

NORTH COUNTRY TRAIL ASSOCIATION, INC.

FINANCIAL STATEMENTS

December 31, 2025 and 2024

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
North Country Trail Association, Inc.
Lowell, Michigan

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of North Country Trail Association, Inc., which comprise the statements of financial position as of December 31, 2025 and 2024, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of North Country Trail Association, Inc. as of December 31, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government 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 report. We are required to be independent of North Country Trail Association, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about North Country Trail Association, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

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 absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. 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.

Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- 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 North Country Trail Association, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about North Country Trail Association, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated April 16, 2026, on our consideration of North Country Trail Association, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of North Country Trail Association, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering North Country Trail Association, Inc.'s internal control over financial reporting and compliance.



Wegner CPAs, LLP
Madison, Wisconsin
April 16, 2026

NORTH COUNTRY TRAIL ASSOCIATION, INC.
STATEMENTS OF FINANCIAL POSITION
December 31, 2025 and 2024

	<u>2025</u>	<u>2024</u>
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 402,497	\$ 315,655
Government grants receivable	41,280	56,460
Prepaid expenses	12,656	8,759
Inventory	6,180	10,770
	<u>462,613</u>	<u>391,644</u>
Total current assets	462,613	391,644
OTHER ASSETS		
Investments	1,676,600	1,586,734
Operating lease right-of-use asset	24,589	44,680
Property and equipment, net	45,363	10,381
	<u>1,746,552</u>	<u>1,641,795</u>
Total assets	<u>\$ 2,209,165</u>	<u>\$ 2,033,439</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 8,976	\$ 40,730
Accrued expenses	44,994	33,547
Operating lease liability	21,996	19,891
	<u>75,966</u>	<u>94,168</u>
Total current liabilities	75,966	94,168
LONG-TERM LIABILITIES		
Operating lease liability, less current portion	3,793	25,789
	<u>3,793</u>	<u>25,789</u>
Total liabilities	79,759	119,957
NET ASSETS		
Without donor restrictions	1,989,605	1,757,612
With donor restrictions	139,801	155,870
	<u>2,129,406</u>	<u>1,913,482</u>
Total net assets	2,129,406	1,913,482
Total liabilities and net assets	<u>\$ 2,209,165</u>	<u>\$ 2,033,439</u>

See accompanying notes.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
STATEMENTS OF ACTIVITIES
Years Ended December 31, 2025 and 2024

	2025	2024
CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS		
REVENUES		
Contributions		
Individuals	\$ 901,293	\$ 1,116,113
Foundations and corporations	223,042	72,599
Government grants	554,253	699,100
In-kind donations	11,770	11,533
Program events	18,465	110,794
Merchandise sales	18,046	34,615
Less: cost of sales	(8,072)	(15,377)
Investment return, net	139,384	83,921
Other income	8,103	10,152
Total revenues without donor restrictions	1,866,284	2,123,450
EXPENSES		
Program services		
Public service, education, and cartography	110,916	96,816
Trail work and planning	762,365	1,012,071
Networking and volunteer support	313,368	488,323
Supporting activities		
Management and general	296,927	291,297
Fundraising	212,347	190,288
Total expenses	1,695,923	2,078,795
NET ASSETS RELEASED FROM RESTRICTIONS		
Satisfaction of purpose restrictions	61,632	179,676
Change in net assets without donor restrictions	231,993	224,331
CHANGES IN NET ASSETS WITH DONOR RESTRICTIONS		
Contributions		
Government	29,794	-
Individuals	2,272	1,181
Foundations and corporations	13,000	61,295
Investment return, net	497	537
Net assets released from restrictions	(61,632)	(179,676)
Change in net assets with donor restrictions	(16,069)	(116,663)
Change in net assets	215,924	107,668
Net assets at beginning of year	1,913,482	1,805,814
Net assets at end of year	\$ 2,129,406	\$ 1,913,482

See accompanying notes.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
STATEMENT OF FUNCTIONAL EXPENSES
Year Ended December 31, 2025

