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Centre régional de santé de
NORTH BAY
Regional Health Centre



WELCOME





TO THE NEW NORTH BAY REGIONAL HEALTH CENTRE

TABLE OF CONTENTS

- 4 REPORT
**BOARD CHAIR
PRESIDENT & CEO**
- 7 A SUCCESSFUL
MOVE
- 8 A DAY TO REMEMBER
OPEN HOUSE
- 11 31 BEDS
RELOCATE
- 12 ARTS RESIDENCY
PROGRAM
- 13 SAYING
GOODBYE
- 15 PHOTOVOICE
RECOGNITION
- 19 REPORT
**VOLUNTEER
ASSOCIATION**
- 22 FINANCIALS
- 27 REPORT FROM THE
HOSPITAL FOUNDATION
- 32 DONOR
LISTINGS

North Bay Regional Health Centre
50 College Drive
North Bay ON, P1B 0A4
705.474.8600 or 705.474.1200
www.nbrhc.on.ca

REPORT OF THE BOARD CHAIR AND PRESIDENT & CEO

2010/2011 was a historical year for both the North Bay General Hospital (NBGH) and the Northeast Mental Health Centre (NEMHC).

It was the year:

- We had a successful move into our long-awaited, 752,000 square foot, state-of-the-art health centre and opened its doors for patient care on January 29 and 30.
- We saw the last baby born in the old hospital—a place where babies took their first breath for the past 100 years; and the first baby born in the new hospital where families will now begin their life-long journey together for the next half century and beyond.
- We moved from antiquated mental health facilities that hindered our ability to provide a place of recovery to a centre that provides a healing environment and gives patients privacy and a sense of hope for the future.
- We sat in our new auditorium and watched, through live feed video, as our community's first MRI was lifted by crane through the wall on level two and installed in our new health centre. This leading-edge MRI and other new diagnostic equipment ensure people receive these important services closer to home.
- The partnership between the two hospitals forged an even greater relationship by appointing one President and CEO, Mark Hurst, to lead the two organizations.
- The two boards then worked towards a voluntary amalgamation of NBGH and NEMHC and created a new organization known as the North Bay Regional Health Centre (NBRHC) effective April 1, 2011. This is the first voluntary integration of its kind within the NE LHIN and is being touted as a major accomplishment that will improve and enhance the patient experience by providing a full continuum of service.
- We are Canada's first fully integrated regional specialized mental health facility and district acute care referral hospital. Previous NEMHC President and CEO Robert Cunningham was appointed as Executive Vice President of NBRHC and Chief Amalgamation Officer and lead the work with the Board and staff and physicians in both organizations towards this voluntary amalgamation.
- A new Board of Directors was developed from the predecessor NBGH and NEMHC Boards with openings for three new directors and assumed governance of NBRHC effective April 1, 2011.
- Over 150 people joined our volunteer force of 250 active volunteers. Ambassadors, a new role for the health centre, greet patients as they arrive, provide direction, assistance and in many cases escort patients to appointments throughout the facility.
- We joined forces to find solutions to the Alternate Level of Care (ALC) issues affecting the delivery of care in our district. The North Bay Regional Health Centre, Cassellholme/Castle Arms, Mattawa and West Nipissing general hospitals are finalizing a report including suggestions for solutions to the issues faced by high numbers of ALC patients. Both the NE LHIN and the CCAC are at this partnership table and will be critical to a successful outcome to this long standing challenge.



Phil Geden, Chair of the Board



Mark Hurst, President and CEO

Accountability is always forefront in our minds as we continue to strive to provide high quality patient care. Along with hospitals across Ontario, our wait times, C. difficile infection rates, hand hygiene compliance, and other quality indicators are posted on our website and on the Ministry of Health and Long Term Care's website. Our Board has approved the annual NBRHC Quality Improvement Plan that was recently posted on our website, which is a requirement under the *Excellent Care for All* act.

This memorable year wouldn't have been as successful without our staff, physicians and volunteers. We wish to thank them for their continued dedication to ensuring our patients receive high quality care and service. We recognize how hard everyone has been working to provide this care while taking on additional work leading up to our move to this wonderful new health centre and as we continue to settle into our new home. Their continued high spirit and dedication is acknowledged and very much appreciated.



A SUCCESSFUL MOVE



The realization of many people's tireless efforts came to fruition on January 29 & 30, 2011 when the North Bay General Hospital and Northeast Mental Health Centre moved to the new health centre. Monday,

January 31, the health centre officially opened for business and welcomed patients, families and the hospital community to North Bay's new state-of-the-art facility. This milestone represents the start of a

new chapter in the history of our hospitals and points to a positive future for the community and region we serve. A special thank you to the excellent transition team!

NBRHC OPEN HOUSE



A DAY TO REMEMBER

Over 16,000 people came out to get a sneak peek of the new state-of-the-art facility before we opened for patient care. The three-day event, held in December 2010, welcomed staff and their families, donors and the community-at-large and won a prestigious Ovation Award from the Toronto Chapter of the International Association of Business Communicators for best practice in the special events category.

31 BEDS RELOCATE

On January 14, 2011, patients from the Northeast Mental Health Centre's North Bay campus relocated to its Sudbury Campus, as mandated by the NE LHIN to provide regional specialized

mental health beds more central to the large geographic area covered by NEMHC. The two specialized programs now located in Sudbury are the Regional Specialized Transition Unit

and the Regional Dementia Care Program. These services join the Regional Children's Psychiatric Centre also operated by NEMHC at the Sudbury site.





SAYING GOODBYE

The North Bay General Hospital and Northeast Mental Health Centre like to dance!

More than 25 departments took part in this fun, creative, team-building exercise to say goodbye to our existing hospital sites. The *So You Think You Can Dance NBGH and NEMHC* video won a Gold Quill Merit Award from the International Association for Business Communications for its success. Congratulations to everyone everyone who participated!



