



Annual General Meeting Report 2025-26



LOVE

HONESTY

HUMILITY

BRAVERY

RESPECT

WISDOM

TRUTH



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Mission Statement

The mission of the Nishnawbe Aski Police Service is to provide a unique, effective, efficient and culturally appropriate service to all the people of the Nishnawbe Aski area that will promote harmonious and healthy communities.

To achieve this mission, in partnerships with the communities we serve, we shall:

- Be representative of the communities that we serve;
- Employ a community-oriented style of police service;
- Protect persons and property through crime prevention, community education, and appropriate law enforcement; and,
- Provide a level and standard of police service of the same or higher quality that exists elsewhere in Canada.

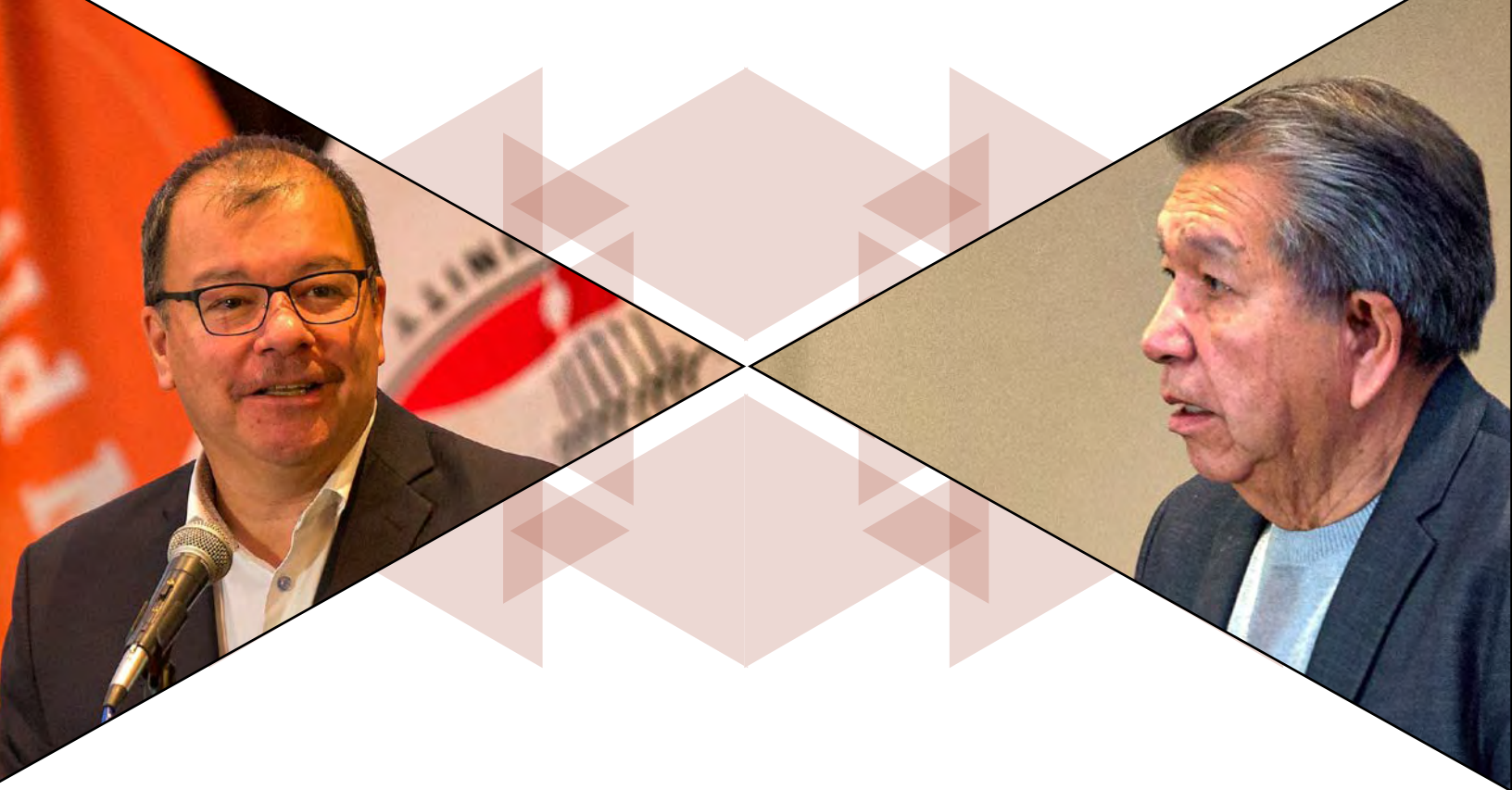


Message from the Chair

This year's AGM was a special event for NAPS and NAN as we gathered to mark the adoption of NAPS into legislative history. On December 10, 2024 we were signed into the Community Safety and Policing Act legislation by Solicitor General Kerzner with the Government of Ontario. The vision of our Leadership was to have a fully legislated police service from the start. It was a vision that took thirty plus years to accomplish. For decades we struggled with a tripartite relationship that only favoured the weakest supporter at the table. It made it very difficult to make any significant improvement in service delivery when the bottom line was based on a program that did not even recognize NAPS as an essential service. Now that NAPS has the backing of the "rule of law" Standards utilized by Solicitor General in the outfitting of officers and how they are supplied with all operational supports are now available to NAPS.

While we do celebrate the accomplishment and all of the hard work and effort put in by the NAN Executive, NAPS management and the Board, we also want to caution the Leadership and communities, that the implementation will take time. We are in the inaugural year of a 5-10-year plan that will see NAPS double in size. As we go through the implementation timeline, police presence in the communities will be enhanced, specialty teams like K-9, drug units, ERT and recruitment will all become an integral and permanent part of the service delivery.

We continue to focus on prohibited substances. Drugs and alcohol continue to be the top issue as communities everywhere struggle with the opioid epidemic and its illegal distribution into the North. The Board sits with NAN and NAN Legal to discuss all available options including application of bylaws that can assist in the control of First Nation borders and points of entry. The service will do what it can to support these efforts as long as the enforcement is within the police powers granted.



Welcoming Remarks

Growing to Become the Largest Indigenous Police Service on Turtle Island

