



MARCH
OF DIMES
CANADA

LA MARCHE
DES DIX SOUS
DU CANADA



A YEAR OF FIRSTS

The growth of our community-based charity programs, services and participation across Canada has assisted people with physical disabilities to become independent.



ANNUAL REPORT

2013 • 2014

THREE KEY ATTRIBUTES THAT DIFFERENTIATE OUR ORGANIZATION WITHIN CANADA

1. SERVICE DIVERSITY

March of Dimes Canada provides a wide range of services to people with physical disabilities. Some services are available for people with dual/multiple disabilities, developmental or psychological challenges. In Ontario, we are a one-stop service provider, helping consumers achieve or sustain independence and remain active community participants, and we are growing in service options and capacity across Canada.

2. BROAD CONSTITUENCY

March of Dimes Canada serves children and adults of all ages, with any physical disability, regardless of its cause. Our scope is expanding as we transition to a national organization.

3. OUR PHILOSOPHY

As both an advocate and service provider, we encourage self-determination for people with physical disabilities to enable them to live independently and actively at home and in the community.

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 disabilities.

OUR CORE VALUES

TO OUR CONSUMERS

We provide solutions, through service, advocacy and research, further enhancing opportunity, self-sufficiency, dignity and quality of life.

TO OUR EMPLOYEES

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

TO OUR COMMUNITY

We demonstrate leadership through innovation and initiative.

TO OUR STAKEHOLDERS

We are accountable and responsible as financial stewards, quality service providers and advocates for our constituents.

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PRESIDENT AND CHAIR'S MESSAGE



Andria Spindel
President and CEO



Blair Roblin
Chair, Board of Directors

A Year of Firsts

It's wonderful to celebrate our first full year as one entity, March of Dimes Canada (MODC), having operated as two since 2001 when Ontario March of Dimes created a federal subsidiary as a nationally registered charity. Similarly our non-profit housing subsidiary is now March of Dimes Canada Non-Profit Housing Corporation, and we also have March of Dimes Canada Foundation, which is not yet operational.

We welcomed our first out-of-Ontario director, Lynn Wagner from Halifax, to our national Board and inaugurated March of Dimes Committees in Halifax, Montreal, Vancouver and Calgary. Our first satellite office was in Halifax, followed by Calgary and Vancouver, enabling MODC to expand across Canada. We recently received our first contract for service to Nunavut, providing assessments to people who have experienced a brain injury. We held our first fundraiser in Edmonton, bringing the total number of Rock for Dimes events to 13 across Canada, and we planned our first Calgary OpportuniTEAS with Hollywood star Kate Linder.

ModMobility® was launched last year, a new Toronto accessible bus service, funded in part by the Local Health Integration Network, serving groups of people with disabilities primarily for recreational purposes. We successfully integrated a small but significant agency into the MODC family and thank the Board of the Hospital for Special Needs Incorporated (HSNI) for placing their trust in us.

Three large bequests contributed to the launch of new initiatives; the Istvan and Barbara Haas Assistive Devices and Vehicle Retrofit Initiative, the Dr. Ed and Bobby Yielding Fund for Stroke Recovery and the Peter Collins Thunder Bay Reserve (for future projects). Additionally, the Board established a National Program Development and Evaluation Fund. Pennzoil also contributed to our Retrofit Program in Halifax, Nova Scotia.

At the end of the fiscal year of this report, the corporation is again in a very good financial position and will increase funds for national development, capital replacement and upgrades, research, and recreation services.

This report showcases many firsts and acknowledges the accomplishments of the many talented and dedicated staff and volunteers, whom we sincerely thank. Included are stories and statistics that depict who are our clients and how we deploy resources. Full financial statements are posted on our website, along with a host of information to enable the reader to find a service they need and to help donors and funders appreciate our full accountability. We welcome feedback and direct you to www.marchofdimes.ca

Sincerely,



Andria Spindel, President and CEO



Blair Roblin, Chair, Board of Directors



SUPPORTING LIFESPAN COMMUNITY LIVING: 2013-2018 STRATEGIC PLAN

In 2013, the MODC Board of Directors adopted a five year strategic plan, *Supporting Lifespan Community Living*. This plan recognized that people increasingly wish to remain in their own homes, as active community participants, throughout their lives. This goal is aligned with our vision of creating an inclusive society and our mission to maximize the independence, personal empowerment and community participation of people with physical disabilities. The goal of lifespan community living drives our services and delivery and will guide government funding decisions in the future. This report marks the end of the first year of this plan.

Under this overarching theme, the Board approved four strategic priorities:

1. EXPANDING MODC SERVICES AND ADVOCACY NATIONALLY:

Our organization operated for over sixty years as Ontario March of Dimes. For the past fifteen years, we also operated a subsidiary corporation to expand services to Canadians living outside of Ontario. In May, 2013, these corporations consolidated their operations and now officially operate as a single, federally-incorporated charity, March of Dimes Canada.

This change signifies our commitment to grow our services nationally while continuing to meet the needs of Canadians with disabilities in Ontario. Over the past decade, the service delivery budget outside of Ontario has grown from \$90,000 to over \$7 million. In 2013-2014 for the first time, MODC had direct services and advocacy programs in all provinces and one territory in Canada.

2. BUILDING ALLIANCES AND RELATIONSHIPS TO STRENGTHEN THE COMMUNITY SERVICES SECTOR IN ONTARIO AND ESTABLISH A PRESENCE IN OTHER PROVINCES:

There is a growing appreciation in our society that collaboration reduces service duplication and improves service efficiency while maintaining quality. This is particularly important with a growing demand for services during a prolonged period of fiscal restraint. Outside of Ontario, we also recognize the need to consult and collaborate with government, the private sector and other community organizations to identify service gaps as well as acquire an understanding of the various regulatory and funding environments within which the services will be developed and delivered.

Our service delivery, advocacy and research are increasingly delivered in partnership with others. This has allowed MODC to expand services into other provinces to people with dual diagnoses, complex care needs, and those outside of our core constituency of people with physical disabilities. Examples of these alliances can be found throughout this report.

3. ENSURING FINANCIAL VIABILITY AND MANAGING RISK IN A TIME OF SERVICE EXPANSION AND FISCAL UNCERTAINTY:

Since 2003, MODC has adopted three fiscal strategies to ensure ongoing financial viability: revenue diversification, increase discretionary revenue, and build reserves to ensure adequate cash flow, capital investment, growth and financial stability. We have successfully addressed all three, and demonstrated very successful financial results in the past two years. The plan also established an aggressive 28% five-year growth plan. In 2013-2014, MODC revenue grew by 5.3%, putting the organization on target to achieve this goal.

MODC is committed to enterprise risk management as outlined in the Management Discussion and Analysis. This is not simply risk aversion, but an understanding that growth, particularly diversification into new territory and new areas of service, requires a disciplined approach to assessing risk in order to successfully grow while ensuring sustainability. It also recognizes various vulnerabilities in our sector including competition for services, changing political environments, and changing population demographics.

4. REMAINING A SECTOR LEADER IN ADMINISTRATIVE SYSTEMS AND SERVICES:

As one of the larger organizations in the community services sector, our administrative capacity and expertise provides funders and donors with assurances that we are adequately focused on accountability, efficiency and cost effectiveness. This makes MODC a consistent and reliable provider of services and a potential administrative resource to smaller service providers. These are attributes which funders acknowledge and for which they have expressed their ongoing and even increasing support.

In anticipation of continued growth and national expansion, MODC restructured its senior management team and roles in our corporate resource departments, expanded Board representation from other provinces, and accelerated development of MODC Committees in other provinces to provide local support and direction to MODC initiatives.



Chenoa Buldum

A YEAR OF FIRSTS: 2013-2014 PROGRAM RESULTS

This report is the first for March of Dimes Canada as a consolidated entity, officially combining the previous operations of two corporations, Ontario March of Dimes and MODC. The theme of this year's Annual Report, ***A Year of Firsts***, derives from this important event, but also acknowledges a number of other 'firsts' occurred and are to be celebrated. The program results that follow, in addition to performance results, will highlight some of these 'Firsts', as will other sections of this report.

GRADING EXPLANATION

Each year, the organization undertakes a three-part program planning process which establishes goals and key performance indicators for all programs and departments. Management reports results to the Board at mid-year and year-end against these targets in scorecard format. The scorecard uses a green-yellow-red code to rate the degree of goal achievement.

- **GREEN** indicates targets were achieved or exceeded.
- **YELLOW** indicates results fell short or were unresolved.
- **RED** indicates significant shortfalls or threats to success that need to be highlighted and addressed.

