



# Experience You Can Trust

Community Care Northumberland

External Audit Services

February 13, 2026





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February 13, 2026

Jordan Prosper, BA, MHM  
Chief Executive Officer  
Community Care Northumberland  
174 Oliver Road, PO Box 1087  
Campbellford, ON K0L 1L0

Dear Jordan,

We greatly value the relationship we've built with Community Care Northumberland (CCN) over the years. Our history together has provided us with unique insights into your operations that no other firm can offer. This enables us to identify and mitigate key risks, deliver relevant and valuable insights, and minimize disruption to your organization. KPMG is the only firm with a proven track record with CCN, and we are committed to continuing to provide this value for many years to come. Over the years we have proven our commitment to meeting your deadlines, providing value and supporting you on your journey.

We will leverage our extensive experience in the non-profit sector here in Ontario, and Canada to bring you insights into best practices, strategies, and current issues. Most importantly, with KPMG, there is no transition, which represents significant efficiencies in time and effort for your finance staff, Finance Committee, and ultimately, the community you represent.

Thank you for considering KPMG as your trusted partner for CCN's audit needs. We are dedicated to continuing our role as your auditors and are eager to advance our discussions to the next phase.

If you have any questions about our fee quote or require additional information, please do not hesitate to reach out. We look forward to our continued collaboration.

Sincerely,

**Katie Mahon, CPA, CA, LPA**

Lead Engagement Partner  
613-541-7340 | [kmahon@kpmg.ca](mailto:kmahon@kpmg.ca)



# Executive Summary



## Continuity

KPMG has a longstanding relationship with CCN and is committed to continuing our valuable partnership. We understand the level of work required to complete the audit. CCN can focus on operations and not the audit.



## A Collaborative Relationship

All firms have their own culture. At KPMG, we are collaborative. While auditors must remain independent, they also can and should add value. Your business goals are part of our service goals. We will work collaboratively with you to support your objectives and use the audit to identify opportunities for improvement and greater efficiency.



## Commitment to NPO Organizations

KPMG has a longstanding history of serving the Ontario not-for-profit sector, auditing 16% of the NPOs listed in the Top 100 Charities 2025 - more than any other professional services firm. Our Ontario NPO Network contributes to the additional value we bring to our NPO clients.

## Value Beyond the Audit



Beyond the audit, KPMG will continue to bring you value through a range of audit, tax and advisory resources and support services that have proven to be of high value to the NPO and public sector. KPMG's commitment to industry specialization means you will be served by professionals who have extensive industry experience and will bring you insights on dynamics in the market and challenges facing CCN.

At KPMG, we are proud that our culture has been recognized by many organizations, including:



# KPMG's Operating Philosophy

KPMG's operating philosophy is deeply rooted in our values, which guide our interactions and shape our service delivery. This reflects our commitment to integrity, quality, and client satisfaction, which are essential in maintaining strong relationships.



## Integrity and Accountability

We emphasize integrity in all our dealings. This principle ensures that we take responsibility for our actions and maintain the highest ethical standards, which is crucial for an external audit relationship.

**Impact on CCN:** Our commitment to integrity is evident through transparency in our communications, providing clear and honest reporting, and consistently following through on this commitment to CCN.



## Client Focus

Based on your feedback, we will continue to strive to satisfy and surpass your expectations through the following mechanisms:

- Regular quality reviews,
- Continuous communication, and
- Regular debriefs.

**Impact on CCN:** Our commitment to service to CCN ensures that our service will continue to be clear and concise communication and we will always provide timely updates throughout the audit process.



## Quality Management

As one of Canada's leading audit and advisory firms, KPMG has a quality management system to monitor our performance. This system is designed to ensure that we deliver high standards of service consistently, which is vital for maintaining trust in our audit processes.

**Impact on CCN:** By adhering to rigorous quality standards, you can have confidence that your audit not only meet regulatory requirements but also supports informed decision-making based on reliable financial information.



## Continuous Improvement

We seek to continually improve our delivery and performance through regular reviews and feedback mechanisms to enhance our audit practices and ensure we are meeting your needs effectively.