The 2025 Annual General Meeting commenced with a grounding ceremony and reflective opening, led by the Master of Ceremony - Adam Fiddler. He welcomed the Chiefs, proxies, Elders, officers and guests to the gathering. As the sound of the drum filled the room and the opening prayer was offered by Elder Wally McKay, the circle turned its attention to Grand Chief Alvin Fiddler whose words set a tone of candour, compassion, and resolve.



GRAND CHIEF ALVIN FIDDLER – FACING CHALLENGES, STRENGTHENING SYSTEMS

Grand Chief Fiddler began by acknowledging the difficult year experienced across Nishnawbe Aski Nation territory, marked by tragic incidents in several communities that underscored the urgency of stronger public-safety systems. He reminded delegates that the impact of such events extends beyond policing into the broader administration of justice, where gaps in coordination too often result in harm to community members.

He urged the assembly to use this forum to confront those systemic weaknesses, challenges, to speak openly about how justice, policing, and public safety must evolve together. He also noted that while NAPS has now transitioned toward recognition as an essential service, challenges remain. Resources are increasing, yet the ability to enforce

community laws and bylaws continues to be a critical concern. He encouraged leadership to remain steadfast in asserting their rights to protect their people and communities.

Reflecting on recent legislative developments - Ontario's Bill 5 and Canada's Bill C-5 - Grand Chief Fiddler cautioned that rapid economic expansion must not come at the expense of First Nations' autonomy. Communities, he emphasized, must retain the freedom to say "no" to projects when they are not ready, without fear of criminalization. He closed by thanking Chiefs and councils for their continued direction and for guiding NAPS toward a future where policing truly reflects the people it serves.

"Miigwetch for your leadership and courage in keeping our families safe."

- Grand Chief Alvin Fiddler



DEPUTY GRAND CHIEF MIKE METATAWABIN – A MILESTONE UNDER LEGISLATION

Following the Grand Chief, Deputy Grand Chief Mike Metatawabin welcomed attendees with warmth and gratitude, recognizing the Chiefs, proxies, and NAPS leadership for their continued commitment. He noted the historic significance of the day - the first AGM to be held under the new Community Safety and Policing Act (CSPA). Metatawabin reflected on NAPS's 31-year journey from its early beginnings in 1994 through three decades of perseverance, adaptation, and advocacy. For the first time, he said, the Service now operates under legislation that guarantees adequate and effective resourcing:

“We don’t have to wait anymore - it’s now mandated.”

While celebrating this achievement, he emphasized that the work is far from complete. With more than 300 personnel currently serving out of 520 positions, the focus must turn to recruiting and empowering young people from NAN communities to serve in uniform. He encouraged Chiefs to return home and “shake the trees a little”, inspiring youth to step forward into policing careers. DGC Metatawabin also credited Grand Chief Fiddler’s leadership and the many negotiators who worked tirelessly to bring the Service to this new chapter.

