

# 1951

# Celebrating 60 Years of Independence



# 2011



## 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 our consumers achieve or sustain independence and remain active in their communities.

### BROAD CONSTITUENCY

March of Dimes serves children and adults of all ages, with any physical disability, whether that disability resulted from birth, accident, or illness. Our scope has been expanding, and will continue to expand, to the elderly, to people outside of Ontario, and for some services, to people without a physical disability who can benefit from our expertise, such as vocational rehabilitation.

### OUR PHILOSOPHY

Serving as both an advocate and a service provider, March of Dimes empowers people with physical disabilities to live independently at home and have access to their communities. While our programs and consumers are diverse, it is our consistent commitment to personal empowerment and independence that links these services.

## OUR VISION:

To create a society inclusive of people with physical disabilities.

## OUR MISSION:

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

## OUR CORE VALUES:

### TO OUR CONSUMERS

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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# Message from the Chair and President & C.E.O.



**M. Elizabeth Greville**  
Chair

Many times one might say, “this past year was like no other,” but this time it would be very true for March of Dimes which has had enviable growth for almost 30 consecutive years. There was no growth in some years and in 2010. Last fiscal year’s experience of losing the Workers Safety and Insurance Board’s (WSIB) Labour Market Re-entry Program assured us of a diminished operation in the current fiscal year, 2011-2012. This made fiscal 2010-2011 the biggest challenge we have had in at least two decades, and produced greater stress than during the 2008 recession. We have, however, put plans in place to manage this, and it won’t be news when we report at the end of the next fiscal year that we mitigated loss, both by restructuring the Employment Services program and creating new operating relationships with the WSIB and other funders.

We began preparing for the transition immediately after receiving news in June, 2010 of the WSIB’s decision, and significantly revised plans and forecasts. All other programs delivered well on their goals and sustained or increased budgets. Much credit is due to the Employment Services team for moving expediently to address the new reality, to upgrade staffing, reduce space, redeploy resources, bid on and win new contracts, and seek overall efficiencies. Fundraising exceeded their plan for the first time in four years and so the department’s staff will be overjoyed to see an "A" rating in this year’s report. All staff put in a great effort and for this, we are very appreciative. We are pleased to present a chart on the opposite page that illustrates our achievements this past fiscal year.

This report also celebrates our 60th Anniversary and our ongoing commitment to independence for people with disabilities. In this report, we rate our services and departments, introduce some of our clients and staff, and for the first time will use social media technology to be super-friendly and approachable. Our goal is accountability to our donors, funders, partners, clients, staff and volunteers.

Thank you.



**Andria Spindel**  
President and CEO

A handwritten signature in black ink, appearing to read "Elizabeth Greville".

A handwritten signature in black ink, appearing to read "Andria Spindel".

# Year-end Results

Includes Ontario March of Dimes (OMOD) and March of Dimes Canada (MODC).

Our programs and functional areas are rated according to performance against the annual plan, the strategic plan and the budget. Red indicates a variance from target, yellow indicates risk or potential for variance to target, green indicates successful attainment or surplus to target.

Category	Rating	Rationale
<b>FINANCIAL</b>	Yellow	Net performance was below budget due to the loss of the Workplace Safety and Insurance Board (WSIB) contract. An overall surplus was achieved by several programs and expense reduction.
<b>PROGRAMS</b> Employment Services	Red	Employment Services loss of the WSIB contract resulted in staff losses, increased staffing costs, and loss of contribution to surplus and infrastructure.
Independent Living	Green	All Key Performance Indicators were met with enough slack to endure zero increases to base funding over the next two years. Program growth continues.
AccessAbility® Services	Green	Home & Vehicle Modification® Program evaluation was very positive. Assistive Devices Program funding and service levels strong. Barrier-Free Design Services is growing. Only MODmobility program is problematic.
National and Provincial Programs	Yellow	Peer Support, Conductive Education and Recreation programs are all growing. The yellow rating is due to program growth outstripping resources and the heightened demands of national expansion.
<b>FUND DEVELOPMENT</b>	Green	Fund Development achieved their budget and exceeded prior year's budget for the first time in almost a decade. This helped to offset the lower performance by Employment Services proprietary services.
<b>ADMINISTRATION</b> Overall	Green	Total expenditures were 10% below budget and 5% below forecast.
Information Technology	Yellow	New accounting and HR/Payroll systems operational, but capital costs and outstanding work required to complete the accounting, HR, case management and scheduling will impact the 2011-12 capital budget.
<b>OVERALL</b>	Yellow	Uncertainty in Employment Services' contracts impacts the organization as a whole.





# Our Work

## Programs & Services

### EXPLANATION OF GRADING

Each program area has been assigned a letter grade based on results from 2010-2011 as compared to the original annual plan, the strategic plan and the budget.

### EXPLANATION OF GRADING

#### PROGRAM RESEARCH AND EVALUATION

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

#### PROGRAMS AND SERVICES

The many programs and services we offer can be grouped into the following six functional areas: AccessAbility® Services, Employment Services, Independent Living Services, Peer Support Services, Conductive Education® Program, and Recreation & Integration Services.

#### PROGRAM RESULTS

This past fiscal year saw an increase in the number of consumers served and the number of direct service hours provided:

### DATA AND RESULTS: SERVICE DELIVERY

	Consumers Served			Direct Service Hours		
	2010-2011 Actual	2010-2011 Plan	2009-2010 Actual	2010-2011 Actual	2010-2011 Plan	2009-2010 Actual
<b>TOTAL VOLUMES</b>	62,736	45,062	50,622	2,611,546	2,157,480	2,256,522
<b>2010-2011 ACTUAL TO PLAN</b>	<b>+39% more people served than planned.</b>			<b>+21% more hours provided than planned.</b>		
<b>% GROWTH</b>	<b>+23.9% more people served than prior year.</b>			<b>+15.7% more service hours delivered than in prior year.</b>		

For more program details, see the "Program Results" chart in the Management Discussion & Analysis (page 22).

## AccessAbility® Services: A

The goal of these services is to improve personal mobility and community accessibility for people with disabilities. It includes the Assistive Devices Program (ADP), Home & Vehicle Modification® Program (HVMP) and DesignAbility® Program. ADP provides financial aid to adults with physical disabilities requiring financial support to buy or maintain essential mobility devices. HVMP provides financial assistance to qualified applicants to make modifications to their home and/or vehicle to provide more accessibility. The DesignAbility program matches technically skilled volunteers with consumers facing barriers in order to create or modify devices that increase independence.

ADP provided 7% more service to 7% more individuals than in the prior year. HVMP met its service targets and a Ministerial commissioned review of the program was highly favourable regarding the focus and input of the service. Ontario March of Dimes was once again chosen by the Ontario Teacher's Foundation to provide reviews and advice on accessibility projects.

## Employment Services: C+

The goal of Employment Services is to help adults with disabilities prepare for work, overcome barriers, and find meaningful employment. Clients may be funded by Ontario Disability Support Program (ODSP), Veterans Affairs Canada (MVA), Workplace Safety and Insurance Board (WSIB), Ontario Works (OW), Service Canada or other referral sources.

Employment Services underwent substantial restructuring following the decision of the Workplace and Safety Insurance Board (WSIB) to move the Labour Market Re-entry contract in-house. However, other contracts were subsequently tendered by WSIB and won by Ontario March of Dimes.

## Independent Living Services: A+

We provide Attendant Services and Acquired Brain Injury Services to help people with physical disabilities remain in their homes and have better access to community services. Ontario's Local Health Integration Networks (LHIN) fund 95% of these services, with the remainder funded through fees from insurance and rehabilitation companies. The York Durham Aphasia Centre (YDAC), now part of March of Dimes, offers services to adults living with aphasia and other communication disabilities. We also coordinate Northern Medical Clinics, where medical specialists volunteer their time to travel to remote northern Ontario communities and provide their services to residents, while donating their fees to March of Dimes. The clinic service is one we have provided for over 50 years.

For the first time, March of Dimes developed services specifically for frail seniors to help them live independently. These services, through the Central West and Niagara Local Health Integration Network (LHINs) are partnerships with local senior service providers. YDAC programs were operated by March of Dimes for the first time in 2010-2011. A new congregate living facility for people living with acquired brain injuries in Sudbury, Ontario was also constructed during 2010-2011.