ARTS RESIDENCY PROGRAM AT NBRHC

The ArtsHealth North Residency program offers a unique opportunity for local, national and international artists to bring their work to the North Bay Regional Health Centre. Artists can submit

proposals for three month long residencies, and are chosen by a sub-committee of the NBRHC Art Committee. During their residencies, artists are encouraged to interact with patients, visitors and staff, both

in the art studio and in the hospital at large. Our first two resident artists were local, and our upcoming three artists are from Montreal, Vancouver and the Philippines. The NBRHC Art Committee is also responsible for taking the existing art from both NBGH and NEMHC and creating a permanent art collection at the new NBRHC.

NATIONAL RECOGNITION



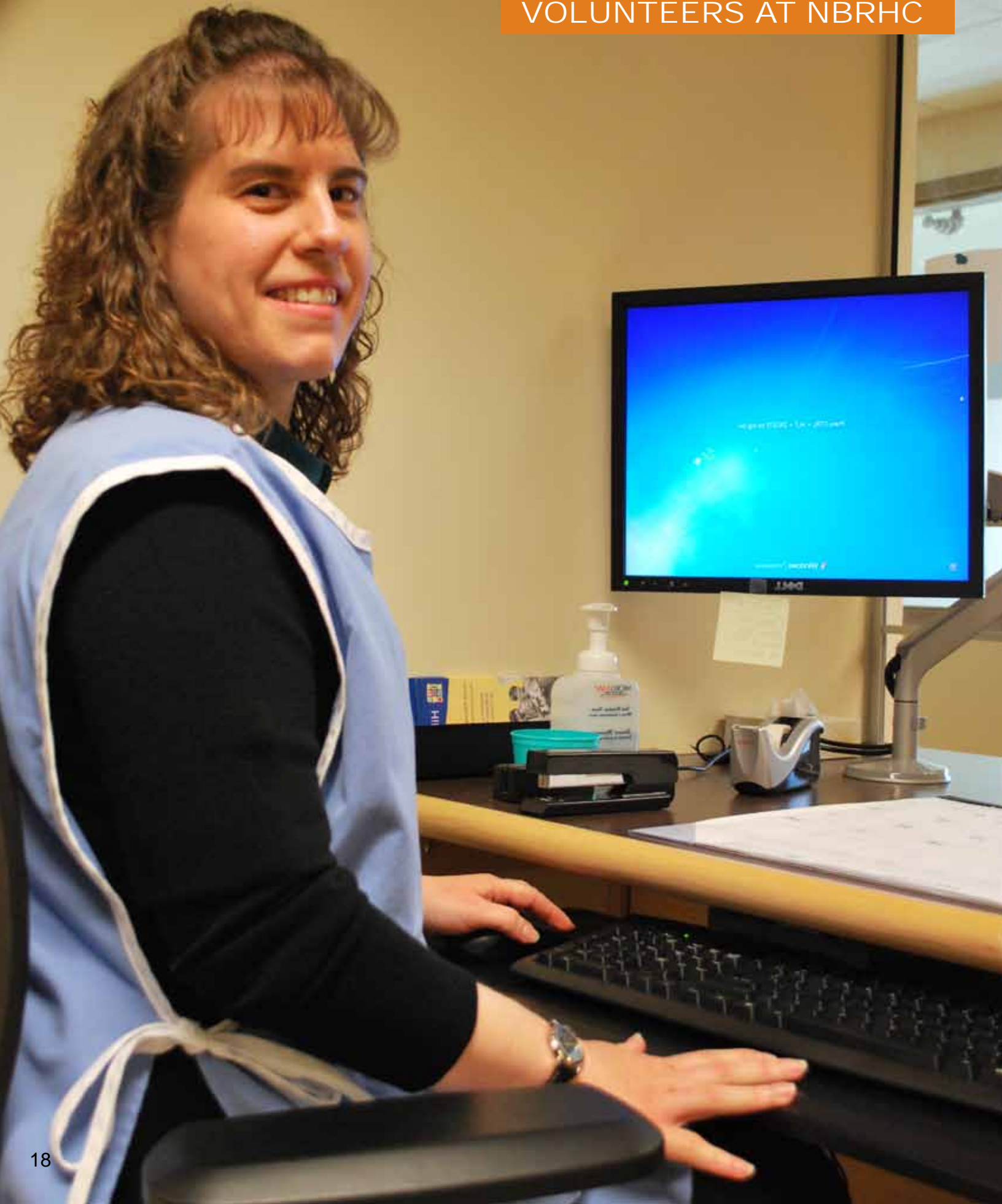
PHOTO VOICE RECEIVES NATIONAL RECOGNITION

The Healing Opportunities Promoting Empowerment (HOPE) Team's PhotoVoice project has been invited to present the idea to the Mental Health Commission of Canada as well as being recognized as part of the Ontario Hospital Association's *Health Achieve*. Photo Voice is a grassroots approach to social change that addresses issues by putting cameras in the hands of those directly affected by them.



OUR
VOLUNTEERS
MAKE A
DIFFERENCE

VOLUNTEERS AT NBRHC



BRING OUR FACILITY TO LIFE.

RAISE NECESSARY FUNDS FOR EQUIPMENT AND PATIENT PROGRAMS.

THEY BRIGHTEN A PERSON'S DAY.

EASE A PATIENT'S ANXIETY AND FEAR.

SHARE THEIR TALENTS AND EXPERTISE.

OFFER A FRIENDLY SMILE AND SHARE THE JOY OF VOLUNTEERING.

OUR VOLUNTEERS' GENEROUS DONATION OF TIME PRODUCES AMAZING RESULTS.

