



MARCH
OF DIMES
CANADA

LA MARCHE
DES DIX SOUS
DU CANADA



ENGAGEMENT

>>>> THE KEY TO QUALITY

- CONSUMERS & FAMILY • FUNDERS • DONORS • VOLUNTEERS •
- EMPLOYEES • SERVICE PARTNERS



ANNUAL REPORT | 2014-2015

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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

Provide solutions, through service, advocacy and research, which further enhance opportunity, self-sufficiency, dignity and quality of life.

TO OUR EMPLOYEES

Create an environment that nurtures, recognizes and rewards excellence.

TO OUR COMMUNITY

Demonstrate leadership through innovation and initiative.

TO OUR STAKEHOLDERS

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

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 and other disabilities. We are a one-stop service provider, helping consumers achieve or sustain independence and remain active community participants.

2. BROAD CONSTITUENCY

March of Dimes Canada services 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 empower people with physical disabilities to live independently and actively at home and in the community.



Cosbert Needham at XCARET Park, Mayan Riviera, Mexico

PRESIDENT AND CHAIR'S MESSAGE




Andria Spindel
President and CEO



Blair Roblin
Chair, Board of Directors

ENGAGEMENT >>>> THE KEY TO QUALITY

 Video Online at www.marchofdimes.ca

It is startling how many new and exciting things happen every year at March of Dimes Canada, and the year of 2014-15 was no exception. We surpassed the \$100,000,000 operating budget mark, built new international relations, realigned several programs into a new Alternative Communications Department, won a major national contract for Vocational Rehabilitation that takes us into Manitoba for the first time, served several individuals from Nunavut through an expansion of Acquired Brain Injury Services, won the Voluntary Sector Annual Award for Transparency in Financial Reporting for best Annual Report (2013-14) amongst national NGOs, and inaugurated the most exciting partnership with an academic institution in our 64 year history.

*Given all that we do, all whom we serve, all the events we produce and our sources of support, we want to recognize in this year's Annual Report that we do it all by **engaging with others**. When we succeed, we meet our own goals and quality measures, but we don't do it alone. Throughout this report, you will read about the impact of engagement, and about some of our many partners, affiliates, shared resources, and volunteers. We thank all who make it possible for March of Dimes Canada and our subsidiary non profit housing corporation, to be the best we can be.*

There are many challenges ahead, as there have been in recent years, including doing more with constraints in government funding, developing and supporting new MODC Committees in more cities across Canada, securing national corporate partners, and meeting the increasing demands for many of our services, while working hard to generate the funds needed to subsidize all who need us.

The challenges will be met by our very committed and engaged Board of Directors, committee volunteers, local fundraising and event teams, senior management and our dedicated MODC staff who are "engaged" in so many ways every day in fulfilling our mission.

We welcome your comments, and your engagement. If you, the reader, wish an opportunity to be part of a dynamic, forward thinking, innovative, and expanding community organization, contact our regional manager in your area or head office of March of Dimes Canada. We'd love to hear from you.

Sincerely,

Andria Spindel, President and CEO

Blair Roblin, Chair, Board of Directors

2013-2018 STRATEGIC PLAN UPDATE

SUPPORTING LIFESPAN COMMUNITY LIVING:



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 following is an implementation status report two years into the plan.

1. EXPANDING MODC SERVICES AND ADVOCACY NATIONALLY

After more than 60 years of operating as Ontario March of Dimes, 2013 marked the year we merged our provincial and national corporations into a single entity, March of Dimes Canada. We have progressed to achieving this goal in four ways:

Service: MODC is now a service provider in all of our provinces and territories. Independent Living services were successfully marketed outside of Ontario for the first time in 2014 and Employment Services delivered employment supports in every province. Aphasia programs and Conductive Education have expanded to Western Canada.

Advocacy: MODC now has stakeholder status in British Columbia, Manitoba and Nova Scotia, and participant/observer status in Saskatchewan and Newfoundland. We have provided input on legislation and hosted Legislating Accessibility seminars for policy makers in a number of provinces.

Brand: We have been pleased at the strength of the “March of Dimes” brand outside Ontario and have been building relationships in all sectors to better educate the community about who we are and what we can offer.

Resources: One measure of national expansion is where we invest. In 2014-2015, MODC spent \$10 million in the delivery of service, advocacy and public awareness outside of Ontario, up from \$7 million at the start of this five-year planning cycle.

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

MODC has long supported a collaborative model to reduce service duplication, access expertise and resources, and improve efficiency. The theme of this Annual Report is engagement. In Ontario, we are engaging the community sector through collaboration in community planning and service delivery, such as joint provision of services to seniors, people with complex care needs, people with developmental disabilities, and caregivers. Nationally, we have used a collaborative model to identify community needs, building service partnerships in the brain injury, stroke, independent living and employment sectors. Examples of these relationships will be cited throughout this report. We have also built a network of volunteers for service delivery, advocacy and fund development. As well, we have grown our relationships with universities and the research community over the past two years.



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

Our fiscal strategy is predicated on three goals: revenue diversification, increased discretionary revenue, and building reserves. Through revenue diversity, we have been increasingly successful in achieving the latter two goals. In the past three years we have built our reserves to a much more secure level, ensuring our

capacity to meet future capital needs as well as operational funding. We have used our growing resources to invest in program development and fund a unique professorship at the University of Toronto School of Occupational Science, the focus of which is community engagement for stroke survivors. We have achieved our five year financial service targets and will exceed our five year revenue target by the end of year three.

MODC remains committed to enterprise risk management, ensuring sound and accountable management practices which are regularly reviewed and assessed by an internal audit consultant and an expert Risk and Audit Committee.

4. REMAINING A SECTOR LEADER IN ADMINISTRATIVE SYSTEMS AND SERVICES

In 2013, MODC reorganized and introduced new executive management positions, including a Chief Administrative Officer and a Chief Financial Officer, who joined our Chief Operations Officer and the Chief Executive Officer. This has strengthened our senior management team and helped us address the rapid growth MODC has undertaken. New software has been implemented to manage scheduling, fixed assets and shared contacts, with particular attention to data security and privacy legislation.

Continuous quality improvement remains an annual objective included in the plans for all departments. We remain a sector leader in administrative systems and offer services to smaller health and community service organizations on a proprietary basis.

HIGHLIGHTS

2014-2015 SCORECARD:

CATEGORY	RATING	RATIONALE
Financial Result	●	Gross revenues grew by 11% over prior year while net surplus exceeded budget by 263% and forecast by 147%.
Program Results	●	Program funding grew by 11.1%, the number of consumer services expanded by 7.5% to over 60,000 and the number of service hours delivered grew by 10.9% to 3,324,382 hours.
Fund Development	●	Fund Development's net revenue was slightly higher than the previous year, despite a heavy investment in donor acquisition.
Administration	●	Total expenditures were below budget and forecast, and administrative expenses dropped from 6.9% to 6.5% of total expenses.
OVERALL FINANCIAL RESULT	●	The total net achieved over the past three years is equal to the total for the preceding 15 years. This helps meet reserve requirements and will fund new initiatives in the coming years.

PROGRAM HIGHLIGHTS:

Independent Living Services grew by \$3 million in new program funding for seniors and people with complex care needs.

Employment Services grew by 27.7% and new contracts secured will grow the program in 2015-2016 by another 10.7%.

The **Home and Vehicle Modification Program** did not grow, but received ISO 9001-2008 certification.

The **Passport Program** grew by \$2.65 million in funding for consumers, and the numbers of consumers served grew by 15.2%.

The **MODMobility**[®] transportation service increased the number of passengers carried, but travel and holiday program numbers were lower than planned due to consumer costs.

Life Skills and Transitional Services continued to grow through the addition of two Thunder Bay programs transferred to this program department from employment services.

The Hospital Visitation Programs continued to grow with new hospitals and rehabilitation centres participating.

Conductive Education[®] programs expanded in Western Canada, but service numbers were down overall due to staff vacancies.

2014-2015 PROGRAM RESULTS

Engagement is both a key goal and strategy of March of Dimes Canada. At one level engagement refers to the mission of MODC: assisting our consumers to be integrated and engaged as full participants in community life. Engagement is also a core strategy of MODC, building relationships and synergy with key community stakeholders as a means for achieving our goals and those of the people we serve, which goals otherwise would be unattainable. As a result, engagement has different goals and outcomes in different segments of our organization. For example, engaging with businesses in Employment Services hopefully results in jobs for our program clients. Engagement with businesses by our Administrative Departments provides access to professional skills and expertise otherwise unaffordable to a charity. Overall, engagement is about connection and trust.

This report will acknowledge our many partners: consumers and caregivers, funders, donors, community partners, employees and volunteers, and the successes they have helped us achieve over the past twelve months.