The following section provides a summary of the year's outcomes and the rationale for the ratings assigned.

● ACCESSABILITY® SERVICES

The Assistive Devices Program | The Home and Vehicle Modification Program® | Barrier-Free Design Consultation Service

The goal of these services is to improve personal mobility and accessibility for people with disabilities.

The Assistive Devices Program (ADP) provided 3,631 devices to 1,679 consumers, exceeding our target by 35%. New funding from the Istvan and Barbara Haas Assistive Devices and Vehicle Retrofit Initiative, permitted the establishment of a special fund for under-resourced communities and a new retrofit initiative outside of Ontario.

The Home and Vehicle Modification Program® (HVMP) provided an additional 80 grants for modifications due to one-time year-end funds provided by the Ontario Ministry of Community and Social Services. Streamlined and automated processes reduced the application-to-funding period by 36 days. HVMP was also an advisor to the Ontario Ministry of Finance's Senior Healthy Homes Tax Credit program.



MODC's Barrier-Free Design Consultation Service provides proposal review and advice to the Ontario Trillium Foundation and, in partnership with Quadrangle Architects Ltd., consults with businesses, government and organizations on compliance with the AccessAbility for Ontarians with Disabilities Act.

Both services exceeded their service and financial targets.

A Year of Firsts: Prior to 2013, all AccessAbility Services were delivered in Ontario. Last year, with the support of the Istvan and Barbara Haas Assistive Devices and Vehicle Retrofit Initiative, Pennzoil, and private donors, MODC coordinated two vehicle modification competitions, awarding a family in Nova Scotia and two in British Columbia with over \$50,000 in vehicle modifications.

● EMPLOYMENT SERVICES

Employment Services (Fee-for-Service) Programs | Accessible Biz Connections

Employment Services fee-for-service programs grew by over \$1 million and the number of consumers served increased by 4% over the prior year. The growth was driven by Rehabilitation Services and Workplace Safety and Insurance Board Assessments, with MODC opening a new office in Windsor. Key performance indicators related to referrals, job placement and job retention, were all on target. 90.2% of consumers with our Job Search Training Program reported they were pleased with their referral to MODC Employment Services and 93.5% were very satisfied or satisfied with the program.

A Year of Firsts: In 2013, MODC launched Accessible Biz Connections, a wage subsidy program in partnership with the Canadian Federation of Independent Businesses and the Canadian Restaurant and Food Association, serving the three Prairie provinces and Atlantic Canada. As a result, Employment Services completed expansion of direct services to all ten provinces. The new program is funded by the Government of Canada's Opportunities Fund for Persons with Disabilities.

● INDEPENDENT LIVING SERVICES

Independent Living Programs | Attendant Services | Acquired Brain Injury Services | Northern Medical Clinics Program



Annie Janson, Mr. and Mrs. Plourde, Dr. Markku Nousiainen

Consumer service hours grew by 20% or 400,000 hours as a result of fourteen new and expanded Independent Living programs. This included new group activities, seniors home support services, fall prevention training for seniors, and increased demand for services for people with complex care needs and acquired brain injuries. All key performance service indicators were met. This ISO certified program reported no significant non-conformance issues.

More growth is expected in the program's future with MODC becoming a provider at the athletic village site of the Pan Am/Parapan Am Games athlete's legacy village site and adjacent facilities in 2016. MODC is also working with the Brain Injury Association of Canada to identify outstanding housing and support service needs for this population in other provinces.

Independent Living Services also oversees the Northern Medical Clinics Program which brings medical doctors to those northern communities that are without local specialists to diagnose and treat patients. Over 1,000 patient visits were held. This remains one of the organization's most highly-rated services by the participants.

A Year of Firsts: *Over the past few years, the Independent Living program has responded to increased demand for accessible supportive housing for people who are medically fragile or have complex or significant care needs. Over the past two years, MODC has partnered with the Reena Foundation to provide service to people with a dual physical and cognitive diagnosis. Last year, three individuals with very high and complex care needs requiring 24-hour nursing and personal care assistance, successfully transitioned from hospital to Reena's new accessible supportive housing site in Vaughan, Ontario where MODC provides their care.*

● PASSPORT PROGRAM

The Passport Program provides service planning and individualized funding from the Ottawa Region of the Ministry of Community and Social Services to individuals with developmental disabilities. In 2013 program funding increased by \$580,000 and served 1,700 consumers, an increase of almost 7%.

COMMUNITY ENGAGEMENT AND INTEGRATION SERVICES

The services under the Community Engagement and Integration Services Department all share the common goals of increasing consumer independence and community participation, and enhancing quality of life.

● CONDUCTIVE EDUCATION®



Conductive Education - Halifax Camp 2013

Conductive Education (CE) is an innovative learning approach based on neuroplasticity that increases physical literacy for people with disabilities. Outcomes include improvements in mobility, dexterity, self-esteem, motivation and independence. Since 2000, MODC has funded nine students to become qualified conductors, receiving an honours B.A. and Conductor Certification in England.

CE is given a green rating as it achieved its service goals and exceeded its financial targets. However, there are flags that cause concern as there are no Canadian

institutions with a Conductor training program and it is becoming increasingly difficult to train Canadians abroad or import accredited foreign Conductors.

A Year of Firsts: *Despite a number of barriers, new opportunities to expand CE emerged in 2013: a British Columbia camp for stroke survivors, a CE camp in Calgary, Alberta, a children's March Break camp in Nova Scotia, and in the new Life Skills and Transitional Service.*

● LIFE SKILLS AND TRANSITIONAL SERVICES

Learning Independence for Future Empowerment Program (Greater Toronto Area) | Learning Independence for Future Empowerment Program (Peel) | Personal Effectiveness Training Program (Niagara) | Warehouse Program (Thunder Bay)

This new service grouping was created in 2012 and operated as a coordinated department for its first full year in 2013-2014. The four programs currently under this department include the Learning Independence for Future Empowerment (L.I.F.E.) Greater Toronto Area (GTA) program, the L.I.F.E. Peel Program, the Personal Effectiveness Training program in Niagara, and the Warehouse program, a drop-in centre in Thunder Bay. This department also oversees two youth leadership programs, one in partnership with the Holland Bloorview Kids Rehabilitation Hospital and one with Camp Awakening. A program evaluation of the new L.I.F.E. GTA curriculum shows high satisfaction with the program, particularly the urban exploration and the social interaction components.

These innovative programs have received funding and strong support from United Ways, community foundations, family and corporate foundations, and the Ontario government, as they address critical needs.

A Year of Firsts: *The newest program, L.I.F.E. Greater Toronto Area, combines classroom learning, programming with Outward Bound, urban exploration and Conductive Education. This program was recently a recipient of the Toronto Community Foundation's Vital Signs Award and received support from two additional family foundations.*

Interest in this program is growing and MODC is exploring opportunities to open additional programs in communities within other provinces.

L.I.F.E program at Ripley's Aquarium



● PEER AND VOLUNTEER SUPPORT SERVICES

Peers Fostering Hope | DesignAbility® | BeFriending®

Peer Support Services help stroke and polio survivors and their families by providing emotional support and encouragement as well as information and educational programs, with the goal of promoting active community living. In 2013-2014, the program supported 71 chapters and affiliated peer support groups, served over 1,100 participants, held over two dozen conferences and events such as Living With a Disability, Breaking Barriers, Living with Chronic Conditions, Wellness Retreats, Aphasia Camps, as well as, coordinating social activities and travel programs for its members.

Volunteer Support Services supports and coordinates volunteer-run direct services, including DesignAbility®, which pairs professional designers with consumers who require a design modification on a device or facility for greater independence; BeFriending®, which pairs people with a disability with a volunteer sharing common interests for social and recreational purposes; and the Hospital Visitation Programs, using volunteer stroke survivors to meet with new stroke survivors and their families to provide hope, information and encouragement. This year, DesignAbility experienced a 10% increase in volunteers and a 15% increase in projects while volunteer and consumer hours increased by 60% in BeFriending programs.

A Year of Firsts: Peers Fostering Hope, the Toronto Hospital Visitation Program, with funding support from the Dr. Ed and Bobby Yielding Fund for Stroke Recovery, provided its first full year of volunteer support to outpatients at ten Greater Toronto Area hospitals and rehabilitation centres.

● RECREATION AND ACCESSIBLE TRAVEL PROGRAM

Geneva Park Summer Holiday Program | ModMobility® | Accessible Travel

This program provides increased community participation and quality of life through the provision of recreation and travel opportunities to people with disabilities. It includes the Geneva Park-based Summer Holiday Program which provides a six-day residential holiday at an integrated resort; ModMobility®, an accessible bus service offers social outings for groups in the Greater Toronto Area; and Accessible Travel, a service providing accessible multi-day domestic and international trips.

