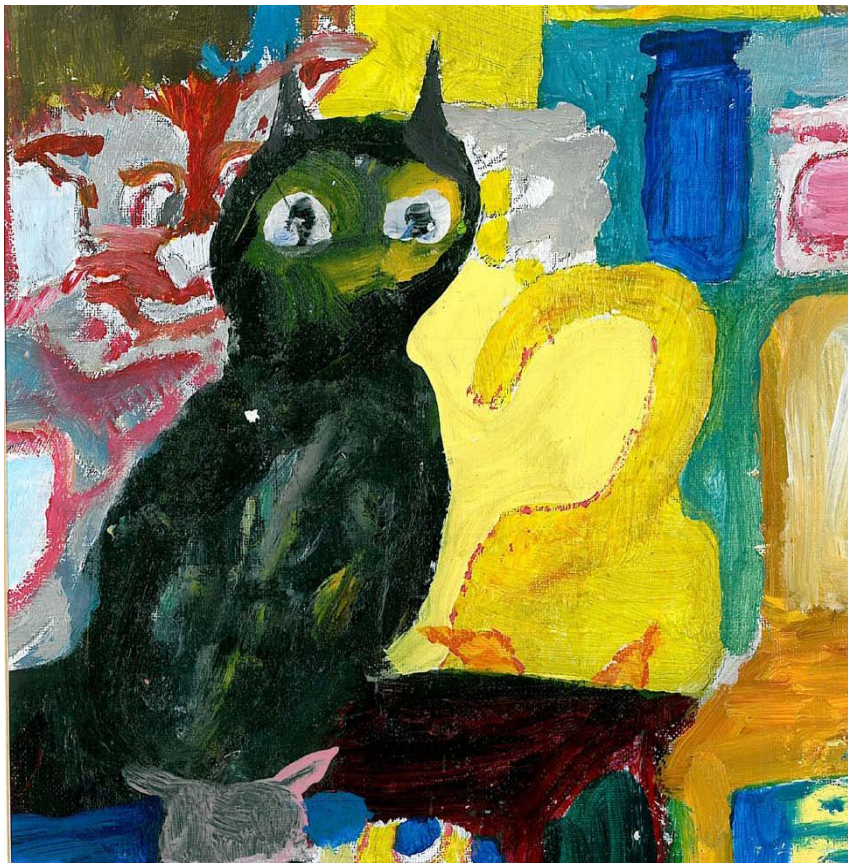


Centre Action Centre
Annual Report 2011
Action Centre Foundation

Living Life Without Limits
Bodies Alive, Minds Healthy, Spirits Inspired



Artist: Brian Maged (Member, Action Centre)

The Only Bilingual Day Centre in Montréal
for those Living with Multiple Disabilities

WITH THANKS

The Action Centre and Action Centre Foundation wish to express a heartfelt 'Thank You' to the following people for their assistance in the preparation of this Annual Report:

Ginger Petty, Chairperson, Action Centre Board

Andrew Pepper, President, Action Centre Foundation Board

Joanne Heward, Executive Director, Action Centre / Action Centre Foundation

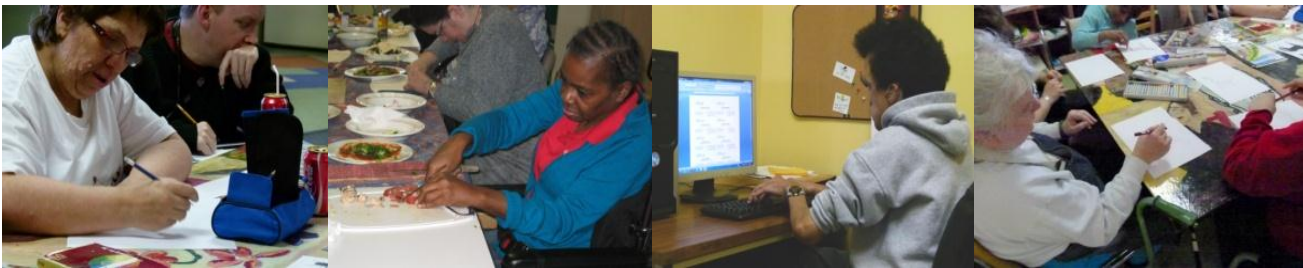
Andrew Lindsay, Managing Partner, Lindsay Brand Strategy

Claudette Read, Manager, Member Services, Action Centre

Ilham Bouzouma, Administration and Fundraising Coordinator, Action Centre

Nancy Guitard, Accountant, Fingers Communications

Cover Artwork: Brian Maged, Member, Action Centre



Action Centre
Non-profit Corporation under Québec registration number #1147868864
Canadian Charities Registration #884835026RR001

Action Centre Foundation
RR #840367353 RR 0001

May 2012



ACTION CENTRE FOUNDATION OVERVIEW

Established in 2007, the Action Centre Foundation is a registered charity that provides financial support, leadership and strategic guidance to the Action Centre. The Foundation's sole mandate is to steer the Action Centre as they work to improve the quality of life of those living with disabilities, at/or below the poverty line, by facilitating social integration and community re-integration. The Foundation Board works tirelessly to expand, diversify, and sustain the Action Centre's revenue and donation base, while directing the long term growth strategy, by expanding membership development and the Centre's fundraising reach and awareness across Montréal and into every community.

ACTION CENTRE OVERVIEW

Founded in 1998, the Action Centre believes in *Living Life Without Limits* and that every physically disabled person deserves an opportunity to grow within an environment of respect, support, encouragement and safety.

Here, our members are part of a community that welcomes them with open arms, not because of their situation, but despite it. We believe in a place that provides hope, mental and physical stimulation, education and acceptance.

We watch as our members thrive in a milieu that promotes individual escalation, independence and well-being. We do this year-round, 5 days a week, and are committed to seeing our members and organization flourish, grow and evolve.

MISSION STATEMENT:

To increase our members' independence, personal growth and good health by assisting them in active learning ~ through educational, social and recreational opportunities in a safe environment, that promotes peer support, trust and acceptance.

VISION STATEMENT:

To facilitate our members in reintegrating their community; to give back to the community to the best of their ability; to create public awareness for the needs of the physically challenged, and to become role models for other people with disabilities, for groups across Canada and throughout the world.

OBJECTIVE:

To enhance our member's self-esteem; improve our member's quality of life and autonomy with mutual assistance; to enrich their lives through fulfilling activities and education; and to ensure their involvement in the decision-making process at all levels of governance of 'their' Action Centre.

