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THE CANADIAN HEARING SOCIETY  
LA SOCIÉTÉ CANADIENNE DE L'OUÏE



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## **Report of the Chair of the Board**

The Board of Directors of The Canadian Hearing Society (CHS) continues to develop a strong governance model. Throughout fiscal 1999/2000, the Board undertook important initiatives in the following areas:

- strategic visioning
- fiscal control
- public awareness
- policy setting
- continuing education
- recruitment

### **Strategic Visioning**

The Planning Committee, led by Russ Tilson, has been very active in organizing a strategic planning retreat in August 2000. CHS last engaged in a strategic planning process in fiscal 1995/96. Since then, there have been significant changes in our external environment, such as technological advances, government funding policies, and the job market for health care and social service professionals. Therefore it is timely that we reassess the future direction of the agency. Last fall, we distributed a communique to our stakeholders that outlined the progress we have made toward the goals set in our earlier strategic plan. This spring we distributed questionnaires and conducted numerous focus groups with consumers, volunteers, funders and staff to update our understanding of their needs and aspirations for CHS. This input will be carefully considered as we work toward ensuring CHS is a nationally recognized resource on coping with hearing loss.

### **Fiscal Control**

The Finance Committee, chaired by Blair Smith, has closely monitored our budgets and actual financial performance throughout the year. We are pleased to report another year of balanced revenues and expenses, with a small surplus of \$13,113 in the Operating Fund for the year ending March 31, 2000. Our Designated Funds grew by \$829,917 due to prudent investments and generous bequests. In addition, the Board approved a balanced budget for fiscal 2000/ 2001.

Another major development was the Board's decision in September 1999 to establish its own fundraising entity and end its relationship with The Canadian Hearing Society Foundation. This decision has been and continues to be a preoccupation of the Executive Committee as we strive to negotiate an amicable and fair settlement between the two organizations. The CHS Board established a Fundraising Transition Team, chaired by Albert Mastromartino, to oversee the development of policies and priorities for our new entity. Excellent progress has been made to date, and CHS is well positioned to achieve improved fundraising revenues. These changes offer CHS exciting new opportunities to raise our public profile, expand services and ensure accountability to donors. We know supporters will continue to respect the work of CHS as we celebrate our 60<sup>th</sup> year of business. To be clear, CHS is a registered charity in its own right and there has been no change to the range of services we offer.

## **Public Awareness**

Under the leadership of Bev Biderman, the Community Relations Committee has been instrumental in encouraging individual Board members to engage in activities that will increase the public profile of CHS. Activity reports are completed quarterly to recognize individual effort in areas such as planning special events, fundraising, promoting CHS through speeches and published articles, and participating in presentations to funders. The Committee also initiated plans to celebrate our 60 Years of Excellence, including simultaneous press conferences, anniversary parties, and a CHS flag raising at city halls across Ontario in May, Hearing Awareness Month. We were successful in lining up Minister of Health Elizabeth Witmer and Minister of Community and Social Services John Baird to preside over the Toronto celebration.

## **Policy Setting**

Over the past year, the Board approved policies on the following topics:

- planned giving, detailing how CHS will inform and guide donors who wish to support our programs and activities through a planned gift;
- management compensation, defining overall objectives and guidelines for the remuneration of non-union employees;
- deferred revenue, describing terms and conditions that would allow for deferral of revenue received by CHS into future years.

## **Continuing Education**

Continuing education activities of the Board included presentations by

- Dr. Arnold Love, a professor with York University, on outcome measurement for CHS programs;
- Gillian Kerr, technology consultant, on the opportunities and threats technological advances place on our traditional service delivery models;
- Colleen Bradley, President of Planned Giving Solutions, on how to run a planned giving program.

The Board also devoted large segments of its meetings to small group discussions on such topics as “Increasing Our National Presence” and “Recruiting Volunteers to Lead our Fundraising Activities.”

## **Recruitment**

The Nominations and Bylaws Committee, chaired by Keith Golem, completed a very successful search for new Board members. After drafting and obtaining Board approval for this year’s selection criteria for new directors, the Committee received nominations from many excellent candidates, far more than the number of vacancies, which is a nice challenge to face. The slate of directors recommended by the Committee has a very good mix of skills and recognizes the growing importance of fundraising, public profile and strategic partnerships in the governance of CHS.

## Conclusion

During my three-year term as Chair of the Board of Directors, I have had the good fortune to serve with many dedicated volunteers whose insights and talents have strengthened greatly the Board's effectiveness. Three directors, Winnie Doherty, Wayne Pickard and Russ Tilson, are retiring this year. Their tireless efforts in the governance of CHS are very much appreciated.

