



MARCH  
OF DIMES  
CANADA

LA MARCHE  
DES DIX SOUS  
DU CANADA



# Annual Report 2012-2013

## THREE KEY ATTRIBUTES THAT DIFFERENTIATE OUR ORGANIZATION WITHIN CANADA:

### SERVICE DIVERSITY

March of Dimes provides a wide range of services to people with physical disabilities. We are a one-stop service provider, helping consumers achieve or sustain independence and remain active participants in their communities.

### BROAD CONSTITUENCY

March of Dimes 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.

### 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.

## 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.

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## CHAIR AND PRESIDENT'S MESSAGE

### BECOMING MARCH OF DIMES CANADA



**John Humphries**  
Chair, Board of  
Directors

Over the past year, our focus has been on governance structure and national expansion, as well as the development of new program models, partnerships and fundraising activities.

The original Canadian Poliomyelitis Foundation was incorporated in 1951 and it has grown substantially over the years. Operating under the mantle of Ontario March of Dimes, it has provided significant services and advocated on behalf of adults and children with physical disabilities. In 2001, a national charity subsidiary registered as the Rehabilitation Foundation for Disabled Persons, Canada (RFDP Canada) inaugurated Post-Polio Canada in 2001 and Stroke Recovery Canada in 2004. In 2006, it began to operate under the name March of Dimes Canada (MODC). This national entity enabled OMOD to spread its wings and offer programs outside of Ontario.

In 2012-2013, we began the transition of Ontario March of Dimes to the national organization, March of Dimes Canada, by applying for continuance under the new Canada Non-Profit Corporations Act. All current programs and services, administrative departments, and communications will cease operating under the name Ontario March of Dimes in 2013-2014 and continue as March of Dimes Canada.



**Andria Spindel**  
President and CEO

By the end of 2013 the current RFDP Canada will become March of Dimes Canada Foundation, but its activities will be minimal for some years as the Board considers whether a separate fundraising entity, a true Foundation, is desirable and can be successful. Ontario March of Dimes Non-Profit Housing Corporation also sought continuance as March of Dimes Canada Non-Profit Housing Corporation and this too has been approved. The two provincial entities ceased to exist and became national entities in May 2013. Also in the past year, the charter for the York/Durham Aphasia Centre was surrendered as the services were successfully integrated into MODC.

It has been an exciting year of growth and expansion for MODC. The organization grew by 8% and new offices were opened in Calgary, Alberta and Vancouver, British Columbia.

Fundraising has been successfully conducted across Canada since 2001 and continues to grow. Rock for Dimes, our hallmark national event has expanded to include five events outside of Ontario, and Pennzoil came on board as the national sponsor.

The Rehabilitation Foundation for Disabled Persons Inc. U.S., a charity registered in Florida, partnered with the Canada California Business Council in February 2012, and produced a second, very successful Celebrity Classic Golf Tournament in Palm Desert, California. This relationship is also expanding.

We added or modified the following services this year:

Peers Fostering Hope is an expansion of our pilot "Linking Survivors with Survivors". Stroke survivors are trained as peer mentors to visit persons with newly acquired strokes in hospitals, and assist in the re-integration process after medical treatment and in-service rehabilitation.

The Academy of Conductive Education® (ACE) is our pre-school and school-age Conductive Education® (CE) program. Long term we want the program to develop the capacity to deliver more educational components that meet the requirements of the Ministry of Education. ACE gives focus to our children's CE program and establishes it as a learning program, not a health service.

For the last twenty years, we partnered with the Toronto School Board and Seneca College to provide a unique literacy upgrade program for adults with severe disabilities, known as Literacy Options. Last year when funding ceased, the organization took a hard look at what young people with severe impairments need. As a result, we launched Learning Independence for Future Empowerment (L.I.F.E.) for persons aged 16-26 who need life skills to achieve independence and confidence, and transition to adult services. We believe with creativity and commitment on our part, everyone can benefit from some aspect of a well-thought-out, personalized learning experience. A unique partnership has been formed with Outward Bound to deliver L.I.F.E.

Hospital for Special Needs Inc., a non-profit accessible Toronto bus service, which began operation in 1964, integrated into March of Dimes Canada. We now operate ModMobility® in the Greater Toronto Area with two accessible 20 passenger buses, each equipped to handle eight people in wheelchairs.

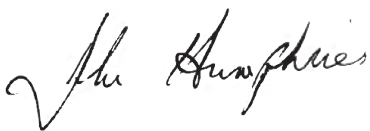
March of Dimes Canada now provides payroll services to several organizations and discussions are underway to serve other smaller charities. The intent is to increase efficiency for those partners, reduce their expenses and use our extensive administrative capacity to generate a small revenue stream for March of Dimes' client services. We are now marketing Administrative Services.

There are details on other new and expanded initiatives within this report. It's been a great year, one that produced the highest ever level of surplus enabling the organization and its subsidiaries to benefit from an increased capital reserve, new program development fund, an infusion of funds to our Paul Martin Sr. Research Fund, and our Stabilization Reserve Fund, which provides cash flow, funds internal minor capital requirements and is available for "rainy" or even stormy days when major changes or external conditions impact the organization.

By this time next year our Annual Report will be solely branded March of Dimes Canada. Our subsidiary organizations will include March of Dimes Canada Non-Profit Housing Corporation and we will have an approved set of bylaws for March of Dimes Canada Foundation.

Congratulations to all staff and volunteers, donors and sponsors who made this great year possible. Thanks to the Board volunteers who believe in our vision, support our plans, and provide immeasurable good counsel to management.

Sincerely,



*John Humphries, Chair, Board of Directors*



*Andria Spindel, President and CEO*



## FIVE-YEAR STRATEGIC PLAN 2008-2013

In March 2008, Ontario March of Dimes adopted a five-year strategic plan, *Creating an Inclusive Society*, which concluded in March, 2013. While not all of the 2008 goals were achieved, overall five-year performance met or exceeded most expectations:

- Gross revenue growth fell far short of the five-year target, due to the loss of a major contract in 2009. This constrained actual five-year growth to 4.2%, with total revenues of \$92.8 million in 2012-2013 vs. a target of \$113.5 million. Net performance, however, was far better than gross performance. Net fee revenue exceeded target by 37%, fund development net results were 63% higher than plan, while administrative costs were 8.5% lower than anticipated. As a result, we exceeded our growth in total net discretionary revenue over the past five years by 15.6%.
- In 2012-2013, the number of persons receiving our services exceeded 55,000, far higher than the 45,000 anticipated in 2008, while annual service hours exceeded 2 million as planned.
- March of Dimes continues to expand its constituency both geographically and demographically. Service and advocacy has grown nationally. We are serving many more consumers with cognitive, mental health, complex and multiple disabilities. As a result of an aging society, we have experienced a 50% growth in the number of consumers with arthritis, joint, muscular and back injuries. Sixty-two percent of the people we serve are over 55 years of age. Ninety percent of our consumers have annual incomes below \$30,000, 77% below \$20,000 and 30% below \$10,000.
- Supporting caregivers was a goal of the 2008 plan and we have remained committed to this, organizing an international caregiver conference in 2011, developing our first caregiver peer support groups, and piloting a caregiver training program, in partnership with McMaster University and Victorian Order of Nurses Canada (VON Canada).
- Ontario March of Dimes, having incorporated a national subsidiary in 2001, realized its goal of becoming one single national entity and brand, March of Dimes Canada.
- In 2008, MOD made a commitment to build its base of volunteers. Strong success in this area has led to over 7,500 volunteers contributing 102,000 hours of service. This represents growth in our volunteer-delivered services such as Peer Support, DesignAbility®, BeFriending®, and our hospital visitation programs — Linking Survivors with Survivors and Peers Fostering Hope.
- Building stakeholder relationships was a key goal of the 2008 plan. Partnerships with both community organizations and for-profit businesses helped expand our services and resources. Internally, consumer satisfaction surveys and quality of working life studies showed very high satisfaction with March of Dimes by our service recipients and employees. We have developed action plans based on the very positive feedback to maintain and continue to improve satisfaction in the future.
- As planned, the implementation of new software and hardware has resulted in improved systems for accounting, payroll, scheduling, time and attendance management, contact management, internal communications and information sharing. We have also committed to a broader use of social media, which expanded over the past year.