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MESSAGE FROM AC FOUNDATION PRESIDENT

Action Centre members are physically and financially disabled... but boy do they have energy! They have compassion, strength and an unabashed ability to accept and cope with basic daily challenges let alone people's perceptions and judgments of their fate.

Our members teach us all, day after day, that as individuals they bring so much life to a group. What the members lack in financial and physical resources, they make up for with creativity, will and desire. That being said, it is the basics - things we all mostly take for granted - that our members seek when they turn to the Action Centre. *L'union fait la force!* And it is with teamwork and a high level of spirit that we move forward in supporting a cause and a mission. That is why the Action Centre turns to you: to better a place, better a life and better a community.

Our challenges are clear:

- Ensure the sustainability of the Action Centre for its 162 Members;
- Develop additional programmes and services required by the members;
- Reach out to more needy members in the community;
- Increase the number of Action Centres in the city.

It is with a great amount of pride and humility that I have accepted to take on the role of President of the Action Centre Foundation. Having acquainted myself with the Action Centre's mission, I am thrilled to join a passionate and dedicated team of volunteers and staff devoted to giving so much to our Members' lives; members who in turn bring so much joy and enrichment to our communities. And this is where the vision begins.

A new dawn is upon: With a renewed conviction and commitment, the Action Centre Foundation will meet the Centre's short term financial goals for 2012, and will ensure the Centre can sustain itself with a longer term view. If we do things right, we will build a blueprint to success for more Action Centres, and will make our Foundation a torchbearer, advocate and custodian to the physically and financially disabled in our community. In building partnerships with our donors, governments and corporations alike, we will give a voice to the disabled in all of our communities.

Help us meet our goals. Allow us to engage you in a project whose purpose it is to help the most disadvantaged in our communities today - and with an eye on the future. Participate in our events and activities, give to our requests and see the real benefits of what you are providing to real people in need.

Thank you for your continued support.



Andrew T. Pepper
President, Action Centre Foundation Board

MESSAGE FROM THE AC CHAIRPERSON

Our members are the bravest group of people I have ever met. They don't complain about their life's direction or discomfort. They have every reason to be angry: they hurt, their muscles are stiff; their medical problems are extensive. Our members work hard to live fulfilled lives. They encourage each other to strive for success, and take joy and pride in all progress. I hear beauty, hope and respect in their words. I see kindness in their behavior, supported by an attitude of gratitude and joy.

It is because of these heroes that I have happily supported this exciting charity for over 10 years. I have received far more than I have given: I am proud to consider all 162 members as my brothers, my sisters, my friends.

Our members are the root, cause and success of the Action Centre. It is their home away from home. We are a family ~ a place where everyone is the same. Ability is not a social status; members look out for each other with friendship and care; no one is alone; no one cares about rich or poor; and language and culture are unimportant.

Our computers stimulate minds with communication, knowledge and creativity; our exercise programmes encourage physical well-being and range of motion; our psychological and educational classes provide enrichment and stimulation. We look after our members so that their caregivers may enjoy respite. Their lives are rich with love and care from our excellent staff. We provide laughter and fun. Our members have great affection for 'their' Action Centre and depend on it. Our Leadership and Executive are dedicated, committed, vigorous and effective; however, our future depends on you. I ask for your ongoing support and continued generosity, and invite you to visit us - you will love what you see!

Let's turn 'Can't' into 'Can' - by providing for, and ensuring that the quality of care and meaningful services of the Action Centre continue. We strive endlessly to be recognized as an established, inalienable and '**essential**' service across Montréal - in order to improve the lives of all of our vulnerable and beautiful citizens.

Sincerely yours,



Ginger Petty
Chairperson, Action Centre Board

MESSAGE FROM THE ACF | AC EXECUTIVE DIRECTOR

On behalf of the Action Centre Foundation, the Action Centre and our grateful members, I would like to extend our heartfelt appreciation, and a profound `thank you` for your continued support.

Over the past 2 years, we have endured a `roller coaster` economic environment. While successful, 2011 was, in equal parts, challenging. Our priorities were: 1) To maintain and grow the `health` of the Centre, all while 2) simultaneously ensuring our continued financial security.

Our members have assumed more responsibility than ever before within the Action Centre, making them more active and engaged, and by extension, more integrated within their own communities. For example, we have an on-site Cantina at the Centre, where members can buy a snack, lunch etc. In the past, this was purely transactional. Now, we have a dedicated Member Cantina team, who manages revenue and expenses, including accounting – operating within a budget and with profit/loss responsibility.

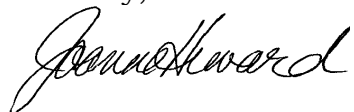
Coupled with this type of initiative, we continue to create and develop many outstanding programmes and diverse activities that have greatly contributed to the preventative healthcare and overall well-being of our members, aligned under our Four Key Structures: **Education, Health and Wellness, Arts & Creativity** and **Community Participation**. We continue to find new ways to increase and improve our *Member Services*, by leveraging the capabilities of our existing *Programme Partners*, all while forging new alliances with innovative collaborators within our *Community Network*.

For 2012, we will continue to improve our financial stability, promote and build awareness of our **'essential services'** to various constituents and stakeholders across the city, and grow our membership base. We are actively seeking new ways to enlist and enrol all levels of government (local, regional and provincial) into our *Mission* and *Vision* - with our declared goal of being recognized as a **unique** and **essential service** throughout Montréal. When one considers the contribution we make to **cost avoidance** in the healthcare and social service systems, the Action Centre must continue to exist, flourish and grow – unimpeded and uninterrupted.

We need to become more ingrained into the fabric of the Greater Montréal Community – alongside supporting sick children, eradicating diseases and in building new health and educational facilities – while concurrently upgrading the overall living conditions and lifestyle standards for our most vulnerable. I am delighted in how the Action Centre stimulates and promotes improved health and well-being for its members with: daily interactions, active participation and member development through our various programmes – all of which empower our members with autonomy, independence and confidence inside and outside the Centre - teaching us all to look beyond the disabilities and recognize real life and real life solutions.

We have a lot in common with our members: they laugh, dance, celebrate and get their hearts broken - much like you or I. These are individuals who aspire to dream big - and do so with vim, vigour and vitality.

Sincerely,



Joanne Heward
Executive Director, Action Centre
Executive Director, Action Centre Foundation

ACTION CENTRE ~ UNIQUE AND ESSENTIAL

The Action Centre is unique in Montréal ~ a bilingual and multicultural non-profit community organization whose mission is the social inclusion and active participation of adults with severe and permanent motor and/or cognitive limitations.

