

# FOCUS ON PERFORMANCE

## REPORT CARD

NAME March of Dimes

SUBJECT 2006-2007 Annual Report

CLASSIFICATION Rehabilitation Organization

YEAR IN



## FOCUS ON OUR VISION, MISSION AND CORE VALUES



### *Our Vision:*

To create a society inclusive of people with physical disabilities.

### *Our Mission:*

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

### *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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#### *Front cover photos:*

*(Left) Consumer from our Home & Vehicle Modification Program.*

*(Centre) CE Conductor Megan Henze with program participant.*

*(Right) One of the TD Bank Financial Group teams at the TD Challenge Barbeque fundraiser.*

## A MESSAGE FROM THE CHAIR AND PRESIDENT & CEO



Transitions can test the mettle of everyone involved. In 2006, we reported on an internal reorganization that saw Ontario March of Dimes realign its management functionally, from a regional structure. This saved significant administrative dollars, which were redeployed to direct services. However, fundraising and affirmative business was not as effective as anticipated.

This report evaluates the organization's performance in all areas including programs, administration, businesses and fund development. **Our focus is on quality, consistency, efficiency and effectiveness. Our new management model enhances our ability to address and respond in all of these areas.**

The ratings here are subjectively provided by management, based on an analysis of results to plan. We are committed to the accountability and transparency that builds confidence among our various stakeholders — donors, clients, volunteers, government funders, staff and our Board of Directors.

**Government funding continues to be the most significant resource provided to Ontario March of Dimes, and for this we are very grateful to the Governments of Ontario and Canada, and acknowledge the trustworthy partnership we have with many Ministries and departments.**

We still, however, have wait lists; as many as 700 people are on our wait list for attendant service, including 400 who need supportive housing, and the volume of requests for home and vehicle modifications exceeds demand. Despite government focus on job placement, people with disabilities continue to have higher levels of unemployment compared to their non-disabled peers. For those individuals not seeking or not capable of comparative employment, few programming alternatives are available. Ontario March of Dimes is providing alternative services and seeking government support.

We will continue to strive to take our programs outside of Ontario in order to facilitate greater independence, opportunity, integration and empowerment for all Canadians with physical disabilities.

**Our deepest appreciation to our committed Board, committee volunteers, staff and the thousands of community volunteers and donors who make it all possible – working together to create a society inclusive of people with disabilities.**



Allister Byrne  
Chair



Andria N. Spindel  
President & CEO

## FOCUS ON PERFORMANCE

The past year was one of transformation and consolidation. In 2005-2006, we took our next step nationally, acquiring the “March of Dimes” brand. By year’s end, management underwent significant streamlining, moving from a regional to a more functional, program-driven model to prepare for national expansion. In 2006-2007, the activities of March of Dimes Canada and Positive Action for Conductive Education (P.A.C.E., a subsidiary that coordinated and supported Conductive Education services for children until 2005-2006), were consolidated within Ontario March of Dimes’ plans and budgets. Ontario March of Dimes also expanded its international profile as it prepared for the first Festival of International Conferences on Caregiving, Disability, Aging and Technology (FICCDAT) in the first quarter of 2007-2008.

**March of Dimes demonstrated the capacity to manage within a changing environment as key external stakeholders also initiated major structural changes.** The Ministry of Health closed its regional offices and introduced Local Health Integration Networks (LHINs) to manage stakeholder relationships; the Ontario Disability Support Program (ODSP) began transitioning to a performance-based funding model; and nationally, Service Canada negotiated a transfer of its employment programs to the Government of Ontario.

As Ontario March of Dimes’ management completed internal structural changes, our focus shifted to ensuring improved performance within the new environment: meeting the needs and expectations of our consumers, providing cost-efficient services that meet the outcome objectives of our funders, increasing service consistency, and providing greater accountability to the Board of Directors.

It is in this context that we present this annual report card evaluating our performance over the past year. All ratings are based on performance targets set and approved by the Board of the Directors.



*(Left) Asif Syed, Education Assistant and Life Skills Coach, Literacy Options program and program participant, Tim Simpson. Literacy Options is an education/pre-vocational program to develop literacy, numeracy and self-management skills.*





Program Performance

## FOCUS ON PROGRAM PERFORMANCE



### *Tim Manley (1957-2006)*

*We lost one of our own this year with the untimely passing of Tim Manley, Associate Director, Independent Living Services. Tim played a significant role in Ontario March of Dimes Non-Profit Housing Corporation over the past two years. He had been with the March of Dimes for more than six years serving as Regional Director for South Western Ontario before becoming an Associate Director. His tenure led to innovative housing for the medically fragile, growth in Employment Services, successful golf tournaments and other fundraising events. Tim is greatly missed.*

In 2006-2007, 42,369 consumers received 1,785,885 hours of direct service in Ontario and across Canada. This represented a slight decrease (1%) in service volumes from last year. However, 26% of our consumers now live outside of Ontario. There was also an 18% growth in the number of children served.

### *Independent Living Services: B+*

Ontario March of Dimes operates Attendant Services and Acquired Brain Injury (ABI) Services to help people with physical disabilities live in their own homes and access community activities. The Ontario Ministry of Health funds 95% of these services, with the remainder funded through fees from insurance and rehabilitation companies.

Ontario March of Dimes' staff have been playing an active role in the development of the new LHINs. Locally, staff are engaged with LHIN management across Ontario in planning and consultation, as well as in developing new community partnerships. **Provincially, March of Dimes is working with the Ministry of Health and Long-Term Care and other community agencies in developing new health management information systems that will be used by our sector in financial and service planning and reporting.**

Service delivery met most of its performance targets. High overall satisfaction ratings were reported by Independent Living consumers and service volume targets were achieved as 1,772 consumers received 1.24 million hours of direct service. Proprietary service to people with acquired brain injuries increased by 31% over the prior year. However, total service volumes declined, as funding expansion was limited by the Ministry of Health's focus on implementing the new LHIN structure.

A new supportive housing site opened in Shelbourne, Ontario in partnership with the Community Care Access Centre (CCAC) and Dufferin Community Services, providing 24-hour service to six consumers.

The Northern Medical Clinics program, which has operated since the 1950s, received financial support from the Ministry of Health for the first time in 2006-2007, allowing the expansion of service to 460 consumers.

## FOCUS ON PROGRAM PERFORMANCE

### AccessAbility® Services: B+

The Assistive Devices Program (ADP) delivery was restructured as a one-site service centre, saving over \$200,000 in program delivery costs and expanding the proportion of funds going to device acquisition and repairs for consumers. Support from the Green Shield Canada Foundation assisted with this transition.

**Consumer satisfaction with ADP remains strong, with over 98% of respondents willing to recommend the program to others.** Service volumes were similar to prior year.

The Home & Vehicle Modification Program (HVMP) was inundated with applications in 2006-2007, resulting in high levels of service, but also the need to reject a growing number of applicants due to lack of funds. The Ministry of Community and Social Services assisted the program by committing an additional \$2 million in one-time funding to address excess demand. HVMP will redesign its processes in 2007-2008 to reduce the time between application and granting, and align demand and funding.

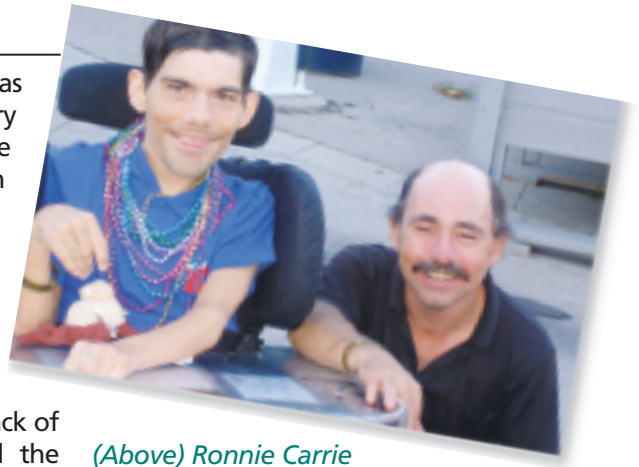
Ontario March of Dimes expanded its Barrier-Free Design Consultation and Site Audit Services as the Accessibility for Ontarians with Disabilities Act (AODA) regulations came into effect.