March of Dimes' staff member, Dave, pictured with Nicholas, a consumer, at a holiday celebration.

## Peer Support Services: A-

Peer Support Services started as the Post-Polio Program twenty-nine years ago. Today, peer support services includes both polio (Post-Polio Canada) and stroke survivors (Stroke Recovery Canada®) and their respective chapter networks across Canada. Services include support to peer groups, information and education exchanges to survivors and health care professionals, newsletters, outreach and more. Peer Support Services recognized the need to support the family caregiver. In 2010, it began the development of the first caregiver support groups to operate in parallel to the support groups for stroke survivors.

## Conductive Education®: A

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 participants.

The CE program in Toronto opened an early intervention program in 2010 - 2011. March of Dimes Canada hosted the first conference of the Association for Conductive Education in North America (ACENA) to be held outside of the United States. March of Dimes reciprocated, for the first time providing a CE program outside of Canada, in Detroit, Michigan, U.S.A.

## Recreation & Integration Services: B+

This program offers opportunities to travel on accessible holidays, day trips, or camping with both group and individual attendant care and other supports. In addition, recreational opportunities, social skills, lifeskills and transition services for youth are offered. Our BeFriending® program matches screened volunteers with people with disabilities who share similar interests.

The major focus for Recreation & Integration Services in 2010 - 2011 was in the area of transitional services and lifeskills for teens and young adults moving into adult services.

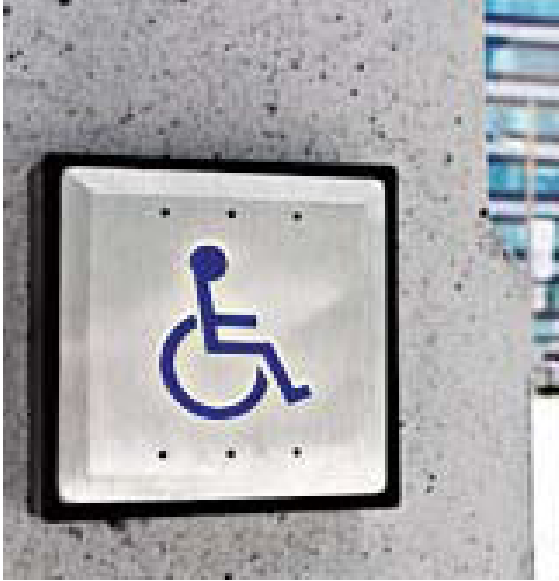


Kalea using the ladder chair in Conductive Education class.



Holidayers enjoying canoeing at Geneva Park.





# Our Work

## Proprietary Businesses: B

The organization continued its strategy to consolidate 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. At fiscal year-end, the decision was made to wind up the business, given the lack of demand for the donated products, and the announcement of the Government of Ontario's pilot with the Canadian Red Cross to recycle manual wheelchairs. March of Dimes Canada and the Canadian Red Cross are currently in the process of establishing a formal relationship to support that initiative.

A steady growth rate has continued 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. An impressive array of corporate clientele have implemented this software including Mastercard, Canada Post, Kraft Foods and Tim Hortons.

The 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), has enjoyed good performance in its first year of operation. Many contracts have been executed with favourable client feedback. An innovative and cost effective e-learning program was developed to assist organizations in meeting their obligations to train customer service employees. This joint venture delivers the following services:

- 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



# Our Work

## Government Relations & Advocacy: *A-*

Increased awareness of the Conductive Education® Program.

Elected officials at Queen's Park in Toronto, Province House in Halifax and the House of Commons in Ottawa delivered resolutions to all Members in each respective assembly about March of Dimes Canada and the importance of our Conductive Education® Program which are part of the permanent legislative records. The Nova Scotia initiative also featured a learning forum about Conductive Education® that attracted more than 50% of the Province's elected officials. Further national outreach was conducted through a published in-depth article about this program in The Hill Times (print and web editions) and delivered to every MP, staffer and Senator across Canada, as well as reprinted in one MP's householder, which was delivered to approximately 45,000 households in Toronto.

Finalized the Inclusive Emergency Preparedness Canada (IEPC) and attracted new partners.

The IEPC project produced Canada's first training tools on how to welcome and include people with disabilities at emergency reception shelters in the event of an emergency. Copies were requested by officials in more than three dozen municipalities in Ontario, and the project was singled out by the Minister of Community and Social Services as the most outstanding AODA training and awareness project during 2010-2011. As a result, our current outreach for partnerships has been extended.

Making 2010 municipal elections meaningful for consumers

Partnering with Community Living Toronto, CNIB, Canadian Hearing Society, Holland Bloorview, Centre for Addiction and Mental Health (CAMH) and more, March of Dimes co-presented Toronto's first Mayoral Candidates Debate on Disability Issues in June, 2010, which was moderated by TVO's Steve Paikin and made available through YouTube, Facebook and various traditional media. Another first: our national office at 10 Overlea Boulevard served as the designated, fully-accessible polling station for the Ward and the demonstration centre for Toronto's new accessible voting terminals for the October municipal election. The Government Relations Department also hosted a learning forum on governance and voting for consumers, lead by Dr. Neil Tomlinson, Chair of Ryerson University's Politics and Public Administration program. Our community engagement work on this front was recognized with a special plaque awarded by the City of Toronto.



# Our Work

## Awards & Grants

Each year, we acknowledge and celebrate those individuals and organizations that contribute to fulfilling our mission.



### 2010 Provincial and National Award recipients

Back row: Janine Roy, Kristina Wiech, Dominique Tonetti, Sandy Vella (Canwest), Jackie Moss (Canwest), Nicholas Cartmell (Telus), Paul Rosen, Danny & Charmaine Thompson (George's Market), Len Sjoblad (Telus), Christine Karcza (MC), and Art Elliot

Front row: Sandra Rutherford, Audrey King, and Elizabeth Lounsbury

## National and Provincial Awards: Recipients 2010

### 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.

**DOMINIQUE TONETTI, Kazabazua, Quebec**

### JEANNETTE SHANNON LEADERSHIP AWARD

Awarded to a present or past member of the Board of Directors who has contributed at least 15 years of significant volunteer service and contribution to March of Dimes.

**AUDREY KING, Toronto, Ontario**

#### **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.

**ART ELLIOTT, Markham, Ontario**

#### **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 people with physical disabilities.

**PAUL ROSEN, Thornhill, Ontario**

#### **VOCATIONAL REHABILITATION AWARD**

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

**GEORGE'S MARKET & CELEBRATIONS, Thunder Bay, Ontario**

#### **COMMUNITY PARTNERSHIP AWARD**

Awarded to an organization or business for outstanding collaboration with March of Dimes Canada in support of persons with disabilities. There were three award recipients in this category for 2010:

**SALVATION ARMY, NIAGARA BRANCH, St. Catharines, Ontario**

**TELUS, Toronto, Ontario**

**CANWEST TELEVISION LIMITED PARTNERSHIP, Toronto, Ontario**

#### **JEANNETTE SHANNON POST-POLIO PROGRAM VOLUNTEER AWARD**

Awarded to that rare individual whose involvement in the Post-Polio Program best replicates the late Jeannette Shannon's extraordinary legacy. There were two award recipients in this category for 2010:

**SANDRA RUTHERFORD, Thunder Bay, Ontario**

**PRISCILLA CONNOLLY, Windsor, 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 programs and services of March of Dimes Canada.

**ELIZABETH LOUNSBURY, Markstay, Ontario**

#### **RICHARD KALL EMPLOYEE AWARD OF EXCELLENCE**

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

**JANINE ROY, Sudbury, Ontario**

## WADE HAMPTON EMPLOYMENT TRAINING BURSARY

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

**KRISTINA WIECH, Bowmanville, Ontario**

## Jonas Salk Award



*Mark Lievonen, President of sanofi pasteur, Dr. Robert Burrell, and The Honourable Glen Murray, Minister of Research and Innovation.*

The Jonas Salk Award acknowledges a Canadian scientist, physician or researcher who has made a new and outstanding contribution in science or medicine to prevent, alleviate or eliminate a physical disability. The award is co-presented with sanofi pasteur and includes a personal financial tribute of \$10,000 in recognition of the recipient's achievement.