Since 1998, the Action Centre has stood as the only **affordable and bilingual** Day Centre for Montréal's most vulnerable and severely physically challenged citizens, most of whom live below the poverty line. With a growing membership of over 160, we see an average attendance of 50-55 people a day. We are centrally located in Ville LaSalle and open year round, Monday to Friday. Our membership comes from most of Montréal's cities, boroughs and communities. We offer structured activities and a regular calendar of programmes. Working alongside our members, we also help organize extra-curricular activities outside regular hours such as picnics, *cabane à sucre*, apple picking, cinema, museum tours and holiday dances, to name but a few. (The members pay 80% of the additional cost for these outings.)

The Action Centre offers its members many educational and recreational activities that recognize their own capabilities, but also actively contribute to and help them re-engage in Community life, in a respectful and safe environment. We offer a full curriculum of weekly and monthly programmes, allowing our members to engage in instructional courses, games and leisure, physical activities and social pastimes; all of which helps with fluid movement and overall coordination, integrated with the support of our *Strategic Alliances* and the ongoing sponsorship of our valued *Programme Partners*.

Additionally, our full-time healthcare attendants provide necessary personal care for those who require it (feeding, washroom and diaper changing), giving their primary caregivers respite or an opportunity to work outside the home. We provide nutritious meals each day, prepared by our in-house chef, for the nominal fee of \$3.00. We have made concerted efforts to keep our prices low, including the cost of our membership fees - a mere \$ 20.00 per year ~ otherwise many of our members would not be able to attend.

FACILITIES

Our current, rented, ground floor LaSalle, QC location on av Dollard, near Newman Boulevard, is 4,500 sq. ft., with bright and colourful open spaces and much natural light. We have a large parking area in back, which provides easy access and safe discharge for STM Adapted Transport and taxis. We have a large modern kitchen (wheelchair accessible), Member-run *Cantina*, a conference room, library, closed classroom, computer lab with 17 terminals, and a large open area with many tables for multi-function use: as a workspace, lunch, or casual meeting area. All of our computers are internet connected - installed and maintained by employee and long time member, Paul Donovan. In addition to overseeing the overall operation and maintenance of the lab, email servers and internet network, Paul also rebuilds donated computers – which we can then supply (at no charge) to our members for use at home.

We have an excellent team ~ consisting of an Executive Director, two Managers and three Caregivers ~ who work closely with members and volunteers alike to ensure that we are constantly evolving to provide dynamic instructional courses, activities and programmes that best meet the needs and demands of our members. Additionally, we leverage a wide range of valued Strategic Alliances, including our founding partner the *Constance Lethbridge Centre*, MUHC *McGill University Health Centre*, Concordia University's *John Molson School of Business*, and *The Argyle Institute*, in addition to our dedicated Programme Partners and an extensive Community Outreach Network.

ACF | AC ~ 2011 HIGHLIGHTS / ACCOMPLISHMENTS

- Increased Action Centre membership from 150 to 162 members
- Hired a highly qualified and effective new Manager of Member Services
- Successfully received 2011 PSOC (Programme de soutien aux organismes communautaires) Grant – up 40% since 2009
- Identified new member initiatives, including the *Wellness Programme*, launched in partnership with the *Argyle Institute* last fall
- Implemented **PAAS Action Programme**, sponsored by *Emploi Quebec*, where 10 of our members get the opportunity to develop employment skills at the Centre and be paid for their contribution
- Full Community support from LaSalle – Recognized in 2009 as **essential service** to the city
- Created much greater media awareness and reach, with partners CJAD and Global Montréal
- Maintained high standard of Member Services ~ resulting in high levels of member satisfaction
- Offered a wide variety of programmes and diverse activities, which remain very well attended
- Internal fundraising efforts by Member`s own events achieved their goal of \$10,000 - a significant achievement over 2010
- Restructuring and strengthening of the Action Centre team has provided more internal promotion opportunities for employees within the Centre, and has allowed us to clearly identify our needs for future growth
- Development and launch of new Action Centre and Foundation website, including social media strategy for *Facebook*, *YouTube*, *Vimeo* and *Tumblr*
- Successful execution of our two significant annual fundraising events: 2nd Annual President`s Cup Wheelchair “Basket” Ball and Wheelchair Basketball Tournament & 10th Annual Soirée.