	Public Service, Education and, Cartography	Trail Work and Planning	Networking and Volunteer Support	Management and General	Fundraising	Total Expenses
Personnel	\$ 76,814	\$ 440,572	\$ 192,305	\$ 201,994	\$ 166,714	\$ 1,078,399
Trail maintenance and protection	-	111,855	-	-	-	111,855
Travel and meeting expenses	5,236	42,148	8,043	20,235	6,794	82,456
Professional fees	1,496	4,329	10,617	31,338	3,747	51,527
Information technology	23,232	207	19,446	3,122	3,978	49,985
Publications	-	1,000	29,128	-	-	30,128
Outreach and hospitality	-	36,498	4,809	54	556	41,917
Trail equipment and supplies	127	88,736	-	-	-	88,863
Postage	-	660	5,278	521	11,982	18,441
Advertising and promotion	-	-	1,401	415	14,052	15,868
Training	-	13,255	6,252	25	-	19,532
Rent and utilities	2,021	1,348	17,856	4,939	1,684	27,848
Special event supplies	-	4,309	-	-	-	4,309
Telephone and internet	1,141	7,554	2,086	1,683	1,536	14,000
Insurance	-	2,100	-	11,594	-	13,694
Dues and subscriptions	-	2,624	7,610	100	451	10,785
Office equipment and supplies	502	967	12,367	-	564	14,400
Finance and banking fees	-	-	-	13,462	-	13,462
Affiliate agreements	-	3,000	-	-	-	3,000
Repairs and maintenance	347	232	3,069	439	289	4,376
Depreciation	-	-	-	2,831	-	2,831
Miscellaneous	-	971	1,173	4,175	-	6,319
Total expenses	110,916	762,365	321,440	296,927	212,347	1,703,995
Less expenses included with revenues on the statement of activities	-	-	(8,072)	-	-	(8,072)
Total expenses included in expense sections on the statement of activities	\$ 110,916	\$ 762,365	\$ 313,368	\$ 296,927	\$ 212,347	\$ 1,695,923

See accompanying notes.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
STATEMENT OF FUNCTIONAL EXPENSES
Year Ended December 31, 2024

	Public Service, Education and Cartography	Trail Work and Planning	Networking and Volunteer Support	Management and General	Fundraising	Total Expenses
Personnel	\$ 77,583	\$ 443,753	\$ 220,119	\$ 186,843	\$ 139,369	\$ 1,067,667
Trail maintenance and protection	-	343,431	-	-	-	343,431
Travel and meeting expenses	10,557	45,483	12,734	23,804	4,018	96,596
Professional fees	709	2,898	31,028	20,082	1,776	56,493
Information technology	4,770	501	18,925	19,832	3,610	47,638
Publications	-	9,942	31,198	-	-	41,140
Outreach and hospitality	-	35,273	8,562	165	19	44,019
Trail equipment and supplies	-	78,749	47	-	-	78,796
Postage	-	712	7,699	468	10,407	19,286
Advertising and promotion	-	588	4,927	30	27,739	33,284
Training	-	31,264	3,743	186	-	35,193
Rent and utilities	1,899	1,266	16,773	4,777	1,582	26,297
Special event supplies	-	3,804	114,053	-	-	117,857
Telephone and internet	661	4,849	826	468	756	7,560
Insurance	-	-	-	13,085	-	13,085
Dues and subscriptions	-	1,589	7,610	-	451	9,650
Office equipment and supplies	570	1,321	20,543	6	506	22,946
Finance and banking fees	-	-	-	14,071	-	14,071
Affiliate agreements	-	6,000	-	-	-	6,000
Repairs and maintenance	67	44	588	80	55	834
Depreciation	-	-	-	2,831	-	2,831
Miscellaneous	-	604	4,325	4,569	-	9,498
Total expenses	96,816	1,012,071	503,700	291,297	190,288	2,094,172
Less expenses included with revenues on the statement of activities	-	-	(15,377)	-	-	(15,377)
Total expenses included in expense sections on the statement of activities	\$ 96,816	\$ 1,012,071	\$ 488,323	\$ 291,297	\$ 190,288	\$ 2,078,795

See accompanying notes.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
STATEMENTS OF CASH FLOWS
Years Ended December 31, 2025 and 2024

	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 215,924	\$ 107,668
Adjustments to reconcile change in net assets to net cash flows from operating activities		
Net realized and unrealized (gains) losses on investments	(85,403)	31,123
Depreciation	2,831	2,831
Dividends and interest reinvested	(44,153)	(37,569)
Amortization of operating lease right-of-use asset	20,091	16,115
(Increase) decrease in assets		
Government grants receivable	15,180	10,083
Prepaid expenses	(3,897)	(491)
Inventory	4,590	3,807
Increase (decrease) in liabilities		
Accounts payable	(31,754)	28,381
Accrued expenses	11,447	1,390
Operating lease liability	(19,891)	(15,115)
Net cash flows from operating activities	84,965	148,223
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from certificate of deposit	-	154,003
Purchases of land	(37,813)	-
Purchases of investments	(36,397)	(762,170)
Proceeds from sales of investments	76,087	248,617
Net cash flows from investing activities	1,877	(359,550)
Change in cash and cash equivalents	86,842	(211,327)
Cash and cash equivalents at beginning of year	315,655	526,982
Cash and cash equivalents at end of year	\$ 402,497	\$ 315,655

