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ONTARIO MARCH OF DIMES  
**MARCHING IN NEW DIRECTIONS**

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2005-2006 ANNUAL REPORT  
CELEBRATING 55 YEARS

## Ontario March of Dimes



*As Ontario March of Dimes' Honorary Campaign Chair for the past four years, Canadian Actor Leslie Nielsen believes our programs and services for people with physical disabilities go far in enhancing their independence and quality of life.*

*"When I was a child growing up in Canada, everybody knew March of Dimes for its involvement in the fight against polio. So of course, when Andria (President & CEO of Ontario March of Dimes) invited me to be a spokesperson, I was more than happy to accept. I am delighted to be a part of the March of Dimes family."*

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As a part of our five-year strategic plan from 2005 to 2010, Ontario March of Dimes will be in a period of substantial transformation: expanding from a provincial organization to a national organization, offering more services to children, building a solid financial base to enable the accomplishment of our vision and creating a sustainable infrastructure.

At the same time, the core mission and values of the organization will remain relatively constant, grounded in a philosophy that promotes independence, empowerment and participation for people with physical disabilities, leading to a society that is inclusive for all.

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### **On the cover:**

The Rt. Hon. Ellen Fairclough, P.C., C.C., was Canada's first female federal Cabinet Minister. An accountant, businesswoman, politician, author, wife and mother, she was inducted as an Officer of the Order of Canada in 1978, a Companion in 1995, and given the Order of Ontario in 1996.

When Ellen's only son was stricken with polio in 1947, she convinced Hamilton's City Council to open an unused military hospital to accommodate the city's polio victims. Following his illness, she joined the Ontario March of Dimes Board of Directors and in 1956, was appointed Chief Marching Mother, making her the honorary leader of the organization's 40,000 Marching Mothers. Tens of thousands of women canvassed door-to-door in neighbourhoods across North America during the 1940s and '50s, raising millions of dollars for polio research. Their efforts resulted in the Salk vaccine — a cure for polio — and the provision of needed rehabilitation equipment and programs for polio survivors.

*(Ellen Fairclough is seen on the far right of the archival cover photo)*

## Our Vision, Mission and Values



### **OUR VISION:**

To create a society inclusive of people with physical disabilities.

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### **OUR MISSION:**

To maximize the independence, personal empowerment and community participation of people with physical disabilities.

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### **OUR CORE VALUES:**

#### **To Our Consumers:**

To provide solutions, through service, advocacy and research, which further equal opportunity, self-sufficiency, dignity and quality of life.

#### **To Our Employees:**

To create an environment that nurtures, recognizes and rewards excellence.

#### **To The Community:**


To demonstrate leadership through innovation and initiative.

#### **To Our Stakeholders:**


To be accountable and responsible as financial stewards, quality service providers and advocates for our constituents.



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## Message from the President and Chairperson



*Andria Spindel,  
President & CEO*

As expected, Ontario March of Dimes had another great year that involved a lot of change and expansion. Following the lead of our Strategic Plan, we reorganized the functions of the Board of Directors to be more focused on governance, restructured management to a more functional model, and are promoting the "March of Dimes" brand in our fundraising nationally.

For some years now, we have expanded service offerings to children, and with the assistance of the Ontario government, our Home & Vehicle Modification Program (HVMP) became a real first in Canada, providing the largest grants of this type. We have invested in post-polio peer support programming for over 20 years and now have been able to expand this nationally. The lack of ongoing donor and corporate funding has become an issue, but resources have been identified to move forward with Peer Support programming for both polio and stroke survivors. Therefore, as a part of our planning for 2006-07 is a major national fundraising thrust.

With excitement, we announced a Conductive Education® Program in Halifax, Nova Scotia that will serve children and adults. The new program in Halifax has caused an increase in local support and our first Rock For Kids fundraising event will take place in October 2006. This fundraising event will help grow our programs as we head to Calgary and Vancouver in the coming months.

Going forward, building the "March of Dimes" brand will be the primary focus from both a program and fundraising perspective. Programs that are offered by Ontario March of Dimes with national potential include:

- DesignAbility® – A program that uses skilled volunteers to help consumers with physical limitations find solutions to everyday challenges. This year alone has generated over 120 new projects.
- Befriending® – A program that matches screened volunteers with people who want the chance to socialize, take part in community activities or just chat over coffee.
- Barrier-Free Design Consultation – Provides design expertise in accommodating the needs of people with a wide range of disabilities during the development or redesign of commercial, public and residential buildings.
- National Advocacy – Warren's World® was launched in January 2006 with the goal of raising awareness of the need for a National Disabilities Act.

Significant consultation with our funding partners, event participation and media coverage have shown an increased awareness of our brand among elected members of government, community organizations, corporations and the general public. There is still work to be done to increase current donor support and reach more Canadians who can benefit from our variety of programs and services.

We want to extend our deep appreciation to the Board of Directors, staff and volunteers for their enormous dedication to "creating a society inclusive of people with physical disabilities".

A handwritten signature in blue ink that reads "Andria N. Spindel".

*Andria N. Spindel  
President & CEO*



*David Boyle, Chair*

A handwritten signature in blue ink that reads "David A. Boyle".

*David A. Boyle  
Chair*

## Expanding Our Constituency



Noah MacNeil, participant of the Conductive Education Program in Halifax, Nova Scotia.



(L to R) Gail Mores, Director of Programs and Rachael Skinner, CE Conductor in Halifax, Nova Scotia.

Enlarging the community we serve is not new to Ontario March of Dimes. Since the organization's inception, we have expanded our constituency several times.

We were established in the 1950s to fund research and then to provide rehabilitative and medical assistance for those who contracted polio. Once the disease was eradicated in North America, we expanded to helping adults with other physical disabilities.

Over the next decades, Ontario March of Dimes expanded services for a greater reach to people with physical disabilities in rural and remote areas, to more severely disabled adults, to older adults, and by the late 1980s to older teens who could benefit from our recreation and integration program.