“After 30 years of struggle, we are finally in a good position - a position we can all be proud of.”

- Deputy Grand Chief Mike Metatawabin



ACTING BOARD CHAIR JASON BATISE – LEADERSHIP, ACCOUNTABILITY AND COMMUNITY FIRST

The meeting then heard from Jason Batise, Acting Board Chair for the Nishnawbe Aski Police Service, who expressed appreciation to the Elders, drummers, and the community of Fort William First Nation for hosting the gathering. Jason acknowledged DGC Metatawabin’s pivotal role in securing legislative recognition, commending his years of persistence and advocacy.

Jason spoke candidly about the balance between progress and autonomy. While legislation has strengthened the foundation of NAPS, he observed, it also places the Service within the regulatory framework of Ontario, a reality that

remains complex for rights-bearing First Nations. Even so, he affirmed,

“We are in a better position today than we were yesterday.”

Highlighting the introduction of community-based special constables, Jason described new efforts to help enforce bylaws, combat the drug epidemic, and restore community confidence in local policing. He emphasized the Board’s commitment to community-first decision-making and invited Chiefs and delegates to engage directly with board members throughout the AGM.

“Your voices shape how this police service continues to grow.”

- Acting Board Chair Jason Batise



CHIEF OF POLICE TERRY ARMSTRONG – A NEW ERA OF GROWTH AND RESILIENCE

Closing the series of opening remarks, Chief of Police Terry Armstrong offered gratitude to the drum, to Elder Wally McKay for his prayer, and to the Chiefs and leaders present for their guidance. He reflected on his morning arrival in Thunder Bay, observing the full moon fading as the sun rose - a symbol of renewal and the promise of a bright day ahead, he said. Chief Armstrong acknowledged the challenges of transitioning under the CSPA, from navigating new oversight to educating external partners unfamiliar with the realities of policing in remote northern communities. Despite these hurdles, he expressed deep optimism and pride in NAPS's progress.

He shared a milestone moment: NAPS now stands as the largest Indigenous police service on Turtle Island, surpassing the Navajo Nation in size, a remarkable testament to decades of leadership and community trust. With more than 300 sworn officers and 60 civilian staff, NAPS continues to expand toward its goal of 520 members. Armstrong reaffirmed the Service's dedication to accountability and excellence, noting that continuous improvement is integral to earning and keeping community trust. "It's not perfect, but we're moving forward on a good track." He closed with confidence that through transparency, collaboration, and shared vision, NAPS will continue to grow stronger in service to all NAN communities.



Chief of Police Report

MESSAGE FROM THE CHIEF OF POLICE

In 2025-26, NAPS continued to strengthen frontline capacity and accountability under the Community Safety and Policing Act (CSPA). The Service advanced technology and training, with body-worn cameras nearing full deployment and digital evidence systems fully integrated. Recruitment and specialized enforcement expanded to address drug-related harms and community safety challenges. NAPS remains the largest Indigenous police service on Turtle Island, supported by strong leadership and the dedication of its members.



Operations Update

Organizational Overview

The Nishnawbe Aski Police Service continued to grow in 2025 with 305 sworn members and over 60 civilian staff. Recruitment and leadership development remained priorities, with training capacity expanded to 80 recruits annually at the Ontario Police College. The Service also welcomed experienced officers from other jurisdictions to strengthen mentorship and operational expertise. Thunder Bay Headquarters is now fully operational, construction of the Sioux Lookout Regional Headquarters is underway,

and planning for an eastern facility is advancing.

CSPA Implementation & Oversight

Following the official opt-in under the Community Safety and Policing Act in December 2024, NAPS aligned policies, training, and evidence standards with new legislative requirements. Oversight partnerships were established while educating external bodies on the realities of remote policing in northern communities. Major Case Management and review procedures were strengthened, and work continued on community bylaw enforcement and the use of special constables to improve local service delivery.



Technology & Digital Evidence (DEMS / Axon)

NAPS advanced its modernization through the continued rollout of body-worn cameras and upgraded interview rooms and cell areas. The new Digital Evidence Management System ensures secure handling and storage of video evidence, with staff dedicated to quality control and timely review. Remote interview monitoring and new Axon technologies - such as Draft One, Policy Chat, and VR-based training - have improved officer efficiency, safety, and accountability across the Service.