**2010-2011 Recipient: Dr. Robert Burrell**, Canada Research Chair in Nanostructured Biomaterials, Professor of Chemical and Materials Engineering, Professor & Chair of Biomedical Engineering in the Faculties of Engineering, University of Alberta. Dr. Burrell has established a program for the development of advanced nanomaterials for biomedical applications.

## MODC/CIHR Biomedical and Rehabilitation Research Award



*Dr. Guillaume Desroches and The Right Honourable Paul Martin.*

The MODC/CIHR Biomedical and Rehabilitation Research Award (Paul Martin Sr. Fellowship) supports a new or significant contribution to science or medicine in the alleviation or prevention of a disabling condition. The fellowship consists of an annual stipend of \$38,000, plus a \$3,500 research allowance per annum, for the maximum three-year period of support. It is funded by the Rt. Hon. Paul Martin Sr. Biomedical and Rehabilitation Research Fund in partnership with the Canadian Institutes of Health Research.

**2011 Recipient: Dr. Guillaume Desroches**, author of "Sitting Pivot Transfers in Individuals with a Spinal Cord Injury: Minimizing Upper Extremity Risk Exposure and Maximizing Performance." Dr. Desroches is a post-doctoral fellow at the *Centre de recherche interdisciplinaire en réadaptation du Montréal métropolitain (CRIR)*.





To help more children like Lilly receive the benefits of Conductive Education®, My Kids Fund helps to subsidize the cost of CE classes for children from families with financial difficulties. A donation of \$500 to \$5,000 will allow more children to access this ground-breaking treatment, and make dramatic improvements in their lives. If you wish to see CE in action, visit [www.marchofdimes.ca/mykidsfund](http://www.marchofdimes.ca/mykidsfund) for more information, or to make a donation.

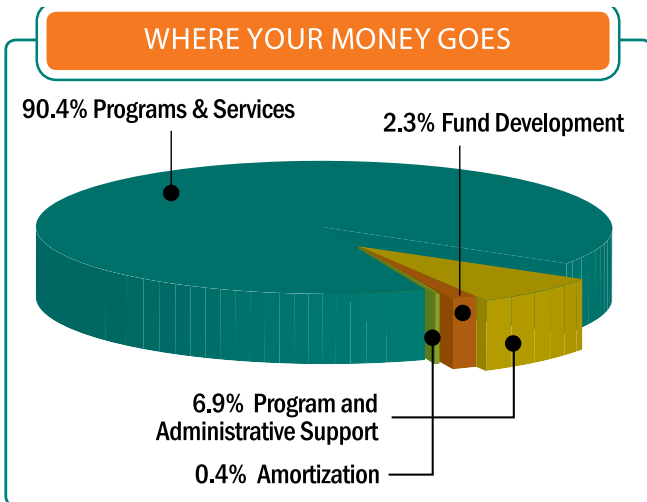
## Fund Development & Communications: A

Thanks to the support of our direct mail donors, monthly donors, special event sponsors, planned giving donors, corporate partners, foundations, charitable gaming and United Way partner agencies, this year we reached our goal of raising over \$5 million for our programs and services.

Donors help change lives. Lilly Sonnenfeld, a three-year old with cerebral palsy, had never walked a single step in her young life. Her mother, Daniela, hoped that March of Dimes could help. Lilly was one of the first students in our new Conductive Education® Early Intervention Program launched in October, 2010. This program provides a pre-school education using Conductive Education (CE). Within only three days of starting the program, Lilly took her first six steps! On day four, she took 30 steps on her own. Now she can walk as many as 55 steps independently, and is continuing to improve every day.

Her mother Daniela told us, “I don’t think words can express the gratitude that we have for the CE team, for their hard work and dedication they show every day. Since Lilly started CE, she has developed and matured so much. She is becoming more and more independent, which is a huge accomplishment for a child with cerebral palsy. My husband and I love knowing that March of Dimes is teaching Lilly valuable life skills and physical skills, and that she is loved and well taken care of in her classes.”

A number of special events and fundraisers to mark our 60th Anniversary were held across the country and in our 90+ office locations. Our flagship event, the Ability & Beyond Gala featured special guest Liona Boyd. Liona Boyd also recorded a 60th Anniversary video greeting, along with other iconic Canadian celebrities. We invite you to view all the 60th Anniversary greetings at [www.marchofdimes.ca](http://www.marchofdimes.ca). In addition, our Rock for Dimes events continued our expansion outside of Ontario. We could not do it without volunteers, sponsors and donors. Thanks to all.



\*Please refer to the Management Discussion & Analysis on page 23 for more information.

“As a donor, I want to know my support makes a difference to children and adults with disabilities in my community and encourage you to do the same. Be vigilant with your donation. Don’t hesitate to contact us if you have any questions about how your donation is used.

I am proud to not only be a volunteer and current treasurer of March of Dimes, but I also believe strongly in ensuring your donation is used for the greatest good in our communities. Together we can all make a difference in the lives of Canadian children and adults with disabilities.”

*Peter Romyee,  
Board of Directors, Treasurer*

Ontario March of Dimes and March of Dimes Canada are committed to ensuring responsible stewardship and accountability. We are committed to ensuring that the majority of all funds go directly to service delivery. In 2010-2011, 90.4% of all funds went directly to the provision of programs and services. The organization was fully compliant with Canada Revenue Agency guidelines and the ethical code of fundraising and financial accountability of Imagine Canada.



William Shatner, Spokesperson of March of Dimes Canada. Photo courtesy of [www.WilliamShatner.com](http://www.WilliamShatner.com)

The Communications Department used a number of new and existing tools to help celebrate our 60th Anniversary and raise awareness of our programs and services as we refresh the ‘March of Dimes’ brand. In addition, we continued to produce relevant and cost-effective print and online materials, incorporating guidelines for accessibility as required by the *Accessibility for Ontarians with Disabilities Act (2005)*.

Our Public Service Announcements with our spokespeople William Shatner and Bret ‘The Hitman’ Hart continued to receive donated airings on television stations across the country, amounting to over \$500,000 worth of free air time.

This was the year of Social Media. Our website was updated to become more accessible and user-friendly. We created a fan page on Facebook, opened a Twitter Account and launched a YouTube Channel. Each social media property works in complement with our website; to help promote our services, reach out to stakeholders and better communicate with our constituents.

A number of Canadian celebrities, politicians and supporters, including Rick Mercer, Anne Murray, Alan Thicke, The Right Honourable Paul Martin and Eugene Levy among many others created congratulatory messages for our 60th Anniversary. These video and print messages can be found on our website at [www.marchofdimes.ca](http://www.marchofdimes.ca) and on our social media properties.

Thank you to

# Our Donors

## 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+ in 2010 or whose cumulative giving reached \$5,000+ in 2010-2011 are recognized in this annual report.

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

Donor names are also published online at [www.marchofdimes.ca/donate](http://www.marchofdimes.ca/donate).

### JONAS SALK CIRCLE OF FRIENDS®

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

#### Categories of giving include:

Pioneer  
\$100,000.00 - \$499,999.99

Discoverer  
\$500,000.00 - \$999,999.99

Visionary  
\$1,000,000+

### JONAS SALK CIRCLE OF FRIENDS - DISCOVERER

TD Bank Group  
Transamerica Life Canada

### JONAS SALK CIRCLE OF FRIENDS - PIONEER

Alexander Christ  
Anne-Marie Canning  
Dr. Sydney Gershon  
Fraser Milner Casgrain LLP  
Green Shield Canada

sanofi pasteur  
sanofi-aventis Canada  
Scotiabank  
Shoppers Home Health Care

## THE PAUL MARTIN SR. SOCIETY®



The Paul Martin Sr. Society

Paul Martin Sr. dedicated 39 years to federal politics and a lifetime serving Canadians.

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

### Categories of giving include:

Member
\$5,000.00 - \$9,999.99
Patron
\$10,000.00 - \$24,999.99
Benefactor
\$25,000.00 - \$49,000.00
Investor
\$50,000.00 - \$99,999.99

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Dr. Markku Nousiainen  
Scott & Janet Robinson  
Dr. Veronica Wadey  
Dr. Albert Yee  
AGF Management Limited  
Casino Niagara  
Kino Mobility Inc.  
New Horizons for Seniors

### INVESTORS

Dr. David Collins  
Dr. Joel Finkelstein  
Dr. Michael Ford  
The Strahan Family  
Kincardine Women's Triathlon  
Liquor Control Board of Ontario (LCBO)  
Power Corporation of Canada  
RBC Financial Group  
Waverley Glen Systems

## THE ELLEN FAIRCLOUGH SOCIETY®

The Ellen Fairclough Society recognizes donors whose contributions commemorate her pioneering spirit. Members are recognized for gifts of \$1,000 - \$4,999.99 during 2010 – 2011. Ellen Fairclough was the first female federal Cabinet Minister and honorary leader of the Marching Mothers®, who canvassed door-to-door in neighbourhoods across Canada raising funds for polio research.

