North Bay Regional Health Centre Foundation

Financial Statements

For the year ended March 31, 2026

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For the year ended March 31, 2026

Contents

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Independent Auditor's Report

To the Trustees of the North Bay Regional Health Centre Foundation

Opinion

We have audited the financial statements of the North Bay Regional Health Centre Foundation (the Foundation), which comprise the statement of financial position as at March 31, 2026, the statements of operations and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as at March 31, 2026, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Foundation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

North Bay, Ontario
June 23, 2026

North Bay Regional Health Centre Foundation
Statement of Financial Position

March 31	**2026**	2025
Assets		
Current		
Cash and cash equivalents	**$ 4,586,791**	$ 5,238,497
Investments (Note 3)	**5,832,654**	4,150,072
Accounts receivable	**27,218**	14,971
Prepaids and other	**31,963**	33,327
	10,478,626	9,436,867
Restricted cash and cash equivalents	**496,223**	449,558
Restricted investments (Note 3)	**11,470,932**	11,454,497
Capital assets (Note 4)	**44,432**	50,316
	$ 22,490,213	$ 21,391,238
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	**$ 87,852**	$ 61,692
Due to North Bay Regional Health Centre (Note 5a)	**290,676**	257,572
	378,528	319,264
Net assets		
Internally restricted - 50/50 draw (Schedule 4)	**239,770**	239,675
Internally restricted - Lottery (Schedule 3)	**256,453**	209,883
Externally restricted (Note 7) (Schedule 2)	**11,470,932**	11,454,497
Unrestricted (Schedule 1)	**10,144,530**	9,167,919
	22,111,685	21,071,974
	$ 22,490,213	$ 21,391,238

Guarantee (Note 6)

On behalf of the Board:

Signed by:

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Signed by:

Eric Thomson

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

North Bay Regional Health Centre Foundation
Statement of Operations and Changes in Net Assets

For the year ended March 31	2026 Budget	**2026 Actual**	2025 Actual
Revenues (Schedules 1, 2, 3 and 4)			
Donations	$ 2,797,549	**$ 3,467,410**	$ 5,702,030
Fundraising	1,214,300	**1,432,159**	1,136,531
Cost recoveries (Note 5c)	43,092	**30,190**	46,672
Investment income (Note 10)	1,171,326	**1,890,161**	1,767,176
	5,226,267	**6,819,920**	8,652,409
Expenses (Schedules 1, 2, 3 and 4)			
Salaries and benefits	1,217,946	**1,233,053**	1,107,753
Fundraising and other	803,285	**789,677**	584,748
Administrative	123,283	**153,215**	132,493
Amortization	7,535	**7,180**	7,045
	2,152,049	**2,183,125**	1,832,039
Excess of revenues over expenses before items below	3,074,218	**4,636,795**	6,820,370
Less: Charitable disbursements (Note 5b)	-	**3,597,084**	3,390,107
Excess of revenues over expenses for the year	$ 3,074,218	**$ 1,039,711**	$ 3,430,263
Net Assets, beginning of year		**$ 21,071,974**	$ 17,641,711
Excess of revenues over expenses for the year		**1,039,711**	3,430,263
Net Assets, end of year		**$ 22,111,685**	$ 21,071,974

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

North Bay Regional Health Centre Foundation
Statement of Cash Flows

For the year ended March 31	2026	2025
Cash provided by (used in)		
Operating activities		
Excess of revenues over expenses for the year	**$ 1,039,711**	$ 3,430,263
Items not involving cash		
Amortization of capital assets	**7,180**	7,045
	1,046,891	3,437,308
Changes in non-cash working capital balances		
Investments	**(1,682,582)**	2,051,552
Accounts receivable	**(12,247)**	19,640
Prepaid expenses	**1,364**	(6,612)
Accounts payable and accrued liabilities	**26,160**	5,348
Due to North Bay Regional Health Centre	**33,104**	(3,395)
	(587,310)	5,503,841
Investing activities		
Purchase of capital assets	**(1,296)**	-
Increase in restricted investments	**(16,435)**	(2,787,446)
Decrease in restricted cash and cash equivalents	**(46,665)**	342,774
	(64,396)	(2,444,672)
(Decrease) increase in cash and cash equivalents during the year	**(651,706)**	3,059,169
Cash and cash equivalents, beginning of year	**5,238,497**	2,179,328
Cash and cash equivalents, end of year	**$ 4,586,791**	$ 5,238,497

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

March 31, 2026

1. Summary of Significant Accounting Policies

Nature and Purpose of Organization

The North Bay Regional Health Centre Foundation (formerly North Bay General Hospital Foundation) (the "Foundation") was incorporated by Letters Patent under the Ontario Corporations Act on September 30, 1999 as a not for profit Foundation. Its primary goal is to receive and maintain funds and other property and to use, apply, give, devote or distribute all or part of the funds of the corporation by way of gift to the North Bay Regional Health Centre or any other charitable organization, which will best promote the interest of the Corporation and the North Bay Regional Health Centre; or to enhance and improve the services or patient and/or resident care provided by the North Bay Regional Health Centre; or to enhance and improve the facilities of the North Bay Regional Health Centre.