ACCESSABILITY[®] SERVICES

Assistive Devices Program | Home and Vehicle Modification Program[®] | AccessAbility Advantage Barrier-Free Design Consultation Service

2014-2015 OUTCOMES

ASSISTIVE DEVICES PROGRAM

1668
Consumers Served

3621
Devices Provided

HOME AND MODIFICATION VEHICLE PROGRAM

923
Modifications Funded

ISO
CERTIFICATION
3rd MODC Program

Key Funders:

- Assistive Device Program – United Way and donations
- Home and Vehicle Modification Program – Ministry of Community and Social Services

Key Partner:

- Quadrangle Architects

The goal of this program is to improve personal mobility and community accessibility for persons with disabilities.

Partnering to Deliver what's Most Important to Consumers



Christine in her chair lift

Christine Caron's story shows the incredible power and support that can be unleashed when organizations work together. Christine, a mother-of-four, lost both her legs and most of her left arm after having a rare reaction to a dog bite; she spent almost two months in a coma. Since emerging from the coma, she has lost much of her independence along with her mobility. She now requires assistance for simple tasks such as going out with her kids or to the corner store. "I lost my freedom and self-confidence. Not being able to perform the daily activities of living was depressing," says Christine.

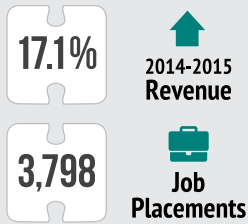
Funding from MODC's Home and Vehicle Modification Program, together with the Occupational Therapists at the Ottawa Hospital Rehabilitation Centre and a local company that installs adaptive driving equipment, wrapped support around Christine to focus on what was most important to her. They created a specially adapted steering wheel, headrest and pedals that allow Christine to control her car's steering wheel, gas and brake pedals. Now she is re-learning how to drive and is one step closer to taking a drive to the corner store. "I'm going to cry, I'm so happy, I'm, so excited," says Christine.

Video Online at www.marchofdimes.ca

● EMPLOYMENT SERVICES

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

2014-2015 OUTCOMES



Key Funders:

- Service Canada
- Veterans Affairs Canada
- Workplace Safety Insurance Board
- Ministry of Community and Social Services

Key Partners:

- Business and Community Agencies

Video Online at www.marchofdimes.ca

Employment Services help people with barriers to obtain employment and retain jobs.

Supporting our Consumers to Gain Meaningful Employment



Employees Justin Breau and Richard Barry at Miramichi Book Nook



Employee Joey Cook at Miramichi Book Nook



Employee Brody Lynch at Miramichi Book Nook

March of Dimes Canada has been a recipient of the federal government's investment in Employment Services to engage businesses and non-profit organizations in finding meaningful work for people with disabilities. The Miramichi Book Nook in New Brunswick, run by students with autism, is an example of how one such investment ignited the entrepreneurial spirit of Ricky Barry and his peers to create their own jobs. Ricky envisioned a book store run by people with autism, giving them a place to work on their skills, and jobs to call their own. The students from the Autism Resources Miramichi were involved in every aspect of the business planning. "I like gaining new skills and being able to prove to myself and others that I am independent and able," says Ricky. Their engagement with their community led to donations of more than 10,000 books. The store made more than \$400 in sales in its first week of business. Although MODC funded the project, the Book Nook aims to become a self-sustaining business.

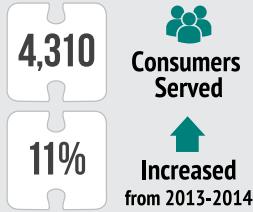
The successful outcomes of the above employment service initiative led the government to increase support for our work. In March, 2014 the federal government enhanced our capacity to support even more people with disabilities with a \$1.4 million investment in our program.

INDEPENDENT LIVING SERVICES

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

2014-2015 OUTCOMES

ATTENDANT CARE



Key Funders:

- Local Health Integration Networks
- Community Care Access Centres
- Workplace Safety Insurance Board

Key Partners:

- Program Partners:
 - Reena, Ontario Community Support Association
 - Brain Injury Canada
 - Various local community agencies
- Northern Medical Clinics:
 - Lady Minto Hospital
 - Kirkland and District Hospital

Video Online at www.marchofdimes.ca

Assisting persons with activities of daily living to live in their own home is the primary goal of this department.

Northern Medical Clinics provide specialty services in Northern Ontario so that people do not need to leave their communities.

Collaborating to Support Young Consumers with Complex Care Needs



Andrew pictured at his new home

Andrew and Gurpal are two young adults who require 24/7 support for their complex medical needs. Andrew was living at his family home being supported by his parents. Gurpal was living at Holland Bloorview being supported by a team of staff. Their lives were completely transformed when MODC, Reena, Central CCAC and Holland Bloorview came together to create a community option for support. The big impact on their lives is captured in a few short words from Andrew "I now have a life". Gurpal affirms the change with a big smile, and says, "I love this place". The new model of care is located at Reena's Community Residence in Vaughan, ON, where these young men live and socialize with their peers. MODC's Congregate living program provides support for 7 young adults with complex medical needs.



Gurpal tending to his plants at the Greenhouse

There are many young people in the community who require specialized care for their complex care needs. Loss of independence and connection to their peers impacts their developmental capacity. MODC is continuing to engage with the families and professionals at Holland Bloorview Kids Rehabilitation Hospital and is growing its partnership with Reena and other housing providers, along with several government ministries to address the needs of young adults who require this level of support.

PASSPORT SERVICES

2014-2015 OUTCOMES

\$3.2
MILLION

↑
28.8% growth
Expenditures

546

👥
Consumers
Funded

The Passport Program provides service planning and individualized funding from the Ministry of Community and Social Services to individuals with developmental disabilities. MODC is the service provider in the Ottawa Region.

Partnering to Support Consumer Directed Care



Paras' Wedding in 2015

Four years ago, 22 year old Paras completed her secondary schooling, and was living at her parent's home with limited activities during the day. Needing support and supervision, her parents were deciding

if one of them should terminate their employment to stay home with their daughter. Her parents were informed of the Passport Program and felt some hope for their daughter's future. For most of her life, Paras' parents had been making decisions for her, however, during the application process Paras was asked about her future goals and ambitions. Top of her list was increasing her independence – followed closely by attending a day program, and hiring a support worker to accompany her swimming, to the library and to movies. With funding through the Passport Program alongside planning and assistance from community partners, Paras made all those things happen. Today, at the age of 26, Paras' parents say, "she is running her own life." With some independent living supports, she has recently moved into an apartment of her own, attends a life skills program, has three support workers who help her with activities, and volunteers at the community radio station at Carleton University. Her days are full with meaningful activities. She recently got married and is planning for her honeymoon.

CONDUCTIVE EDUCATION®

2014-2015 OUTCOMES

ALBERTA

⚙️
Expansion
of Services

BRITISH
COLUMBIA

7.5%

↓
Service down by
Staff Vacancies

Conductive Education® (CE) is a learning approach, based on understanding neuroplasticity that increases physical literacy and independence for people with disabilities.

Engaging our Partners to Build a Profession

In addition to delivering Conductive Education® (CE) services, the Program has been working with partners at the local, national and international level to form a North American Conductor Association that will work to establish a CE presence and gain accreditation for Conductors. The team, together with Aquinas College, the Peto Institute, and our allied CE centres in Winnipeg, Manitoba, Chicago, Illinois and Grand Rapids, Michigan, are developing research protocols to evaluate service. Organizational collaboration is essential to this emerging discipline that does not yet have a significant presence in North America.

Key Funders:
Donors and Consumers

- Key Partners:**
- Association for Conductive Education in North America
 - CE Providers world-wide
 - Canadian Music Therapy Trust Fund
 - Andres Peto College
 - Aquinas College
 - National Institute for Conductive Education, UK

Video Online at www.marchofdimes.ca



Child with Conductor Monika Rumi



Conductor Lindsay Cushon & Joseph Arnold

LIFESKILLS AND TRANSITIONAL SERVICES

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

2014-2015 OUTCOMES

Thunder Bay Resource Centre and Warehouse Program



↑
Service Volume

This program also includes:

- Youth Retreats
- Teaching Leadership Skills

Key Funders:

- Ministry of Community and Social Services
- United Ways
- Community and Family Foundations
- Corporations

Community Partners:

- Variety Village, Toronto
- Outward Bound Canada
- Sir William Osler School, Toronto
- TD Bank Group
- Brain Injury Community Re-entry, Niagara

Video Online at www.marchofdimes.ca

The Learning Independence for Future Empowerment Program (L.I.F.E.) helps young adults make a successful transition to adult services and community living through learning skills of self-care, self-expression and self-advocacy.