In 2003, as a reflection of the changing needs of the population, the Board of Directors of Ontario March of Dimes approved a revised mission statement while holding true to our vision of creating a society inclusive of people with physical disabilities. Thus, our mission expanded to include:

- Serving children
- Offering our services outside of Ontario
- Assisting individuals with non-physical disabilities

Noah MacNeil is an example of one of the new constituents being served outside of Ontario. Noah, a 15-year-old with cerebral palsy, was one of the first participants in our Conductive Education® (CE) Program in Halifax, Nova Scotia, operated under March of Dimes Canada, our national subsidiary.

"In Nova Scotia, there is no pediatric rehabilitation facility and no programs at all to assist in the rehabilitation of children disabled by cerebral palsy," says Gerard MacNeil, Noah's father. "Without Conductive Education, children such as my son are left to remain profoundly disabled with no hope for a better future."

CE is just one of the programs at Ontario March of Dimes that is now being offered to children, along with DesignAbility® and the Home & Vehicle Modification Program (HVMP); and one of the several programs now serving clients outside of Ontario along with The National Polio Survivors Network™, Polio Canada® and the stroke recovery program known as Stroke Recovery Canada™. All of these programs will operate under March of Dimes Canada, which is a nationally registered charitable organization providing support services to people with disabilities, their families and their caregivers across Canada.

We live in a continuously changing world where people's needs, government priorities, funding opportunities and new service modalities continually influence whom we serve and what services we offer.

For more information on March of Dimes Canada, visit [www.marchofdimes.ca](http://www.marchofdimes.ca).

**D**esignAbility® is a unique program of Ontario March of Dimes that uses the ingenuity of volunteers to help consumers with physical limitations find solutions to everyday challenges. Volunteers, who are skilled in different areas such as woodworking, plastic molding/shaping, engineering and electronics, work with clients on an individualized basis to create unique products or adapt existing devices that work for people in their daily activities.

An example of a recently completed project was an apartment-sized, infant playground and swing. The playground and swing were built for a 20-month old boy, Adian Bignell, who has cerebral palsy. Because of his condition, Adian is non-verbal, developmentally delayed and uses an assistive device to aid his mobility.

As part of his therapy to improve his mobility and his enjoyment, the Bignells would take Adian to a neighbourhood park where he could use the playground. The problem was that the park had restricted access during the weekdays, it required driving as it was far from their home and was virtually inaccessible during the winter months.

It wasn't until a chance meeting between Joe Toby, a DesignAbility volunteer and Adian's grandmother that the Bignell's found a solution to their problem. Joe met with the Bignell's to find out the needs of their son and came up with a solution of building an indoor playground and swing for the apartment they lived in.

"It's [using his playground] one of his favorite things," says Graham Bignell, Adian's father. "I'm really impressed with the DesignAbility Program and Ontario March of Dimes."

The compact playground was built from plywood. It has carpeted steps with a removable slide and a hidden toy box, and the swing was built from water and PVC piping. The entire project, from design to construction, took only three months to complete.

"This was one of my most rewarding projects," says Joe. "I'm glad that I could bring joy to Adian and his family."

Joe has over 30 years of machinery experience and has been volunteering for the program since April 2002. He has designed and worked on over 60 custom projects for various individuals as young as Adian to as old as a 94-year old woman.

To find out more about volunteering for the program, or to see if DesignAbility® can help you, visit [www.dimes.on.ca](http://www.dimes.on.ca).



*Adian enjoying his new swing.*



*Custom, indoor playground built by Joe Toby of the DesignAbility® Program.*

## Building Stakeholder Affinity



*The Scientific Program and Planning Committee, International Association for Biologicals, celebrating the 50th anniversary of both the Salk vaccine announcement and IABs.*

*(L to R): Shirley Ernstberger, Dr. Chris Rutty, Andria Spindel, Dr. Luis Barreto, Dr. Philip Minor, Dr. Rob Van Exan, Dr. David Wood, Dr. Hans Kreeftenberg, Helen Gurlesky, Dr. Ian Gemmill, Dr. Elwyn Griffiths and Dr. Michel Duchene.*

For a charitable organization, the quality and depth of key community relationships reflect the relevance of the organization to its constituencies, and the level of support that can be garnered to meet its mandate. Ontario March of Dimes continues to enjoy strong relationships with a broad cross-section of the community, but particularly among its key stakeholders: our consumers and their caregivers, our service funders and customers, our donors, our volunteers, and our employees.

Our Peer Support Programs are built around volunteers who are also our consumers; they are polio and stroke survivors, their caregivers and family members.

Polio Canada® is a program of March of Dimes Canada that provides a national support network for polio survivors. Because of our history of working with polio survivors, we have become a leader in the polio community within Canada. Because of our affinity with various stakeholders, funders and consumers, we were asked to coordinate the International Association of Biologicals (IABs) Conference, *Polio Vaccine: The First 50 Years and Beyond*, in June 2005 in Toronto. Our partners for the conference included vaccine manufacturer sanofi pasteur, the World Health Organization, Health Canada, the Public Health Agency of Canada, Polio Canada and provincial government leaders.

The conference celebrated the 50th anniversary of the discovery of the Salk vaccine and the universal vaccination program in Canada.

This conference was an example of an initiative that enhanced the affinity of Ontario March of Dimes with our individual donors, our corporate and government funders and our consumers.

The launch of a Canada Post stamp celebrating 50 years of the polio vaccine in Canada, our interactive booth at the 2006 National Home Show, and our float in Toronto's annual Pride Parade are other examples of projects that enhanced our relationships with various stakeholders important to our long-term vision.

By continuing to build, sustain and enhance strong relationships with key stakeholders, Ontario March of Dimes will ensure organizational effectiveness and financial vibrancy.





Another way Ontario March of Dimes continues to build affinity with its stakeholders is through advocacy and work with government officials. Over the years, Ontario March of Dimes has played a significant role in key legislative policy that helps people with physical disabilities live more independently in their communities. Some recent examples include:

- The inclusion of accessibility in provincial and national building codes.
- Inclusion of people with physical disabilities as a protected group in the Ontario Human Rights Code, the Canadian Charter of Rights and the Accessibility for Ontarians with Disabilities Act (AODA).
- The development of accessible housing with support services to permit people with disabilities to move into or remain in their own homes and direct the services needed.
- Increased government funding for assistive devices and more recently, home and vehicle modifications.