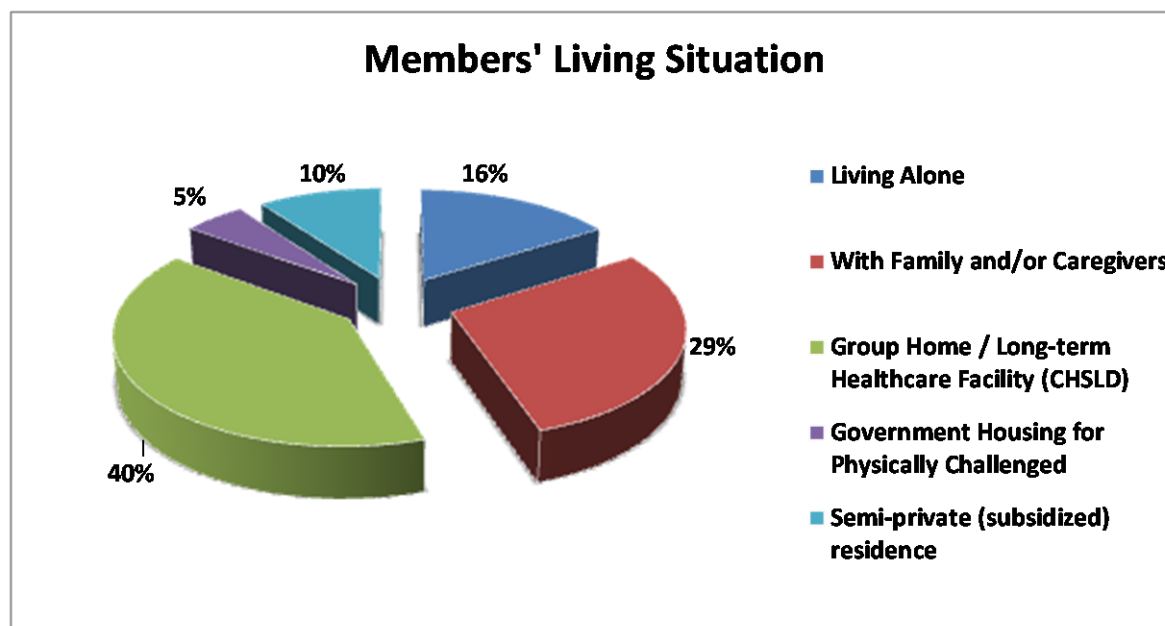
WHERE WE ARE GOING IN 2012

- Continue to increase Action Centre membership and awareness by strengthening our communication and outreach within CLSC/HSSC/CSSS and other NIRR (Non-Institutional Residential Resource) networks
- Continue to reinforce our position as an extension of Montréal's bilingual **essential services**/critical medical community resource ~ providing relief and '**cost avoidance**' to governments, social services and the healthcare system
- Strengthen key relationships with Community Networks, Government Resource Programs & Educational Partners
- Finalize lease negotiations and site improvements for Q2; determine long-term facility strategy for the Centre
- Launch inaugural *Action Centre Walk & Awareness Event* in May – ChairAware™ Month
- Celebrate our two main fundraising events: 3rd Annual President`s Cup Wheelchair “Basket” Ball Tournament and 11th Annual Soirée.
- Participate in all relevant city and community events promoting awareness and advocacy for the physically disabled, those living in poverty and to showcase the Action Centre.
- Action Centre AGM 2012 will be held **Wednesday, March 28, 2012.**

AC MEMBERS DEMOGRAPHICS ~ DID YOU KNOW?

Membership from across Montréal – all communities, ethnicities and backgrounds.

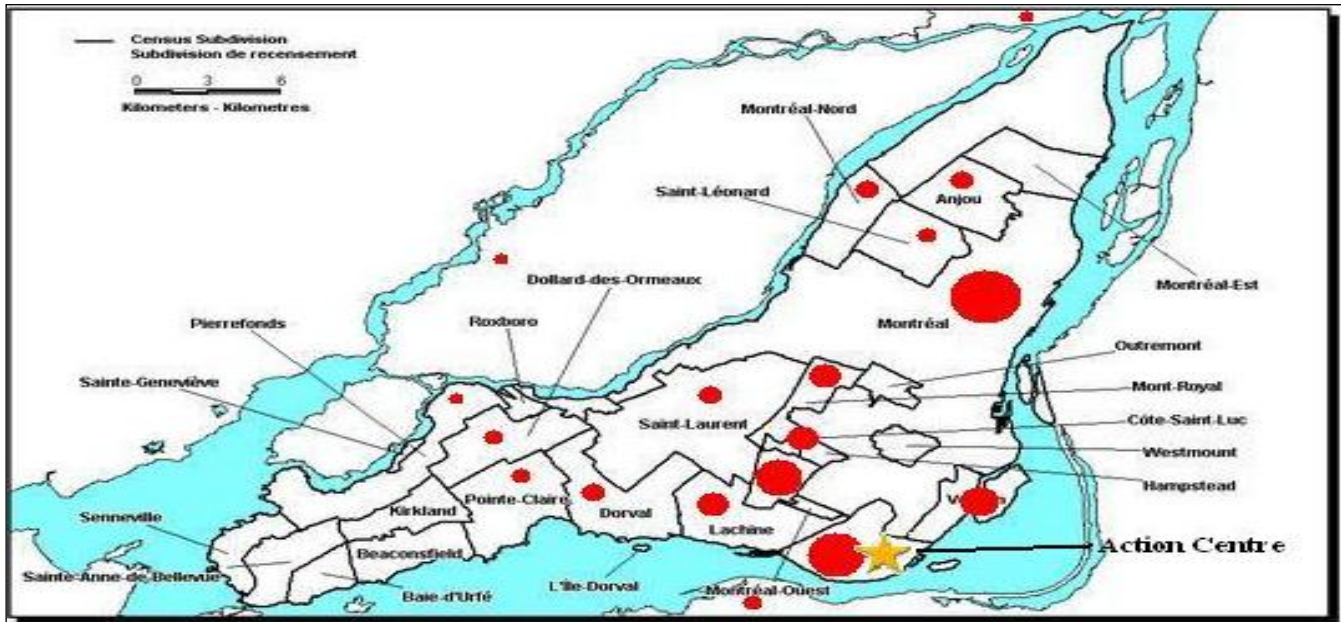
- **Over 90%** live on government disability incomes of \$9,600 annually
- **55%** are English and **45%** are French
- **10%** of each language group is bilingual
- Some commute **3+** hours round trip to take part in our programmes and facilities
- **Over 50+%** live in subsidized housing – mandated to leave their residences 3 days per week for ‘structured activity’*



- Action Centre attendance allows many members to fulfill this weekly obligation (3 days/week, 6 hours a day), reducing their need to go to malls or out into the streets
- Regular Action Centre attendance by members provides welcome respite and reprieve for family and caregivers
- **Similar structured activities/services at home would cost +\$30,000 year/person**

ACTION CENTRE MEMBERS

Our members are truly at the heart of the Action Centre ~ coming from all over Montréal and surrounding areas. Most members arrive by STM Adapted Transport and taxis; some must commute as much as 2-3 hours per day. They make this effort to benefit from the unique environment the Centre offers - one that caters to each member's condition, capacity and ambitions.



Our members suffer from many forms of severe physical disabilities, some with coexisting or mild cognitive dysfunction. Their chronic conditions and diseases range from Muscular Dystrophy, Multiple Sclerosis to stroke, head trauma and accidents. Many of our members were marginalized - socially and emotionally - before coming to the Centre. Over **50%** live in government-assisted housing, where many are mandated to vacate their residence 3 times per week for *structured activity* ~ often leaving them with nowhere to go. With over **90%** living below the poverty line, regular '\$30 a day' centres are just not an option.

The Action Centre provides a **unique and essential service** ~ a place where members can have communal interaction in a safe environment on a daily basis ~ where they can benefit from a multi-dimensional approach to health and instructional education, social integration and recreation - and most importantly - a place they can afford.

We provide this environment and our members have flourished as a result.

Our members are very capable; bright, generous and kind, they come from all walks of life. Some previously held positions such as: *Registered Surgical Nurse, Teacher, Senior Sales Executive, Accountant, and Videographer*, to name but a few. Just because their lives have changed, does not mean they cannot adapt, they simply need our help.