Income Taxes

The Foundation qualifies as a registered charity under the Income Tax Act and is therefore exempt from corporate income taxes.

Basis of Accounting

The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations.

Fund Accounting

The Foundation follows the restricted fund method of accounting for contributions.

The General Fund accounts for the Foundation's administrative activities. This fund reports unrestricted resources.

The Externally Restricted Fund represents resources that are to be used for the new hospital building campaign, the new medical equipment campaign and for other restricted purposes related to specific care programs as described in Note 7.

The Internally Restricted Fund represents lottery resources that are to be used for healthcare equipment and treatment programs under a provincial lottery license.

Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand, balances with banks (restricted and unrestricted) and short-term deposits with original maturities of three months or less.

1. Summary of Significant Accounting Policies (continued)

Capital Assets

Capital assets are stated at cost less accumulated amortization. Amortization based on the estimated useful life of the asset is calculated as follows:

Donor walls systems	- 25 years straight line basis
Computers	- 3 years straight line basis
Equipment	- 3 years straight line basis

Revenue Recognition

Restricted contributions are recognized as revenue of the appropriate restricted fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. However, if no appropriate restricted fund is presented, then the restricted contribution is recognized as revenue of the General Fund in the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions for endowments are recognized as revenue in the Restricted Fund.

Investment income earned on Endowment Fund resources that must be spent on specific activities is recognized as revenue of the Restricted Fund. Other unrestricted net investment income is recognized as revenue of the General Fund when earned.

Lottery revenue is recognized as revenue of the internally restricted fund in the year it is collected.

Contributed Services

The Foundation relies on volunteers to carry out its fundraising activities. In addition the Foundation receives "in kind" services such as accounting and human resource services from North Bay Regional Health Centre. Because of the difficulty in determining fair value, contributed services are not recognized in the financial statements.

March 31, 2026

1. Summary of Significant Accounting Policies (continued)

Gifts in Kind

Contributions of gifts to be used for fundraising purposes are not recognized by the Foundation until the gifts are sold. The related proceeds generated from the sale of the gifts are recognized as revenue of the appropriate restricted fund when received.

Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, equities traded in an active market and derivatives are reported at fair value, with any unrealized gains and losses reported in operations. In addition, all bonds and guaranteed investment certificates have been designated to be in the fair value category, with gains and losses reported in operations. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

Pension Plans

The Foundation's employees participate in a multi-employer defined benefit pension plan (HOOPP), of which sufficient information is not available to use defined benefit accounting. Therefore, the Foundation accounts for the plan as if it were a defined contribution plan, recognizing contributions as an expense in the year to which they relate.

2. Financial Instrument Risk

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Foundation is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the value of fixed income denominated investments.

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Foundation is exposed to credit risk arising from its cash and cash equivalents, short and long-term investments and accounts receivable. The Foundation maintains cash and cash equivalents in excess of federally insured limits with three separate financial institutions.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The foundation is exposed to fluctuations in markets on its short and long-term term investments which are invested in bond, money market and equity pooled mutual fund units. The future economic impact of the pandemic on the markets is uncertain.

There have been no changes to the Organization's financial instrument risk exposure from the prior year.

3. Investments

	2026	2025
Cash and cash equivalents	**$ 58,268**	$ 1,000
Guaranteed investment certificates (ii)	**2,799,246**	2,727,019
Bonds and money market mutual fund units (i)	**4,924,063**	4,088,987
Equities (i), (iii)	**9,522,009**	8,787,563
Total fair value	**$ 17,303,586**	$ 15,604,569

(i) The historical cost of the above noted investments is as follows:

Bonds and money market mutual fund units	**$ 5,008,780**	$ 4,045,663
Equities	**7,896,651**	7,387,646
	$ 12,905,431	$ 11,433,309

These balances are reflected as follows on the statement of financial position:

	2026	2025
Investments	**$ 5,832,654**	$ 4,150,072
Restricted investments	**11,470,932**	11,454,497
	$ 17,303,586	$ 15,604,569

(ii) Guaranteed investment certificate bearing interest at at rates from 3.32% to 4.95% (2025 - 4.36% to 5.68%) and maturing at different dates ranging from May 2026 to August 2029 (2025 - May 2025 to August 2029).