Overall, this program met its financial and service goals. However, the harsh winter and ice storm in



2013-2014 forced the cancellation of many trips, and the ModMobility service fell short of its ridership target.

A Year of Firsts: *Despite the harsh winter, ModMobility operated for its first full year, delivering more than 9,000 rides. CE partnered with Accessible Travel to offer the first Conductive Education at sea program as part of a cruise.*

● INFORMATION AND ADVOCACY SERVICES

A key goal for the Government Relations and Advocacy Department has been to become part of the disability dialogue in provinces across Canada. To date, we have been active in all provinces, and have made representation on legislation, policy and budget priorities. This has been a good tactic to introduce MODC and our services, increase our intelligence about the priority issues for each government, and identify potential opportunities for service development. We appreciate the reception we have received. MODC has identified a select number of universal issues that affect people with disabilities in all provinces. We have initiated dialogue in the Toronto Declaration on Bridging Aging and Disability, legislating accessibility, and employment; all issues that coincide with the priorities of policy-makers across Canada.

Examples of MODC's contributions provincially include the British Columbia Minister's Council on Employment and Accessibility, the Alberta Social Policy Framework, Saskatchewan's Disability Strategy, Manitoba's Accessibility Act, Nova Scotia's "Putting People First" paper and the development of commitments to accessibility laws, New Brunswick's Employment and Disability consultations and Newfoundland's Disability Dialogue. At the federal level, MODC has made submissions to parliamentary committees on employment and disability, youth employment, aging and disability, and the Fair Elections Act.

We have been especially active on employment related issues over the past year, speaking federally to the Human Resource Development Standing Committee on Employment, and our local Member of Parliament and in Ontario on social assistance reform and employment issues to the Premier, the Minister of Finance, Minister of Community and Social Services, Minister of Training, Colleges and Universities and the Standing Committee on Economic Development. In addition to employment, all levels of government are interested in the aging population and services required as this demographic grows. MODC will continue to partner with service providers, researchers and policy-makers to address the needs of people aging with and into a disability.

This department has also contributed to Information Services through the production of the newsletter, *The Advocate*, and the creation of March of Dimes Minutes on YouTube which convey important information to consumers and their families.

Information Services continues to build our social media program, as well as support MODC's web site content and functionality. All Ontario March of Dimes programs and information are being rebranded as MODC, and the department develops all program materials to market to consumers.

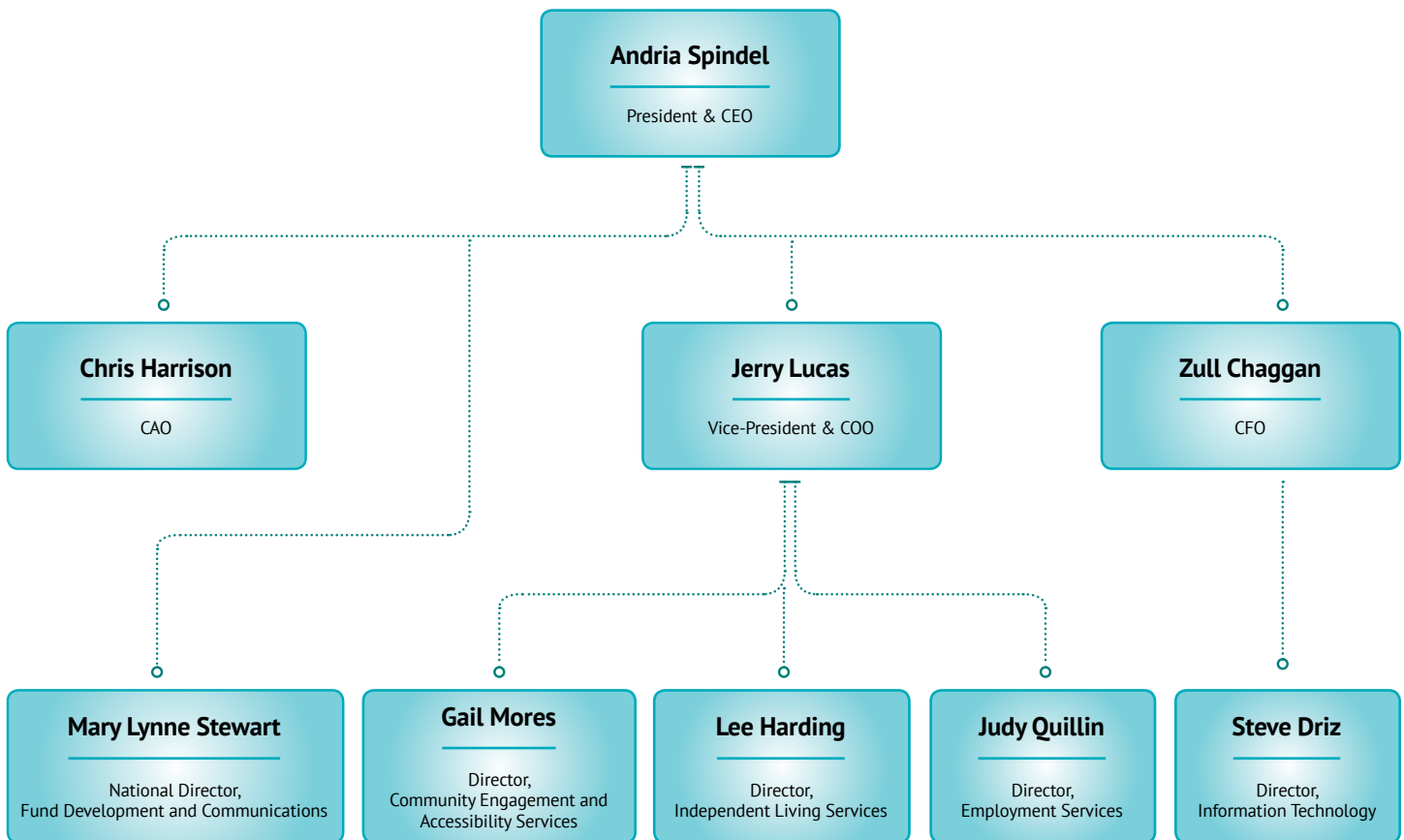
A Year of Firsts: *National expansion has created many firsts for our Government Relations program: the first parliamentary appearances in Manitoba and Nova Scotia, and outreach to the governments of Newfoundland and Saskatchewan. Internationally, MODC is now an accredited delegate to the United Nations Conference on States Parties to the Convention on the Rights of Persons with Disabilities.*

ADMINISTRATIVE AND INFRASTRUCTURE DEPARTMENTS

March of Dimes administration or infrastructure departments, comprising Human Resources, Finance, Corporate Services, and Information Technology, operate very efficiently and are the backbone for our programs. We continue to develop new and innovative procedures, to implement and adapt new technologies, and to enhance our skills to support the delivery of our many diverse and increasingly national community services.

BECOMING MARCH OF DIMES CANADA

A Year of Firsts: This past year, to prepare for continued national expansion, MODC reorganized and introduced new roles in senior management; Chief Administrative Officer (CAO), responsible for Human Resources and Corporate Services, Chief Financial Officer (CFO), responsible for Finance and Information Technology, and Chief Operations Officer (COO), who oversees the programs and planning for the organization. MODC operates with a small Executive Management Committee of CEO, COO, CFO and CAO and a larger Senior Management Committee. The Senior Management Team was also enhanced with the promotion of five Senior Managers to Associate Directors.



Performance of the administrative departments in 2013-2014 was very strong and resulted in a number of 'Firsts':

● **FINANCE AND INFORMATION TECHNOLOGY**

In 2013-2014 progress was made on a number of projects:

- A lease management program was completed to allow the content and financial tracking of over 90 leases;
- Scheduling software in support of Independent Living Service is now fully implemented and will reduce program staff time spent on administration;
- New functionality was developed in-house for report generation for the Human Resources Information System;
- Independent Living has fully implemented the international community health assessment software used by the Ontario health and community services sector as a common data base;
- The IT department is continuing to transition MODC software to a virtual, cloud-based system.

MODC is focused on data security and ensuring compliance with privacy legislation. MODC systems met the security standards of the Canadian military and an internal audit of the IT systems resulted in no outstanding issues.