Near the end of 2012-2013, the MOD Board of Directors approved a new strategic plan, *Supporting Lifespan Community Living*. There were no changes to the vision, mission or values of the organization though becoming national, nor have our core strategic directions changed. However, the new plan will focus on the following strategic priorities:

### **1. Supporting Lifespan Community Living:**

Increasingly, people wish to remain in their homes, as active participants in their communities throughout their lives. This goal drives our service priorities and we believe will guide government funding decisions in the future.

### **2. Expanding MODC Services and Advocacy Nationally:**

While MODC will continue to deliver and develop services in Ontario, our commitment to becoming a national organization will result in a broader range of MODC-delivered services across Canada in the coming years.

### **3. Building Alliances and Relationships to Strengthen the Community Service Sector in Ontario and Establish a Presence in Other Provinces:**

Within Ontario, there is a growing demand by funders for greater accountability and capacity, which will result in consolidation and collaboration within the community services sector. We are committed to supporting this direction. Outside of Ontario, we recognize the need to consult and collaborate with government and community organizations to identify service gaps as well as acquiring an understanding of the regulatory and funding environments within which services will be developed and delivered.

### **4. Ensuring Financial Viability and Managing Risk in a Time of Service Expansion and Fiscal Uncertainty:**

Over the past 35 years, March of Dimes has experienced 2,000% growth, 50% in the past decade. The impetus for this was an investment in community development in Ontario in the 1970s which led to subsequent rapid service growth. National expansion will provide new challenges to continued growth, requiring greater investment as well as incurring risk, as we build services and brand awareness.

### **5. Remaining a Sector Leader in Administrative Systems and Services:**

As one of the larger organizations in the community services sector, our performance edge is defined, in part, by our administrative diversity, capacity and expertise. As funders become more focused on accountability, efficiency and return on investment, our unique mix of quality services, administrative capacity, infrastructure and cost effectiveness positions us as both a safe and reliable service provider and a support to smaller providers within our service sector.

## 2012-2013 PROGRAM RESULTS

The 2012-2013 Annual Report is a consolidated report of Ontario March of Dimes and March of Dimes Canada. Unless specified, all content includes the combined service and financial information of the two corporations. All programs have established annual goals against which results are reported.

### 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, and reports results against these targets in scorecard format to the Board at mid-year and year-end. 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.



Red indicates significant shortfalls 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<sup>®</sup> SERVICES

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

#### **Highlights:**

The **Assistive Devices Program** (ADP) provided over 3,000 devices to 1,430 consumers, 15% higher than planned. However, fewer third-party sources are co-funding devices, which could begin to impact the ability of consumers to amass the required funds.

The **Home & Vehicle Modification<sup>®</sup> Program** (HVMP) simplified its funding guidelines and application process, resulting in a higher percentage of successful applicants. HVMP has become a centre of excellence in its field and played an advisory role to all three levels of government in the past year regarding the development of new renovation programs and procedures. The HVMP is promoted to other provincial governments as a cost-effective model for moving people with disabilities out of hospital faster and keeping them in their own homes longer.

**AccessAbility Advantage<sup>®</sup>**, a partnership with Quadrangle Architects Ltd., provides consultation services to businesses and organizations on compliance with the Accessibility for Ontarians with Disabilities Act. Net revenue for the year was slightly lower than target.



“ I am the mother of Danielette. March of Dimes helped pay for my daughter’s wheelchair. Thank you to all of you who made this possible. You have done a great thing for us. When we were in Africa, I or my husband or her brother used to carry her on our back or use a wheelbarrow to take her places. On some occasions people offered to help me. I felt such relief when someone carried her so I could rest. Today, I feel the same way. You have taken my daughter from my back. Thank you very much for your love. You give us money but that is love. ”

Pandora, Danielette’s Mother



March of Dimes Canada’s Employment Services provides job search training

## EMPLOYMENT SERVICES

**Employment Services** achieved a major turn-around in performance in 2012-2013, following a significant loss the prior year. This was achieved by restructuring, cost containment, and improved program outcomes. Most programs achieved or exceeded their service goals and consumer satisfaction in our **Job Search Training** program was very high.

MODC successfully secured a new federal government contract, in partnership with the Canadian Federation of Independent Businesses, and a contract with WorkSafeBC. This will result in **Employment Services** operating in all ten provinces in 2013.

## INDEPENDENT LIVING SERVICES

Our **Attendant Services** and **Acquired Brain Injury Services** continue to grow, receiving \$2.9 million of new program funding in six Local Health Integration Network areas across Ontario. All service targets were met. A new partnership with Reena, an agency serving people with developmental disabilities, provides housing and support to individuals with a dual diagnosis. It also serves people with complex care needs currently housed inappropriately in hospital settings. MODC will provide attendant services at the Athlete’s Village site following the Pan Am/Parapan Am Games in 2015. Facility construction and service planning began in 2012.

We are working with the Brain Injury Association of Canada to identify service needs for people with acquired brain injuries in other provinces.

Our **Northern Medical Clinics** continued to expand in Ontario. Ninety-eight percent of participants rated the clinics very positively, with 68% rating them with the highest rating.

All Key Performance Indicators related to our Multi-Service Sector Agreements with the Local Health Integration Networks (LHIN) and our fee-for-service programs were met or exceeded.

March of Dimes was an early adopter of the interRAI Community Health Assessment (interRAI CHA), a health sector assessment tool which will improve the coordination of services through the health system, and we implemented the system by fiscal year-end.

Our ISO 9001-2008 quality site audits reported no significant non-conformance issues.

### **PASSPORT PROGRAM**

The **Passport Program** provides planning and funding to individuals with developmental disabilities. In the Ottawa region, MODC administers the program on behalf of the Ontario Ministry of Community and Social Services. In 2012, this program grew by 300% to over \$7 million and provided service to over 1,700 consumers.

### **PEER SUPPORT AND VOLUNTEER SERVICES**

**Peer Support Services** works with stroke and polio survivors and their families, providing individual and group support, information and educational programs, with the goal of achieving active community living for consumers with disabilities. This year we provided support to 65 chapters, including 12 outside Ontario, and staff are in discussions with survivors to organize and support new chapters in 2013-2014. Volunteer programs also include **DesignAbility®**, **BeFriending®** and hospital visitation programs for stroke survivors.

In May 2012, a two-year project to pilot and evaluate a caregiver training program was completed and will be presented in the fall at the Canadian Stroke Congress.

Our hospital visitation programs, linking new stroke survivors with trained volunteers who have had strokes, continue to grow. **Linking Survivors with Survivors**, the Waterloo Wellington County program, transitioned from project funding to base funding and the Toronto program, **Peers Fostering Hope**, supported by the Dr. Ed and Bobby Yielding Fund for Stroke Recovery, launched in 2012 to serve survivors in ten hospitals and rehabilitation centres. Expansion into other communities is expected to occur in the next few years, both in Ontario and other provinces.