Building Bridges to Support Young Adults with Disabilities



Jess enjoying a hike along an accessible hike in the heart of Toronto

Jess Weber is one of many young people with a disability who find it challenging to make the transition from youth to adulthood. The active life she once experienced as a child at summer camps and weekends started shutting down as Jess got older. She became isolated, reliant on her mother for recreational and enjoyment activities.

Since joining the LIFE program Jess says, "I've become happier, more active and have started to find more meaning in my life." This was all made possible by the funding and expertise of many

community partners working with March of Dimes Canada to develop enriching programs to reintegrate Jess into the community. The program provides real-life experience in her community through social and recreational outings such as trips to Toronto Island, bowling, visiting parks, nature hikes, swimming, going to movies, and participating in organized sports at Variety Village.

Jess benefited from partners like the Canadian Music Therapy Trust Fund and TD Bank that provide music therapy and money management sessions. This level of engagement has improved the quality of life for Jess and other participants. Jess was featured in videos by United Way Toronto and was named, "one of six women to watch."

PEER AND VOLUNTEER SUPPORT SERVICES

Peers Fostering Hope | DesignAbility® | BeFriending®

2014-2015 OUTCOMES

SUPPORTS TO

25
Post-Polio and Stroke Recovery Chapters

16
Affiliates or developing Peer Support Chapters

2 HOSPITAL VISITATION PROGRAMS

16 SERVES
1,500 visits
Hospitals and Rehab Centres

BEFRIENDING®

200
Consumers
(10,300 hours/service)

DESIGNABILITY®

120
Projects by Volunteers

3 APHASIA CAMPS

BRITISH COLUMBIA | ALBERTA | ONTARIO

63
People attended

Peer and Volunteer Support Service volunteers help encourage people with disabilities, many newly acquired, to become re-engaged with their community. March of Dimes Canada programs include Post-Polio and Stroke Recovery, caregiver training and support, hospital visitation, information and education, Befriending® and DesignAbility®.

Peer Support for Stroke Survivors



Tom Rideout and Toronto Stroke Recovery Chapter members on a trip to Niagara-on-the-Lake

Tom Rideout's story is one example of how MODC's Peer and Volunteer Support Services Program engages consumers, delivers services and helps stroke survivors regain their independence. Tom fell into a deep depression after his stroke, feeling adrift and even suicidal. Today, Tom is thriving, having joined and later chaired MODC's Toronto Stroke Recovery Peer Support Chapter. He now works with his peers to coordinate weekly music therapy sessions, an annual barbecue, and recreational outings such as trips to a winery at Niagara-on-the-Lake and more. Last year he coordinated computer training labs for his peers, helping them relearn basic computer skills, such as communicating with friends and loved ones using email. Tom also assists new stroke survivors as a Peers Fostering Hope Volunteer. He and other volunteers meet with new stroke survivors and their families in acute care, offering information, and post discharge support from hospital, often connecting survivors with a peer support group.

Key Funders:

- Dr. Ed. and Bobby Yielding Fund for Stroke Recovery Canada
- Waterloo Wellington Local Health Integration Network
- University of British Columbia
- University of Alberta

Key Partners:

- Post-secondary institutions
- Hospitals
- Rehabilitation centres
- Caregivers and Consumers
- Canadian Association of Occupational Therapists

RECREATION AND ACCESSIBLE TRAVEL SERVICES

Geneva Park Summer Holiday Program | MODMobility® | Accessible Travel

2014-2015 OUTCOMES

MODMOBILITY®

10,786
Trips Provided

RESIDENTIAL HOLIDAY PROGRAM

75
Consumers Participation

This department promotes community participation through leisure activities, including accessible travel and residential holidays, and operates MODMobility®, an accessible transportation service in the Greater Toronto Area for groups and organizations of people with mobility challenges.

Enhancing the Quality of Life for People with Disabilities

Many people miss out on travel and recreational activities because they have special needs for accessibility. MODC's Accessible Travel Program organizes group vacations to many dream destinations, all with accessible facilities, transportation, special activities and more. Travellers with disabilities have all the stress of planning a vacation handled by MODC, and travel with attendants who can assist throughout the day and evening.

ACCESSIBLE TRAVEL OPPORTUNITIES

207

Consumers Benefited

Key Funders:

- Consumers and Families
- Donors
- Central Local Health Integration Network
- Seniors' Organizations

Key Partners:

- YMCA Geneva Park
- Ontario Federation for Cerebral Palsy
- Multiple Sclerosis Society
- Muscular Dystrophy Canada
- Air Canada
- WestJet
- Royal Caribbean Cruise
- Hilton Hotel



Margaret Lumchick

This level of support opens doors to travel opportunities that may not have been thought possible.

"It allowed my friend and I, who are both in wheelchairs, to travel together, and the security of knowing that if we ran into problems that we would have someone there to help us. We saw a lot of beautiful places that we wouldn't have seen otherwise," said Margaret Lumchick.

MODC engages each consumer to understand their unique accessibility requirements, and our attendant care staff work closely with travellers to ensure all of their activities of daily living can be supported during the vacation. Travel vendors including hotels

and airlines are consulted to ensure they can accommodate mobility equipment. Program staff conduct site inspections with hotels and cruise lines to ensure the size, number and location of ramps to rooms, washrooms and dining areas meet travellers' needs.

The program has organized vacations to Mexico, Florida, California, Hawaii, Alaska, Las Vegas and the Rocky Mountains to name a few. Cruise groups have also gone to destinations like Grand Cayman, Belize, the Bahamas, St. Thomas, Antigua and St. Lucia. Travellers fund their actual costs and MODC operates on a cost recovery only basis.

[Video Online at www.marchofdimes.ca](http://www.marchofdimes.ca)

GOVERNMENT RELATIONS AND ADVOCACY

2014-2015 OUTCOMES



United Nation's Accreditation

14

UN Day at Queen's Park
MPPs Attended

#1

T.O. Mayoral Debate

Key Partners:

- Community Living Toronto
- Toronto Developmental Services
- Multiple Sclerosis Society
- Spinal Cord Injury Ontario
- Canadian Hearing Society
- Surrey Place Centre
- Christian Horizons
- Holland Bloorview Kids Rehab
- Muscular Dystrophy Canada
- Kerry's Place
- The Family Caregiver
- Vita Community Living Services
- Ontario Federation of Cerebral Palsy
- Ethno-Racial People with Disabilities

[Video Online at www.marchofdimes.ca](http://www.marchofdimes.ca)

Building Advocacy at Every Level of the Country and Beyond



Toronto Mayoral Candidates (left to right): Olivia Chow, Karen Stintz, David Soknacki, John Tory, Ari Goldkind, Robb Johannes, Jeff Billard

March of Dimes Canada's (MODC) advocacy efforts and continued dialogue with disability networks had a ripple effect at home and internationally. In a historic first, at United Nations headquarters in New York, MODC was formally accredited for Non-Governmental Organizational delegate status to the Conference of States Parties to the Convention on the Rights of Persons with Disabilities.

Our organization's participation in more than 60 parliamentary and legislative committees has led to some great progress in many parts of the country. Some of the positive outcomes of working with government include the Saskatchewan Disability Strategy. The Manitoba Accountability Act and a Disability white paper in British Columbia. The Nova Scotia Legislative Assembly is now working towards disability legislation.

In Ontario, MODC heightened attention on issues such as accessible transit, employment, and affordable housing by engaging politicians, community agencies, businesses and other partners at the Toronto Mayoral debate on Disability Issues.

ADMINISTRATION AND GOVERNANCE

The non-profit and charitable sector is a vital and highly trusted part of Canadian society, providing a wide range of essential services that touch all aspects of our society. At the same time, this sector is an important economic force, employing 2 million Canadians and 13 million volunteers, and representing 8% of Canada's gross domestic product.¹

Accordingly, Canadian charities have an obligation to use their funds effectively, provide quality services, operate efficiently and demonstrate a higher degree of accountability and transparency than any other sector of the economy.

MODC has strong systems and administrative departments that ensure good and efficient financial stewardship and, high quality human resources that align our values and employee performance. The organization also has strong systems that collect and provide essential data for service delivery and reporting, while protecting privacy and raising the funds required to provide essential services to people with disabilities across Canada. In 2014-2015, MODC was acknowledged for meeting all standards of Imagine Canada's Accreditation program and thus earning their Trust Mark, by meeting or exceeding standards in financial reporting and thus earning the Voluntary Sector Reporting Award, and by having few to no non-compliances under the ISO Standards Program which is our quality assurance program for Independent Living Services and the Home and Vehicle Modifications Program. We note there were no financial issues as reported in our audit findings report, no breaches of cyber security, consistent consumer satisfaction with service provision, and an overall high level of informed support from our Board of Directors.