The launch of “Warren’s World,” an Ontario March of Dimes advocacy project, helped to involve other key stakeholders including staff, volunteers and corporate partners. Warren Rupnarain, is a 23-year old recent graduate from Ryerson University who has volunteered with the Government Relations Department at Ontario March of Dimes since his fourth year internship ended.

Requiring a wheelchair due to cerebral palsy, Warren knows firsthand the need to address accessibility issues for people with disabilities.

Accessibility is one of the biggest barriers to the full participation and contribution of Canadians

with disabilities. The ultimate goal of the Warren’s World project is to raise awareness of the need for a Canadians with Disabilities Act. The Act, which was first seriously addressed in 1996, would ensure a minister is appointed to champion disability issues and is a liaison between people with disabilities and the federal government. The Canadians with Disabilities Act will be a complementary measure to existing human rights legislation and would ensure government and non-government organizations are all working towards full inclusion for people with disabilities.

As of now, Ontario is the only province in Canada to have specific legislation for people with disabilities, the Accessibility for Ontarians Disability Act (AODA).

“If you want to change something, you’ve got to take action,” says Warren. “You just can’t sit around and hope the situation gets better.”

Since the start of the project in December 2005, Warren and Ontario March of Dimes have embarked on various initiatives to highlight the need for a Canadians with Disabilities Act. To launch the project, Warren visited the 66 campaign offices of candidates in the GTA to determine if they were wheelchair accessible. Since then, the Warren’s World Project has been very visible in the community and engaged new and existing stakeholders in support of accessibility issues.

The Warren’s World Project is an example of the value of building strong partnerships with our key stakeholders.

For updates and more information on Warren’s World, visit [www.warrensworld.ca](http://www.warrensworld.ca).



*Warren visits the office of Jack Layton, NDP Leader during the 2006 federal election.*



*Steve Christianson, Government Relations Manager and Warren Rupnarain.*

## Financing the Vision



*The Tantrums, winners of the first annual Rock For Kids event.*



*Andria Spindel helps out TD employees at the first annual TD Challenge BBQ.*

The significant growth of Ontario March of Dimes since 1980, from annual revenues of \$5 million to a 2005-2006 operating budget of almost \$80 million, is largely due to three programs: Independent Living Services, which expanded with funding from the Provincial Ministry of Health and Long-Term Care, Employment Services and our Home & Vehicle Modification Program (HVMP) funded by the Ministry of Community and Social Services. Government grants account for almost two-thirds of Ontario March of Dimes' revenue and this portion is expected to increase slightly over the next five years. With the goal of expanding net discretionary revenue by 100% (\$4.5 million) over the next five years, it is imperative that Ontario March of Dimes focus on revenue diversification to ensure financial independence and strength. This includes growth in fee-based services, affirmative businesses, new fundraising initiatives and business development.

One of the areas where Ontario March of Dimes has demonstrated strong growth is in new fundraising events, such as Rock For Kids and the TD Challenge BBQ.

"When I found out we raised over \$80,000 for the programs and services of Ontario March of Dimes, it exceeded my expectations," says David Fisher, Senior Vice President and Ombudsman of TD Financial Group. "We hope to turn this into an annual event where it gets bigger and better every year. I think all the sponsors and contributors for this event should be very proud of themselves."

The Board of Directors is assessing the financial strength of the affirmative businesses, investing in new equipment for proprietary employment services, researching opportunities to serve the market for persons with acquired brain injuries and looking for significant corporate partnerships in expanding event revenues. In keeping with demographic and financial indicators, Ontario March of Dimes and its national subsidiary also hope to attract more individual major donors and planned gifts.

The Door-to-Door Campaign is our longest running fundraising program that has seen tremendous success since its inception in the 1950s. This annual campaign recruits thousands of canvassers every year across Ontario to brave the winter weather in January to canvass door-to-door for the much-needed programs and services of Ontario March of Dimes. The goal of the annual campaign is to raise over \$1 million, and this goal cannot be reached without volunteers like Dieter Wolff.

Having been an Ontario March of Dimes volunteer for many years, Dieter has developed a unique approach to canvassing for the Door-to-Door Campaign. Before the campaign begins, Dieter leaves a package in the mailboxes of the homes he plans to visit. The package includes a letter of introduction, background information on Ontario March of Dimes and a photo of himself. He finds that doing some groundwork prior to the Campaign, makes his neighbours more receptive when he comes to their door in January.

For those residents not at home, he leaves a "Sorry I missed you" note accompanied by a donation form in an envelope with an invitation to drop off the completed form to his home address. And if he doesn't receive a response, Dieter returns for yet another visit.

Dieter's hard work and perseverance have certainly paid off. Over the past five years, his canvassing territory and the amount of money he has raised have grown substantially. In his first year, he canvassed 22 homes and raised close to \$300. This year, Dieter visited 170 homes and raised an impressive \$6000.

"I enjoy participating in the Campaign every year," says Dieter. "It gives me a chance to meet my neighbours in the community while helping a worthy cause."

Fundraising events such as the Door-to-Door Campaign and extraordinary volunteers like Dieter will ensure the financial stability and growth of Ontario March of Dimes. We would like to thank the over 14,000 volunteers who participated in this year's campaign.

To find out more about the Door-to-Door Campaign and how you can volunteer, visit our Web site [www.dimes.on.ca](http://www.dimes.on.ca).



*Dieter Wolff, long-time Ontario March of Dimes volunteer.*



*Leslie Roberts, Global News Anchor, "kicked-off" the 2006 Door-to-Door Campaign at City Hall with local staff and volunteers.*

*(L to R): Asif Syed, Leslie Roberts and Sheila Casemore.*

## Creating a Sustainable Infrastructure



*Andria Spindel (left) is honoured as she celebrates her 25th anniversary at Ontario March of Dimes with board members.*

*(Back Row, L to R): Suzanne Clancy, Dr. Geoff Fernie, Elizabeth Greville and Catherine Bell.*

*(Front Row, L to R): Andria Spindel, Lisa Havens and David Boyle.*

Ontario March of Dimes restructured significantly in 2005-06, continuing a process that began with re-engineering the finance department in 2002. The alignment of finance personnel and their reporting to the Director of Finance from the field, signaled management to explore the efficiencies and effectiveness that could be gained by aligning all functions centrally and eliminating the regional management structure.