**Living with a Disability** and **Fitness for Life** conferences, information sessions and **Aphasia Retreats** were held across Canada.



**Tom Rideout and John Hurst**  
Volunteers with  
Stroke Recovery Canada®

The **BeFriending® Program** continues to grow with 119 matches representing over 8,900 service hours. **DesignAbility®**, which matches technically-skilled volunteers with consumers facing barriers, completed 10% more projects than planned, and is refining three products for potential commercial production.

## LIFE SKILLS AND TRANSITIONAL SERVICES

In fall 2012, a new services grouping was developed, comprising our three life skills and literacy programs: **Learning Independence for Future Empowerment (L.I.F.E.)** programs in Toronto and Mississauga, the **Personal Effectiveness Training (PET)** program in Niagara, the youth leadership retreats, and the **Independence Communication and Empowerment (ICE)** conferences for augmentative communicators. The Mississauga and Niagara programs operated as planned in 2012 and a new **L.I.F.E.** program was created and piloted in Toronto following the closure after 20 years of our **Literacy Options** Program, a partnership with Seneca College and the Toronto and District School Board. The full L.I.F.E. curriculum and modules are still in the development and evaluation phases, but early indications are very positive and interest in its replication is being pursued in Calgary, Alberta. The **Youth Retreats** doubled with the addition of a partnership with Camp Awakening in Ontario. The first **ICE West** pilot was held outside Vancouver, British Columbia, in 2013 and a full conference will be held in Vancouver in October, 2013.



**Marcelo Santos**  
at the Break the  
ICE Conference

## CONDUCTIVE EDUCATION®

**Conductive Education®** is an innovative learning system, based on the principles of neuroplasticity, using elements of education and rehabilitation to help people with disabilities improve their mobility, independence and self-esteem.

In 2012-2013, programs in both Ontario and Nova Scotia operated at capacity. The children's programs were re-branded as ACE — the **Academy of Conductive Education** — and a program for school-aged children was inaugurated. A program for stroke survivors with a private rehabilitation organization was piloted, and a pre-school program in Montreal, Quebec, was held. However, the total volume of service delivered fell short of target due to a shortage of accredited conductors. MODC is seeking a Canadian post-secondary institution to develop a conductor training program to increase the number of Canadians trained and certified to deliver this service.



### RECREATION AND ACCESSIBLE TRAVEL

**Recreation and Integration Services** is committed to offering an expanded range of recreation and travel options. The **Summer Residential Holiday** program continued to operate at Geneva Park, but was reduced in size to shift resources to expanded travel opportunities. Following the merger of a transportation service operated by the Hospital for Special Needs Inc. into MODC, the service was renamed **ModMobility®** Bus Transportation. This will be managed through the renamed **Recreation and Accessible Travel** department.

**ModMobility®** began in the first quarter of 2012-2013 with one bus. A second bus was received in the third quarter. Despite the delay in receiving the second bus, 7,024 trips were achieved, against a full year plan to provide 11,000 trips. This is MOD's first full-time transportation service and increases service numbers in this department.

In 2012-2013, the **Accessible Travel** program supported groups of people with disabilities on cruises to Florida, Alaska, Hawaii and the Caribbean, as well as frequent bus trips to the Niagara region.



Recreation participants enjoy a cruise holiday

### INFORMATION AND ADVOCACY SERVICES

The Information Services department develops and supports our websites. The department redesigned and enhanced the corporate web presence, delivering up-to-date information to the general public and our consumers, while adding features that enhance the accessibility tools available online. Together with the program management team, the new community health assessment standards were implemented with secure infrastructure and connectivity.

Our Government Relations and Advocacy department informs and advocates for, and with consumers, positioning issues that may not yet exist on the political or policy radars, raising awareness and promoting programs or legislation to meet the needs of people with disabilities.

In 2012-2013, March of Dimes expanded communication with provincial governments across Canada to introduce our programs and services, consult on policy and explore how MODC might develop programs locally to meet needs and address service gaps. Policy makers in Manitoba, Nova Scotia, B.C., and Newfoundland met with MODC staff, and meetings have been scheduled in the coming months in Alberta and Saskatchewan.

Over the past year, MODC has been a vocal advocate provincially and nationally on issues such as social assistance reform, access to employment, tax credits for home renovations, accessibility legislation, and housing issues. Submissions were made to governments in all ten provinces.

The Advocate, the Government Relations newsletter was revised to a more frequent e-version and videotaped messages on tax benefits for consumers are on YouTube. Government Relations also used our website, social media and mainstream media to highlight issues.

March of Dimes made extensive reach across Canada through advocating for accessibility legislation in several provinces and contributing to the following consultations:

- Alberta’s Social Policy Framework
- Saskatchewan’s recently launched Disability Strategy
- Manitoba’s Accessibility for Manitobans Act
- Ontario’s Public Spaces regulation under the AODA and the updates to the Ontario Building Code
- Nova Scotia’s disability consultation, “Putting People First”
- New Brunswick’s examination of disability and employment programs
- Newfoundland’s efforts designed to harmonize its various disability programs into a more cohesive vision for the future

The Toronto Declaration, a result of the 2011 Festival of International Conferences on Caregiving, Disability, Aging and Technology, has also been promoted extensively with elected officials in every province and at the national level. The Toronto Declaration is a call to action to bridge knowledge, policy and practice in aging and disability. The Premiers of B.C., Saskatchewan, and Alberta responded with great interest, as did the health/finance ministers from Manitoba, Ontario, Newfoundland and the Federal Minister of Human Resources and Skills Development Canada. The Toronto Declaration is now a centrepiece of our national action plan on disability. Advocacy around the Toronto Declaration will continue to unfold and will be used as a tool for outreach and the expansion of our government relations program.



From left: **Andria Spindel, Dr. Michelle Putnam, Dr. Jennifer Mendez and Dr. Barbara LeRoy** at the Toronto Declaration Presentation to the Government of Ontario



## CORPORATE RESOURCES

### FINANCE AND CORPORATE SERVICES

The Finance department undertook a project to eliminate cheques and save money by enrolling all vendors in electronic funds transfer. This is 80% complete and will continue.

The department held a successful staff retreat in fall 2012 and has continued to focus on team building and professional development of all staff. Established key performance indicators were reported monthly to the Finance Committee and all KPIs were met 98% of the time.

The department continued to address enhancements to the accounting system, developed a new lease management module, and introduced improved custom reports.

The audit for all companies was completed on time, and the department successfully supported senior management with timely information. As well, the Finance Committee and its two sub-committees, Investments and Pensions were able to meet their mandates with department support.

Corporate Services delivered regular manual and forms updates, negotiated several new leases as we expanded, and introduced a new tendering process.