VOLUNTEER ACTIVITY FOR 2010-2011 FISCAL YEAR

- 500 volunteers—double the number from the previous fiscal year
- 20,000 volunteer hours contributed

Our volunteers' gift of time equals a \$310,000 cost saving to the organization*

New programs, processes and services:

- New screening and on-boarding processes
- Ambassador Program
- Day Surgery and Ambulatory Procedures Unit volunteers
- Ambulatory Care Unit volunteers
- Art Committee volunteers
- Patient Move Day volunteers

VOLUNTEER ASSOCIATION REPORT

With the amalgamation of the North Bay General Hospital, and the Northeast Mental Health Centre becoming official April 1, 2011, it's an exciting time for the NBGH and NEMHC Volunteer Associations. It's a time of change, growth and new beginnings.

Previously functioning as two separate Volunteer Associations, our goal moving forward is to work as two sub-committees functioning under the North Bay Regional Health Centre Volunteer Association. This will allow us to work more collaboratively and better achieve our shared commitment of providing services and funds to enhance patient programs for both the District Hospital and the Regional Mental Health programs.

We are proud of our major projects and achievements over the 2010-11 Fiscal Year.

**calculated using Imagine Canada's Estimate of the Value of Volunteer Activity (EVVA) tool*

A FUNDAMENTAL PART OF OUR HOSPITAL



VOLUNTEER ASSOCIATION REPORT CONTINUED

ACUTE CARE

(formerly North Bay General Hospital Volunteer Association)

- Six volunteers received Life Time Membership Awards from the Hospital Auxiliaries Association of Ontario (HAAO)
- \$100,000 pledged to Seeing More Clearly – a campaign for an MRI and more...
- \$105,000 investment to build the new Gift Shop at the North Bay Regional Health Centre

REGIONAL MENTAL HEALTH

(formerly Northeast Mental Health Centre Volunteer Association)

- Partnerships with various community organizations and sponsors to organize the bi-annual silent auction and annual mini-putt tournament with funds supporting patient programs such as:
 - Flat-screen televisions, a Nintendo Wii console and games for patients in the Forensics Program
 - Items for the SNOEZELEN room
 - Camp Tillicum activities
 - Portable defibrillator for patient outings
 - Christmas activities for patient areas
 - Two collapsible tents for patient events

We are grateful for all the members of our Executive who generously give their time and we look forward to more opportunities to support the patients of the North Bay Regional Health Centre.

Lorne Cutts

President
North Bay Regional Health Centre
Volunteer Association

DISTRICT HOSPITAL

Randi Dutrisac

President
North Bay Regional Health Centre
Volunteer Association

REGIONAL MENTAL HEALTH

NEMHC UNAUDITED OPERATING STATEMENT

Operating Revenue:

Government funding
Other
Investments
Amortization of deferred capital contributions and donations

Operating Expenses:

Salaries and wages
Supplies and other
Benefits
Medical staff remuneration
Amortization of capital assets
Drugs and medical gases
Medical supplies

Excess (deficiency) of Revenues over Expenses before interest and amortization of buildings and deferred contributions

Interest and amortization of buildings and deferred contributions

Interest on other long term debt
Government contribution for interest on other long term debt
Amortization - buildings
Amortization of deferred capital contributions

Excess (deficiency) of Revenues over Expenses from continuing operations

Discontinued operations

Excess (deficiency) of Revenues over Expenses for the year

	2010/11	2009/10
Operating Revenue:		
Government funding	\$ 66,681,784	\$ 64,208,734
Other	\$ 3,493,022	\$ 2,729,172
Investments	\$ 563,112	\$ 673,967
Amortization of deferred capital contributions and donations	\$ 117,564	\$ 152,665
	\$ 70,855,482	\$ 67,764,538
Operating Expenses:		
Salaries and wages	\$ 30,909,351	\$ 31,811,157
Supplies and other	\$ 22,600,646	\$ 19,624,623
Benefits	\$ 8,110,393	\$ 7,304,699
Medical staff remuneration	\$ 6,876,767	\$ 6,386,625
Amortization of capital assets	\$ 473,241	\$ 440,795
Drugs and medical gases	\$ 413,166	\$ 471,073
Medical supplies	\$ 104,882	\$ 103,173
	\$ 69,488,446	\$ 66,142,145
Excess (deficiency) of Revenues over Expenses before interest and amortization of buildings and deferred contributions	\$ 1,367,036	\$ 1,622,393
Interest and amortization of buildings and deferred contributions		
Interest on other long term debt	\$ (5,049,268)	\$ 0
Government contribution for interest on other long term debt	\$ 4,994,380	\$ 0
Amortization - buildings	\$ (2,137,503)	\$ (1,369,866)
Amortization of deferred capital contributions	\$ 620,755	\$ 135,120
	\$ (1,571,636)	\$ (1,234,746)
Excess (deficiency) of Revenues over Expenses from continuing operations	\$ (204,600)	\$ 387,647
Discontinued operations	\$ 0	\$ (66,972)
Excess (deficiency) of Revenues over Expenses for the year	\$ (204,600)	\$ 320,675

NBGH UNAUDITED OPERATING STATEMENT

Operating Revenue

MOHLTC/LHIN *
Insurance & patient revenues
Other revenues
Administered programs

Operating Expenses

Salaries and benefits
Medical & surgical supplies
Drugs
Other supplies & expenses
Amortization - furniture & equipment
Administered programs

Excess of Expenses over Revenues before interest, amortization of buildings and deferred contributions and other items

Interest and amortization of buildings and deferred contributions

Recovery of interest on long term obligation
Interest on long term obligation
Amortization of deferred contributions - buildings
Amortization - buildings