**Impact on CCN:** Throughout the audit, we will maintain open lines of communication with you, providing updates on how your feedback is being implemented. We are committed to maintaining your trust and meeting your needs.



## Collaboration and Communication

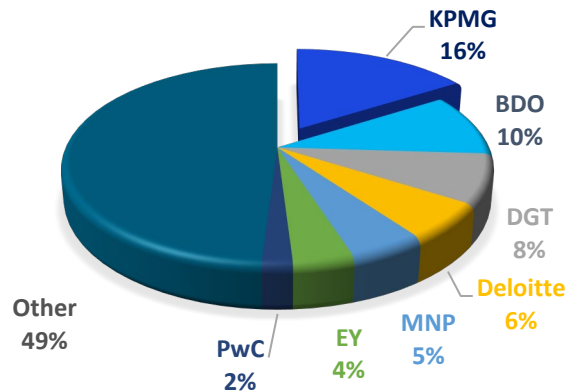
Effective collaboration and communication during an engagement significantly improves our understanding, increases efficiency, enhances the quality of findings, fosters stronger relationships, enables proactive issue resolution, provides actionable recommendations, and increases overall satisfaction.

**Impact on CCN:** This approach leads to a more tailored, efficient, and satisfactory audit experience, as well as higher quality findings, and actionable recommendations that could enhance your operational performance.

# Breadth of NPO Expertise

**KPMG has a longstanding history of serving the Ontario not-for-profit sector, auditing 16% of the NPOs listed in the Top 100 Charities 2025 - more than any other professional services firm.**

KPMG AUDIT MARKET SHARE OF CHARITABLE ORGANIZATIONS IN CANADA



Source: MoneySense Top 100 Charities 2021

KPMG's commitment to the NPO sector includes developing, presenting, sponsoring and supporting initiatives aimed at helping Canada's NPOs - both large and small - address the legislative, regulatory and administrative challenges they confront.

Our deep field of professionals has the experience required to help you identify and deal with the challenges and risks that not-for-profit organizations face. **KPMG audits 16% of the NPOs listed in the Top 100 Charities 2025 - more than any other professional services firm.**

Our commitment to serving NPO clients is to provide the right advisers at the right time with complete access to the full resources of the entire KPMG organization. **KPMG's NPO practice consists of a dedicated team of over 200 professional advisors serving NPOs across Canada.** To serve our NPO base of clients in Canada, we have established a network that allows our professionals to meet monthly and communicate on topical accounting and auditing issues.

The monthly conference calls discuss topics such as:

- New accounting and auditing standards issued by CPA Canada and their impact on financial reporting
- Trends in the sector
- Development of thought leadership on topics of interest to the sector
- Specific accounting issues to allow for consistency in approach and communications
- Content of topical webinars and potential clients
- Sharing of best practices observed in the sector.

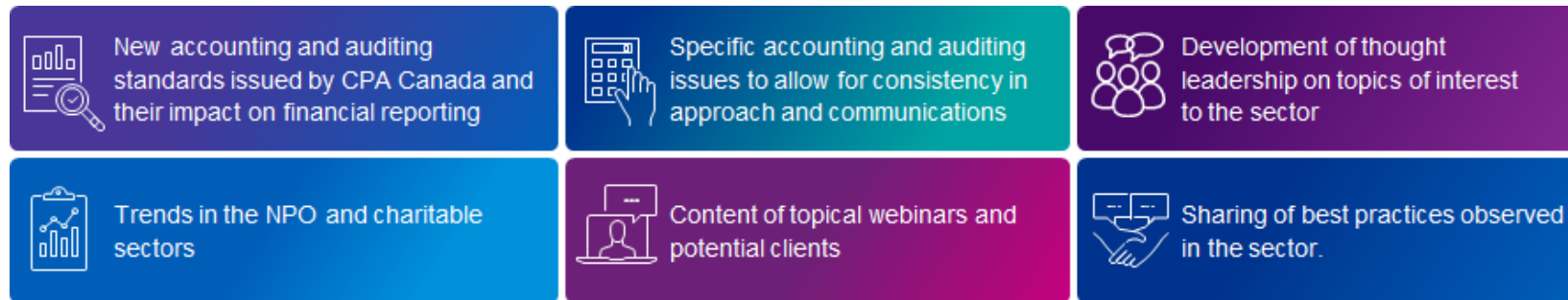
# Supporting the Not-for-Profit Community

The credentials of our Kingston office to continue to serve CCN as external auditors starts with our successful track record of service to more than 100 not-for-profit, charitable and government, organizations operating in the municipal government, education, health care, aboriginal, and professional industries. Our clients include international, national and local organizations, with our professional relationship exceeding 30+ years with many NPOs. We consider it a privilege to be a leading service provider to NPOs in Ontario, and across Canada.

