

**STRATFORD GENERAL HOSPITAL FOUNDATION**

FINANCIAL STATEMENTS

MARCH 31, 2026

FRANKLIN H. FAMME, BBA, CMgr, CPA, CA  
BRADLEY J. W. McNEIL, BA, MAcc, CPA, CA  
STEPHEN VAN DEN HENGEL, BAcc, CPA, CA  
PETER D. BRICKMAN, BA, CPA, CA  
STEPHEN J. WARD, BA, MAcc, CPA, CA  
LYNN EIDT, BBA, CPA, CA  
MICHAEL P. B. JAREMCHENKO, BA, CFP, CPA, CA  
PHILLIP W. HART, BMath, MAcc, CPA, CA  
JUDD R. ATTRIDGE, BAcc, CPA, CA  
STACEY A. CAMPBELL, BBA, CPA, CA  
BRADLEY YPMA, BA, CPA, CA  
TINA M. GROENESTEGE, BBA, CPA  
ASHLEY VAN DORP, BBA, CPA, CA  
DARREN HULLEY, BA, CPA, CA, CBV  
JUSTIN INNES, BAcc, CPA, CA

210 OXFORD STREET EAST  
LONDON, ONTARIO N6A 1T6

LONDON 519-432-1663  
FAX 519-432-7662  
STRATFORD 519-271-7581  
FAX 519-271-2737  
ST. MARYS 519-284-1030  
FAX 519-284-4393

E-MAIL: london@famme.ca  
WEBSITE: www.famme.ca

## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Stratford General Hospital Foundation  
Stratford, Ontario

### Opinion

We have audited the financial statements of **Stratford General Hospital Foundation**, which comprise the statement of financial position as at **March 31, 2026**, the statements of operations, changes in fund balances, 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 **Stratford General Hospital Foundation** as at **March 31, 2026** and the results of its 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 Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of **Stratford General Hospital 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 those 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 these financial statements in accordance with 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.

## **INDEPENDENT AUDITORS' REPORT - continued**

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

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

### **Auditors' 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 auditors' 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:

- (a) 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.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (d) Conclude on the appropriateness of the entity's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- (e) 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.

## INDEPENDENT AUDITORS' REPORT - continued

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.



Professional Corporation  
Chartered Professional Accountants  
*Authorized to practise public accounting by  
the Chartered Professional Accountants of Ontario*

London, Ontario  
May 25, 2026

**Stratford General Hospital Foundation**  
**Statement of Financial Position**  
As at March 31, 2026

	ASSETS	2026	2025
<b>Current Assets</b>			
Cash	\$ 6,299,880		\$ 4,956,404
Prepaid expenses	44,669		43,714
HST receivable	7,480		10,846
Current portion of investments	<u>1,696,730</u>		<u>1,547,190</u>
		<b>\$ 8,048,759</b>	<b><u>6,558,154</u></b>
<b>Investments - at market value</b>			
Investments - endowment fund (Note 5)	1,259,626		1,159,610
Investments - other (Note 6)	<u>3,411,473</u>		<u>2,606,291</u>
	4,671,099		3,765,901
Less: Current portion	<u>1,696,730</u>		<u>1,547,190</u>
		<b>2,974,369</b>	<b><u>2,218,711</u></b>
<b>Property, Plant, and Equipment (Note 7)</b>		<u>6,471</u>	<u>8,666</u>
		<b>\$ <u>11,029,599</u></b>	<b>\$ <u>8,785,531</u></b>
	<b>LIABILITIES</b>		
<b>Current Liabilities</b>			
Accounts payable - Huron Perth Healthcare Alliance	69,072		51,792
Accounts payable - other (Note 8)	<u>20,564</u>		<u>34,023</u>
		<b>89,636</b>	<b><u>85,815</u></b>
	<b>FUND BALANCES</b>		
<b>Net Assets</b>			
Endowment	1,259,626		1,159,610
Other Restricted	7,614,079		6,618,085
Unrestricted	<u>2,066,258</u>		<u>922,021</u>
		<b><u>10,939,963</u></b>	<b><u>8,699,716</u></b>
		<b>\$ <u>11,029,599</u></b>	<b>\$ <u>8,785,531</u></b>

Approved on Behalf of the Board:

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

(See Accompanying Notes to the Financial Statements)

**Stratford General Hospital Foundation**  
**Statement of Changes in Fund Balances**  
For the year ended March 31, 2026

