



# ANNUAL REPORT

HOPE • DREAM • LEARN • GROW



2004

**Variety – The Children’s Charity (Ontario)** focuses on creating and implementing projects, services and programs that make a significant difference in the lives of children with special needs and their families. Dedicated to promoting inclusive educational and recreational programs for children across Ontario, we assist children of all abilities to recognize their own potential, increase their knowledge of what is possible, have access to opportunities, and develop the skills and resources needed to achieve their goals.

### **The Mission of Variety – The Children’s Charity (Ontario)**

We will be the leading charity for children with special needs and their families. We will remain committed to improving their quality of life and integration into society.

### **History of Variety – The Children’s Charity**

Variety began in Pittsburgh in 1927 when a group of men from the entertainment business formed a social club. The club’s philanthropic focus began a year later when the members assumed the role of guardian to a baby girl who was abandoned on Christmas Eve in Pittsburgh’s Sheridan Square Theatre. The manager and ten other show businessmen “adopted” the little girl and named her Catherine “Variety” Sheridan. They formed “The Variety Club,” reflecting their background in show business, and continued to raise money for children in need long after finding an adoptive home for Catherine.

Today, Variety – The Children’s Charity, known as the “Heart of Show Business,” has grown into a multi-million dollar philanthropic organization that spans the globe with 52 chapters (known in the Variety ranks as “Tents”). John J. Fitzgibbons, President of Famous Players Theatres, brought the organization to this province in 1945 and founded the Variety Club of Ontario – Tent 28.



### **Variety Village, the Flagship Project of Variety – The Children’s Charity (Ontario)**

Variety Village was established in 1947 by the Variety Club of Ontario – Tent 28 as a vocational training school for young men with disabilities. The goal of the project was to develop skills that would allow the boys to contribute to society. In the late 1970’s, when the Government of Ontario initiated special education programs for youngsters with disabilities, the vocational school was discontinued. In January 1981, the Variety Club of Ontario launched the new Variety Village as a sport training and fitness centre for children with disabilities.

The construction of the adapted, barrier-free 76,000-square foot Fieldhouse in 1981 and the two-pool Aquatics Wing in 1989 drew international attention and recognition for the ground breaking work being done in support of children with special needs. With six acres of barrier-free indoor facilities, Variety Village remains the largest sport training and fitness complex for children with special needs in North America. The 47 full-time and 71 part-time staff at the Village serve more than 3,000 children and their families each week.

### **Variety Ability Systems Inc.**

Variety Ability Systems Inc. (VASI) was established in 1970 to fulfill a growing need for pediatric assistive devices. The goal of VASI is to help children and teens to overcome physical barriers by providing them with the tools and equipment they need to achieve their goals to the best of their abilities. VASI manufactures, markets, and distributes assistive devices including prosthetic hands, wrists and elbows, orthotic braces and protective helmets, and innovative positioning systems. ■

**T**here are few causes as gratifying as one that promotes the health and well-being of children – especially those with special needs. It is incredibly satisfying to see the difference our efforts make in the lives of these children. To shape our children’s dreams, to see how our children work towards reaching their dreams, how they achieve them – there is no better reward. That is why this organization holds a special place in our hearts, and the hearts of so many people here in Ontario and around the world.

Looking back at 2004, we see a year full of changes and new directions. While change is never easy, we’re pleased to say that it brought about impressive results.

### **Important Changes to the Governance of the Crew**

We made important changes to the governance of the Crew, as we call Variety’s Board of Directors. Changes include a more strategic and analysis-based approach to decision-making, a reaffirmation of our mission statement recognizing our deep commitment to children with special needs and their families, and altering the composition of the Crew to focus more on fundraising, marketing and financial control. The Crew approved a Code of Conduct that clarifies expectations of its members and a new Strategic Plan that provides clear guidance on important priorities for the future. The Crew also initiated a review of the charity’s by-laws and governance policies.

### **Getting Our Finances in Order**

Based on various studies to improve Variety’s budget process and financial control systems, including one by Deloitte & Touche, we implemented a number of changes to our operations. This helped us strengthen internal accountabilities, our balance sheet, and the outlook for the future. We improved our projected net cash flow by \$1,000,000 through a combination of increased revenues and reduced expenditures. We cancelled underutilized Village programs, closed our King Street office and moved staff to the Village, and imposed a new rate schedule for transportation services, as well as providing charter services only.