Excess of Expenses over Revenues before other items

Transition costs
Recovery of transition costs

Excess of Expenses over Revenues for the year

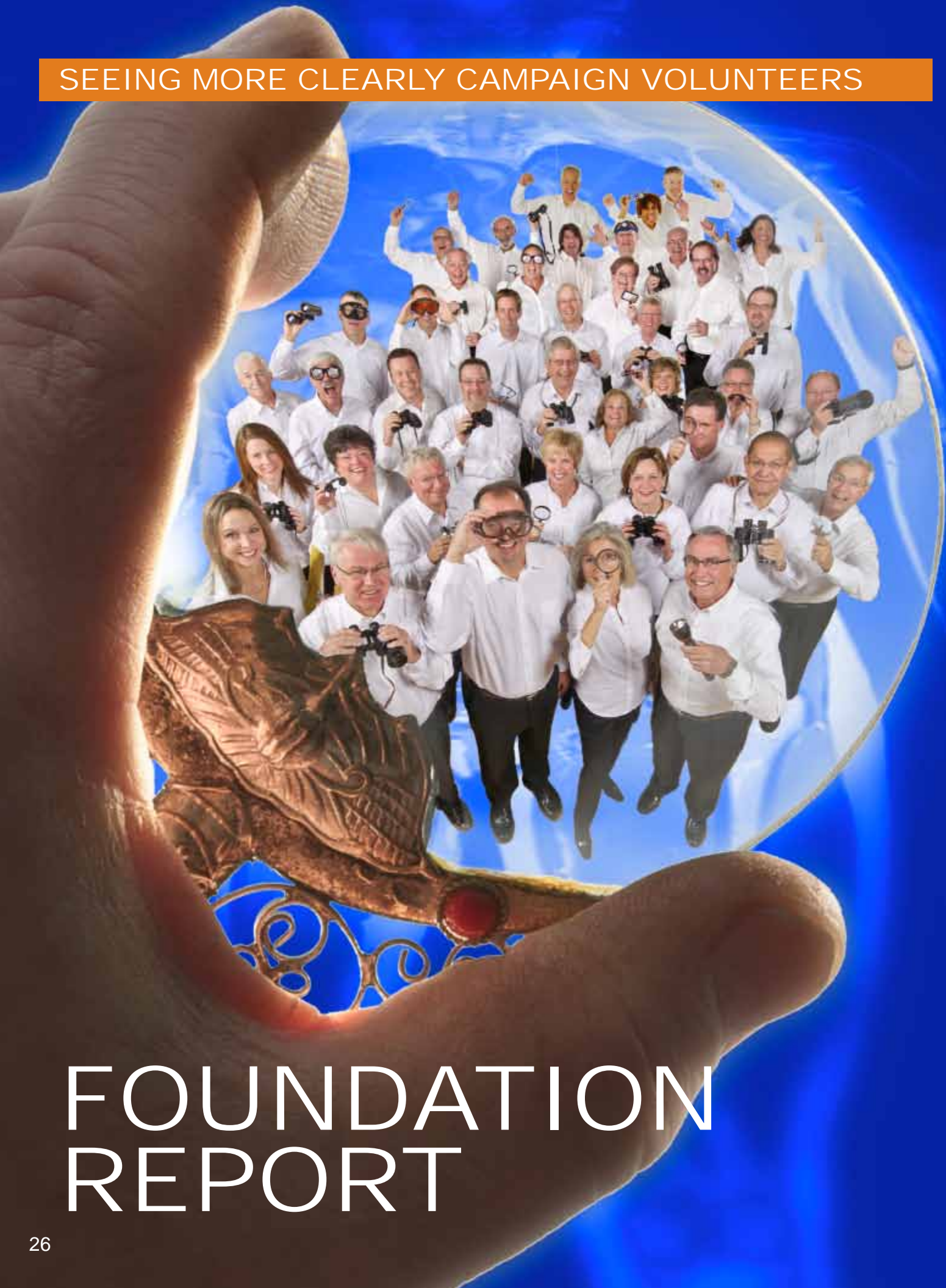
	2010/11	2009/10
Operating Revenue		
MOHLTC/LHIN *	\$ 121,219,411	\$ 108,041,098
Insurance & patient revenues	\$ 9,042,858	\$ 9,789,388
Other revenues	\$ 19,095,785	\$ 17,108,595
Administered programs	\$ 13,685,318	\$ 12,750,844
	\$ 163,043,372	\$ 147,689,925
Operating Expenses		
Salaries and benefits	\$ 112,816,269	\$ 105,555,417
Medical & surgical supplies	\$ 7,678,407	\$ 7,574,637
Drugs	\$ 5,587,816	\$ 5,397,378
Other supplies & expenses	\$ 28,883,048	\$ 21,205,617
Amortization - furniture & equipment	\$ 4,306,210	\$ 4,326,278
Administered programs	\$ 13,685,318	\$ 12,750,844
	\$ 172,957,068	\$ 156,810,171
Excess of Expenses over Revenues before interest, amortization of buildings and deferred contributions and other items	\$ (9,913,696)	\$ (9,120,246)
Interest and amortization of buildings and deferred contributions		
Recovery of interest on long term obligation	11,989,228	
Interest on long term obligation	(13,245,182)	
Amortization of deferred contributions - buildings	2,110,669	610,027
Amortization - buildings	(4,228,343)	(1,399,833)
	\$ (3,373,628)	\$ (789,806)
Excess of Expenses over Revenues before other items	\$ (13,287,324)	\$ (9,910,052)
Transition costs	(10,885,400)	(4,491,656)
Recovery of transition costs	10,885,400	4,491,656
	\$ 0	\$ 0
Excess of Expenses over Revenues for the year	\$ (13,287,324)	\$ (9,910,052)

* Ministry of Health and Long Term Care / Local Health Integration Network



HOSPITAL ACTIVITY

	2010/11	2009/10
Births	843	939
Inpatient Admissions	10,107	10,545
Inpatient Days	75,762	76,411
Renal Dialysis Visits	7,430	7,320
Radiology Tests	48,872	50,718
CT Scans	18,887	20,215
Emergency Visits	50,742	47,402
Surgical Procedures	10,000	10,402
Medical Staff		138
Staff		
Full Time	1,053	968
Part Time	721	655
Total Staff	1,774	1,623



FOUNDATION REPORT



Barbara Morland Wellard, Chair of the Board

CLOSING OUR COMMUNITY'S HEALTH CARE GAP

Through generous gifts and the efforts of our volunteers, the Foundation was able to provide \$3,067,098 in support of the building of the new hospital and the purchase of much needed medical equipment. The Foundation raises district support through direct mail letters, personal solicitation, memorial giving, monthly giving, third party events and *Our Hospital Walk/Run* signature event.