With an average age of 55 years old, this once vulnerable group of citizens has acquired a renewed sense of hope and self-esteem. We currently have five (5) Action Centre members sitting on our Board of Directors. Where once they were shy and afraid to speak, they now offer opinions and make decisions. If we can keep providing our members with these types of opportunities, we can foster better independence, and help each person achieve their maximum physical, social and economic autonomy, with an eye to re-engaging and re-integrating into the community.

MEMBERS FUNDRAISING

Internal fundraising is organized and staffed by our members, held at the Action Centre – with critical support and management by our dedicated team of volunteers. In 2010, these activities brought in over \$10,000 – a record high!

Spaghetti Dinner	Twice a year ~ All-You-Can-Eat Dinner tickets sold to family, friends and in the Community
Fundraising Bazaars	Two Fundraising Bazaars each year: Summer and Christmas
Gift Basket Raffles	Twice a year ~ Raffle tickets sold to win Gift Baskets
Cone Day	Donations collected through the generous support of <i>Ben & Jerry's</i> (McGill College) on the 1 st day of their summer season
Harvest Day	Salad party, in late summer, with fresh produce from Eco-Garden

This is a particular source of pride to our members, and the entire Action Centre family, as a reflection of the confidence and self-esteem fostered in helping themselves and in giving back.

Our team of volunteers accounts for over 10,000 hours each and every year

PROGRAMMES ~ DAY IN THE LIFE OF THE ACTION CENTRE

The Action Centre is unique - providing a rich blend of educational and social stimulation, along with a strong ethic towards good health and well-being. We encourage our members to reach their full potential, and design all of our courses and programmes with that in mind. We promote self-awareness and independence, and we do this through our vast list of social activities, instructional courses, partner programmes and health initiatives.

Our programmes are monitored constantly for quality and relevance, and evolve regularly to meet the needs of our members. We offer many services currently unavailable anywhere else in the community, and have been instrumental in assisting adults with disabilities regain their independence and transform their vision of the future.

Our main activities are centered on **Four Key Member Programme Structures:**



EDUCATION

Pedagogical activities are central to the daily routine at the Action Centre. **50%** are funded by the **CREP** (*Centre de Ressources Éducatives et Pédagogique*) part of **CSDM** (*Commission scolaire de Montréal*), with **40%** funded by the **LBPSB** (*Lester B. Pearson School Board*) and **10%** in partnership with the *Centre Lissette Dupras* rehabilitation centre and private teachers.

We combine 'real world' instructional courses like computer training, French lessons and personal development - with physical fitness, social and recreational activities - something to stimulate and engage every person, at every level.

Classes are provided in French, English, or bilingual. We have been very fortunate to work with many excellent volunteer teachers and the services of two teachers from the *Montréal School Board*, allowing us to further expand the educational services offered to our members.

Being mentally and physically stimulated at the Action Centre provides our members with a better state of mind, as well as with new tools to cope in the 'real world'. This helps them re-integrate into the work force, while being physically stronger to tackle daily tasks with greater ease. Equally, the group stimulation they receive can make them feel better about themselves, providing them with greater self-confidence and self-esteem, and a better overall outlook and perspective on life. We continue to offer this level of personalized development with one on one teacher consulting, allowing a targeted approach for specific needs, in a private consulting room.

Sample of courses offered:

- Advanced Computer Skills
- Internet and Web courses
- Geography and Current Events
- Creative Writing
- French lessons
- Personal Development

HEALTH & WELLNESS

Many of our members, disabled and with chronic health conditions, have often been marginalized socially and emotionally - frequently leading to depression. Through participation and peer association, we work to turn that around completely. Our members learn to become more active, developing a sense of belonging, sharing an important connection with others who share similar struggles, eventually becoming more emotionally positive.

A positive attitude is a key factor to any Wellness Program.

Every day, we provide our members with courses, programmes and activities geared at improving their physical and mental health and overall well-being. In 2011, we revised aspects of our *Wellness Program*, now providing individual health coaching, nutritional education and at home support. We encourage and reinforce our members to be proactive and self-sufficient with their healthcare matters.

The Action Centre works over a very broad spectrum, covering the dozens of diseases and disabilities affecting our members. Below are some of the workshops we offer:

- Nutritious Cooking and Safety Classes Exercise and Fitness
- Mental and Emotional Health Programmes Meditation
- Music Appreciation

ARTS & CREATIVITY

Our classes take into consideration each person's level of difficulty (both cognitive and physical), and given the small class sizes, individual attention can be devoted to each of our members. We are proud to have created a safe zone for our members to open up and be themselves. Art, creativity, writing and painting are just a few of the opportunities our members have for improved self-expression, increased communication and enhanced dexterity.

Many of these successful member projects are presented, and on display in the regular editions of our [ActionREACTION](#) newsletter.

COMMUNITY PARTICIPATION

Although we offer an environment to socialize and create long lasting friendships, learn new skills and have fun, we aim equally to increase individual engagement by empowering members to actively participate in, and take greater responsibility for their lives – both inside and outside 'their' Centre. Partnering with business and community is a critical coalition in securing important alliances and programmes for our members.

We have several outreach programs in place - assisting our members in integrating more fully into their own communities. This can be a huge step, helping them achieve greater autonomy and in maintaining a more positive influence and outlook long term. Additionally, being seen out and about in the community is an essential component in creating positive public awareness about the struggles and challenges that people with disabilities face each and every day ~ leading, hopefully, to a larger social conscience about their needs including: access ramps, larger corridors and wheelchair access in public/ commercial washrooms, in the Metro and on public transit.

We work closely with our Communities to identify re-engagement opportunities for our members. Several of our members currently work and volunteer outside the Centre. A selection is listed below:

YMCA Daycare
John Abbot Mail Room
LaSalle Community Relations
Published Poet

CEGEP
McKay Centre/ Constance Lethbridge
Awarded High School Diploma (2010)

COMMUNITY OUTREACH NETWORK

We identify the Action Centre as an **essential community resource**. We work closely with several community groups that help assimilate the Action Centre into the community and allow our members greater opportunities at re-engagement:

Centre Lisette Dupras Réhabilitations Centre:

A Partner Programme, whereby members from CLD with intellectual disabilities join Action Centre members for joint activities.