### **Organizational Changes to Meet Tomorrow’s Challenges**

We implemented a new management structure which aligns with our new strategic plan to focus on revenue generation, Village programming and facility upgrades and better accountability issues. Qualified candidates were hired to fill important gaps in fundraising, marketing and operations. A number of internal promotions and reclassifications also took place, recognizing the contributions of existing staff and their knowledge of operations and passion for our culture.

### **New Direction for Fundraising**

The Crew and staff have embarked on a new direction for fundraising. Focusing our efforts more on corporate and foundation grants, major gifts, and planned giving, and less on resource-intensive special events, a number of staffing changes were made, along with the creation of a Crew Fundraising Committee that is responsible for expanding networking opportunities.

### **Important Strategic Decision on Variety Ability Systems Inc. (VASI)**

We developed a new business plan for VASI, focusing on redefining our relationship with Bloorview MacMillan Children’s Centre, expanding sales in home care products, and serving the young adult market. Our new marketing strategies will take advantage of core competencies and existing relationships that offer predictable growth and development.

### New Leadership Centre

The Leadership Development Centre at Variety Village is a priority project of Variety that is in the planning stages. It is comprised of three major thrusts – new construction, significant upgrades to the Variety Village facilities and a specific endowment program. The major components of the new facility are a Centre of Excellence for Education and Training in Adaptive Sport and Recreation and a National Training Centre for recreational and elite athletes. A Capital Campaign is being planned to fund the capital component of this project and the suggested objective will be in the range of \$15 million. Capital Campaign activity is planned to begin in earnest in September 2005.

### Successful Special Events

We continue to do well with our own and third party special events. Our World's Greatest Christmas Party in December 2003 brought in almost \$50,000. On January 19, 2004, we successfully held our Universal Heart Gala – a glamour event hosted by Ken Shaw, CFTO News, and Jacintha Wesselingh, CFTO Entertainment. Highlights included a spectacular fashion show of swimsuits and eveningwear modeled by the 50 delegates from the Miss Universe Canada 2004 pageant.



Our partnership with Pizza Nova – the 5th Annual “That’s Amore Pizza for Kids” – netted \$61,000. Kurl for Kids, an annual curling event that teams curlers with celebrity skips, brought in over \$50,000. Our Sunshine Games raised in excess of \$400,000 with very generous support from RBC Financial Group, its employees, Mazda, and many other corporate sponsors and individuals. Famous Players and Cineplex Odeon once again put in a tremendous effort during our Gold Heart Campaign which raised \$298,000. The Passport to R.I.D.E. program raised \$50,000. The Molson Indy Fest Golf Tournament raised some \$60,000

for Variety and other charities. The Blue Jays Welcome Back Luncheon brought in \$10,000. We were further supported by numerous other events that raised in excess of \$300,000, including Boating for Children’s Charities, Teamster’s Golf Tournament, Famous Players Golf Tournament, Councillor’s Ball, Scarborough Players – Canaples, and the WWE Summer Slam.

From an event perspective, we also wish to thank Mark Grimes and the many other Metro Toronto Councillors for targeting Variety as their charity of choice and Paul Godfrey and Clare Copeland for supporting us through the very popular Indy celebrations.

### A Heartfelt Thank You

We want to remember all the hearts that give our organization its soul: the big hearts of the Crew, our employees, volunteers, corporate and individual sponsors and, of course, our very special children and their families. To all of them we are deeply grateful. It is because of these dedicated people that Variety stands out as truly one of the finest children’s charities in the world.

Everyone has worked very hard to position Variety for growth and rejuvenation. We are excited about our future and look forward to seeing all of you at one of our many events over the coming year.

Carl DeMarco  
Chief Barker

David Allen  
Executive Director

**Imagine a world** where all children get to participate in sport and recreational activities. Where no child gets left out because he sits in a wheelchair. Where no child gets stuck on the sidelines because she has no arms.

Do you find this hard to do? But that’s exactly what Variety – The Children’s Charity (Ontario) wants to accomplish: To create an environment that is inclusive and allows all children to feel part of one integrated community.

It all comes down to our mission: We will be the leading charity for children with special needs and their families. We remain committed to improving their quality of life and integration into society.