7-Eleven Canada Inc.  
Sherlynn Akitt  
John Benzozos  
Jim Bird  
Doug Boudreau  
Roel C. J. P. Bramer  
Murray Brasseur  
Peter Bromley  
Maurice A. Campbell  
Joseph Calvano  
Bonnie Cartwright  
George Chicules  
John & Eunice Clarke  
Gladys Clegg  
Christiane Cyr  
Valerie Dalton  
Domenic Dipaola  
Marc J. Dore  
Bob Dorrance & Gail Drummond  
Norman J Emblem  
David M. Fisher  
Marc Gold  
Steve Hummel  
Elaine Jensen  
Belinda Kwirant  
K. Langford



Jane Matthews  
 Brian McKeown  
 Michelle L. Miles  
 Melissa Milner  
 Jeanine Moore  
 Dr. A. Muhunthan  
 Lorraine F. Munson  
 David Pauli  
 Jane W. Pitfield  
 Howard Rae  
 George Ray  
 Susan Rimek  
 Kyle J. Robillard  
 Keith Rodgers  
 Jenelle Ross  
 Faida Smale  
 Mr. & Mrs. John Stein  
 Ruth Tatham  
 Janet Martin Vanenbroek  
 Leonard Wechsler  
 Lowen Weizel  
 W. Brett Wilson  
 Adelt Mechanical Works  
 Allsource Depot  
 Amgen Canada Inc.  
 Bikers Rights Organizations of Ontario Inc.  
 BMO Employee Charitable Foundation  
 BlueStone Properties Inc.  
 Borden Ladner Gervais LLP  
 Bruce Power  
 Bruce Telecom  
 Business in Vancouver  
 Canaccord Wealth Management  
 Canadian Natural Resources Ltd.  
 Capital District Health  
 C.G. Group  
 Certified General Accountants of Ontario  
 Ceridian Canada  
 Coldwell Banker  
 Comstock Canada Ltd.  
 Crossey Engineering Ltd.  
 Devon Government Relations Inc.  
 Direct Alert  
 Dollar Tree Stores Canada Inc.  
 Drug Trading Company Limited  
 Dynamic Funds  
 Eckler Ltd.  
 E.S. Fox Ltd.  
 Field Management Services  
 Future Mobility Healthcare Inc.

General Electric Canada Inc.  
 Horizon Employees Charitable Fund  
 Barbara Ibbitson & Associates Inc.  
 Kincardine Cable TV  
 Knights of Colombus – Wendover Council  
 Macleod Dixon LLP  
 Maple Leaf Sports & Entertainment Ltd.  
 Maxwell Cummings & Sons Holdings Ltd.  
 Medichair Halton  
 Merck Frosst Canada Ltd.  
 Meridian Credit Union  
 Miller Insurance  
 Ontario Power Generation  
 Presvac Systems  
 Scodesign Distribution Inc.  
 St. Elizabeth Health Care  
 Sherritt International Corporation  
 TD Bank Group (Halifax branch)  
 Tweedale Sewer & Water  
 Temec Engineering Group Limited  
 Ultra Electronics Maritime Systems  
 Versa Systems  
 Wellington Laboratories Inc  
 The Windsor Arms Residences  
 Wing's Food Products



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.

## OTHER DONATIONS

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

### CAMPERS HELPING CAMPERS PROGRAM

Bensfort Bridge Resort  
Country Gardens RV Park  
Camping in Ontario - OPCA  
Hammock Harbour Resort (Green Line Properties Ltd.)  
Nestle In Resort & Sales  
Sandy Beach Resort & Trailer Court  
Sauble River Family Camp  
Shelter Valley Campground

### LOCAL HEALTH INTEGRATION NETWORK (LHIN) FUNDERS

Central LHIN  
Central East LHIN  
Central West LHIN  
Champlain LHIN  
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  
Waterloo Wellington LHIN

### BEQUESTS

Estate of Linda Burwash  
Estate of Catherine Brook  
Estate of Lillian Evelyn Bloom  
Estate of Alan Bray Chamberlain  
Estate of Ada Isabel Davey  
Estate of Charles Drew  
Estate of Tatsuo Hayashi  
Estate of Doris May Herridge  
Estate of Ruth Lindsey  
Estate of E. Gertrude Martin  
Estate of Stanley Rae Robins  
Estate of Eva Pauline Smith  
Estate of John A. Sanderson  
Estate of Ethel Jean Southworth

### LIFE INSURANCE PLEDGES

Fraser Deacon  
Michael Goodman  
Jerry Lucas  
Patricia Maguire  
Andria Spindel

### AGENCIES & SERVICE CLUBS

Capreol Lions Club  
Club Rotary De Hearst  
Knights of Columbus  
Canadian Paraplegic Association  
Ontario Federation of Cerebral Palsy  
Multiple Sclerosis Society  
Baagwating Community Association (Charitable Arm of the Great Blue Heron Charity Casino)  
Muscular Dystrophy Society

### UNITED WAY PARTNERS

Porcupine United Way  
United Way of Cambridge and North Dumfries  
United Way of Guelph & Wellington  
United Way serving Kingston, Frontenac, Lennox and Addington  
United Way of Kitchener-Waterloo and Area  
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 Toronto



Halifax band The Trough at Rock for Dimes (November, 2010). This annual fundraising event is held in 7 cities across Canada. Visit [www.rockfordimes.ca](http://www.rockfordimes.ca) for information.

## FOUNDATIONS

ArcelorMittal Dofasco Employee Donation Fund  
 AWB Charitable Foundation  
 Baagwating Community Association  
 Bishop Alexander Carter Foundation  
 Bradstreet Family Foundation  
 D.H. Gordon Foundation  
 Derick Brenninkmeyer Charitable Foundation  
 John C. and Sally Horsfall Eaton Foundation  
 Sir Joseph Flavelle Foundation  
 Fleming Foundation  
 Harmonize for Speech Fund  
 Harold Crabtree Foundation  
 Hope Charitable Foundation  
 Harrison McCain Foundation  
 Thos J. Johnston Foundation  
 A & A King Family Foundation  
 Joan & Jerry Lozinski Foundation  
 MacFeeters Family Fund  
 Catherine and Maxwell Meighen Foundation  
 Messorah Tzedakah Foundation  
 National Steel Car Employee Donation Fund  
 Wesley and Mary Nicol Charitable Foundation  
 James & Alfreda Parlee Fund  
 O'Brien/Jackson Family Foundation  
 Ontario Neurotrauma Foundation  
 Oscar Ascher Schmidt Charitable Foundation  
 Oakville Community Foundation  
 Community Foundation of Ottawa  
 Paloma Foundation  
 Richmond Hill Foundation  
 Dr. Samuel S. Robinson Charitable Foundation  
 James Rutley Grand Memorial Fund  
 (Toronto Community Fund)  
 Tenenbaum Charitable Foundation  
 Toronto Star Fresh Air Fund  
 Lee Tak Wai Foundation  
 Walker Wood Foundation  
 Honey & Leonard Wolfe Family Charitable Foundation  
 D. & F. Zurbrigg Family Foundation

## GOVERNMENT GRANTS

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

## GIFTS IN KIND

John Benzezos  
 George Chicules  
 Gladys Clegg  
 Christiane Cyr  
 Ann Lovering  
 Michelle L. Miles  
 Lorraine F. Munson  
 John Stein  
 Joseph E. Toby  
 96.9 Jack FM  
 Alliance Atlantis  
 Astral media  
 A Channel News (London)  
 CHUM Radio  
 CHUM Kingston  
 City of Kingston  
 Coca-Cola  
 Cogeco  
 CORUS Entertainment Q107 (Toronto & Calgary)  
 GES Canada  
 Grant Brooks  
 Global Toronto  
 Kingston Whig Standard  
 Roach's Taxi Ltd  
 Rogers Radio 96.9 Jack FM (Vancouver)  
 Maple Leaf Sports & Entertainment  
 ONESTOP Network  
 PAR Print  
 Robert Lowrey Piano Experts  
 Shabri Properties Ltd.  
 The Chronicle Herald  
 Toronto Blue Jays Baseball Club  
 Union Gas



Mary Lynne Stewart, Director of Fund Development, supporting the 2010 TD Challenge BBQ.



