ANNUAL REPORT
2004 – 2005

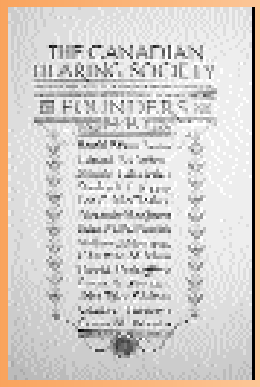
Decades of Change
1940 – 2005

THE CANADIAN HEARING SOCIETY
LA SOCIÉTÉ CANADIENNE DE L'OUÏE

Decades of Change 1940-2005

Body Aids – Hearing aids are only worn on the body and are heavy and expensive.

Eyeglass hearing aids gain popularity after Eleanor Roosevelt is photographed wearing one.



The CHS Founding Members. Original location 2 Bloor St. E. Original telephone no. – Walnut 2–1118.

CHS's Employment Service's Herb Montgomery travels by car, small plane, bus and even hitchhikes in search of jobs for deaf and hard of hearing people.

1940s 1950s

THE CANADIAN HEARING SOCIETY
LA SOCIÉTÉ CANADIENNE DE L'OUÏE

MISSION STATEMENT

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.

Board of Directors for the year ending March 31, 2005

CHAIR	Kristin Snoddon		
VICE CHAIRS	Robert Alexander	Joanne DeLuzio	Paul LeDrew
TREASURER	Jonathan Wollaston		
SECRETARY	Ron Aldridge		
DIRECTORS	Miguel Aguayo	Lori Archer	Dorothy Beam
	John Chong	Richard Colosimone	Steven Faughnan
	Louise Gagne	Ted Morrison	Roger St. Louis
	Katie Virtue		

Management Staff as of March 31, 2005

Senior Managers

Ron Aldridge (Dec. '04-Mar. '05)	*President and Chief Executive Officer*
Kelly Duffin (April '04-Nov. '05)	*President and Chief Executive Officer*
Katherine Hum-Antonopoulos	*Vice President, Access, Counselling and Training*
Maribeth Meijer	*Vice President, Regional Operations*
Penny Parnes	*Vice President, Hearing Health Care & Central Regions*
Gary Malkowski	*Vice President, Employment Services Development*
Fred Enzel	*Vice President, Finance and Chief Financial Officer*
Susan Main	*Vice President, Fundraising and Communications*
Donald Prong	*Senior Manager, Human Resources*

Regional Directors

Chris Kenopic	*Hamilton*
Cate Taylor	*Kingston*
Marilyn Reid	*London*
Monique Doolittle-Romas	*Ottawa*
Norah Kennedy	*Peel*
Maggie Doherty-Gilbert	*Peterborough*
Laura Boston	*Sault Ste. Marie*
Tim Maloney	*Simcoe York*
Victoria Baby	*Sudbury*
Nancy Frost	*Thunder Bay*
Stephanie Ozorio	*Toronto*
Norah Kennedy	*Waterloo*
David Kerr	*Windsor*

Annual Report of the Chair

Kristin Snoddon, Chair

Change is the hallmark of new life and growth. As CHS enters its 65th year of providing vital services to deaf, deafened and hard of hearing people, we can look back on six decades of changes for our agency and consumers that have strengthened and expanded our resources. Some of these important changes include:

- Founding of CHS Employment Services in 1940;
- the introduction of behind-the-ear hearing aids in the 1950s;
- the opening of our first regional office in London in 1961;
- hosting the first-ever Mayfest in 1974;
- CHS and OAD's co-founding of Interpreting Services in the 1980s;
- the election of Gary Malkowski (now CHS's Vice-president of Employment Services Development) as North America's first Deaf Parliamentarian in 1990;
- the introduction of e-pagers in the 2000s.

This year, we again underwent a series of important changes – this time at the governance level. President and CEO Kelly Duffin was dismissed by the CHS board of directors in November 2004. Following this, a group calling itself the "Friends of CHS" was formed and circulated a petition resulting in a special meeting of the CHS membership. This meeting was held on January 29, 2005 at the North York Civic Centre, Toronto and was presided over by retired Judge Sydney Robins. Of the 203 members in attendance, 181 cast votes to remove the board and elect a new slate of directors.

The first action of the new board was to undertake an independent review of the circumstances surrounding Ms. Duffin's termination. The report, received in March 2005 from arbitrator William Kaplan, found no impediment to reinstating Kelly Duffin as the President and CEO. She returned to her position on April 13, 2005.