But we can’t do this on our own. Without your financial help, Variety will be hard pressed to maintain the scope and quality of programs that many kids with special needs enjoy.

To fulfill our mission we depend on your support. We depend on your generosity.

There are many ways you can support our important work, many ways to ensure our special kids feel integrated into their community and have a bright future. Here are just a few ways you can contribute to the success of our mission:

- You can make a donation, either dollars or assets, to support our programs and services
- You can get together with our Special Events team and sponsor one of our many events
- You can promote our Outreach Program at your school or workplace
- You can encourage your family and friends to purchase a Variety Village fitness membership
- You can sign up as a member of Variety – The Children’s Charity (Ontario), Tent 28

Whatever it is you decide to do, you’ll find that getting involved with Variety and our children will leave you inspired. You’ll become part of a community that embraces ability and actively promotes inclusiveness.

**To make a planned or asset gift,** please call 416-367-2828 ext. 289.

**To make a donation,** please call our Fundraising Department at 416-367-2828 ext. 244.

**To sponsor a program or a special event,** please call 416-367-2828 ext. 250.

**To volunteer in our many fundraising and programming activities,** please call 416-367-2828 ext. 229.

**To join Variety – The Children’s Charity (Ontario), Tent 28,** please call 416-367-2828 ext. 289.

See back cover page for additional contact information.

**Take action today and help us help kids for many years to come.**



**I**n 2004, we were able to improve the lives of even more children than in the previous year. We successfully added two new products to our homecare product line: Kidsert and Flip2sit. Both are very novel positioning products for children, whose immediate popularity helped to increase our units sales by over 10% in 2004. We are hoping to introduce another new product, developed at Bloorview MacMillan Children's Centre, called Circle Time, to our product line in 2005 and increase our sales to as many as 1,000 children.

Like any other Canadian manufacturer that exports to the United States, we struggled with the strong Canadian dollar that has made our products slightly more expensive for American and overseas customers. Key to our success is our ability to provide excellent customer service that is enhanced by our professional homecare distributors including Flaghouse, Sportime, Sammons Preston and Theradapt. This sales force was joined by Achievement Products out of Sanborn, NY.

While VASI has traditionally worked exclusively in the children's area of rehabilitation, we are currently working with Northwestern University researchers to expand into helping adults. We developed ten prototype partial hand prostheses and feedback has been excellent. Northwestern has contracted VASI to make a few revisions and to produce another two units for trials. We expect to become the manufacturer of this product and begin distribution in 2006.

Everyone at VASI plays an important role in meeting our quality objectives through our ISO quality management program. For the first time in our ten year history an external auditor, BSI Americas, completed an annual audit of our quality management systems and did not find any major or minor non-conformances.

Special thanks goes to BSI Americas who donated their audit services to us and Monseignor Fraser school students who painted our building with paint donated by Krueger Decor Inc. The Scarborough Hogs, "the good bikers", also supported VASI for the second straight year and raised funds to help us put the Kidsert and Flip2sit products into production. ■



**T**he number of participants in our **Adapted Physical Education program**, designed to supplement sport and recreation opportunities for school children with special needs, was at 250 over a period of 30 weeks. Emphasis on new government funding and recruiting new schools will see this number increase in the new year. Feedback to the program has been extremely positive, and we're confident that current schools will continue to enroll their students and spread the word to other schools as well.



Reflecting the changes made to programming and pricing structure, the number of members declined slightly. At the end of September 2004, Variety Village had 4,200 active members. Our goal is to increase membership by 10% over the next year through awareness campaigns and new membership initiatives.

Community-based programs in Aquatics and Fieldhouse had 1,379 program participants, 55% of whom were special needs. Together with the 70 Variety Village Athletic Club (VVAC) Fieldhouse team members and the 90 VVAC Aquatics team members, we had over 4,500 participant hours per week, a number that will grow with better promotion of our programs.

Our Outreach program, designed to teach individuals and groups about the incredible achievements that happen every day at Variety Village and why these achievements matter, attracted 366 groups and 10,000 participants. All left with a better understanding for the need of sport and recreation for people of all abilities.

The Village couldn't function without the support of our many volunteers and co-op students. In 2004, approximately 90 people volunteered every week – this amounts to over 315 hours of volunteer service per week.