Over 80 DesignAbility® volunteers provided assistance to 116 consumers in 2006-2007, similar to the service level of prior years.

### Recreation and Integration Services: A

In 2006-2007, the number of consumers served tripled, and service hours increased by 27% due to new program initiatives and community partnerships. New initiatives included: launch of the Door2Adulthood Web site for transitioning youth; support of the third Independence Community Empowerment Conference for augmentative communicators; joint programming with Bloorview Children's Treatment Centre and the ABI Program of March of Dimes; and reintroduction of the travel program with our first accessible cruise. The acquisition of a new and larger accessible bus also contributed to program growth.

**Consumer satisfaction with these programs remains very high, with 97% of respondents stating that the program met their needs.**



(Above) Ronnie Carrie and Brian Elliot

### BeFriending® Story

*BeFriending® benefits not only our consumers but our volunteers as well. Brian Elliot began volunteering with the BeFriending® Program in the spring of 2006. Screened volunteers are matched with adults with physical disabilities who wish to share common interests and build new friendships. Wanting to help out his community, Brian volunteered and was matched with Ronnie Carrie, who has cerebral palsy and is a wheelchair user.*

*For Brian, this experience became more than just donating a few hours of his time – he became a friend and mentor to Ronnie, who missed a male influence in his life because his father passed away when he was young. Brian stepped into that role for Ronnie.*

*"This opportunity has allowed Ronnie to develop new interests like going to a concert or hockey game," says Brian. "Volunteering has become a rewarding experience for me."*



## FOCUS ON PROGRAM PERFORMANCE

### *Peer Support Services: B+*

Stroke Recovery Canada™ (SRC) operates 25 chapters in Ontario and supports numerous chapter affiliates in other provinces. In 2006-2007, SRC worked with Allergan Canada, BioMed Content Group Inc. and National Public Relations to develop *A Patient's Guide to Stroke Recovery*. This 16-page publication provides stroke survivors, their families and caregivers with the information they need to survive and thrive after stroke.

Over 30,000 guides were distributed to rehabilitation centres and doctors' offices across Canada. Publication of the guide led to doubling of hits to the SRC Web site and more calls made to our Warmline information service.

SRC was also selected by Bristol Myers Squibb as the Canadian partner of its worldwide Look Closer Campaign, designed to educate the public in six participating countries about the causes of heart attack and stroke.

**Polio Canada® operated 13 chapters in Ontario and 11 additional chapters across the country. The program played an active role in promoting Polio Awareness Month in March across the country.**

### *Employment Services: A-*

Employment Services assists people with disabilities to develop employment goals, access training, acquire employment and overcome workplace barriers to job performance and retention.

In 2006-2007, Employment Services revenue grew by \$8.33 million, \$2.2 million higher than forecast. Net revenue improved by \$555,000 due to an expansion of our WSIB contract as well as improved service efficiency. Consumer satisfaction remains strong, but we need to ensure more consumer input in service planning.

New programs included management of the Ministry of Community and Social Services' Passport Program in Ottawa, expansion of the Ontario Disability Support Program (ODSP) services in Lanark County, provision of assessment services to Ontario Works in South Central Ontario and a skills training program for Ontario Works consumers in London.

Several offices also commenced vocational rehabilitation services on behalf of Veteran's Affairs. A new social enterprise business to train and place ODSP consumers in Toronto was investigated in 2006-2007 for possible implementation in 2007-2008. Funding from the Social Enterprise Fund of ODSP and the United Way of Greater Toronto supported the planning phase of the social enterprise project. Next year's focus will be on job placement and retention.



### *Conductive Education® Services: B-*

In 2006-2007, Conductive Education (CE) grew through a series of fundraising events in Ontario and across Canada. Currently programs run in Toronto,

*(Left) CE Conductor Vishali Malhotra and program participant Lucas Durzi.*



## FOCUS ON PROGRAM PERFORMANCE



London-Woodstock, and Halifax. Program satisfaction remains high, however, the number of participants declined.

The program has now completed its first risk assessment. A new biannual CE Canada newsletter was created to educate, promote and market the program, with an initial circulation of 1,000.

### *Information and Advocacy Services: A-*

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Ontario March of Dimes has been advocating for national disability legislation for more than 20 years. While Ontario has the AODA, similar legislation does not exist in other provinces or at the federal level. As a result, Canada lags behind many countries which have such Acts, including the United States, Australia and the UK. In 2006, we helped champion much-needed national disability legislation and received significant media coverage. We also encouraged an unprecedented number of Canadians through our Warren's World® Web site ([www.warrensworld.ca](http://www.warrensworld.ca)) to send a message of support for federal legislation to the Prime Minister. In 2007, the Prime Minister announced that the government would proceed with national disability legislation. The Government of Canada acknowledged our activity, and invited March of Dimes to participate in the development of this legislation.

**As part of our outreach efforts to promote accessibility in the private sector, we formed working partnerships with the Ontario Motel, Hotel and Restaurant Association, selected Business Improvement Associations in Toronto and Liberty Motors to communicate accessibility to the private sector.**

To celebrate accessible restaurants in Toronto, we conducted an assessment of local eateries that we called the "World Cup Accessibility Challenge". During the 2006 FIFA World Cup, when unprecedented numbers of Torontonians were looking to enjoy the games in restaurants, we visited nearly 100 establishments and identified the Top 20 most accessible, conveying the message that the private sector can and does want to achieve greater accessibility.

We helped prepare and launch the *Emergency Preparedness Guide for People with Disabilities and/or Special Needs*. Emergency Management Ontario, a branch of the Ministry of Community Safety and Correctional Services and the Accessibility Directorate of Ontario (a branch of the Ministry of Community and Social Services), published the guide after intense consultation with community partners.

**In October 2006, we formed a partnership with Co-op Cabs in Toronto and the Ministry of Community and Social Services.**

Co-op Cabs became the first taxi company in Ontario to adopt a policy of reducing fees for customers with disabilities. Wheelchair users can now flag an accessible taxi-van at the same rate as able-bodied patrons. To announce this new policy, Ontario March of Dimes, Co-op Cabs, representatives from the City of Toronto, and the Hon. Madeleine Meilleur, Minister of Community and Social Services, launched the "Driving Accessibility Campaign" at Co-op Cabs' Toronto headquarters in October 2006. The policy serves as an example of how the AODA would operate in practise.



*Employee Performance*



## FOCUS ON EMPLOYEE PERFORMANCE

Attracting, developing and retaining high quality staff is a challenge in today's competitive marketplace. March of Dimes recognizes the invaluable role our dedicated and committed staff play in the ongoing growth and success of the organization. **One of our core values is to create an environment that nurtures, recognizes and rewards excellence.** We strive to communicate our appreciation for the daily efforts and hard work of our staff through both province-wide and local recognition programs.

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### *Training and Development B+*

We offer a number of training and development courses to our over 800 full-time and 800 part-time employees. In 2006, there was a 30% increase in the number of employees enrolled in some form of continuing education and the number is expected to increase in 2007.

### **Ontario March of Dimes has developed a new, internal training program called Impact Supervision & Leadership.**

This three-day course is geared towards program managers and focuses on coaching and recruiting, giving managers a better understanding of their responsibilities and the important role they play in motivating staff and influencing performance. The goal is to have all 120 managers complete the course by the end of 2007.

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### *Quality of Work Life Survey B-*

Every three years over the past 15, Ontario March of Dimes has conducted a "Quality of Work Life Survey" to better understand the factors that contribute to employee satisfaction and pinpoint areas for improvement. Using feedback from these valuable surveys, our goal is to become one of the top Canadian employers in the non-profit sector.