Board Members Dr. David Logan, Jenelle Ross, Dr. Faisal Saeed and Catherine Bell.

# Management Discussion & Analysis

## INTRODUCTION

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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. Any reference to “we”, “us” or “our” refers to March of Dimes Canada (MODC) and Ontario March of Dimes (OMOD). Any attempt at grading or rating performance is explained in the subsequent narrative.

---

## OVERVIEW

March 31, 2011 marks the end of the 2010-2011 fiscal year and the first quarter of our 60th anniversary as a charitable organization in Canada. Over that period, we grew from raising \$14,000 to eradicate the threat of polio in 1951 to revenues in 2011 of \$97.99 million to assist almost 63,000 people with disabilities to live more independent lives in communities across Canada.

Our 2008-2013 Strategic Plan “Creating an Inclusive Society”, incorporates our value proposition, “One-Stop: Solutions for Independence”, identifying three attributes that together distinguish March of Dimes from other service providers: our range of services, our broad constituency - serving Canadians with disabilities of all ages - and our service philosophy, empowering people to live independently at home and in the community, maximizing their input and control in the design and delivery of the services they receive.



## Financial Performance: *A-*

Revenue grew by less than half of one percent over prior year. Government grants, primarily in the Independent Living and Employment Services programs, grew by \$4.85 million while fees and program recoveries decreased by \$5.36 million due to the loss of a major contract in Employment Services. Fundraising revenue increased by 6% and investment and other income grew by over \$600,000, both signs of an improved economy.

On the expenditure side, March of Dimes changed its financial statements to increase transparency and comply with new accounting standards. In the revised format, 90.4% of expenditures were on service delivery, 2.3% on fundraising, 6.9% on administration and 0.4% on amortization. In 2010-2011, \$27.4 million or 27% of expenditures were for WSIB-purchased training and related materials for clients, home and vehicle modification grants, and the purchase and maintenance of assistive devices for which no administration cost is charged. Excluding these, the true cost of administration on the balance of program activity is 10.7%.

The gap between the 2010-2011 budget and actual year-end results is due to the decision by the Workplace Safety and Insurance Board (WSIB) in June 2010, to wind down the Labour Market Re-entry (LMR) contract, which represented 27% of OMOD's revenue and expenditures, and manage the program in-house, ending new referrals in November 2010 and closing the program in August 2011. As a result, purchased training for WSIB clients was \$5 million dollars lower than prior year actual and the current year's budget, and program related costs dropped from 95% of total organizational expenditures to 90%. The excess of revenue over expenses for the year is \$704,580 or 0.7% of total revenue. All other revenue was expended in the year it was raised. The year end surplus funds are

transferred each year to the stabilization reserve and capital reserve as per Board policy. The organization was fully compliant with Canada Revenue Agency guidelines and the ethical code of fundraising and financial accountability of Imagine Canada. The funding reserve is part of the overall financial planning and management of the organization which sets aside funds for future use to enhance operating stability, protect the organization from adverse contingencies, provide working capital and finance major capital requirements for OMOD owned holdings. In 2010-2011, \$138,242 was received as a gift from the York-Durham Aphasia Centre and the OMOD Board of Directors established a new fund within the Ability & Beyond Fund for future services benefiting people with aphasia.

### PROGRAM REVENUES AND EXPENDITURES

Independent Living Services continued to grow, with revenues of \$2.3 million more than prior year due to two new programs assisting seniors to remain in their own homes.

Employment Services, due to the loss of one WSIB contract, saw total expenditures drop by \$3.27 million from prior year, while new contracts and growth in other service areas offset some of the loss.

AccessAbility® Services were largely unchanged from prior year. This includes the Home & Vehicle Modification® Program, Assistive Devices Program, DesignAbility®, and Barrier Free Design Consultation Services. March of Dimes and Quadrangle Architects Limited launched a joint venture under the name AccessAbility® Advantage, to provide fee-based consultation services related to compliance with the *Accessibility for Ontarians with Disabilities Act*.

Combined expenditures in Recreation & Integration Services, Conductive Education®, Peer Support and Advocacy were unchanged from prior year.



## Program Performance: *A*

The following chart compares the number of consumer services delivered and consumer service hours delivered in each program as compared to the 2010-2011 plan and the prior year actual. Both statistics are presented 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 some to individuals. Some are delivered by volunteers and some by front-line employees. Some are short and sporadic, such as provision of information, while others, such as personal care, take more time and are delivered with greater frequency to each consumer.

### CONSUMER VOLUMES BY PROGRAM

Program or Service Name	Consumers Served			Direct Service Hours		
	2010-2011 Actual	2010-2011 Plan	2009-2010 Actual	2010-2011 Actual	2010-2011 Plan	2009-2010 Actual
Independent Living Services	3,736	2,900	2,120	1,998,970	1,688,060	1,717,567
Employment Services	12,608	6,146	9,164	315,808	200,000	240,765
AccessAbility® Services	8,220	7,500	6,564	86,300	77,420	85,870
Recreation & Integration Services	11,322	1,100	1,946	75,768	59,500	77,568
Peer Support Services	26,500	27,000	30,553	125,000	123,000	125,292
Conductive Education® Program	350	416	275	9,700	9,500	9,460
<b>TOTAL</b>	<b>62,736</b>	<b>45,062</b>	<b>50,622</b>	<b>2,611,546</b>	<b>2,157,480</b>	<b>2,256,522</b>

Plans are completed in January for each fiscal year beginning the following April. For this reason, plan numbers are established prior to having actual results for the prior year. Mid-year forecasts allow for changes that reflect year-end information and consider trends and other more immediate factors.

Driving change was a large expansion in Northern Medical Clinic service numbers, expansion in Employment Services due to new and expanded contracts, 7% more consumers served by our Assistive Devices Program, expanded customer service training in AccessAbility® Advantage, the piloting of a bus service to provide rides to over 9,600 consumers, and growth in our Conductive Education® programs, particularly through a new pre-school program operating daily. We also added the York Durham Aphasia Program to our program mix.

## 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 exception of the variances noted under the program performance section, service goals were met and program participant satisfaction remained stable in 2010-11.

## UNDERSTANDING AND MANAGING RISK

OMOD established an enterprise risk management approach in 2002, with management implementing an organization wide program for training and monitoring risk, and the Board establishing a Risk and Audit Committee which oversees the auditing of management, Finance Committee performance, approves the annual audit plan, receives internal audit project reports, and reports results to the Board of Directors. An Internal Auditor position was created in 2007, but was vacant over the past fiscal year. This position will be filled under a Consulting Contract in 2010-2011.

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, retendering, or termination of contracts.

Most revenue received is designated for specific uses and cannot be retained or used for other purposes.

OMOD 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 budgeted revenue targets are not achieved.

Strategic goals, such as building the brand and expanding services across Canada require an investment of funds and community building with little guarantee of immediate return on the investment.

Our Government Relations and Advocacy department, in conjunction with senior management, monitors government policy and identifies opportunities and risks while cultivating proactive relationships with government at senior levels to 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 goals 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 with regular comparators to similar organizations and the marketplace. The policy of OMOD is to provide fair compensation, but to be in the mid-range of the marketplace regarding pay levels. This relates to all levels of management. As well, all employees are eligible for a pay bonus for exceptional performance.

Annual program plans are developed and submitted to management and the Board in March of each year for implementation commencing in April. 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.

Plans are evaluated twice each year: at forecast in November and at year end, following the end of the fiscal year and the presentation of the audit in July. The Program Research Department coordinates confidential consumer and satisfaction surveys, providing critical feedback to management to improve service delivery and the quality of working conditions for employees. The Human Resources Department similarly does Quality of Work Life surveys, identifying issues that are of concern to employees. External researchers and interviewers are used to maintain confidentiality. The Program Research Department also works with each department to establish program logic models and charts, evaluate processes and pilot projects, and work with external research bodies on joint research funding and program evaluation projects as required.