Also impressive is the commitment of the volunteers who serve on our various Community Councils and through our regional offices. I am very grateful for their support and individual contributions.

On behalf of the Board, I want to express sincere thanks to our various government funders, United Way, foundations, service clubs, and private and corporate sponsors who, through their generous financial support, have permitted CHS to deliver essential programs to deaf, deafened and hard of hearing people.

Optimism prevails in this our 60<sup>th</sup> year!

A handwritten signature in black ink that reads "Jan Thompson". The signature is written in a cursive, slightly slanted style.

Jan Douglas Thompson  
Chair of the Board of Directors

## Report of the Executive Director

Looking back on the many highlights of a busy and productive year, I would single out government funding as having the most significant influence on CHS operations.

CHS was successful in securing the Ontario government's commitment to ongoing funding for the General Social Services (GSS) program, which is \$2.1 million annually. While we can celebrate now, the mixed messages we received last summer from politicians and bureaucrats put the survival of this core program in serious doubt. We were given the ultimatum to use government's existing funding of GSS toward the expansion of employment services or lose it altogether, that is, we were being asked to develop one core program at the expense of another. After considerable time and advocacy effort, CHS received a letter from John Baird, Minister of Community and Social Services, guaranteeing current funding levels for GSS over the long term, and welcoming us to apply for incremental funding to enhance our employment services.

Following years of proposal writing and advocacy by CHS, the Ontario Ministry of Health appears ready to grant CHS significant additional funding to expand health care interpreting and mental health services. Once this funding commitment is confirmed, it will take CHS many months to gear up for this expansion, especially to hire the required numbers of qualified interpreters and mental health counsellors, professionals who are currently in short supply. However, we are pleased that the Ontario government has finally recognized its obligation to provide accessible health care to deaf, deafened and hard of hearing people in compliance with the 1997 ruling by the Supreme Court of Canada in Eldridge v. British Columbia. No one, including the provincial government, expects that the new funding will be adequate to meet all the health care needs of Ontario's 1.1 million citizens with hearing loss, but we are off to a good start.

Other successes with respect to government funding include

- approximately \$900,000 toward retroactive pay equity adjustments;
- incremental funding for hearing care counselling in Sault Ste. Marie and Kingston regions;
- new funding from Human Resources Development Canada toward employment programs in Peterborough and Sault Ste. Marie;
- \$193,000 in one-time funding to replace outdated audiology equipment;
- approval from both the Ministry of Health and the Ministry of Community and Social Services to consolidate our numerous government contracts in order to reduce our administrative workload;
- a willingness by Elections Ontario to start providing and paying for interpreter services if so requested by Deaf voters.

Organizational development has been another area of focus this past year. Details of last year's management restructuring were designed and implemented, resulting in significant changes to financial systems, several new hires and expanded staff training programs. Management and CUPE Local 2073 negotiated a new four-year collective agreement. And we established an in-house fundraising department after the Board of Directors decided to end its longstanding association with The Canadian Hearing Society Foundation (CHSF). Preparations have been made to launch many revenue streams including an annual appeal, a planned giving program and an innovative on-line Giveathon, a first for a Canadian charity.

Program development has been a continuing priority. A phased approach was adopted for implementing our new screening tool for OIS interpreters, which expands professional development opportunities and preserves minimum service levels. Outcome measures were established for each of our five core programs. And we established an interdisciplinary committee to integrate the latest technological developments, such as videoconferencing, into our models of service delivery. The growing opportunities to partner with government, universities and private industry in the areas of applied research and communication technology, plus the mounting evidence that technology will have a profound impact on the future relevance of our services, requires a strategic and coordinated approach to our involvement in technology projects.

The year 2000 marks the 60<sup>th</sup> anniversary of The Canadian Hearing Society. CHS has given considerable attention to celebrating this major milestone and using it to raise the agency's public profile. Public relations activities included

- creation of "Get Connected," a new agency slogan that now appears on all promotional materials;
- an art competition, with the winning submission to be featured in an upcoming greeting card;
- overhaul of the CHS website ([www.chs.ca](http://www.chs.ca)) to make it more user friendly, now with over 500 pages, 3,000 links and 1,600 files;
- development of a public service announcement with PBS affiliate WNED-TV;
- a partnership that made Toronto's Women's College Hospital the first Ontario hospital to become accessible to our consumers;
- participation in the ODA (Ontarians with Disabilities Act) public consultation tour, a province wide series of open forums hosted by MPP Steve Peters;
- agreement from Zehrs to print the CHS name and logo on grocery bags at all outlets throughout May 2000;
- sponsorship of a conference of the National Deaf Job Strategies Mentorship Program;
- presentations to the Toronto Olympic Bid Committee on ensuring accessibility.