## REPRESENTING AND SUPPORTING THE NOT-FOR-PROFIT COMMUNITY

KPMG dedicates considerable resources to our not-for-profit sector practice and works hard to provide a wide range of support to our clients.

We have established a not-for-profit network whereby our not-for-profit professionals have regular communication and knowledge sharing (via in-person meetings, conference calls and e-mail) concerning topical accounting and auditing issues. The monthly conference calls discuss topics such as:



## LOCAL, MULTI-FUNCTIONAL, NOT-FOR-PROFIT AND CHARITY SECTOR EXPERTISE

KPMG in Eastern Ontario has a truly exemplary multi-functional team of local specialists that serve not-for-profit and charity organizations every day. While other professional services firms might offer singular non-audit resources, **we deliver a connected, collaborative and cohesive group of audit, tax and advisory professionals working together to provide specialized services to our public-sector, not-for-profit and charity clients.**

We have learned through experience that a robust and reliable audit engagement can help build CCN for providing other services in tandem with or beyond the audit. Through meeting the requirements, deadlines and objectives of the audit engagement, we develop a relationship built on trust and dependability. As such, we become more and more aware of your business risks and opportunities—either through what we see in your operations and financial records, or through conversations with Management.

Our local Public and not-for-profit Sector Group provides seamless and harmonized services in the areas of accounting, income tax, HST, risk management, financing, internal controls and information technology. With KPMG, CCN will receive the best of all of us, not just the best of one of us.

# Local Resources and Experience

## ACCESSING KPMG'S LOCAL RESOURCES AND SUPPORT

We understand the importance of relationships. Through them, we learn and leverage important information that we share with our clients to help them achieve their mandate. We routinely provide advice to our charity and not-for-profit clients on their operations in the areas of income tax, commodity tax, risk management, internal audit, operations improvement, benchmarking, governance, and information technology. Our local and national complement means we have no shortage of resources to provide precisely the required services. **To access our network of resources, just pick up the phone and call Katie Mahon.** It's that easy. Katie has significant connections within the firm and will be your link to KPMG's services and professionals.

## OUR CLIENTS

Our client portfolio of not-for-profits is testament to the confidence the sector places in KPMG and our professionals. In the table below, we provide a list of our **current not-for-profit audit clients served by our Kingston Office. A selection of local, relevant audit clients:**

