,838
	$	14,621		2,035	$	12,586

2025		Cost		Accumulated amortization		Net book value
Furniture and equipment	$	6,783	$	1,356	$	5,427

4. Employee future benefits:

The Society maintains defined benefit and defined contribution plans providing other retirement and employee future benefits to most of its employees.

The costs of other post-employment benefits (including medical benefits, dental care, life insurance, and certain compensated absences) related to the employees' current service is charged to income annually. The cost is computed on an actuarial basis using the projected benefit method estimating the usage frequency and cost of services covered and management's best estimates of investment yields, salary escalation, and other factors. Plan assets are valued at fair value for purposes of calculating the expected return on plan assets.

The full valuation was completed by an independent actuary as of March 31, 2026.

The discount rate used is 4.55% (2025 - 4.85%) for calculating the benefit expense. A rate of 4.90% has been utilized for the calculation of the March 31, 2026, disclosures. Health care costs are presumed to increase at 5.5% commencing the first year and grading to 4% in 2034.

		2026		2025
Balance, beginning of year	$	5,844,738	$	5,433,761
Benefit cost		254,100		232,186
Interest cost		264,662		263,003
Benefits paid		(306,900)		(254,220)
Actuarial losses (gains)		(837,600)		170,008
Balance, end of year		5,219,000		5,844,738
Unamortized net actuarial gains		1,793,300		1,210,503
Employee future benefit, March 31	$	7,012,300	$	7,055,241

5. Unsecured line of credit:

The Society has a CIBC unsecured line of credit limit of $1,750,000. The line bears interest at CIBC prime rate. A total of $327,579 was drawn on the line of credit as of March 31, 2026, (2025 - $Nil).

6. Accounts payable and accrued liabilities:

	2026	2025
Trade payable	$ 597,511	$ 412,619
Government remittances	26,817	18,551
RESP payable	658,029	655,589
Payroll payable	489,529	273,586
Other	200,137	555,556
	$ 1,972,023	$ 1,915,901

7. Capital:

The equity in capital assets is calculated as follows:

	2026	2025
Opening balance	$ 5,427	$ 6,105
Add: Current year capital additions	7,837	–
Less: Amortization on capital assets	(678)	(678)
	$ 12,586	$ 5,427

8. Deferred revenue:

	2026	2025
Ontario Child Benefit Equivalent	$ 395,746	$ 463,727
Other	228,522	112,112
	$ 624,268	$ 575,839

9. Contingencies:

The Society is involved in certain legal matters and litigation including Mother Risk and Sixties Scoop where the outcome is not presently determinable. The loss, if any, from these contingencies will be accounted for in the periods in which the matters are resolved.

10. Commitments:

The Society is committed to minimum annual lease payments under a lease agreement for the rental of a building. The agreement is for a twenty-year period ending September 30, 2042, at an annual base rate of $225,000, plus cost of inflation adjustment of 3% annually.

11. Pension agreement:

The Society makes contributions to OMERS, which is a multi-employer plan, on behalf of certain members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

OMERS provides pension services to more than 665,000 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 (December 31, 2024 - $142,489 million) in respect of benefits accrued for service with total going concern actuarial assets at that date of $150,043 million (December 31, 2024 - $139,576 million) indicating a going concern actuarial deficit of $1,322 million (December 31, 2024 - $2,913 million).

The amount contributed to OMERS for March 31, 2026 was $1,221,442 (2025 - $1,233,057) for current service and is included as an expense in the statement of operations.

12. Financial risks:

(a) Credit and market risk:

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

12. Financial risks (continued):

(b) Liquidity risk:

Liquidity risk is that the Society will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Society manages its liquidity risk by monitoring its operating requirements. The Society prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. All accounts payable and accrued liabilities are due within six months subsequent to year end. There has been no significant change in liquidity risk when compared to the prior year.

(c) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The Society is exposed to this risk through its interest-bearing investments.

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.

13. Public Sector Disclosure Act:

For the calendar year ended December 31, 2025, the Society is in compliance with the Public Sector Disclosure Act, 1996 and the Public Sector Salary Disclosure Amendment Act, 2004.

14. Economic dependence:

The Society receives approximately 94% (2025 - 91.6%) of its eligible funding from the MCCSS. The future of the Society is reliant on MCCSS providing sufficient ongoing funding to manage the requirements of current and future years.

15. Registered Education Savings Plan:

As required by Policy Directive CW004-18 of the Ministry, the Society uses the funds equivalent to the June 2016 federal UCCB payment received from the federal government to establish Registered Education Savings Plans ("RESPs") for eligible children in care, as defined by said policy directive. The Society is required to hold RESPs on behalf of a child or youth until the child or youth enrolls in a qualifying post-secondary education or training program, reaches 25 years of age or has left care, and the Society shall transfer the funds in the RESPs to the child's or youth's caregiver.