Emploi Québec - PAAS Action (Aide et Accompagnement Social):

Ten (10) of our Members are enrolled in the **PAAS Action Program** – providing them with increased welfare income for autonomous work and duties performed within the Action Centre:

Receptionists	Rita, Claude and Rosa
Cashiers	Audrey, Peter, Freddy and Jean François
Computer Tech	Paul
Computer Lab Supervisor	Jeff
Internal Fundraising Coordinator	Maria

Emploi Québec – Subvention Salariale:

Action Centre provides work opportunities and re-training for people who have been unemployed for an extended period of time. (One Caregiver ~ twice a year)

Emploi d'été Canada (Service Canada): Provides two (2) student teachers as summer replacements

Correctional Service of Canada:

Former convicts in transition are able to perform their required community service at the Action Centre as caretakers and cleaners (2 per year, for 6 month terms)

CDI College:

Students becoming Health Assistants and Nursing Care Aides rotate through the Action Centre as interns relating to and supporting persons living with disabilities (10 days/month).

McGill University Outreach Program/ Dentistry:

McGill Dentistry students set up a mobile clinic at the Action Centre for check-ups and cleanings

Nutri Centre / Eco-Garden:

A LaSalle Community initiative, in collaboration with *Nutri-Centre*: Members plant and manage a nearby herb and vegetable garden, culminating in a Harvest Day salad party in late summer.

CEGEP de Vieux Montréal / École des Métier de Faubourgs / École Cavalier / Vanier College:

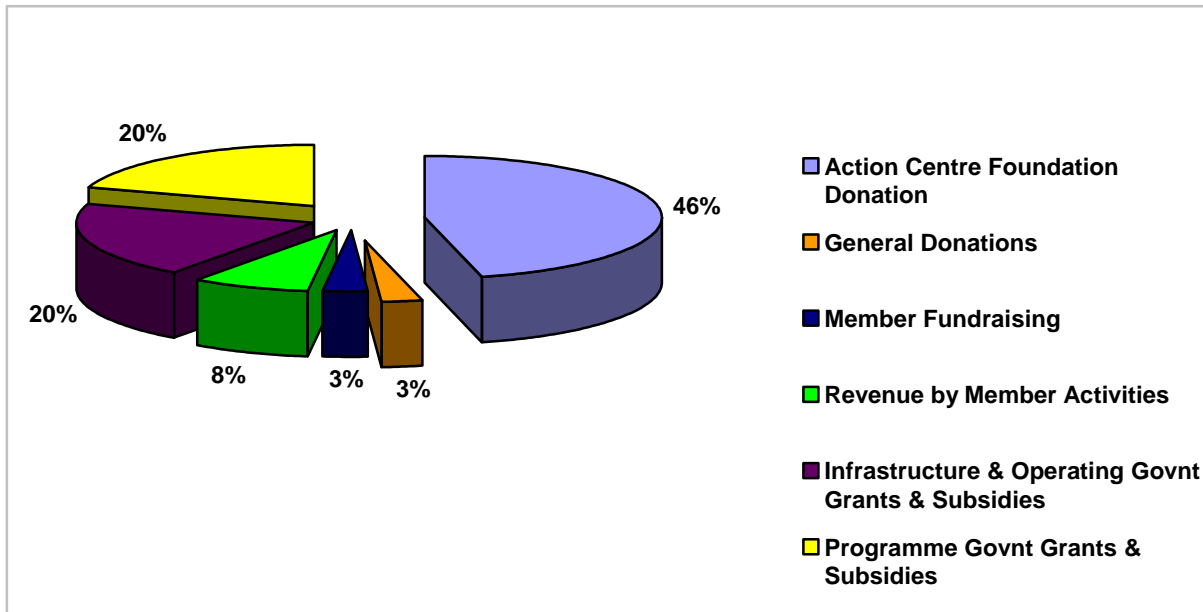
Students are offered internships, relating to persons living with disabilities.

AlterGo: Companion Program to assist members enjoy and participate in outdoor leisure activities.

ACTION CENTRE ~ 2011 FINANCIALS

In addition to our annual fundraising efforts, we have a dedicated following of private supporters who believe strongly in the Action Centre's work. With their generosity and additional support from government, we hope to ensure the longevity of the Action Centre for many years to come.

2011 REVENUES



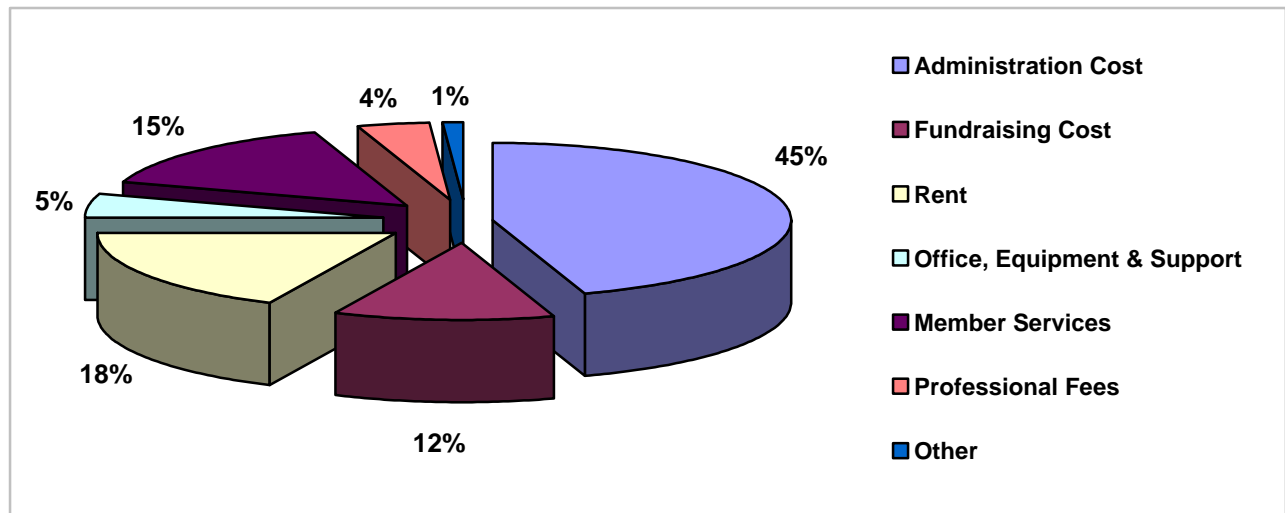
Infrastructure Government Grants: Support the overall operations of the Action Centre.

Programme Government Grants: Directed to specific Member programmes, i.e. *Wellness Program*. In addition, these Programme Grants allow us to expand our core Team with health care interns, teachers and caregivers, as required.