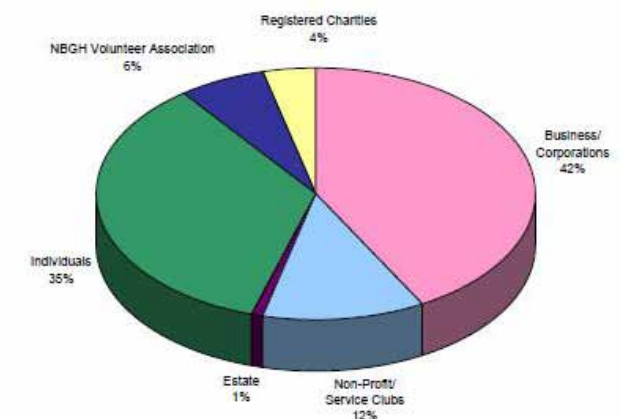


Lois Krause, Executive Director

Fiscal 2010 - 2011 was a transformational year. The Foundation entered into a memorandum of understanding (MOU) with the Northeast Mental Health Centre to begin accepting and raising funds for regional mental health. The MOU served as an interim agreement until full amalgamation between the North Bay General Hospital and the Northeast Mental Health Centre was finalized. The newly structured Foundation will be

called the North Bay Regional Health Centre Foundation. It will secure philanthropic support for our district's medical and our region's mental health care needs. It will build stability and capacity for the future of the North Bay Regional Health Centre. The Foundation moved from its Main Street location to the new North Bay Regional Health Centre facility located at 50 College Drive.

BREAKDOWN OF REVENUES BY DONORS 2010/2011

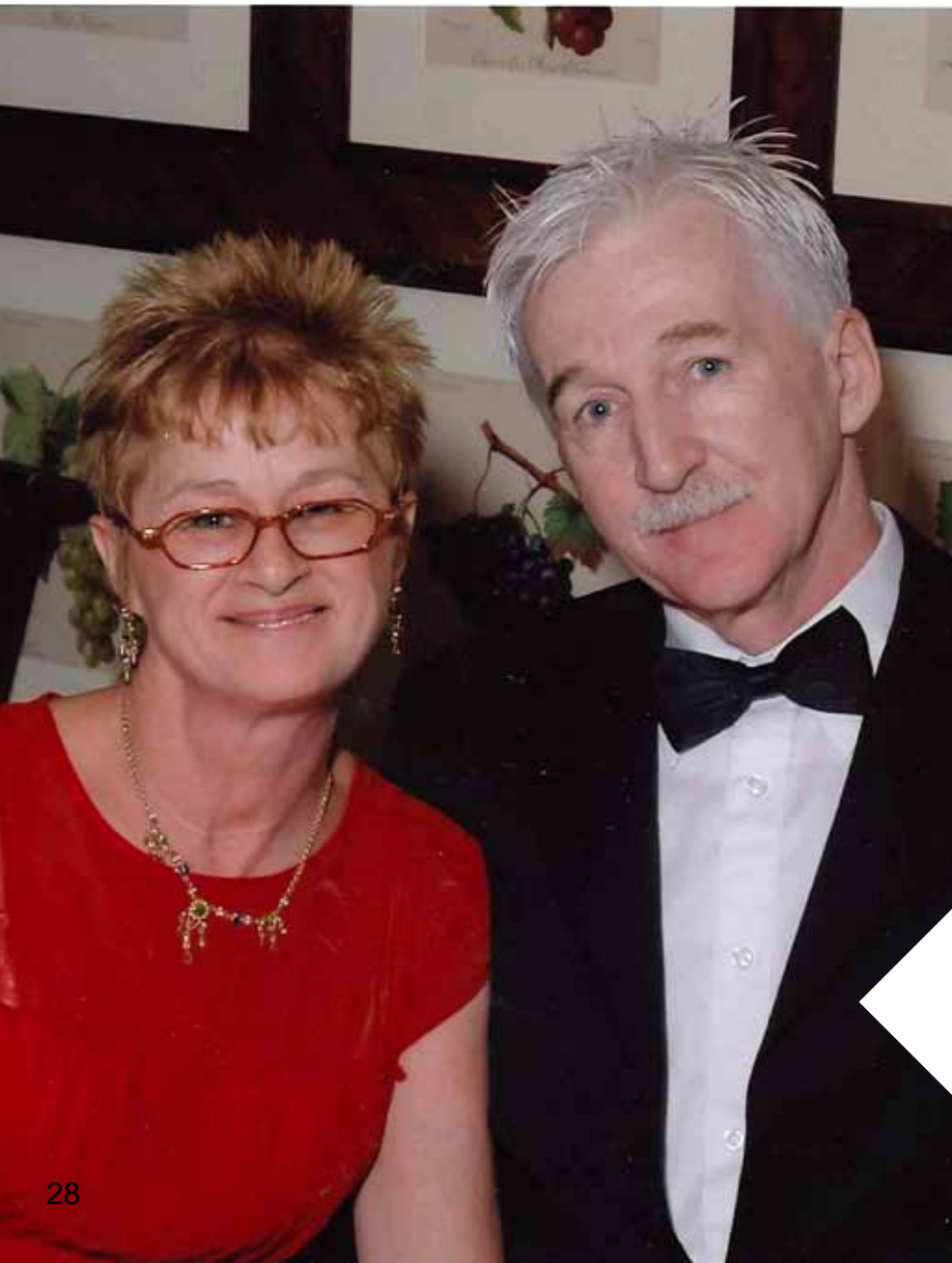


NORTH BAY HYDRO SOCIAL CLUB

Seventeen years ago, three North Bay Hydro employees; Wally Lott, Mark Storie and Norm Coutts found there was a market for recycling old hydro lines. It would require some effort. During their coffee breaks and lunch hours, they started stripping the insulator off the wires so that the copper could be sold for recycling.