<ul style="list-style-type: none"><li>• Addiction &amp; Mental Health Services – Kingston Frontenac Lennox &amp; Addington</li><li>• Addictions and Mental Health Services – Hastings and Prince Edward</li><li>• Broadview Nursing Centre Limited</li><li>• Brockville General Hospital</li><li>• Campbellford Memorial Hospital, including Campbellford Memorial Multicare Lodge and Campbellford Memorial Health Centre</li><li>• Community &amp; Primary Health Care – Lanark, Leeds, Grenville</li><li>• Corporation of the City of Cornwall, including Glen-Stor-Dun Lodge</li><li>• Corporation of the City of Kingston, including Rideaucrest Home for the Aged</li><li>• Corporation of the County of Frontenac, including Fairmount Home for the Aged</li><li>• Corporation of the County of Lanark, including Lanark Lodge</li></ul>	<ul style="list-style-type: none"><li>• Corporation of County of Lennox &amp; Addington, including John M. Parrott Centre</li><li>• Corporation of the County of Prince Edward, including McFarland Home for the Aged</li><li>• Corporation of the County of Renfrew, including Bonnechere Manor and Miramichi Lodge</li><li>• Corporation of the United Counties of Leeds &amp; Grenville, including Mapleview Lodge</li><li>• Crown Ridge Health Care Services Inc.</li><li>• Hilltop Nursing Centre Limited</li><li>• Kingston &amp; Frontenac Housing Corporation</li><li>• Kingston Health Sciences Centre</li><li>• Kingston Literacy &amp; Skills</li><li>• Lanark, Leeds and Grenville Addiction and Mental Health</li><li>• Lennox &amp; Addington County General Hospital Association</li><li>• Maltby Centre</li></ul>	<ul style="list-style-type: none"><li>• Northumberland Hills Hospital</li><li>• Ongwanada Hospital</li><li>• Ongwanada Non-Profit Housing Corporation</li><li>• Perth &amp; Smith Falls District Hospital</li><li>• Prince Edward-Lennox and Addington Housing Corporation</li><li>• Providence Care Centre (operating as Providence Care), including Providence Manor</li><li>• Quinte Health Care Corporation</li><li>• Resolve Counselling Services Canada</li><li>• Sandfield Place</li><li>• Sherwood Park Manor</li><li>• Tayside Community Residential &amp; Support Options</li><li>• The Religious Hospitallers of St. Joseph of Cornwall, Ontario, including St. Joseph's Villa</li><li>• United Way of Kingston, Frontenac, Lennox &amp; Addington</li></ul>
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# Delivering More Than Reports

## KEY REPORT DELIVERABLES

**Independent Audit Report** – Expresses an opinion on whether the financial statements are presented fairly, in all material respects, and in accordance with the relevant financial reporting framework. Immediately upon discovery of information or conditions that could lead to the inclusion of a qualified audit opinion with respect to the financial statements, we will inform and fully discuss such matters with CCN management and the Finance Committee. In addition, we will, as far as possible, allow a reasonable, mutually agreed upon period of time for CCN management to investigate, analyze, report, and take corrective action to avoid the inclusion of such qualifications.

**Audit Findings Report (AFR)** – Summarizes the significant findings arising from our audit and the effect they had on our audit. The Audit Findings Report also provides useful information on current developments in accounting standards, technology, and other regulations that CCN should understand and develop action plans around. We have received excellent feedback from our clients, including our references, on the clarity and usefulness of our Audit Findings Report.

**Confirmation of Independence** – Included in our AFR, we declare our independence as external auditors to the Finance Committee.

**Post-audit Management Letter** – Summarizes findings derived from our audit with respect to internal control matters, as well as observations on other performance improvement opportunities or matters dealing with operational or administrative efficiencies of potential benefit to you.