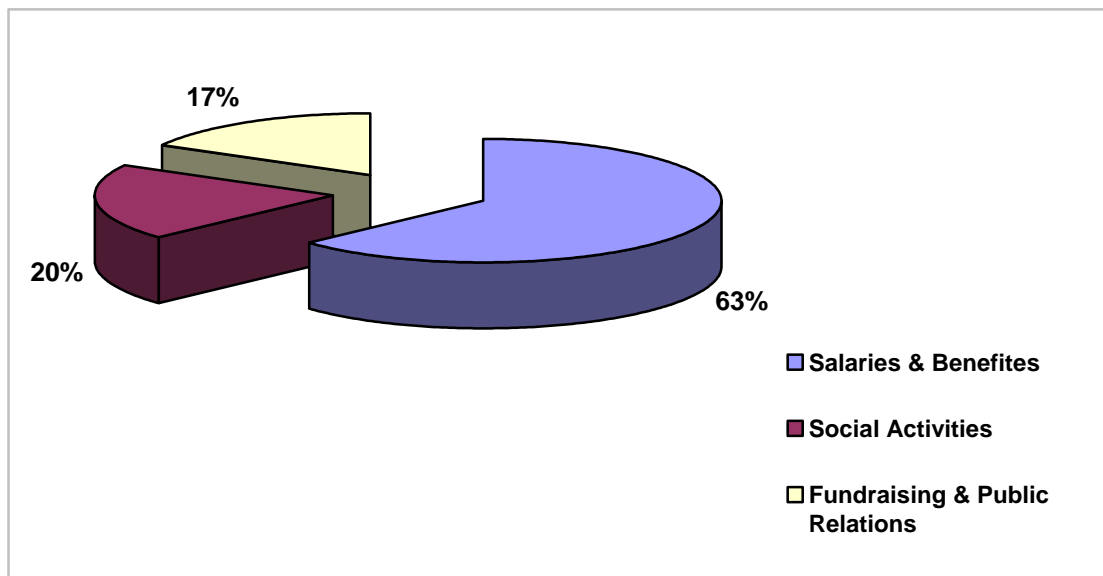
While these Programme Government grants do not support the overall operations of the Action Centre, they are critical in minimizing our overall staff head count costs.

2011 Audited Financial Statements are available at www.centreaction.org/centerfacts.html, and recorded with the Canada Revenue Agency (CRA) under Canadian Registered Charities: <http://www.cra-arc.gc.ca/ebsci/haip/srch/charity-eng.actioncentre>

ACTION CENTRE ~ 2011 EXPENDITURES



2011 ADMINISTRATIVE SERVICE EXPENSES



Salary and Benefits:

Given the multiple disabilities of our Members, the Action Centre needs specialized caregivers to support their many daily requirements

ACTION CENTRE FOUNDATION - FUNDRAISING

As with most charities, our lifeline is directly connected to our ability to raise funds and secure grants, donations and legacy giving. We continue to succeed in this area, by maintaining strong links with our key *Strategic Alliances*, and in bringing greater awareness of the Action Centre to all levels of government.

The Action Centre Foundation Board is in constant communication with a growing pool of potential donors from many Anglophone and Francophone communities across the city; and is leveraging our message and mission, via our refreshed website and social media strategy, to new groups of supporters, donors and friends of the Action Centre. We have a dedicated following of benevolent supporters who believe strongly in the Action Centre's work and, with their generosity and the additional support from all levels of government, we hope to ensure the longevity of the Action Centre for many years to come. Solicitations and presentations to major donors and foundations is a constant endeavor, throughout the calendar year.

Each year, we produce two significant strategic fundraising efforts:

ACTION CENTRE ANNUAL SOIRÉE / FALL

Each fall a prominent individual is selected for their extensive and tireless service to the city and in the community.

In 2011, we proudly hosted our **10th Annual Soirée**, honouring the founding leaders of our Soiree:

Kevin Harrison
Sandra Schlemm

Rosemary Hoppenheim
Jamie Orchard

Sue McConnell
Ginger Petty

Past honourees include:

2009 – A. K. Velan

2008 – Richard and Carolyn Renaud

2007 – Pierre and Lucie Boivin

2006 – John Rae

2010 – The Hon. Dr. Arthur T. Porter

2005 – Pam Dunn

2004 – David and Mary Culver

2003 – Suzan Cavell

2002 – Lorne Webster

The Soirée has proven to be our single most successful fundraising activity each year, and has become a perennial social event on the Fall Calendar.

Our 11th Annual Soirée will take place on **October 3, 2012**.

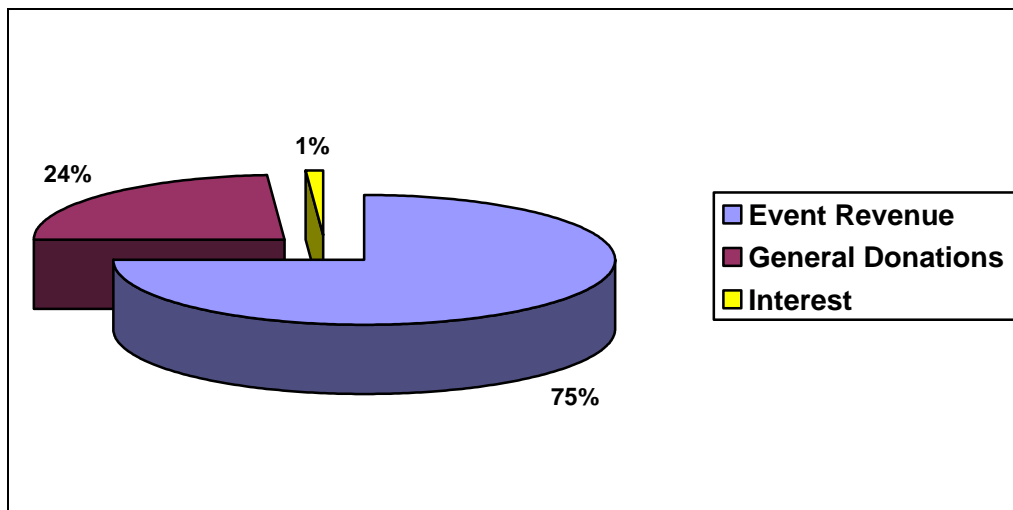
CHAIRWARE CHALLENGE™ WHEELCHAIR “BASKET” BALL / SPRING

Created and trademarked by the Action Centre, the **Chair Aware Challenge™** is a broad campaign to raise awareness for those living in wheelchairs, highlighting the challenges and struggles they face daily. We have transformed the original “*Spend the Day in a Wheelchair*” Corporate Challenge into a lively and friendly tournament, where teams, companies, donors and players raise money and Action Centre awareness by playing wheelchair basketball.