In achieving all of these examples of Quality, it is fundamental to recognize our employees, the most important resource we have. Over the past year we have continued to focus on effective recruitment, onboarding, orientation, professional development, quality supervision and employee recognition, compensation, and team work. Support to all staff is provided through effective administration, effective business processes and systems, effective tools for work, a healthy and comfortable environment, and a ready and appropriate response to identified individual employee needs.

However, MODC could not afford the quality we have achieved without engaging competent volunteers and corporate resources, which add immeasurably to the skills required to meet our governance and administrative obligations.

ADMINISTRATIVE AND INFRASTRUCTURE DEPARTMENTS

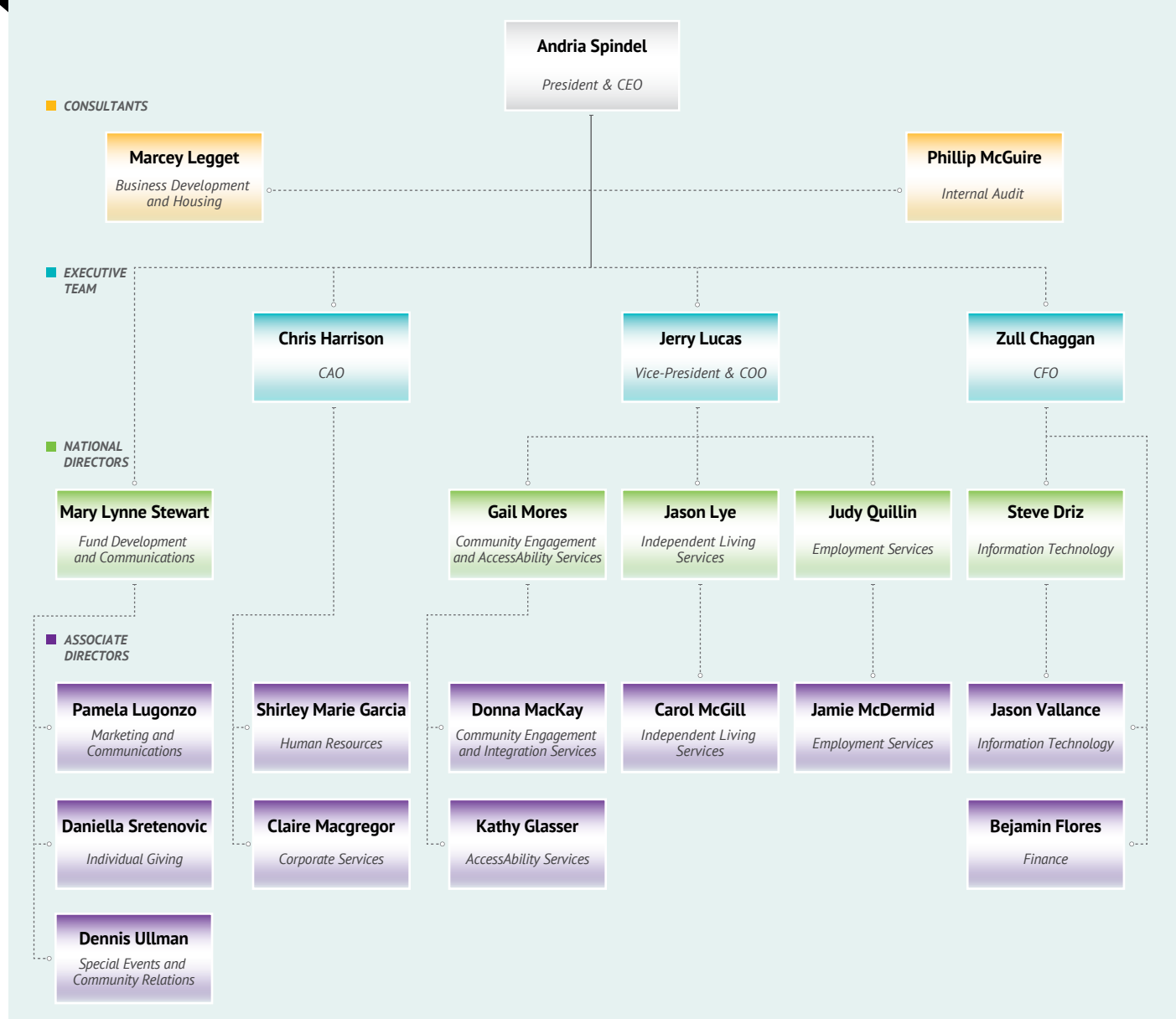
March of Dimes administration or infrastructure departments, comprising Human Resources, Finance, Corporate Services, Information Technology, Research, Fund Development and Communications and Marketing, operate very efficiently and are the backbone of our programs. We continue to develop new

¹ *Imagine Canada, Narrative Core Resource, 2014*

and innovative procedures, implement and adapt new technologies, and enhance our skills to support the delivery of our many increasingly diverse and complex community services. In 2014-2015, our gross administrative expenditures represented 6.5% of total expenditures, one of the lowest percentages in our sector.

Administrative performance is addressed in greater detail in the Management Discussion and Analysis section on page 22.

MANAGEMENT STRUCTURE CHART



Much of our success administratively is due to the high quality of volunteers who comprise the following committees: Finance, Risk and Audit, Investment, Pension, Research Advisory, Executive Compensation and CEO Evaluation.

● BOARD AND MANAGEMENT ROLES

BOARD	MANAGEMENT
Annual approval of operational plans and budgets	Develops plan and budget for approval by Finance Committee
Strategic plan review and approval	Develops strategic plan with input from all levels and recommends to Board of Directors
New programs approval, signatures on plans with funding	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	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	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	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	Prepares material, identifies issues, risks and opportunities, drafts policies and agendas for discussion

● RESEARCH

Program Evaluation | Data Quality | Awards | Program Research



From Left: Lynn Wagner, Elizabeth Lounsbury, Blair Roblin, Andria Spindel, Dr. Morris Milner, Deborah Pal, Jerry Lucas

This department oversees program evaluation and consumer satisfaction with service delivery.

2014-2015 was a landmark year for MODC's Research Program. After a half century funding small research projects and fellowships, MODC entered into a partnership with the Department of Occupational Science and Occupational Therapy at the University of Toronto, ending the department's



Dr. Morris Milner

first Rising Star Professorship. The Professorship will focus on community engagement for stroke and brain injury survivors. This unique focus takes research out of the laboratory and into the community. Since this endowment was announced, an advisory committee has been struck that brings diverse expertise to the table to support Dr. Emily Nalder, the first March of Dimes Paul J.J. Martin Professor.

Dr. Milner was Vice-President of Research at Holland Bloorview Kids Rehabilitation Hospital, for 26 years, where he created its internal research capacity. In 2004, he helped found The Health Technology Exchange at the MaRS Discovery District, a leading research translation facility associated with the University of Toronto.

● FINANCE AND INFORMATION TECHNOLOGY



Dr. Faisal Saeed

One focus of the Finance and Information Technology Department over the last year has been on information security and privacy. Our success in this area owes a great deal to individuals on our Risk and Audit Committee. Individuals on this Committee and the Finance Committee bring a wealth of skills and talents that enabled us to enhance our processes, present information transparently, address compliance with accounting, legal and ethical standards.

Dr. Faisal Saeed is Chair of the MODC Risk and Audit Committee. A Strategic thoughts leader with a history of excellence in risk management and quantitative analysis, some of his professional milestones include generating several industry-leading customer knowledge, fraud mitigation, anti-terrorist financing and anti-money laundering detection algorithms. Dr. Saeed is also a subject matter expert in global enterprise financial services.

● HUMAN RESOURCES AND CORPORATE SERVICES



Jeff Fieldus

Over the past fiscal year the Human Resources Department staff conference was held in Toronto for over 80 managerial staff. The conference theme was Privacy, Ethics and Integrity which addressed concepts and practices that MODC believes are key to serving our Mission, Vision and Values. Bringing management from all levels together assisted in developing plans to foster a strong ethical culture throughout the entire organization, reinforcing MODC's Business Code of Conduct, acknowledging supervisory responsibilities for setting the tone for accountability, and identifying individual commitments to act with integrity.

The impact of the investment we make in our employees is highlighted by John Fieldus, Community Support Service Supervisor's comments:

"I have been a Community Support Supervisor (CSS) for almost four years. Coming into the position from another organization was challenging for me. Many factors contributed to my growth as a CSS, from working with consumers, staff and peers to the tremendous people and resources available to me. It has been great knowing I have input and support from the regional and national office when making difficult decisions. This support helped me gain confidence in my role."

FUND DEVELOPMENT

2014-2015 OUTCOMES

97.13%

↑
fundraising
Revenue

Key Funders:

See Donor and Funder
Recognition Pages on 31 - 39

Video Online at www.marchofdimes.ca



Kimberly Lovett at Rock for Dimes Halifax 2014

Over the past fiscal year the Fund Development Department has focused on expanding our donor base across Canada by establishing new partnerships and engaging corporations and volunteers nationally. We used a wide range of activities to recruit and retain donors and to gain support for our programs and services.