Special thanks must be extended to Maribeth Meijer, Vice-President of Regional Operations and Katherine Hum-Antonopoulos, Vice-President of Access, Counselling and Training for assuming the roles of co-CEOs and providing strong leadership to CHS. Thanks and recognition should also be given to Ron Aldridge, who served as interim CEO from December-April and provided much support to our staff and organization. CHS's first-class service delivery remained at the forefront of staff focus and continued uninterrupted during this period.

Perhaps the most significant outcome of this year's events is our members' and consumers' renewed commitment to CHS. Together, we witnessed the workings of democracy in action as stakeholders from diverse backgrounds were empowered to decide on the governance of our agency. Community-led organizations like the Canadian Hard of Hearing Association (Ontario chapter) and Ontario Association of the Deaf demonstrated their deep regard for CHS through their contribution to the "Friends of CHS" effort, and helped to ensure that our relations with these key consumer organizations are as strong as ever. The energy and dedication of our members and consumers have infused CHS with new life, as we enter our 65th birthday year.

Inevitably, there was a one-time cost to these governance activities that places CHS in a deficit position at fiscal year-end. Isolating these costs from ongoing operations shows that we would have ended in a small surplus position. Owing to the excellent work and foresight of management, our operating results are actually better than forecast in last year's approved budget. Given this strong performance, our financial picture is encouraging and we can look ahead with confidence.

I want to emphasize that the events of a few months should not prevent us from also looking back at the past year as a whole. CHS is thriving, thanks to the contribution of several important groups of people. Our numerous volunteers who have donated their time and expertise over the past 65 years have made our agency strong. Our members, whose importance to CHS has been so clearly demonstrated, have renewed their involvement with our agency. Our loyal staff, who has never lost sight of CHS's mission, allows us to look back on six and a half decades of unbroken, top-quality service delivery to consumers.

Because of these individuals' contributions, there is much for CHS to celebrate as we enter our birthday year.

Sincerely,

Kristin Snoddon

Annual Report of the President & CEO

Kelly Duffin,
President & CEO

As the letter from our Chair, Kristin Snoddon, outlines, at the close of the last fiscal year on March 31, 2005, I was not with The Canadian Hearing Society. Despite not having been here at that time, I was the President and CEO for seven months of the last fiscal year and have since returned to that position. On that basis I want to provide you with my reflections and analysis of the year past and give you an indication of our plans going forward.

First let me say that on my return I was simultaneously dismayed and heartened at the state of CHS's financial results for this year.

I was dismayed because the expenses incurred during the transition in leadership and governance amounted to more than $566,000. As you will see from the financial statements, that amount accounts for the reported deficit this past year.

Which is why I was also heartened, because before those one-time expenses, we ended the year with a surplus of $9,824 – our second consecutive year in surplus.

Clearly the ongoing aspects of our operations are healthy and stable. That fact is a real tribute to the management, staff, and volunteers who, across the province, not only maintained our quality of service throughout the past year, but also managed our finances responsibly and with rigour to achieve this result.

That said, I want to acknowledge that with the one-time costs, the deficit is significant. The good news is that because the loss is related to a one-time event, it will not have a cost-impact on future years. In other words, all costs associated with last year's governance transition have appropriately been captured in last year's results, with no carry-over into the new fiscal year. Nonetheless, those expenses have left us with a debt yet to be paid, from designated funds, from operations, or from a combination of the two.

While that is unfortunate, we have every confidence that we have the means to cover that loss and, indeed, to continue to strengthen our financial position. We have that confidence because of the results we see as the Business Plan, launched in late 2003, continues its three-year implementation.

In last year's Annual Report we touched on highlights of the Business Plan and noted some of the challenges and opportunities that come with our funding model, specifically that our government-funded programs generally do not keep pace with inflation. To offset deficits in those areas we have to pursue revenue- and surplus-generating activities to ensure that we have self-sufficiency. In broad strokes, this was the basis of the Business Plan.

To advance the successful implementation of the Plan, we hired a Director of Business Development who has made many strides to improve financial results in our revenue areas. Indeed, revenues from combined hearing aid and technical device sales were up over the previous year and were 7% higher than two years ago, before the Business Plan was introduced. Surpluses in these areas are also much stronger than two years ago. Indeed they now contribute almost $730,000 to the bottom line, a surplus that has grown 35% over the last 24 months. In the coming year we will begin considering new revenue opportunities. This bodes very well for our ongoing stability and well-being.