The year 2004 saw a number of successful events that brought impressive publicity, raised awareness of our important work, and showed how important the Village is to the community at large. The Active Living Conference, a yearly one-day conference, brought 214 participants to the Village. The annual Police Games attracted 283 participants and 150 volunteers. Our Sunshine Games, an Olympic-style day of competition and the single largest fundraising event for the Village, had 200 individuals participating with 200 volunteers. The Lt. Governor's Games, held for the 21st year, gave 305 children with special needs the opportunity to take part in numerous activities, all in a fun carnival-like setting. Fifty-five volunteers made sure that the event was a success.



The Village staff thanks all members, program participants, and volunteers for another great year. Thank you for allowing us to keep you fit and healthy. ■

**W**hen you enter Variety Village for the first time, you will be struck by its size and how busy it is. On most days, it's buzzing with activity. You will observe a school group playing field hockey on one of our three courts in the Fieldhouse, members of our LINKS group working out on stationary bikes, and a group of friends lifting weights in our Conditioning Room. Walking through the corridor to the Aquatics Wing, you'll hear the laughter of kids from the pool where they learn how to swim.

Variety Village, the flagship project of Variety – The Children's Charity (Ontario), is a unique facility that provides a barrier-free environment for people of all ages and abilities. That said, Variety Village is more than just a great facility. What makes the Village a truly magical place is the inspiration found and the dreams realized here.

Every day, hundreds of children and young adults push themselves to the limits of their individual abilities, finding strength deep in the core of their selves and gaining support from those around them who do the same. Some may simply want to improve their fitness level or learn to lead a more active lifestyle – goals to which we can all relate. Others have bigger goals – like Variety Village swimmer Kaley McLean who qualified for the 2004 Paralympic Games in Athens. Whatever goals our members have, it is here at the Village they first dream about them and are encouraged to voice them out loud. It is here they find professional coaches and, ultimately, achieve their goals.

Variety Village has been providing both a facility to enjoy and a place of hope and encouragement for children with special needs for close to 25 years. The Village allows children to see that they have the ability to do things they thought they could never do. By seeking solutions, rather than focusing on problems, Variety sends children a strong message: there is always a way – it simply takes imagination and determination. It's one of life's key lessons we all need to learn: that each of us is capable of more than we can imagine.

Variety Village is a place where the challenges that set the disabled apart in an able-bodied world can be forgotten. For those who feel sidelined or may have trouble feeling like they fit in, this is the place they can feel the distinction of being different slip away the moment they arrive. At Variety Village, being different is the norm, and its spirit of inclusion for all creates a comfortable, uplifting environment. What we've created here is an environment that is supportive, positive and welcoming, an environment that is truly inclusive and celebrates diversity.

Variety Village has long been the benchmark for excellence in integrated recreational programs and has provided a training ground for numerous Paralympic athletes. While Variety Village is certainly renowned for its ability to produce more of the world's top Paralympians than any other facility, this is not how we measure success.



Our greatest achievements are measured by, and our greatest reward comes from, seeing the children we teach go on to become successful doctors, bankers, parents, teachers and business people who learned what they can achieve in life from a Variety Village kids program. We look to the future as a challenge for providing an even greater environment from which our community's future leaders will emerge.

## Programs at Variety Village

At Variety Village, our programs are divided into two distinct areas of operation – educational and community-based.

**Educational programs** operate for 30 weeks during the school year and are offered to schools and organizations that request integrated and specialized physical education classes for students with special needs. **Community-based programs** are available to fitness members as well as sports teams. Activities include house league sports and fitness and wellness classes such as Tae Kwon Do, Pilates and swimming. All programs are fully integrated.



## Educational Programs

**The Adapted Physical Education Program** is designed to supplement sport and recreation opportunities for school children with special needs. Our instructors, extensively trained in physical education, sport, fitness and lifestyle coaching, have developed programs to promote movement, fine and gross motor skill development. As well, they instill a better understanding of adapted sport and recreation, fitness and fun.

**The Variety Village LINKS Program (Lifestyle, Independence, Nutrition, Knowledge & Sport)** is for young adults with special needs to gain independence through continuing education, life skills, sports and employability skills.

## Community-based Programs

At Variety Village, members find a wide range of integrated **fitness and wellness classes** to get them in shape and keep them healthy.

**Our Outreach program** is in place to teach individuals and groups from across Ontario about the incredible achievements that happen every day at Variety Village and why these achievements matter to our entire community. It's an excellent resource to promote awareness of the importance of living an active lifestyle for people of all abilities.



