

Acquired Brain Injury Services



AccessAbility® Advantage

# See the Forest Not Just the Tree

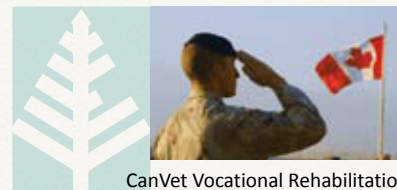
Annual Report 2009-2010



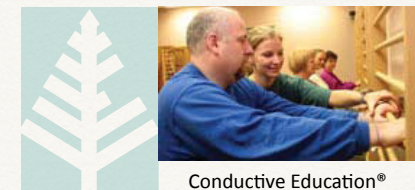
Assistive Devices Program



BeFriending®



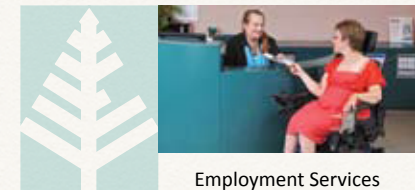
CanVet Vocational Rehabilitation



Conductive Education®



DesignAbility®



Employment Services

growing

expanding

diversifying

## March of Dimes Canada

# TRANSITIONING to a National Brand

**growing**  
geographically

**expanding**  
programs

**diversifying**  
constituency

## See the Forest, Not Just the Tree

March of Dimes was established in Canada in 1951 to help eradicate the threat of polio. With the help of March of Dimes' funding, the needed vaccine was discovered in 1955 and through an intensive inoculation program, Canada was one of the first countries to be polio free.

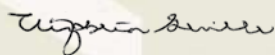
March of Dimes then turned its mission from "cure" to "care" by providing support to polio survivors and expanded its mandate to provide a wide range of much-needed services to adults with physical disabilities.

As March of Dimes Canada, we have continued to grow and branch out. Today, a broad range of services are delivered to a diverse population of children and adults with a range of disabilities. Some services previously limited to Ontario are now available across Canada.

The title of our annual report reflects this growth in geography, consumer diversity and program offerings, and exemplifies how March of Dimes' programs and services support the vision of "creating a society inclusive of people with disabilities".

# Letter from Chair & President and CEO

Respectfully submitted by:



Chair

**M. Elizabeth Greville**



President and C.E.O.

**Andria Spindel**



Reviewing the past year, one cannot help but be impressed, for in a year in which many charities suffered significant losses, March of Dimes actually grew. While fundraising was our greatest challenge, our strength continued to be delivering and expanding government funded programs, such as attendant care, employment supports and acquired brain injury services. The closure of all affirmative businesses in the prior year and new private sector relationships began to show a positive return. In addition, March of Dimes' great innovative and entrepreneurial drive led to the expansion of our Independent Living Services, assisting seniors to remain in their homes in Niagara and Mississauga, a merger with the York-Durham Aphasia Centre, and full implementation of a new partnership helping disabled members of the Canadian Armed Forces return to civilian employment.

Our staff are to be congratulated for achieving high marks in customer service studies. The Board of Directors must accept kudos from a grateful staff who

recognize the countless hours served in committees, at board meetings, at events and as advisors - who are dedicated to the well-being of all stakeholders, clients and staff - moving our organization forward. We are mission-driven, strategic and wholly accountable. Funders know we deliver as promised.

We are a diverse community, serving people with disabilities in so many ways. We are here as a Canadian icon for almost 60 years with so great a name that a British band called themselves, "March of Dimes, Leeds". Another great Canadian icon, William Shatner, speaks for March of Dimes Canada, and joins a host of celebrities who, over the years, helped raise the bar on disability rights and services. Bringing our brand and our value proposition to more Canadians will be the major goal in 2010-2011. We are *One Stop: Solutions for Independence*. We offer so many services and we want everyone to see we are more than one Ability Tree, we are a "forest of trees". Thank you for your support.



## Department Sr. Management Team

Vice President, Programs  
**Jerry Lucas**



Director of Independent  
Living Services  
**Lee Harding**



Director of  
AccessAbility® Services  
**Gail Mores**



Director of  
Employment Services  
**Judy Quillin**



# Programs & Services

**M**arch of Dimes is dedicated to helping Canadians with disabilities lead independent and empowered lives by offering a wide variety of programs and services.

## Program Research and Evaluation

The Program Research and Evaluation function tracks service usage and conducts consumer satisfaction, program evaluation and research. This ensures that program quality is maintained.

## Programs and Services

The many programs and services offered can be grouped into seven functional areas: AccessAbility® Services, Employment Services, Independent Living Services, Recreation & Integration Services, Volunteer and Peer Support Services, Conductive Education® Program, and Information and Advocacy Services.

## AccessAbility® Services: A-

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

The Assistive Devices Program provides financial aid to adults with physical disabilities requiring financial support to buy or maintain essential mobility devices.



The Home & Vehicle Modification® Program provides financial assistance to qualified applicants to make modifications to their home and/or vehicle in order to provide more accessibility. In 2010, the Assistive Devices Program and the Home & Vehicle Modification® Program moved into shared facilities to save operating costs and to better coordinate service requests impacting both programs.



Applications for both of these programs are now available online and can be accessed by applicants who require coordinated solutions. An ISO certification process for the Home & Vehicle Modification® Program was initiated and the Ministry of Community and Social Services will conduct a process review.



Home & Vehicle Modification® Program funded this bathroom renovation.

The DesignAbility® program, which utilizes volunteer designers and technical engineers to modify or create unique solutions, has expanded beyond Ontario for the first time with the opening of its tenth chapter in Calgary, Alberta. DesignAbility® is partnering with companies and other programs to raise awareness of items available in the marketplace that can help people with disabilities around the home, and is also creating products for general sale through Canadian retailers.



Raised table for youth with disabilities.

## Employment Services: A

Employment Services provides a range of vocational assistance to a growing number of people in Ontario:



- People with disabilities receiving support through the Ontario Disability Support Program (ODSP) and Canadian Pension Plan (CPP);
- Injured workers;
- People on the Ontario Works (OW) program;
- People with non-physical disabilities, such as mental health conditions, intellectual or cognitive disabilities, sensory disabilities such as hearing and visual impairments and learning disabilities;



Hendrik, of Passion for Wood, participating in the DesignAbility® woodworking seminar.



Swivel bath seat to assist with entry into tub.



March of Dimes' receptionist, Anna-Maria, greets Bobbi, an Employment Services client.

- People with fetal alcohol syndrome and substance abuse issues;
- Youth requiring life skills and literacy support;
- March of Dimes has also worked with specific industries, such as the grocery industry, to develop a training program that creates a pool of workers in an industry with historically high turnover rates.

In 2009-2010, March of Dimes Canada launched its first Employment Services program outside of Ontario. A joint venture of March of Dimes Canada, Innovative Rehabilitation Consultants (IRC) in Saskatoon and WCG International HR Solutions in British Columbia, created CanVet Vocational Rehabilitation Services. This program provides employment counseling and placement services to veterans of the Canadian Armed Forces who have disabilities and wish to pursue work after leaving the military. March of Dimes Canada provides direct service to veterans in Ontario, Quebec and the Atlantic Provinces.



## Independent Living Services: A

Within Independent Living Services, March of Dimes provides Attendant Services and Acquired Brain Injury (ABI) Services to help people with physical disabilities live in their homes and have better access to community services. Ontario Local Health Integration Networks (LHIN) fund 95% of these services, with the remainder funded through fees from insurance and rehabilitation companies. This program also coordinates Northern Medical Clinics.

Over 1,200 attendants helped people with physical disabilities with activities of daily living, serving 1557 consumers in 2009-2010 including 646 people with acquired brain injuries. In cooperation with the Ontario March of Dimes Non-Profit Housing Corporation (NPHC), three congregate care



Consumers in our Independent Living Program getting assistance with activities of daily living.



homes serve a number of severely disabled people including the medically fragile. In 2010, March of Dimes received funding from three levels of government to acquire land and property for a new 8-bed facility in Sudbury for people with acquired brain injuries.

Service to people with acquired brain injuries has also become the major area for proprietary service development with insurance companies and the rehabilitation industry.



ABI Community Support Worker, Brittanie, with consumer, Robert.

Our fee-for-service ABI program helps those who have sustained an injury in an accident and are receiving insurance compensation. Approximately 20 consumers in Ontario were served by this growing program.

This year, Ontario March of Dimes launched its first attendant service programs focused on seniors aging in place. These programs,

in Niagara, Welland, St. Catharines, and Etobicoke (Ontario), are partnerships operated with other community service providers and financed by the LHIN.



The York-Durham Aphasia Centre (YDAC) successfully merged into Ontario March of Dimes as of April 1, 2010. March of Dimes welcomes the YDAC consumers, volunteers and staff to the organization.

The Northern Medical Clinics, our most tenured program launched in the 1950s, continues with the support of Southern Ontario doctors donating their time and billings to serve Northern Ontario residents. This program has grown from a few dozen patients served in the 1950s to more than 1,000 in 2009-2010.



York-Durham Aphasia Centre consumers and staff.