Our fundraising results, another cornerstone of the Business Plan, fell short of both budget and the previous year's actual, particularly in the area of Planned Giving. To address this we have developed more targeted strategies that we believe will lead us to greater success in this area. Some plans hinge on our 65th birthday celebrations, going on throughout 2005, and some tie-in to the launch of our first-ever Major Gifts campaign. We are optimistic about both.

While on this subject I want to extend a very special thanks to all our donors. Our ability to generate our own revenues is key to continuing our operations and reducing our dependency on government funding.

The last key element of the Business Plan related to deficit management in our government-funded programs and here we outperformed expectations. This is both thanks to the fiscal rigour of the CHS management team and to some unbudgeted new funding from the Ministry of Health and Long-Term Care and the Ministry of Community and Social Services which went some way to making up cost-of-living increases.

Taken together, we believe that continuing and

enhancing our efforts in all these areas will strengthen our financial position in the months and years ahead.

PROGRAM HIGHLIGHTS

While the financial results are one key measurement of success, we must always strive to place the priority on quality of consumer service. In this direction, too, we made some significant strides in the last fiscal year.

In some areas we added badly-needed resources to ensure that programs continuously improve. We hired a Provincial Program Director for Ontario Interpreting Services (OIS) and a Regional Director in Toronto. In Toronto, this will mean more seamless service delivery for consumers in the region. In OIS, the After-Hours Emergency Interpreting Service entered its second successful year. The OIS Interpreter Internship Program is now also in its second year. Twelve individuals have completed the intership to date. Eight are presently OIS registered and four are in the process of completing their OIS Screening. The fourth session of the intership started in late March 2005. The rollout of CONNECT counselling services was completed and CONNECT is fully staffed across the province.

We also continued to develop databases to monitor and maintain program statistics so we can say with confidence who our consumers are, how many we serve, and measure our results and their satisfaction. For instance, in our Hearing Care Counselling program, 5,195 people received counselling services; 213 hearing help classes assisted 1,282 people; and nearly 13,000 people attended presentations, displays and hearing screenings. Also in that program, 64% of clients reached their goals – and 11% of them are over 90 years of age.

In Employment Services we completed a very thorough study of the needs and gaps in services to deaf, deafened and hard of hearing consumers, and developed a model of service delivery. This very valuable project was funded by Human Resource and Skills Development Canada and we are currently discussing with them the implications of this study and our possible next steps.

The first-ever staff retreat was held for the Audiologists and Dispensers in our Hearing Aid Program, which will continue to advance our leadership and professionalism in this area. We also dedicated more resources to technical device sales ensuring that more consumers than ever have accessible communication and alert systems for equity, safety and independence.

Our public awareness initiatives also expanded this year. Funded by the Ministry of Citizenship and Immigration, CHS produced and widely distributed a quadrilingual (English, French, American Sign Language and Langue des signes québécoise) CD ROM that addresses removing communication barriers faced by deaf, deafened and hard of hearing people. In our Kingston office we expanded our Parent Resource Program. In Windsor CHS conducted ten weeks of awareness training workshops with the police department. Ottawa was successful in having the national anthem performed in sign language at every Ottawa Renegade home game and even at the Grey Cup for the first time ever. Our Sudbury, Windsor, and Toronto offices are also very active in advocating for accessible classrooms and working with local school boards to make sure devices are in place to accommodate deaf and hard of hearing students. Our website continues to expand our reach both nationally and internationally, generating more than 34,000 visitors a month and 1,141 hits a day.

LOOKING AHEAD

These many successes form the foundation of our plans going forward. We will complete implementation of the Business Plan in the next 18 months and continue to evaluate our progress against it. That said, nothing is static and as Ms. Snoddon so eloquently said in her opening, "Change is the hallmark of new life and growth."

Recent changes at CHS have assured a new and engaged membership and an improved connection to all the communities we serve. Other environmental changes already underway provide us with both challenges and opportunities. The recently passed "Accessibility for Ontarians with Disabilities Act" is designed to ensure greater equity in all aspects of life and its coming implementation holds great promise. Congratulations go to Dr. Marie Bountrogianni, the Minister of Citizenship and Immigration, for her leadership in developing this Act and securing unanimous, all-party approval of it. At the same time, the non-profit sector continues to evolve. It will be critical in the months and years ahead that CHS evolve with those changes and continue to be positioned as the leading provider of specialized services to deaf, deafened and hard of hearing people.