### HUMAN RESOURCES

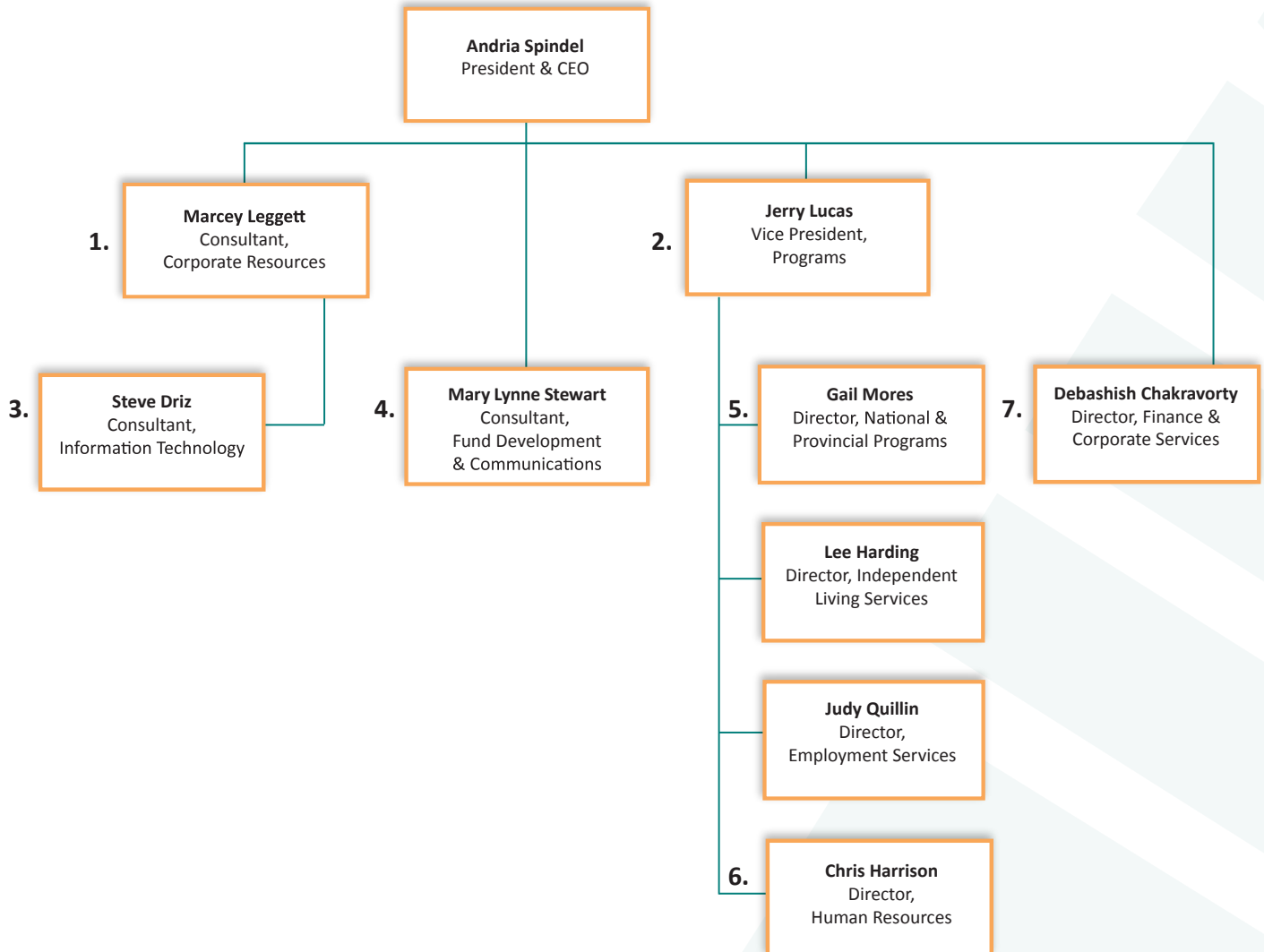
The Human Resources department is dedicated to managing our most valuable resource — our dedicated, hard-working employees, whose broad range of contributions and talents have created a unique culture from which our success has grown. This department handles recruitment, employee development and training,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

Periodically, MOD commissions a Quality of Working Life study. This study was conducted by 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 MOD. This survey assesses employee engagement and engagement drivers related to the job, the local work environment, and the organization as a whole.

The 2012 survey results were excellent. Overall positive results were significantly higher than the data base average of 120 organizations and higher on 23 of 26 drivers. In two areas, organizational support for diversity and satisfaction with directors, MOD achieved the highest scores in the data base. Other areas highly rated were customer service, safety of staff, job clarity, and co-worker cohesion. Job and organizational engagement outcome scores were higher than the data base and a previous survey of MOD staff in 2009.

As with any survey, there is always room for improvement. Results were shared with management and throughout the organization and action plans were developed to address areas which could improve.

# THE SENIOR MANAGEMENT TEAM



MODC underwent a management restructure in mid-2013 and the following changes were implemented:

1. Consultant, Business Development and Housing
2. Vice President and Chief Operating Officer (COO)
3. Director, Information Technology
4. Director, Fund Development and Communications
5. Director, Community Engagement and Accessibility Services
6. Chief Administrative Officer (CAO)
7. No longer with the company. New hire for Chief Financial Officer (CFO) in October 2013

### INFORMATION TECHNOLOGY

Over the past year, the Information Technology department worked closely with all program and administration departments to effect the transition to MODC, and directly supported the national expansion of programs and services.

To enhance the user experience and reduce capital expenditures, the department deployed a Cloud-based collaboration platform including email, document management system and the organizational intranet, ensuring all critical systems were available to staff, including those located in rural and remote areas across Canada.

Information systems are used in accounting, human resources, payroll, fundraising, donor and client tracking and management, and on-line case management. The contact management, fixed asset, and purchasing modules were implemented in 2012-2013. New management reports using HR data were developed for management tracking of policy compliance and performance. Work continues on report generation and integration of data. The new scheduling system for Independent Living Services was tested with full implementation to be complete in 2013-2014.

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 or damage, or natural disaster.

### FUND DEVELOPMENT, COMMUNICATIONS AND MARKETING



Rock for Dimes Calgary 2013

Fund Development had a strong year in 2012-2013, with net revenue exceeding plan by 15.6%. The area of greatest improved performance was in planned giving. As March of Dimes programming continues to expand across Canada, our Fund Development department endeavours to meet the needs of all donor-funded programs.

Rock for Dimes®, a battle of the bands, grew from seven to 12 communities across Canada and will continue to expand in 2013-2014. To date, these events have generated more than \$1 million for programs and services.

The Rehabilitation Foundation for Disabled Inc. U.S., our U.S. affiliate, in partnership with the Canada California Business Council (CCBC) co-produced a successful Celebrity Golf Tournament in Palm Desert, California, which hosted many

celebrities including National Hockey League (NHL) Hall of Famer Luc Robitaille, NHL star Dennis Hull, and actors Kate Linder and George Lopez, among many others.

Debbie Reynolds, the actress and a life-long family caregiver, was the guest speaker at the 2012 Ability and Beyond Gala. Our Walk 'n' Roll fundraiser, a mall walk held by local community groups, continued to expand to new locations in Ontario and engaged the community groups we support: stroke and polio survivors, people with acquired brain injuries and their caregivers.

Bret 'The Hitman' Hart continues to be a tremendous spokesperson for our Stroke Recovery Canada® program and we appreciate his many appearances. Our national spokesperson William Shatner continues to be a hugely popular performer and we thank him for his support of March of Dimes Canada.

Our goal is to provide a high level of customer service to both our internal and external stakeholders. The department expresses gratitude to all our volunteers, donors, and corporate partners.

We are increasingly using social media to expand communication, reach consumers, donors, and staff, and raise awareness about MOD services and events.

Follow us on Twitter at [modcanada](#) and Facebook at [www.facebook.com/marchofdimescanada](#).



**George Lopez's Foursome**  
at the CCBC Celebrity Golf Classic



**Debbie Reynolds**  
Ability and Beyond Gala 2012





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## Special Thanks

BLAST Camp 2013  
British Columbi



Polio Group  
Québec



CE  
Nova Scotia



Bragg Creek Polio Retreat  
Alberta



Aphasia Camp  
Ontario







Justin Hines and band performing at Rock for Dimes Toronto 2012

Throughout 2013, Pennzoil® partnered with March of Dimes Canada, and donated \$65,000, \$15,000 of which will be used to retrofit a vehicle for people living with a disability.