Our MODC volunteers raised money coast to coast through Rock for Dimes, Dodging for Dimes and other local events. By engaging volunteers across the country, we now have local MODC Committees in Vancouver, Calgary, Montreal, London, Kingston and Halifax, where they plan events and give March of Dimes Canada a local voice.

Our engagement with donors sometimes evolves into a legacy gift. The Istvan and Barbara Haas Fund is one example of how our Planned Giving Program can be a way of serving people with disabilities for many years. This bequest evolved into special presentations of \$7,500 - \$15,000 to 5 lucky recipients of a vehicle retrofit grant, presented at several Rock for Dimes Events. The funds were allocated by our MODC Committees following a contest in each of four cities, the basis of which was both financial need and the impact of an accessible vehicle to improve the consumers lives.

"There aren't words to properly express my gratitude," says Kim. "Not having access to transportation has been the biggest obstacle to me getting my independence back, being able to work, take my children places, [and] go to my medical appointments. This (funding) is going to completely change my life. It's like a window has been opened for me and I have hope again. I will never, ever forget this," said Kimberly Lovett.

● COMMUNICATIONS AND MARKETING

2014-2015 OUTCOMES

\$2
MILLION

National Media Sponsors
Pro-bono Advertising

Key Partners:

- Global Television
- Sun Media
- Bell
- Telus

📺 [Video Online at www.marchofdimes.ca](http://www.marchofdimes.ca)



Mishael Morgan (top right) – Actress on *The Young & The Restless* and ambassador for the Learning Independence for Future Empowerment (L.I.F.E.) Program

The Marketing and Communications Department strengthened the March of Dimes Canada brand by using an integrated marketing strategy to promote the organization’s many programs and fundraising events. This was done by engaging with many external and internal partners to make sure our creative materials and online tactics achieved maximum exposure and impact.

In December 2014, MODC launched a new mobile friendly website. To align with this launch, a major redesign of our web banners was done. They are now changed frequently to promote new fundraising events and program initiatives. We posted many videos on our YouTube channel and had them transcribed to make them more accessible.

We engaged our National Spokesman, William Shatner, and Ambassadors Bret “the Hitman” Hart and Kate Linder of the Young and the Restless TV Show, in our year round activities. These celebrities help bring brand awareness by following MODC on social media platforms , as well as by creating new material, public service announcements, and being at our events. In 2014 we added Canadian actress Mishael Morgan to our roster.

We are very grateful for the generous support and goodwill of our national partners and celebrity spokespeople.

“I’m so proud to be the ambassador for the Learning Independence for Future Empowerment (L.I.F.E.) Program. L.I.F.E. helps young adults with disabilities set goals, become more self-reliant and take important steps towards adulthood and independence. I’ve seen the amazing progress of our participants, achieving goals and milestones they never thought possible. This program is truly making dreams come true and I’m honoured to be involved,” said Mishael Morgan.

NOTES TO CONSOLIDATED BALANCE-SHEET

As of March 31, 2015

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 Chartered Professional Accountants of Canada Handbook.
2. Working Capital (current assets less current liabilities) improved by \$1.549 million (\$7.287 million from \$5.738 million).
3. Accounts receivable includes Due from Associated organizations totalling \$273,442. As of March 31 2015, \$255,344 is receivable from Non-Profit Housing Corporation (NPHC) which includes \$196,322 for the purchase of land at Sudbury for a Congregate Living Facility and \$45,067 for disbursements made on behalf of that organization.
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.

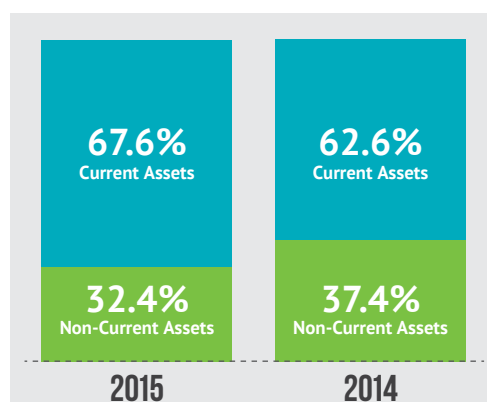
MARCH OF DIMES CANADA

Consolidated Balance Sheet

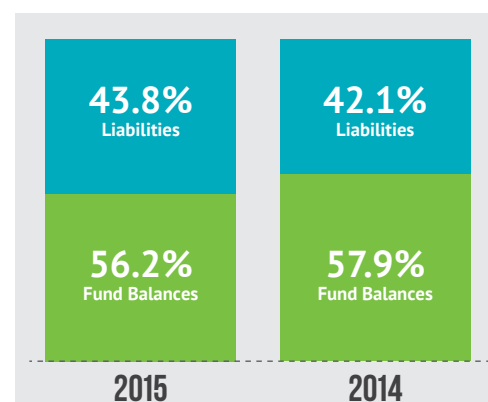
Year ended March 31, 2015 | With comparative figures for 2014 (former year consolidates Ontario March of Dimes and March of Dimes Canada)

ASSETS	2015	2014
CURRENT ASSETS		
Cash and Restricted Cash	\$ 12,813,102	\$ 10,194,008
Short-term Investments	\$ -	\$ 200,538
Accounts Receivable	\$ 3,338,049	\$ 3,097,895
Prepaid Expenses	\$ 814,377	\$ 257,444
Grants and Allocations Receivable	\$ 269,333	\$ 50,480
Total Current Assets	\$ 17,234,861	\$ 13,800,365
Restricted Investments	\$ 2,281,701	\$ 2,188,323
Capital Assets	\$ 4,570,779	\$ 4,650,299
Intangible Asset -Trademark	\$ 1,413,751	\$ 1,413,751
Total Assets	\$ 25,501,092	\$ 22,052,738
LIABILITIES AND FUND BALANCES		
CURRENT LIABILITIES		
Accounts Payable and Accrued Charges	\$ 7,595,431	\$ 6,679,656
Unexpended Program Grants and Deferred Revenue	\$ 1,704,441	\$ 1,323,080
Government Advances	\$ 648,387	\$ 60,000
Total Current Liabilities	\$ 9,948,259	\$ 8,062,736
Deferred Capital Grants	\$ 1,230,141	\$ 1,220,063
FUND BALANCES		
Invested in Capital and Intangible Assets	\$ 4,754,389	\$ 4,843,987
Capital Reserve	\$ 1,087,795	\$ 787,795
Stabilization Reserve	\$ 5,086,905	\$ 4,434,555
Major IT Capital Reserve	\$ 400,000	\$ -
Ability and Beyond	\$ 2,993,603	\$ 2,703,602
Total Fund Balances	\$ 14,322,692	\$ 12,769,939
Total Liabilities and Fund Balances	\$ 25,501,092	\$ 22,052,738

TOTAL ASSETS



TOTAL LIABILITIES AND FUND BALANCES



MARCH OF DIMES CANADA

Consolidated Statement of Revenue and Expenses

Year ended March 31, 2015 | With comparative figures for 2014 (former year consolidates Ontario March of Dimes and March of Dimes Canada)

REVENUE

	2015	2014
Government and Other Grants	\$ 75,930,172	\$ 69,371,312
Fees and Sales	\$ 14,561,245	\$ 12,846,737
Program Recovery	\$ 10,984,345	\$ 8,705,542
Fundraising	\$ 5,898,296	\$ 5,454,359
Investment and Other	\$ 1,160,782	\$ 1,204,247
Total Revenue	\$ 108,534,840	\$ 97,582,197

EXPENSES - PROGRAMS

Independent Living Services	\$ 57,033,412	\$ 52,169,116
Employment Services	\$ 18,280,391	\$ 15,616,131
AccessAbility® Services	\$ 11,899,201	\$ 12,107,705
Passport Services	\$ 11,753,874	\$ 9,129,054
Peer Support Services and Conductive Education®	\$ 1,633,094	\$ 1,575,751
Community Engagement and Integration Services	\$ 1,002,321	\$ 1,285,535
Other Services	\$ 921,793	\$ 405,336
Total Expenses - Programs	\$ 102,524,086	\$ 92,288,628

Fundraising	\$ 2,264,388	\$ 2,173,676
Donor Acquisition	\$ 678,250	\$ 474,330
Administration	\$ 6,947,557	\$ 6,612,410
Administration Recovery	\$ (6,010,581)	\$ (5,864,120)
Amortization	\$ 578,387	\$ 674,645
Total Expenses	\$ 106,982,087	\$ 96,359,569
Excess of Revenue Over Expenses	\$ 1,552,753	\$ 1,222,628

NOTES TO CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

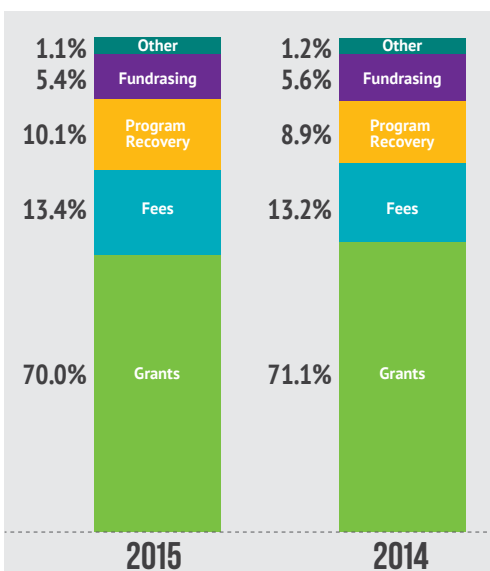
Year ended March 31, 2015

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, 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.