All the above activities were accomplished within available resources, with CHS reporting a small surplus for the fiscal year ending March 31, 2000.

The past year has been very successful for CHS in almost every way. I give credit to the highly talented and committed managers and staff of CHS for making our agency the industry leader that it is. Consistently, they demonstrate the teamwork, flexibility and attention to quality that are required in today's rapidly changing workplace.

I also wish to express my gratitude to every member of the Board of Directors for the conscientious manner in which they have carried out their duties, for the excellent advice they have given me, and for always being available when needed.

Jan Thompson deserves special thanks for his three years of outstanding volunteer service as Chair of the Board. Jan has led the agency through some major challenges, such as redefining our governance model and working through our relationship with CHSF. My close association with Jan has been a distinct pleasure and a valuable learning experience.

All the critical building blocks are in place. CHS is well positioned for program expansion and increased public profile in the years ahead.

A handwritten signature in black ink that reads "David Allen". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

David Allen  
Executive Director

## **Financial Review**

### **For the Year Ended March 31, 2000**

**T**he Canadian Hearing Society completed the year with an Operating Fund surplus (excess of revenues over expenditures) of \$13,113, compared to \$46,719 in the previous year. Our favourable financial results were due, among other factors, to the continued support of the Ontario and federal governments, as well as the United Way and our very generous donors. We have also enjoyed continuing success in our hearing aid and other service programs.

During the year, CHS received from the Ontario Government and subsequently paid out to employees nearly \$900,000 in pay equity adjustments. This is reflected in our increased Government of Ontario grants and increased salaries and benefits.

Our working capital position has declined somewhat since last year and is currently in a deficit position of \$583,000. We continue to rely upon support from our Trillium Foundation Stabilization Fund and a bank loan. At year end, CHS has used \$359,000 of the Trillium Foundation Stabilization Fund and has a bank loan of \$310,000.

CHS's Designated Funds are made up of bequests and donations specified for a particular use by the donor. The largest of these is the Trillium Foundation Stabilization Fund which comprises \$3,532,000 of the total, the income from which is used to fund Board-approved programs.

The Designated Funds completed the year with a healthy surplus of \$829,900 from two main sources. During the year CHS received donations and bequests totaling \$352,000, the largest of which was \$248,500 for the London Building Fund. The Designated Funds also benefited from a \$455,000 increase in the value of investments held.

The following financial statements have been reproduced from the consolidated financial statements audited by Pricewaterhouse Coopers for the fiscal year ended March 31, 2000. Complete financial statements are available upon request from the Director of Finance and Support Services.

**The Canadian Hearing Society**  
**Balance Sheet**  
As at March 31, 2000

			<u>2000</u>	<u>1999</u>
	<b>Operating fund \$</b>	<b>Designated funds \$</b>	<b>Total \$</b>	<b>Total \$</b>
<b>Assets</b>				
<b>Current assets</b>				
Cash	-	-	-	484,937
Grants receivable	173,401	-	173,401	364,130
Accounts receivable	968,081	-	968,081	630,884
Inventory	233,165	-	233,165	303,033
Other assets	3,911	-	3,911	96,754
	1,378,558	-	1,378,558	1,879,738
<b>Investments</b>	-	4,666,381	4,666,381	3,878,714
<b>Interfund loan</b>	(359,010)	359,010	-	-
<b>Capital assets</b>	3,818,149	-	3,818,149	3,893,548
	<u>4,837,697</u>	<u>5,025,391</u>	<u>9,863,088</u>	<u>9,652,000</u>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Bank indebtedness	301,669	-	301,669	-
Accounts payable and accrued liabilities	1,502,566	-	1,502,566	1,967,879
Current portion of obligations under capital leases	20,340	-	20,340	47,095
Deferred revenue	137,571	-	137,571	558,966
	1,962,146	-	1,962,146	2,573,940
<b>Obligations under capital leases</b>	-	-	-	20,148
	<u>1,962,146</u>	<u>-</u>	<u>1,962,146</u>	<u>2,594,088</u>
<b>Fund balances</b>				
<b>Operating fund</b>				
Capital assets	3,797,809	-	3,797,809	3,826,305
General	(922,258)	-	(922,258)	(1,211,548)
<b>Designated funds</b>	-	5,025,391	5,025,391	4,443,155
	<u>2,875,551</u>	<u>5,025,391</u>	<u>7,900,942</u>	<u>7,057,912</u>
	<u>4,837,697</u>	<u>5,025,391</u>	<u>9,863,088</u>	<u>9,652,000</u>