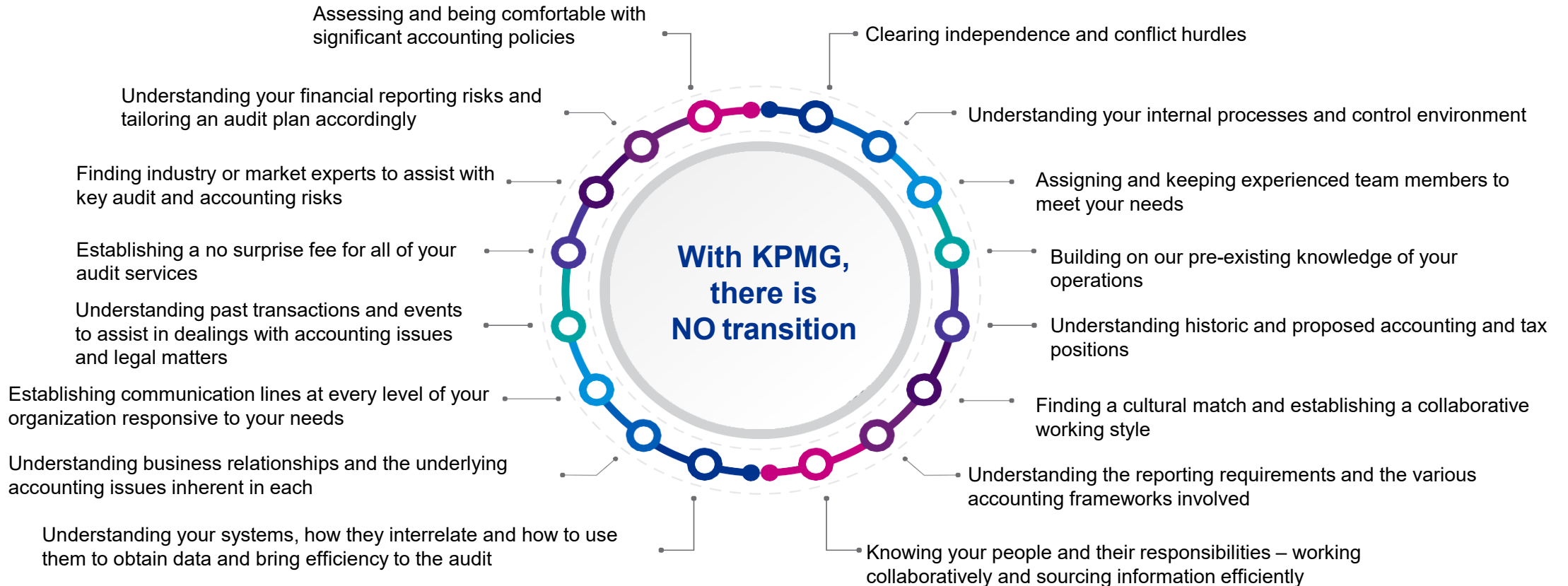
## DELIVERING VALUE

- At the Finance Committee meeting it is our practice to share emerging accounting, regulatory, risk, governance and other matters of relevance and importance to the public sector.
- Attend meetings and conduct the audit on-site, as agreed with Management
- A team dedicated to the public sector and related reporting requirements
- Open, clear, up-front, and regular communication
- Advising on relevant accounting and reporting requirements
- Industry experts available to support the audit team, and CCN



# Avoid Unnecessary Transition

By choosing to continue your journey with KPMG, you are choosing a firm who knows your operations, processes, culture, and team. **We are dedicated to your success, offering you the continuity, tools, insights, and expertise to thrive in an ever-changing business landscape.**



# Building value

- We offer transparent rates with no hidden fees, charging only for significant changes or new professional requirements, which we will always discuss with you in advance. **The rates you see are the rates we will charge.**
- **We welcome your questions as they arise so we can work proactively with you to develop solutions.** When there are situations that will involve a sizable investment of time we will communicate with you up front to avoid any surprises.
- We value our relationships and aim to provide the competitive fees and dedicated service you would expect from KPMG. **We want to be your external auditor and will do what it takes to working with CCN, without compromising the top quality and integrity our profession commands, and that CCN deserves.**
- Our goal is a mutually beneficial relationship where CCN views the rates as fair, and reflective of the quality and experience involved.
- We strive for no surprises in our billings, ensuring they align with our agreed upon scope of work and fee discussions. **Our price is all-in; what we agree to, is what will be invoiced.**



**With all of the foregoing we ask you to consider our proposed fees, not simply as numbers, but as the value that KPMG delivers.**

# Value for services

## True to our word

Our fee is entirely transparent, without hidden charges. The agreed-upon amount will be the one charged, barring large, non-recurring transactions. As you know, we do not believe in charging you for every extra hour we work. We want to continue to work with you and invest in our relationship to give you a highly competitive fee. This, along with your core team's dedication, is our continued investment in a long-term, exciting professional relationship.

## FAIR AND COMPETITIVE FEES REFLECTING REAL VALUE

We understand your responsibility to maximize the value you receive for the fees you pay. That's why we're committed to fairness and transparency and to working with you to tailor effective and efficient processes that are continuously informed and refined both by industry benchmarking intelligence and our shared experience. We always strive to keep fees as low as possible, consistent with our mutual high standards and our dedication to top quality service, and we will never undertake work on anything outside of the audit scope without your express prior approval.

We are keen to consistently deliver real value to you and your team. If at any time our fees seem like an impediment to our working relationship, please do not hesitate to raise the matter with us. We are always more than happy to discuss and review.