The new administrative model enhances the focus on programs and services, reduces redundancies and costs, builds on the expertise of program staff and solidifies infrastructure supports such as human resources, information technology, finance and corporate services. Additionally, centralized programs can be more easily developed and delivered for people living outside of Ontario.

The goal has been to increase capacity, position OMOD for future expansion, streamline reporting and increase accountability, and we are pleased to report that significant progress has been made in all areas. Results will be more readily quantified in 2006-07 after full implementation.

The Board of Directors itself was restructured in 2004 with fewer committees reporting to the Board, a focus on policy governance and standardized reporting formats. In 2005-06, the Board underwent a strategic planning exercise resulting in four task teams, each discussing one of the four strategic directions and bringing recommendations to the Board of Directors. These recommendations form the backbone of a plan the board is now implementing to focus more on skills, competence and achieving results. National expansion will be enabled by our functional structure.



One of the key components of creating a sustainable infrastructure at Ontario March of Dimes began with restructuring our organization around functional lines to improve efficiency and accountability. Our regional directors were replaced with directors of our two largest programs, Independent Living Services and Employment Services, and a Director of National and Provincial Programs. Judy Quillin, a former regional director, made the transition to the newly created role of Director of Employment Services.

Prior to being appointed into her new position, Judy worked as a Regional Director in our Central Region for over six years, overseeing all services and activities in Toronto, York, Durham, Northumberland and Peterborough.

One of the challenges under the old structure was to manage a diverse range of programs and work with a broad cross-section of the business community and public sector.

"This new position has allowed me to become specialized," says Judy. "Instead of being knowledgeable about different programs and services, I now have the opportunity to become an expert in one area."

Because of her specialized position, Judy is now able to focus on quality improvement and to better benchmark service performance. Improvements are also apparent in areas such as staff training, marketing, and program development.

Currently, Judy oversees over 200 staff across Ontario and manages a range of services offered by the program, which include: *Assessment Services, Case Management, Return to Work Services, Skills Training and Job Development and Placement Services*. All of these services serve a wide range of consumers and referral sources.

The goal of the Employment Services Program at Ontario March of Dimes is to help people with disabilities identify realistic job goals and reach their employment objectives. The staff is in continuous contact with employers, obtaining the latest information on market trends, wage ranges and placement opportunities.

To find out more about Employment Services and other programs, visit [www.dimes.on.ca](http://www.dimes.on.ca).



(L to R): Judy Quillin, Director of Employment Services and Kari-Ann Timothy, Regional Employment Services Manager.

# Celebrating Commitment - 2005 Awards

*Together with our partners, we fund scholarships for education focused on disabilities, and research that will improve the lives of people with physical disabilities.*



**The 2005 Transamerica Life Canada Conductive Education Award**  
**Karli Emmett**

A young Canadian received this award, which funds a three-year Honours Bachelor of Arts program leading to the Conductor designation. Karli Emmett will study at the University of Wolverhampton, United Kingdom, and will have summer placements at OMOD. Karli is a graduate of Brock University where she received her BA in Community Health.

Karli will join 2004 award winners Beth Brydon and Vishali Malholtra who will be entering their second-year at the University of Wolverhampton.



**OMOD/CIHR Biomedical and Rehabilitation Research Award**

**Marie Giangregorio (Top left)**  
**Nancy Salbach (Top right)**

Two inaugural fellowships were awarded in 2004 to Lora Marie Giangregorio and Nancy Salbach, each consisting of an annual stipend of \$38,000, plus a \$3,500 research allowance per annum, for the maximum three-year period of support.

In 2005 we were pleased to reaffirm our commitment to the support of Nancy Salbach's research in the area of physical therapy at the University of Toronto. Ms. Salbach's field of study includes examining factors influencing information access by physiotherapists providing care for persons with stroke.

We also congratulate Lora Marie Giangregorio, the other 2004 recipient, on accepting an Assistant Professorship with the University of Waterloo. Unfortunately, this made her ineligible to receive fellowship funding for the remaining period of support.

The awards are the result of a 2002 agreement between Ontario March of Dimes and the Canadian Institutes of Health Research (CIHR).

Eligible research for the fellowship relates to the alleviation of physical disabilities, particularly work with the intended result of enabling adults with physical disabilities to participate more fully in community life.



**The 2005 Jonas Salk Award**  
**Dr. Carol Richards**

Dr. Carol Richards is internationally recognized for her work in the rehabilitation of walking disabilities of people after stroke, with cerebral palsy and musculoskeletal impairments.

"It is a great honour to be receiving this prestigious award from an organization devoted to helping people with disabilities," said Dr. Richards, Professor of Rehabilitation at Laval University and Research Director of the Centre for Interdisciplinary Research in Rehabilitation and Social Integration.

Dr. Richards received the award in June 2005 at dinner hosted by sanofi pasteur who is also our partner in presenting and funding the Jonas Salk Award.

In collaboration with colleagues at Laval University and McGill, Dr. Richards is currently studying the potential of virtual reality technology. The hope is this technology will allow for more varied and environmentally diverse safe practice to enhance locomotor skills and walking competency.



## Celebrating Commitment - 2005 Awards

Each year, Ontario March of Dimes pays tribute to select individuals or companies whose activities embody the spirit of our vision. The annual awards program is combined with our 2005 Annual General Meeting which was emceed by Kristi Stewart, Global Television Network announcer.



**Jeannette Shannon  
Leadership Award**  
**David Meynell**

This award was established in 2003 in memory of the late Ontario March of Dimes' President. The award recognizes David who has made outstanding contributions to OMOD as a longtime member of the Board of Directors.



**Vocational  
Rehabilitation  
Award**

**Paul and Cindy Lipartiti,  
King Cartage Sudbury Inc.**

**Suzanne Gaudreault,  
A&W Restaurants, Sudbury (not shown)**

This award is presented to both organizations which have made a commitment to provide training and employment opportunities to people with disabilities.