Information systems are used in accounting, human resources, payroll, fundraising, donor and case management and client tracking. In 2010-11, a new accounting system was implemented as well as a new payroll system. The implementation of a scheduling system was delayed due to sequencing of projects and technical setbacks. Work continues on report generation and integration of data. OMOD also pilot tested a new common assessment intake system to be used by the Ontario health system in 2010-11 and is working with other government funded organizations to implement this system over the next two years.

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.

ISO 9001:2008 registration is managed and monitored centrally for Independent Living and Acquired Brain Injury Services. The Home & Vehicle Modification Program is undergoing the process to achieve certification over the next 12-to-18 months.

## 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 an Ethical Code of Conduct and provide proof of professional designations, insurance and other requirements to perform their duties. All employees are required to have a criminal reference check prior to confirmation of employment. An extensive in-house training program is managed to ensure that 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 departments of Finance and Human Resources.

Financial reporting including budgeting, monthly statements, financial analysis and transactional procedures is monitored by both management and the Finance Committee.

Governance and management functions are clearly delineated and the Risk and Audit Committee reports independent of management to the Board of Directors.

Emergency preparedness is part of management planning and includes business continuity planning which was updated in 2010.

## Governance

This annual report is a consolidated report of two separate corporations: March of Dimes Canada, which is federally chartered, and Ontario March of Dimes, which is provincially chartered. The goal in 2011-12 is to merge the service and administration under a single federally chartered registered charity. This has been delayed as we await the federal government proclaiming into force the new Canada Non-Profit Corporations Act (CNCA), which will allow Ontario March of Dimes to apply to continue as a national entity operating as March of Dimes Canada. Our current national charity will apply to continue under the name March of Dimes Canada Holding Corporation to which major assets will be transferred. In preparation, the Nominating and Governance Committee is reviewing the new CNCA requirements and preparing new Bylaws which the current Board will need to adopt.

Currently, Ontario March of Dimes is governed by a 24 member Board of Directors plus one lifetime member, meeting six times per year. 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 Committees each meet quarterly and report to the Finance Committee, which in turn reports to the Board of Directors. Program specific committees provide advice to programs and may hear appeals from consumers when these come forward. Each year, new Directors are provided with an orientation program and detailed Board manual.

During the prior year new Terms of Reference for March of Dimes Canada committees and a Volunteer Committee Handbook were prepared. The Associate Director of Community Relations, in conjunction with other staff, began the process of re-building and re-aligning existing local volunteer advisory bodies. Committees exist in Kingston, London, Peel, Sarnia and Sault Ste. Marie. Their main purpose is to promote and support the

mission, vision and values of March of Dimes in their community. Working with staff, the committees assist in the identification of new and emerging community needs relating to the current March of Dimes' services available, promote and support the development of programs and engage in marketing, awareness and fundraising activities as needed.

March of Dimes Canada and the other subsidiary corporations of OMOD - OMOD Non-Profit Housing Corporation, the York Durham Aphasia Centre and the Rehabilitation Foundation for Disabled Persons U.S. - operate under separate charitable numbers with independent Boards of Directors. Members of the OMOD Independence Non-Profit Corporation voted at its annual meeting in July, 2011 to cease operation and surrender the Charter.

## Outlook

The next two years will be very challenging for OMOD due to changes and uncertainties in our Employment Services, including the cancellation of our case management contract by the WSIB which took all such work in house during the year, expected retendering of other contracts, and difficulty of negotiating union contracts during the wage restraint contract period imposed by the provincial government. In addition, the success of national expansion remains unknown and will have a short-term impact on the financial uncertainty facing the organization and the objective of rebranding the corporation.

On the positive side, peer support and other services are growing. Conductive Education® is being increasingly recognized as a beneficial intervention for people with disabilities of all ages. Our mandate is now reflective of a national brand and our use of social media has dramatically expanded. Government at senior levels regularly invites consultative input, media support has increased and our 60th anniversary has provided tremendous opportunities to celebrate our success in meeting strategic goals.

# Financial Statements

## ONTARIO MARCH OF DIMES/MARCH OF DIMES CANADA (Rehabilitation Foundation for the Disabled/ Rehabilitation Foundation for Disabled Persons Canada)

### CONSOLIDATED BALANCE SHEET March 31, 2011, with comparative figures for 2010

#### MANAGEMENT'S CONFIRMATION OF THE SUMMARIZED FINANCIAL STATEMENTS

The management of Ontario March of Dimes confirms that these summarized consolidated financial statements are correct and accurately reflect the business of fiscal 2010-2011.

Copies of the audited financial statements are available upon request.

Assets	2011	2010
<b>Current Assets:</b>		
Cash and restricted cash	\$ 5,750,258	\$ 5,468,072
Accounts receivable	3,675,964	4,552,160
Due from associated organizations	253,165	243,314
Prepaid expenses	252,307	202,607
Grants and allocations receivable	753,855	765,864
<b>Total Current Assets</b>	<b>10,685,549</b>	<b>11,232,017</b>
Restricted investments	1,402,305	1,133,008
Capital assets	3,765,603	3,870,103
Intangible assets - trademark	1,413,751	1,413,751
<b>Total Assets</b>	<b>\$ 17,267,208</b>	<b>\$ 17,648,879</b>
<b>Liabilities and Fund Balances</b>		
<b>Current Liabilities:</b>		
Accounts payable and accrued charges	\$ 5,538,521	\$ 6,010,518
Unexpended program grants and deferred revenue	738,104	837,813
Government advances	901,890	1,254,465
<b>Total Current Liabilities</b>	<b>7,178,515</b>	<b>8,102,796</b>
Deferred capital grants	1,268,947	1,524,715
<b>Fund balances:</b>		
Invested in capital and intangible assets	3,910,407	3,759,139
Capital Reserve Fund	625,000	600,000
Stabilization Reserve	2,882,034	2,529,221
Board restricted	1,402,305	1,133,008
<b>Total Fund Balances</b>	<b>8,819,746</b>	<b>8,021,368</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$ 17,267,208</b>	<b>\$ 17,648,879</b>