OUR THANKS

These successes are a result of the hard work and commitment of so many partners along the way that contribute so much. First thanks go to our funders with, this year, a special acknowledgement to Ministry of Health and Long-Term Care and Ministry of Community and Social Services which, as mentioned, made a cost of living adjustment to much of their base funding for agencies including CHS. While this doesn't close the deficit gap that has grown with inflation, it is a first step to be applauded. We are also always grateful to the United Way and service clubs such as the Lions, who provide us with invaluable support in our regional offices across the province. Perhaps most of all, we extend our heartfelt thanks to our donors

Continued on page 4

Programs and Services

Access & Support

- Educational Support Services
- Ontario Interpreting Services (OIS)
- OIS After-Hours Emergency Interpreting Services

Assistive Devices

- Hearing Aid Program
- Technical Devices Program

Counselling

- CONNECT Counselling Services
- Employment Services
- General Support Services
- Hearing Care Counselling Program

Education

- Advocacy
- Corporate Communications
- Literacy & Basic Skills
- Sign Language Services

Health Care

- Audiology
- Hearing Help Classes
- Speech-Language Pathology
- Tinnitus & Hyperacusis Centre

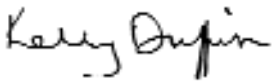
President and CEO report continued from page 3

whose generosity allows us to continue to provide essential services.

This year more than ever, I wish to express my sincere thanks to the management and staff of CHS – about 450 people in all – who kept a focus on quality and continually demonstrated their commitment to service. I join Ms Snoddon in extending my thanks to Maribeth Meijer, VP of Regional Operations, and Katherine Hum-Antonopoulos, VP of Access, Counselling and Training, who were co-Acting CEOs for the latter part of 2004 and to Ron Aldridge, who was the Interim CEO for the early months of 2005. They showed true leadership when it was most needed.

Completing that team is always our valued volunteers. Volunteers are that wonderful group of people who sit on our Boards – provincial or community development – who support and often organize our events, and who always seem willing to roll up their sleeves and contribute their time and expertise.

Last but certainly not least, I must express my gratitude to and respect for CHS members. The care demonstrated by CHS members along with their energy and commitment has renewed CHS on many levels. As Ms. Snoddon said in her Chair's letter, this past year represented democracy in action and created relations with stakeholders that are as strong as they have ever been. This too bodes well for the future and gives us much to be proud of in our 65th year.



Kelly Duffin

Financial Review

For the year ended March 31, 2005

CHS completed the year with an operating fund deficit (excess of expenditures over revenues) before one-time governance cost of $269,440 compared to last year's surplus of $28,603. The Designated Funds generated a surplus of $279,264 for an overall surplus of $9,824 before one-time governance costs. This significant change year over year is attributed to increased uncertainty in the fundraising environment which led to a decline in fundraising revenues of $324,000 and lower investment income on our designated funds. Separately disclosed one-time costs related to governance events totaling $566,319 make up the entire deficit for 2005 and underscore the fact that effective spending management and additional funding in the year more than made up for the fundraising shortfall in the year. These one-time governance costs are further explained elsewhere in this Annual Report.

Overall, revenues grew from last year by 3% with increases in most categories. Grants from the Ontario government increased to fund continued growth in several existing programs including CONNECT Counselling Services, Ontario Interpreting Services, and increases in base funding for General Support Services, Hearing Care Counselling, and Audiology, all programs funded by the Ministry of Health and Long-Term Care. Funding from the Ministry of Community and Social Services and the Ministry of Training, Colleges and Universities, remained much the same as the year before. Local and regional funding increased in the year, while funding from United Way remained the same as last year. Funding received in the year from the Trillium Foundation declined significantly as prior multi-year grants matured. Federal grants increased overall with increases in some Human Resources and Skills Development Canada (HRSDC)-funded Employment Services programs. Revenues from fee-for-service programs remained fairly steady in comparison to the prior year, while product sales rose in our Technical Devices Program but declined in our Hearing Aid Program.

Revenues in our Fundraising Programs, both centrally and in our regional offices declined this year compared to last year. The most significant decline was in our provincial program where unpredictable Planned Giving results did not achieve the same level they did in 2004.

Despite volatile equity markets this year, the value of our invested pooled funds still posted a gain of over 3%.

Operating expenses overall increased by 6% with substantially all of the year-over-year increase resulting from the increase in salary and benefits costs and the one-time governance costs. Salary and benefit costs increased with the program expansion that occurred in many areas coupled with the increases that came in the second year of our latest collective agreement. Other expenditure categories either increased slightly or declined in some cases by controlling discretionary costs where possible.