“We were so excited to welcome Pennzoil to the March of Dimes family,” says Mary Lynne Stewart, Director of Fund Development and Communications for March of Dimes Canada.

Pennzoil is the presenting sponsor for all Rock for Dimes fundraisers in 2013 to celebrate the collective passion Pennzoil and so many others have for the love of cars and the freedom that people derive from their automobiles.

“Freedom is a sentiment closely associated with the ability to drive an automobile. Yet, this freedom can be taken away if one has disabilities and cannot drive a standard automobile. Pennzoil supports organizations like March of Dimes Canada, which are dedicated to helping people with disabilities regain mobility and freedom,” says Bree Sandlin, Pennzoil Global Brand Manager.



Rock for Dimes Halifax 2012

Rock for Dimes, presented by Pennzoil, is a battle of the bands held in cities across Canada. Amateur musicians compete in this friendly fundraiser for the title of their city’s best corporate or amateur band. Bands showcase their talents in front of a roster of Canadian music industry professionals.

What began as an event in Toronto, Ontario, has expanded to become March of Dimes’ flagship national fundraiser and is now held in communities coast to coast. Since its inception, Rock for Dimes has raised over \$1 million to support March of Dimes’ programs and services.

March of Dimes gratefully acknowledges Pennzoil’s support.



Rock for Dimes Calgary 2012



## TD Bank Group Support Helps Youths with Disabilities Transition into Adulthood.

TD Bank Group has been a consistent supporter of March of Dimes Canada, and will shortly surpass a \$1 million milestone in giving. March of Dimes Canada is very pleased to announce that TD is now the proud sponsor of the newly developed **Learning Independence for Future Empowerment (L.I.F.E.)** program.

In addition to TD's financial support, TD offers real life lessons on financial literacy through the program, Money Matters. Delivered by TD volunteers, this program teaches adult learners in the L.I.F.E. program the basic elements of financial literacy and the education savings programs.

March of Dimes gratefully acknowledges TD's contributions to help Canadians with disabilities become more empowered and independent.



Andria Spindel, CEO (centre), and volunteers at a TD Fundraiser event



TD Volunteer





# three to be



Nico of the Conductive Education Program

**Thanks to the generous support of THREE TO BE, March of Dimes Canada is able to better help children living with neurological disabilities thrive.**

Through proceeds from its annual Stems of Hope fundraiser, Academy of Conductive Education (ACE) received over \$50,000 to help expand the program. This funding allowed the Conductors to implement specialized communication devices including an iPad, Smartboard, adapted switches, trackballs (similar to a computer mouse), wireless augmentative communication devices, computers, and essential safety and toileting equipment. These devices enable the Conductors to help participants improve mobility, speech and language skills in a safe, fun, learning environment. In addition, funding from THREE TO BE provided the opportunity to hire an Administrative and Marketing Assistant, who manages the program from the back-end. This freed the Conductors to concentrate exclusively on service delivery.

March of Dimes gratefully acknowledges the support of THREE TO BE.



Lilly, a CE Participant



Conductive Education Class



March of Dimes is so grateful to the following:

- The Estate of Peter Collins for a bequest to fund programs in Thunder Bay.
- The Estate of John Haas for a bequest to provide funds for the Assistive Devices program.
- The Estate of Dr. Ed Yielding to support Peers Fostering Hope through the Dr. Ed and Bobby Yielding Fund for Stroke Recovery.

**Thank You!**

# FINANCIAL STATEMENTS

## NOTES TO CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

### YEAR END MARCH 31, 2013

1. Net 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. These financial statements include funds of both Ontario March of Dimes and March of Dimes Canada.
5. Separate audited financial statements are available for March of Dimes Canada Non-Profit Housing Corporation. Unaudited financial statements are also available on request for March of Dimes Canada and Rehabilitation Foundation for Disabled Persons Inc., U.S.

## NOTES TO CONSOLIDATED BALANCE-SHEET

### YEAR END MARCH 31, 2013

1. Working capital (current assets less current liabilities) improved by \$997,621 (\$4.636 million from \$3.639 million).
2. Accounts receivable includes 'Due from Associated Organizations' of \$230,396 representing a loan to MODC Non-Profit Housing Corporation on March 31, 2013 for the purchase of land in Sudbury for a Congregate Living Facility.
3. Many of the funds received by OMOD or MODC are designated for specific purposes and must be utilized within a prescribed time frame. Unexpended funds are either carried forward or returned, depending on the decision of the funder.





## ONTARIO MARCH OF DIMES/MARCH OF DIMES CANADA

(REHABILITATION FOUNDATION FOR THE DISABLED/  
REHABILITATION FOUNDATION FOR DISABLED PERSONS CANADA)

### CONSOLIDATED BALANCE SHEET

MARCH 31, 2013 WITH COMPARATIVE FIGURES FOR 2012

ASSETS	2013	2012
<b>CURRENT ASSETS:</b>		
Cash and Restricted Cash	\$7,520,717	\$7,452,071
Short-term Investments	1,771,760	-
Accounts Receivable	2,987,743	2,911,240
Prepaid Expenses	250,414	254,014
Grants and Allocations Receivable	144,086	100,863
<b>TOTAL CURRENT ASSETS</b>	<b>\$12,674,720</b>	<b>\$10,718,188</b>
Restricted Investments	2,005,401	1,392,160
Capital Assets	4,513,359	4,491,623
Intangible Assets - Trademark	1,413,751	1,413,751
<b>TOTAL ASSETS</b>	<b>\$20,607,231</b>	<b>\$18,015,722</b>
<b>LIABILITIES AND FUND BALANCES:</b>		
<b>CURRENT LIABILITIES:</b>		
Accounts Payable and Accrued Charges	\$6,317,270	\$5,131,964
Unexpended Program Grants and Deferred Revenue	1,661,782	1,490,863
Government Advances	59,197	456,511
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$8,038,249</b>	<b>\$7,079,338</b>
Deferred Capital Grants	1,021,671	860,785
<b>FUND BALANCES:</b>		
Invested in Capital and Intangible Assets	\$4,905,439	\$5,044,589
Capital Reserve Fund	637,795	562,795
Stabilization Reserve	3,859,548	3,076,055
Program Development and Evaluation Reserve	300,000	-
Ability and Beyond	1,844,529	1,392,160
<b>TOTAL FUND BALANCES</b>	<b>\$11,547,311</b>	<b>\$10,075,599</b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<b>\$20,607,231</b>	<b>\$18,015,722</b>

# ONTARIO MARCH OF DIMES/MARCH OF DIMES CANADA

(REHABILITATION FOUNDATION FOR THE DISABLED/  
REHABILITATION FOUNDATION FOR DISABLED PERSONS CANADA)

## CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

MARCH 31, 2013 WITH COMPARATIVE FIGURES FOR 2012

REVENUE	2013	2012
Government and Other Grants	\$66,139,499	\$64,994,938
Fees and Sales	11,758,862	11,291,494
Program Recovery	7,883,985	3,378,476
Fundraising	6,141,517	5,688,768
Investment and Other	892,248	839,602
<b>TOTAL REVENUE</b>	<b>\$92,816,111</b>	<b>\$86,193,278</b>
<b>EXPENSES - PROGRAMS:</b>		
Independent Living Services	\$49,000,023	\$46,459,185
Employment Services	15,175,410	18,423,491
AccessAbility Services	11,705,113	11,917,264
Passport Services	8,324,526	2,211,140
Peer Support Services and Conductive Education	1,197,729	1,100,004
Recreation and Integration Services	484,546	533,593
Issue Advocacy	306,064	321,401
Affirmative Businesses	135,932	202,856
Grants and Awards	45,642	53,840
	<b>\$86,374,985</b>	<b>\$81,222,774</b>
Fundraising	\$2,097,080	\$1,952,083
Donor Acquisition	587,036	400,142
Administration	7,223,782	7,221,250
Administration Recovery	(5,570,852)	(5,432,196)
Amortization	632,368	598,200
<b>TOTAL EXPENSES</b>	<b>\$91,344,399</b>	<b>\$85,962,253</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$1,471,712</b>	<b>\$231,025</b>

## MANAGEMENT DISCUSSION AND ANALYSIS

### INTRODUCTION

The following discussion and analysis should be read in conjunction with our audited consolidated financial statements and the accompanying notes. The consolidated financial statements have been prepared in accordance with the Canadian accounting standards for not-for-profit organizations. All amounts are expressed in Canadian dollars unless otherwise noted. Any reference to “we” “us” or “our” refers to March of Dimes Canada and Ontario March of Dimes, which have consolidated. Any grading or rating performance is explained in the subsequent narrative and the colours are explained on page six.