Service	Fiscal 2026/2027	Fiscal 2027/2028
Audit of the financial statements of Community Care Northumberland	\$ 15,000	\$ 16,000
Audit of the Annual Reconciliation Report of Community Care Northumberland	\$ 3,000	\$ 3,250
Preparation of the annual T3010 Charity Information Return	\$ 1,750	\$ 2,000
<b>Subtotal</b>	<b>\$ 19,750</b>	<b>\$ 21,250</b>
Technology and support fee @ 10%	\$ 1,975	\$ 2,125
<b>TOTAL (exclusive of HST)</b>	<b>\$ 21,725</b>	<b>\$ 23,375</b>

# Fee assumptions

Our proposed fees assume:

- Management has prepared the following for the first day of the year-end audit fieldwork:
  - **The financial statements, including notes and schedules**
  - **Year-end working papers and lead sheets**
  - **Accounting schedules and reconciliations**
  - Comparative analysis of current and prior period results
  - Confirmations and other related correspondence
  - Other reasonable assistance as required
- The availability, participation and responsiveness of key CCN team members during the audit;
- we will receive full cooperation from your staff, and that all necessary information will be available on time, and appropriate for us to deliver our audit opinion
- The financial records are in good order and prepared in accordance with Canadian GAAP
- The financial records are appropriately adjusted as of the start of the audit
- Our professional fees are billed in two installments, as the engagement commences and upon completion.



## Additional charges will be incurred due to:

- **Delays in the receipt of requested working papers, audit samples, inquiries and financial statements information from the agreed upon timelines, and the books and records being properly closed at the start of our year-end audit work;**
- Significant changes to the relevant financial reporting framework;
- Significant new or changed accounting policies or application thereof;
- Significant changes to internal control over financial reporting;
- Significant changes in the nature or size of the operations or unusual transactions of CCN beyond those contemplated in our planning processes;
- Significant unusual and/or complex transactions;
- New audit standards or requirements arising as a result of changes;
- Changes in the timing of our work;
- Other significant issues (e.g. cyber security breaches); and
- Requirements for accounting advice and additional audit procedures.

## TECHNOLOGY AND SUPPORT FEE

Our professional fees are subject to a technology and support charge to cover information technology infrastructure costs and administrative support for client service personnel. The technology and support fee covers such costs as engagement-related computer hardware and customized KPMG software, telecommunications equipment, client service administrative support, IT programming professional support and other client support services.

# Hourly rates

We want you to be completely comfortable in calling us at any time on matters without feeling that “the meter is running”. **At KPMG, our goal is to be your trusted advisor. It is important that you call us when you need help and remember that we are your auditors for 12 months of the year.** Day-to-day phone calls for questions and to discuss CCN matters of interest and emerging issues will not be billed to CCN. This allows for the kind of communication and level of collaboration that are essential to highly productive client-auditor relationships. We expect and look forward to providing advice from time to time on accounting and reporting issues as they arise, without charge, as part and parcel of providing top quality day to day service.

Occasionally, events might warrant additional billing, such as circumstances requiring substantial additional audit work or research. For assignments outside of our normal audit engagement, we will discuss the scope and timing with you and agree on a reasonable fee before starting the work. **The rates we charge depend on the level of staff required, the nature of the project and the time of year.** If something you ask us to do would result in extra cost, we will always alert you in advance, discuss with you the work involved and agree on an equitable fee.

We normally discount our standard hourly rates by 20% - 60% for our not-for-profit organization audit clients. The table shows the rates that are used as a basis for setting fees for services performed outside the audit.

Personnel Category	Standard Rates	Proposed Rate \$/Hr
Partner	\$925	\$370 - \$740
Senior Manager	\$705	\$280 - \$560
Manager	\$475	\$190 - \$380
Senior Accountant	\$345	\$140 - \$280
Staff Accountant	\$230	\$90 - \$180