### **Brock University has been contracted to develop the 2007 Quality of Work Life Survey for March of Dimes.**

This new survey will include comparative industry information. The survey will allow us to focus our efforts on addressing emerging issues such as improving internal communications, encouraging more employee training and development, reinforcing organizational goals, and ensuring



(Above)  
Jocelyne Gagne

### *One of our own*

Jocelyne Gagne, Associate Director of Community Relations is an excellent example of how our employee relations has paid off in generating loyalty. Jocelyne has worked for March of Dimes for almost 32 years – quite an accomplishment. "March of Dimes never lost sight of its biggest resource – its employees," says Jocelyne. "That is why I feel like a family member and not just an employee." During her years, Jocelyne has witnessed the organization grow from 100 employees to over 1,600. Jocelyne is a past recipient of the Richard Kall Employee Award of Excellence, which is given to an employee who demonstrates selflessness, excellence, improves the work environment and enhances customer experience.

Jocelyne has also received the Keith S. Armstrong Award, a national award that recognizes a person's service and dedication to people with disabilities; she has been instrumental in developing many programs and services we offer today.

March of Dimes is committed to quality in the work environment, which will facilitate quality in employee performance.

## FOCUS ON EMPLOYEE PERFORMANCE



that the mission and brand is communicated consistently and effectively to staff and stakeholders.

### *Health and Safety B*

This year, there was renewed focus on health and safety for both our staff and consumers. Workplace Safety and Insurance Board (WSIB) claims decreased by 2%, from 116 in 2005-2006 to 114 claims. We will continue to work with staff and management to further reduce the incidence of injury.

### **New plans are being implemented to help us reduce health and safety incidents by 20% in 2007.**

Plans include mandatory participation in the Safety Group Program designed to identify company hazards, and training programs and policies to reduce the risk of injury. In 2007, our safety program will focus on ergonomic assessments, workplace inspections and emergency responses. An internal, biannual newsletter was created by the Provincial Health and Safety Committee to provide our employees with health and safety news and tips they can use both in the workplace and at home.

### **Implementing effective return-to-work programs has reduced costly WSIB expenditures experienced in previous years while assisting employees in transitioning back into the workforce.**

Our Health and Safety Committee has been actively communicating with all levels of staff. "When you have a safe working environment, people are happier and more productive," says Jim Bird, Director of Human Resources. He also



*(Left) 2007 Provincial Health & Safety Committee:  
Alfredo Davila, Mike Fogarty, Shelly Pludwinski, Denise Neal,  
Sheldon Goolabsingh and Asif Syed. Missing: Steve Driz.*

*(Opposite) Ontario March of Dimes opens the market at the Toronto Stock Exchange on January 8, 2007.*



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### MAJOR ECONOMIC INDICATORS

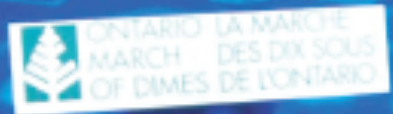
Jan 08, 2007

LAST	CHANGE	VOLUME	PCONS	vs USDS	0.8908	-0.3018
12477.97	+0.00	201,713,916	PCONS	vs EURO	0.7043	-0.0085
2822.23	+0.00	64,325,140	NSOLD		807.80	+0.80
12396.01	+0.00	23,427	NSILVER		12.22	+0.01
1409.71	+0.00	191,670,542	NOIL - BRENT		56.92	+0.88
2434.30	+0.00		NOIL - NYMEX		57.03	+0.72

### TSX MOST ACTIVE BY VOLUME

SYMBOL	NAME	LAST	CHANGE
R	REITERS-CORPORATED INC	2.94	+0.01
RYS.TM	ROYAL BANK GROUP LTD	6.55	+0.08
BOO	BETH GOLD CORPORATION	5.88	+0.00
TLM	TRISTAR ENERGY INC	17.93	-0.00
CBU	CANADIAN IMPERIAL BANK OF	6.11	+0.00
TRE	TRISTAR ENERGY CORP	0.80	-0.12

# Ontario March of Dimes Countdown to Market O



# 01:04:13

### TSX Net Gainers

Symbol	Last	Change	Volume
FM	55.06	2.41	1,243,739
FCC.NT	103.49	1.99	25,000
ACM.A	41.52	1.48	163,901
MET	10.80	1.31	3,100
THI	35.75	1.27	504,882
ACM.B	41.75	1.25	1,650



### TSX % Losers

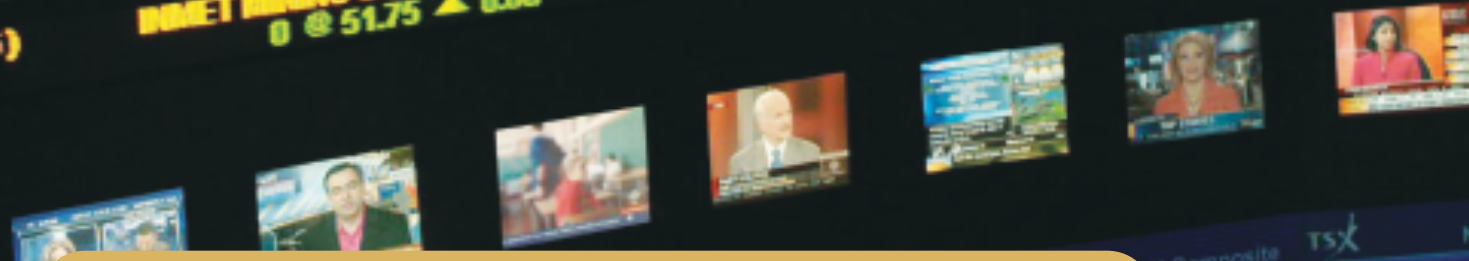
Symbol	Last	Change	Volume
HAE	0.15	-0.03	90,100
MAX	0.10	-0.02	1,500
HMM.A	1.90	-0.39	2,100
BNC	1.72	-0.35	402,647
WIS	0.86	-0.12	14,600
MCB	5.02	-0.59	500

### S&P

Index	Last
Info Tech	34.1
Energy	302.1
Financials	211.1
Gold	306.1
Industrials	97.1
Telecom	91.1

**DIAMET MINING CORPORATION (DNI)**  
 0 @ 51.75 ▲ 0.00

## Toronto Stock Exchange...



*Financial Performance*

## FOCUS ON OUR FINANCIAL PERFORMANCE



Almost two-thirds of our revenue comes from government grants and contracts, and this ratio is expected to rise to 70% by 2010. While we encourage continued growth in this area, a key strategic goal is to diversify revenue sources to mitigate risk and build discretionary revenue to ensure that Ontario March of Dimes and March of Dimes Canada have the resources to manage in tough economic times, address existing and emerging consumer needs, and meet capital and cash flow requirements.

In 2006-2007, overall revenues grew by over 9.6%, surpassing plan, with proprietary services generating almost 29% more revenue than in the prior year. **Restructuring led to savings in administration and a shift of funding into additional service.** As a result 95% of all expenditures were spent on program delivery. However, revenue generating activities in fund development and affirmative businesses fell short of target, resulting in a more modest year end surplus. Almost 100% of the revenues generated by March of Dimes in 2006-2007 were spent on program delivery and operations.

### *Proprietary Services: B+*

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Some services are provided at full cost to third-party referral sources such as insurance companies and rehabilitation organizations. Service fees account for 14.4% of total revenue, up from 12.3% in 2005-2006. Real growth in fees from prior year was \$2.77 million. **Net fee revenue in Employment Services and Independent Living Services grew by \$560,882.**

Employment Services include client case management from the WSIB; Ontario Disability Support Program (ODSP) and Ontario Works; and Rehabilitation Services provided to insurance companies, private rehabilitation companies, lawyers and employers. A major highlight for the year was the expansion and renewal of the WSIB contract, which resulted in significant volume increases in many locations, yielding a 60% increase in gross fees (\$2.2 million).

### *Affirmative Businesses: C-*

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Performance of several March of Dimes' business operations have fallen short of budget for several years. Existing businesses are evaluating net revenue potential and possible restructuring, upgrading or closing. New ventures using different business models are being explored. Our goal is to generate gross sales of \$2 million by 2010 and net profits of at least \$200,000. **We are beginning to achieve some success in the development of new products from the DesignAbility® Program, which adapts or create devices that help people with disabilities.**

### *Fund Development and Charitable Gaming Performance: C+*

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It has been a challenging year for fund development. Areas such as charitable gaming, community campaigns and special events fell short of targets. Bright spots were programs such as Web campaigns, monthly giving and major gift programs, which exceeded targets and have shown steady growth over the past two years.