With some of the proceeds, the North Bay Hydro Social Club made many quiet donations in the community. This year, the North Bay Hydro Social Club made a significant donation of \$50,000 toward the *Seeing More Clearly* campaign.

Thank you North Bay Hydro Social Club.



CLAUDE & MARIA FORTIER

Claude & Maria Fortier have been friends of the hospital and the Foundation for many years. They moved to North Bay from Hearst in 1991 where they owned a food store for 25 years. They continue their success with a variety of investment ventures.

Their first major donation to the Hospital Foundation was for the building of the new health centre. For over five years, Claude has volunteered on the Foundation's Major Gift Committee, helping to secure philanthropic support for various initiatives that help the hospital provide advanced levels of care.

Claude is a *Seeing More Clearly* campaign cabinet volunteer and a major donor to this campaign. He and his wife Maria have made a personal contribution of \$150,000.

Thank you Claude and Maria.

The Foundation has installed donor walls acknowledging levels of cumulative giving which complements the donor recognition program.

The North Bay and District Hospital Foundation accepted the responsibility to lead district communities in support of *Seeing More Clearly: A campaign for an MRI and more...* The campaign, lead by honorary co-chairs Barbara Minogue, Ted Hargreaves and Steve Omischl, and managed by campaign co-chairs Ted Thomson and Al McDonald, is joined by 40 committed community leaders from our district. The campaign started its first phase in October with a focus on leadership gifts.

Many patients need regular MRIs and other advanced diagnostic imaging scans that have not been available in our district. With the addition of an MRI, digital mammography, X-ray, fluoroscopy and angiography equipment, as well as a SPECT/CT for nuclear medicine, our district now has access to and provides the best diagnostic imaging care available.

The total cost of the district's diagnostic imaging equipment needs is more than \$10 million. The Foundation has committed to help the community raise \$6 million. With this promise, the hospital took a bold step and borrowed the funds necessary to purchase the equipment, making it available for use now. Early detection resulting in early intervention saves lives.



KALVIN YOUNG, MS PATIENT

"I have Multiple Sclerosis and usually travel four hours for my MRI scans. That's hard enough for a healthy person, let alone someone living with a chronic disease. I will need more MRIs as my disease progresses. I look forward to having them close to home!"

This past year the Foundation sent two letters to the community seeking urgent support. In the spring of 2010 Dr. G. Uys, Emergency Physician, asked donors to help deliver emergency care faster with the purchase of a portable ultrasound. The fall 2010 appeal letter was signed by Dr. Joe Madden, Chief of Staff for NRBGH, seeking funds for the purchase of advanced medical equipment for our new hospital. The community responded generously to both of these appeals raising more than \$88,100.

The community supported the more than 22 special events hosted by service organizations, businesses and individuals in support of the Foundation.

The Foundation encourages donors to make planned gifts, such as a gift in a will, a gift of property or a gift of life insurance. The Foundation hosted donors at a How to Protect Your Wealth seminar series on *The Role of the Executor*. Lawyers, accountants and wealth advisors were invited to a seminar on *Planned Giving using Life Insurance*.

The fourth annual *Our Hospital Walk/Run* had a number of exciting changes including the move to the North Bay Regional Health Centre site, new 2km, 5km and 10km routes, and the addition of the *April & Friends Walk*. The Hospital's most successful run to date attracted 660 participants, 130 volunteers and 42 sponsors raising over \$100,800 in cash and gifts-in-kind.

EXECUTIVE COMMITTEE:

Barbara Morland Wellard, Board Chair
 Lachlan McLachlan, Vice Chair
 Nancy Birtch, Treasurer
 Guido Verrillo, Chair Planned Giving Committee
 Linda Karam, Chair Annual Giving Committee
 Lois Krause, Secretary

ANNUAL GIVING COMMITTEE

Linda Karam, Board Trustee, Committee Chair
 Beverly Martin, Board Trustee
 Lynn Larondeau, Community Volunteer
 Bernard Penney, Community Volunteer
 Tami Price-Fry, Community Volunteer
 Jeff Serran, Community Volunteer
 Andrew Staniforth, Community Volunteer
 Pat Stephens, Community Volunteer
 Vicki Tyler, Community Volunteer

FINANCE AND INVESTMENT COMMITTEE

Nancy Birtch, Board Trustee, Committee Chair
 Lloyd Burke, Board Trustee
 Earl Graham, Board Trustee
 Linda Karam, Board Trustee
 Luc Lalonde, Board Trustee
 Robert Martyn, Board Trustee

INVESTMENT REVIEW COMMITTEE

Robert Martyn, Board Trustee, Committee Chair
 Luc Lalonde, Board Trustee
 Eric Thomson, Board Trustee
 Shawn Flindall, Community Volunteer
 Peter Greco, Community Volunteer

PLANNED GIVING COMMITTEE

Guido Verrillo, Board Trustee, Committee Chair
 Eric Thomson, Board Trustee
 Barbara Morland Wellard, Board Chair
 John Balfe, Community Volunteer
 Sally Colvin, Community Volunteer
 Shawn Flindall, Community Volunteer

WAYS TO GIVE

There are a number of ways you can give your support/donate to the hospital:

Online

The Foundation has made it easier for you to give. You can now donate online by going to the Hospital's website www.nbrhc.on.ca, click on the Foundation page and click the Donate Now button.