**The Variety Village Sports Camps**, held during March Break and Summer Holidays, give children and youth of all abilities the opportunity to participate in recreational sports.

**Variety Village Athletic Clubs** allow children and teens of all abilities to enjoy the benefits that come from participating in team activities both within the centre and by travelling to other locations.

**Our Preschool programs** seek to encourage the healthy growth and development of infants, toddlers, and preschool children through movement, sound and touch. Through the development of new skills, preschoolers are better prepared to enter the educational system.

Variety Village also offers a wide range of **Child & Youth programs**. All of them focus on being active in an integrated environment. The programs are designed to promote physical activity, encourage peer interaction and build self-esteem. ■



The following financial statements have been reproduced from the financial statements audited by KPMG for the fiscal year ending September 30, 2004. We completed the year with a deficit (excess of expenditures over revenues) of \$442,373 compared to the previous year's deficit of \$742,935. In total, revenues decreased slightly over the previous year. We experienced a decline in fundraising activities as the new fundraising team developed a long-term plan focused more on grants, major gifts, and planned giving and less on resource-intensive special events. There was a significant increase in donations and bequests as two large bequests were received during the year. Gaming operations revenue also increased as staffing changes were implemented. Operating expenses were reduced by \$587,056, primarily in the area of program delivery. A program cost analysis was undertaken, resulting in the elimination of underutilized programs.

A complete set of audited financial statements is available upon request from Variety – The Children's Charity (Ontario) at: phone 416-367-2828, ext. 239.

See back cover for additional contact information.

### Auditors' Report on Summarized Financial Statements

To the Board of Directors of  
Variety – The Children's Charity (Ontario),  
Variety Village, and Variety Ability Systems Inc.

The accompanying summarized combined statement of financial position and combined statement of operations are derived from the complete financial statements of Variety – The Children's Charity (Ontario), Variety Village and Variety Ability Systems Inc. as at September 30, 2004 and for the year then ended on which we expressed opinions without reservation in our reports dated December 10, 2004. The fair summarization of the complete combined 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 combined financial statements.

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

These summarized combined 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 financial position, results of operations and cash flows of the respective entities, reference should be made to the related complete financial statements.



Chartered Accountants

Toronto, Canada  
December 10, 2004

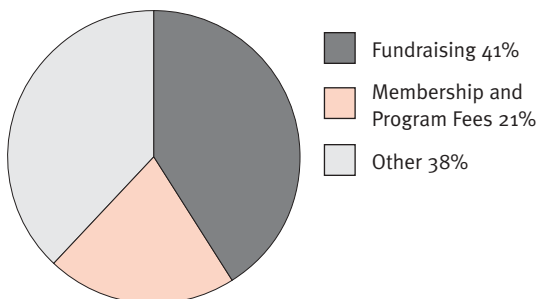
## Summarized Combined Statement of Financial Position

	2004	2003
<b>Assets</b>		
Current Assets	3,570,245	2,824,596
Long-term Assets	8,145,914	9,108,596
<b>Total Assets</b>	<b>11,716,159</b>	<b>11,933,192</b>
<b>Liabilities and Net Assets</b>		
Current Liabilities	3,318,687	1,680,354
Long-term Liabilities	2,583,753	4,023,567
<b>Total Liabilities</b>	<b>5,902,440</b>	<b>5,703,921</b>
<b>Net Assets</b>	<b>5,813,719</b>	<b>6,229,271</b>
<b>Total Liabilities and Net Assets</b>	<b>11,716,159</b>	<b>11,933,192</b>

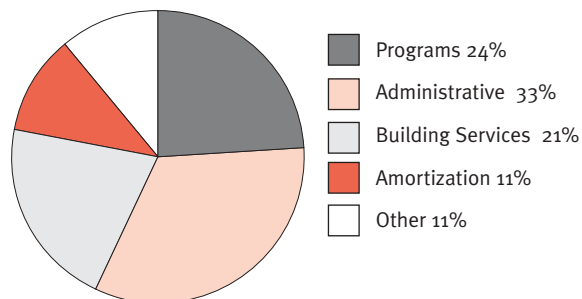
## Summarized Combined Statement of Operations