**Andria Spindel**, President and CEO  
and **Jerry Lucas**, Vice President and COO

### 2012-2013 FINANCIAL MANAGEMENT AND PERFORMANCE

The Finance and Corporate Services department is responsible for financial planning and analysis, management and reporting for Ontario March of Dimes and its subsidiaries. Financial services are organized by program divisions having responsibility for treasury, budget development, financial transactions, contract management, audit and all financial policies and procedures. The department ensures compliance with both Canada Revenue Agency and the Canadian accounting standards for not-for-profit organizations.

Centralized corporate services provides coordination and a policy framework on facilities and lease management, management of telecommunications and capital expenditure policies and controls, purchasing standards and procedures, forms management and control, and manuals and administrative policies. One project completed this year was a review checklist for 93 leases to ensure renewals and new leases meet standards. This checklist helped ensure quality control when lease management was transferred to Financial Services Managers in regional offices.

2012-2013 was an excellent financial year for OMOD and MODC. Gross revenue increased by 8% over 2011-2012 and generated a net operating surplus of \$1.47 million, a 437% improvement over the prior year. All departments contributed to this successful result. Independent Living Services revenues grew by over \$2.5 million and proprietary services exceeded the net target goal. Employment Services generated a surplus of \$895,000, a \$1.34 million improvement from the prior year, when the program incurred a \$449,000 loss. The Passport Program grew from \$2.2 million to \$8 million. Fund Development produced \$3.36 million net revenue, 15.7% higher than forecast. Businesses generated a net of \$98,000 and non-funded programs were \$89,000 better in fees than planned. Administration costs were also \$600,000 less than budgeted.

Program recoveries grew by \$4.5 million as a result of the expansion of the Passport Program. Government grant revenue increased by \$1.14 million, fees by \$484,000 and fundraising revenue by \$453,000. Business revenue declined slightly, \$17,000 lower than the prior year.

In 2012-2013, 88.5% of expenditures were on service delivery, 2.9% on fundraising, and 8.6% on administration and amortization. However, \$25.5 million or 27.9% of expenditures were not charged any administration, either because there are administration cost centres or it was disallowed by government contract. The latter includes all

funding to individuals for home and vehicle modifications, assistive devices acquisition and maintenance, training grants, or personal expenses through the Passport Program. Excluding these, the true cost of administration on the balance of program activity is 10.96%.

March of Dimes had an operating surplus for 2012-2013 of \$1,471,712 or 1.58% of total revenues. 98.42% of funds received in 2012-2013 were spent in the year raised on service delivery and operations. Generally, surplus is transferred each year to support our stabilization reserve and capital reserve, providing working capital and funds to maintain our owned headquarters and other properties. This year, in addition to these allocations, the Board allocated \$400,000 to the Paul Martin Sr. Biomedical and Rehabilitation Research Fund, created a new \$300,000 program development and evaluation fund, and \$365,000 was received in donor designated funds and is carried on the balance sheet.

Total assets as of March 31, 2013 were \$20.6 million, up from \$18 million the previous year. Cash and cash equivalents are \$9.3 million, \$1.84 million higher than last year. Working capital is at \$4.52 million, up from \$3.64 million at the same time last year. One addition to the asset report is the fair market valuation option taken this year on the land owned at 10 Overlea Boulevard, headquarters of MODC.

Total capital purchases were \$629,651, \$338,472 from funded programs and \$291,179 from the donor funded capital budget. Amortization for the latter was \$320,724. Government funding policies do not follow GAAP and capital purchases are therefore not amortized.



**Zack, Alessandro, Marushka and Tomas**  
Conductive Education participants



**PROGRAM PERFORMANCE**

March of Dimes tracks both the number of consumer services delivered and the number of service hours this represents. Both statistics are tracked and reported as the form and intensity of each service varies significantly, and either statistic alone does not give a true picture of the service. For example, some services are delivered to groups and individuals and some are delivered by volunteers and front-line employees. Some are short and infrequent, such as the provision of information, while others such as personal care, take more time and are delivered with greater frequency.

Program	Number of Consumers			Total Service Hours		
	12/13 Actual	12/13 Forecast	11/12 Actual	12/13 Actual	12/13 Forecast	11/12 Actual
Independent Living	3,550	3,800	3,530	2,004,000	1,850,000	1,829,495
Employment Services	7,250	8,000	12,721	211,560	201,400	295,550
Passport Program	1,584	1,700	400	9,200	17,000	4,000
AccessAbility Services	8,217	8,000	7,220	78,800	76,000	76,287
Recreation/Integration	7,913	6,160	2,760	109,200	85,000	96,722
Peer Support Services	26,400	26,500	26,000	120,000	120,000	115,000
Conductive Education	370	500	410	14,580	19,000	14,802
<b>TOTAL</b>	<b>55,284</b>	<b>54,660</b>	<b>53,041</b>	<b>2,547,340</b>	<b>2,368,400</b>	<b>2,431,856</b>

55,284 consumer services were delivered in 2012-2013 representing 2.55 million hours of service. This is a 4.2% increase in service from the prior year and a 4.7% increase in hours of service delivered. The largest contributors to the service increases were Independent Living Services, the new ModMobility® transportation service, the growth of the Passport Program and increased demand for the Assistive Devices Program. Employment Services experienced some reduction in the numbers of consumers served with the closure of the Workers Safety and Insurance Board (WSIB) Labour Market Re-entry contract in 2012. The Conductive Education program also experienced a drop in numbers of consumers served due to staff vacancies, hence lower capacity.

Consumers in each program are surveyed at regular intervals to track satisfaction with the program. Outcomes are compared to goals and the impact of particular interventions against program objectives. Results are also compared to prior surveys to assess positive or negative trends. Consumer satisfaction in all programs surveyed in 2012-2013 remained high with improvements or retention of rating levels from prior surveys.

## KEY PERFORMANCE INDICATORS (KPI)

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 2012-2013.

## UNDERSTANDING AND MANAGING RISK

Ontario March of Dimes established an enterprise risk management framework in 2002, with management implementing an organization-wide program for training and monitoring risk. The Board's Risk and Audit Committee oversees the auditing of management, Finance Committee performance, approves the annual audit plan and internal audit project reports, and reports results to the Board of Directors. The Internal Audit Consultant completed audits of payroll, HR policy compliance, information technology project management, back-up, recovery and access, the ISO regional audit program, preferred supplier program, purchasing, leases and fixed assets, and contract management. On an annual basis, the Internal Audit Consultant reviews the travel and expenses of the CEO and President to ensure compliance with MOD policies.