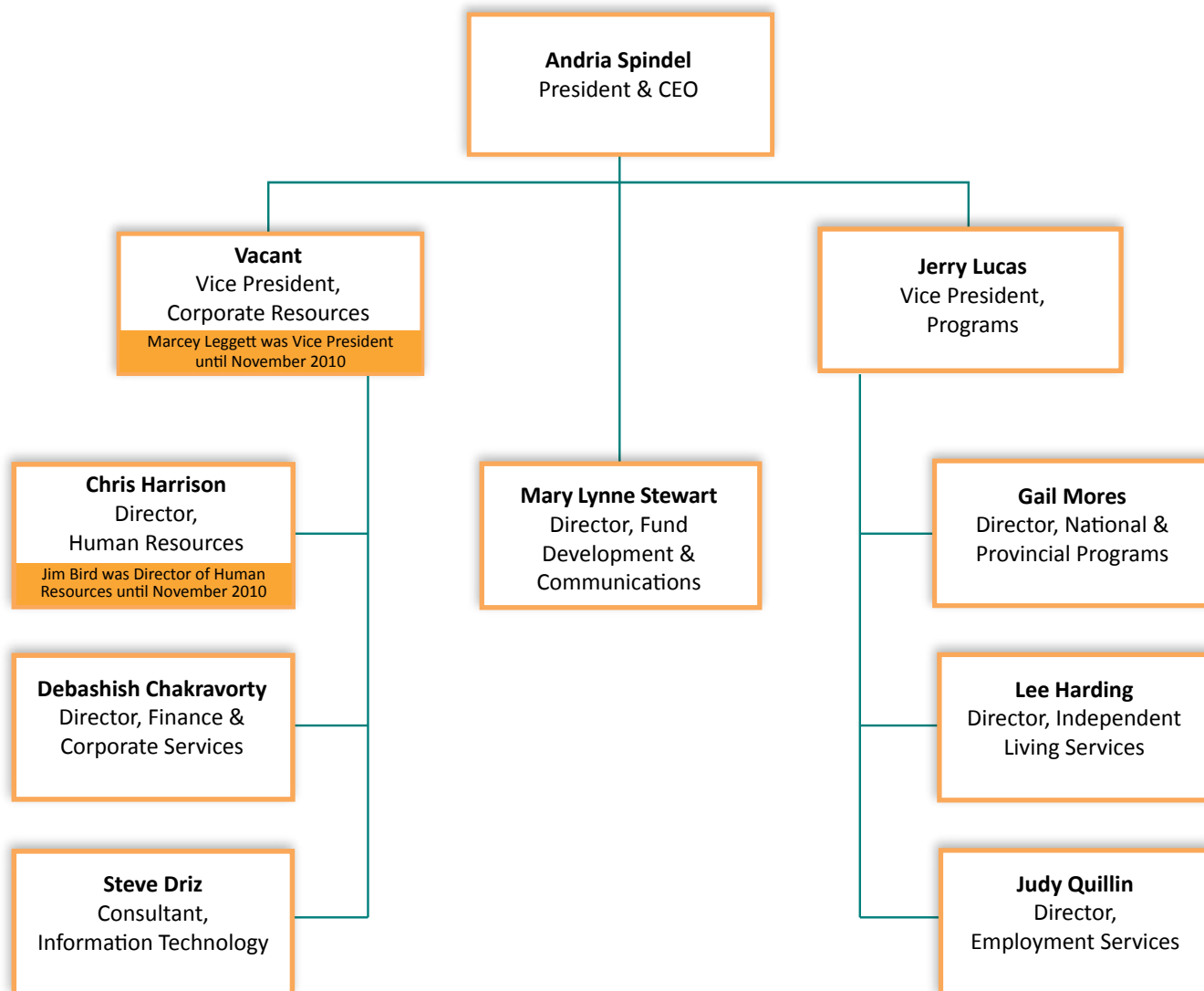


**ONTARIO MARCH OF DIMES/MARCH OF DIMES CANADA**  
 (Rehabilitation Foundation for the Disabled/  
 Rehabilitation Foundation for Disabled Persons Canada)

**CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES**  
**March 31, 2011, with comparative figures for 2010**

Revenue	2011	2010
Government grants	\$ 61,903,895	\$ 57,055,168
Program recovery	15,755,911	20,822,764
Fees and sales	13,488,966	13,785,944
Fundraising	5,787,895	5,456,058
Investment and other	1,052,291	424,248
<b>TOTAL REVENUE</b>	<b>\$ 97,988,958</b>	<b>\$ 97,544,182</b>
Expenses		
Expenses - Programs:		
Independent Living Services	\$ 39,933,746	\$ 37,279,352
Employment Services	34,229,959	36,576,234
AccessAbility® Services	11,602,457	11,529,360
Affirmative businesses	213,722	80,539
Recreation & Integration Services	545,282	683,826
Peer Support Services and Conductive Education	1,082,128	895,842
Issue Advocacy	291,775	338,536
Grants and awards	33,031	28,441
<b>Total Expenses - Programs:</b>	<b>87,932,100</b>	<b>87,412,130</b>
Fundraising	1,637,357	1,742,395
Donor acquisition	578,832	661,082
Program and administration support	6,747,443	6,954,809
Amortization	388,646	515,695
<b>TOTAL EXPENSES</b>	<b>97,284,378</b>	<b>97,286,111</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$ 704,580</b>	<b>\$ 258,071</b>

# Leadership Team & Staff



## OUR STAFF ACROSS CANADA

Ontario March of Dimes/March of Dimes Canada have offices across Canada, including British Columbia, Alberta, Ontario, Quebec and Nova Scotia. We continue to employ a very diverse workforce, and have increased our representation in three diversity categories.

### WORKFORCE BREAKDOWN

Full time permanent	801
Part time permanent	671
Full time temp contract	15
Part time temp contract	39
Casual	25
<b>TOTAL STAFF</b>	<b>1,551</b>

### WORKFORCE DIVERSITY

Aboriginal	2.4%
Visible Minority	17.8%
Person with Disability	4.8%

**CHART OF RESPONSIBILITY  
FOR ACTION / RECOMMENDATIONS / DECISIONS**

<b>BOARD</b>	<b>EXECUTIVE COMMITTEE</b>	<b>MANAGEMENT</b>
Annual operational approval of plan and budget	Exceptions to plan and budget considered and recommended to the Board	Develop plan and budget and recommends to Risk & Audit Committee and Finance Committee
Strategic Plan development and approval	Input to plan	Develop strategic plan with input from all levels and recommends to Board of Directors
New Programs approval	May vet proposals and refer to Board for approval, may consider pilot projects	Reviews proposals as developed and forwards to Board or appropriate committee
Salary and compensation policy approval	Considers exceptions on request from management. Evaluates President and C.E.O., acts on recommendation of Executive Compensation Committee	Supports Executive Compensation Committee in analysis, surveys, and formulation of recommendations
Recommends auditors for membership's approval. Approves audited financial statements and external contracts or audits as required by funder	May review and recommend action on behalf of board if meeting is not imminent	Approves operational contracts, leases within budget and within authority level
Approves capital expenditure plans, Stabilization Reserve policy, and governance and social policies	May propose policies to the Board and review recommendations from committees or management	Recommends expenditures and policies
Reviews and accepts/ adopts 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 for discussion

**IT'S A GREAT PLACE TO WORK!**

Almost 23% of our workforce have tenured service of 10 years or more. The turnover rate for 2010 was 16.83%, down 2.14 percent from 2009. On behalf of all staff and consumers, we also wish to thank our 18,000 volunteers.

<b>Years of Service</b>	<b>10 - 14</b>	<b>15 - 19</b>	<b>20 - 24</b>	<b>25 - 29</b>	<b>30 - 34</b>	<b>35</b>
<b>Number of Employees</b>	192	109	41	8	Andria Spindel Jerry Lucas Jeannie Lazure	Jocelyne Gagné
<b>% of Workforce</b>	12.4%	7.0%	2.6%	0.5%	0.2%	0.1%



Board Members of **Rehabilitation Foundation for Disabled Persons Inc., U.S.**, Andria Spindel, Dr. David Logan, Ravi Vijh

# 2010-2011 Board of Directors

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 (MODC), Ontario March of Dimes Non-Profit Housing Corporation (NPHC), OMOD Independence Non-Profit 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 online at [www.marchofdimes.ca/annualreport](http://www.marchofdimes.ca/annualreport). March of Dimes Canada is merged here and Ontario March of Dimes Independence Non-Profit Corporation did no business during the past year.

#### **Ontario March of Dimes**

Elizabeth Greville, *Chair*  
 John Humphries, *Vice Chair*  
 Peter Rummyee, *Treasurer*  
 Cameron Whale, *Secretary*  
 Allister Byrne, *Past Chair*  
 Dr. David Logan, *Honorary Life Member, Executive Committee*  
 Elizabeth Lounsbury, *Executive Committee*  
 David Self, *Executive Committee*  
 Alan Barkin  
 Catherine Bell  
 David Boyle (1942-2011)  
 Celia Chandler  
 Richard Chartash  
 Suzanne Clancy  
 Zora Jackson  
 Michael Perry  
 Ralf Riekers  
 Blair Roblin  
 Jenelle Ross  
 Faisal Saeed  
 Catherine Sherrard  
 John Tracy  
 Christy Smith-Worthylake

#### **March of Dimes Canada**

Allister Byrne, *Chair*  
 Elizabeth Greville, *Vice Chair*  
 Alan Lipszyc, *Secretary/Treasurer*  
 David Boyle (1942-2011), *Past Chair*  
 Elizabeth Lounsbury, *At Large*  
 Suzanne Clancy, *At Large*  
 David Self, *At Large*  
 Tony Barrows, *At Large*

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

Cameron Whale, *Chair*  
 Dr. David Logan, *Past Chair*  
 Blair Roblin, *Vice Chair*  
 Michael Perry, *Secretary/Treasurer*  
 Don King, *At Large*  
 Paul Simpson, *At Large*  
 Patricia Peel, *At Large*

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

Blair Roblin, *Chair*  
 David Boyle (1942-2011), *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*



**Ontario March of Dimes - Board of Directors Group Photo**

(Left side): John Humphries, Julie Wood, Catherine Sherrard, Celia Chandler, Elizabeth Lounsbury, Suzanne Clancy, Peter Rummye, Blair Roblin, Faisal Saeed, Jenelle Ross, Allister Byrne, Dr. David Logan, Christy Smith-Worthylake.