See accompanying notes.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

North Country Trail Association, Inc. (Association) is a not-for-profit entity that develops, maintains, protects, and promotes the North Country National Scenic Trail as the premier hiking path across the northern tier of the United States. Support comes primarily from contributions from individuals, contributions from foundations and corporations, and grants from various government funding sources. The Association is managed by its Board of Directors and has approximately 4,000 members and contributors through a trail-wide coalition of volunteers and partners.

Basis of Accounting

The financial statements are presented using the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

Inventory

Inventory consists of clothing, guide books, posters, patches, stickers, and pins. Inventory is stated at the lower of cost or net realizable value. Cost is determined by the first-in, first-out method.

Investments

The Association reports investments in equity securities with readily determinable fair values and all investments in debt securities at their fair values in the statement of financial position. Unrealized gains and losses are included in the change in net assets in the accompanying statement of activities.

Property and Equipment

The Association capitalizes all purchases and donations of land, furniture, and equipment over \$5,000. Purchased furniture and equipment are carried at cost. Purchases of land are carried at cost (including purchase price, closing costs, and other related costs). Donations of land, furniture, and equipment are carried at their estimated fair value on the date of donation. Depreciation is computed using the straight-line method. Over the estimated useful lives of the assets.

Promises to Give

Unconditional promises to give are recognized as revenues in the period received and as assets, decreases of liabilities, or expenses depending on the form of the benefits received. Conditional promises to give are recognized only when the conditions on which they depend are substantially met and the promises become unconditional.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Contributions

Contributions that are restricted by the donor are reported as increases in net assets without donor restrictions if the restrictions expire (that is, when a stipulated time restriction ends or purpose restriction is accomplished) in the reporting period in which the revenue is recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Government Grants

The Association receives grants from government agencies that are conditioned upon the Association incurring qualifying expenses. Revenue from these grants is generally recognized on a reimbursement basis, that is, when qualifying expenses are incurred by the Association, both a receivable from the grantor agency and revenue are recorded. Grants are also generally restricted by the grantor for a specified purpose. Grants whose conditions and restrictions are met in the same reporting period that the revenue is recognized are reported as increases in net assets without donor restrictions.

In-kind Donations

The Association has a policy where members of the board of directors are reimbursed for their travel to meetings. However, if a board member elects not to be reimbursed, the Association recognizes an in-kind donation based on the amount the board member paid. All in-kind donations of board member travel for the years ended December 31, 2025 and 2024 were used for management and general activities. The Association also receives a significant amount of support from its board members and volunteers. No amounts were recognized in the financial statements for contributed volunteer services as they did not meet the criteria for recognition under accounting principles generally accepted in the United States of America.

Program Events

Registration fees for program events are recognized as revenue when the event takes place and the fees can no longer be refunded.

Merchandise Sales

Revenue from merchandise sales is recognized when the customer receives and pays for the merchandise. The Association does not have any financing components as payment is received at or shortly after the point of sale. Returns are expected to be insignificant. Sales taxes are netted with merchandise sales.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Expense Allocation

The financial statements report certain categories of expenses that are attributable to more than one program service or supporting activity. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include personnel, travel and meeting expenses, professional fees, information technology, outreach and hospitality, postage, advertising and promotion, training, rent and utilities, telephone and internet, dues and subscriptions, office equipment and supplies, and repairs and maintenance, which are allocated on the basis of estimates of time and effort.

The following program services and supporting activities are included in the accompanying financial statements:

Public service, education, and cartography—Mapping 4,900 miles of North Country Trail, the Association serves as the Trail data steward on behalf of the National Park Service. The Association provides map and analysis to the National Park Service and other agency partners, the Association staff, volunteers, media contacts and trail users.

Trail work and planning—The Association works with the National Park Service to plan the route of the Trail. Together, the Association and the National Park Service collaborate on all aspects of trail policy, planning, and management. The Association also works with other federal, state, and local agencies to ensure these plans for the North Country Trail are included in their land management plans and master plans.