Training & Recruitment

The In-Service Training Unit provided ongoing firearms, use-of-force, and investigative training, while hosting advanced courses locally to increase participation. Topics included Major

Case Management, Scenes of Crime, and Leadership in Police Organizations. Recruitment expanded from two to four dedicated officers, supported by community-based recruitment kits and an Indigenous Recruitment Roadmap. With 80 training seats available annually at the Ontario Police College, NAPS continues to balance new recruits with experienced officers joining from other services.

Community Resource Team (CRT) & Prevention/Education

The Community Resource Team (CRT) delivered Drug Abuse Resistance Education (DARE) and community presentations across 25 outreach events in 2024. These included school visits, youth gatherings, and career fairs that promoted drug awareness, safety, and



policing careers. The CRT continues to play a key role in prevention and in strengthening relationships between officers and NAN communities.

Crime Unit

The Crime Unit managed a high volume of complex files (baseline: 631 major cases in 2024), while adding a seasoned Major Case Management Coordinator to ensure compliance and speed up reviews. Frontline interview training is now embedded in each block to improve statement quality and reduce follow-up delays. A Digital Forensics Unit is being built to process phones and primary digital evidence in-house, reducing reliance on external queues. 14 new SOCO officers were trained, and non-suspicious death training began rolling out to frontline members to alleviate investigator workload.

Intelligence and Drug Enforcement

Intelligence-led enforcement continued both upstream—at urban supply points—and downstream within NAN communities. In 2024, NAPS reported major results, seizing 35.3 kilograms of cocaine, 2.78 kilograms of fentanyl, 127 firearms, and over \$1.15 million in cash. Officers also made 253 arrests, laid 889 charges, and executed 94 warrants, with an additional 62 warrants completed in support of partner agencies. Joint investigations in 2025, including operations in the Timmins area and Thunder Bay, further disrupted trafficking networks linked to NAN communities. These efforts reflect the Service's growing investigative capacity and strengthened collaboration with regional and national law enforcement partners.



Regional Operations: Central, Northeast, and Northwest

The Central Region focused on enhancing court operations and judicial processes while continuing to assist other regions as needed. Calls for service in this area were primarily related to assaults, intimate partner violence, mental health and well-being checks, drug offenses, and sudden deaths.

The Northeast Region remained the busiest of the three, with a notable investigation into a multimillion-dollar fraud case that was successfully resolved through financial analysis and production orders. However, substance use and related offenses continue to be the main factors driving violent and property crime across this region.

In the Northwest Region, teams achieved strong progress through infrastructure upgrades, including the ongoing construction of a new Regional Headquarters in Sioux Lookout. Officers also implemented winter patrol innovations and continued youth empowerment programs such as the Turtle Concepts initiative. Ten of the twelve Northwest communities are accessible only by air or seasonal roads, underscoring the challenges of policing in remote areas.

Professional Standards

The Professional Standards Unit expanded this year with the addition of another sergeant to support the Service's overall growth. The unit investigated internal and public complaints while ensuring compliance with legislative standards. The increasing use of body-worn camera footage has



significantly improved the accuracy and timeliness of investigations, reducing reliance on subjective accounts. Files originating from the Law Enforcement Complaints Agency and the Special Investigations Unit continue to be managed in accordance with established policies and provincial oversight procedures.

Information Technology

The Information Technology team successfully stabilized operations at the new Thunder Bay Headquarters and strengthened digital infrastructure through secure cloud platforms,

including Microsoft 365 and Teams. Video systems and CCTV networks were expanded across detachments, and a centralized help desk now provides faster technical support to frontline members. Priorities for the upcoming year include upgrading surveillance systems, sustaining body-worn camera integration, and enhancing communication tools to improve service efficiency.





Service-Wide Overview

Between April 1, 2024, and March 31, 2025, NAPS responded to 38,562 calls for service across its three regions. Data presented at the AGM also showed a modest overall rise in the Crime Severity Index—an increase of 1.9 percent year over year—with violent crime up by 3.8 percent and non-violent crime down by 8.7 percent. These figures demonstrate both the persistent challenges of policing in northern communities and the positive impact of targeted enforcement and prevention strategies across the Nishnawbe Aski Nation.

Index—an increase of 1.9 percent year over year—with violent crime up by 3.8 percent and non-violent crime down by

8.7 percent. These figures demonstrate both the persistent challenges of policing in northern communities and the positive impact of targeted enforcement and prevention strategies across the Nishnawbe Aski Nation.