**The Canadian Hearing Society**  
**Statement of Operations**  
**For the Year Ended March 31, 2000**

	<b>2000</b>		<b>1999</b>	
	<b>Operating fund \$</b>	<b>Designated funds \$</b>	<b>Total \$</b>	<b>Total \$</b>
<b>Revenue</b>				
<b>Grants</b>				
Province of Ontario	7,930,665	-	7,930,665	6,135,408
Federal and other	1,175,020	-	1,175,020	735,990
<b>Contributions</b>				
United Way	1,623,613	-	1,623,613	1,602,393
Other	96,000	-	96,000	240,000
Sales of goods and services	6,289,488	-	6,289,488	5,578,451
<b>Fundraising and gaming activities</b>				
Bequests and contributions	1,055,834	-	1,055,834	1,113,261
Unrealized change in pooled funds	-	351,661	351,661	25,000
Other revenue	295,240	455,462	455,462	(98,540)
	22,794	-	318,034	173,495
	<b>18,465,860</b>	<b>829,917</b>	<b>19,295,777</b>	<b>15,505,458</b>
<b>Expenses</b>				
Salaries and benefits	10,728,587	-	10,728,587	8,799,529
Service delivery costs	1,317,744	-	1,317,744	1,364,879
Cost of goods sold	3,386,960	-	3,386,960	2,800,946
Fundraising and gaming activities	468,364	-	468,364	547,109
Occupancy and office	2,343,548	-	2,343,548	2,114,473
Interest expense	20,248	-	20,248	28,103
Amortization	179,538	-	179,538	262,659
Bad debt write-offs	7,758	-	7,758	-
	<b>18,452,747</b>	<b>-</b>	<b>18,452,747</b>	<b>15,917,698</b>
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>13,113</b>	<b>829,917</b>	<b>843,030</b>	<b>(412,240)</b>
<b>Fund balances, beginning of the year</b>	<b>2,614,757</b>	<b>4,443,155</b>	<b>7,057,912</b>	<b>7,470,152</b>
Interfund transfer	247,681	(247,681)	-	-
<b>Fund balances, end of year</b>	<b>2,875,551</b>	<b>5,025,391</b>	<b>7,900,942</b>	<b>7,057,912</b>

## Programs and Services

Programs are offered in a fully accessible and supportive environment by professionals experienced in meeting the needs of deaf, deafened and hard of hearing people.

### Core Programs

CHS is committed to developing and providing the following five core programs in each of its 12 regional offices (see inside back cover for locations):

- **EMPLOYMENT SERVICES:** provides career counselling and job search training; works with employers to ensure workplace accessibility for deaf, deafened and hard of hearing employees.
- **GENERAL SOCIAL SERVICES:** provides personal counselling and guidance.
- **MARKETING COMMUNICATIONS:** distributes unbiased information about hearing loss and its prevention through publications, including CHS's quarterly magazine Vibes; provides referral information about other agencies across Canada; manages public relations.
- **HEARING CARE COUNSELLING:** assists seniors in carrying out daily activities independently and with reduced communication difficulties.
- **ONTARIO INTERPRETER SERVICES:** increases accessibility by providing professional sign language interpreters in a variety of settings: medical, legal, employment, business, social services, education and government-related.

### Optional Programs

Optional programs vary from region to region and are tailored to meet local needs. They include

- **HEARING AID PROGRAM:** dispenses and fits hearing aids to all ages.
- **TECHNICAL DEVICES PROGRAM:** sells a full range of assistive devices, including TTYs, alerting/ signalling devices, FM systems and amplifiers.
- **AUDIOLOGY:** assesses hearing and prescribes and fits hearing aids; recommends programs to assist individuals and their families in communicating effectively and living with hearing loss.
- **SPEECH LANGUAGE PATHOLOGY:** develops and improves speech, language (English and ASL), literacy and family communication. Services are available to deaf, deafened and hard of hearing pre-school children, adults and their families.
- **HEARING HELP CLASSES:** offers a supportive group environment for hard of hearing individuals by providing a step-by-step approach to coping with hearing loss and improving communication skills; provides information about the physical and technical aspects of hearing loss.
- **CONNECT COUNSELLING SERVICES:** provides counselling, psychotherapy and other mental health services to deaf, deafened and hard of hearing adults and their families.