15. Registered Education Savings Plan (continued):

For the current fiscal year, the Society received UCCB and equivalent to UCCB for 148 cumulative eligible children and youth, and the Society holds 478 RESPs on behalf of children and youth in care.

A summary of the contributions made to the RESPs and the remaining amount in the Society's accounts is as follows:

Undistributed UCCB and equivalent to UCCB funding included in the Society's accounts payable and accrued liabilities as at March 31, 2025	$	655,589
Receipt of equivalent to UCCB funds		106,300
Receipt of RESP Transfer from other CAS agency		–
Contributions to RESPs		(99,600)
RESP redemption to be paid to CICs		(2,860)
VYSA Savings redemption paid to VYSAs		(1,400)
Undistributed UCCB and equivalent to UCCB funding included in the Society's accounts payable and accrued liabilities as at March 31, 2026	$	658,029

A summary of amounts held in trust in RESPs that are not recorded in these financial statements is as follows:

Total value of all RESPs as at March 31, 2025	$	2,274,798
Changes during the year:		
Contributions to RESPs		99,600
Canada Education Savings grants received		8,160
Canada Learning Bonds received		14,200
Transfer to caregivers		(31,576)
Redemption of RESPs		(52,084)
RESPs Closed		–
Increase in investments		105,134
Total value of all RESPs as at March 31, 2026	$	2,418,232

16. Comparison information:

Certain comparative figures have been reclassified to conform to the presentation adopted in the current year. These reclassifications were made to improve the presentation of the financial statements and had no impact on the previously reported excess (deficiency) of revenues over expenses or net assets.

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY AND MANITOULIN

Schedule of Operations by Program

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

	Child Welfare	Employment Related	Ontario Child Benefit Equivalent	Independence	Education Liaison	Ontario Education Championship Teams	Wendy's Wonderful Kids	Fundraising	2026 Total	2025 Total
Revenue:										
Ministry of Children, Community and Social Services										
- Child Welfare Operating	$ 27,801,655	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 27,801,655	$ 26,560,539
- Other	1,550,625	-	173,503	107,095	97,023	-	-	-	1,928,246	1,274,298
Ministry of Colleges and Universities	-	-	-	-	-	75,000	-	-	75,000	75,000
Children's special allowance	754,559	-	-	-	-	-	-	-	754,559	632,586
Maintenance from other societies	370,276	-	-	-	-	-	-	-	370,276	438,735
Recoveries	371,052	-	-	-	-	-	-	-	371,052	994,652
Other	108,422	-	-	-	-	-	191,000	33,431	332,853	387,784
	30,956,589	-	173,503	107,095	97,023	75,000	191,000	33,431	31,633,641	30,363,594
Expenses:										
Wages	12,508,023	37,490	-	87,645	77,635	40,000	184,559	-	12,935,352	13,067,805
Benefits	3,918,051	(42,941)	-	17,990	15,388	-	5,441	-	3,913,929	3,758,790
Travel	596,401	-	-	460	1,000	3,517	1,000	-	602,378	596,545
Training and recruitment	60,997	-	-	1,000	2,000	-	-	-	63,997	108,931
Building occupancy	404,736	-	-	-	-	-	-	-	404,736	426,399
Purchased Services - non-case related	176,787	-	-	-	-	-	-	-	176,787	239,002
Purchased Services - case related	855,471	-	-	-	-	-	-	3,720	859,191	219,199
Boarding rates	12,378,947	-	-	-	-	-	-	6,666	12,385,613	10,480,893
Client personal needs	546,144	-	173,503	-	-	5,691	-	13,462	738,800	646,136
Adoption subsidies	1,138,070	-	-	-	-	-	-	292	1,138,362	1,144,304
Medical and related services	192,223	-	-	-	-	-	-	6,603	198,826	164,151
Promotion and publicity	16,596	-	-	-	-	-	-	-	16,596	40,761
Office	166,685	-	-	-	1,000	6,082	-	62	173,829	232,041
Technology	149,479	-	-	-	-	-	-	-	149,479	164,051
Insurance	531,771	-	-	-	-	-	-	-	531,771	653,730
OACAS and other membership fees	82,272	-	-	-	-	-	-	-	82,272	77,526
Miscellaneous	22,940	-	-	-	-	9,160	-	76	32,176	50,989
	33,745,593	(5,451)	173,503	107,095	97,023	64,450	191,000	30,881	34,404,094	32,071,253
Excess (deficiency) of revenue over expenses before undernoted item	(2,789,004)	5,451	-	-	-	10,550	-	2,550	(2,770,453)	(1,707,659)
Recovery of current year's operating surplus	(139,058)	-	-	-	-	(10,550)	-	-	(149,608)	(172,471)
Excess (deficiency) of revenue over expenses	$ (2,928,062)	$ 5,451	$ -	$ -	$ -	$ -	$ -	$ 2,550	$ (2,920,061)	$ (1,880,130)