The 3rd Annual President's Cup 2012 Wheelchair “Basket” Ball Tournament will take place on Saturday, May 12, during **ChairAware Challenge™** Month.

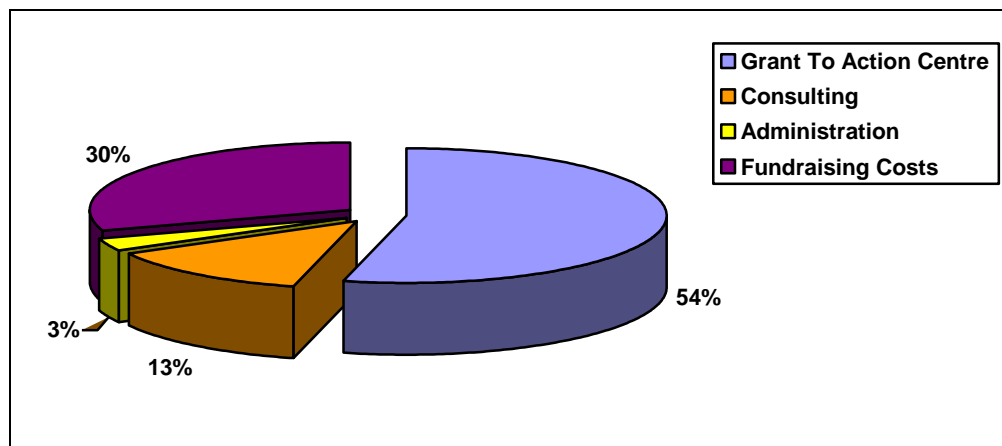
ACTION CENTRE FOUNDATION ~ 2011 FINANCIALS

2011 REVENUES



**** 12.4% increase in revenue compared to 2010**

2011 EXPENDITURES



**** 46% decrease in Consulting Fees compared to 2010**

**** 48% decrease in Fundraising Expense compared to 2010**

OUR FUTURE

Over the last few pages, we have provided you with a brief insight of who we are and what we do. In order to truly appreciate what the Action Centre does, you need only see what is told on the faces of our members. We are a bright light ~ a beacon of hope ~ to an otherwise disenfranchised group of Montréalers. We help our members re-engage into society and offer them a community to belong to. We provide them with the stimulation and desire to take back their lives and to live them fully.

At the beginning of this Annual Report, we declared that we endeavor to **Living Life Without Limits** ~ and we support this in everything we do. The Action Centre makes this a reality for so many people who, prior to its creation, merely passed their time, stagnant in shopping malls or prisoners in their own homes. We have helped many people regain their passion for life - yet there is so much more that we can and need to do. We need your help to make this happen.

Government currently provides only a quarter of our annual budget. While we have managed to remain stable (due mostly to the generosity of our donors), we are always aware and concerned that this same level of funding, given the current the economic climate, is at risk. We need all levels of government to support us, as we in turn support those in our society less able and disadvantaged.

When we look at the full range of services, benefits, programmes and activities provided through the Action Centre, we see that we do not simply support the physically disabled, we provide critical rest and respite to families, friends and caregivers, and offer our members a chance to return to the workforce. **Most importantly, we are an essential service and a critical 'cost avoidance' resource, alleviating additional strain on our Governments, Social Services and Health Care systems.**

We, like our members, have much potential. We are planning on offering new courses aimed at preventative healthcare, such as smoking cessation and weight loss. We work tirelessly to add more focus and create superior tools, which will enable our members to take greater ownership of their health issues. We wish to expand our facilities to accommodate even more members, all while: keeping our costs low, our high quality Member Services and high member satisfaction. We are constantly working on new initiatives and integrated partnerships with business, community and donors; in order to reach out to the over 200,000 Montréalers who still need our help.

We invite you to take the time to really understand who we are.
We need you. Our members need you.

If we are truly a just and proud society, concerned about the well being for all of our citizens, the Action Centre must continue to thrive and survive.

LEADERSHIP

ACTION CENTRE FOUNDATION BOARD

President	Andrew Pepper	Gryphon Investment Counsel
Past President	Mark Culver, MBA, CFA	Formula Growth
Treasurer	Zygmunt Marcinko, CA	President, Capital Ideas
Secretary	Eddy Miller	Corporate Communications / Investor Relations
Administrator	Peter Cohn, BComm	VP Action Centre Board, Retired VP Algo Industries
Administrator	Francis Fontaine	President & CEO, MSCOMM Technologies
Administrator	Susan Gabellini	Partner/Head Designer, Oblique Mfg. Co.
Administrator	Geoffrey Heward	SVP & Director, CFG Heward Investment Mgmt
Administrator	Jodi Lafrenière	Business Development Advisor
Administrator	Sophie Palmer, CFA	Partner, Jarislowsky Fraser
Administrator	Ginger Petty, Philanthropist	Chairperson, Action Centre Board
Ex-officio	Joanne Heward	Executive Director, Action Centre Foundation

ACTION CENTRE BOARD OF DIRECTORS

Chairperson	Ginger Petty, Philanthropist	Canadian Women's Club (Women of Year 2006)
Vice Chairman	Peter Cohn, BComm	<i>AC Member</i> ; Retired VP, Algo Industries
Treasurer	Zygmunt Marcinski, CA	President, Capital Ideas /Tax Expert
Secretary	Brian Casey-Forget, LLB	CFP Lawyers Inc
Administrator	Georges Farah, CPA	Retired, ex-Corporate Controller, Repap Ent.
Administrator	Audrey Hamilton, BN	<i>AC Member</i> , ex-Surgical Nurse, <i>Toronto Sick Kids</i>
Administrator	Daniel Jarry	<i>AC Member</i> , ex- Sales Rep, AM Int'l
Administrator	Andrew Lindsay	Managing Partner, Lindsay Brand Strategy
Administrator	Eddy Miller	Corporate Communications/ Investor Relations
Administrator	Dr. Jinder Sall, MD	Family Physician, Medi-Club Le Sanctuaire
Administrator	Harriett Sandell, Teacher	<i>AC Member</i> , ex-Riverside School Board
Administrator	Seymour Silverman	<i>AC Member</i> , Retired, CTV Videographer
Advisory Board	Maria Mastracchio-Lafontaine	Member, Board of Directors – MUHC
Advisory Board	Paul Walton	<i>AC Member</i>
Ex-officio	Joanne Heward	Executive Director, Action Centre



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