- EDUCATIONAL SUPPORT SERVICES: provides post-secondary institutions with notetakers, sign language interpreters and assistive devices to make the classroom and educational materials accessible to part-time students who are deaf, deafened and hard of hearing.
- IMPACT ASL PROGRAM: provides training in literacy and basic skills for deaf, deafened and hard of hearing adults with limited English and ASL.
- SIGN LANGUAGE SERVICES: offers classes in American Sign Language.

**Board of Directors**  
**As at March 31, 2000**

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**PAST PRESIDENT**

Keith Golem

**CHAIR**

Jan Thompson

**VICE CHAIRS**

Wayne Pickard

Lynne Watt

**TREASURER**

Blair Smith

**SECRETARY**

David Allen

**DIRECTORS**

Craig Barnes

Stephen Barrett

Helen Bickle

Bev Biderman

Laura Burrows

Winnie Doherty

Lillian Esarik

John Harvey

Silvi Irons

Lorin MacDonald

Albert Mastromartino

Marilyn Morton

Jess Santos

Russ Tilson

## **Management Staff**

**As at March 31, 2000**

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### **EXECUTIVE DIRECTOR**

David Allen

### **DIRECTORS**

Fred Enzel	Finance and Support Services
Katherine Hum-Antonopoulos	Consumer Services (Eastern)
Ann Lillepold	Human Resources
Susan Main	Marketing Communications
Gary Malkowski	External Affairs and Employment Development
Maribeth Meijer	Consumer Services (Western)
Penny Parnes	Consumer Services (Central)
Paul Pinkus	Fundraising

### **REGIONAL DIRECTORS**

Laura Boston	Sault Ste. Marie
Maggie Doherty-Gilbert	Peterborough
Nancy Frost	Thunder Bay
Robert Kendrick	Hamilton
David Kerr	Windsor
Ron Leduc	Peel
Toni Lemon	Waterloo
Marilyn Reid	London
Marc Serre	Sudbury
Detlef Stein	Kingston
Vacant	Ottawa

### **MIDDLE MANAGERS**

Jim Aazam	Manager, Computer Services
Louise Gagne	Manager, Simcoe and York Area Offices
Kuldip Grewal	Manager, Hearing Aid Program/Technical Devices Program/ENT Services
Jim Hardman	Manager, Ontario Interpreter Services/Sign Language Services/Community Development
Sheila Johnston	Manager, Interpreter Development
Joyce Lange	Manager, Staff Development
Wendy Lee	Supervisor, Financial Services
Nancy MacCallum	Executive Assistant
Eddy Nemeth	Supervisor, Building and Support Services
Stephanie Ozorio	Manager, Employment Services/Impact ASL

Evelyn Pepe	Manager, Hearing Care Counselling/ Audiology/Speech-Language Pathology
Donald Prong	Clinical Supervisor, Peel Region
Mary Ann Schell	Supervisor, Customer Services
Delia Wallis	Manager, CONNECT Counselling Services

# Office Locations

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## **ELLIOT LAKE**

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## **NORTH BAY**

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## **OTTAWA**

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## **SAULT STE. MARIE**

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1 800 479-4562 Toll Free TTY/Voice\*  
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## **TORONTO (CENTRAL) REGION**

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(519) 744-6811 Voice  
(519) 744-2390 Fax  
1 800 668-5815 Toll Free TTY/Voice\*  
E-mail: [office@waterloo.chs.ca](mailto:office@waterloo.chs.ca)

## **WINDSOR**

Unit B - 1695 University Ave. W.  
N9B 1C3  
(519) 254-1704 TTY  
(519) 253-7241 Voice  
(519) 253-6630 Fax  
E-mail: [office@windsor.chs.ca](mailto:office@windsor.chs.ca)

## **YORK**

3 - 16655 Yonge St.  
Newmarket L3X 1V6  
(905) 898-6646 TTY  
(905) 715-7511 Voice  
(905) 715-7109 Fax  
1 877 967-5247 Toll Free TTY\*  
1 877 715-7511 Toll Free Voice\*  
E-mail: [office@york.chs.ca](mailto:office@york.chs.ca)

\* Toll-free numbers may work in local calling areas only.

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MISSION

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STATEMENT

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The Canadian Hearing Society provides services that enhance the independence of deaf, deafened and hard of hearing people and that encourage prevention of hearing loss.



THE CANADIAN HEARING SOCIETY  
LA SOCIÉTÉ CANADIENNE DE L'OUÏE