(Right side): Zora Jackson, Elizabeth Greville, Catherine Bell, Richard Chartash, David Self, Jerry Lucas (Vice President), Andria Spindel (President & CEO).

## In Tribute



**The Honourable George S. P. Ferguson, Q.C. (1923 - 2011)**

Polio left Justice George Ferguson with permanent physical disabilities, but his spirit was unharmed. Justice Ferguson went on to have a lengthy and distinguished career in law, a long and happy marriage and an involvement with the charity he helped create - Ontario March of Dimes, a relationship that spanned over 55 years.



**David Arthur Boyle, Ph.D. (1942 - 2011)**

For more than 14 years, David Boyle was an ardent supporter of March of Dimes serving on many committees and as the Chair of both Ontario March of Dimes and March of Dimes Canada. He was an advocate for people with disabilities and played a key role in developing a stronger relationship between Ontario March of Dimes and the Easter Seals Society Ontario. His contributions were greatly valued and long-lasting.





Anniversary • Anniversaire  
1951 - 2011

**Celebrity Greetings**

**OUR HISTORY**

In 1949, desperate to find a cure and protect their children from polio, mothers across Canada, known as the Marching Mothers®, joined in a North America-wide fundraising effort. These dedicated volunteers went door-to-door in their neighbourhoods collecting donations of 'just a dime' to donate to the Canadian Foundation for Poliomyelitics (sic) for research for a cure to polio. The sheer scope of the campaign led entertainer Eddie Cantor to suggest the name 'March of Dimes' based on a popular newsreel of the day called the 'March of Time'. By 1951, the Canadian Foundation for Poliomyelitics was established and granted use of the name 'March of Dimes', by the U.S. March of Dimes. In 1955, after the polio vaccine created by Dr. Jonas Salk proved effective in limited test trials, laboratories rushed to manufacture the vaccine, including Connaught Laboratories (now sanofi pasteur) in Toronto, Canada. Paul Martin Sr., as Minister of Health and Welfare, introduced universal polio immunization to Canada. He and his family supported March of Dimes over the decades. Ontario March of Dimes' Paul Martin Sr. Society recognizes outstanding donors who have contributed between \$5,000.00 and \$99,999, and bequests from Mr. and Mrs. Martin helped establish our Paul Martin Sr. Biomedical and Rehabilitation Research Fund.

With the threat of polio greatly diminished, the March of Dimes organization in Canada began funding assistive devices for people who had contracted the virus, with early programs focused primarily on rehabilitation and job training for polio survivors. By the early 1960s, the organization had grown in both size and mandate, shifting considerably to serve the broader needs of all adults with physical disabilities. Prior to 2006, there were various organizations in Canada licensed to conduct 'March of Dimes' programs or fundraise, but since then, March of Dimes Canada has become its own national brand with expanding programs based on the successes of Ontario March of Dimes. This report consolidates financials and program information from March of Dimes Canada and Ontario March of Dimes.



## CELEBRATING 60 YEARS: 1951 - 2011

Today, March of Dimes Canada is dedicated to helping children and adults across Canada lead more independent lives. We have more than 14 core programs and services, a Government Relations & Advocacy department and offer research grants and service awards.



## CELEBRITY AND DIGNITARY GREETINGS

William Shatner, spokesperson for March of Dimes Canada, sent several anniversary greetings to our staff, consumers and the general public. Many other Canadian celebrities issued their own personal video greetings and anniversary messages. Visit us online at [www.marchofdimes.ca](http://www.marchofdimes.ca) to watch these great videos!

In addition, several key Canadian political leaders along with international dignitaries have conveyed their warm wishes and congratulations on our 60th Anniversary. A few letters are included on the next pages, and all the letters are available online at [www.marchofdimes.ca](http://www.marchofdimes.ca).





## Ontario March of Dimes

### *60th Anniversary*

On behalf of the Ministry of Community and Social Services,  
it is with great honour that I congratulate the  
Ontario March of Dimes on their 60th Anniversary.

Over the past 60 years, the Ontario March of Dimes has worked  
tirelessly to advocate and provide support for  
people with disabilities.

This is a milestone worth celebrating. Congratulations!

**Madeleine Meilleur**

Minister of Community and Social Services

Minister of Health



Ministre de la Santé

Ottawa, Ontario K1A 0K9



As Minister of Health, I am pleased to congratulate March of Dimes on its 60<sup>th</sup> anniversary.

March of Dimes is a wonderful example of an organization that has evolved to meet the changing needs of Canadians. Established in Canada in 1951 to help eradicate polio, March of Dimes funding helped with the discovery of a vaccine in 1955. With the threat of polio greatly diminished, March of Dimes turned its attention to supporting polio survivors, and soon expanded its mandate to serve children and adults with disabilities.

Last year, March of Dimes provided more than 2 million hours of service to over 50,000 Canadians with disabilities. The organization provides peer support programs for stroke and polio survivors; funding for mobility devices, such as wheelchairs; modifications to walkers, homes, and vehicles; attendant services; employment support; advocacy and more.

For the last 60 years, March of Dimes has been committed to inclusiveness and equal opportunity for people with physical disabilities. Its leadership in this regard has been outstanding, and the services provided by March of Dimes are invaluable.

I congratulate March of Dimes on reaching this impressive milestone, and I thank the people involved with the organization for the difference they are making in the lives of Canadians living with disabilities.

En tant que ministre de la Santé, je suis ravie de souligner le 60<sup>e</sup> anniversaire de la Marche des dix sous.

La Marche des dix sous illustre très bien l'évolution d'une organisation en fonction des besoins changeants des Canadiens. Établie au Canada en 1951 pour aider à l'éradication de la poliomyélite, la Marche des dix sous a investi des fonds qui ont mené à la découverte d'un vaccin en 1955. La menace de la poliomyélite s'étant estompée, la Marche des dix sous s'est tournée vers le soutien des survivants et a vite élargi son mandat pour aider les enfants et les adultes qui ont un handicap.

L'an dernier, la Marche des dix sous a fourni plus de 2 millions d'heures de services à plus de 50 000 Canadiens ayant un handicap. L'organisation offre des programmes d'entraide aux survivants d'un AVC et de la polio, de l'aide financière pour les aides à la mobilité, comme des fauteuils roulants, et l'adaptation des marchettes, des habitations et des véhicules, offre des services auxiliaires, des services d'aide à l'emploi, des services de défense des intérêts et plus encore.

Depuis 60 ans, la Marche des dix sous prône l'inclusivité et l'égalité des chances pour les personnes souffrant d'un handicap physique. Son leadership à cet égard est exceptionnel, et les services qu'elle offre n'ont pas de prix.

Je félicite la Marche des dix sous pour l'atteinte de cet impressionnant jalon, et je remercie toutes les personnes actives dans ce secteur de contribuer à l'amélioration de la vie des Canadiens handicapés.

Leona Aglukkaq  
Minister of Health / Ministre de la Santé  
Government of Canada / Gouvernement du Canada





**BUCKINGHAM PALACE**

In 2007 I was pleased to be the guest speaker at your Annual Ability & Beyond Gala Dinner in Toronto. While there, I met many of the staff, volunteers, caregivers and consumers involved with March of Dimes. I was very impressed with the diversity of programs offered and the commitment of March of Dimes to provide the much needed services for people with disabilities in Canada.

As you are aware, Caregiving is an area of great importance to me which is why The Princess Royal's Trust for Carers was formed. I know this area is one of mutual interest and concern.

Congratulations on your 60<sup>th</sup> anniversary and may I wish you many more years of growth and continued success.





PRIME MINISTER . PREMIER MINISTRE

*I am pleased to extend my warmest greetings to everyone marking the 60th anniversary of March of Dimes Canada.*

*This special milestone offers a wonderful opportunity to reflect upon the March of Dimes' remarkable record of achievement in advocating for and serving people of all ages who live with physical disabilities. At the root of all March of Dimes endeavours is a profound respect for the dignity and worth of every person, regardless of impairment.*

*I would like to commend the March of Dimes Board of Directors and all those who support the organization's mission for helping Canadians overcome barriers of all kinds to live more independent lives. Our entire country benefits when all of its citizens are given the opportunity to live up to their full potential.*

*On behalf of the Government of Canada, I offer you my best wishes for a memorable anniversary celebration and continued success with your initiatives.*

*The Rt. Hon. Stephen Harper, P.C., M.P.*

OTTAWA  
2011



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

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