There was a focus on building relationships with new foundations and corporations which generated more major gifts and sponsorships. We also made a concerted effort to convert one-time donors to monthly donors. As a result, major

## FOCUS ON OUR FINANCIAL PERFORMANCE

gifts and sponsorships increased to \$692,437, from \$231,993 in 2005-2006. Monthly donations increased to \$424,159 from \$320,968 in 2005-2006.

For areas that fell short of targets, identified problems have been addressed, and revenue plans for the next year should lead to significant improvements.

**There has been a concentrated effort to collect consumer and donor e-mail addresses which allow us to communicate with different stakeholders on a frequent and cost-effective basis, leading to more Web site traffic and a tripling of Web donations. Efforts will continue to better understand this growing and relatively untapped donor resource.**

Our second annual TD Challenge Barbeque is an excellent example of the potential value of corporate partnerships. This year's event benefited from a vibrant volunteer committee, and generated \$30,000 in support for programs.



*(Above, Left) Volunteers help cook burgers at the annual TD Challenge Barbeque.*

*(Right) Kyle Maynard, special guest speaker at the 2006 Ability & Beyond Gala Dinner.*







*Community Performance*



## FOCUS ON COMMUNITY PERFORMANCE

### *Community Relations: A-*

Ontario March of Dimes is committed to strengthening community relationships and partnerships with other agencies locally, provincially, nationally and internationally. As part of our 2005-2006 restructuring, a senior management position was created to maintain and expand relationships at the community level with local funders including United Ways, community foundations and community campaign volunteers. Our programs are building new partnerships and are working closely with LHINs to foster efficient service delivery structures.

In 2006-2007, Ontario March of Dimes and The Easter Seal Society, Ontario, with support from the Ontario Trillium Foundation launched Project Continuum, which identifies ways of working more cooperatively to improve the service continuum to children and adults with disabilities in Ontario.

**Our national corporation, March of Dimes Canada, provides a mechanism through which we can expand Ontario programs into other provinces and build new partnerships with existing service providers in new communities.**

Significant resources in 2006-2007 went towards the planning of FICCDAT, five concurrent conferences focused on enhancing the lives of seniors, persons with disabilities and their family caregivers. These conferences and events attracted participants from dozens of countries as well as a great cross-section of professions, consumers, policy-makers, businesses and caregivers.

This year March of Dimes hosted several visiting international groups who sought our advice on service delivery structure to best meet consumer needs.

Andria Spindel, OMOD/MODC President & C.E.O., co-chaired the Conference Steering Committee with Dr. Geoff Fernie, Vice President of Research, Toronto Rehabilitation Institute. We look forward to reporting further on the success of the Festival in next year's annual report.

### *Administration: A-*

As noted earlier, in the last quarter of the 2005-2006 fiscal year, March of Dimes restructured management, replacing its regional/provincial matrix with a centralized program model of management. This resulted in a number of benefits to the organization and the people we serve including: lower administrative costs and higher expenditures on services and programs; greater internal benchmarking and quality control; clearer lines of accountability and consistency of service across the province; the alignment of regional program management scope with those of key funders; and improved capacity to move programs and services beyond the borders of Ontario.



*(Right) Jamie McDermid, Associate Director, Employment Services with Eun Soo Park, President and visiting delegates from the Korean Employment Agency for the Disabled.*

## FOCUS ON THE 2006 AWARD WINNERS

Our 2006 Award Winners were announced at the Annual General Meeting in September 2006. These individuals and corporations were honoured for their invaluable contribution in helping enhance the quality of life of people with physical disabilities.

### *Awards and Recipients*

**Vocational Rehabilitation Award** was presented to **Allen Anderson**, President of Employment Management Professionals (EMP) of Toronto, Ontario for his leadership in vocational rehabilitation and employment for people with physical disabilities. EMP developed training programs to help job developers employ people with disabilities.

**Reverend Roy Essex Award** honoured **Violet Colford** of Welland, Ontario, who has volunteered for over 20 years and has demonstrated a high degree of commitment and contribution to the goals of Ontario March of Dimes.

**Wade Hampton Employment Training Bursary** was given to **Kitty Spires** of London, Ontario. The bursary is given to an Ontarian with a physical disability requiring financial assistance in order to pursue a professional or career goal.

**Judge George Ferguson Award** was presented to **Frank Prospero** of Kitchener, Ontario, president and founder of [www.getactivenow.ca](http://www.getactivenow.ca), a Web site that promotes active living for people with disabilities. Frank's contribution enables the equality and full participation for people with disabilities across Ontario.

**Barrier Free Design Award of Merit** was awarded to **Kelsey's Restaurant** of London, Ontario for redesigning its restaurant with special regard to accessibility.



**Jeannette Shannon Post-Polio Program Volunteer Award** recognized **Mildred and Leo Dionne** of St. Catharines, Ontario for their 20 years of leadership with the Post Polio Niagara Chapter.

**Jeannette Shannon Leadership Award** was presented to **Donald King** of Owen Sound, Ontario for his over 30 years of work with Ontario March of Dimes and his role in the creation of our Non-Profit Housing Corporation.

*(Left) 2006 Award Winners: Don King, Frank Prospero, Steve Mackison, Rubens Geraldo, Kitty Squires, Rose Ann Dewer, Marilyn Van Hoof and Violet Colford. Absent: Mildred and Leo Dionne.*

### *Results of operations*

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In 2006-2007, March of Dimes experienced continued strong growth, with revenues and expenditures increasing by 9.6% and 10.6% respectively. Revenue growth was strongest in proprietary operations, with fee revenue growth of 28.7% from the prior year and program recoveries for purchased consumer training growing by 74.2%. Government grant and investment revenue grew by 0.8% and 11.1% respectively. The major concerns were in our revenue generating activities, with fund development and sales from businesses showing declines of (21.0%) and (14.2%) respectively. The result was a surplus of \$22,124, down from \$730,700 in 2005-2006. (The 2005-2006 surplus was the result of an unusually large single bequest).

The largest contributor to revenue growth was WSIB, which awarded Ontario March of Dimes with expanded contracts in February, 2007. Strong performance by ABI Services also contributed to growth in fees. Modest growth in Ministry of Health and Long-Term Care base funding for Independent Living Services and Service Canada funding for Employment Services accounted for the growth in government grants.

Fund Development performance compared to prior year was down due to lower revenues in different programs. **On the positive side, major gifts and monthly donations were more successful than forecast. Business sales were hampered by the performance of one store, which is undergoing redesign to address the loss and improve performance in 2007-2008.**

Service totals were down slightly from the prior year, with 42,369 consumers served versus 42,657 in 2005-2006 and 1,785,704 hours of direct service delivered, down (2.4%) from 1,829,628 hours. However, due to restructuring of administration just prior to the 2006-2007 year, the percentage of funds spent on program delivery grew to 94.8% from 93.6% in 2005-2006.

**Independent Living Services, Employment Services and AccessAbility® Services accounted for over 97% of all program expenses.**

The Strategic Plan for 2005-2010, established four strategic directions for the organization:

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

The first direction continues to be addressed since acquisition of "March of Dimes" brand nationally in June, 2006, through expansion of our service beyond Ontario and our mandate to include service to children with disabilities. Three programs now provide service outside of Ontario: Stroke Recovery Canada™, Polio Canada®, and Conductive Education®, representing 26% of our consumer base. In 2006-2007, 1,090 children were served by OMOD and MODC, an increase of 18% from prior year.

**Revenue and expenditure growth is 4.3% and 5.0% respectively, ahead of plan.** Much of this growth has been designated to purchase external training for consumers in Employment Services and does not contribute to our surplus or expand service volumes. The lack of growth in our Stabilization Reserve and our Capital Reserve funds has affected our cash flow and new program growth has not advanced at the expected rate in donor-funded programs.