## Volunteer and Peer Support Services: A-

Volunteer and Peer Support Services started as the Post Polio Program two decades ago. Peer Support now includes both polio and stroke survivors, and chapter networks across Canada.

A Volunteer Manager was added to build chapter and individual peer support skills through volunteer recruitment and leadership training.



Tony and John, participants in Stroke Recovery Canada®, providing support.

The network of stroke and polio chapters exceeded 100 for the first time this year. A new initiative is the development of caregiver support groups, formally acknowledging the need for caregiver support. There is also a growing interest in pediatric stroke support networks. This has led to joint projects with the children's hospitals in Calgary, Montreal and Toronto.



## Conductive Education®: B+

Conductive Education® (CE) is an innovative learning system, based on the principles of neuroplasticity, that merges elements of education with rehabilitation to help people with neurologically-based movement difficulties increase their independence and mobility, building their confidence and self-esteem. CE Conductors hold specialized bachelor level degrees, enabling them to work with program participants to help them gain, or regain, physical mobility, self-sufficiency and independence, one small step at a time. Conductive Education® is not funded through either the medical or educational systems in Canada, nor is it covered by insurance. March of Dimes subsidizes 75% of the cost and the remainder is paid by the students in the form of tuition fees.

The Conductive Education® program opened a new office in Mississauga, offering service to consumers in the west end of Greater Toronto. The program tested new models of service delivery, with expanded CE camps at YMCA Geneva Park (Ontario) and the addition of a physiotherapist to complement and enhance CE service and offer professional development for the Conductors.

March of Dimes is committed to building the worldwide CE network and enhancing collaboration. In August 2010, we hosted the Association for Conductive Education in North America (ACENA) conference in Toronto. The program is also building closer ties with other providers in Canada and the USA, and researchers world-wide.



CE student, Andrea, practices walking skills with Conductor, Beth.



CE Conductor assisting Melissa with fine manipulation skills.



CE student, Ian, learns to walk.

## Progress in action: a timeline

→ October 2006

Ian is born seven weeks early.

→ March 2008

Ian is diagnosed with cerebral palsy at age 17 months.

→ January 2009

Ian attends camp for the first time and begins Conductive Education.

→ May 2009

Ian attends Conductive Education for the second time; takes 50 steps unaided, without using a walker.

→ July 2009 to present

Ian attends another three sessions of Conductive Education. Progresses from using a walker to quad canes and finally, single canes.

## Recreation & Integration Services: A-

The Recreation & Integration Services program has become a central vehicle for joint programming with external partners. For the past decade, the recreation program has been partnering with children's service providers to create and manage Door2Adulthood, a web-based service that helps youth and young adults with disabilities transition to adult services. For the past four years, Ontario March of Dimes and Easter Seals Ontario have worked together on Project Continuum to develop Life Stage Transition Services and community recreational opportunities for youth with disabilities.



Ellen, on an Accessible Travel Services trip, enjoys a shore excursion in Alaska.

March of Dimes was the host organization for the third annual Independence Community Empowerment (ICE) Conference for augmentative communication users in 2009.

The recreation program also continues to partner with Holland Bloorview Kids Rehabilitation Hospital (Toronto) on youth retreats to increase self-management and independence for young adults.

Internally, Recreation & Integration Services partnered with Stroke Recovery Canada® to hold Aphasia camps and wellness retreats, and with Conductive Education® to hold CE Camps for teens. A joint project with Employment Services led to the creation of the LIFE program at the Erinoak Treatment Centre which teaches life skills and employment readiness skills to young adults with disabilities.

Accessible travel is also an area of growth for this program. Travellers with disabilities utilize existing cruises and travel opportunities, and with support from March of Dimes, they enjoy accessible and stress-free holidays. Accessible tours are regularly organized.



Campers enjoy accessible canoeing at Geneva Park, part of the Recreation & Integration program.

The BeFriending® program offers social interaction between consumers and volunteers. One on one matches are developed offering consumers assistance with social activities, shopping, and attending activities in the community.

We have also expanded to offer group social activities with volunteers taking a lead role. Some of these activities include picnics, dinners, bingo and coffee get togethers; speakers are also brought in. To date, we offer BeFriending® in six regions. We have regular monthly activities in most of the regions and approximately 90 matches across Ontario.



Scott, Donna and Ann explore the Caribbean



## Information and Advocacy:

A-

Through multiple channels Ontario March of Dimes and its subsidiaries inform and update people with disabilities, their caregivers and the professionals who work with them, as well as all Canadians who are concerned about issues that affect our constituents. The website has multiple sections for consumers, businesses, donors and volunteers as well as social media channels on Facebook and Twitter. This department creates and issues multiple newsletters, including *The Advocate* which supports our Government Relations and Advocacy Department, working to better the lives of people affected by disabilities, consulting with and advising governments.

We strengthened our national focus on a legislative framework that includes caregiver support, supportive and affordable housing, and a national approach to home modifications through March of Dimes' presentations to the federal Standing Committee on Finance (pre-budget consultations) and the federal Standing Committee on Human Resources, Skills Development and the Status of Persons with Disabilities (poverty reduction consultations).

For the first time in Ontario history, Conductive Education entered the permanent record of the Legislative Assembly of Ontario through the Conductive Education Awareness Day. The day was produced by Government Relations and hosted by Toronto-Centre MPP, Glen Murray. Mr. Murray's Statement was carried live on the Legislative channel. The reception that followed featured one-on-one interaction between CE consumers and several elected representatives/staff, including Hon. Laurel Broten, Minister of Children and Youth Services, and Hon. Deb Matthews, Minister of Health and Long-Term Care.



Glen Murray, MPP Toronto Centre, engages 3-year-old Ian Kee, a Conductive Education student, during the reception for the Conductive Education Awareness Day at Queen's Park.

Two distinct initiatives take this work to a greater audience and showcase March of Dimes' leadership role in creating change: Inclusive Emergency Preparedness Canada (IEPC) and the Festival of International Conferences on Caregiving, Disability, Aging and Technology (FICCDAT).

### a) Inclusive Emergency Preparedness Canada (IEPC)

Since December 2009, March of Dimes Canada has been the lead partner in an important innovative program to include people with disabilities in emergency and disaster planning and preparation in Ontario. Built upon the Accessible Customer Service standard of the *Accessibility for Ontarians with Disabilities Act (AODA)*, Inclusive Emergency Preparedness Canada (IEPC) has created training materials which provide clear instructions on how to best interact with people with all types of disabilities during emergency situations. These materials fill an information gap for emergency reception centres across the province. A User's Guide, a Trainer's Supplement and a Just-In-Time overview were developed, designed and field-tested in Kingston and Kapuskasing, Ontario, in both English and French.

March of Dimes was proud to work with Canadian Red Cross and the Inclusive



Preparedness Center (Washington, D.C.), organizations which have considerable expertise in working with emergency services' staff and volunteers.



Marcia and Kenny practising emergency drills.



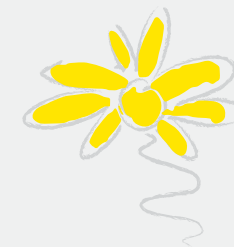
## b) Festival of International Conferences on Caregiving, Disability, Aging and Technology (FICCDAT)

Co-hosted by March of Dimes Canada (MODC) and Toronto Rehabilitation Institute (TRI), the Festival of International Conferences on Caregiving, Disability, Aging and Technology (FICCDAT) will be held in Toronto, June 5 - 8, 2011. Six concurrent conferences are available for the price of one: Growing Older With A Disability, Caregiving in the 21st Century, 34th Canadian Medical and Biological Engineering Conference, RESNA/ICTA (the Rehabilitation Engineering and Assistive Technology Society of North America partnered with the 3rd International Conference on Technology and Aging), 2nd Advances in Neurorehabilitation Conference and the International Conference on Best Practices in Universal Design. A post-Festival symposium, Usability and Safety of Stairways: Applying What We Know and Addressing Research Gaps plus pre-Festival courses, an exhibit hall, special events, a gala opening reception and the Festival banquet offer a great deal to researchers, policy-makers, practitioners, and consumers.

Planning for this international Festival of Conferences has proceeded for well over the year, meeting all deadlines and resulting in an improved new user-friendly website for registration and abstract management.

FICCDAT Co-chairs Andria Spindel, President and CEO of March of Dimes Canada, and Dr. Geoff Fernie, Vice President, Research - Toronto Rehabilitation Institute, are working to bring together an extraordinary group of world experts in gerontology, assistive technology, neurorehabilitation, caregiving, disability, and medical device engineering to share their knowledge and experience.

Visit the website [www.ficcdat.ca](http://www.ficcdat.ca). Submit an abstract. Register as a delegate.



**Living Longer Living Better**

Get plugged into FICCDAT

# Program Results

## Summary

Consumer volumes and service hours increased by 7.3% from the prior year. The percentage of consumers who are stroke survivors is increasing each year as the Stroke Recovery Canada® network grows.

For a complete list of programs and services offered, please visit [www.marchofdimes.ca](http://www.marchofdimes.ca).