	<b>Endowment Funds</b>	<b>Other Restricted Funds</b>	<b>Unrestricted Funds</b>	<b>Total 2026</b>	<b>Total 2025</b>
<b>Balance - beginning of year</b>	\$ 1,159,610	\$ 6,618,085	\$ 922,021	\$ 8,699,716	\$ 6,736,925
Excess of revenue over expenditures for the year	<u>100,016</u>	<u>995,994</u>	<u>1,144,237</u>	<u>2,240,247</u>	<u>1,962,791</u>
<b>Balance - end of year</b>	<u>\$ 1,259,626</u>	<u>\$ 7,614,079</u>	<u>\$ 2,066,258</u>	<u>\$ 10,939,963</u>	<u>\$ 8,699,716</u>

(See Accompanying Notes to the Financial Statements)

**Stratford General Hospital Foundation**  
**Statement of Operations**  
For the year ended March 31, 2026

	Endowment Funds	Other Restricted Funds	Unrestricted Funds	Total 2026	Total 2025
<b>Revenue</b>					
Donations	\$ -	\$ 2,861,158	\$ 1,616,855	\$ 4,478,013	\$ 4,077,468
Investment income (Note 5)	111,054	-	221,789	332,843	388,024
Subcontract support	-	-	12,572	12,572	-
	<u>111,054</u>	<u>2,861,158</u>	<u>1,851,216</u>	<u>4,823,428</u>	<u>4,465,492</u>
<b>Expenditures</b>					
Wages and benefits	-	84,218	474,752	558,970	507,621
Professional fees	11,038	-	16,403	27,441	23,387
Annual fundraising costs	-	-	55,498	55,498	89,707
Capital campaign costs	-	43,160	-	43,160	66,420
Other administrative expenses	-	-	101,014	101,014	86,807
Amortization	-	-	2,195	2,195	4,313
	<u>11,038</u>	<u>127,378</u>	<u>649,862</u>	<u>788,278</u>	<u>778,255</u>
Disbursements on behalf of Stratford General Hospital	-	1,737,786	57,117	1,794,903	1,724,446
	<u>11,038</u>	<u>1,865,164</u>	<u>706,979</u>	<u>2,583,181</u>	<u>2,502,701</u>
Excess of revenue over expenditures for the year	<u>\$ 100,016</u>	<u>\$ 995,994</u>	<u>\$ 1,144,237</u>	<u>\$ 2,240,247</u>	<u>\$ 1,962,791</u>

(See Accompanying Notes to the Financial Statements)

**Stratford General Hospital Foundation**  
**Statement of Cash Flows**  
For the year ended March 31, 2026

	2026	2025
<b>Cash Provided By (Used In):</b>		
<b>Operating Activities</b>		
Excess of revenue over expenditures for the year	\$ 2,240,247	\$ 1,962,791
Items not requiring cash		
Amortization	2,195	4,313
Unrealized gains on investments	3,386	(43,225)
Net changes in non-cash current operating accounts		
Decrease (increase) in prepaid expenses	(955)	10,082
Decrease (increase) in HST receivable	3,366	1,186
Increase (decrease) in accounts payable		
- Huron Perth Healthcare Alliance	17,280	13,698
- Other	<u>(13,459)</u>	<u>(12,615)</u>
	<b>\$ 2,252,060</b>	<b>\$ 1,936,230</b>
<b>Investing Activities</b>		
Deposits and reinvestments into investment account	(805,182)	(530,623)
Withdrawal from investment account	-	250,000
Deposits and reinvestments into investment account (endowment)	<u>(103,402)</u>	<u>(25,833)</u>
	<u>(908,584)</u>	<u>(306,456)</u>
<b>Increase in cash and cash equivalents</b>	<b>1,343,476</b>	<b>1,629,774</b>
<b>Cash and cash equivalents - beginning of year</b>	<b><u>4,956,404</u></b>	<b><u>3,326,630</u></b>
<b>Cash and cash equivalents - end of year</b>	<b>\$ <u>6,299,880</u></b>	<b>\$ <u>4,956,404</u></b>
<b>Cash and cash equivalents consist of cash on hand and balances with banks. Cash and cash equivalents comprise the following balance sheet amounts:</b>		
Cash	<b>\$ <u>6,299,880</u></b>	<b>\$ <u>4,956,404</u></b>

(See Accompanying Notes to the Financial Statements)

**Stratford General Hospital Foundation**  
**Notes to the Financial Statements**  
For the year ended March 31, 2026

**1. Purpose of the Organization**

The mission of the Stratford General Hospital Foundation (the Foundation) is to encourage, receive, and administer donations for the benefit of the Huron Perth Healthcare Alliance and the Stratford General Hospital campus.