● **HUMAN RESOURCES AND CORPORATE SERVICES**

Key accomplishments for 2013-2014:

- All labour contracts were successfully negotiated and should ensure stability in the coming years. Union and non-union compensation is better aligned.
- New orientation and on-boarding programs have been developed and continue to be refined to support new staff in adapting to the organizational culture and their new roles. The 2013 staff turnover rate dropped by 3% compared to the prior year.
- Training programs have been successfully delivered to all employees related to Cross-Cultural Diversity, Creating a Respectful Workplace and Sensitivity Awareness in compliance with the Accessibility for Ontarians with Disabilities Act.
- Benefits administration was brought in-house to reduce overall administrative costs.
- Reductions in lost time resulted in a rebate from the Workplace Safety and Insurance Board.
- The sale of administrative and mediation services continued, and included financial services to a local organization that does international community development projects in Africa and Asia. These services met their financial targets.
- The successful transition from Ontario March of Dimes to MODC included changes in all corporate materials and signage.

● FUND DEVELOPMENT, MARKETING AND COMMUNICATIONS

Fundraising achieved 97.8% of its net revenue target in 2013-2014, despite the negative impact of the harsh and prolonged winter on our community campaign. It was a year in which we were challenged to deliver strong results in our long-term programs such as the community campaign and the break-open tickets gaming program, but we also had a year of firsts.

Our direct mail program continues to expand across Canada and results outside of Ontario were stronger than within Ontario.

The 2013 Ability and Beyond Gala, our premier event, featured guest speaker Alan Thicke and a special appearance by Bret “the Hitman” Hart. Both shared personal stories about what it is like to be a Canadian living in the spotlight, and how disability has affected them personally.

Walk ‘n’ Roll events were held at retail outlets and shopping malls across Canada with local peer groups. This brings awareness about the needs of polio and stroke survivors and how MODC helps.

The Marketing and Communications Department refreshed all materials, including the website, and replaced external signage at over ninety locations. Social media grew and we added Instagram to our platforms for communicating with our supporters. Followers increased on Twitter and Facebook by over 25%.

A Year of Firsts: We expanded the Monthly Donor Program outside of Ontario for the first time and the results have been positive with donors giving monthly in the Vancouver area.

Shoppers Home Health Care sponsored Living with A Disability events across Canada where local consumers and caregivers received practical information and tips on how to live with a disability and still maintain their independence.

Rock for Dimes continues to expand and for the first time we paired a service locally with this fundraising program. The vehicle retrofit initiatives which provided funds to three families in Nova Scotia and British Columbia were a great tie-in with Rock for Dimes Halifax and Vancouver. Volunteer committees in those areas chose the winners of the competition based on MODC established criteria. MODC launched a new Rock for Dimes e-newsletter in the summer of 2013 which provides a behind-the-scenes look at the participating bands, the winners and details of upcoming events. We are very grateful to Pennzoil and the Istvan and Barbara Haas Assistive Devices and Vehicle Retrofit Initiative for helping us launch our Retrofit Program.

As MODC programs expand across Canada, the department seeks new opportunities to build brand and fund services outside of Ontario. The department now supports March of Dimes Canada Committees in Halifax, Montreal, Calgary and Vancouver.

Also for the first time, MODC presented financial planning seminars outside of Ontario, in Vancouver and Calgary, that focused on the disability tax credits available to Canadians with disabilities.



Mount Pleasant Village's Harvest Fair 2013



Young and Restless stars - OpportuniTeas Toronto



There will be many more "Firsts" in the coming years. We extend sincere appreciation to all who contributed to a very successful year of "Firsts" in 2013-2014.



Jeff Poolton - Rock for Dimes Sarnia



Ability & Beyond Gala: Andria Spindel, Alan Thicke, Bret Hart, Stephanie Washington-Hart, John and Janet Humphries



Walk n' Roll Mississauga



Pennzoil Retrofit Vehicle Initiative Tracy & Mark Lomond

SPECIAL THANKS

■ NORTHERN MEDICAL CLINICS



Since the 1950s, the **Northern Medical Clinics** have provided rheumatologists and orthopaedic surgeons from Toronto and other centres to Northern Ontario towns such as Cochrane, Hearst and Kirkland Lake, to care for people who do not have specialists in their communities. This program began during the polio epidemic and continues today. The program expanded to include other specialties and now the doctors treat babies through to seniors.

Every year, the doctors who volunteer with March of Dimes' Northern Medical Clinics serve hundreds of northern Ontario patients, saving them the time and expense of travelling to southern cities to see medical specialists and receive treatment. Not only do these doctors make time to travel to

Northern Ontario, they also donate their OHIP fees to make the program possible. March of Dimes Canada thanks the very special men and women of the Northern Medical Clinics for their incredible generosity.

■ TD BANK GROUP



When organizations or individuals have provided a single or cumulative gift of \$100,000 or more they join March of Dimes Canada's Jonas Salk Circle of Friends. This year, March of Dimes Canada welcomed the first Visionary member of the Circle, **TD Bank Group**.

TD Bank Group has brought their total support to March of Dimes Canada's programs and services to just over \$1million. Funds this year contributed to the Learning Independence for Future Empowerment, or L.I.F.E. Program. This program serves young people who have a disability and need assistance to transition into the independence of adulthood; be it in decision-making, community integration, accessing services, continuing education, or achieving personal goals.

TD has also supported fundraising events, such as golf tournaments, the Kids Can Make a Difference project, employment-related conferences, Conductive Education® and other special projects. For several years the TD Challenge BBQ raised significant dollars each summer at the TD Centre Courtyard. It involved hundreds of TD volunteers and engaged over 7,000 people in a single event.

While TD is March of Dimes' largest financial contributor, some of the most important support received is in the form of volunteers. TD's commitment to diversity is exemplified in its hiring policies and practices. Its corporate voluntary spirit includes the commitment and participation of employees who spend a day volunteering at many charities. Several times, March of Dimes has been the beneficiary of a team of willing and smiling TD employees who offered a day to work at head office. Several senior TD employees have served on the charity's Board of Directors and various committees. Recently TD staff taught a Money Matters seminar for our L.I.F.E. program.

March of Dimes Canada thanks TD Bank Group for its continued support – it is truly making a difference.

■ AMG MEDICAL SUPPLIES, INC.



AMG Medical Supplies, Inc. has supported March of Dimes Canada since 2009 and is one of the largest single financial contributors to the national Rock for Dimes events, a battle of the bands fundraiser that takes place in 13 cities across Canada. In addition to their financial support, AMG provides volunteer judges and helps promote the events through their business networks and social media.

AMG has co-branded their specialty mobility and assistive equipment with March of Dimes Canada to help raise awareness of our programs and services. Each year, AMG donates equipment to March of Dimes for people who need it.

This has been a wonderful relationship for both organizations, and March of Dimes thanks AMG for their continued support and collaboration.

DesignAbility® launches the Skate Horse - Winter 2013



TRIBUTE TO TWO REMARKABLE PEOPLE



David Logan



Don King

It is hard to say good bye to some people. Those who impact your life in remarkable and meaningful ways, those who teach you life lessons, those who demonstrate care and compassion - those are people whose impact can never be forgotten. So, it is with deep respect, admiration and appreciation that I say "good bye and thank you" to two very special, long- serving board members, whose friendship I will continue to cherish.

In 2013 Don King, former MODC Board member and Chair, founding Chair of our Non-Profit Housing Corporation, retired after 40 years as a volunteer with March of Dimes, and in 2014 David Logan, also a Board member of both corporations and a past Chair of both, retired after 35 years with March of Dimes. It's amazing that so many years have

gone by and never did either waiver in their support of our organization and the clients we serve.

Don King had an illustrious career in accounting, finance and real estate, and he used that expertise to benefit March of Dimes, first serving as Treasurer and Finance Committee Chair, then as Vice Chair (he recruited me in 1981!), then as Chair during which time he helped develop a volunteer infrastructure that oversaw all of our programs and went beyond just considering finances. When the opportunity arose to seek provincial funding for non-profit supportive housing, he took a leadership role in creating a new entity so that MODC would be eligible for capital funds, and he saw through the development of our first accessible, affordable apartment building. Later he also negotiated the purchase of land to allow us to build in Sudbury.

Don was insightful in his guidance, and pushed an agenda of accountability, watching that every dollar gave value. I will never forget that when I put forward my updated job description, highlighting all the key responsibilities of an executive, he took one hard look and said, "Where is your most important responsibility - making life better for people with physical disabilities?" Needless to say, I rewrote my job description and have kept his message at the forefront of my daily life.