Consumers by Disability	%	Expenditures by Disability	%
Stroke	33.5	No disability	14.7
Post Polio	20.7	Multiple Sclerosis	10.3
No disability	6.1	Spinal/back injury	9.8
Cerebral Palsy	5.6	Muscular/skeletal	9.8
Arthritis/Joint	5.5	Cerebral Palsy	8.8
Spinal/back injury	5.2	Para/Quadriplegia	7.7
Muscular/skeletal	4.0	Stroke	7.0
Brain Injury	2.9	Arthritis/Joint	5.7
Neurological	2.7	Mental Health	4.6
Multiple Sclerosis	2.3	Brain injury	4.5
Para/quadriplegia	2.3	Neurological	4.0
Mental Health	1.9	Learning Disability	2.5
Learning Disability	1.1	Spina Bifida	1.6
Other PD	1.1	Sensory	1.5
Diabetes	0.9	Amputation	1.2
Respiratory	0.7	Post Polio	1.0
Amputation	0.7	Diabetes	1.0
CVS/Heart	0.7	CVS/Heart	1.0
Sensory	0.6	Other PD	0.8
Spina Bifida	0.6	Respiratory	0.7
Gastro/urinary	0.3	Cognitive	0.6
Cognitive	0.3	Gastro/urinary	0.7
Cancer	0.3	Cancer	0.5
<b>TOTAL</b>	<b>100.0</b>	<b>TOTAL</b>	<b>100.0</b>



Home & Vehicle Modification® Program.



Conductive Education® children's class.



DesignAbility® volunteer doing woodwork.

	Number of Consumers Served		Direct Service Hours	
	2009-2010	Vs. last fiscal period	2009-2010	Vs. last fiscal period
<b>AccessAbility® Services</b>	6,564	-382	85,870	+ 21%
<b>Conductive Education®</b>	275	-6	9,460	- 2%
<b>Employment Services</b>	9,164	+104	240,765	+ 1%
<b>Independent Living</b>	2,120	+378	1,717,567	+ 8%
<b>Peer Support Services</b>	30,553	+3,079	125,292	- 3%
<b>Recreation &amp; Integration</b>	1,946	+302	77,568	+ 24%
<b>TOTAL</b>	<b>50,622</b>	<b>+3,475</b>	<b>2,256,522</b>	<b>+ 7%</b>



Conductive Education® participant, Tony, practices walking skills with Conductor, Charlie.



## Department Sr. Management Team

Vice President,  
Corporate Resources

**Marcey Leggett**



Director of  
Finance & Administration

**Debashish  
Chakravorty**



Director of  
Information Technology

**Steve Driz**



Director of  
Human Resources

**Jim Bird**



# Corporate Resources

Corporate Resources Departments support the staff and facilities of the organization across Canada, providing infrastructure, technology, administrative systems, equipment, facilities and maintenance, and all manner of business services.

## Finance and Administration: B+

The Finance and Administration 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 with Corporate Resources having responsibility for treasury, budget development, all financial transactions, contract management, audit and all financial policies and procedures. The Department ensures compliance with both the Canada Revenue Agency and Canadian Generally Accepted Accounting Principles (GAAP).

Centralized corporate services provide facilities and lease management, telecommunications and capital expenditure policies and controls, purchasing standards and procedures, forms management and control, manuals and administrative policies. One project completed this year was the standardized computer listing of all 83 property leases.

The department's work resulted in a clean audit for 2009-2010 and timely reporting to all funders. Closely monitored results ensured the achievement of budgets.

The Department achieved significant accounting software system utilization while undergoing some staff changes, and also developing a strategic plan for system upgrades.



## Information Technology: A-

The Information Technology (IT) Department provides network support to all 83 locations, establishes standards for all acquired hardware and software, coordinates distribution and training on technology and information systems, and plays a continuous improvement role in achieving efficiencies.

A comprehensive project plan for updating other enterprise wide systems is in place and the IT Department also contributed to the development of a new website and web marketing strategy.

IT upgraded approximately 40% of the existing backbone infrastructure to ensure uninterrupted access to corporate information and satisfy the Board mandate to replace at least 25% of the current infrastructure annually. The aging security infrastructure, specifically firewalls at remote locations, were upgraded ensuring information security and compliance with our privacy policy.

The department played a key role upgrading the Human Resources department's software system. It also collaborated with the Ministry of Health & Long-Term Care in order to help other organizations implement the same Human Resources system.

## Human Resources: A

The Human Resources Department creates a key competitive advantage for the organization by supporting and enhancing the ability to attract and maintain competent staff and to deliver consistent, quality services through all locations.

New initiatives have been introduced as a result of the 2009 Quality of Working Life survey. A new Human Resources Information and Payroll System (QHR) was introduced to streamline input, standardize reporting, provide better management decision-making information and more accurate and timely records for all employees. The previously outsourced payroll process was transferred in-house as of April 1, 2010. Future plans include the implementation of an employee self service module, and other management modules. Employee satisfaction with the new systems will be reviewed in the upcoming year. Significant savings will be realized using QHR and the introduction of a new time and attendance software program. The next step is to implement new scheduling software for better service delivery hours and deployment of staff.

Training and development continues to be an integral part of March of Dimes' strategy to attract high quality employees, and

which includes a program of professional development and mandatory training for direct service staff, supervisors and managers.

The health and safety of employees, as well as that of consumers, is most significant and March of Dimes ensures compliance with all applicable legislation. Thus, the department offered a variety of wellness programs on a regular basis in order to advance preventative health approaches among staff.

The organization introduced a new accessible customer service standards policy, well ahead of the provincial government's requirement for compliance by 2012. An over-arching policy was adopted by the Board and all staff participating in the mandatory training. All Independent Living Services' training was offered in modular programs. In the Fall of 2009, 22 managers and supervisors attended the Ontario March of Dimes' Advanced Management course which is designed to develop the skills necessary to lead people effectively and create a positive work environment. The department also created a recruitment resource library of standardized interview templates for all programs as well as a new employee orientation video.

Workplace Safety and Insurance Board (WSIB) claims decreased by 5% from prior year, and a rebate of \$68,366 was achieved. In addition, the organization scored 100% in the safety element Red Binder Audit through WSIB resulting in an additional rebate.

The total number of employees increased from 1,425 to 1,577 over the fiscal year or 10.7% while turnover decreased by 4.65%.



March of Dimes staff (pictured left to right): Ruth (Communications), Lee (Independent Living Services) and Judy (Employment Services).



March of Dimes staff at a Toronto fundraising event (pictured left to right): Alex (Human Resources), Sharron and Mary Lynne (Communications).

## Affirmative Businesses: C

The focus this year was on consolidating a few strongly positioned related businesses that generate revenues in support of March of Dimes' programs and services.

We continued our partnership with Motion Specialties Inc., which operates MODMobility®. This business reclaims, reconditions and sells gently used assistive devices. This is a necessary service and a great opportunity for individuals who either do not qualify for fully funded equipment, require more devices than are provided by current funded programs, or are merely visiting or have transient or changing needs. The recycled equipment is available for purchase through our online store at [www.modmobility.ca](http://www.modmobility.ca).

March of Dimes discontinued its activity in the reclaimed goods business during this past year, when our regional partner in Kingston decided to exit the business. This marks the end of MODShop® or MODStore® retail outlets which were operated for the past 40 years.

An encouraging growth rate has been nurtured in our marketing and royalty arrangement with eSSENTIAL Accessibility Inc. which markets a web-based product

that enables websites to be accessible to people with a wide range of disabilities. [www.essentialaccessibility.com](http://www.essentialaccessibility.com)

March of Dimes has been providing Barrier Free Design services since 1979. We are very committed to a new partnership with Quadrangle Architects called AccessAbility Advantage®, a joint venture arrangement to deliver consulting services in support of the *Accessibility for Ontarians with Disabilities Act (AODA)*. Several contracts have been secured.

This initiative provides:

- AODA readiness assessments covering all standards
- Accessible Customer Service Standards Training
- Accessible Information, Communication Design & Training
- Facility Accessibility Audits
- Technical Design Standards & Specifications
- Policies & Procedures in all AODA Standard Areas

[www.AccessAbilityAdvantage.ca](http://www.AccessAbilityAdvantage.ca)



## Department Sr. Management

Director of  
Fund Development,  
Marketing and Communications

**Mary Lynne Stewart**



Accredited as an adherent to Imagine Canada's Ethical Fundraising and Financial Accountability Code. Information about the Code can be found at [www.imaginecanada.ca](http://www.imaginecanada.ca)

# Fund Development, Marketing & Communications

**F**und development this year had its challenges due to the economic downturn. Despite these challenges, donors continued to support March of Dimes Canada by contributing more than \$1.2 million in 2009-2010.

Fund development focused on improving the Door-to-Door monthly giving program, and expanding the direct mail program outside Ontario to attract new donors across Canada while improving retention in Ontario.

The Ability & Beyond® Gala was the highlight of our fundraising year, and featured David Plouffe, U.S. President Obama's campaign manager. In addition, Rock For Dimes® events were held in Vancouver, Calgary, London, Niagara Falls, Toronto, Montreal and Halifax. Halifax raised the highest amount with 9 bands competing in 2009.

The creation of new Public Service Announcements (PSA) highlighted William Shatner and Bret Hart who donated their time and talent. Our corporate partner, TELUS, provided pro bono production.