STAFFING ALLOCATION AND DETACHMENT COVERAGE

Chiefs inquired about how officer numbers would be distributed once NAPS reaches full capacity, emphasizing the need for consistent presence and safety within each community. The Chief of Police explained that staffing models are determined by call volume and shift rotations, with fly-in communities set to a minimum complement of nine officers to maintain partner coverage during absences or training. Recruitment efforts will continue to support this goal and strengthen local detachments.



COMMUNICATION SYSTEMS AND RESPONSE TIMES

Several leaders raised concerns about the 1-800 call system, noting that it can delay emergency response and create barriers for Elders or youth who have limited English proficiency. NAPS acknowledged these challenges and confirmed that improvements are underway, including local routing adjustments, translation support, and clearer public instructions. Broader structural changes to the communications framework will be reviewed internally and addressed through in-camera discussions.

COMMUNITY BYLAWS AND DRUG PREVENTION

Chiefs expressed frustration over the limited enforcement of community alcohol and drug bylaws, emphasizing the need for proactive measures to

prevent illicit substances from entering communities via air and winter-road routes. The Chief of Police confirmed that these priorities are being addressed through NAPS' new drug strategy, which aligns community bylaws with the Community Safety and Policing Act (CSPA) and introduces targeted interdiction methods such as lawful screening and canine support

MENTAL HEALTH CALLS AND SYSTEM GAPS

Chiefs noted that recurring mental-health cases—particularly those involving schizophrenia and addiction - continue to contribute significantly to police call volumes. NAPS recognized the lack of consistent after-care and confirmed that regional commanders will work with Crown Attorneys, hospitals, and community health agencies to standardize mental-health apprehension procedures (Form-1s) and



develop coordinated regional response networks.

PEACEKEEPING AND CULTURAL AUTHORITY

Community leaders stressed the importance of locally managed peacekeeping programs that reflect traditional practices and assist officers in prevention and crisis response. Many Chiefs emphasized the need for stable funding and clearer definitions of authority. NAPS leadership expressed support for a co-designed peacekeeping framework that outlines safety standards, roles, and funding pathways, and integrates peacekeepers into community safety and search-and-rescue operations.

ENGAGEMENT, LANGUAGE, AND RECRUITMENT

Chiefs underscored the importance of ongoing dialogue between NAPS and community leadership, as well as the value of hiring officers who speak local languages and understand community culture. The Service reaffirmed its commitment to prioritizing Indigenous recruitment through the Indigenous Recruitment Roadmap, quarterly engagement meetings, and school-based outreach to inspire future officers.

EQUIPMENT, INFRASTRUCTURE, AND OPERATIONAL READINESS

Ongoing shortages of boats, snow machines, radios, and detachment facilities were raised as barriers to effective response in remote areas. The Chief confirmed that these needs are being addressed through the opt-in



implementation plan, which includes staged equipment procurement and new facility construction. The Regional Headquarters in Sioux Lookout is under development, with planning for an eastern facility underway. NAPS also committed to improving coordination with Crown offices to ensure communities are informed about release conditions affecting local safety.

Collectively, these discussions underscored a shared commitment to strengthen communication, cultural alignment, and operational capacity under the CSPA, ensuring policing across Nishnawbe Aski Nation remains community-driven and responsive to local priorities.

Total revenues were \$16.09 million against \$16.12 million in expenses, with increased costs in program delivery, technology, and outreach. The organization's primary funding partners remain the Ministry of the Attorney General, Legal Aid Ontario, and Public Safety Canada, which continue to support community-based legal services across the Nishnawbe Aski Nation.

Despite the small deficit, the audit confirmed financial stability, compliance with funding requirements, and continued investment in technology and infrastructure. NALSC remains well-positioned to sustain and enhance access to justice across its service areas.



Statement of Financial Position

As at March 31, 2025

| Assets | 2025 | 2024 |
|----------------------------------|------------------|-------------|
| Current | | |
| Cash | 4,440,192 | 3,499,704 |
| Accounts Receivable (Note 3) | 266,105 | 164,271 |
| Prepaid Expenses | 484,492 | 137,166 |
| Harmonized Sales Tax recoverable | 422,619 | 479,464 |
| | | |
| Total | 5,613,408 | \$4,280,605 |
| Tangible Capital Assets (Note 4) | 566,913 | \$648,167 |
| | | |
| Total Assets | 6,180,321 | \$4,928,772 |