(iii) Equities are comprised of mutual fund units. These units hold both Canadian and global equity securities.

March 31, 2026

4. Capital Assets

	2026		2025	
	Cost	**Accumulated Amortization**	Cost	Accumulated Amortization
Donor walls system	**$ 102,980**	**$ 62,486**	$ 102,980	$ 58,366
Computer equipment	**11,795**	**11,403**	10,498	10,391
Equipment	**11,126**	**7,580**	11,126	5,531
	$ 125,901	**$ 81,469**	$ 124,604	$ 74,288
Net book value		**$ 44,432**		$ 50,316

5. Related Party Transactions

a. Included in current liabilities is $290,676 (2025 - $257,572) owed to the North Bay Regional Health Centre (NBRHC). NBRHC, a medical and mental health care facility in North Bay, Ontario, is related to the Foundation by virtue of it being the beneficiary of the proceeds of certain donation and fundraising activities.

b. Restricted and unrestricted fund disbursements totalling $3,597,084 (2025 - $3,390,107) were paid or payable to NBRHC and are measured at exchange amounts, being amounts agreed to by the respective related parties. Gifts in-kind totalling $39,605 (2025 - $61,661) were also received and gifted to NBRHC during the year. The gifts in-kind are recorded at the value of the goods donated.

c. Included in other revenue is an administrative charge to NBRHC in exchange for collecting and processing of municipal donations. As per the service agreement, this administrative fee is set at 1% of municipal share received on behalf of NBRHC. Total fees received during the year were $951 (2025 - $1,149). These transactions are measured at exchange amounts, being the amounts agreed to by the two parties.

6. Guarantee

The Foundation has a letter of credit in the amount of $35,171 (2025 - $35,171) to support lottery account activities.

March 31, 2026

7. Externally Restricted Net Assets

	2026	2025
Comprehensive	**$ 1,891,274**	$ 2,342,433
Diagnostic Imaging	**1,624,392**	2,715,994
Cancer Care	**1,376,924**	914,289
Mental Health Collaborative Fund	**830,443**	830,443
Renal Care	**794,870**	171,822
Surgical Care	**723,164**	554,832
Mental Health Care	**648,462**	581,734
Women & Children	**635,218**	616,593
Cardiac Care	**452,466**	422,876
Medical-Various Areas	**436,844**	269,276
Critical Care	**422,394**	308,727
Cancer Care Close to Home	**294,014**	438,614
Medical Affairs	**78,587**	66,370
Patient Comfort	**17,531**	15,799
Education	**13,642**	8,542
Community Education	**7,114**	7,114
Environment	**1,284**	1,284
Ambulatory	**100**	100
Physician Recruitment	**-**	80,998
Endowment - Terry McKerrow (i)	**415,532**	415,532
Terry McKerrow - Equipment	**113,366**	77,110
Endowment - Diabetes Care (i)	**150,833**	150,833
Diabetes Care	**136,348**	108,327
Endowment - Maria MacMillan (i)	**81,105**	81,105
Maria MacMillan - Mental Health Care	**44,609**	32,779
Endowment - Cunningham (i)	**81,062**	75,062
Cunningham - Mental Health Care	**19,352**	13,819
Endowment - Staff Education (i)	**63,687**	61,587
Staff Education	**37,549**	30,756
Endowment - Leslie Burt-Manary (i)	**30,505**	30,155
Leslie Burt-Manary - RN Leadership Award	**12,122**	9,430
Endowment - Paine-Mantha (i)	**31,935**	18,153
Paine-Mantha - Renal Care	**4,204**	2,009
	$ 11,470,932	$ 11,454,497

(i) Included in the above Externally Restricted Net Assets is $854,660 (2025 - $832,427) in endowment contributions with externally imposed restrictions stipulating that the resources be maintained permanently. During the year, $22,232 (2025 - $20,825) was received in endowment contributions.

March 31, 2026

8. Pledges and Life Insurance Gifts

Pledges are not recognized as revenue until they are received. At March 31, 2026 there are $941,156 (2025 - $1,465,119) in pledges outstanding that will be recognized as revenue of the appropriate fund if and when received.

The Foundation is the beneficiary of life insurance policies with a total cash surrender value of $19,882 (2025 - $19,371) and payout value of $175,000. This will be recognized as revenue of the appropriate fund if and when received.