PSAs are televised nationally, strengthening brand awareness outside of Ontario.

William Shatner  
March of Dimes Canada  
Honorary Chair and  
Spokesperson

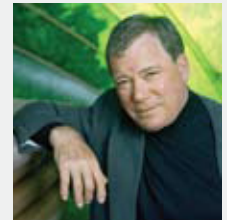
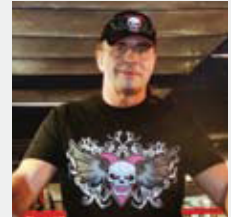
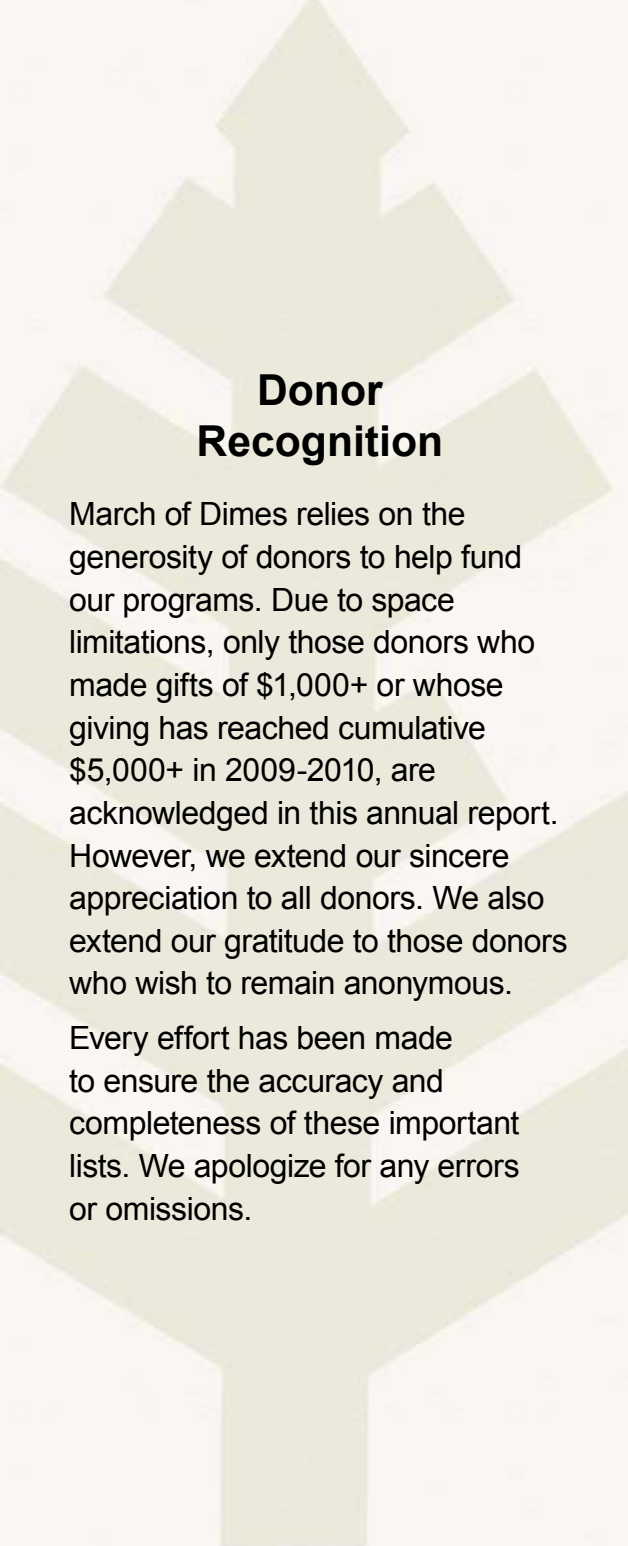


Photo courtesy of  
[www.WilliamShatner.com](http://www.WilliamShatner.com)

Bret "The Hitman" Hart  
Stroke Recovery  
Canada® Spokesperson



Ability & Beyond® 2009 guest speaker,  
David Plouffe, Barack Obama's campaign manager.



## Donor Recognition

March of Dimes relies on the generosity of donors to help fund our programs. Due to space limitations, only those donors who made gifts of \$1,000+ or whose giving has reached cumulative \$5,000+ in 2009-2010, are acknowledged 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 important lists. We apologize for any errors or omissions.

# Thank You to Our Donors

## THE JONAS SALK CIRCLE OF FRIENDS

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

Discoverers - \$500,000+  
TD Bank Financial Group  
Transamerica Life Canada

Pioneers - \$100,000 to \$499,999  
Bank of Nova Scotia  
Anne-Marie Canning  
Alexander Christ  
Fraser Milner Casgrain LLP  
Dr. Sydney Gershon  
sanofi-aventis Canada  
sanofi pasteur  
Shoppers HomeHealthCare

## PAUL MARTIN SR. SOCIETY

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

Investors - \$50,000 to \$99,999  
CIBC  
Dr. Joel Finkelstein  
Kincardine Women's Triathlon  
Liquor Control Board of Ontario  
Power Corporation of Canada  
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Dr. Michael Ford  
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Louise and Mark Golding  
Kino Mobility Inc.  
Scott and Janet Robinson



Patrons - \$10,000 to \$24,999

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Alexander Beaton  
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DUCA Financial Services Credit Union Ltd.  
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Sandra Nymark  
E. M. Mae Potton  
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Sunrise Medical Canada Inc.  
Kendra Toby

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Paul Whitehead  
Elizabeth Yan  
Dr. Albert Yee

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Hydro One Employees' Pensioners  
Charity Trust  
Investors Group Financial Services Inc.  
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Osler, Hoskin & Harcourt  
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Ann Southam  
Karan Stemmler  
Dr. Peter Tadros  
The Cadillac Fairview Corporation Limited  
The CG& B Group Inc.  
Therapist's Choice Medical Supplies



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Ian Tollerton  
Leo Vannelli  
Jack & Patricia Warriner  
Mr. & Mrs. John Watson  
Audrey Wilson  
Pearl Wolfe

## THE ELLEN FAIRCLOUGH SOCIETY

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

\$1,000 to \$4,999

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Sherlynn Akitt  
Amgen Canada Inc.  
Barbara Ibbitson & Associates Inc.  
Jim Bird  
Bluestone Properties Inc.  
Murray Brasseur  
Ron S. Bremner  
Bikers Rights Organizations of Ontario Inc.  
Bruce Power  
Business in Vancouver  
C. G. Group  
Joseph Calvano

Capital District Health  
Bonnie Cartwright  
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Field Management Services  
Future Mobility Healthcare Inc.  
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Larry B. Grove  
Elizabeth D. Hamilton  
Gerda E. Hildebrandt  
Christina Holmes  
Lindsay Hunt  
Hunt's Healthcare Inc.  
Ian Jamieson  
Kincardine Cable TV  
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Ian MacCallum  
Macleod Dixon LLP  
Maple Leaf Sports & Entertainment Ltd.  
Bruce Marchand  
Jane Matthews  
Medichair Halton

Merck Frosst Canada Ltd.  
Meridian Credit Union  
Miller Insurance  
Saroja Narasimhan  
Ann Odorico  
Ontario Power Generator  
Elaine Osin  
Robbie Pryde  
Blair Roblin  
Keith Rodgers  
Evelyn Rymer  
Saint Elizabeth Health Care  
Steve Schneider  
Sherritt International Corporation  
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George Wattsford  
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Leonard Wechsler  
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## SPECIAL DONATIONS:

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Sandy Beach Resort & Trailer Court  
Sauble River Family Camp  
Shelter Valley Campground

### Service Clubs

Club Rotary De Hearst

### Foundations

A & A King Family Foundation  
BMO Employee Charitable Foundation  
Bowater (Mill Employees' Charity Fund)  
Bradstreet Family Foundation  
Brampton and Area Community Foundation  
Cadillac Fairview  
Catherine and Maxwell Meighen Foundation  
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D & F Zurbrigg Family Foundation  
Derick Brenninkmeyer Charitable Foundation  
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Green Shield Canada  
Greedy-Lennox Charitable Foundation  
Hope Charitable Foundation  
Horizon Employees' Charitable Fund  
J.P. Bickell Foundation  
James & Alfreda Parlee Fund  
John C. and Sally Horsfall Eaton Foundation  
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O'Brien/Jackson Family Foundation  
Ontario Neurotrauma Foundation  
Oscar Ascher Schmidt Charitable Foundation  
Paloma Foundation  
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Tenenbaum Charitable Foundation  
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General Hospital Foundation  
The Strahan Family  
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Toronto Star Fresh Air Fund  
Walker Wood Foundation

### Bequests

Estate of Margaret Blenkin  
Estate of Lillian Evelyn Bloom  
Estate of Mr. Frank C. Brewer  
Estate of Marian Duncanson  
Estate of Nancy Feheley  
Estate of Marion Graham  
Estate of June Elizabeth Heard  
Estate of Doris May Herridge  
Estate of Renee Lyons  
Estate of Helen Marie McAninch  
Estate of Raymond Mills  
Estate of E. Lucile Morris  
Estate of Mavis Mulholland  
Estate of Eber Pollard  
Estate of Stanley Rae Robins  
Estate of John A. Sanderson  
Estate of Ms. Ethel Jean Southworth  
Estate of Jacqueline White Hampton