	2004	2003
<b>Revenue</b>		
Fundraising Activities, net	2,086,896	2,625,370
Membership and Program Fees	1,057,064	1,099,499
Other	1,891,025	1,572,463
<b>Total Revenue</b>	<b>5,034,985</b>	<b>5,297,332</b>
<b>Expenses</b>		
Programs	1,326,871	1,606,101
Administrative	1,802,594	1,906,939
Building Services	1,146,659	1,032,579
Amortization	579,447	635,363
Other	621,787	883,432
<b>Total Expenses</b>	<b>5,477,358</b>	<b>6,064,414</b>
<b>Excess of expenses over revenue before undernoted items</b>	<b>(442,373)</b>	<b>(767,082)</b>
Sale of Land	0	41,500
Allocation to Other Charities	0	(17,353)
<b>Excess of Expenses Over Revenue</b>	<b>(442,373)</b>	<b>(742,935)</b>

**Source of Funds (2004)**



**Use of Funds (2004)**





## Thank you

We can't say thank you too many times to our volunteers, our corporate and individual sponsors and our members. Thank you for donating your time, energy, money and heart to Variety and our children. We could not exist without your dedication and passion. You fund our programs and equipment, help coordinate our events, and give freely of yourselves for the benefit of our kids.

## List of Donors – October 1, 2003 to September 30, 2004

Variety – The Children's Charity (Ontario) relies on the generosity of donors to help fund our programs and services. Not all our donors appear in this Annual Report. We do, however, want to thank each and every donor for generously supporting Variety – The Children's Charity.

### \$100,000 and above

Famous Players  
 GIFT (Grocery Industry Foundation ...  
 Together)  
 Ontario Trillium Foundation  
 RBC Royal Bank  
 The Estate of Alice Clark  
 (Alice Heseltine)  
 The Estate of Gladys McLean  
 The Estate of Violet Quick  
 Toronto Sun

### \$50,000-99,999

Cineplex Odeon & Galaxy Cinemas  
 Early Years Challenge Fund, Ministry  
 of Community and Social Services  
 Joseph Tanenbaum  
 KRG Children's Charities  
 Molson Indy Festival  
 Pepsi-Cola Canada  
 Pizza Nova

### \$25,000-49,999

Director's Guild of Canada, Ontario  
 George Gross  
 Ireland Fund of Canada  
 Marilyn Creighton  
 Mark Grimes, Councillors' Ball  
 Mazda Canada  
 Passport to RIDE  
 United Parcel Service (UPS)  
 The Estate of Nancy Martha Warren

### \$10,000-24,999

Boating for Children's Charities  
 Direct Protect Group  
 Masons  
 Professional Toronto Fire Fighters  
 Local 3888  
 RBC Foundation  
 Scotiabank  
 Siemens Canada Ltd.  
 Solidwear Enterprises Ltd.  
 Teamsters  
 The Bank of Nova Scotia  
 Tom and Elaine Ungar

Toronto Real Estate Board  
 Tribute Entertainment Group  
 Tribute Publishing Inc.

### \$1,000-9,999

1482370 Ontario Inc.  
 A & E Plumbing  
 A. Jack Shilling  
 A. Mantella & Sons Limited  
 A.C. Technical Systems Ltd.  
 ACTRA Toronto Performers  
 Advertising Club of Canada  
 Aegon Canada Inc.  
 Alliance Atlantis  
 Alma Mechanical  
 AOL Canada Inc.  
 Aon  
 AudienceView Software Corporation  
 Aviva Canada Inc.  
 Azti Information Inc.  
 Bacardi  
 Backspin Promotions Inc.  
 Bata Limited  
 Behi Hamadi  
 Betty-Lou McGrath  
 Bowlerama Newtonbrook  
 Bowlerama West  
 Brian Bertrand  
 Brock Aggregates  
 Brother of the Christian Schools  
 of Ontario  
 Buena Vista Home Entertainment  
 Canada  
 Cara Operations Limited  
 Cargill  
 Carpenter's Union – Local 27  
 Carpenter's Union – Local 675  
 Cash Money  
 Central Technology Services Corporation  
 Charles Rathgeb  
 Ches Marshall  
 CIBC  
 Claire Burns  
 Clarke Addison  
 Coca-Cola Ltd.  
 Combined Insurance