**The Right Honourable  
Paul Martin Sr. Award**  
**Sid Ebare**

This award recognizes Sid who has been volunteering for over 15 years on local committees and organizing fundraising events.



**The Barrier-Free Design Award of Merit**

**Via Rail Canada (London Station)**

This award recognizes Via Rail Canada for renovating their London Station to be more accessible for people with disabilities.



**The Reverend Roy Essex  
Award**  
**John Hodge**

This award honours John who has been an outstanding volunteer for the DesignAbility® Program, which furthers the goals of OMOD.



**Jeannette Shannon Post-Polio  
Program Volunteer Award**  
**Barbara Dowds**

This award recognizes Barbara's leadership for more than eight years of volunteer service to Ontario March of Dimes' Post-Polio Program.



**Wade Hampton Employment  
Training Bursary**  
**Ken Silen**

This award is awarded to an Ontarian with a physical disability requiring financial assistance in order to pursue a professional or career goal. Ken is currently pursuing a career in business marketing.



**The Community Partnership  
Award**  
**Famous Players SilverCity,  
St. Catharines**

This award recognizes Famous Players SilverCity for collaborating with OMOD to raise money for local programs and services through an innovative fundraising event.



**Richard Kall Employee Award  
of Excellence**  
**Tim Manley**

This award honours the memory of the late Ontario March of Dimes' Chief Operating Officer. As a full-time employee, Tim has been selfless in fostering a strong spirit of giving with the organization.



**Judge George Ferguson Award**  
**Irene Kis**

This award honoured Irene who has made outstanding contributions to the equality and full participation for people with disabilities by being an advocate and long-time volunteer.

# Management Discussion and Analysis

## Results of Operations

The 2005-2006 fiscal year continued growth, with revenues and expenses increasing by 13.3% and 13.1% respectively. This is consistent with the growth realized in 2004-2005. Revenue from government grants increased by 20.0% and accounted for the majority of the net revenue growth realized by the organization. Additional revenue growth in fund development and investments were offset by declines in fees, sales and program recoveries. The number of consumers served by Ontario March of Dimes and its subsidiary corporations grew from 36,458 in 2004-2005 to 42,657 in 2005-2006, an increase of 17.0%. Hours of service grew to almost 1.83 million, an increase of 19.7% over prior year.

The largest contributor to revenue growth was the full utilization of the Home & Vehicle Modification Program grant, first expanded in 2004-2005 by the Ontario Ministry of Community and Social Services. This accounted for \$6.8 million or 71.5% of the total growth in grant revenue, with the balance coming from the Ontario Ministry of Health and Long-Term Care for expanded Independent Living Services. 99.1% of revenues received in 2005-2006 were expended in the same fiscal year.

Including these expansions in program funding, expenditures on programs constituted 94.9% of all operational expenditures for 2005-2006, up from 92.6% in the prior year. Fund development activities accounted for 4.7% of all expenditures, with the balance related to net program and administrative support costs.

Three programs account for over 91.0% of all expenditures and 96.0% of all program expenses. These are:

*Independent Living Services*, provides non-medical assistance to people with physical disabilities and acquired brain injuries within their own homes.

*Employment Services*, helps people with disabilities develop employment plans, overcome employment barriers and prepare to return to the workplace after an illness or injury.

*AccessAbility® Services*, offers a full range of programs and services to help remove the barriers of everyday challenges for people with physical disabilities. Some of the services include: Assistive Devices Program, Home & Vehicle Modification Program (HVMP) and Barrier-Free Design Consultation.

## Governance

Ontario March of Dimes is governed by a 25-member Board of Directors that meets six times per year. Twenty-four board members are elected to three-year terms with one-third of the Board being nominated and elected each year by the membership, and one member has lifetime membership on the Board, bestowed through a by-law amendment by the membership. An 11-person Executive Committee meets monthly. The Nominating and Governance Committee reviews Board member performance, overall Board effectiveness, establishes development and training programs for directors, recruits and recognizes directors, and makes recommendations on governance policy. Board membership includes people with disabilities, individuals

from across Ontario and those with expertise in a variety of fields such as finance, law, risk management, human resources, communications, marketing, and research.

The Board of Directors also serves as the membership of its four subsidiary corporations which include the Ontario March of Dimes Non-Profit Housing Corporation, Rehabilitation Foundation for Disabled Persons Canada, Rehabilitation Foundation for Disabled Persons, US, and OMOD's Independence Non-Profit Corporation. In July 2005, the Board voted to surrender the charter of Positive Action for Conductive Education (P.A.C.E.) and the final amalgamation of its capital assets and programs will be completed in 2006-2007.

The five-year Strategic Plan, approved by the Board of Directors in August 2004, established four key strategic directions for the organization to 2010:

- Expanding our constituency
- Building stakeholder affinity
- Financing the vision
- Creating a sustainable infrastructure

The first direction speaks primarily to two key areas of expansion: service to children and service delivery nationally. To this end, the Board and management took three significant actions to implement this objective: The purchase of the intellectual property "March of Dimes", the expansion of Conductive Education to Nova Scotia, and a re-engineering of the management structure. As a result, the Rehabilitation



Foundation for Disabled Persons Canada now operates as March of Dimes Canada.

## Management Restructuring

In December, 2005, Ontario March of Dimes implemented a major re-engineering of its management structure, moving from a geographically structured matrix model of management to a more streamlined functional model. This builds on the strength and expertise of the organization, improves performance management and accountability, and positions the services to more easily expand outside of Ontario. Service delivery will continue to be managed and delivered locally and regionally, but with the flexibility to alter geographic scope for each program based on size, location, efficiency, and funder relationships.

## Understanding and Managing Risk

In 2002, the OMOD Board established a Risk Management Committee. In 2005, the Board realigned governance responsibilities, expanding the committee's function to risk and audit. The Finance Committee continues to provide financial oversight and monthly monitoring of the financial performance of the organization and to oversee the Investment and Pension Committees which are also ultimately accountable to the Board of Directors.