## Life Insurance Pledges

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

## Charitable Reminder Trusts

Bernie Mandell

## Waverley Glen Golf Classic

CG & B Professional Liability  
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## United Way Funders

Porcupine United Way  
United Way of Cambridge and North Dumfries  
United Way of Guelph & Wellington  
United Way of London & Middlesex  
United Way of Peel Region  
United Way of Sarnia-Lambton  
United Way of Sault Ste. Marie & District  
United Way of Stormont, Dundas & Glengarry  
United Way of Thunder Bay  
United Way serving Kingston,  
Frontenac, Lennox and Addington  
United Way serving Kitchener-Waterloo  
and the Townships of Wellesley,  
Wilmot and Woolwich  
United Way Toronto

## Local Health Integration Network (LHIN) Funders

Central LHIN  
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Central West LHIN  
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Erie St. Clair LHIN  
Hamilton Niagara Haldimand Brant LHIN  
Mississauga Halton LHIN  
North Simcoe Muskoka LHIN  
North East LHIN  
South East LHIN  
Toronto Central LHIN  
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## Gifts in Kind

96.9 Jack FM  
A Channel News (London)  
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Ms. Janice Whitton  
Xerox Canada Ltd.

## Government Grants

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



Canada



# 2009-2010 Award Recipients

## Provincial Awards

Each year, nominations for our 11 provincial awards are submitted by consumers, employees, program participants, corporate partners and the public. Nominees are recognized for their outstanding contributions in promoting the rights of, and awareness of, the issues for people with disabilities. For each award category, winners are selected and announced at the Annual General Meeting.

On September 25, 2009, Ontario March of Dimes once again honoured individuals and corporations whose contributions enhance the lives of people living with physical disabilities.

### Community Partnership Award

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

**NORTHWESTERN ONTARIO REGIONAL STROKE NETWORK, Thunder Bay**

### Vocational Rehabilitation Award

Awarded to an organization that made an outstanding contribution to the vocational rehabilitation and employment of adults with physical disabilities.

**HENRY SCHEIN CANADA INC, Niagara-on-the-Lake**

### Reverend Roy Essex Award

Awarded to a long-term volunteer who has demonstrated a high degree of commitment and made outstanding contributions to the programs and services of Ontario March of Dimes.

**JOAN BLACKMORE, St. Catharines**

### Wade Hampton Employment Training Bursary

Awarded to any Ontarian with a physical disability who serves as a model and requires financial assistance to pursue a profession or career goal.

**KEAGAN CRITES, Thunder Bay**





Back row:  
Joan Blackmore, Harold Woodhouse, Keagan Crites,  
Suzanne Clancy, Diane Hiscox, Esme French,  
Jennifer Fawcett, Sharon Johnson, David Howard,  
and Patricia Pokorny.

Front row:  
Christine Karcza, Elizabeth Lounsbury,  
Anne Marie Bovair, Glenn Barnes, and Justin Hines.

## 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.

ONTARIO LOTTERY & GAMING COMMISSION, Toronto

## Jeannette Shannon Post-Polio Program Volunteer Award

Awarded to that rare individual whose involvement in the Post-Polio Program best replicates Jeannette's extraordinary legacy.

ANNE MARIE BOVAIR, Peterborough

## Judge George Ferguson Award

Awarded to an organization or individual contributing in an outstanding way to enabling "equality and full participation" for people with disabilities.

GLENN BARNES, Mississauga

## Richard Kall Employee Award of Excellence

Awarded to an employee who demonstrates selflessness, excellence, improves the work environment and enhances customer service.

HAROLD WATERHOUSE, St. Catharines

## Jeannette Shannon Leadership Award

Awarded to any present or past member of the Board of Directors who has contributed at least 15 years of volunteer service.

SUZANNE CLANCY, Hamilton

## Rick Hansen Award of Excellence

Awarded to an individual who has demonstrated the dedication and commitment exemplified by Rick Hansen, achieving international recognition in aiding adults with physical disabilities.

JUSTIN HINES, Toronto



# Management Discussion & 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 Canadian Generally Accepted Accounting Principles (GAAP). All amounts are expressed in Canadian dollars unless otherwise noted. In this report, “we”, “us”, and “our” refer to March of Dimes Canada and Ontario March of Dimes. This year, consistent with grading the performance of departments and programs, Management has also graded the organization’s performance in all the key areas reported in this Management Discussion & Analysis. This document is current in all material respects as of March 31, 2010.

## Overview

March 31, 2010 marks the end of the 2009-2010 fiscal year for Ontario March of Dimes and March of Dimes Canada. As well, it is the end date for our 2005-2010 Strategic Plan entitled, “Retaining our Vision; Expanding our Focus”. This report will compare performance against the organization's five year and annual performance targets.

The theme for 2009-2010 is “Seeing the Forest, Not Just the Tree”. This theme promotes the idea of the organization’s ability to serve so many people in so many ways. It is more than one program (perhaps represented by the singular tree in the logo); in fact, with so many diverse programs, it is a “forest” of programs.

The plan also continued the implementation of the four strategic directions outlined in the 2005-2010 Strategic Plan:

- Service to an Expanding Constituency
- Building Stakeholder Affinity
- Creating an Appropriate and Sustainable Infrastructure; and
- Financing the Vision

## Five-Year Performance: Meeting our Strategic Directions

### Service to an Expanding Constituency: A

In 2004, the mission statement for Ontario March of Dimes was limited to serving adults with physical disabilities. The March of Dimes brand was being consolidated and Ontario March of Dimes operated a single program, Polio Canada®, outside of Ontario.

This strategic direction called for development of an expanded constituency in three ways:

a) Service to people with disabilities of all ages

The Home & Vehicle Modification® Program expanded to serve people of all ages. Almost three-quarters of Conductive Education® consumers are children. The Stroke Recovery Canada® Program has also developed a pediatric stroke component and DesignAbility accepts requests to help children with special needs.

Recreation & Integration Services has partnered with children's service providers to deliver programs for teens in such areas as leadership, self care, recreation and transition to adult services. While children remain a small percentage of the people we service at 4.3%, this is largely due to the fact that children are a small percentage of the population with disabilities, as most people acquire disabilities later in life due to accident, illness, progressive disabilities and aging.

Service to seniors aged 65+ has expanded to over half of the consumers served, as the needs of the frail elderly comprise a greater segment of people applying for Assistive Devices and Home & Vehicle Modification® funds, and for Peer Support services.

b) Service to people with disabilities across Canada

In 2005, March of Dimes acquired the "March of Dimes" trademark in Canada and adopted the trade name "March of Dimes Canada" for its federally registered subsidiary charity, Rehabilitation Foundation for Disabled Persons, Canada. March of Dimes Canada has expanded services across Canada including Stroke Recovery Canada® and Polio Canada; Conductive Education® in Nova Scotia; and the Veterans Affairs program, CanVet Vocational Rehabilitation Services (CanVet) is delivered directly in Ontario, Quebec and the Atlantic provinces. Fund development activities have expanded across Canada under the banner "March of Dimes Canada". In 2009-2010, the March of Dimes Canada budget accounted for \$2.46 million, 2.5% of total operations.



Staff participating in ongoing training sessions. Pictured left to right are Darci (Employment Services), Shirley Marie (Human Resources), Tim (Office Administrator) and David (Employment Services).

c) Service to people who do not have a physical disability, but would benefit from our services and improve program viability and sustainability

Service to people with non-physical disabilities has also expanded, primarily through Employment Services. Eight percent of Employment Services consumers served have no disability and another 10% have a non-physical disability. Ontario March of Dimes offers service to people on welfare, to people with non-physical disabilities (e.g. sensory, psychiatric) and manages the funding of the Passport program in Ottawa for people with developmental disabilities. New programs in Independent Living Services focus on the needs of the frail elderly.



## Building Stakeholder Affinity: B+

Six key stakeholder groups were identified in the plan and strategies developed to strengthen ties with them.

### a) Consumers and Caregivers

A goal was established to build more disability specific constituencies and the Stroke Recovery Canada® Program was expanded across Canada to link survivor groups, as well as to build a cohesive consumer body within the organization. This is now the largest group of consumers served annually by March of Dimes Canada. Family members and informal caregivers are often part of the program but distinct caregiver groups are evolving. The Festival of International Conferences on Caregiving, Disability, Aging and Technology (FICCDAT) in 2007 positioned March of Dimes as a player in supporting caregivers and the next festival in 2011 will feature the international conference, “Caregiving In the 21st Century”.

### b) Volunteers

Volunteer development and support has been a relatively weak area for Ontario March of Dimes for many years. Recognizing this, a Volunteer Manager was added to the Peer Support Program to develop more volunteer opportunities, link volunteers, and develop volunteer leadership. This will be supplemented with additional personnel this year. The development of regional March of Dimes Canada Committees to replace the Ontario March of Dimes Regional Advisory Committees, which were disbanded in 2005, will be a priority over the next few years.