By Mail

Mail your donation to:
 North Bay Regional Health Centre
 Foundation
 PO Box 2500
 North Bay ON P1B 5A4

By Telephone

Call the Foundation Office at 705-495-8125 to donate with your Visa, MasterCard or American express.

In Person

Visit the Foundation Office at 50 College Drive to deliver your donation in person.

Donations of \$20 or more will automatically receive an official charitable tax receipt.

Donors listed in this report made these cash gifts, pledge payments and gifts-in-kind from April 1, 2010 to March 31, 2011

\$100,000 TO \$249,999

Evans Bertrand Hill Wheeler Architecture Inc.
North Bay General Hospital Volunteer Association
Tembec Inc.

\$25,000 TO \$99,999

Claude & Maria Fortier
Dr. William & Patricia Hodge & Family
Angela H. Pedley (Charity) Trust
Comsatec Inc.
Dokis First Nation
Hoppers Buick GMC North Bay
J.S. Redpath Limited
Kiwanis Club of North Bay
North Bay & District Home Builders' Association
North Bay Hydro Distribution & North Bay Hydro Social Club
The North Bay Nugget
Papa Joe Lefebvre Family and Friends
Starlight Children's Foundation

\$10,000 TO \$24,999

Don & Dr. Victorine Beddage
Gabriel & Ruth Collette
Russell & Sally Colvin
Valentine (Ali) Jackson
Dr. Kenneth Kesty & Dr. Cynthia Bullen
Walter Sitkowski & Dr. Katarzyna Lukomska
Floyd & Ruby MacMillan
Gordon & Phyllis Yardley
AKtion Club
Dean's Pharmasave
Designed Roofing
Knights of Columbus – Chevalier de Colomb
Lynn Johnston Productions Inc.
Northern Ontario Heritage Fund Corporation
Joe & Heather Guido
Shoppers Drug Mart - Lakeshore Dr.
Sisters of St. Joseph of Sault Ste.

Marie
TWG Communications

\$5,000 TO \$9,999

Chancey & Kathleen Armstrong
Margaret Roynon Hughes
Dr. Cameron & Florence Hunter
Ernest & Mary Levis
Roger & Sandra Marleau
Nicole Neff & Family
Fred & Mary Ann Routery
John & Barbara Wellard
Boston Pizza - Michael Gibb
Canada Brokerlink (Ontario) Inc.
Clarion Resort Pinewood Park
Delorme's RV Sales and Service
Investors Group Financial Services Inc.
Jim Moore Petroleum & Moore Propane
Kiwanis Club of Nipissing
Lafarge Canada Inc.
Lakeview Tim-BR Mart
Leon's Furniture
Manitoulin Transport
Metal Fab Ltd.
Nortek
North Bay Lions Club
North Bay Royal Purple Lodge #170
North Bay Toyota Ltd.
Northern Credit Union
Order of Eastern Star Fidelis Chapter No. 99
Peak Fitness
Royal Canadian Legion Branch #23
Royal Canadian Legion Ontario Provincial Command Branches and Ladies' Auxiliaries Charitable Foundation
The Mortgage Centre
True North Chevrolet Cadillac Ltd.
Walmart Canada, Inc.

\$1,000 TO \$4,999

Barbara Bain
Roland & Nida Barber
Campbell & Kathleen Barrington
Gerhard & Margaret Beckert
Ewart M. Blackmore
Dr. Blair Bowker
Paulette Breault
Herbert & Geetie Brown
Bill & Doris-Rae Brownlee
David Butti
Alan & Michele Cameron
Marina Chalmers
Dr. Anurag & Anne Chopra

Don & Donna Couchie
Lee & Carolyn Crawford
Fernand Crépeau
Robert & Sharon Cunningham
Ralph & Doreen Currie
Dr. Ralph & Lorraine Dell'Aquila
Dr. Bruce & Cathy Demers
Ab & Betty Dennis
Jean Dockendorff
Victor & Patty Fedeli
Ronald & Madeleine Gasparetto
Rose Gelineau
Stanley Hanna
Dr. Scott Kerrigan & Claire Domitric
Bruce & Lois Krause Family
Joseph & Joanne Laplante
Eugène & Hélène Legros
Dr. Mario & Suzanne Lemay
Donna & Roger Liddle
Ian B. Macdonald
Victor & Joanne McClenaghan
Ronald & Dianne McMillan
Dan & Brenda Muto
Steve Omischl
Oscar & Sandra Poloni
Rodney Prophet
Eric & Judith Quaisser
Donald & Mary Rolfe
Stanislaw Sliwinski
Julie-Ann Smrke
Dr. Jon & Donna Spencer
Russell & Nancy Thompson
Craig & Sondra Thomson
Dr. Lukmaan Waja & Dr. Inez Jinnah
Dr. Tsing San & Dr. Rajalaxmi Wong
David & Sadie Youmans
Dr. Richard Zamperoni & Dr. Stephanie Gamble
A.C.T. North Bay Council 1049
Caisse Populaire North Bay Limitée
Cementation Canada Inc.
Cercle d'amitié de Sts-Anges
Club Richelieu - North Bay
CN Employees' and Pensioners' Community Fund
Ed Eng Photography
Filion Monuments
Giant Tiger
Hilltop Variety
Hock Shop - Boucher Family
J. G. Fitzgerald & Sons Ltd.
L'Alliance des caisses populaires de l'Ontario ltée
Lewis Motor Sales Inc.
Mattawa Golden Age Club
McGuinty Funeral Home Ltd.
Mitchell Architects Inc.
North Bay & Area Insurance Brokers Association
North Bay Professional Paramedics