### *Governance*

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Ontario March of Dimes is governed by a 25-member Board of Directors that meets six times a 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. One member, Dr. David Logan, has a lifetime membership through a by-law amendment approved by the membership and continues to provide sage advice to both the Board and our Non-Profit Housing Corporation.

A ten-member 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 a cross-section of people from across Ontario with expertise in a variety of fields such as finance, law, risk management, human resources, communications, marketing and research.

Other committees of the Board include the Finance Committee, the Risk and Audit Committee, the Planning and Evaluation Committee, Executive Job Evaluation and Compensation Committee and the CEO Performance Evaluation Committee. Program specific committees also provide advice and direction to program planning and delivery staff.

The Board of Directors also serves as the membership committee of our four subsidiary corporations which include the Ontario March of Dimes Non-Profit Housing Corporation, March of Dimes Canada, the Rehabilitation Foundation for the Disabled, U.S., and Ontario March of Dimes Independence Non-Profit Corporation. The latter is a business trust while the former entities are registered charities.

### *Management Restructuring*

---

In December, 2005, as one of the goals of our Strategic Plan, Ontario March of Dimes implemented a major re-engineering of its management structure, moving from a regional matrix management structure to a streamlined functional model. In its first full year of operation under this new structure, Ontario March of Dimes realized improved accountability and consistent service quality between sites, administrative cost savings, program management realignment to coincide with our major funders, such as the new Local Health Integration Networks and Ontario Disability Support Program, and an improved capacity to move programs outside of Ontario.



*(Left) Standing Oaks, located in Sarnia, is one of three congregative care homes operated by Ontario March of Dimes' Non-Profit Housing Corporation.*



## FOCUS ON MANAGEMENT DISCUSSION AND ANALYSIS

Impact was felt mostly at the senior management level. These programs, previously delivered at the regional level, remain largely unchanged and are regionally managed. One exception was a second phase of restructuring in 2006-2007, centralizing the Assistive Devices Program delivery into a single service centre from a decentralized model. Similar benefits were realized, and a larger proportion of program funding was spent on device purchase and repair than in the prior year.

### *Understanding and Managing Risk*

Since establishing a Risk Management Committee in 2002, the Board has re-structured its committee responsibilities to improve oversight and segment responsibilities. In 2005, the Risk Committee expanded to Risk and Audit. The Finance Committee retains oversight of monthly financial performance, budget development and capital expenditure, as well as the performance of the Investment and Pension Committees. The Risk and Audit Committee oversees the auditing of Management and Finance Committee performance on behalf of the Board.

Since 2003, a Risk Protocol and Training Program was implemented to move risk awareness, assessment and management throughout the structure. In 2006, new key performance indicators were established for all programs and departments to focus on areas of highest risk and flag areas needing immediate attention. The Planning and Priorities Committee of the Board was redesigned to focus on special projects and areas of concern and opportunity that require more analysis and depth of review than a Board, or Committee with a regular agenda, could normally provide.

The Board also approved the hiring of a Manager of Internal Audit to report to the Chair of the Risk and Audit Committee and provide assurance that appropriate internal controls are in place to mitigate risk, advise management on areas requiring improvement and undertake special projects on behalf of the Board and the CEO. This will be filled in 2007-2008.

### **March of Dimes recognizes the following key risks to its operations:**

- Two thirds of the organization's funding comes from government, as transfer payments, or fees to purchase specific services. We are vulnerable to changes in legislation, government funding priorities, budget and rate changes and possible re-tendering of contracts.



*(Right) Derek Watters, longtime consumer of the Independent Living Services Program.*

- Half of revenue received is designated for specific uses and no surplus funding can be retained.
- We are vulnerable to environmental changes which affect the economy and donor priorities.
- A number of key services are dependent on discretionary dollars raised through fund development, business operations and proprietary services. These programs are at risk when budget targets are not achieved.

In order to address these issues, our goal is to build our discretionary revenue and our Stabilization and Capital Reserves to protect the continuity of service delivery and update our infrastructure. This goal was not met in 2006-2007.

### *Financial Performance*

---

In 2006-2007, the organization's net working capital increased from \$1.74 million to \$1.99 million, a growth of 14%.

Many of the funds received are designated for specific purposes and must be utilized within a prescribed timeframe. The organization's accounting structure 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 the Board of Directors. The organization's three funds are:

**The Stabilization Reserve Fund** which addresses the long and short-term needs of the organization, builds working capital, and provides assurance that funds are available when needed due to unforeseen shortfalls, new initiatives or projects.

**The Capital Reserve Fund** which finances the capital needs of the organization and holds the capital assets of the organization.

**The Endowed or Donor Designated Funds** which are held in the *Ability and Beyond Fund*. Endowed funds seed new activities, fund research and provide awards and scholarships, with capital held for a minimum of 10 years, with only investment income expended. Current donor-restricted funds are those received with designations allowing for expenditure of capital. These funds are obtained through bequests, tribute gifts, in-memoriam funds and from special donations and events. During the course of the year, the Board approved a new policy to clarify which surplus funds are endowed, donor-restricted or assigned by the Board to the Stabilization or Capital Reserve Funds.

### *Internal Controls*

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As part of the external auditing process, management completed an assessment of required 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,

## FOCUS ON MANAGEMENT DISCUSSION AND ANALYSIS



such as Finance and Human Resources. Most locations operating under the Independent Living Services Program have received ISO 9002 certification;

- Established plans, performance targets, risk identification and performance management monitoring and evaluation;
- Separation of governance and management and procedures, with an independent risk and audit function, separate from management and finance;
- Reliability of financial reporting, including budgeting, monthly statements, financial analysis, and transactional procedures;
- Internal controls to restrict opportunities for 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.

### *Performance Management*

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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. A forecast model reports mid-year results to senior management and the Board, and proposes revisions to budget for the balance of the year. Year-end result reporting closes the loop of accountability. Program evaluation ensures that programs address identified needs.

Information systems are utilized in payroll and human resource management, accounting and financial management, consumer and case tracking, service billing, fundraising and donor data base management. A new scheduling system is under development which will streamline service scheduling for consumers, tracking of hours, and payroll function. **March of Dimes is taking a leadership role in the design of the new Health Information Reporting Systems for Community Sector organizations in the new Ministry of Health structure.** High-level encryption and other security measures restrict access to confidential information internally and externally and privacy legislation requirements are monitored and enforced.

Management systems are centrally designed, networked and supported, with a 24-hour help desk. Layers of redundancies, back-up systems, a secondary hot site in another community and off-site data storage protect the organization in the event of system failure or damage.

ISO certification is managed and monitored centrally for Independent Living Services. All Independent Living sites will complete ISO training and be eligible for certification by the end of 2007-2008. The restructuring of management in 2005 placed all program delivery under functional management with designated financial and management supports. **This improved accountability, reporting, performance management and internal benchmarking.**



## FOCUS ON MANAGEMENT DISCUSSION AND ANALYSIS

### *Outlook*

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Our focus in the coming years will be on improved performance as well as continued implementation of the Strategic Plan, including new initiatives to expand service nationally, to partner with other organizations within and outside of Ontario, and diversify and expand the organization's revenue base. Changes in the provincial Ministry of Health's structure to LHINs, the elimination of Designated Assessment Centres under the new automobile legislation, and the ODSP transitioning to a results-based funding model, will pose challenges for Ontario March of Dimes in these years.