David Logan was an esteemed professor for many years, a biomedical researcher and teacher extraordinaire. He served on other boards and was

even Toronto School Board Budget Chair at one time, but I think he always had a special love for March of Dimes. He was quick to volunteer for every task and served as Chair of almost every committee over his volunteer career with us including: Professional Advisory, Community Development, Conference Chair, Research and Evaluation, Vocational Rehabilitation, and Fund Raising. He helped establish our Non-Profit Housing Corporation and our U.S. based charity, Rehabilitation Foundation for Disabled Persons. David brought forward many new initiatives, not the least of which was the creation of an endowment in the name of the late Minister of Health and Welfare, Paul Martin Sr., and then the Jonas Salk Award for scientific achievement.

Throughout his many years with March of Dimes, David had opportunities to present to the Board, helping everyone to understand how scientific breakthroughs are changing the world, positively affecting the future, and extending the lives of people with disabilities. He participated in many long days of fundraising analysis in years when fundraising was a huge struggle, and he gave encouragement to all staff when things seemed bleak. In fact, David used humour well to encourage me personally, and would always find positives in everyday life to overcome what seemed big challenges.

**On behalf of MODC –
Thank you Don and David!**

Andria Spindel



Conductor Abigail Payne and Alexandra Wheeler

MARCH OF DIMES CANADA

Balance Sheet

March 31, 2014 | With comparative figures for 2013 (former year consolidates Ontario March of Dimes and March of Dimes Canada)

NOTES TO
CONSOLIDATED BALANCE-SHEET*As of March 31, 2014*

1. These consolidated financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CICA Handbook.
2. Working capital (current assets less current liabilities improved by \$1.102 million (\$5.738 million from \$4.636 million).
3. Accounts receivable includes "Due from Associated Organizations" totalling of \$323,342. As of March 31 2014, \$277,078 is receivable from MODC Non-Profit Housing Corporation (NPHC) which consists of a balance of \$206,382 for the purchase of land in Sudbury for a congregate living facility and \$70,696 for disbursements made on behalf of that organization. In addition \$46,263 in receivable for disbursements made on behalf of Rehabilitation Foundation for Disabled Persons U.S. (RFDP U.S.)
4. Many of the funds received by March of Dimes Canada are designated for specific purposes and must be utilized within a prescribed timeframe. Unexpended funds are either carried forward or returned, depending on the decision of the funder.

| ASSETS | 2014 | 2013 |
|--|----------------------|----------------------|
| CURRENT ASSETS | | |
| Cash and Restricted Cash | \$ 10,194,008 | \$ 7,520,717 |
| Short-term Investments | \$ 200,538 | \$ 1,771,760 |
| Accounts Receivable | \$ 3,097,895 | \$ 2,987,743 |
| Prepaid Expenses | \$ 257,444 | \$ 250,414 |
| Grants and Allocations Receivable | \$ 50,480 | \$ 144,086 |
| Total Current Assets | \$ 13,800,365 | \$ 12,674,720 |
| Restricted Investments | \$ 2,188,323 | \$ 2,005,401 |
| Capital Assets | \$ 4,650,299 | \$ 4,513,359 |
| Intangible Assets -Trademark | \$ 1,413,751 | \$ 1,413,751 |
| Total Assets | \$ 22,052,738 | \$ 20,607,231 |
| LIABILITIES AND FUND BALANCES | | |
| CURRENT LIABILITIES | | |
| Accounts Payable and Accrued Charges | \$ 6,679,656 | \$ 6,317,270 |
| Unexpended Program Grants and Deferred Revenue | \$ 1,323,080 | \$ 1,661,782 |
| Government Advances | \$ 60,000 | \$ 59,197 |
| Total Current Liabilities | \$ 8,062,736 | \$ 8,038,249 |
| Deferred Capital Grants | \$ 1,220,063 | \$ 1,021,671 |
| FUND BALANCES | | |
| Invested in Capital and Intangible Assets | \$ 4,843,987 | \$ 4,905,439 |
| Capital Reserve | \$ 787,795 | \$ 637,795 |
| Stabilization Reserve | \$ 4,434,555 | \$ 3,859,548 |
| Ability and Beyond | \$ 2,703,602 | \$ 2,144,529 |
| Total Fund Balances | \$ 12,769,939 | \$ 11,547,311 |
| Total Liabilities and Fund Balances | \$ 22,052,738 | \$ 20,607,231 |

MARCH OF DIMES CANADA

Statement of Revenue and Expenses

March 31, 2014 | With comparative figures for 2013 (former year consolidates Ontario March of Dimes and March of Dimes Canada)

| REVENUE | 2014 | 2013 |
|---|----------------------|----------------------|
| Government and Other Grants | \$ 69,371,312 | \$ 66,139,499 |
| Fees and Sales | \$ 12,846,737 | \$ 11,758,862 |
| Program Recovery | \$ 8,705,542 | \$ 7,883,985 |
| Fundraising | \$ 5,454,359 | \$ 6,141,517 |
| Investment and Other | \$ 1,204,247 | \$ 892,248 |
| Total Revenue | \$ 97,582,197 | \$ 92,816,111 |
| EXPENSES - PROGRAMS | | |
| Independent Living Services | \$ 52,169,116 | \$ 49,000,023 |
| Employment Services | \$ 15,616,131 | \$ 15,175,410 |
| AccessAbility® Services | \$ 12,107,705 | \$ 11,705,113 |
| Passport Services | \$ 9,129,054 | \$ 8,324,526 |
| Peer Support Services and Conductive Education® | \$ 1,575,751 | \$ 1,783,407 |
| Community Engagement and Integration Services | \$ 1,285,535 | \$ 488,620 |
| Issue Advocacy | \$ 339,880 | \$ 306,064 |
| Affirmative Businesses | \$ 20,831 | \$ 135,932 |
| Grants and Awards | \$ 44,625 | \$ 45,642 |
| Total Expenses - Programs | \$ 92,288,628 | \$ 86,964,737 |
| Fundraising | \$ 2,173,676 | \$ 2,097,080 |
| Donor Acquisition | \$ 474,330 | \$ 587,036 |
| Administration | \$ 6,612,410 | \$ 6,634,030 |
| Administration Recovery | \$ (5,864,120) | \$ (5,570,852) |
| Amortization | \$ 674,645 | \$ 632,368 |
| Total Expenses | \$ 96,359,569 | \$ 91,344,399 |
| Excess of Revenue Over Expenses | \$ 1,222,628 | \$ 1,471,712 |

NOTES TO
CONSOLIDATED STATEMENT
OF REVENUE AND EXPENSES*Year ended March 31, 2014*

1. Funds raised through charitable gaming and special events are included in Fundraising revenue.
2. Independent Living Services includes Outreach Attendant Care Services, Supportive Housing, Acquired Brain Injury Services and Northern Medical Clinics.
3. AccessAbility Services includes the Assistive Devices Program, Barrier-Free Design Consultation Services, DesignAbility Program and Home & Vehicle Modification Program.
4. Separate audited financial statements are available for March of Dimes Canada Non-Profit Housing Corporation and Rehabilitation Foundation for Disabled Persons Inc. U.S. upon request.

CASH FLOW ACTIVITY

Overall cash increased by \$2.67 million. Operating activities provided net cash of \$2.93 million driven primarily by surplus from operations as well as reclassification of short-term investments maturing in the near-term. Financing activities provided \$509,900 from deferred capital grants. Investing activities consumed a net of \$769,800 driven by purchase of capital assets.

MANAGEMENT DISCUSSION AND ANALYSIS

INTRODUCTION

The following discussion and analysis should be read in conjunction with the audited financial statements and the accompanying notes. The financial statements have been prepared in accordance with the Canadian accounting standards for not-for-profit organizations. All amounts are expressed in Canadian dollars. Any reference to “we” or “us” or “our” refers to March of Dimes Canada (MODC). All areas are graded following the same guidelines outlined on page 8.

■ FINANCIAL MANAGEMENT AND PERFORMANCE

The Finance Department is responsible for financial planning and analysis, management, and reporting for MODC and its subsidiaries. The department ensures compliance with both the Canada Revenue Agency and Canadian accounting standards for not-for-profit organizations. The corporate Finance Department is responsible for treasury, budget development, financial transactions, contract and lease management, audit and all financial policies and procedures. In addition, regional financial teams provide direct support to three program departments, fund development, and businesses.

2013-2014 was an excellent financial year for MODC. Gross revenue increased by 5.1% over 2012-2013 and generated a net operating surplus of \$1.22 million, exceeding the budgeted surplus target by 160%. Net surplus was 16.9% lower than the prior year, but this was due to unanticipated bequests received in 2012-2013.