Management estimates that the $941,156 (2025 - $1,465,119) in outstanding pledges will be collected in the following future fiscal years and thereafter:

2027	$ 409,461
2028	269,282
2029	33,000
2030	23,000
2031	23,000
Thereafter	183,413
	$ 941,156

9. Pension Plans

The Foundation and its qualifying employees contribute to the Health Care of Ontario Pension Plan (HOOPP), which is a multi-employer plan that provides pension services to 504,237 members and 871 employers. The results of the most recent actuarial valuation as at December 31, 2025 disclosed assets of $272,885 million, liabilities and pension obligations of $261,782 million and a surplus of $11,103 million. Because HOOPP is a multi-employer plan, any pension plan surpluses or deficits are joint responsibility of Ontario member organizations and their employees. As a result of this, the Foundation does not recognize any share of the HOOPP surplus or deficit. Contributions by the Foundation to the plan during the year were $85,214.

March 31, 2026

10. Investment Income

As shown in the statement of operations investments income includes the following:

	2026	2025
Dividends	**$ 243,687**	$ 276,354
Realized and unrealized gains	**1,187,636**	988,916
Bond Interest	**156,898**	126,787
Interest and other income	**301,940**	375,119
	$ 1,890,161	$ 1,767,176

11. Comparative Information

Certain prior year information has been reclassed to conform with current year presentation.

North Bay Regional Health Centre Foundation
Schedule 1 - Unrestricted
- Statement of Operations and Changes in Net Assets

For the year ended March 31	2026	2025
Revenues		
Donations	$ 552,543	$ 400,513
Fundraising	123,774	102,313
Cost recoveries	30,190	46,672
Investment income	1,764,590	1,660,389
	2,471,097	2,209,887
Expenses		
Salaries and benefits	1,147,108	1,031,513
Administrative	147,477	126,112
Fundraising and other	91,912	59,626
Amortization	7,180	7,045
	1,393,677	1,224,296
Excess of revenues over expenses before disbursements	1,077,420	985,591
Disbursements	100,809	-
Excess of revenues over expenses for the year	$ 976,611	$ 985,591
Unrestricted, beginning of year	$ 9,167,919	$ 8,182,328
Excess of revenues over expenses for the year	976,611	985,591
Unrestricted, end of year	$ 10,144,530	$ 9,167,919

North Bay Regional Health Centre Foundation
Schedule 2 - Externally Restricted
- Statement of Operations and Changes in Net Assets

For the year ended March 31	2026	2025
Revenues		
Donations	$ 2,914,867	$ 5,301,517
Fundraising	381,859	318,830
Investment income	125,571	106,787
	3,422,297	5,727,134
Expenses		
Salaries and benefits	85,945	76,240
Fundraising, publications and other	69,017	46,827
Administrative	5,738	5,133
	160,700	128,200
Excess of revenues over expenses before item below	3,261,597	5,598,934
Less: Charitable disbursements made during the year	3,245,162	2,811,488
Excess of revenues over expenses for the year	$ 16,435	$ 2,787,446
Externally restricted, beginning of year	$ 11,454,497	$ 8,667,051
Excess of revenues over expenses for the year	16,435	2,787,446
Externally restricted, end of year	$ 11,470,932	$ 11,454,497

North Bay Regional Health Centre Foundation
Schedule 3 - Internally Restricted - Lottery
- Statement of Operations and Changes in Net Assets

For the year ended March 31	2026	2025
Revenues		
Ticket sales	$ **80,190**	$ 65,583
Expenses		
Prizes	**26,950**	27,200
Fundraising	**6,046**	3,260
Administrative	**624**	624
	33,620	31,084
Excess of revenues over expenses before item below	**46,570**	34,499
Less: Disbursements made during the year	**-**	-
Excess of revenues over expenses for the year	$ **46,570**	$ 34,499
Internally restricted - lottery, beginning of year	$ **209,883**	$ 175,384
Excess of revenues over expenses for the year	**46,570**	34,499
Internally restricted - lottery, end of year	$ **256,453**	$ 209,883

North Bay Regional Health Centre Foundation
Schedule 4 - Internally Restricted - 50/50 Draw
- Statement of Operations and Changes in Net Assets

For the year ended March 31	2026	2025
Revenues		
Ticket sales	$ 846,336	$ 649,805
Expenses		
Prizes paid	497,692	361,183
Licensing, advertising and other direct costs	96,812	86,652
Administrative	624	624
	595,128	448,459
Excess of revenues over expenses before disbursements	251,208	201,346
Less: Disbursements made during the year	251,113	578,619
Excess (deficiency) of revenues over expenses for the year	$ 95	$ (377,273)
Internally restricted - 50/50 Draw, beginning of year	$ 239,675	$ 616,948
Excess (deficiency) of revenues over expenses for the year	95	(377,273)
Internally restricted - 50/50 Draw, end of year	$ 239,770	$ 239,675