Conn Smythe Foundation  
 Continental Agra International Foods  
 Cott Beverages Canada  
 Crawford Metal Corporation  
 CTV/CFTO  
 D.M. Ross  
 Direct Energy Business  
 Discount Car & Truck Rental  
 Dufferin Concrete  
 Eli Lilly Canada Inc.  
 Embrey Family Holdings Inc.  
 Ensil International Corp.  
 Entertec Inc.  
 Express Printing  
 Fairview Estates  
 Fernbrook Homes  
 Four Valley Excavating  
 Fred Becker  
 Frederick James Robert Patrick,  
 Baulke Augaitis Stahr LLP,  
 Barristers & Solicitors  
 Fripes Export Ltd.  
 Fuji Graphic Systems Canada Inc.  
 George Michael Graham  
 Global Television Network Inc.  
 Goodman & Griffin  
 Gowlings  
 Grant Steel Corp  
 Greg Taylor  
 Grounded Foundations Inc.  
 H&K Canada Inc.  
 Hamilton Police Association  
 Harcourt Canada Ltd.  
 Helga Heldner  
 latse 873  
 Industrallite Electric Co. Ltd.  
 Ingrid Sickinger, Info Place  
 Instore Products Limited  
 Integrated Technology Limited  
 Investment Dealers Association  
 J.B. & J.N. Langstaff  
 J.J. Barnicke Limited  
 Jaguar  
 Jeff Adams  
 Jessum Communications  
 Joel Licuanan

## List of Donors (continued)

### \$1,000-9,999 (continued)

John and Sharon Middup  
John Hadfield  
John Vince Foods  
Johnston Equipment  
Junior League of Toronto  
KRG Insurance Group  
Lancaster Investment Counsel  
Liland Insurance Inc.  
Lois Tori  
Lori and Rob Allingham,  
Mapleridge Mechanical  
LTD & Associates Inc.  
Market Regulation Services Inc.  
Maryann Sneyd, Highland Transport  
Maurice Simmonds Trust  
Maystar General Contractors  
McDonald's Restaurants of  
Canada Limited  
MCF Forming  
Medi Group Incorporated  
Meridian Technologies Inc.  
Merlin's Enterprises Inc.  
Metrosport Marketing Ltd.  
Michael Clifford  
Michael Cohl  
Michael Davidson  
Michael Skinner  
Mimi McCaffrey  
Moen Inc.  
Morguard Corp.  
Morton Greenberg  
Nabet 700  
Naomi and Sidney Spiegel  
Nathan & Lily Silver Family Foundation  
Norman and Maureen Booth  
Norman Hill Realty Inc.  
OPG Employees' & Pensioners'  
Charity Trust  
Panavision  
Patrick and Barbara Keenan Foundation  
Peel Teaching Assistants Association  
Peter Manos Bo Peep Annual  
Golf Tournament  
Phillips, Hager & North Investment  
Management Ltd.  
Pitway Holdings Limited  
Quality Underwriting Services Ltd.  
RBC Financial Group  
RBC Insurance  
RES Real Estate Services  
Rick Reiningger  
Robert Farrugia, Noble Trade  
Robert G. Armstrong,  
837613 Ontario Limited  
Robert Torokvei  
Rocket Trust  
Royal Mutual Funds  
Rudolph Bratty, Bratty and Partners  
Schauffer Realty Advisors Ltd.  
Schickedanz Bros. Ltd.  
Sidney Spiegel, CMC Crawford  
Metal Corporation

SMP Promotions Inc.  
Spectrum Health Care Ltd.  
St. Joseph Corp.  
State Farm Insurance Companies  
Stephen A. Pike  
Steven I. Sofer  
Sun Life Assurance Company of Canada  
Sunrise Medical Canada Inc.  
Swift Trade Securities Inc.  
Synergex Logistics Corp.  
TAL Institutional Management  
TeleLatino Network  
The Brick  
The Capital Hill Group Ottawa Inc.  
The Estate of Anne Henry Aitken  
The Kenington Foundation  
The Pepsi Bottling Group  
The Steve and Sally Stavro Foundation  
Tom Carpenter, K.C. McFly's Restaurant  
Toronto Police Association  
Toronto Police Association –  
Legal Assistance Plan  
Toronto Rock Lacrosse Club  
Tory's LL  
Treklogic Inc.  
Tribute Communities  
Trinity Plastic Products  
TSX Group  
United Brotherhood of Carpenters  
& Joiners of America  
Volkswagen Canada  
Walker Industries Holdings Limited  
Warner Bros.  
Warner Music Canada Ltd.  
Weber Shandwick  
William Burke  
Woodbine Entertainment  
World Wrestling Entertainment  
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Every effort has been made to ensure the accuracy and entirety of this important list. We apologize for any errors or omissions.