Growth in government grants, predominantly for Independent Living Services, accounted for 67.8% of the revenue growth. Fees, predominantly in Employment Services, accounted for 22.8% of the growth, and program recoveries for the Passport Program accounted for 17.2%. This was partially offset by declines in net revenue in Fund Development and businesses. Employment Services generated a surplus of \$819,300, a decrease in net performance of \$77,400 from prior year. Independent Living Services generated a net surplus in proprietary services of \$541,000, 21.8% higher than forecast. Program recoveries grew by \$821,500 due to growth in the Passport Program, which served 110 additional consumers. Fund Development produced \$2.98 million in net revenue, 97.8% of the forecast net. Net expenses in donor-funded programs were \$186,400 lower than budget. Businesses generated a net of \$112,600, \$16,600 higher than the prior year. Administrative costs were unchanged from the prior year.

In 2013-2014, 89.7% of expenditures were spent on direct service delivery, 2.7% on fundraising, and 7.6% on administration and amortization. However, \$29.0 million or 30% of expenditures were not charged any administration, either precluded by policy, government contract or because they are within administrative cost centres. This includes all home and vehicle modification grants, assistive device expenditures on device acquisition and maintenance, and consumer expenses under the Passport Program. Excluding these, the true cost of administration is 10.8% on all other program activity.

The 2013-2014 operating surplus of \$1.22 million represents 1.25% of total revenues for the fiscal year. 98.75% of the revenues were spent on service delivery and operations. Surplus funds were transferred, by Board resolution, to the following funds:

■ **The Major Capital Reserve Fund:**

This fund covers major capital projects for repair or replacement at MODC national headquarters. The Board allocated \$150,000 to this fund toward three future major capital improvements and repairs slated for the next five years.

■ **The Paul Martin Sr. Rehabilitation and Biomedical Research Fund:**

The Board has agreed to endow an Early Career Professorship in the Department of Occupational Science and Occupational Therapy at the University of Toronto. The commitment of \$1.5 million over five years will be made with an initial allocation from this fund of \$1.0 million. The Board allocated \$100,000 towards the future commitment.

■ **The Recreation Fund:**

MODC operates ModMobility, an accessible transportation service for groups of elderly or disabled travellers in the Greater Toronto Area. The Board allocated \$150,000 toward the replacement of one of the accessible buses.

■ **Program Development and Evaluation Fund:**

In 2012, this fund was created to test and evaluate new models of service, especially outside of Ontario. This is necessary as we move into provinces where MODC is not yet an established service provider. The board allocated \$100,000 for this fund.

■ **The Stabilization Reserve Fund:**

This fund is used for working capital and to ensure continued financial viability against loss of business or financial shortfalls. The goal is to build this fund to a size equivalent of three-to-six months of non-funded operating costs. The board allocated \$876,656 to this fund, which remains \$2.12 million below the six-month target.

Total assets as of March 31, 2014 were \$22.1 million, up from \$20.6 million the previous year. Cash (including \$225,200 restricted cash) and short-term investments are \$10.4 million, up from \$9.3 million, \$1.1 million higher than last year. Working capital is at \$5.74 million, up from \$4.64 million at the same time last year.

Total capital purchases were \$811,585; \$509,936 was expensed from funded programs and \$301,651 from the donor funded capital budget. Amortization for the latter was \$674,645.



PROGRAM PERFORMANCE

MODC tracks both the number of consumer services delivered and the number of service hours each represents. Both are reported to realistically portray the volume and intensity of each service, as these vary significantly. Either statistic alone does not provide a true picture of service volume. For example, some services are delivered in groups and some to individuals. Some are short and infrequent, such as the provision of information, while others such as attendant care are delivered with greater frequency and intensity.

| PROGRAM | NUMBER OF CONSUMERS | | | TOTAL SERVICE HOURS | | |
|---|-----------------------|-------------------------|-----------------------|-----------------------|-------------------------|-----------------------|
| | 2013 - 2014 Actual | 2013 - 2014 Forecast | 2012 - 2013 Actual | 2013 - 2014 Actual | 2013 - 2014 Forecast | 2012 - 2013 Actual |
| <ul style="list-style-type: none"> ■ Independent Living ■ BeFriending® ■ ABI and Clinics | 3,883 | 3,600 | 3,550 | 2,404,878 | 2,000,000 | 2,004,000 |
| Employment Services | 7,505 | 8,000 | 7,250 | 257,520 | 200,000 | 211,560 |
| Passport Program | 1,690 | 1,700 | 1,584 | 10,300 | 14,000 | 9,200 |
| AccessAbility® Services | 8,475 | 8,000 | 8,217 | 85,085 | 76,000 | 78,800 |
| <ul style="list-style-type: none"> ■ Recreation ■ Travel ■ Mod Mobility | 9,452 | 5,200 | 7,913 | 58,312 | 63,800 | 55,200 |
| Life Skills Transition | 175 | – | – | 62,000 | – | – |
| Peer Support Services | 25,500 | 26,000 | 26,400 | 110,000 | 120,000 | 120,000 |
| Conductive Education® | 380 | 250 | 370 | 9,761 | 9,000 | 14,580 |
| TOTAL | 57,060 | 52,750 | 55,284 | 2,996,856 | 2,482,800 | 2,493,340 |

In 2013-2014, over 57,000 consumer services were delivered representing almost three million service hours. This is a 3.2% increase in consumer services but a 20% increase in hours of service. The reason for this growth differential is that the area of greatest service expansion, Independent Living, is our most hour-intensive service and includes group-delivered rehabilitation services for people with brain injury and fall prevention classes. Life Skills Transitional Services is included for the first time, which though available in several locations, was not previously tracked. With the introduction of L.I.F.E. in the Greater Toronto Area, all related programs will be tracked and cumulated under this heading. Program expenditures grew by \$5.6 million or 6.3%, with most growth in Independent Living Services, Employment Services, AccessAbility Services and ModMobility.

PLANNING AND EVALUATION

Annual program plans are developed and submitted to management which creates a consolidated plan for presentation to the Board each March, for implementation at the beginning of our next fiscal year, effective annually April 1st. Plans relate to strategic goals from our five-year strategic plan and each plan's goals and objectives cover three areas: on-going activities, new or expansion initiatives, and quality improvements. Each objective has measurable performance indicators and each plan must identify related risks and mitigation strategies. The current Five-Year Strategic Plan was approved by the Board in March, 2013 and produced and

distributed in 2013-2014. A shorter version was created for the first time to share with donors, funders and interested community members, and is available online.

Plans are evaluated twice each year: at forecast in November and at fiscal year-end, and completion of the audit in July. The Program Research Department coordinates satisfaction surveys, completed confidentially by both program participants and employees, and provides critical feedback to management to improve service delivery. As well this department works with the Human Resources Department on surveys of the quality of work/life from our employees' perspectives. External researchers and interviewers are used to maintain confidentiality. This department also works with each program department to design programs using logic models and charts, evaluate processes and pilot projects, and works with external research bodies on joint research and program evaluation projects as required.

All programs establish key performance indicators that include measures related to program efficiency and effectiveness, service volumes, and participant satisfaction. With the exceptions of the variances noted under the program performance section, service goals were met and program participant satisfaction remained stable in 2013-2014. No significant changes in consumer satisfaction from prior surveys were identified in any program.

■ UNDERSTANDING AND MANAGING RISK

March of Dimes Canada established an enterprise risk management framework in 2002, with management implementing an organization-wide program for training and monitoring risk, and the Board establishing a Risk and Audit Committee to oversee the external financial audit, approve internal audit projects, audit management performance on various statutory compliance requirements and report results to the Board of Directors. In 2013-2014, the Internal Audit Consultant supported the internal ISO audit process and tendering of the ISO auditor contract. In addition, he completed audits of the Peer Support Program and Information Technology, undertook a review of MODC's compliance with privacy legislation, and supported a forensic review of March of Dimes Canada Non-Profit Housing Corporation expenses. On an annual basis, the Internal Audit Consultant reviews the expenses of the CEO and President to ensure compliance with MODC policies and to report to external funders.

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

- The majority of the organization's funds come from government and crown corporations in the form of grants or fees to purchase specific services. The organization is therefore vulnerable to changes in legislation, government funding priorities or policies affecting its approach to service delivery, contract changes, retendering, or termination of contracts.
- Most revenue received is designated for specific uses and cannot be retained or used for other purposes.
- March of Dimes Canada is vulnerable to changes in the political, economic and social environments which affect funding through purchased services or donor support.
- 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.
- Strategic goals, such as building the brand and expanding services across Canada, require an investment of funds and community building with little guarantee of immediate return on the investment.