Ontario March of Dimes 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, re-tendering, or termination of contracts.
- Most revenue received is designated for specific uses and cannot be retained or used for other purposes.
- Ontario March of Dimes is vulnerable to changes in the political, economic or social environment 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 investment. Our Government Relations and Advocacy department, in conjunction with senior management, monitor government policy and identify opportunities and risks while cultivating proactive relationships with government at senior levels to promote the issues impacting people with disabilities as well as to mitigate risk to the organization.

## PERFORMANCE MANAGEMENT AND COMPENSATION

All employees are individually evaluated annually based on a comprehensive set of performance measures and 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 and a comprehensive

salary structure. The policy of March of Dimes is to provide fair compensation, and be in the mid-range of the marketplace regarding pay levels for most staff and the 75% range for senior management. All employees are eligible for a pay bonus for exceptional performance. For senior management, compensation includes a bonus based in part on goals submitted to the Executive Compensation Committee of the Board and evaluated at year end by the committee, which reports directly to the Board, and in part, on meeting or exceeding personal goals.

Annual program plans are developed by each manager and submitted to management who create one plan to present to the Board in March for implementation effective April 1<sup>st</sup> each year. Plans relate to strategic goals from our five-year strategic plan, and goals and objectives focus on 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 integration strategies.

Plans are evaluated twice each year: at forecast in November and at fiscal year-end. The Program Research department coordinates confidential satisfaction surveys, completed by both program participants and employees, providing critical feedback to management in regards to service delivery and the quality of working conditions from the employees' perspectives. External researchers and interviewers are used to maintain confidentiality. This department also works with each program to establish program logic models to evaluate processes and pilot projects. The manager works with external research bodies to co-fund research and evaluate projects as required.

ISO certification is managed and monitored centrally for all Independent Living Services. The Home and Vehicle Modification Program is undergoing the process to achieve certification over the next 12-18 months. Oversight for this program will move from the Associate Director of Independent Living Services to the newly created office of the Chief Administrative Officer in 2013-2014.

## INTERNAL CONTROLS

A number of internal controls are in place which are annually reviewed and signed off by management and comprise part of the annual external audit. Employees and volunteers annually sign off on a code of business conduct, 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.

Comprehensive operational and policy manuals are in place and regularly updated for all programs and corporate resource departments such as Finance, Human Resources and IT.

Reliability of financial reporting, including budgeting, monthly statements, financial analysis and transactional procedures are monitored by both management and the Finance Committee.

Governance and management functions are clearly delineated. The Internal Audit (IA) Consultant reports independently to the Board, through the Risk and Audit Committee. Assignments may be defined by the Committee, IA or management, but all are reported to the Committee.

Emergency preparedness and business continuity planning are part of management's annual planning responsibility.

## GOVERNANCE

This is the last annual report that consolidates information from two separate corporations: March of Dimes Canada, which is federally chartered and Ontario March of Dimes which is provincially chartered. Industry Canada granted Ontario March of Dimes a continuance as March of Dimes Canada and the former provincial charter was surrendered. The combined operations of OMOD and MODC will now operate as one federally chartered charity, under the OMOD charitable number and MODC name. The previous March of Dimes Canada charitable corporation was granted continuance as March of Dimes Foundation. The Ontario March of Dimes Non-Profit Housing Corporation is now federally chartered as March of Dimes Canada Non-Profit Housing Corporation and will also pursue opportunities outside of Ontario.

The current OMOD board will continue as the MODC board. It includes 24 members plus one lifetime member. Meetings are held six times per year. The Federal charter does not recognize the category of lifetime member which was established for Dr. David Logan and with the adoption of a separate bylaw clause, he continues as a regular board member until such time as a policy is approved confirming his lifetime status. Committees of the Board include the Executive, Finance, Risk and Audit, Nominating and Governance, Executive Compensation and the CEO Performance Evaluation Committee. The Pension and Investment sub-committees each meet at least twice annually and report to the Finance Committee. Program specific committees provide advice to programs and may hear appeals from consumers when these come forward. These committees and structure will continue under the MODC corporation.

The Nominating and Governance Committee 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 annually 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. Board terms are typically three-year renewable terms, with one-third of the Board elected each year.

The Rehabilitation Foundation for Disabled Persons Inc., U.S., a U.S. federally incorporated charity operates under U.S. regulations and has a four-person Board of Directors, including two members who are U.S. residents.

## OUTLOOK

Last year, we projected that 2012-2013 would have a stronger financial performance than the prior two years. The improvement exceeded our expectations and resulted in our most successful year. The amalgamation of OMOD and MODC under a single national entity will enhance the brand, and simplify governance. More importantly, it highlights an important step in our evolution into a national organization. Expanding into new communities and provinces will require both risk and investment. We hope it also results in a heightened ability to bring the services of MODC to Canadian residents with disabilities, wherever they reside.



## 2012 - 2013 BOARDS OF DIRECTORS

Thank you to the executive team, staff, volunteers, and the Boards of Directors for Ontario March of Dimes and its subsidiaries: March of Dimes Canada, Ontario March of Dimes Non-Profit Housing Corporation, Rehabilitation Foundation for Disabled Persons Inc. U.S. The annual reports and financial statements for Ontario March of Dimes Non-Profit Housing Corporation, and Rehabilitation Foundation for Disabled Persons Inc., U.S. are reported separately and are available at [www.marchofdimes.ca/annualreport](http://www.marchofdimes.ca/annualreport). March of Dimes Canada information is consolidated with Ontario March of Dimes.

### **Ontario March of Dimes**

John Humphries – Chair  
Blair Roblin – Vice Chair  
Peter Rummyee – Treasurer  
Cameron Whale – Secretary  
Elizabeth Greville – Past Chair  
Dr. David Logan – Honorary Lifetime Member  
Allister Byrne  
David Self  
Elizabeth Lounsbury  
Alan Barkin  
Dr. Luis Barreto  
Catherine Bell  
Michael Cole  
Celia Chandler  
Suzanne Clancy  
Michael Perry  
Jenelle Ross  
Dr. Faisal Saeed  
David Shannon  
Catherine Sherrard  
Christy Smith-Worthylake  
Dr. Darlene Homonko

### **Rehabilitation Foundation for Disabled Persons Inc., U.S.**

Ed Cieszkowski – Chair  
David Logan – Vice Chair  
Andria Spindel – Secretary/Treasurer  
Ravi Vijn

### **March of Dimes Canada**

Elizabeth Greville – Chair  
John Humphries – Vice Chair  
Alan Lipszyc – Secretary/Treasurer  
Allister Byrne – Past Chair  
Elizabeth Lounsbury  
Suzanne Clancy  
David Self  
Tony Barros

### **Ontario March of Dimes Non-Profit Housing Corporation**

Cameron Whale – Chair  
Dr. David Logan – Past Chair  
Suzanne Clancy – Vice Chair  
Dr. David Logan – Secretary/Treasurer  
Don King  
Paul Simpson  
Patricia Peel

# CHART OF 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, policies and 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



**March of Dimes Canada Board**

Top row, from left: Cameron Whale, Dr. David Logan, Jennelle Ross, Elizabeth Greville  
Seated, from left: Blair Roblin, Elizabeth Lounsbury, John Humphries, Peter Rumyee



**Non-Profit Housing Corporation Board**

Top row, from left: Don King, Dr. David Logan, Cameron Whale  
Seated, from left: Catherine Bell, Suzanne Clancy, Patricia Peel  
Missing: Paul Simpson