## Members of the Crew as of May 1, 2005

### Executive

Carl DeMarco  
Chief Barker  
President  
World Wrestling Entertainment  
Canada, Inc.

George Cohon  
Honorary Chief Barker  
Founder  
McDonald's Restaurants of Canada Ltd.

Tom Atkinson  
1st Asst. Chief Barker  
CEO  
Market Regulation Services Inc.

Grace Isgro-Topping  
Property Master  
President  
P.R.E.P. Enterprises Inc.

Nicholas Macos  
Fixer  
Lawyer  
Heenan Blaikie

Larry Solomon  
Dough Guy  
Partner  
Lipton Wiseman Altbaum & Partners

### Crew

Paul Atkinson  
President & CEO  
AudienceView Software Corp.

John Brunton  
President & CEO  
Insight Production Company Ltd.

Michael Davidson  
President  
Trinity Plastic Products

Nick Di Donato  
President & CEO  
Liberty Entertainment Group

Carmen Di Paola  
Realtor/Builder/Developer  
C.D.P. Real Estate Ltd.

Marvin Greenberg  
Professional Speaker/Consultant

Robert R. Hall Q.C.  
Lawyer

Kevin Kimsa  
President & COO  
Casero Inc.

Rem Langan  
President & CEO  
Ronald McDonald House Charities

Leonard Lombardi  
President & CEO  
CHIN Radio/TV International

Bonnie Miller  
Director, Human Resources  
& Communications  
Brenntag Canada Inc.

Kari Murphy  
Mother of and Advocate for Children  
with Special Needs

Michael Sax  
Lawyer  
Sax Law Office

Dominique Zgarka  
President  
Koch Entertainment

### Elder Statesmen

Gordon D. Josie  
Mary Lou McLaughlan  
Daniel H. Rivet

### Crew Committees

#### Building

*Crew Members*  
Carmen Di Paola, Chair  
Nicholas Macos  
Larry Solomon

*Volunteers/Consultants*  
Andrew Famiglietti

*Staff*  
David Allen  
Mary-Anne Beatty  
Mark Whittick  
Eddie DaCosta

#### Executive

*Crew Members*  
Carl DeMarco, Chair  
Tom Atkinson  
Marvin Greenberg  
Grace Isgro-Topping  
George Cohon  
Nicholas Macos  
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David Allen  
Mary-Anne Beatty  
Paul Pinkus

#### Finance

*Crew Members*  
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*Volunteers/Consultants*  
Paul Wroe

#### Staff

Mary-Anne Beatty  
David Allen

#### Fundraising

*Crew Members*  
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Kevin Kimsa, Co-Chair  
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Marvin Greenberg  
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#### Staff

David Allen  
Paul Pinkus  
Ted Fauteux

#### Governance & Audit

*Crew Members*  
Tom Atkinson, Chair  
Paul Atkinson  
Carl DeMarco  
Bonnie Miller  
Nicholas Macos

#### Staff

David Allen

#### Human Resources

Bonnie Miller, Chair

#### Staff

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#### Legal

*Crew Members*  
Nicholas Macos, Chair  
Robert Hall  
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#### Staff

David Allen

#### Nominating & Membership

*Crew Members*  
Mary Lou McLaughlan, Chair  
Paul Atkinson  
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George Cohon  
Carl DeMarco  
Dan Rivet

#### Visioning Task Group

*Crew Members*  
Kevin Kimsa, Chair  
Rem Langan  
Kari Murphy

#### Staff

David Allen  
Ted Fauteux  
Mark Whittick

## Senior Management Team as of May 1, 2005

**David Allen**, Executive Director

**Mary-Anne Beatty**, Director of Finance

**Ted Fauteux**, Director, Capital Campaign

**Martin Mifsud**, General Manager, Variety Ability Systems Inc. (VASI)

**Paul Pinkus**, Director, Marketing and Fundraising

**Mark Whittick**, Director, Village Programs

**Maureen Burgess**, Executive Assistant



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