In 2003, the Risk Management Committee and senior management undertook a process to develop a risk assessment protocol, to assess the top risks facing the organization, and to begin the process of moving responsibility for risk

assessment and management throughout the management structure of the organization. In 2004, the development of the risk framework was completed, as was the assessment and ranking of overall organizational risk. In 2005, training on the risk protocol was provided to all OMOD program managers and departments, culminating in a staff conference, in September 2005, attended by more than 100 managers from across the province. Since then, all departments are working on refining their risk assessments, establishing benchmarks and thresholds, and integrating these risks into the monitoring of key indicators.

OMOD recognizes a number of key risks to its operations:

- 65% of all revenue comes from the government with almost half of all revenues from the Ontario Ministry of Health and Long-Term Care. This makes OMOD vulnerable to significant changes in government policy, legislation, oversight and renewal processes.
- OMOD is also very dependent on key contracts from government and crown corporations, and is vulnerable to changes in funding rates and regulations.
- OMOD is vulnerable to environmental changes which affect the economy, donor priorities or competition for charitable contributions.
- OMOD is restricted to specific uses for the majority of its revenue. Less than 5% of total revenue is discretionary and can be directed to services where OMOD' Board deems

priorities for our service consumers or for the health of the organization.

For these reasons, OMOD has focused as one part of its strategic directions — "Financing the Vision", on the diversification of its revenue base to support such donor-dependent programs as Assistive Devices, Recreation and Integration, Peer Support and Conductive Education.

## Financial Performance

The organization's net working capital declined slightly from \$1.79 million to \$1.74 million due to capital acquisitions.

Many of the funds received are designated for specific purposes and must be utilized within a prescribed timeframe. The organization's accounting structures ensures that these revenues are expended as designated, with any excess revenues over expenditures treated in one of two ways:

- Unexpended grant funds are either returned or carried forward to the following year, with the approval of the funder;
- Surplus dollars received through fees or fund development are designated to one of the three funds established by OMOD.

The organization established three funds in which it maintains its assets:

*The Stabilization Reserve Fund* was established to address the long and short-term needs of the organization, to build working capital, and to provide assurance that funds are available when needed due to unforeseen shortfalls, new initiatives or projects.

# Management Discussion and Analysis

*The Capital Reserve Fund* was established to fund the capital needs of the organization and to hold the capital assets of the organization.

*The Endowed or Restricted Funds* hold all donor-restricted, Board-restricted and endowed funds to seed new activities, fund research and award scholarships. These funds are obtained through bequests, tribute gifts, in memoriam funds and from donations and events specifically designated for this purpose.

In 2005-2006, OMOD had a net surplus of \$730,749, representing less than 1% of all revenues received. During the course of the year, the funds within the Endowed and Restricted Funds were partially depleted due to the purchase of an intangible asset. This was in part offset with the receipt of a large bequest. As a result, the Board decided to designate \$750,000 at year end to replenish the Endowed and Restricted Funds, and added \$25,000 to its Capital Reserve Fund.

## Internal Controls

As part of the external auditing process, management completed an assessment of internal controls within the organization. While some, like its risk management protocols, are in development, most are now in place. These include:

- A code of conduct, a statement of values, and related policies and procedures;
- Extensively documented policies and procedures for all operational and functional components of the organization, such as Finance and

Human Resources. Most locations operating under the Independent Living Program have received ISO 9002 certification;

- Established plans, performance targets, risk identification and performance management monitoring and evaluation;
- A separation of governance and management, with an independent risk and audit function, separate from management and finance;
- Financial reporting, including budgeting, monthly statements, financial analysis, and transactional procedures;
- Internal controls to restrict and identify fraud;
- Information management systems with built-in security and redundancy to protect confidentiality, business interruption, data loss and data corruption;
- Disaster recovery procedures and protocols to ensure minimal service or business interruption in the event of a catastrophic event.

An internal auditor position has been approved for the 2006-2007 fiscal year. The Internal Audit Manager will work closely with the audit committee and management to prioritize audit activities.

## Performance Management

Management has developed, and continues to refine, a comprehensive system of establishing performance goals and key indicators related to individual performance contracts, and departmental performance linked to key areas of identified risk. This is monitored through a forecast model that reports mid-year results

to senior management and the Board, and proposes a revised budget for the balance of the year. Year-end results reporting closes the loop of accountability. Program evaluation ensures that programs address identified needs. Consumer satisfaction surveys, conducted externally to ensure confidentiality, are used as part of staff training and quality improvement. Staff-completed Quality of Working Life surveys, which provide information to identify areas of satisfaction and concern, were used to train management on ways to improve working conditions for employees.

Management systems are centrally designed, networked and supported, with a 24-hour help desk. Layers of redundancies, back-up systems and off-site data storage protect the organization in the event of system failure or damage. Security restricts access to confidential information internally and externally and privacy legislation requirements are enforced.

Information systems are utilized in payroll and human resource management, accounting and financial management, consumer and case tracking, service billing, fundraising and donor database management. Further integration of these systems is a priority during the next few years, as is the implementation of an electronic service scheduling system.

ISO 9002 certification is managed and monitored centrally for Independent Living Services. Bill 173 requires all programs funded by the Ontario Ministry of Health and Long-Term Care to implement a quality management system. The ISO process establishes clear and uniform

policies and procedures to ensure consistency of quality service is provided in all locations. It also improves accountability, identifying gaps and requiring follow-up and correction where non-conformance is identified.

The restructuring of management in 2005 places all program delivery under functional management with designated financial and management supports. This will improve accountability, reporting, performance management and internal benchmarking.

### Outlook

The focus in the coming years will be on implementation of the Strategic Plan, including new initiatives to expand service nationally, to partner with other organizations within and outside of Ontario, and to diversify and expand the organization's revenue base. Changes in the provincial Ministry of Health's structure to Local Health Integration Networks, the elimination of Designated Assessment Centres under the new automobile legislation, and the Ontario Disability Support Program transitioning to a results-based funding model pose future challenges for OMOD in the coming years.