| Liabilities & Net Assets | 2025 | 2024 |
|--|------------------|-------------|
| Current | | |
| Accounts Payable and Accrued Liabilities | 1,928,132 | 871,627 |
| Wages Payable | 213,703 | 210,313 |
| Government Remittances Payable | 187,099 | 104,238 |
| Amounts Repayable to funders (Note 6) | 19,734 | 345,859 |
| Deferred Revenue (Note 7) | 2,024,969 | 1,459,806 |
| Deferred Contributions related to tangible capital assets | 16,265 | 32,731 |
| Total Current Liabilities | 4,390,002 | 3,024,574 |

| | | |
|-------------------------|------------------|-----------|
| Total Net Assets | 1,790,319 | 1,904,198 |
|-------------------------|------------------|-----------|

| | | |
|---|------------------|------------------|
| Total Liabilities and Net Assets | 6,180,321 | 4,928,772 |
|---|------------------|------------------|

Statement of Revenues & Expenditures

As at March 31, 2025

| Revenue | Restricted | Unrestricted | 2025 | 2024 |
|--|-------------------|------------------|--------------------|-------------------|
| Community Counselling Centre of Nippissing | 125,868 | - | 125,868 | 125,868 |
| Department of Justice | 1,265,350 | - | 1,265,350 | 1,317,461 |
| Interest revenue | - | 163,813 | 163,81 | 214,254 |
| Internal management fees | - | 1,355,435 | 1,355,435 | 1,320,617 |
| Law Foundation of Ontario | 123,799 | - | 123,799 | 125,001 |
| Legal Aid Ontario | 3,554,475 | - | 3,554,475 | 3,491,307 |
| Ministry of Children, Community, and Social Services | 2,326,960 | - | 2,326,960 | 2,324,150 |
| Ministry of the Attorney General | 6,805,950 | - | 6,805,950 | 5,299,556 |
| Other revenue | 9,500 | 94,973 | 104,473 | 71,062 |
| Public Safety Canada | 703,105 | - | 703,105 | 877,722 |
| Springboard | 130,500 | - | 130,500 | 127,500 |
| Add: prior year deferred revenue | 1,459,806 | - | 1,459,806 | 2,735,039 |
| Less: current year deferred revenue | (2,024,969) | - | (2,024,969) | (1,459,806) |
| Repayable to funders (Note 6) | (18,928) | - | (18,928) | (396,567) |
| Amortization of deferred contributions related to tangible capital assets (Note 8) | 16,365 | - | 16,365 | 29,493 |
| Total | 14,477,781 | 1,614,221 | 16,092,002 | 16,202,647 |

| Revenue | Restricted | Unrestricted | 2025 | 2024 |
|----------------------------------|-------------------|---------------------|-------------------|-------------------|
| Advertising & recruitment | 153,583 | 27,500 | 181,083 | 143,442 |
| Annual meeting of members | 54,493 | 27,500 | 79,493 | 29,928 |
| Automotive | - | - | | 39,719 |
| Bad debts | - | 1,000 | 1,000 | |
| Bank charges | - | 2,502 | 2,502 | 10,179 |
| Board of directors - meeting | 143,976 | 5,000 | 148,976 | 170,816 |
| Client support and outreach | 475,679 | 103,162 | 578,841 | 104,021 |
| Community partnership | 83,233 | - | 83,233 | 31,298 |
| Computers and equipment | 685,603 | 50,000 | 735,603 | 642,105 |
| Consulting and coordination fees | 255,226 | 80,000 | 335,226 | 7,465 |
| Elder honorarium | 59,789 | 5,000 | 64,789 | 77,953 |
| Engagement and program expenses | 676,020 | - | 676,020 | 952,132 |
| Insurance & security | 4,000 | 60,000 | 64,000 | 94,390 |
| Internal management fees | 1,356,420 | - | 1,356,420 | 1,314,943 |
| Law society fees | 26,911 | - | 26,911 | 15,205 |
| Lease rentals | - | 6,953 | 6,953 | 4,804 |
| Library | 10,000 | - | 10,000 | 1,855 |
| Miscellaneous | 1,497 | 6,000 | 7,497 | 15,539 |
| Office supplies | 383,541 | 38,500 | 422,041 | 569,246 |
| Professional fees | 145,414 | 202,893 | 348,307 | 263,002 |
| Program evaluation | 26,486 | 15,000 | 41,486 | 57,633 |
| Rent & utilities | 905,740 | 151,000 | 1,026,740 | 1,003,854 |
| Telephone | 253,750 | 20,000 | 273,750 | 237,226 |
| Training | 400,516 | 20,000 | 420,516 | 582,524 |
| Travel | 1,477,250 | 60,000 | 1,537,250 | 1,442,043 |
| Wages & Benefits | 6,706,709 | 795,854 | 7,502,563 | 7,973,617 |
| Workshops/circle expenses | 193,426 | - | 193,426 | 203,010 |
| Total | 14,479,262 | 1,645,364 | 16,124,626 | 15,987,949 |
| Excess (deficiency) | (1,481) | (32,143) | (32,624) | 214,698 |