Our Government Relations and Advocacy Department, in conjunction with senior management, monitors government policy and identifies opportunities and risks while cultivating proactive relationships with government at senior levels to address the issues impacting people with disabilities as well as to mitigate risk to the organization.

■ HUMAN RESOURCES

The Human Resources Department is dedicated to the responsibility of managing our most valuable resource – our dedicated, hard-working talented employees. Their broad range of contributions has created a unique culture from which our success has grown. This department handles recruitment, employee development and training, labour and employee relations, performance management, payroll and benefits management.

Periodically, MODC commissions a Quality of Work Life Study. This study has been contracted to Metrics@Work, a firm that specializes in this field and provides external comparators, normed scales and data, and confidentiality to our employees to ensure a true picture of working life at MODC. This survey assesses employee engagement and engagement drivers related to the job, the local work environment and the organization as a whole.

While no survey occurred in 2013-2014, all departments continued to follow-up on the results of the 2011-12 survey and action plans that evolved from it. In 2012, Employment Services implemented a new functional management structure replacing the previous geographic model. Compounded with staff expansion across Canada, action was required to improve staff alignment with the organization and improve intra-departmental communication. In 2014, Employment Services became the first program to create an intranet site to address these issues and improve communication across the team. Other departments are likely to build on this experience. The next survey will take place in 2015.

■ PERFORMANCE MANAGEMENT AND COMPENSATION

All employees are individually evaluated annually based on a comprehensive performance contract and set of core competencies for their particular job. Managers are also evaluated based on achievement of program goals and key performance indicators from their annual program plans. Pay is based on merit under a comprehensive salary structure with regular comparators to similar organizations and the marketplace. The policy of March of Dimes Canada is to provide fair compensation, and to be in the mid-range in the marketplace regarding pay levels for most staff and in the 75% range for senior management. As well, all employees are eligible for a pay bonus for exceptional performance.

For senior management, bonuses are based fifty percent on meeting personal goals and fifty percent on corporate goals that are submitted to the Executive Compensation Committee of the Board for initial approval. Results are evaluated at year-end by the Committee, which then reports to the Board of Directors.

■ MARKETING AND COMMUNICATIONS

Marketing and Communications, though a small team, supported all fundraising activities and programs with public relations and media, graphic design and print of all materials from letterhead to the annual report, e-newsletters, social media platforms and more. A three-year plan was developed to complement the Strategic Plan.

■ INFORMATION TECHNOLOGY

Management systems are centrally designed, networked and supported with a 24-hour help desk. Layers of redundancies, back-up systems, a secondary hot site and off-site data storage protect the organization in the event of system failure, damage, or natural disaster. The 2013-2014 Information Technology privacy and external security audits all concluded that the organization's systems meet funder security standards and comply with federal privacy legislation.

■ INTERNAL CONTROLS

A number of internal controls are in place which are reviewed annually and signed-off by management; these comprise part of the annual external audit. Employees and volunteers annually sign-off on business conduct related policies and provide proof of professional designations, insurance and other requirements to perform their duties. An extensive in-house training program is managed to ensure staff achieve and retain certification requirements, receive and complete required job skills and training in a timely fashion, and are able to achieve the goals of the organization.

Extensive policy and procedures manuals are in place and regularly updated for all programs and corporate resource departments such as Finance, Human Resources and Information Technology.

Reliability of financial reporting, including budgeting, monthly statements, financial analysis and transactional procedures are monitored by both management and the Finance Committee. Sub-committees on employee pensions and corporate investments select and monitor the performance of external fund managers against set targets.

Governance and management functions are clearly delineated and the Internal Audit Consultant reports separately and confidentially to the Board, through the Risk and Audit Committee.

Emergency preparedness is now part of management planning and includes business continuity planning which is periodically reviewed and updated.

■ GOVERNANCE

As of May 8, 2013, a continuance was granted by the federal government which resulted in combining the operations of Ontario March of Dimes and March of Dimes Canada as one federally-chartered charity, under the Ontario March of Dimes charitable number and the March of Dimes Canada name. The previous March of Dimes Canada charitable corporation now exists as March of Dimes Canada Foundation, but operating plans have not been developed for this Foundation. Ontario March of Dimes Non-Profit Housing Corporation is now federally-chartered as March of Dimes Canada Non-Profit Housing Corporation and will pursue opportunities outside of Ontario to provide accessible, affordable supported housing for people with disabilities.

March of Dimes Canada is governed by a 25 person board with representation of the skills needed for decision-making and accountability including finance, legal, risk, audit, human resources, operational management, as well as social and health services, research, and consumer empowerment. In addition the board is comprised of men and women across the adult age spectrum with representation of people with disabilities, ethnic diversity and the broad geography in which MODC operates.

The Board of Directors meets a minimum of six times per year and has five working committees: Risk and Audit, Finance, Nominating and Governance, Executive Compensation, and CEO Evaluation. The Board contributes to and approves a five year strategic plan drafted by management and annual plans that provide an operational blueprint to fulfill the strategic plan. The annual plan is accompanied by a budget and a mid-year forecast is produced, that once approved, serves as the revised budget and plan. Monthly statements are monitored by the Finance and Executive Committees.

The Nominating and Governance Committee of the Board is responsible for evaluation of existing Board members, recruitment of new members, as well as Board training and orientation. This Committee considers skill requirements within the Board at the time of recruitment and targets recruitment to fill any gaps. Board member evaluation includes participation and attendance, as well as the quality of the contribution of each member. Initial

terms on the Board are typically three years, with one-third of the Board elected each year.

Management works closely with the Board, its committees and subsidiary boards, providing necessary information for decision-making, planning, agenda building, and policy development.

Board members may play an important role in representing the organization's position or interest in consultation with government bodies or funders. MODC has begun to organize out-of-province community or regional volunteer committees to build the capacity to represent MODC in other jurisdictions. These complement those in Ontario.

March of Dimes publishes its annual audited financial statements and meets all legislated compliance requirements including the filing of a T3010 each year with Canada Revenue Agency. Information is posted on the CRA site. In addition, transparency is achieved through the annual report which is posted online, preparation of various reports to government and other funders, audited expenditure reports for government, a robust risk management program, and the contracted services of an independent auditor who is accountable to the Risk and Audit Committee which reports to the Board. In 2012, March of Dimes won the Award for Excellence in Financial Reporting Transparency from the Voluntary Sector Reporting Awards.

Transparency includes an open environment for questions, complaints, challenges, all to lead to improvements, quality service, and good communication. MODC annually gathers feedback from clients via customer surveys; every three years we have an independent Quality of Life Survey of employees; we have recently posted a Complaints policy, begun to update all Privacy policies with clients and this is posted on the website as well. We do donor complaints tracking and from time-to-time hold focus groups or surveys in communities to gather input on our services or on the needs of people with disabilities. In 2014-15, MODC will apply for accreditation under the Standards Program of Imagine Canada.

The March of Dimes Canada Non-Profit Housing Corporation and the Rehabilitation Foundation for Disabled Persons U.S. will continue to operate under separate charitable numbers with independent Boards of Directors. The members of these corporations are the Directors of MODC.

■ OUTLOOK

Over the past two years, we have transitioned into a national charitable organization, with the goal of enhancing our brand and simplifying governance. They have been years of unusually strong financial performance, which exceeded our expectations and permitted the organization to build reserves and invest in growth and infrastructure. We look forward, with cautious optimism to expanding services into new communities across all provinces, building new alliances and partnerships, and increasing resources, all with the goal of bringing the services of MODC to Canadian residents with disabilities, wherever they reside, and creating a society where Canadians everywhere have equal access to all services, facilities, information, and feel a high degree of inclusion and independence.

2013 - 2014 BOARD OF DIRECTORS

Thank you to the executive team, staff, volunteers, and the Board of Directors for March of Dimes Canada, March of Dimes Canada Non-Profit Housing Corporation and Rehabilitation Foundation for Disabled Persons Inc. U.S. The annual reports and financial statements for March of Dimes Canada Non-Profit Housing Corporation, and Rehabilitation Foundation for Disabled Persons Inc., U.S. are reported separately and are available at www.marchofdimes.ca/annualreport.