### c) Donor Retention and Upgrading

Our two primary donor related goals were to improve the retention of our donor base and to upgrade donors, from mail to monthly and from monthly to major and planned gifts. Some initiatives were more successful than others. Mail retention rates improved from 2004 (55%) to 2009 (60%) and the growth of the monthly donor program, largely through the conversion of mail donors, saw the greatest growth of any fund development component between 2005 and 2010. However, individual major gifts and planned giving programs were not as successful.

### d) Developing Funder Partnerships

The goal was to retain our grant base, particularly in light of the changing government structures overseeing them. Ministry of Health regional offices were replaced by Local Health Integration Networks (LHIN), HRSD Labour Market Entry programs were downloaded to the Ontario Ministry of Training Colleges & Universities, and the Ontario Disability Supports Program (ODSP) was redesigned.

Despite these changes, and with attention to supporting and participating in these transitional activities, Ontario March of Dimes’ grant base grew by 35.8% or 6% per year. The Home & Vehicle Modification® Program expanded to serve children. LHIN-funded growth in services included senior services and the merger of the York-Durham Aphasia Centre with March of Dimes.

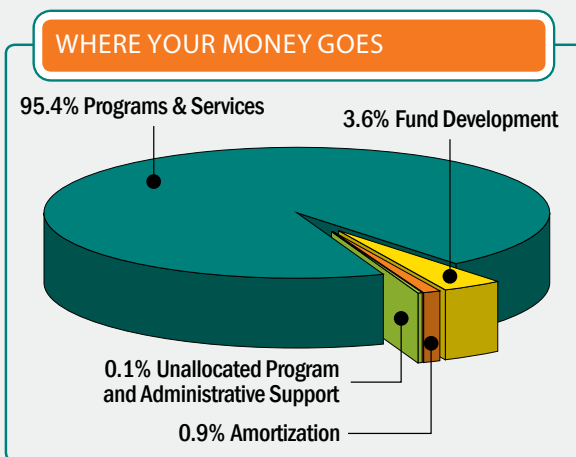
### e) Expanding & Retaining Customers

Fee revenue grew by 20% over the life of the five year plan. This included the expansion of the Workplace Safety & Insurance Board (WSIB) contract, the acquisition of the Veterans Affairs contract, and the Community Coordinator contracts, with incremental growth in services through the Independent Living Services Program.



## f) Attracting, Developing and Retaining Staff

Over the past six years, a number of actions were undertaken to upgrade staff relations and improve staff retention. The Quality of Working Life survey identified issues impacting staff satisfaction and resulted in a number of actions to address these issues. A targeted survey of the Employment Services employees identified a number of issues that were subsequently addressed, including compensation and workload, developing a tele-work option, and supporting training and certification. The result has been a drop in organizational turnover from 37% to 19% from 2005 to 2010.



## Financing the Vision: B-

The plan had two key financial goals: to diversify and grow our revenue base, and to build our stabilization and capital reserves.

Diversification and growth of revenue has been most successful in our grant and fee funded programs, particularly Independent Living Services, Employment Services as well as the Home & Vehicle Modification® Program. We have had less success in building our revenues through business sales and fund development. Donor-funded programs have expanded at a much slower rate than those funded from other revenue sources.

With the elimination of failing businesses, and the restructuring of others, we expect to see a far greater revenue contribution over the next five years.

March of Dimes has successfully established and built the foundation of a capital reserve, currently at \$600,000 and we have grown our stabilization reserve to \$2.5 million. However, for an organization of our size, the goal of attaining a \$4 million dollar reserve is still a number of years away, and is still a crucial priority.

## Creating an Appropriate and Sustainable Infrastructure: A

Many improvements have been made to our infrastructure over the past five years, and many have been reported in previous iterations of the Management Discussion & Analysis. These include:

- Creating an internal audit function;
- Developing and implementing a risk management framework throughout the organization;
- Expanding and upgrading technology throughout the organization;
- Restructuring from a regional to a functional structure, reducing administrative costs; and
- The transformation from a provincial to a national governing board is under discussion and development, pending final announcements from the federal government regarding the new Non-Profit Corporations Act.

## 2009-2010 Performance

### Understanding and Managing Risk: A

Since establishing a Risk Management Committee in 2002, the Board has restructured all committee responsibilities to improve oversight and segment responsibilities. In 2005, the Risk Committee expanded to Risk and Audit. The Finance Committee retains oversight of monthly financial performance, budget development and capital expenditures, as well as the performance of the Investment and Pension Committees. The Risk and Audit Committee oversees the auditing of management and Finance Committee performance on behalf of the Board, approves the annual audit plan, and receives internal audit project reports, reporting results to the Board of Directors. The Committee also worked with the corporate external auditors KPMG.

In 2003, a risk protocol and training program was implemented to move risk awareness, assessment and management throughout the structure. In 2006, new key performance indicators were established for program departments to focus on areas of highest risk and to flag areas that

need immediate attention. The Corporate Resources Departments and the Non-Profit Housing Corporation (NPHC) completed this exercise in 2010. Recently, the organization's Top 10 risks were reviewed and reordered by Senior Management, and reviewed by the Risk and Audit Committee. This will go to the Ontario March of Dimes Board for approval in 2010-2011.

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

- Two thirds of the organization's funding comes from government and crown corporations, as transfer payments or as fees to purchase specific services. Ontario March of Dimes is vulnerable to changes in legislation, government funding priorities, budget and rate changes and possible re-tendering or termination of contracts;
- Half of the revenue received is designated for specific uses and no surplus funding can be retained;
- Ontario March of Dimes is vulnerable to environmental changes which affect the economy and donor priorities;
- A number of key services are dependent on discretionary dollars raised through fund development, business operations and proprietary services. These programs are at risk when budget targets are not achieved.

- The Government Relations and Advocacy Department, in conjunction with program directors, monitored government policy and identified both opportunities and risks while cultivating proactive relationships with government at senior levels.
- In 2007-2008, a part time Internal Audit consulting position was funded and filled by an individual with appropriate professional designation and experience. In 2009-2010, due to an extended vacancy, much of the activity was focused on implementation of recommendations from previously concluded projects related to payroll, vacation accrual and purchase-to-pay. An assessment protocol for facility security was completed and recommendations will be presented in 2010.

### Performance Management: B+

Management has developed, and continues to refine, a comprehensive system of establishing performance goals and key indicators related to individual performance contracts, and departmental performance linked to key areas of identified risk and opportunities. A forecast model reports mid-year results to senior management and the Board, and proposes a revised budget for the balance of the year.

Year-end result reporting closes the loop of accountability. Program evaluation ensures that programs address identified needs. Consumer satisfaction surveys, conducted externally to ensure confidentiality, are used as part of staff training and program quality improvement. Quality of Working Life surveys and Consumer Satisfaction surveys provide information to identify areas of satisfaction and concern, and areas in which management can improve working conditions for employees and service delivery to consumers.

Information systems are utilized in payroll and human resource management, accounting and financial management, consumer and case tracking, service billing, fundraising and donor data base management. Work on an accounting system conversion will incorporate client data and provide an improved mechanism for tracking and reporting data related to key performance indicators. Work on new human resources and payroll software, online case management software, an intranet and a new e-mail system was initiated in 2008-2009. Full implementation for all systems will be phased in during 2010 and 2011. Ontario March of Dimes took a leadership role in the design of the new Health Information Reporting System for community sector organizations funded by

the Ministry of Health and Long-Term Care, and has completed conversion of all data to comply with the new system. High-level encryption and other security measures restrict access to confidential information internally and externally, and privacy legislation requirements are monitored and enforced.

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

ISO certification is managed and monitored centrally for Independent Living Services. All Attendant Services programs fully implemented ISO 9001:2008 in 2007-2008 and the Acquired Brain Injury program completed ISO training and certification in 2008-2009. Over the past year, the Home & Vehicle Modification® Program began the documentation and certification process.

## Internal Controls: A

As part of the external auditing process, management completed an assessment for internal controls within the organization. These include:

- The completion of the Entity Level Controls Assessment for the external auditors, identifying gaps;
- Employee and Board Members sign-off on a Code of Conduct;
- Review of extensive documented policy and procedures for all operational and functional components of the organization, such as Finance and Human Resources;
- Established plans, performance targets, risk identification and performance management monitoring and evaluation;
- A separation of governance and management, with an independent risk and audit function, separate from management and finance;
- Reliability of financial reporting, including budgeting, monthly statements, financial analysis, and transactional procedures;
- Internal controls to restrict and identify fraud;

- Information management systems with built-in security and redundancy to protect confidentiality, business interruption, data loss and data corruption;
- Updated Pandemic Plan and training program for personal care attendants;
- Consultant hired to update the Business Continuity Plan (BCP) to be available in the second quarter of 2010-2011.

Management also identified new areas for review including physical facilities security, legal and legislative compliance.

## Results of Operations

### Revenue: A+

In 2009-2010, revenue grew by \$5.25 million or 5.7% over prior year. Most revenue growth was derived from two primary sources: grants from the Local Health Integration Networks for Independent Living Services and WSIB reimbursements to Employment Services for purchased training of clients. The former does not permit any retention of surplus funds and the latter is strictly a reimbursement for direct expenditures.