*(Above) David Haag, Assessment Councilor for Ontario March of Dimes, helps out work placement student, Ashleigh Judge.*

## FOCUS ON OUR FINANCIAL STATEMENT

### Ontario March of Dimes (Rehabilitation Foundation for the Disabled)

#### BALANCE SHEET

(March 31, 2007, with comparative figures for 2006)

	2006-2007	2005-2006
<b>ASSETS</b>		
<b>Current</b>		
Cash and restricted cash	\$ 4,818,716	\$ 211,751
Marketable securities	31,837	4,734,279
Accounts receivable	3,758,552	3,960,651
Prepaid expenses	608,710	650,914
Grants and allocations receivable	650,757	786,820
<b>Total current assets</b>	<b>9,868,572</b>	10,344,415
Endowed and restricted investments	1,094,825	1,069,983
Capital assets	4,128,241	3,859,252
Intangible assets - Trademark	1,683,751	1,773,750
	<b>\$ 16,775,389</b>	<b>\$ 17,047,400</b>
<b>LIABILITIES AND FUND BALANCES</b>		
<b>Current</b>		
Accounts payable and accrued charges	\$ 6,073,152	\$ 4,699,008
Unexpended program grants	179,565	129,792
Government advances	1,630,643	3,774,899
<b>Total current liabilities</b>	<b>7,883,360</b>	8,603,699
Deferred capital grants	1,705,089	1,278,885
<b>Fund balances</b>		
Invested in capital and intangible assets	4,106,903	4,354,117
Capital reserve fund	525,000	500,000
Stabilization reserve fund	1,460,212	1,240,716
Endowed and restricted funds		
Donor restricted	149,398	128,812
Board restricted	767,999	767,999
Endowed	177,428	173,172
<b>Total fund balances</b>	<b>7,186,940</b>	7,164,816
	<b>\$ 16,775,389</b>	<b>\$ 17,047,400</b>

See accompanying notes to balance sheet.

### *Notes to Balance Sheet*

#### Year ended March 31, 2007

- Cash and restricted cash increased by \$4,606,965 as a result of selling marketable securities.
- The organization's working capital (current assets less current liabilities) improved by \$244,000 (\$1.99 million from \$1.74 million).
- Accounts receivable decreased \$202,000 due primarily to the settlement of a benefits rebate.
- Accounts payable and accrued liabilities increased by \$1.4 million due to new contracts with the Ontario Disability Support Program (ODSP).
- 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 2005-2006 to the 2006-2007 fiscal year.

As a result of a Board policy decision in 2006, non-grant funds are allocated by the Board to one of the following funds: the Ability and Beyond Fund for endowed or current designated programs, the Stabilization Reserve or the Capital Reserve.

The Stabilization Reserve Fund is a reserve used for cash flow, new program development and unforeseen circumstances. The Capital Reserve Fund is to meet the current and future capital needs of the organization.

Donor designated funds are allocated as designated.

- Overall fund balances increased by \$22,124.

## FOCUS ON OUR FINANCIAL STATEMENT

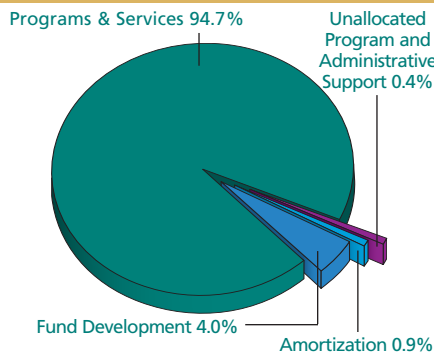
### Notes to Statement of Revenue and Expenses

Year ended March 31, 2007

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 summarized financial statements include funds for March of Dimes Canada a national registered charity subsidiary.
6. Separate audited statements are available for Ontario March of Dimes Non-Profit Housing Corporation which became a registered charity in 2006.

The other subsidiary organizations had no financial transactions to report, hence no statements in 2006-2007.

### Where Your Money Goes (2006-2007)



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

For the year ended December 31, 2006, the Foundation filed the required report, as defined in the Public Salary Disclosure Act, 1996.

### Ontario March of Dimes (Rehabilitation Foundation for the Disabled)

#### STATEMENT OF REVENUE AND EXPENSES

(March 31, 2007, with comparative figures for 2006)

	2006-2007	2005-2006
<b>REVENUE</b>		
Government and other grants	\$ 52,799,811	\$ 52,402,317
Fees and sales	13,140,038	10,487,067
Fundraising (including United Way)	5,618,490	7,060,692
Program recovery	13,650,503	7,837,596
Investment and other	1,026,125	923,780
Recovery from Employers Health Tax	147,800	112,998
	<b>\$ 86,382,767</b>	78,824,450
<b>EXPENSES</b>		
Programs:		
Independent Living Services	\$ 37,309,410	\$ 35,848,222
Employment Services	27,787,356	20,296,643
AccessAbility® Services	13,984,538	14,665,821
Affirmative businesses	947,949	1,008,305
Recreation and Integration Services	435,527	443,472
Peer Support Services and Conductive Education®	1,082,776	1,275,140
Issue advocacy	239,959	214,573
Grants and awards	70,208	10,000
	<b>\$ 81,857,723</b>	73,762,176
Fundraising	2,941,341	3,088,804
Donor acquisition	503,445	600,195
Unallocated program and administrative support	313,236	761,000
Amortization	782,561	699,130
Health benefit refund	(37,663)	(367,604)
Other	0	(450,000)
	<b>\$ 86,360,643</b>	\$ 78,093,701
<b>Excess of revenue over expenses</b>	<b>22,124</b>	<b>730,749</b>

See accompanying notes to statement of revenue and expenses.

#### AUDITORS' REPORT ON SUMMARIZED FINANCIAL STATEMENTS

To the Board of Directors of Ontario March of Dimes ("OMOD")  
(Rehabilitation Foundation for the Disabled)

The accompanying summarized consolidated balance sheet and consolidated statement of income are derived from the complete consolidated financial statements of Ontario March of Dimes (Rehabilitation Foundation for the Disabled) as at March 31, 2007 and for the year then ended on which we expressed a reservation in our report dated June 15, 2007. Our opinion stated that except for our inability to satisfy ourselves concerning the completeness of revenue from fundraising, the complete financial statements are, in all material respects, in accordance with Canadian generally accepted accounting principles. The fair summarization of the complete consolidated financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized consolidated financial statements.

In our opinion, the accompanying consolidated financial statements fairly summarize, in all material respects, the related complete consolidated financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized consolidated financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the Company's financial position and results of operations, reference should be made to the related complete financial statements.

*KPMG LLP*

Chartered Accountants, Licensed Public Accountants  
Toronto, Canada  
June 15, 2007



## FOCUS ON OUR PROGRAMS & SERVICES

Ontario March of Dimes is the largest charitable rehabilitation organization in Ontario, providing a wide variety of programs and services to over 40,000 people annually in various 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.

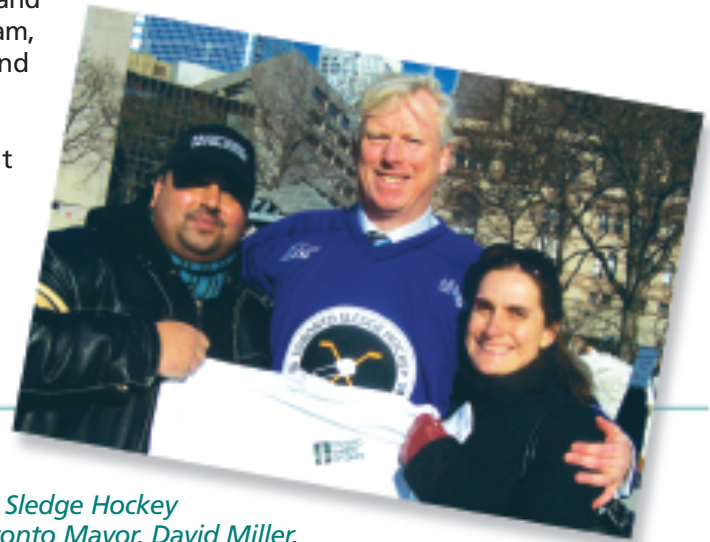
**Independent Living Services** provides non-medical assistance to people with physical disabilities and acquired brain injuries within their own homes.

**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** provides 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** enhances 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.marchofdimes.ca](http://www.marchofdimes.ca).



*(Right) Sach Bhutani, Marketing Communications Coordinator and Donna Mackay, Manager of Recreation & Integration Services at the official launch of the Toronto Sledge Hockey in the Neighbourhood initiative in February, 2007 with Toronto Mayor, David Miller.*

## FOCUS ON OUR FAMILY OF DONORS

March of Dimes relies on the generosity of donors to help fund our programs. Due to space limitations only donors who have given \$1,000 in 2006-2007 or lifetime cumulative gifts of \$5,000 are listed, but we sincerely thank all donors.