- | | | | |
|---------------------------------|--------------------|------------------|------------------------------|
| Chair | ■ Blair Roblin | Directors | ■ Allister Byrne |
| Vice Chair | ■ Jenelle Ross* | | Elizabeth Greville |
| Treasurer | ■ Peter Rумыee | | Elizabeth Lounsbury |
| Secretary | ■ Cameron Whale* | | Dr. Luis Barreto |
| Past Chair | ■ John Humphries | | Tony Barros* |
| Honorary Lifetime Member | ■ Dr. David Logan* | | Catherine Bell* |
| | | | Charan Kumar Bommireddipalli |
| | | | Janet Candido* |
| | | | Adam Cieply |
| | | | Michael Cole |
| | | | Suzanne Clancy* |
| | | | Dr. Darlene Homonko* |
| | | | Alan Lipszyc |
| | | | Patricia Peel* |
| | | | Dr. Faisel Saeed |
| | | | Catherine Sherrard |
| | | | Lynn Wagner |



From Left - Above: Catherine Sherrard, Dr. Luis Barreto, Elizabeth Greville, Charan Kumar Bommireddipalli, John Humphries, Michael Cole, Peter Rумыee, Adam Cieply, Lynn Wagner, Blair Roblin, Allister Byrne, Alan Lipszyc. - Below: Dr. Faisel Saeed, Elizabeth Lounsbury.

*Board member absent in the photo

RESPONSIBILITY FOR ACTION / RECOMMENDATIONS / DECISIONS

| BOARD | EXECUTIVE COMMITTEE | MANAGEMENT |
|---|---|---|
| Annual approval of operational plan and budget | Exceptions to plan and budget, considered and recommended to the Board | Develops plan and budget for approval by Finance Committee |
| Strategic plan review and approval | Input to strategic plan | Develops strategic plan with input from all levels and recommends to Board of Directors |
| New programs approval, signatures on plans with funding | May vet proposals and refer to Board for approval, may consider pilot projects | Develops new program proposals and forwards to Board or appropriate committee for approval |
| Receives CEO evaluation and recommendations; salary and compensation policy approval; corporate goals approval and recommendations from Executive Committee | Evaluates President and CEO, acts on recommendations of Executive Compensation Committee | Supports Executive Compensation Committee in analysis, surveys, and formulation of recommendations |
| Recommends auditors for members' approval. Approves audited financial statements and external contracts or audits as required by funders | May review and recommend management's action on behalf of Board if board meeting is not imminent | Prepares statements for audit. Develops and approves operational contracts including leases |
| Approves capital expenditure plans, stabilization and other reserves, financial policies, governance and board policies | May propose policies to the Board and review recommendations from committees or management | Recommends capital expenditures and financial policies first to Finance Committee and then Board |
| Approves agendas; reviews and accepts/adopts financial statements, and all committee reports; makes decisions on committee recommendations | Monitors monthly financial results between Board meetings, contributes to policy discussions that go to the Board | Prepares material, identifies issues, risks and opportunities, drafts policies and agendas for discussion |

AWARDS AND GRANTS

Each year, at our Annual Volunteer Awards Program, we acknowledge and celebrate those individuals and organizations that contribute to fulfilling our mission.

■ COMMUNITY PARTNERSHIP AWARD

Awarded to an organization or community group for outstanding collaboration with March of Dimes Canada in support of persons with disabilities.

- **Camp Awakening, Toronto, Ontario**

■ AWARD OF MERIT FOR BARRIER-FREE DESIGN

Awarded to an owner(s) of a building or facility that has been designed or renovated with special regard to accessibility for persons with a disability.

- **Milton Centre for the Arts, Milton, Ontario**
- **Luke Anderson, Toronto, Ontario**

■ THE JUDGE GEORGE FERGUSON AWARD

Awarded to a business, organization or individual contributing in an outstanding way to enabling “equality and full participation” for people with disabilities.

- **Doug G. Hauser, Calgary, Alberta**

■ VOCATIONAL REHABILITATION AWARD

Awarded to a business, organization, or agency making an outstanding contribution to the vocational rehabilitation and employment of adults with physical disabilities.

- **Louise Rodgers (Unicco), Sudbury, Ontario**

■ REVEREND ROY ESSEX AWARD

Awarded to a long-term volunteer who has demonstrated a high degree of commitment and made an outstanding contribution to the goals of March of Dimes Canada.

- **Doug Harvey-Smith**

■ RICHARD KALL EMPLOYEE AWARD OF EXCELLENCE

Awarded to a full- or part-time employee who demonstrates selflessness, excellence, improves the work environment and enhances customer service.

- **Cathy Barber, St. Catherines, Ontario**

■ WADE HAMPTON TRAINING BURSARY

Awarded to an Ontarian with a physical disability requiring financial assistance to pursue a profession or career goal.

- **William Checkley, Cobourg, Ontario**

■ RICK HANSEN AWARD OF EXCELLENCE

Awarded to someone who has demonstrated the dedication and commitment exemplified by Rick Hansen, and has achieved international recognition.

- **Chantal Petitclerc, Montreal, Quebec**

■ THE RIGHT HONOURABLE PAUL MARTIN SR. AWARD

Awarded to an individual or group, for long-term service to March of Dimes Canada in the area of fundraising, service or policy.

- **Doug Dineley, Niagara-on-the-Lake, Ontario**



From Left – Above: Blair Roblin, Doug G. Hauser, Pamela McGladdery, Darren Cooper, Alex Ross, Cathy Barber, Doug Harvey-Smith, Ruth Kapelus, Doug Dineley, Tracy Morley, William Checkley, Darlene Homonko, Andria Spindel – Below: Dr. Faisal Saeed, Elizabeth Lounsbury.

THANK YOU TO OUR DONORS

March of Dimes Canada relies on the generosity of donors to help fund our programs. Due to space limitations, only those donors who made gifts of \$1,000+ or whose cumulative giving reached \$5,000+ in 2013-2014 are recognized in this Annual Report.

However, we extend our sincere appreciation to all donors. We also extend our gratitude to those donors who wish to remain anonymous. Every effort has been made to ensure the accuracy and completeness of these very important lists. We apologize for any errors or omissions.

Donor names are also published online at www.marchofdimes.ca/donate

JONAS SALK CIRCLE OF FRIENDS

The Circle commemorates Dr. Jonas Salk's life-saving work in the development of the first polio vaccine and his humanitarian contributions, and recognizes the contribution of our most exceptional donors.

Categories of giving:

| | |
|-------------------|-----------------------|
| PIONEER | \$100,000 - \$499,999 |
| DISCOVERER | \$500,000 - \$999,999 |
| VISIONARY | \$1,000,000+ |



Alejandra Germanese

PIONEER \$100,000 - \$499,999

- Anne-Marie Canning
- Alexander Christ
- Bank of Nova Scotia
- CitiFinancial Canada Inc.
- Dentons Canada LLP.
- Dr. Sydney L. Gershon
- Liquor Control Board of Ontario
- Princess of Wales Own Regiment
- Sanofi Aventis/ Sanofi Pasteur
- Shoppers Home Health Care
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The Honourable Ellen Fairclough is shown leading the Marching Mothers® in the mid-1950s to collect dimes used to fund research for the polio vaccine. The vaccine was discovered in 1955.

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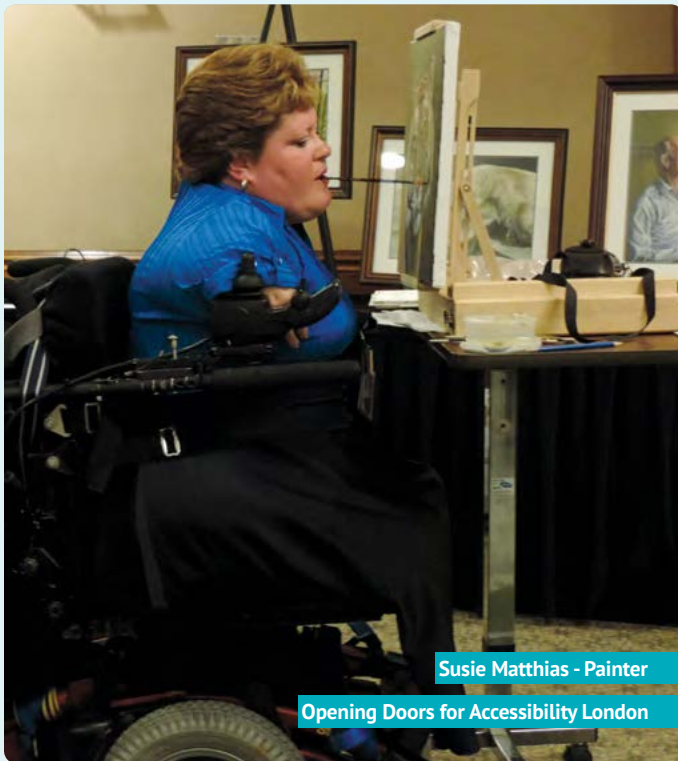

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