**Ontario March of Dimes Board**

Top row, from left: Blair Roblin, John Humphries, Andria Spindel, David Self, Dr. David Logan, Suzanne Clancy, Alistair Byrne, Jenelle Ross, Michael Cole, Elizabeth Greville, Jerry Lucas  
Seated, from left: Dr. Faisal Saeed, Catherine Bell, Elizabeth Lounsbury, Alan Barkin, Peter Rumyee  
Missing: Dr. Luis Barreto, Dr. Darlene Homonko, Catherine Sherrard

## AWARDS AND GRANTS

### PROVINCIAL AND NATIONAL AWARD RECIPIENTS - SEPTEMBER, 2012

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



#### 2012 Award Winners:

Back row, from left: John Humphries, Judi Lytle, Craig Stevens, Jon Soules, Robert Martyn - Major Deputy Commanding Officer Princess of Wales Own Regiment, Michael Horst, Adrian Anantawan, Ron Horst

Middle row, from left: Lea Hayes, Judi Vinni, Anna-Maria Tiveron, Emma Nuttall, Rick Berry, Ruth Horst

Front row, from left: Christine Karcza, Izzy Camilleri

The following is a list of all awards and 2012 recipients.

### AWARD OF MERIT FOR BARRIER FREE DESIGN

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

**CITY OF BURLINGTON, BURLINGTON, 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.

**IZZY CAMILLERI, IZ ADAPTIVE CLOTHING, TORONTO, 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 with physical disabilities.

**ADRIAN ANATAWAN, VIOLINIST, MISSISSAUGA, 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.

**LIBERTY TAX, HAMILTON, ONTARIO**

## COMMUNITY PARTNERSHIP AWARD

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

**WILLOW SPRINGS CREATIVE CENTRE, KAMINISTIQUIA, 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 Ontario March of Dimes.

**RICK BERRY, RICHMOND HILL, ONTARIO**

## THE RIGHT HONOURABLE PAUL

## MARTIN SR. AWARD

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

**PRINCESS OF WALES OWN REGIMENT,  
KINGSTON, ONTARIO**



**Adrian Anatawan,**  
Winner of the Rick Hansen  
Award of Excellence



**Andria Spindel (left) and Zora Jackson (right) with Paul Martin Sr. Award Winner representative Major Robert Martyn (centre)**

## 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.

**ANNA-MARIA TIVERON, TORONTO, ONTARIO**

## WADE HAMPTON TRAINING BURSARY

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

**EMMA NUTTAL, MISSISSAUGA, ONTARIO**

## JONAS SALK AWARD RECIPIENT - JUNE 2013

### **Dr. Michael Fehlings**

Dr. Michael Fehlings is a world-renowned neurosurgeon and researcher with outstanding contributions to the fields of spine and spinal cord injuries. His research uses a combination of state-of-the-art approaches. In 1991, he and Dr. Charles Tator, formulated the vascular hypothesis of Spinal Cord Injury (SCI) which identified the critical role of post-injury changes in systemic circulation, such as hypotension and reduced cardiac output. This work has set the gold standard of now widely-used systemic treatments of SCI patients by restoring the systemic blood pressure using dopamine, steroids, and nimodipine or volume expansion. His recent work using stem cell transplants for treatment of injured spinal cords in animals made headlines around the world and is of fundamental importance for developing stem cell-based therapies for patients with spinal cord injury. In 2009, he received the Olivecrona Medal, Neurosurgery which is considered the “Nobel of Neurosurgery/Neuroscience”.

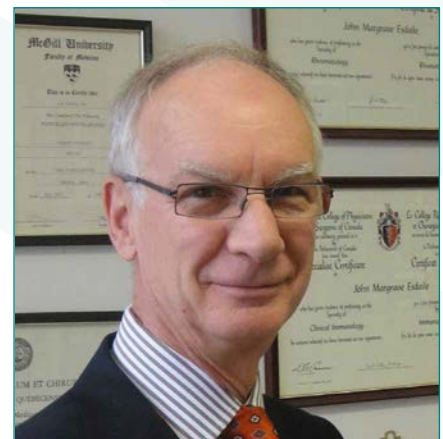
Dr. Fehlings is a Professor of Neurosurgery at the University of Toronto, senior scientist at the Spinal Program at the Toronto Western Hospital, a scientist at the McEwen Centre for Regenerative Medicine and a McLaughlin Scholar in Molecular Medicine. He holds the Krembil Chair in Neural Repair and Regeneration at the University Health Network (UHN), and is the Medical Director of the Krembil Neuroscience Program. He is the Inaugural Director of the inter-departmental University of Toronto Neuroscience Program with over 400 faculty members, and the Co-Director of the University of Toronto Spine Program.

### **Dr. John Esdaile**

In the field of rheumatology, Dr. Esdaile is a pre-eminent clinical epidemiologist known for both the scope of his research topics and for the rigour of his methodological approaches, having built two eminent units of rheumatology, one at McGill and the other at the University of B.C. and founding the Arthritis Research Centre of Canada. In 1984, he published the first trial of methotrexate in rheumatoid arthritis, a drug that is now one of the main treatments for the condition. He has also led a multi-centre Canadian initiative on osteoarthritis that has led to the development of tools for the measurement of quality of life and has completed a series of studies documenting the relationship of socio-economic status and outcomes in systemic lupus. He has been an



**Dr. Michael Fehlings** (left), 2012 Jonas Salk Award Winner and **Mark Lievonen**, President of Sanofi Pasteur (right)



**Dr. John Esdaile**,  
2012 Jonas Salk Award Winner

extraordinary leader who understands the patient's view and has worked to focus rheumatic disease research on solving problems for patients and their families.

Dr. Esdaile is the Arthur J.E. Child Chair in Rheumatology Research at the Arthritis Research Centre of Canada, a Professor in the Departments of Medicine/Community Health Sciences at the University of Calgary and a Professor of Medicine at the University of British Columbia.

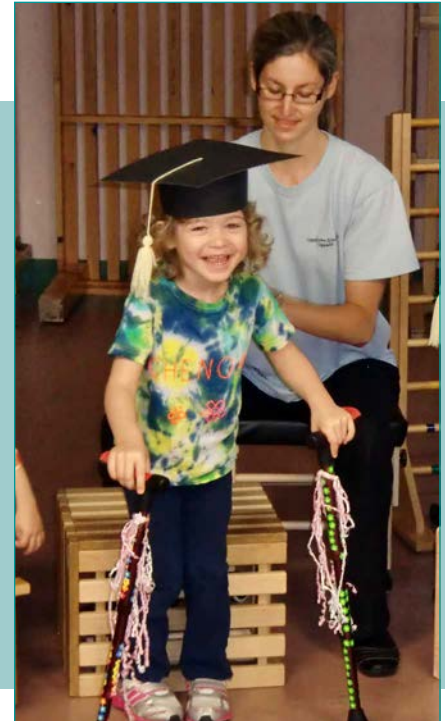
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However, we extend our sincere appreciation to all donors. We also extend our gratitude to those donors who wish to remain anonymous. Every effort has been made to ensure the accuracy and completeness of these very important lists. We apologize for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

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March of Dimes acknowledges generous donors whose contributions carry on the legacy of Canada's first female federal Cabinet Minister, Ellen Fairclough. Honorary Chair of Ontario March of Dimes 40,000 Marching Mothers® in 1956, she canvassed door-to-door in neighbourhoods across Canada raising funds for polio research. The Ellen Fairclough Society® commemorates her pioneering spirit.

## THE ELLEN FAIRCLOUGH

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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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The band **Superfire** with fans at Rock for Dimes Toronto 2012

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