	2006	2005	2004	2003
Service Delivery-Hours of Service	<b>1,829,608</b>	1,527,936	1,275,523	1,151,722
Service Delivery-Consumers Served	<b>42,657</b>	36,523	26,788	23,816

Program	Consumers Served		Direct Service Hours	
	05/06 Actual	04/05 Actual	05/06 Actual	04/05 Actual
Independent Living Services	1,850	1,860	1,293,618	1,016,195
Employment Services	8,118	7,821	217,237	232,459
AccessAbility Services	8,508	6,746	75,455	69,922
Recreation & Integration Services	653	485	34,621	31,992
Peer Support Services	23,240	19,290	200,152	167,868
Conductive Education	288	321	8,525	9,500
<b>TOTAL</b>	<b>42,657</b>	<b>36,523</b>	<b>1,829,608</b>	<b>1,527,936</b>

# Financial Statements

## ONTARIO MARCH OF DIMES

(Rehabilitation Foundation for The Disabled)

### Balance Sheet

(March 31, 2006, with comparative figures for 2005)

	2006	2005
<b>ASSETS</b>		
<b>Current</b>		
Cash and restricted cash	<b>\$211,751</b>	\$1,073,269
Marketable securities	<b>4,734,279</b>	6,607,307
Accounts receivable	<b>3,960,651</b>	5,009,095
Prepaid expenses	<b>650,914</b>	601,118
Grants and allocations receivable	<b>786,820</b>	712,424
<b>Total current assets</b>	<b>10,344,415</b>	14,003,213
Endowed and Restricted Funds	<b>1,069,983</b>	2,033,952
Capital assets	<b>3,859,252</b>	4,075,507
Intangible assets - Trademark	<b>1,773,750</b>	—
	<b>\$17,047,400</b>	\$20,112,672
<b>LIABILITIES AND FUND BALANCES</b>		
<b>Current</b>		
Accounts payable and accrued charges	<b>\$4,699,008</b>	\$7,880,586
Unexpended program grants	<b>129,792</b>	220,586
Government advances	<b>3,774,899</b>	4,113,793
<b>Total current liabilities</b>	<b>8,603,699</b>	12,214,965
Deferred capital grants	<b>1,278,885</b>	1,463,640
<b>Fund balances</b>		
Invested in capital and intangible assets	<b>4,354,117</b>	2,611,867
Capital Reserve Fund	<b>500,000</b>	35,000
Stabilization Reserve Fund	<b>1,240,716</b>	1,313,248
Endowed and Restricted Funds		
Donor restricted	<b>128,812</b>	193,310
Board restricted	<b>767,999</b>	2,119,099
Endowed	<b>173,172</b>	161,543
<b>Total fund balances</b>	<b>7,164,816</b>	6,434,067
	<b>\$17,047,400</b>	\$20,112,672

See accompanying notes to balance sheet.

### Notes to Balance Sheet

Year ended March 31, 2006

- The Balance Sheet is reflecting a decrease of \$3,065,272 over prior year due to the settlement of large health tax recovery receivable, reversal of a multi-year accrual, settlement of a large accounts payable and completion of a retrofit capital project.
- The organization's net working capital (current assets less current liabilities) remained stable (\$1.74 million from \$1.79 million).
- Accounts receivable decreased \$1.05 million due primarily to the settlement of a large Employers' Health Tax recovery receivable from prior year(s).
- Accounts payable and accrued liabilities have decreased by \$3.2 million resulting from the reversal of a multi-year accrual, settlement of large accounts payable relative to the Home & Vehicle Modification Program expansion at the end of the 04/05 fiscal year and completion of a retrofit capital project.
- Many of the funds Ontario March of Dimes receives are designated for specific purposes and must be utilized within a prescribed time frame. The organization's accounting structure ensures that these revenues are expended as designated with any excess revenues over expenditures treated in one of four ways:
  - Unexpended grant funds are either carried forward to the following year or returned to the funder. This component has remained stable from the 2004/2005 to the 2005/2006 fiscal year.
  - Unexpended monies received through planned giving and some major gifts are placed in Endowment Funds, with the interest designated to specific purposes such as research, programs, awards or bursaries
  - Excess general revenues are transferred to the Stabilization Reserve Fund, with the reserve used for cash flow, capital purchases, new program development and unforeseen circumstances.
  - A Capital Reserve Fund was established in the 2003/2004 fiscal year as a mechanism for building a reserve specifically to meet the future capital needs of the organization. A Board approved transfer of \$440,000 from the Restricted Fund has increased the balance of the Capital Reserve Fund to a cumulative total of \$500,000.
- Overall fund balances increased by \$730,749 or 11.4% from the 2004/2005 fiscal year.

# Financial Statements

## ONTARIO MARCH OF DIMES

(Rehabilitation Foundation for The Disabled)

### Statement of Revenue and Expenses

(Year ended March 31, 2006, with comparative figures for 2005)

	2006	2005
<b>REVENUE</b>		
Government and other grants	\$52,197,083	\$42,771,583
Fees and sales	11,189,345	11,969,934
Fundraising (including United Way)	7,081,171	6,165,597
Program recovery	7,837,596	7,594,561
Investment and other	923,780	824,951
Recovery from Employers Health Tax	112,998	700,000
	<b>\$79,341,973</b>	70,026,626
<b>EXPENSES</b>		
Programs:		
Independent Living Services	35,983,385	33,765,702
Employment Services	21,030,777	20,448,621
AccessAbility® Services	14,682,600	7,832,236
Affirmative businesses	1,010,555	992,661
Recreation and Integration Services	443,472	412,082
Peer Support Services and Conductive Education®	1,292,634	715,654
Issue advocacy	214,573	216,437
Grants and awards	10,000	11,910
	<b>\$74,667,996</b>	64,395,303
Fundraising	3,090,810	3,194,550
Donor acquisition	600,195	606,771
Unallocated program and administrative support	762,515	982,675
Amortization funded by donor dollars	307,312	330,696
Health benefit refund	(367,604)	—
Other	(450,000)	—
	<b>\$78,611,224</b>	69,509,995
<b>Excess of revenue over expenses</b>	<b>730,749</b>	516,631

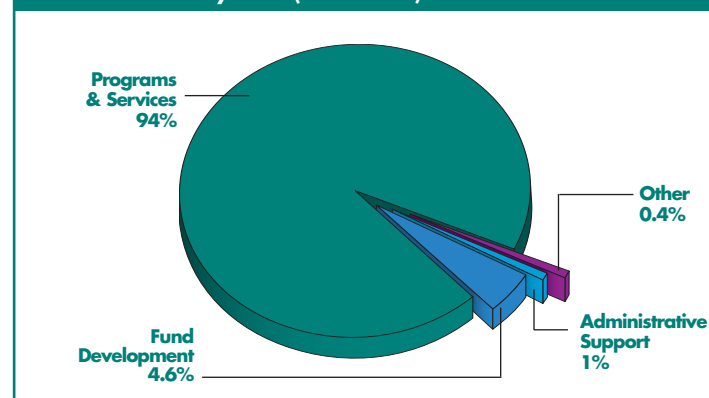
See accompanying notes to statement of revenue and expenses.