The Foundation was incorporated without share capital in 1983 under the laws of the Province of Ontario and is a registered charity exempt from income taxes under paragraph 149(1)(f) of the Income Tax Act. As a registered charity, the Foundation may issue income tax receipts to its donors.

**2. Accounting Policies**

These financial statements have been prepared in accordance with the Canadian accounting standards for not-for-profit organizations summarized below:

(a) Financial Instruments

A financial asset is any asset that is cash; a contractual right to receive cash from another party; or an equity instrument of another entity. A financial liability is any liability that is a contractual obligation to deliver cash to another party.

Financial assets and liabilities are initially measured at fair value, except for certain non-arm's length transactions. Subsequently, financial assets, and financial liabilities are measured at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in excess of revenue over expenditures.

(b) Cash and Cash Equivalents

For purposes of reporting cash flows, cash, and cash equivalents include short-term investments which have a maturity of one year or less and cashable guaranteed investment certificates.

(c) Amortization

Property, plant, and equipment are stated at cost less accumulated amortization. Amortization is calculated on the straight-line basis over the useful lives of the related assets, generally as follows:

Furniture and equipment	10 to 20 years
Computer equipment	5 years

(d) Revenue Recognition

The Foundation follows the restricted fund method of accounting for contributions. Restricted and unrestricted contributions are recognized as revenue in the applicable fund when they are received or receivable, provided the amounts are measurable. The Foundation does not recognize pledges or other anticipated donations as revenue until collection is reasonably assured. Estate gifts and bequests are recorded upon receipt of the donated assets. Interest and other investment income is recorded on an accrual basis.

(e) Use of Estimates

Preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that could affect amounts reported as assets, liabilities, revenue, and expenditures. Due to measurement uncertainty, results could differ from those estimates.

(f) Contributed Services

The work of the Foundation is dependent on the time and expertise donated by many volunteers. The value of donated services is not recognized in the financial statements.

# Stratford General Hospital Foundation

## Notes to the Financial Statements

For the year ended March 31, 2026

### 3. Fund Accounting

The Foundation classifies its resources into funds for financial reporting purposes using the restricted fund method. The funds are maintained in accordance with the objectives specified by donors or the directives of the Foundation as established by its Board of Directors. Subject to the requirements of any externally-imposed restrictions, the Board may conduct interfund transfers to ensure the appropriate allocation of net assets for the Foundation's ongoing activities.

The Foundation maintains the following three funds for financial reporting purposes:

- (a) **Endowment:** Endowment funds are required to be invested and held in perpetuity. Investment income earned on endowed funds is available to be used for general purposes.
- (b) **Other Restricted:** Other restricted funds are required to be used for a specific purpose or project. Restrictions may be imposed externally (by donors) or internally (by the Board). Investment income earned on other restricted funds is available to be used for general purposes.
- (c) **Unrestricted:** Unrestricted funds may be used for any purpose, including the Foundation's general operating activities.

### 4. Financial Instruments - Risk

It is management's opinion that the Foundation is not exposed to significant interest rate, currency, or credit risks arising from its financial instruments. To address market risk, the Foundation follows an investment policy which limits the amount of exposure in any one type of investment and with any one entity.

### 5. Investments - Endowment Fund

The assets of the endowment fund have been invested with a registered securities broker in accordance with the organization's investment policy. The endowment fund investments consists of the following:

	2026	2025
Cash	\$ 44,230	\$ 30,560
Fixed income (Cost - \$ 733,440/2025 - \$ 654,155)	731,954	654,531
Equities (Cost - \$ 332,786/2025 - \$ 383,855)	401,747	454,251
Mutual funds (Cost - \$ 81,800/2025 - \$ 20,268)	<u>81,695</u>	<u>20,268</u>
	<u>\$ 1,259,626</u>	<u>\$ 1,159,610</u>

Investment income for the endowment fund consists of the following:

Dividends	\$ 9,273	\$ 10,078
Interest	17,312	17,113
Realized gains	85,712	10,576
Other	<u>2,143</u>	<u>1,579</u>
	114,440	39,346
Unrealized gains (losses)	<u>(3,386)</u>	<u>43,225</u>
	<u>\$ 111,054</u>	<u>\$ 82,571</u>

**Stratford General Hospital Foundation**  
**Notes to the Financial Statements**  
For the year ended March 31, 2026

**6. Investments - Restricted and Unrestricted Funds**

Some of the assets of the restricted and unrestricted funds have been invested with a registered securities broker in accordance with the organization's investment policy. The investments balance consists of the following:

	2026	2025
Cash	\$ 365	\$ 500,977
Fixed income (Cost - \$ 3,059,702/2025 - \$ 1,847,300)	3,091,833	1,884,390
Market-linked GIC (Cost - \$ 100,000/2025 - \$ 100,000)	100,802	100,051
Mutual funds (Cost - \$ 218,473/2025 - \$ 120,873)	<u>218,473</u>	<u>120,873</u>
	<u>\$ 3,411,473</u>	<u>\$ 2,606,291</u>

The fixed income investments have interest rates from 1.15% to 4.43% and maturity dates between April, 2026 and October, 2030.

The Market-linked GIC has a guaranteed interest rate of 0.7472% and matures in March, 2027.

Cash includes \$ nil (2025 - \$ 500,000) that the Foundation has allocated for the purchase of GIC investments in the subsequent fiscal period.

**7. Property, Plant, and Equipment**

	Cost	Accumulated Amortization	Net Book Value	
			2026	2025
Furniture, equipment, and computers	\$ <u>47,364</u>	\$ <u>40,893</u>	\$ <u>6,471</u>	\$ <u>8,666</u>

**8. Pledges**

Pledges receivable outstanding, but not recognized in these financial statements as at March 31, 2026, amounted to \$ 6,351,240 (2025 - \$ 7,208,888).

In a previous year, the foundation had pledged a disbursement of \$ 50,000 to the St. Mary's Healthcare Foundation which was recorded as a donation to another foundation. As at March 31, 2026, \$ 30,000 (2025 - \$ 20,000) of the pledge has been paid and the remaining \$ 20,000 (2025 - \$ 30,000) has been included in accounts payable - other.

**9. Related Party Transactions**

The Huron Perth Healthcare Alliance (HPHA) provides the Foundation with Human Resources and Information Technology support, office space, and payroll processing. This in-kind support has not been recorded in the Foundation's financial statements.

**Stratford General Hospital Foundation**  
**Notes to the Financial Statements**  
For the year ended March 31, 2026

**10. Multi-Employer Benefit Plan**

Substantially all permanent employees of the Foundation are members of the Healthcare of Ontario Pension Plan (HOOPP). HOOPP is a multi-employer defined benefit pension plan. Defined contribution plan accounting is applied whereby contributions are expensed on the accrual basis as the Foundation has insufficient information to apply defined benefit accounting.

Employer contributions made to HOOPP during the year amounted to \$ 40,092 (2025 - \$ 34,832).

The financial statements for the year ended December 31, 2025, for HOOPP disclosed net assets available for benefits of \$ 132 billion (2024 - \$ 123 billion), with pension obligations of \$ 121 billion (2024 - \$ 113 billion), resulting in a surplus of \$ 11 billion (2024 - \$ 10 billion).

**Stratford General Hospital Foundation**  
**Schedule A: Continuity of Fund Balances**  
For the year ended March 31, 2026

	Balance March 31, 2025	Revenue	Net Interfund Transfers	Total to be Accounted For	Expenditures and Disbursements	Balance March 31, 2026
<b>Unrestricted Funds</b>						
General	\$ <u>922,021</u>	\$ <u>1,851,216</u>	\$ <u>-</u>	\$ <u>2,773,237</u>	\$ <u>706,979</u>	\$ <u>2,066,258</u>
<b>Endowment Funds</b>						
McNair Fund	<u>1,159,610</u>	<u>111,054</u>	<u>-</u>	<u>1,270,664</u>	<u>11,038</u>	<u>1,259,626</u>
<b>Other Restricted Funds</b>						
Building	58,086	-	(58,086)	-	-	-
In Our Hands	6,087,630	1,534,300	87,208	7,709,138	1,817,260	5,891,878
Special Purposes	420,877	1,257,504	48,290	1,726,671	39,222	1,687,449
Gifts in Kind	-	8,682	-	8,682	8,682	-
Special Events Holding	<u>51,492</u>	<u>60,672</u>	<u>(77,412)</u>	<u>34,752</u>	<u>-</u>	<u>34,752</u>
	<u>6,618,085</u>	<u>2,861,158</u>	<u>-</u>	<u>9,479,243</u>	<u>1,865,164</u>	<u>7,614,079</u>
	<u>\$ 8,699,716</u>	<u>\$ 4,823,428</u>	<u>\$ -</u>	<u>\$ 13,523,144</u>	<u>\$ 2,583,181</u>	<u>\$ 10,939,963</u>