Association
Ontario Power Generation Central Hydro Plant Group Operators
OPG Employees' & Pensioners' Charity Trust
Quilts By The Bay
Ramsay Law Office
Rebuilt Resources Skills Dev. Inc.
Riverview Cottages
Royal Canadian Legion Branch #599
Sim Jim Treats
Stradwick's Carpet One
Symetrics
Tom & Ellie Thomson
Twiggs Coffee Roasters
United 50 Seniors Club
West Ferris Secondary School Academic
WF Minor Sports Assoc.
ZW Group

\$100 TO \$999

Gaetan & Liette Allaire
Deanna Allan
Constance Allison
Christine Amendola
Charlotte Ames
Clem & Lise Amyotte
James & Karen Anderson
Stephen & Kathleen Anderson
Elaine Arcand
Jacline Archambault
Yoland & Suzanne Archambault
Dr. Frank & Ruth Armstrong
Richard & Mary Lynn Armstrong
Ruth Ashe
Peter Ashurst
Cheryl Aslett
Dr. Kenneth & Mary Jane Asselstine
Nicole Audet
Patricia Audette
Philip & Diane Aultman
John & Sharon Aultman
Cory & Donna Backer
Mike Bailey & Marilyn Pattenden-Bailey
Edward & Dorothy Bale
Ian Ball
D. Wayne & Linda Barker
Erin Barker
Norman Baxter
Dr. René & Mathilde Bazinet
William & Ruth Beattie
Harold & Linda Beatty
Rodger & Dianne Beauchamp
Judy Bechard
Corinne Beckerleg

Robert Becks
Lance & Huguette Bedwell
Glenda Beilhartz
Leora Bekesi
Hélène Bélanger
Joyce Bennet
Greg Bent
Stephanie Bergeron
Teresa Berghamer
Katherine Bergman
Doreen Berry
Barry & Lydia Bertrand
Rudy & Marie-Noella Bertsch
André Bessette
Edward Bettiol
David & Laurie Betz
Roger & Marilyn Betz
Donald & Sheila Bickerton
C. Nancy Birtch
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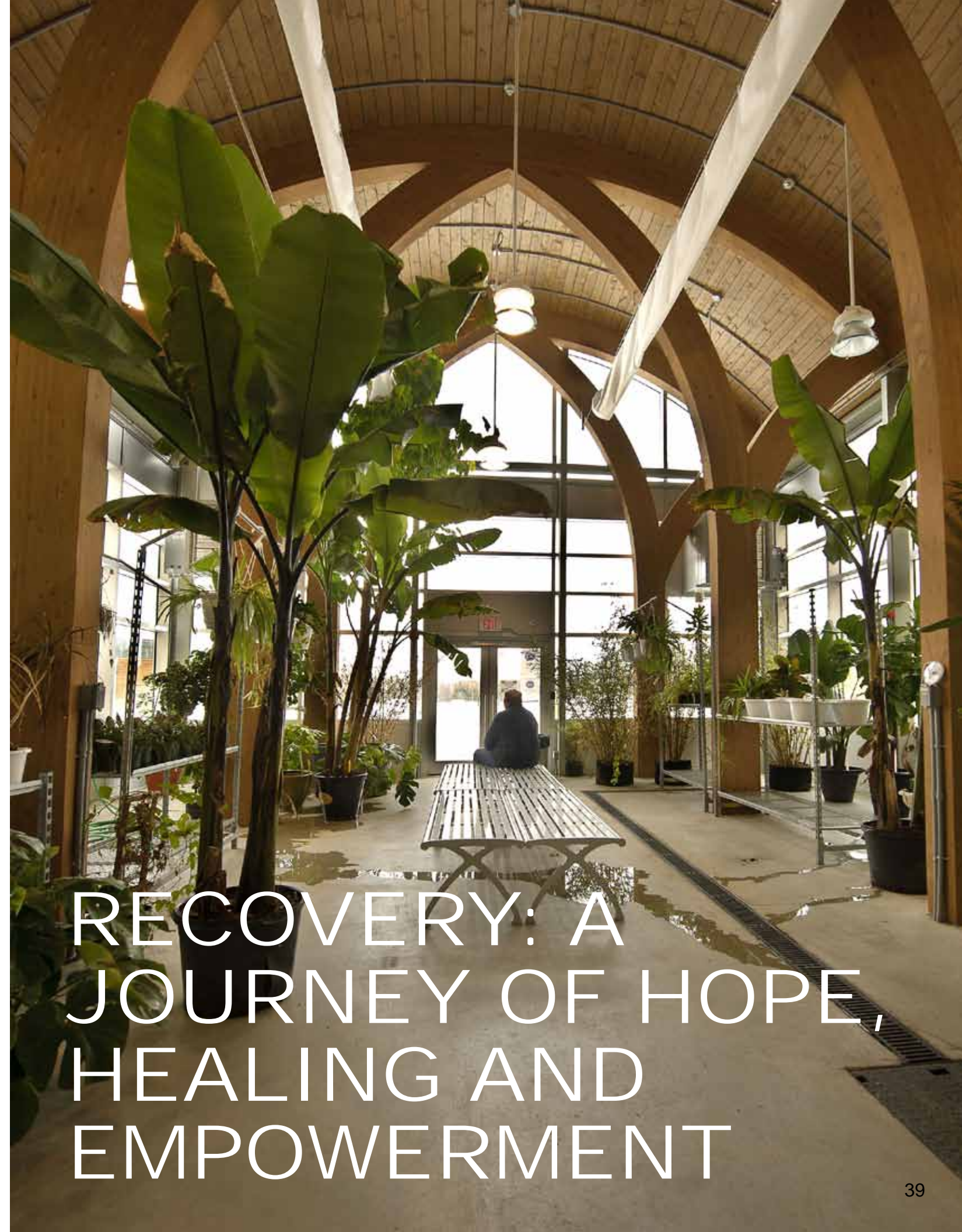
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