## Notes to Statement of Revenue and Expenses

Year ended March 31, 2006

1. Copies of the complete audited financial statements are available upon request.
2. Funds raised through charitable gaming and special events are included in Fundraising.
3. Independent Living Services includes Outreach Attendant Care Services, Supportive Housing, Congregate Living facilities, Acquired Brain Injury Services and Northern Medical Clinics.
4. AccessAbility® Services includes the Assistive Devices Program, Barrier-Free Design Consultation, DesignAbility Program, Home & Vehicle Modification Program, Recycled Rental Equipment Program and Sensitivity and Awareness Training Program.
5. The excess of revenues over expenses of \$730,749 (2005 - \$516,631) includes amounts designated for endowment purposes.
6. The summarized financial statements do not include amounts for associated organizations. Separate audited statements for associated companies are available upon request.

## Where Your Money Goes (2005-2006)



**Full financial statements, including the Auditors' Report are available upon request or on our Web site [www.dimes.on.ca](http://www.dimes.on.ca).**

For the year ended December 31, 2005, the Foundation filed the required report, as defined in the Public Salary Disclosure Act, 1996.

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Ontario March of Dimes relies on the generosity of donors to help fund our programs. Due to space limitations not all donors can be listed.

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Without government support and recognition for the needs of people with physical disabilities, many of our programs and services would not be possible. We thank the provincial and federal governments for their contributions.



### Thank you to all the donors who prefer to remain anonymous.

*Every effort has been made to ensure the accuracy and completeness of these important lists. We apologize for any errors or omissions.*

## Who We Serve

This chart depicts the disability profile of OMOD consumers who received service in 2005-2006. The column on the left shows the percentage of consumers receiving service by disability. The column on the right shows the allocation of expenditures by disability as a percentage of total service dollars.

- 78% of OMOD consumers have personal incomes of less than \$20,000 and 91% have incomes below \$30,000. Almost 35% have incomes of less than \$10,000 per year.
- Almost 57% of OMOD consumers are between the ages of 45 and 74, which is equivalent to the percentage of Canada's population that have disabilities. The percentage of children served will grow as service to children expands.

### OMOD SERVICE – PROFILE BY DISABILITY: 2005-2006

NUMBER OF CONSUMERS		ALLOCATION OF EXPENDITURES	
DISABILITY	%	DISABILITY	%
Stroke	39.9	Brain Injury	12.0
Post-Polio	29.5	Arthritis/Joint	11.0
Arthritis/Joint	5.9	Multiple Sclerosis	10.8
Spinal/Back Injury	3.6	Cerebral Palsy	9.6
Brain Injury	1.8	Stroke	8.0
Cerebral Palsy	1.6	Para/Quad/Hemiplegia	6.8
Multiple Sclerosis	1.6	Spinal/Back Injury	6.4
Muscular	1.5	Neurological	4.9
Neurological	1.3	Muscular	3.8
Para/Quad/Hemiplegia	1.0	Spina Bifida	2.1
CVS/Heart	0.5	Diabetes	1.6
Diabetes	0.5	Post-Polio	1.5
Spina Bifida	0.4	Amputation	1.5
Cognitive	0.4	CVS/Heart	1.3
Amputation	0.4	Cognitive	0.9
Other physical disabilities	2.2	Other physical disabilities	5.0
TOTAL physical disabilities	92.1	TOTAL physical disabilities	87.2
Non-physical disability	4.2	Non-physical disability	6.9
No disability	3.7	No disability	5.9
<b>TOTAL</b>	<b>100.0</b>	<b>TOTAL</b>	<b>100.0</b>

## OUR PROGRAMS & SERVICES

Ontario March of Dimes is the largest charitable rehabilitation organization in Ontario, providing a wide variety of programs and services to almost 37,000 people annually in 70 communities across the province.

**AccessAbility® Services** offers a full range of programs to help remove the barriers of everyday challenges for people with physical disabilities. Some of the services include: Assistive Devices Program, Home & Vehicle Modification Program (HVMP) and Barrier-Free Design Consultation.

**Conductive Education®** merges elements of education and rehabilitation to help people with neurologically-based movement difficulties improve their independence and mobility.

**Employment Services** helps people with disabilities develop employment plans, overcome employment barriers and prepare to return to the workplace after an illness or injury.

**Independent Living Services** provides non-medical assistance to people with physical disabilities and acquired brain injuries within their own homes.

**Information & Advocacy** utilizes web-based communications to keep people informed on disabilities, news and events, and promotes public policy initiatives affecting people with disabilities through education and advocacy.

**Peer Support Services** provide polio and stroke survivors, their families, caregivers and health care professionals, with information, resources and support. Services include the Post-Polio Program and Stroke Recovery Network.

**Recreation & Integration Services** enhance the quality of life for people with physical disabilities through recreational activities, friendship opportunities and social integration. Services include the Befriending® Program, Summer and Winter Holiday Programs, and Out-Trips and Social Clubs.

*For more information and program contacts, please visit our Web site at [www.dimes.on.ca](http://www.dimes.on.ca).*

# Ontario March of Dimes

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## Contact Us

### Provincial Office

10 Overlea Boulevard  
Toronto, Ontario  
M4H 1A4

416-425-DIME (3463)  
1-800-263-DIME (3463)  
Fax: 416-425-1920

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