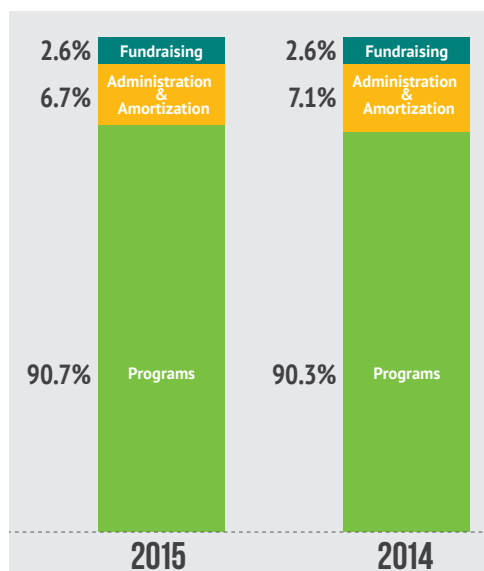
CASH FLOW ACTIVITY

Overall cash increased by \$2.619 million. Operating activities provided a total of \$2.986 million cash due to surplus from operations as well as unexpended funds. Financing activities provided \$212.4K from deferred capital grants. Investing activities consumed a net of \$580K driven by purchase of capital assets.

REVENUE BY SOURCE



EXPENSES BY CATEGORY



MANAGEMENT DISCUSSION AND ANALYSIS

INTRODUCTION

The following discussion and analysis should be read in conjunction with the audited financial statements and accompanying notes. The financial statements have been prepared in accordance with 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 6.

■ 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 team is responsible for treasury, budget development, financial transactions, contract and lease management, insurance audit, and all financial policies and procedures. In addition, three specific finance teams provide direct support to three program departments, Fund Development, and Business and Administrative departments.

2014-2015 was an excellent financial year for MODC. Gross revenue increased by 11.2% over 2013-2014 and generated a net operating surplus of \$1.55 million, exceeding the budgeted surplus target by 163%. Net surplus was 27% higher than the prior fiscal year.

Growth in government grants, predominantly for Independent Living Services, accounted for 59.9% of the revenue growth, but grants do not contribute to surplus. Revenue growth of \$2.15 million was due to the implementation of the Personal Support Workers' Wage Enhancement Program introduced by the Ontario Government, directed to front line Independent Living Services employees. Passport Program payments to people with developmental disabilities, who are clients of the Ministry of Community and Social Services in Ottawa, increased by \$2.28 million, accounting for 20.8% of the growth. Fees, predominantly in Employment Services, accounted for 15.7% of the growth. Fund Development accounted for the remaining 3.6% of the revenue growth. Employment Services generated a surplus of \$1.42 million, an increase in net performance of \$600K from prior year. Proprietary Independent Living Services generated a net surplus of \$473.7K, 12.5% lower than prior year. Fund Development produced \$2.96 million in net revenue, 97.8% of its forecasted net.

In 2014-2015, of the total expenditures, 90.7% were spent on direct service delivery, 2.8% on fundraising, and 7.0% on administration and amortization. However, \$38.7 million or 36.3% of expenditures were not charged any administration, either being precluded by policy, government contract or because they were 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 was 11.0% on all program activity.

The 2014-2015 operating surplus of \$1.55 million represents 1.43% of total revenue for the fiscal year, with 98.57% of the revenues spent on service delivery and operations in the year the revenue was received. 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 \$300,000 to this fund toward 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 and a commitment of \$1.5 million over six years was made. A donor gift of \$100,000 towards this financial commitment was received at year end and allocated to this fund. \$500K was transferred to the University as a first payment against this commitment.

■ **The Recreation Fund:**

The Board allocated \$100,000 toward the future replacement of one of the accessible buses and for MODMobility[®], our accessible transportation service.

■ **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 \$200,000 to this fund.

■ **The Haas Assistive Technology Fund:**

The Board allocated \$150,000 to replenish this donor-designed fund. In 2015-2016 the special initiative will be redesigned and renamed.

■ **The Dr. Maxwell and Betty Yan Conductive Education Fund:**

\$110,000 was added to train three Canadian students to become Conductors.

■ **The Major IT Capital Fund:**

This new fund established with an initial \$400,000 is for future large information technology system replacements and upgrades.

■ **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 to three-to-six months of non-funded operating costs. The Board allocated \$938,772 to this fund, which remains below the six-month target.

Total assets as of March 31, 2015 were \$25.50 million, up from \$22.05 million the previous year. Cash and restricted cash were \$12.8 million, up from \$10.2 million. Working capital is at \$7.29 million, up from \$5.74 million at the same time last year.

Total capital purchases were \$498,865; \$212,444 was financed from funded programs and \$286,421 from the donor funded annual capital budget. Amortization for the latter was \$376,020.

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 personal care are delivered with greater frequency and intensity.

PROGRAM	NUMBER OF CONSUMERS			TOTAL SERVICE HOURS		
	2014 - 2015 Actual	2014 - 2015 Forecast	2013 - 2014 Actual	2014 - 2015 Actual	2014 - 2015 Forecast	2013 - 2014 Actual
<ul style="list-style-type: none"> ■ Independent Living ■ BeFriending[®] ■ Northern Medical Clinics 	4,310	4,200	3,883	2,695,507	2,600,000	2,404,878
<ul style="list-style-type: none"> ■ Employment Services 	9,589	8,500	7,505	293,311	260,000	257,520
<ul style="list-style-type: none"> ■ Passport Program 	1,947	1,800	1,690	12,877	12,000	10,300
<ul style="list-style-type: none"> ■ AccessAbility[®] Services 	8,724	8,800	7,475	82,581	85,000	85,085
<ul style="list-style-type: none"> ■ Recreation ■ Travel ■ MODMobility[®] 	5,675	5,500	4,652	55,377	60,000	58,312
<ul style="list-style-type: none"> ■ Life Skills Transition 	6,170	5,575	5,175	64,342	68,850	62,000
<ul style="list-style-type: none"> ■ Peer Support and Volunteer Services 	23,700	26,000	25,500	112,715	112,885	110,000
<ul style="list-style-type: none"> ■ Conductive Education[®] 	355	325	380	7,672	8,500	9,761
TOTAL	60,470	60,700	56,260	3,324,382	3,207,235	2,996,856

Last fiscal year over 60,000 units of consumer service were delivered representing 3.32 million service hours. This is a 7.5% increase in consumer services and a 10.9% 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 and includes group-delivered rehabilitation services for people with brain injury and falls prevention classes for seniors.

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 during 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. It is available on-line to any interested party.

Plans are evaluated twice each year: at forecast in November and following the end of the fiscal year and completion of the audit in July. The Program Research Department coordinates consumer satisfaction

surveys, completed confidentially by program participants, and provides critical feedback to management to improve service delivery. As well, this department works with all departments on specific research projects and conducted a survey of Board Effectiveness, repeating a survey conducted every 3-4 years. External interviewers and data analysts are used to maintain confidentiality. This department also works with each program department to establish program logic models and charts, evaluate processes and pilot projects, and works with external research bodies on joint research and program evaluation projects when appropriate.

All programs establish key performance indicators that include measures related to program efficiency and effectiveness, service volumes, and participant satisfaction. With the exception of the variances noted under the program performance section, service goals were met and program participant satisfaction remained stable in 2014-2015. No significant changes in consumer satisfaction from prior surveys were identified in any program.