Networking and volunteer support—A strong network of volunteers, organized by Chapters, are responsible for building and maintaining the Trail. They also build and maintain structures and associated amenities like bridges, shelters, campsites, and signage. The Association provides support to volunteers through field grants, training, volunteer recognition and awards programs, and more.

Management and general—Includes the functions necessary to maintain equitable employment programs; ensure an adequate working environment; provide coordination and articulation of the Association's program strategy; secure proper administrative functioning of the board of directors; and maintain and manage the financial and budgetary responsibilities of the Association.

Fundraising—Provides the structure necessary to encourage and secure private financial support from individuals, foundations, and corporations.

Advertising

The Association expenses advertising production costs as they are incurred, and advertising communication costs the first time the advertising takes place. Advertising costs total \$1,401 and \$2,288 for the years ended December 31, 2025 and 2024, respectively.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Leases

The Association does not recognize short-term leases in the statement of financial position. For these leases, the Association recognizes the lease payments in the change in net assets on a straight-line basis over the lease term and variable lease payments in the period in which the obligation for those payments is incurred. The Association also does not separate nonlease components from lease components for all classes of underlying assets and instead accounts for each separate lease component and the nonlease components associated with that lease component as a single lease component. If the rate implicit in the lease is not readily determinable, the Association uses a risk-free rate as the discount rate for the lease for all classes of underlying assets.

Income Tax Status

The Association is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. In addition, the Association qualifies for the charitable contribution deduction under Section 170(b)(1)(A) and has been classified as an Association other than a private foundation under Section 509(a)(2).

Estimates

Management uses estimates and assumptions in preparing financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could differ from those estimates.

Date of Management’s Review

Management has evaluated subsequent events through April 16, 2026, the date which the financial statements were available to be issued.

NOTE 2 – INVESTMENTS

Investments are comprised of the following:

	2025	2024
Money market mutual fund	\$ 907,541	\$ 903,334
Sweep account	150,128	154,262
Mutual funds	618,931	529,138
	\$ 1,676,600	\$ 1,586,734

Fair values of money market mutual funds, sweep account, and mutual funds are based on quoted net asset values of the shares as reported by the fund. The funds must publish their daily net asset value and transact at that price. The funds held by the Association are considered to be actively traded.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 3 – PROPERTY AND EQUIPMENT

Property and equipment consist of the following:

	2025	2024
Furniture and equipment	\$ 27,810	\$ 27,810
Land	37,813	-
Property and equipment	65,623	27,810
Less: Accumulated depreciation	(20,260)	(17,429)
Property and equipment, net	\$ 45,363	\$ 10,381

NOTE 4 – ENDOWMENT

The Association's long-term investment endowment funds consist of funds held at an institution and were established for a variety of restricted and designated purposes. As required by accounting principles generally accepted in the United States of America, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

The board of directors of the Association has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Association retains in perpetuity (a) the original value of gifts and (b) the original value of subsequent gifts. The remaining portion of the donor restricted endowment fund that is not retained in perpetuity is appropriated for expenditure by the Association in the manner consistent with the policies of the endowment fund. Net assets associated with endowment funds designated by the board of directors are classified and reported based on the existence or absence of donor-imposed restrictions. Board-designated endowments are classified as net assets without donor restrictions. The Association has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment funds while also maintaining the purchasing power of those endowment assets over the long term.

Funds with Deficiencies

From time-to-time, the fair value of assets associated with individual donor restricted endowment funds may fall below the level that the donor or UPMIFA requires the Association to retain.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 4 – ENDOWMENT (continued)

Investment Policy

The investment policy and spending rules for endowment assets are intended to provide a predictable stream of funding for endowment purposes while maintaining the purchasing power of the endowment assets over time. Accordingly, this investment policy seeks to achieve a real (after inflation and expenses) total rate of return (including investment income as well as capital appreciation) equal to or greater than the annual distribution rate specified in the spending policy below.

Donor Restricted Endowment

Donor Restricted Endowment assets shall be invested in a well-diversified (balanced) asset mix including both equity and debt securities. The intended result is to achieve a real (after inflation and expenses) total rate of return of 4%. Therefore, the Association expects its endowment assets, over time, to produce an average rate of return of approximately 6% to 8% annually and inflation to average 2% to 4% annually. Actual returns in any given year may vary from this amount. Investment risk is measured in terms of the total Endowment Fund. Although investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk, there is the possibility that the Endowment Fund could be subject to losses as a result of market declines in any given year.