| Revenue | Restricted | Unrestricted | 2025 | 2024 |
|--|-----------------|-----------------|------------------|----------------|
| Amortization of tangible capital assets | 454,831 | | 454,831 | 282,953 |
| Tangible capital asset acquisitions included in expenses | (373,576) | | (373,576) | (440,111) |
| | 81,255 | | 81,255 | (157,158) |
| Excess (deficiency) of revenue over expenses | (82,736) | (31,143) | (113,879) | 371,856 |

| Revenue | Restricted | Unrestricted | 2025 | 2024 |
|--|-----------------|-----------------|------------------|----------------|
| Amortization of tangible capital assets | 454,831 | | 454,831 | 282,953 |
| Tangible capital asset acquisitions included in expenses | (373,576) | | (373,576) | (440,111) |
| | 81,255 | | 81,255 | (157,158) |
| Excess (deficiency) of revenue over expenses | (82,736) | (31,143) | (113,879) | 371,856 |

Statement of Changes in Net Assets

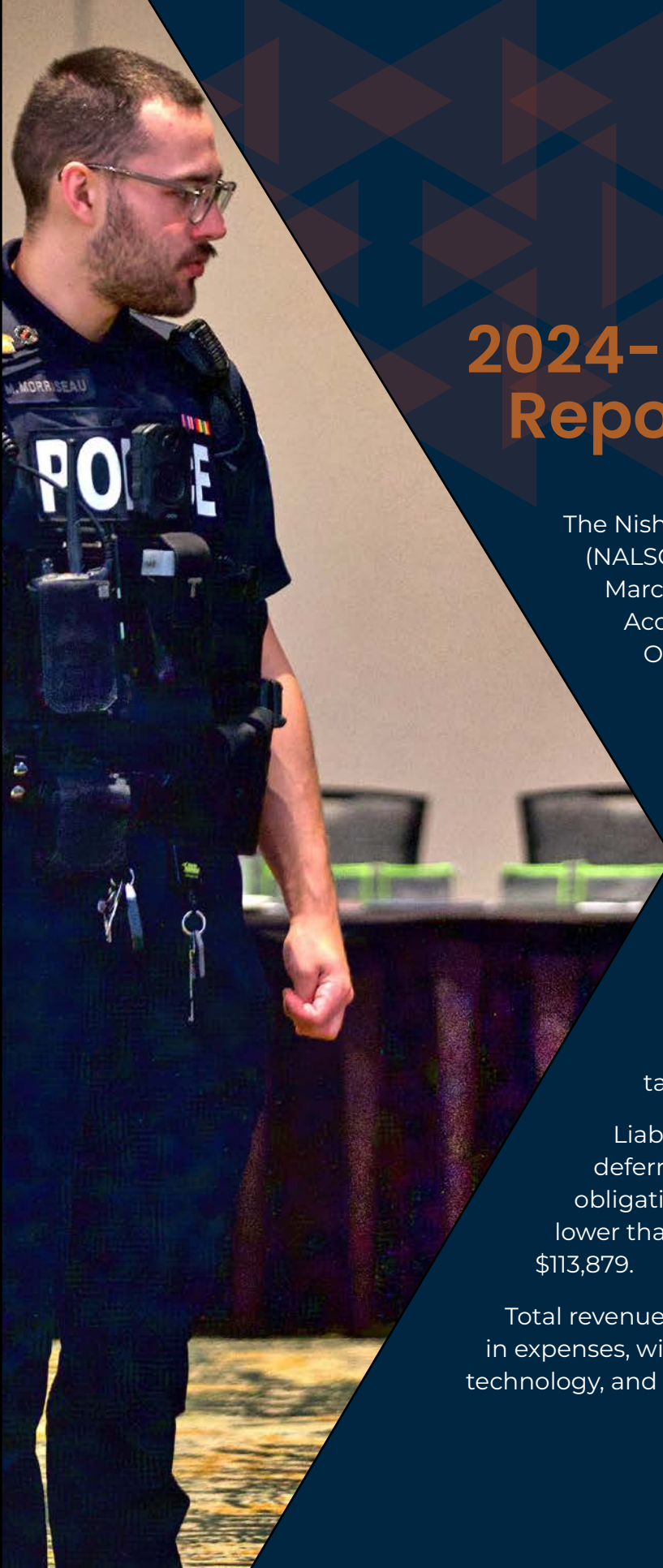
As at March 31, 2025

| | Restricted | Unrestricted | Invested in tangible Capital Assets | 2025 | 2024 |
|---|------------|--------------|-------------------------------------|------------------|-----------|
| NET ASSETS - BEGINNING OF YEAR | 1,308,654 | 615,437 | 1,904,198 | 1,904,198 | 1,532,342 |
| Deficiency of revenue over expenses | (82,736) | (31,143) | - | (113,879) | 371,856 |
| Change in invested in capital assets (Note 11) | 64,890 | - | (64,890) | - | - |
| NET ASSETS - END OF YEAR | (37,739) | 1,277,511 | 550,547 | 1,790,319 | 1,904,198 |

Statement of Cash Flows

As at March 31, 2025

| | 2025 | 2024 |
|---|------------------|------------------|
| OPERATING ACTIVITIES | | |
| Excess (deficiency) of revenue over expenses | (113,879) | 371,856 |
| Items not affecting cash: | | |
| Amortization of tangible capital assets | 454,831 | 282,953 |
| Gain on disposal of tangible capital assets | - | (7,777) |
| | 340,952 | 647,032 |
| Changes in non-cash working capital: | | |
| Accounts receivable | (101,834) | 478,724 |
| Accounts payable and accrued liabilities | 1,056,504 | 357,101 |
| Deferred revenue | 565,163 | (1,275,233) |
| Prepaid expenses | (347,326) | (101,032) |