■ UNDERSTANDING AND MANAGING RISK

For over a dozen years March of Dimes Canada has implemented an organization-wide program for assessing and monitoring risk, and the Board's Risk and Audit Committee oversees the external financial audit, supervises/guides the internal audit function, in addition to evaluating the Internal Audit Consultant, and management's performance on various statutory compliance requirements, and reports results to the Board of Directors. In 2014-2015, the Internal Audit Consultant supported the internal ISO audit process and evaluated the external ISO audit contract. In addition, he completed audits of credit card security, mobile devices policy and security, Information Technology access and security, undertook a review of MODC's compliance with privacy legislation, and supported a forensic review of March of Dimes Canada Non-Profit Housing Corporation's financial controls and expenditures. 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. MODC also has a whistleblower policy in place which is monitored by the Internal Audit Consultant and the Risk and Audit Committee Chair. There were no calls received in 2014-2015.

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. This department produces information on such policies for public consideration,

and cooperates on issue-specific actions with other non-profit organizations in the community service sector. Engagement with government is seen as key to retaining MODC's credibility and moving the disability agenda forward.

■ HUMAN RESOURCES

The Human Resources Department is committed to the responsibility of managing our most valuable resource – our dedicated, hard-working and 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.

Periodically, MODC commissions a Quality of Work Life Study from 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 was conducted in 2014-2015, all departments continued to follow-up on the results of the 2011-2012 survey and action plans that evolved from it. In 2014, Employment Services became the first program to create a dedicated intranet site to address employee issues and improve communication across the Employment Services team. Other departments are likely to build on this experience. The next survey will take place in September 2015. Results and recommendations will be shared with the Board.

■ PERFORMANCE MANAGEMENT AND COMPENSATION

All employees are individually evaluated annually based on a comprehensive performance contract and a 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 job 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.

■ FUND DEVELOPMENT DEPARTMENT

The Fund Development Department plans and executes all fundraising activities: Direct Mail, Community Campaigns, Major and Planned Gifts, Special Events and Community Relations. The Department delivers and evaluates activities with support from external consultants, volunteers and corporate partners.

■ MARKETING AND COMMUNICATIONS

A small team supports MODC brand with public relations and media, graphic design and print (from letterhead to the annual report), e-newsletters, social media platforms, exhibits and specific events such as "Opening Doors for Accessibility," which highlights MODC programs and services.

■ 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 2014-2015 Information Technology privacy and external security audits all concluded that the organization's systems meet funder security standards and comply with federal privacy legislation. A cyber security audit is scheduled to be conducted in 2015-2016 by Collins Barrow.

■ INTERNAL CONTROLS

A number of internal controls are in place which are reviewed annually and signed-off by management; these support part of the annual external audit. Employees and volunteers annually sign off on MODC's Code of Business Conduct and 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.

In 2014-2015, MODC invested \$419,471 in staff training. This was a drop from \$495,804 the previous year. This change was due to a decrease in funding from the Local Health Integration Networks for regional Personal Support Workers and other training for MODC's Independent Living Services employees.

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

Reliability of financial reporting, including budgeting, monthly statements, financial analysis and transactional procedures is 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 advocacy. 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 is responsible for evaluation of Board members and Board effectiveness, 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 and currently exist in Vancouver, Calgary, Montreal and Halifax.

March of Dimes publishes its annual audited financial statements and meets all legislated compliance requirements including the filing of a T3010 form each year with Canada Revenue Agency. Information is posted on the CRA website. In addition, transparency is achieved through the annual report which is posted on-line, 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 audit firm who is accountable to the Risk and Audit Committee, which reports to the Board. In 2014, March of Dimes Canada won the Award for Excellence in Financial Reporting Transparency from the Voluntary Sector Reporting Awards. As Ontario March of Dimes, this award had also been won in 2012.

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, which is posted on the website as well. We do donor complaints tracking, and from time to time, we hold focus groups or surveys in communities to gather input on our services or on the needs of people with disabilities. In 2014-2015, MODC achieved 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 three years, we have transitioned into a national charitable organization building our brand in Canada. These have been years of unusually strong financial performance, which exceeded our expectations and permitted the organization to build reserves, and invest in material 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.

2014 - 2015 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

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VICE CHAIR

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TREASURER

Peter Rumyee

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Cameron Whale*

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Alan Lipszyc

Elizabeth Lounsbury*

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Lynn Wagner



From Left - Back: Dr. Luis Barreto, Janet Candido, Allister Byrne, Darlene Homonko, Alan Lipszyc, Steve Driz, Charan Kumar, Elizabeth Greville, Jenelle Ross, Blair Roblin, Zull Chaggan, Michael Cole, Trent Pringle. - Front: Tony Barros, Dr. Faisal Saeed, Jerry Lucas, Alan Barkin, Lynn Wagner, Peter Rumyee, Catherine Bell, Andria Spindel

*Board member absent in the photo

AWARDS AND GRANTS

Each year, at our Annual Festival of Recognition, we acknowledge and celebrate those individuals and organizations that contribute to fulfilling our mission. Information on each award winner is on our website.

■ COMMUNITY PARTNERSHIP AWARD

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

- **Home Depot, Thunder Bay, 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.

- **Participation Lodge, Holland Crt., 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.

- **Robin Easey Centre, Ottawa, Ontario**

■ 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.

- **Northern Cleaning Contractors, 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.

- **Diana Bullock, Stouffville, Ontario**

■ 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.

- **Nikki Baxter-McKay, Niagara Falls, Ontario**

■ WADE HAMPTON TRAINING BURSARY

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

- **Basil Boolis, Scarborough, 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.

- **Rick Mercer, Toronto, Ontario**

■ 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.

- **Dr. Luis Barreto, Toronto, Ontario**



From Left – Andria Spindel, Dr. Luis Barreto, Nikki Baxter-Mackay, Rick Mercer, Blair Roblin, Basil Boolis, Elaine Kirr, Diana Bullock, Sally Cuddy, Brian Phillips, Carmine Bourelly

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 a gift of \$1,000+ or whose cumulative giving reached \$5,000+ in 2014-2015 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, who are lifetime members.

CATEGORIES OF GIVING:

VISIONARY
\$1,000,000+

DISCOVERER
\$500,000 - \$999,999

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

VISIONARY

CORPORATE

TD Bank Group

ESTATES

Joseph, Ruby and Janet Youdell

DISCOVERER

CORPORATE

Transamerica Life Canada

PIONEER

CORPORATE

Bank of Nova Scotia

Bell Canada

CIBC

CitiFinancial Canada Ltd.

Dentons Canada LLP

Green Shield Canada

The family of the Right Honourable Paul Martin

Liquor Control Board of Ontario

Princess of Wales Own Regiment

RBC Royal Bank

Sanofi Aventis/
Sanofi Pasteur

Shoppers Home Health Care

INDIVIDUAL

Anne-Marie Canning

Alexander Christ

Dr. David Collins

Dr. Sydney L. Gershon

The Strahan Family

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Vera M. Campbell

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Vera Mellisa Fleming

Doris Goodwin

Mr. John Haas

Isabel Margaret McDowell

Alexander J. Morris

Henry Daniel Statham

Hazel Mae Schwerdtfenger

Margaret St. John

Dr. Ed and Bobby Yielding

We would like to acknowledge major gifts that named several donors to new categories:

■ BELL CANADA

BENEFACTOR TO PIONEER

For the past four years, Bell Canada has been the Presenting Sponsor of the Annual Ability & Beyond Dinner. This annual signature fundraising dinner features an inspiring Keynote Speaker that have included Captain Mark Kelly in 2015 and Amy Grant in 2014.

Since 2012, Bell Canada has donated close to \$110,000 in support of the dinner. Thanks to this support, March of Dimes Canada's programs for stroke survivors, people living with aphasia and caregivers have all benefited tremendously.

The Ability & Beyond Dinner allows March of Dimes Canada to reach a variety of stakeholders in the corporate, government and community spheres, raising awareness of programs and services while fundraising.

■ THE FAMILY OF THE RIGHT HONOURABLE PAUL MARTIN

BENEFACTOR TO PIONEER

In June 2014, March of Dimes Canada and the University of Toronto signed a \$1.5 million agreement to advance research in recovery from brain injuries and stroke throughout the March of Dimes Paul J.J. Martin Early Career Professorship. The name pays homage to the late Right Honourable Paul Martin Sr., who as the Canadian Minister of National Health and Welfare in the 1950s, took the courageous step of delivering the country's universal polio vaccination program. The vaccine eventually ended the threat of polio in Canada.

Brain injuries and stroke affect 80,000 to 100,000 Canadians every year, and are the leading cause of disability worldwide.

The family of the Right Honourable Paul E. Martin has contributed \$140,000 to March of Dimes Canada programs, most recently to help endow The March of Dimes Paul J.J. Martin Early Career Professorship at the University of Toronto.