### *The Ellen Fairclough Society*

Honours Canada's first female federal Cabinet Minister and Chief Marching Mother® of Ontario March of Dimes who canvassed door-to-door in the 1950s to raise funds for polio research.

*\$1,000 to \$4,999.99  
(Gifts made during 2006-2007)*

Mrs. Karen Barnett  
Ms. Colleen Bradley  
Ms. Betty Brim  
Ms. Ruth Burns  
Mrs. Velma Carroll  
Ms. Georgina Carson  
Mr. Michael Chao  
Mrs. Leigh Crawford  
Mr. Bob Cronin  
Mr. Kenneth Daugherty  
Ms. Janet Fuhrer  
Dr. Taj Getahun  
Dr. S.L. Gershon  
Ms. Carol Graham  
Mr. Smiti Gupta  
Mr. William Henman  
Ms. Glynis Henry  
Dr. David Hoffman  
Ms. Christina Holmes

Dr. W. Kalow  
Ms. Rebecca MacDonald  
Mr. Craig Mellish  
Dr. A. Muhunthan  
Mr. Bernard Ozawa  
Mr. Karl Parnoja  
Mr. George Pringle  
Honourable Hugh Segal  
Mr. & Mrs. Wayne Snell  
Miss E. Southworth  
Ms. Rosemary Speirs  
Mr. Robert Steane  
Dr. Lianne Tile  
Ms. Kendra Toby  
Dr. Ted Tufescu  
Mr. Cornelius Vandentop  
Mr. Ronald Verbrugge  
Ms. Erika Wagner  
Mrs. Marion Wellwood  
Ms. Chung Yue

A & M Heat Treating Ltd.  
Astral Media  
Benson Lau Medicine Professional Corp.  
Bradel Properties Limited  
Certified General Accountants of Ontario  
Co-Op Cabs  
Dalhousie University  
Dynamic Funds  
EnerSys Canada  
Freedom Brokers  
GeniSys Management Solutions  
Greenwin Property Management Inc.  
Groundlayer Capital Inc.  
HRPAO  
Lifeline Systems Canada  
One City Hall Place Limited  
Ovations Ontario Food Services  
Quick Contractors.com Inc.  
Scotia Cassels  
The Herjavec Group Inc.  
The Liberty Motor Co. Inc.  
WeirFoulds LLP



*Rt. Hon. Ellen Fairclough (front), Chief Marching Mother.*

## FOCUS ON OUR FAMILY OF DONORS

### *The Paul Martin Sr. Society®*

Commemorates the inspirational legacy of a great Canadian, who, as Minister of National Health and Welfare, introduced universal polio vaccination to Canada.

#### *Members*

*\$5,000 to \$9,999.99*

*(Cumulative gifts as of March 31, 2007)*

Mr. G. Douglas Ackhurst  
 Mr. Alan Barkin  
 Mr. & Mrs. Wayne Barefoot  
 Miss Margaret Bates  
 Mr. Alexander Beaton  
 Ms. Robin Bradley  
 Ms. Linda Burman  
 Ms. Dorothy Davidson  
 Mr. N. Edwards  
 Mr. Henry Ens  
 Mr. & Mrs. Brian Colburn  
 Mr. Paul Fink  
 Mr. & Mrs. Andrew Forson  
 Mrs. C. Warren Goldring  
 Mr. Stephen Gurman  
 Mr. Terence Haight  
 Mr. Ross Hamlin  
 Mrs. Leslie Harding  
 Honourable Paul Hellyer  
 Dr. Andrew Howard  
 Mr. Robert Howard  
 Judge & Mrs. Donald Lawson  
 Mrs. Patricia Mace  
 Ms. Janice Matchett  
 Mr. Sydney McMorrان  
 Mr. & Mrs. Gary McMurray  
 Ms. Helen Moore  
 Ms. Gail Mores  
 Mr. Robert Morris  
 Ms. Sandra Nymark  
 Miss Mae Potten  
 Ms. Patti Richards  
 Mr. Joseph Robertson  
 Mr. & Mrs. Lloyd Robertson  
 Ms. Kimberley Shannon  
 Mr. & Mrs. Lance Speck  
 Mr. A. Dean Summerville  
 Mr. & Mrs. Jack Warriner  
 Mr. & Mrs. John Watson  
 Ms. Audrey E. Wilson

Mrs. Elizabeth Yan  
 Dr. Albert Yee

Caldwell Investment Management Ltd.  
 Corus Entertainment Inc.  
 Dominion Bond Rating Service Ltd.  
 Duca Financial Services Credit Union Ltd.  
 Hydro One Employee's Charity Trust  
 Imaginus Canada Limited  
 Niagara Prosthetics & Orthotics Corp.  
 Ridout & Maybee LLP  
 Thorold Volunteer Fire Department  
 Sionna Investment Managers  
 Tyco Electronics Canada Ltd.

#### *PATRONS*

*\$10,000 to \$24,999.99*

*(Cumulative gifts as of March 31, 2007)*

Mr. Neil Anthes  
 Dr. David Collins  
 Mr. & Mrs. Edward Gittings  
 Mr. John Greey  
 Mr. Jerry Lucas  
 Mr. Froim Merkur  
 Mr. David Meynell  
 Mrs. Colleen Pohran  
 Ms. Andria Spindel

Canaccord Capital Corporation  
 Canadian Caregiver Coalition  
 Cassels, Brock & Blackwell, LLP  
 CIBC  
 Energy Savings Group  
 G & G Operations Inc.  
 GenX Solutions  
 IBM Employee Charitable Fund  
 Maid of the Mist Steamboat Co. Ltd.  
 Mill Employees Charity Fund of Bowater  
 Morguard Corporation  
 Onex Corporation  
 Rogers Group of Companies  
 Tyco Electronics Canada Ltd.

#### *Benefactors*

*\$25,000 to \$49,999.99*

*(Cumulative gifts as of March 31, 2007)*

Dr. Phillip De Bosset  
 Miss Agnes Faraci  
 Dr. Joel Finkelstein  
 Dr. Michael Ford  
 Mr. Mark Golding  
 Mr. & Mrs. Scott & Janet Robinson

Barrick Heart of Gold Fund  
 Fasken Martineau DuMoulin LLP  
 Kincardine Women's Triathlon  
 Procter & Gamble Inc.  
 Shoppers HomeHealthCare

#### *Investors*

*\$50,000 to \$99,999.99*

*(Cumulative gifts as of March 31, 2007)*

Mr. Alexander Christ  
 Dr. Sydney Gershon  
 Mr. & Mrs. Don Ross

Bristol Myers Squibb Canada  
 Pfizer Canada  
 RBC Financial Group  
 Speakers Forum



*(Above) Rt. Hon. Paul Martin Sr.*



## FOCUS ON OUR FAMILY OF DONORS

*Special thanks to these exceptional donors:*

### *The Jonas Salk Circle® of Friends*

Commemorates Dr. Jonas Salk's life-saving and humanitarian work.