| Harmonized sales tax payable | 56,845 | (193,728) |
| Wages payable | 3,390 | (435,924) |
| Government remittances payable | 82,861 | (72,845) |
| Deferred contributions related to tangible capital assets | (16,366) | (29,483) |
| Amounts repayable to funders | (326,125) | (76,420) |
| | 973,112 | (1,348,840) |
| Cash flow from (used by) operating activities | 1,314,064 | (701,808) |
| INVESTING ACTIVITIES | | |
| Purchase of tangible capital assets | (373,576) | (440,111) |
| Proceeds on disposal of tangible capital assets | - | 36,349 |
| Cash flow used by investing activities | (373,576) | (403,762) |
| INCREASE (DECREASE) IN CASH FLOW | 940,488 | (1,105,570) |
| Cash - beginning of year | 3,499,704 | 4,605,274 |
| CASH - END OF YEAR | 4,440,192 | 3,499,704 |



2024–2025 Audit Report Overview

The Nishnawbe-Aski Legal Services Corporation (NALSC) financial statements for the year ending March 31, 2025, were prepared under Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO) and audited by LCPS Professional Corporation.

The auditors issued a qualified opinion, noting limitations in verifying some expense allocations, but confirmed that the statements fairly present the organization’s financial position and operations.

As of year-end, total assets reached \$6.18 million, up from \$4.93 million in 2024, driven by higher cash reserves and receivables. Cash holdings increased to \$4.44 million, and tangible capital assets totaled \$566,913.

Liabilities rose to \$4.39 million, mainly from deferred revenue, which grew to \$2.02 million. After obligations, net assets were \$1.79 million, slightly lower than last year’s \$1.90 million, reflecting a deficit of \$113,879.

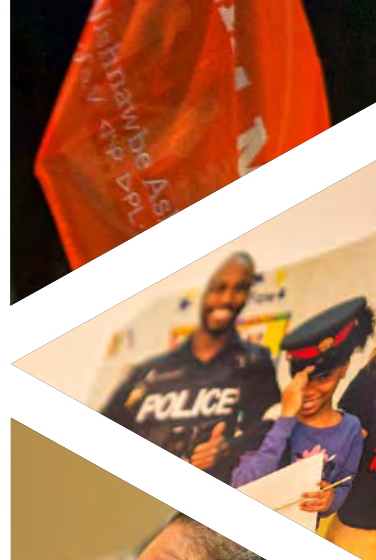
Total revenues were \$16.09 million against \$16.12 million in expenses, with increased costs in program delivery, technology, and

NAPS Detachments



LEGEND

- Indigenous Communities
- 📍 Non-Indigenous Communities
- Nishnawbe Aski Nation Boundary
- North West NAPS Region
- Central NAPS Region
- North East NAPS Region





Love | Honesty | Humility | Bravery | Respect | Wisdom | Truth



www.naps.ca