■ DR. DAVID COLLINS

INVESTOR TO PIONEER

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. Over the years, the program expanded to include other specialties, and today our 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. 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 recognizes Dr. David Collins for becoming the newest member of the Jonas Salk Circle of Friends from the Northern Medical Clinics, having donated close to \$115,000 in just over ten years. Thanks to Dr. Collins' incredible generosity as a volunteer and donor, hundreds of people have been saved the time and expense of travelling to Southern Ontario to see medical specialists and receive treatment.

■ RBC ROYAL BANK

INVESTOR TO PIONEER

For the past year, RBC Royal Bank engaged with March of Dimes Canada to fund our Conductive Education® program for children with neuro-motor disabilities who are as young as 18 months to three-years-old.

Developed over sixty years ago in Hungary by Dr. András Pető, Conductive Education® (CE) maximizes the independence and mobility of children and adults with disabilities due to stroke, cerebral palsy, multiple sclerosis, acquired brain injuries, Parkinson's disease and spina bifida. CE builds on the brain's neuroplasticity – the lifelong ability of the brain to reorganize neural pathways based on new experiences – and on research that shows no matter how severe the disability, people can learn when they are motivated. Conductive Education® helps individuals learn their way to independence.

RBC Royal Bank have also supported the L.I.F.E. program in Toronto and Mississauga for the past four years. L.I.F.E. helps young adults ages 18 to 26, living with disabilities to develop the skills required to achieve independence. The program provides participants with a learning environment to expand their social and personal skills, while practicing the daily responsibilities of adulthood.

Cumulatively, RBC Royal Bank has donated close to \$135,000 in support of these programs.

THE PAUL MARTIN SR. SOCIETY®

The Honourable Paul Martin Sr. spent 39 years in federal politics and a lifetime serving Canadians.

The Paul Martin Sr. Society recognizes outstanding donors who follow the inspirational legacy of a great Canadian who, as Minister of Health and Welfare, introduced universal polio vaccination to Canada.

Categories of giving

INVESTOR	\$50,000 - \$99,999
BENEFACTOR	\$25,000 - \$49,999
PATRON	\$10,000 - \$24,999
MEMBER	\$5,000 - \$9,999



The late Honourable Paul Martin Sr.

INVESTOR

CORPORATE

AMG Medical Inc.
BMO Financial Group
Kincardine Stroke Club
Power Corporation of Canada
Procter & Gamble Inc.
Rexall
Waverley Glen Systems Ltd.

INDIVIDUAL

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Barrick Gold Corporation
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Fisherman's Cove Tent & Trailer Park Ltd.
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Neil Anthes
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Dr. Dale Dantzer
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Kendra Toby
Dr. Veronica Wadey
Erika Toby Wagner
Dr. Albert Yee
Linda Yielding

We would like to thank and acknowledge these donors who moved up a category of giving: Allergan Inc., Dr. Dale Dantzer, Neil and Deborah Rosta, Linda Yielding.

We would like to thank and acknowledge all our donors and special note to those donors we have highlighted who have moved up a category of giving.

PATRON

CORPORATE

Canadian Natural Resources Ltd.

Costco Wholesale Canada Ltd.
 Delmar International Inc.
 Grand & Toy (Office Max)
 Great-West Life
 Home Medical Equipment Ltd.
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 Hydro One Employees' Pensioners
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Burchells LLP
 Cameco Corporation
 Canada Post Corporation
 Eckler Ltd.
 eSSENTIAL Accessibility Inc.
GMP Securities L P
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 Anthony Zelkovich

THE ELLEN FAIRCLOUGH SOCIETY®

The Ellen Fairclough Society® honours generous donors whose have contributed a single or cumulative gift of \$1,000 – \$4,999. Ellen Fairclough, was Canada’s first female federal Cabinet Minister. She was the Honorary Chair of Ontario March of Dimes 40,000 Marching Mothers®, who canvassed door-to-door in neighbourhoods across Canada, raising funds for polio research. The Ellen Fairclough Society® commemorates her pioneering spirit.



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.

CORPORATE

AAccessramp & Mobility System Inc.
 Alberta Treasury Branches Financial
 Avante Solutions
 Avigilon Corporation
 Aviva Canada
 Cambridge Stroke Recovery
 Association
 Caregiver Omnimedia Inc.

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 Grand Hale Marine Products
 Hammond Power Solutions Inc.
 Helen Manning Promotions Inc.
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Hope With Art Inc.
 HR Downloads Inc.
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 Glenn & Sheila Willar
 James Williams
 Robin Wyss

OTHER DONATIONS

We gratefully acknowledge the support of various other individuals, corporations and agencies.

AGENCIES & SERVICE CLUBS

Ajax Royal Canadian Legion Branch 322
 Grimsby Benevolent Foundation
 Montreal Stroke Club
 R.A Utting & Associates Inc.

BEQUESTS

Estate of Doreen Estelle Bent
 Estate of Evelyn Marie Manion
 Estate of Inge Kramer
 Estate of Janet Allison Cleland
 Estate of Jean Mary Atkins
 The John A. Sanderson & Family Trust

CAMPERS HELPING CAMPERS PROGRAM

Camping In Ontario
 Country Gardens RV Park
 Hammock Harbour RV Park Resort (Greenline Property Ltd.)
 Rideau Acres Campground
 Sandy Beach Resort Campers
 Sherkston Shores
 Sunspace Sunrooms
 Bensfort Bridge Resort
 Greenwood Gems
 Bingemans
 General Coach Canada

Carefree RV Resorts & Campgrounds
 Great Blue Resorts
 Resorts of Ontario
 Shelter Valley Campground
 Wayfarer Insurance Brokers
 Sauble River Family Camp
 Loughborough Lake Holiday Park/
 Canadian Guitar Festival
 Ontario Recreation Vehicle Dealer Association (ORVDA)
 Sun Cruiser Media / Snowbirds & RV Travellers
 RV Gazette / Canadian RVing

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 Baagwating Community Association
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 Betty Quintus Memorial Trust at the Strategic Charitable Giving Foundation
 Bishop Alexander Carter Foundation
 Canadian Foundation For Physically Disabled Persons
 Charles & Florence Martin Foundation
 Community Foundation of Mississauga
 Community Foundation of Ottawa

D & F Zurbrigg Family Foundation
 Dunkley Charitable Foundation
 Gear Foundation
 Harmonize for Speech Fund
 Heart & Stroke Foundation Of Ontario
 J. E. Panneton Family Foundation
 Jack Weinbaum Family Foundation
 James and Alfreda Parlee Fund
 JW McConnell Family Foundation
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 MacFeeters Family Fund
 National Steel Car Employee Donation Fund
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 The Bradstreet Family Foundation
 The Brumara Foundation
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The D H Gordon Foundation
 The Dougher Community Fund
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 Tony and Caley Taylor Family Fund
 Toronto Community Foundation
 Toronto Star Fresh Air Fund
 Vancouver Foundation
 Walker Wood Foundation

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United Way of Cochrane-Timiskaming
 United Way Centraide Stormont, Dundas and Glengarry
 United Way Guelph Wellington Dufferin
 United Way Kingston, Frontenac, Lennox, and Addington
 United Way Kitchener Waterloo & Area
 United Way London & Middlesex
 United Way Peel Region
 United Way Sarnia-Lambton
 United Way Sault Ste. Marie and District
 United Way Thunder Bay
 United Way Greater Toronto
 United Way Centraide Sudbury and/et Nipissing Districts

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 Central East LHIN
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 Mississauga Halton LHIN
 North Simcoe Muskoka LHIN
 North East LHIN
 North West LHIN
 South East LHIN
 South West LHIN
 Toronto Central LHIN
 Waterloo Wellington LHIN

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 various contributions.



ROCK FOR DIMES | DONORS OVER \$1,000

100.7 FM (Blackburn Radio)	FREE 98.1 (Blackburn Radio)	Sunspace Sunrooms
92 CITI FM (Rogers)	General Coach Canada	SYRUS Reputation
96.9 Jack FM (Rogers)	Giant FM (Blackburn Radio)	The Automax Centre
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Agency 59	HME Ltd.	Tour Tech
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Flames Central, Calgary	Sunmedia	Sebastien Thomas
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Bell	Holland America	Shizen Spa's
Best Western PLUS	Houghton Creek	Shoppers Home Health Care
Chocolate Lake Hotel	Joy 1250	Soulpepper / Spaghetti Factory
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Blink Restaurant	Kate Linder	Stephane Robert
Bond Hotel	Kawartha Lakes This Week	Sun 7 Designs
Boston Pizza	Keilhauer	Sun Media
Burns Bulk Food	Library Collection Hotel	Symphony NS
Calgary Sun	Lindsay Golf & Country Club	Tetley's
Carlton Cards	Lionhead Golf	The Grand Experience
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English and French versions of the Annual Report 2014 - 2015 are available online at: www.marchofdimes.ca/annualreport



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Toll-free: 1-800-263-DIME (3463)

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