#### *Pioneers*

*\$100,000 to \$499,999.99*

*(Cumulative gifts as of March 31, 2007)*

Mr. & Mrs. Robert H. Canning

Bank of Nova Scotia  
Fraser Milner Casgrain LLP  
Sanofi Aventis  
Sanofi Pasteur Limited  
TD Bank Financial Group

#### *Discoverers*

*\$500,000 to \$999,999.99*

*(Cumulative gifts as of March 31, 2007)*

Transamerica Life Canada



*(Right) Longtime supporters of March of Dimes, Robert & Anne-Marie Canning*

### *Special donations*

*(Cumulative gifts as of March 31, 2007)*

#### *Service Clubs*

Rotary Club De Hearst  
I.O.O.B. Chapter #4296

#### *Foundations*

Conn Smythe Foundation  
Green Shield Canada Foundation  
RBC Foundation  
The Derick Brenninkmeyer Foundation  
The Greey Lennox Charitable Foundation  
The Harold E. Ballard Foundation  
The Hope Charitable Foundation  
The John C. and Sally Horsfall Eaton Foundation  
The Lawrence and Judith Tanenbaum Family Foundation  
The Lillian and Don Wright Foundation  
The Medtronic Foundation  
Toronto Community Foundation  
The Ontario Trillium Foundation  
The Weinbaum Family Foundation

#### *Bequests*

*(received in 2006 - 2007)*

Estate of Sarah E. Barber  
Estate of Donald Alexander Cromar  
Estate of Kathleen B. Leddy  
Estate of Helen Ruth Mahood  
Estate of Rose Minutillo  
Estate of Elsie Rawson  
Estate of John A. Sanderson  
Estate of Edmund Murray Tweedale  
Estate of Janet Youdell  
Estate of Joseph Youdell  
Estate of Ruby Youdell

#### *Life Insurance Pledges*

Fraser Deacon  
Michael Goodman  
Ronald & Linda Knowles  
Jerry Lucas  
Patricia Maguire  
John Near  
Andria Spindel

#### *Charitable Remainder Trusts*

Bernie Mandel  
Thomas D. Upton

#### *Campers Helping Campers*

Bensfort Bridge Resort  
Country Gardens RV Park  
Credivale Park  
Desert Lake Family Resort  
Fisherman's Cove Tent & Trailer Park Ltd.  
Hammock Harbour Resort (Green Line Properties Limited)  
Leisure Lake Campground  
Lucky Loon Campground  
Red Eagle Trailer Park, Inc.  
Sandy Beach Resort & Trailer Court Ltd.  
Sauble River Family Camp  
Shelter Valley Campground  
Woodland Park (Sauble Beach)

## FOCUS ON OUR FAMILY OF DONORS

### *Special donations (continued)*

#### *Golf Classic Series Sponsors (Sponsorships made during 2006-2007 of \$1000+)*

Al Martin, Midas Muffler  
Brisson & Massie  
Concentric  
Floorsource  
ICORR Properties  
Lewis & Krall Home Health Care  
Imperial Parking  
Mark Woitzik Corporation  
Mountainview Homes  
QuickContractors.com Inc.  
Provincial Glass  
Shoppers HomeHealthCare  
Stevenson & Hunt

#### *United Way Partners*

Porcupine United Way  
United Way Community Services  
of Guelph and Wellington  
United Way of Cambridge  
and North Dumfries  
United Way of Greater Toronto  
United Way of Kingston, Frontenac,  
Lennox and Addington  
United Way of Kitchener-Waterloo  
United Way of London & Middlesex  
United Way of Peel Region  
United Way of Sarnia-Lambton  
United Way of Sault Ste. Marie  
United Way of Stromont,  
Dundas & Glengarry  
United Way of Thunder Bay

#### *Special Event Sponsors \$1000+*

Ben McEvoy Creative Projects  
Cassels Brock & Blackwell LLB  
Cox Hansen O'Reilly Matheson  
Desjardins Securities  
Durham Regional Police  
Dynamic Funds  
Fidelity Investments Canada Ltd.  
Fraiser Milner Casgrain LLP  
Growlings  
Mavrix Funds  
McCarthy Tetrault  
McInnes Cooper  
McKinsey & Company Canada  
Morrison Brown  
Power Workers Union  
Singleton Urquart Legal Counsel  
Stewart McKelvey  
TD Bank Financial Group  
Telus  
Tim Hortons



*(Left) Tim Wright, Patrick O'Neill, Dave Mavin and John Krall  
enjoy a great day of golf at March of Dimes' Golf Classic Series.*



*(Right) Members of Blue Spade Shoes on stage at the Rock For Kids event.*

## FOCUS ON OUR FAMILY OF DONORS

### *Special donations (continued)*

#### *Gifts in Kind (Contributions made during 2006-2007 of \$1,000+)*

Ms. Marilyn Fisher	Mr. Ronald Hamon	Ms. Mary Ryan	Apple Growers Ontario
Ms. Carol Archer	Ms. Cathie Isaac	Dr. Ivan Samson	CT Financial Services Inc.
Ms. Susan Bistrovich	Ms. Suzanne Johnstone	Ms. Irene Sauer	Cadillac Fairview
Ms. Susan Botting	Mr. Richard Jung	Mr. John Schertzer	Caliber Fine Wines & Spirits
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#### *Government Grants*

Without government support and recognition of 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.



## FOCUS ON PROGRAM RESULTS

### Service Volume

Service volumes were slightly lower than those reported in 2005-2006.

<i>Program</i>	<i>Consumers Served</i>	<i>Direct Service hours</i>
Independent Living Services	1,772	1,238,885
Employment Services	6,739	176,553
AccessAbility Services	7,568	93,090
Recreation & Integration Services	1,810	44,018
Peer Support Services	24,229	224,975
Conductive Education	251	8,183
<b>TOTAL</b>	<b>42,369</b>	<b>1,785,704</b>

### Who we Serve

Below are two charts that profile our consumers of service, by disability, and the amount of expenditure by OMOD in 2006-2007.

#### *March of Dimes Service - Profile by Disability: 2006-2007*

NUMBER OF CONSUMERS		ALLOCATION OF EXPENDITURES	
DISABILITY	%	DISABILITY	%
Stroke	36.4	Arthritis/Joint	16.6
Post-Polio	27.1	Brain Injury	13.2
Arthritis/Joint	8.6	Spinal/ Back injury	10.1
Cerebral Palsy	4.3	Multiple Sclerosis	9.5
Spinal/Back Injury	4.0	Stroke	7.4
Brain Injury	2.8	Cerebral Palsy	7.3
Neurological	2.7	Para/Quadriplegia	6.3
Multiple Sclerosis	2.1	Neurological	5.4
Mental Health	2.0	Mental Health	4.1
Para/Quadriplegia	1.4	Muscular	3.0
Muscular	.8	Spina Bifida	1.9
Spina Bifida	.7	Amputation	1.6
Amputation	.7	Sensory-Vision/Hearing	1.5
Sensory-Vision/Hearing	.7	Post Polio	1.3
CVS/heart	.6	CVS/ Heart	1.3
Diabetes	.6	Diabetes	1.0
Respiratory	.5	Cognitive	1.0
Cognitive	.4	Respiratory	1.0
Cancer	.2	Cancer	.3
Learning	.2	Learning	.3
Other physical disabilities	.7	Other physical disabilities	1.0
<b>TOTAL Physical disabilities</b>	<b>94.4</b>	<b>TOTAL Physical disabilities</b>	<b>89.1</b>
Non-physical disability	3.1	Non-physical disability	6.2
No disability	2.5	No disability	4.7
<b>TOTAL</b>	<b>100.0</b>	<b>TOTAL</b>	<b>100.0</b>



*(Above) Dr. Michael Ford and Shannon Lefebvre, Northern Medical Clinic client in Cochrane, Ontario.*

- 80% of March of Dimes consumers have personal incomes of less than \$20,000 and 91% have incomes below \$30,000. Almost 40% have incomes of less than \$10,000 per year.
- 72% of March of Dimes service expenditures assist people with incomes below \$20,000. 85% serve those earning less than \$30,000.
- 65% of March of Dimes consumers are over the age of 55. 2.5% of consumers are under 19 years of age.

## FOCUS ON PERFORMANCE



2006 2007

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\*\*No longer with the organization

*June Callwood  
1924 - 2007*



*We dedicate this report to the memory of June Callwood.*

*June Callwood, the remarkable Canadian journalist, humanitarian, long-time social activist and disability advocate will be sadly missed for her many years of dedication and service to March of Dimes. She often expressed her passion for justice and equality during speaking engagements across Ontario in 2000-2001 when she represented March of Dimes as Honorary Campaign Chair and, affectionately, Chief Marching Mother. June valued and was committed to people with disabilities and other vulnerable people for whom she generously lent her support, influence and goodwill. She is remembered by many at March of Dimes as a source of inspiration; she truly embodied the principle that every individual can make a difference.*



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