Board-Designated Endowment

The Board-Designated Endowment assets may be invested according to the Donor Restricted Endowment investment rules stated in the paragraph above or in a manner consistent with the intended use of the funds.

Spending Policy

Donor Restricted Endowment

Four percent (4%) of the Donor Restricted Endowment Fund will be appropriated for distribution each year, calculated based on the average fair market value of the prior 12 quarters through the calendar year end preceding the fiscal year in which the distribution is planned. For endowments that were established within the last 12 quarters, quarters for which the balance was zero will not be included in the calculation of fair market value.

This should, considering the requirements specified in the "Investment Policy for Endowment Funds", allow the real purchasing power of the Donor Restricted Endowment to remain constant over time (excluding growth through the addition of new funds). The percentage appropriated for distribution will be reviewed at least every 3 years by the Finance Committee, or sooner if deemed necessary by the Finance Committee, subject to final approval by the board of directors.

The 4% annual distribution from the Donor Restricted Endowment does not carry forward to subsequent years if not taken in the current year. Annual distributions in excess of 4% must be deemed to be prudent under UPMIFA and approved by favorable vote of at least three-fourths of the then currently serving members of the board of directors.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 4 – ENDOWMENT (continued)

Each year, the board of directors will decide how much of the distribution will be used to fund general operations, the Board-Designated Endowment, and/or the Board-Designated Cash Reserves.

Board-Designated Endowment

The Board-Designated Endowment is not subject to UPMIFA spending rules, however any distribution of Board-Designated Endowment funds must be for purposes specified and approved by the board of directors.

Composition of and changes in endowment net assets for the years ended December 31 is as follows:

	2025		
	Without Donor Restrictions	With Donor Restrictions	Total Endowment Net Assets
Endowment net assets, beginning of year	\$ 512,897	\$ 16,241	\$ 529,138
Contributions	3,780	-	3,780
Dividends	51,344	-	51,344
Net appreciation (depreciation)	34,172	497	34,669
Endowment net assets, end of year	<u>\$ 602,193</u>	<u>\$ 16,738</u>	<u>\$ 618,931</u>
	2024		
	Without Donor Restrictions	With Donor Restrictions	Total Endowment Net Assets
Endowment net assets, beginning of year	\$ 113,087	\$ 15,704	\$ 128,791
Contributions	367,129	-	367,129
Dividends	54,286	-	54,286
Net appreciation (depreciation)	(21,605)	537	(21,068)
Endowment net assets, end of year	<u>\$ 512,897</u>	<u>\$ 16,241</u>	<u>\$ 529,138</u>

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 5 – NET ASSETS

Net assets with donor restrictions are restricted for the following purposes:

	2025	2024
Trail Work - Heritage Chapter	\$ 51,372	\$ 64,872
Trail protection	10,000	10,000
Trail construction	53,521	50,407
Equity, diversity and inclusion initiatives	2,540	3,540
Wages	3,859	8,858
Other	1,771	1,952
Net assets with donor restrictions	123,063	139,629
Net assets with donor restrictions in endowment	16,738	16,241
	\$ 139,801	\$ 155,870

The Association's board of directors has designated net assets without donor restrictions for the following purposes:

	2025	2024
Board-designated funds		
Field grant reserves	\$ 45,406	\$ 42,101
Operating reserves	414,022	397,742
Trail protection fund	296,699	301,729
Bequests	145,448	139,991
Board-designated funds	901,575	881,563
Board-designated endowment funds		
North Country Trail endowment fund	570,329	487,921
Bruce E. Matthews marketing and outreach endowment fund	31,864	24,976
Board-designated endowment funds	602,193	512,897
Undesignated	485,837	363,152
	\$ 1,989,605	\$ 1,757,612

NOTE 6 – RETIREMENT PLANS

The Association provides a tax-deferred 403(b) retirement plan for employees who meet certain qualifications. Under the plan, the Association has the discretion of matching 100% of the participants' contributions up to 5% of the individual participant's gross pay. The Association's contributions for the years ended December 31, 2025 and 2024 were \$33,281 and \$32,922, respectively.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 7 – LEASES

The Association leased office space under an operating lease that ended March 1, 2024 and entered into a new lease effective March 1, 2024 through March 1, 2027 requiring monthly payments of \$1,700 per month, escalating each year.