Gross revenue from fee-generating activities increased by almost \$1 million compared to last year.

Fundraising gross revenues, including funds from United Way, declined from \$5.72 million to \$5.46 million. The major decline was in corporate giving, which was impacted by the poor economic conditions.

Sales revenue from businesses dropped significantly from \$330,767 to \$69,401 due to the closure of most business operations at the end of 2008-2009. Investment and other income declined by 48% due to the economic downturn and low interest rates.

Ontario March of Dimes had a realized loss of \$85,168 as a result of a change in investment management firms in July, 2009. Despite this, the organization generated a net surplus of \$258,071, representing  $\frac{1}{4}$  of 1% of total gross revenue. This might be heralded as a major success when other charities are reporting economic hardships and declining revenues.

### Expenses: A

Expenses grew by \$5.24 million or 5.7% in 2009-2010. Program expenditures, excluding Affirmative Businesses, grew by \$5.79 million due to new Independent Living Services funding and WSIB purchased training; both matched to revenues.

Fundraising costs decreased by \$92,244 from prior year, primarily due to vacancies. Business expenses declined by \$347,442 or 86%, reflecting the closure of a number of these businesses near the end of the 2008-2009 fiscal year. In 2009-2010, the following three programs accounted for 97.7% of the total operational expenditures:

Independent Living Services, providing assistance with activities of daily living to people living with physical disabilities and acquired brain injuries in the community.



Employment Services, helping people with disabilities develop employment plans, overcome employment barriers, and acquire and retain employment.

AccessAbility® Services, offers a range of services to remove barriers to people with physical disabilities by modifying the built environment and providing devices to individuals that improves their mobility.

Expenditures for all other programs combined remained unchanged from 2008-2009.

## Financial Management Performance: A

Cash and short term investments increased by \$1,176,770 from March 31, 2009, while accounts payable and accrued liabilities grew by \$1.7 million. During the same period, fund balances for restricted investments increased by \$209,886, largely due to improvements in equity markets from prior year. Accounts receivable increased by \$445,000 due to a new Employment Services contract supporting veterans with disabilities.

Many of the funds received are designated for specific purposes and must be utilized within a prescribed time frame. The

organization's accounting structure ensures that these revenues are expended as designated, with any excess revenues over expenditures treated in one of two ways:

- Unexpended grant funds are either returned or carried forward to the following year, with the approval of the funder;
- Surplus dollars received through other sources are designated to one of the three funds established by the Board of Directors.

The organization's three funds are:

- The Stabilization Reserve Fund which was established to address the long and short term needs of the organization, to build working capital, and to provide assurance that funds are available when needed due to unforeseen shortfalls or for new initiatives or innovative projects.
- The Capital Reserve Fund which was established to fund the capital needs of the organization and to hold the capital assets of the organization.
- The Ability & Beyond Fund® which is Board and donor designated for specific purposes.

These funds seed new activities, fund research and provide awards and scholarships, and unless specified, the Board may expend capital as well as interest. The Board made a decision in 2007

not to set these up as endowments, but to maintain flexibility while preserving these funds and growing them. An Investment Committee of the Board oversees the performance of an Investment Manager.

## Program Performance: A

The number of consumers served in 2009-2010 increased to 50,622, a 7.3% increase and the number of service hours delivered grew to 2.25 million hours, also an increase of 7.3% from prior year. These numbers reflect the growth of Stroke Recovery Canada® chapters and affiliates, new Independent Living Services serving the frail elderly, and the expansion of Northern Medical Clinics, increased accessible travel, the 2009 ICE conference for augmentative communicators and expansion of Employment Services with the national CanVet program, and the Community Coordinator grant covering the province of Ontario.

New proprietary services include AccessAbility Advantage®, a partnership with Quadrangle Architects Ltd. to provide *Accessibility for Ontarians with Disabilities Act (AODA)* consultation services in Ontario, and MODMobility® which is an assistive

device recycling business operated by Motion Specialties. Existing proprietary Independent Living and Employment Services exceeded financial targets in 2009-2010, contributing to the discretionary revenue and administrative recoveries of the organization.

Ontario March of Dimes conducts consumer satisfaction surveys each year as one aspect of monitoring service quality. External consultants are used for confidentiality and objectivity. In 2009-2010, surveys were conducted with consumers of the Acquired Brain Injury Program, WSIB funded Employment Services, Conductive Education®, Assistive Devices, and Northern Medical Clinics. In addition, program participant feedback was a key component of the service delivered to teens and young adults through Project Continuum. The Home & Vehicle Modification® Program was reviewed by MCSS-contracted consultants.

Consumer satisfaction with all programs remained high. The elements which most strongly correlate with high satisfaction are the consumer's opinion of employees delivering the service and their expectations upon entering the program. Each program and location receives consolidated results for their program and

then develops action plans to address areas where improvement can be achieved.

### Employee Satisfaction: A

In 2008-2009, March of Dimes contracted with an external firm, Metrics@Work, to conduct a quality of working life survey of employees as part of our commitment to quality improvement. The study rated employee perception and values on 28 aspects of the employee relationship. These results were also compared to 50 external health care organizations, the majority not-for-profit, and with the hospital sector. Results were very positive and the comparative data showed Ontario March of Dimes employees' ratings are higher than both comparator groups in 25 and 27 respectively, of the 28 categories. Our primary strengths were in the areas of staff safety, customer service, job clarity, all levels of leadership and employee cohesion. Areas for improvement related to workload and compensation. All data was segmented by program and region and reviewed by all levels of management, resulting in action plans to address issues identified in the study. Summary results were shared with all staff. In 2009-2010, action plans were prepared and finalized by each staff group, submitted to senior management and built into the year's key performance indicators.

### Governance: B+

A Board of 24 directors, plus one lifetime member, meets six times a year to compare results against an approved plan and budget. The Board provides objective direction as well as guidance, public relations, expert input and critical support. Committees of the Board include the Finance Committee, the Risk and Audit Committee, Executive Job Evaluation & Compensation Committee and the CEO Performance Evaluation Committee. The Investment Committee and the Pension Committee each meet at least twice annually and report to the Finance Committee. Program specific committees also provide advice and direction to management on programs, budgets, service-related policies, planning and delivery.

Since the creation of our subsidiary charity, March of Dimes Canada in 2005, the organization has been developing services and programs outside of Ontario as it transitions from a provincial to a national charity. While staffing and budgets for Ontario March of Dimes and March of Dimes Canada are currently integrated, governance is not. Under the new federal Non-Profit Corporations Act, there is permission for provincial entities

to operate nationally. A task force of the Boards of Ontario March of Dimes and March of Dimes Canada is exploring steps to transition when the enabling legislation is final. Until then, the grade reflects some redundancies which are required in order to operate as two separate governing bodies.

The Board of Directors of Ontario March of Dimes also serves as the membership of its four subsidiary corporations.

Over the past year, more of the programs and fund development activities of the organization have migrated from Ontario March of Dimes to March of Dimes Canada. In 2009-2010, Ontario March of Dimes' Board of Directors began the process of planning the eventual merger of the provincial operations with March of Dimes Canada, operating under the name March of Dimes Canada. Further action is on hold pending a decision by the Federal government to permit the merger of provincial and national charities and the regulations under which this may occur.

## Outlook

*"Certain statements in this document constitute 'forward-looking statements'. You should not place undue reliance on our forward-looking statements which are subject to a multitude of risks and uncertainties that could cause actual results, future circumstances or events to differ materially from those projected in the forward-looking statement."*

2011 marks the 60<sup>th</sup> anniversary of March of Dimes in Canada. It also marks the launch of a refreshed brand as the organization transitions all programs and services under the March of Dimes Canada banner. The new look will reflect the proposed tag line of the organization: *One-Stop: Solutions for Independence*, which speaks to the growing array of services offered to our constituency and one brand essence - Independence.

The coming year will also be one of new challenges and continued change. As funding partners modify their policies and operations, the organization will adapt to the loss of some significant and long term contracts, as well as opportunities to implement new and expanded programs and services. The organization aims to play an increased role supporting the

public and private sectors in implementing the requirements of the *Accessibility for Ontarians with Disabilities Act (2005)*.

In June 2011, March of Dimes Canada will, once again, co-host the second Festival of International Conferences on Caregiving, Disability, Aging and Technology (FICCDAT), bringing expertise together from around the world.

**60 Years and Still Marching  
1951 - 2011**



Hon. Ellen Fairclough leads the "Marching Mothers" as they collect money to help find a cure for polio by canvassing door to door in the 1950s.

## Auditors' Report on Summarized Financial Statements

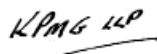
To the Board of Directors of Ontario March of Dimes (Rehabilitation Foundation for the Disabled):

The accompanying summarized consolidated balance sheet and consolidated statement of revenue and expenses are derived from the complete consolidated financial statements of Ontario March of Dimes (Rehabilitation Foundation for the Disabled) as at March 31, 2010 and for the year then ended on which we expressed a reservation in our report dated June 18, 2010. Our opinion stated that except for our inability to satisfy ourselves concerning the completeness of revenue from fundraising, the complete financial statements are, in all material respects, in accordance with Canadian generally accepted accounting principles. The fair summarization of the complete consolidated financial statements is the responsibility of management.

Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized consolidated financial statements.

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

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



Chartered Accountants,  
Licensed Public Accountants  
Toronto, Canada, June 18, 2010

# Financial Statements

ONTARIO MARCH OF DIMES Rehabilitation Foundation for the Disabled

Consolidated Balance Sheet

March 31, 2010, with comparative figures for 2009

Assets	2010	2009
<b>Current Assets:</b>		
Cash and restricted cash	5,468,072	4,291,302
Accounts receivable	4,552,160	4,107,147
Due from associated organizations	243,314	28,361
Prepaid expenses	202,607	434,977
Grants and allocations receivable	765,864	273,296
<b>Total Current Assets</b>	<b>11,232,017</b>	<b>9,135,083</b>
Restricted investments	1,133,008	923,122
Capital assets	3,870,103	3,365,403
Intangible assets - trademark	1,413,751	1,503,751
<b>Total Assets</b>	<b>17,648,879</b>	<b>14,927,359</b>
<b>Liabilities and Fund Balances</b>		
<b>Current Liabilities:</b>		
Accounts payable and accrued charges	6,010,518	4,299,462
Unexpended program grants and deferred revenue	837,813	633,288
Government advances	1,254,465	1,296,856
<b>Total Current Liabilities</b>	<b>8,102,796</b>	<b>6,229,606</b>
Deferred capital grants	1,524,715	1,199,185
<b>Fund balances:</b>		
Invested in capital and intangible assets	3,759,139	3,669,969
Capital Reserve Fund	600,000	575,000
Stabilization Reserve	2,529,221	2,330,477
Board restricted	1,133,008	923,122
<b>Total Fund Balances</b>	<b>8,021,368</b>	<b>7,498,568</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$17,648,879</b>	<b>\$14,927,359</b>



## Notes to Consolidated Statement

### of Revenue and Expenses Year ended March 31, 2010

1. Funds raised through charitable gaming and special events are included in Fundraising revenue.
2. Independent Living Services includes Outreach Attendant Care Services, Supportive Housing, Acquired Brain Injury Services, and Northern Medical Clinics.
3. AccessAbility® Services includes the Assistive Devices Program, Barrier-Free Design Consultation Services, DesignAbility® Program, and Home & Vehicle Modification® Program.
4. These financial statements include funds for March of Dimes Canada, a national registered charity subsidiary.
5. Separate audited financial statements are available for Ontario March of Dimes Non-Profit Housing Corporation upon request. The other subsidiary organizations had no financial transactions to report, hence no statements are provided for 2009-2010.

## ONTARIO MARCH OF DIMES Rehabilitation Foundation for the Disabled

### Consolidated Statement of Revenue and Expenses

March 31, 2010, with comparative figures for 2009

	2010	2009
<b>Revenue</b>		
Government grants	57,055,168	54,525,448
Program recovery	20,822,764	18,162,121
Fees and sales	13,785,944	13,074,238
Fundraising	5,456,058	5,719,577
Investment and other	424,248	812,303
<b>TOTAL REVENUE</b>	<b>97,544,182</b>	<b>92,293,687</b>
<b>Expenses - Programs:</b>		
Independent Living Services	41,436,560	39,298,822
Employment Services	37,596,268	33,917,613
AccessAbility® Services	11,642,991	11,924,855
Affirmative Businesses	54,904	402,346
Recreation and Integration Services	712,033	524,549
Peer Support Services and Conductive Education®	980,084	979,727
Issue Advocacy	364,580	286,907
Grants and Awards	28,441	68,755
	<b>92,815,861</b>	<b>87,403,574</b>
Fundraising	2,865,611	2,854,723
Donor Acquisition	661,082	764,214
Unallocated program and administration support	103,637	176,641
Amortization	839,920	844,970
<b>TOTAL EXPENSES</b>	<b>97,286,111</b>	<b>92,044,122</b>
<b>Excess of Revenue over Expenses</b>	<b>\$258,071</b>	<b>\$249,565</b>

## Notes to Consolidated Balance Sheet

As at March 31, 2010

1. Working capital (current assets less current liabilities) improved by \$223,744 (\$3.129 million from \$2.905 million).
2. Due from associated organizations receivable of \$243,314 represents a loan to the Non-Profit Housing Corporation on March 30 for the purchase of land in Sudbury for a new Congregate Living Facility.
3. Many of the funds received by Ontario March of Dimes 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.
4. Investments, consisting of pooled funds, are designated as "available for sale" and are recorded at fair value, with changes in fair value recorded as a component of the Board restricted fund balance. As at March 31, 2010 the cumulative net unrealized gain on investments was \$58,168 compared to a net unrealized loss of \$206,561 in 2009.

Copies of the complete audited financial statements are available upon request.  
English and French annual reports are available at [www.marchofdimes.ca/annualreport](http://www.marchofdimes.ca/annualreport).



## Thank You

Thank you to the executive team, staff, volunteers, and the Board of Directors for **Ontario March of Dimes** and its four subsidiaries:

### **March of Dimes Canada**

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

### **OMOD Independence Non-Profit Corporation**

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

# Board Of Directors

### **Ontario March of Dimes**

Elizabeth Greville, *Chair*  
John Humphries, *Vice Chair*  
Peter Rummye, *Treasurer*  
Cameron Whale, *Secretary*  
Allister Byrne, *Past Chair*  
Dr. David Logan, *Honorary Life Member,*  
*Executive Committee*  
Elizabeth Lounsbury, *Executive Committee*  
David Self, *Executive Committee*  
Ron Goldenberg, *Ex-Officio, non-voting*  
*Honorary Solicitor*  
Alan Barkin  
Catherine Bell  
David Boyle  
Richard Chartash  
Suzanne Clancy  
Dinesh Gothi  
Zora Jackson  
Michael Perry  
Ralf Riekers  
Blair Roblin  
Jenelle Ross  
Faisal Saeed  
Catherine Sherrard  
Christy Smith-Worthylake  
Paul Whitehead

### **March of Dimes Canada**

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Elizabeth Greville, *Vice Chair*  
Alan Lipszyc, *Secretary/Treasurer*  
David Boyle, *Past Chair*  
Elizabeth Lounsbury, *At Large*  
Suzanne Clancy, *At Large*  
David Self, *At Large*

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

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Dr. David Logan, *Past Chair*  
Blair Roblin, *Vice Chair*  
Alan Barkin, *Secretary/Treasurer*  
Don King, *At Large*  
Paul Simpson, *At Large*  
Patricia Peel, *At Large*





**OMOD Independence  
Non-Profit Corporation**

Blair Roblin, *Chair*

David Boyle, *Vice Chair*

John Humphries, *Secretary/Treasurer*

Andria Spindel, *At Large*

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

Ed Cieszkowski, *Chair*

Dr. David Logan, *Vice Chair*

Andria Spindel, *Secretary/Treasurer*

Ravi Vijh, *At Large*



**Board of Directors Group Photo**

(Back Row, left to right):

David Self, Tony Barrows, Allister Byrne,  
Dr. David Logan, Richard Chartash, Blair Roblin,  
Michael Perry, John Humphries, Andria Spindel  
(President & CEO).

(Middle Row, left to right):

Alan Barkin, Jenelle Ross, Zora Jackson,  
Suzanne Clancy, Catherine Bell,  
Dinesh Gothi, Patricia Peel, Peter Rummye,  
Jerry Lucas (Vice President).

(Front Row, left to right):

Christy Smith-Worthylake, Faisal Saeed,  
Elizabeth Lounsbury.







Home & Vehicle Modification®



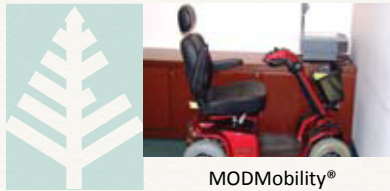
Attendant Services



Information and Advocacy



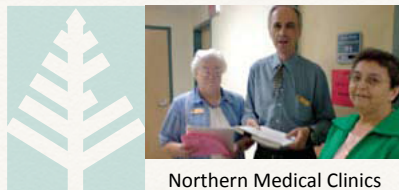
Recreation and Integration



MODMobility®



esSENTIAL Accessibility™



Northern Medical Clinics

## See the Forest Not Just the Tree



Post Polio Canada®



Stroke Recovery Canada®

10 Overlea Boulevard, Toronto, Ontario M4H 1A4  
416-425-DIME (3463) • 1-800-263-DIME (3463)  
[www.marchofdimes.ca](http://www.marchofdimes.ca)

The Annual Report 2009-2010 English and French  
editions are available online at  
[www.marchofdimes.ca/annualreport](http://www.marchofdimes.ca/annualreport)

Ontario March of Dimes Charitable Registration #:  
(BN) 10788 3928 RR0001  
March of Dimes Canada Charitable Registration #:  
(BN) 87958 5214 RR0001

**TRANSITIONING** to a National Brand

growing

expanding

diversifying