# Value add

Harnessing the power of leading technologies

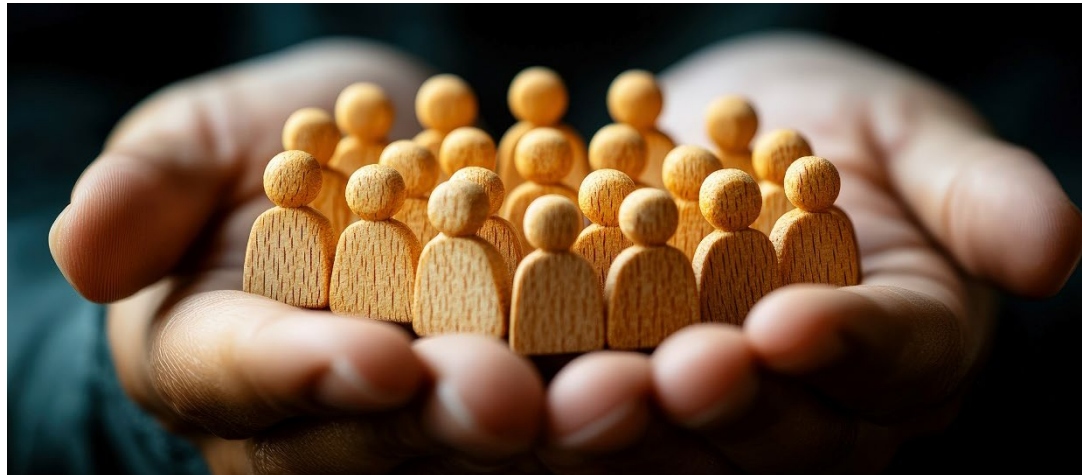


# Access to NPO specialists

We offer insights in particular areas of expertise, which may be beyond the annual audit.

We routinely provide advice to our not-for-profit clients on their operations in the areas of income tax, commodity tax, risk management, internal audit, operations improvement, benchmarking, governance, and information technology. Katie has access to resources in any service line within the firm, across the country. KPMG in Eastern Ontario, and in fact across Canada, has a truly exemplary multi-functional team that serves NPOs every day. Our local Public & Not-for-Profit Sector Group provides seamless and harmonized services in the areas of:

- Audit advisory
- ESG
- Income tax
- Indirect tax
- IT Risk management
- Risk Consulting
- Internal controls
- Economic and Policy
- KPMG Law
- Lean in Audit™

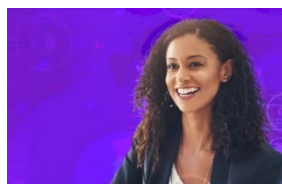


## Connected Collaborative Cohesive



# Thought Leadership

KPMG constantly monitors developments in the NPO sector for trends, changes and challenges. We generate and publish a variety of thought leadership that forecasts, highlights and analyzes issues affecting our NPO clients' operations.



## AI in finance

A Canadian perspective on transforming the finance function with AI

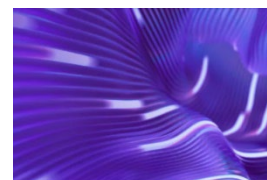
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## AI in financial reporting and audit: Navigating the new era

Financial reporting leaders' AI expectations for their organizations and external auditors

[Read more>>](#)



## Audit committees and cyber security: New threats, new tools and the fundamentals

New technologies and attacks mean audit committees must ensure management has fundamental cyber security practices in place and tools are trustworthy

[Read more>>](#)



## Accelerate

The key issues driving the audit committee agenda in 2026

[Read more>>](#)



## The CFO and AI: Shaping the future of finance

Key takeaways from our DX Coffee Chat for finance leaders

[Read more>>](#)



## Mandatory ESG reporting and the audit committee's role

Mandatory ESG reporting is rolling out globally and will soon come to Canada. Audit committees play a key role in ensuring timely compliance

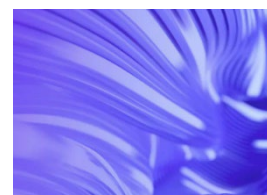
[Read more>>](#)



## How audit committees can help drive successful AI deployment

Audit committee oversight can help build trust and manage risks as AI is deployed in finance, audit and across the organization

[Read more>>](#)



## Return to core competencies: How audit committees can help navigate a new world

The global economy is getting healthier and audit committees will play a key role in seizing opportunity and navigating the risks that remain

[Read more>>](#)



# Proudly Canadian owned and operated

KPMG in Canada



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