The components of total lease cost are as follows:

	2025	2024
Operating lease cost	\$ 21,600	\$ 18,000

Other information related to operating leases is as follows:

	2025	2024
Cash payments classified as part of operating cash flows for amounts included in the measurement of lease liabilities	\$ 21,400	\$ 17,000
Right-of-use assets obtained in exchange for new lease liabilities	-	60,796
Weighted-average remaining lease term	1.25 years	2.25 years
Weighted-average discount rate	4.32%	4.32%

The maturities of operating lease liabilities as of December 31, 2025, are as follows:

Year ending December 31:		
2026		\$ 22,600
2027		3,800
Total minimum lease payments		26,400
Imputed interest		(611)
Total lease liabilities		\$ 25,789

NOTE 8 – CONCENTRATIONS

Government Grants

The Association received grants totaling \$459,879 and \$432,247 from the National Park Service, during the years ended December 31, 2025 and 2024, respectively. These grants accounted for approximately 25% and 20% of the Association's total revenue for the years ended December 31, 2025 and 2024, respectively.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 8 – CONCENTRATIONS (continued)

Credit Risk

The Association maintains cash balances at two financial institutions located in Michigan. Accounts at each institution are insured by the Federal Deposit Insurance Corporation up to \$250,000. At December 31, 2025 and 2024, the Association's uninsured cash balances total approximately \$130,000 and \$56,000, respectively.

NOTE 9 – CONDITIONAL GRANTS

The Association has several grants that are conditioned upon the Association incurring qualifying expenses under the grant programs. At December 31, 2025 and 2024, these conditional grants total \$290,389 and \$408,658, respectively. The remainder of these conditional grants will be recognized as revenue when the respective conditions are met in future years.

NOTE 10 – LIQUIDITY AND AVAILABILITY

The following table reflects the Association's financial assets as of the date of the statement of financial position reduced by amounts not available for general expenditures within one year of the date of the statement of financial position because of donor-imposed restrictions or board designations.

	2025	2024
Financial assets at end of year		
Cash and cash equivalents	\$ 402,497	\$ 315,655
Government grants receivable	41,280	56,460
Investments	1,676,600	1,586,734
Financial assets at end of year	2,120,377	1,958,849
Less those unavailable for general expenditures within one year due to:		
Donor-restricted endowment fund	(16,738)	(16,241)
Restricted by donor with purpose restrictions	(123,063)	(139,629)
Board-designated endowment funds	(602,193)	(512,897)
Board-designated funds	(901,575)	(881,563)
Financial assets available to meet cash needs for general expenditures within one year	\$ 476,808	\$ 408,519

As needs arise, operating reserve funds of \$414,022 and \$397,742 at December 31, 2025 and 2024, respectively, may be used to cover any current cash needs upon approval of the board of directors. As a part of the Association's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due.

NORTH COUNTRY TRAIL ASSOCIATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2025 and 2024

NOTE 11 – PAYCHECK PROTECTION PROGRAM LOAN

On May 5, 2020, the Association received a \$41,880 loan under the Paycheck Protection Program (PPP) established by the Coronavirus Aid, Relief, and Economic Security (CARES) Act and administered by the U.S. Small Business Administration (SBA). On April 17, 2021, the SBA preliminarily approved forgiveness of the loan. The Association must retain PPP documentation in its files for six years after the date the loan is forgiven and permit authorized representatives of SBA to access such files upon request. SBA may review any loan at any time at its discretion. Therefore, SBA may review the Association's good-faith certification concerning the necessity of its loan request, whether the Association calculated the loan amount correctly, whether the Association used loan proceeds for the allowable uses specified in the CARES Act, and whether the Association is entitled to loan forgiveness in the amount claimed on its application. If SBA determines the Association was ineligible for the loan or for forgiveness in whole or in part, SBA will seek repayment of the loan amount forgiven.

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS
PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Directors
North Country Trail Association, Inc.
Lowell, Michigan

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of North Country Trail Association, Inc., which comprise North Country Trail Association, Inc.'s statement of financial position as of December 31, 2025, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated April 16, 2026.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered North Country Trail Association, Inc.'s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of North Country Trail Association, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of North Country Trail Association, Inc.'s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether North Country Trail Association, Inc.'s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Wegner CPAs LLP

Wegner CPAs, LLP
Madison, Wisconsin
April 16, 2026