The Society's working capital position declined from last year due to an increase in the amount repayable to funders and a decrease in the cash balance at year end resulting from the repayment of some funder liabilities shortly before year end and the payment of some of the governance costs at that same time.

The Designated Funds of the Society currently total $3.6 million and are made up of bequests and donations, some specified for a particular use by the donor. The largest of these is the Trillium Foundation Stabilization Fund which now comprises $1.48 million of the total. At year end, funds were due to the Designated Fund from the Operating Fund in the amount of $113,696.

CHS's Designated Funds completed the year with a surplus of $279,264 consisting of bequests and donations, and an increase in the value of the investments in which they are held of $132,889 representing a return of 3.7% for the year.

Financial Review

For the year ended March 31, 2005

The Canadian Hearing Society
Balance Sheet as of March 31, 2005

Assets	Operating Fund $	Designated Funds $	2005 Total $	2004 Total $
Current Assets				
Cash	13,671	-	13,671	673,011
Grants receivable	365,764	-	365,764	367,463
Accounts receivable	1,293,768	-	1,293,768	1,090,402
Inventory	511,365	-	511,365	464,434
Other assets	57,114	-	57,114	34,149
	2,241,682	-	2,241,682	2,629,459
Investments	-	3,522,601	3,522,601	3,411,599
Interfund loan	(113,696)	113,696	-	-
Property, plant & equipment	4,189,985	-	4,189,985	4,244,916
	6,317,971	3,636,297	9,954,268	10,285,974
Liabilities				
Current Liabilities				
Accounts Payable and accrued liabilities	1,993,562	-	1,993,562	1,950,008
Amount repayable to funders	1,342,153	-	1,342,153	886,635
Current portion of loan payable	9,222	-	9,222	8,933
Deferred revenue	161,519	-	161,519	426,870
	3,506,456	-	3,506,456	3,272,446
Loan Payable	21,312	-	21,312	30,533
	3,527,768		3,527,768	3,302,979
Fund Balances				
Operating Fund				
Property, plant and equipment	4,189,985	-	4,189,985	4,244,916
General	(1,399,782)	-	(1,399,782)	(870,698)
Designated funds	-	3,636,297	3,636,297	3,608,777
	2,790,203	3,636,297	6,426,500	6,982,995
	6,317,971	3,636,297	9,954,268	10,285,974

Financial Review

For the year ended March 31, 2005

These financial statements have been reproduced from the financial statements audited by PricewaterhouseCoopers LLP for the fiscal year ended March 31, 2005.

A complete set of financial statements is available upon request from
The Canadian Hearing Society at:
Phone (416) 928-2504,
TTY (416) 928-2550 or
Fax (416) 928-2525, or
Website at www.chs.ca

The Canadian Hearing Society
Statement of Operations for the Year Ended March 31, 2005

			2005	2004
Revenue	Operating Fund $	Designated Funds $	Total $	Total $
Grants				
Province of Ontario	12,969,151	-	12,969,151	12,283,202
Federal and other	2,194,450	-	2,194,450	1,841,780
Sales of goods and services	7,975,599	-	7,975,599	7,913,862
United Way contributions	1,857,907	-	1,857,907	1,856,129
Fundraising and gaming activities	1,694,571	146,375	1,840,946	2,114,070
Income on investments	5,390	132,889	138,279	716,448
	26,697,068	279,264	26,976,332	26,725,491
Expenses				
Salaries and benefits	17,106,585	-	17,106,585	15,985,600
Cost of sales	3,642,853	-	3,642,853	3,703,664
Office and program costs	2,013,042	-	2,013,042	2,217,291
Occupancy	1,542,798	-	1,542,798	1,311,608
Services costs	1,055,843	-	1,055,843	930,723
Professional development and travel	864,232	-	864,232	799,275
Promotion and gaming	637,764	-	637,764	847,679
Amortization	54,931	-	54,931	74,070
Bad debts	44,962	-	44,962	12,476
Other	3,498	-	3,498	7,817
	26,966,508	-	26,966,508	25,890,203
Excess (deficiency) of revenue over expenses before one-time governance costs	**(269,440)**	**279,264**	**9,824**	**835,288**
One-time governance costs	566,319	-	566,319	-
Excess (deficiency) of revenue over expenses for the year	(835,759)	279,264	(556,495)	835,288

List of Donors
Liste des donateurs

Many organizations and individuals have responded to our call to action and provided generous support of our mission. The Canadian Hearing Society gratefully acknowledges the following donors.

Beaucoup d'organismes et de particuliers ont répondu à notre appel à l'action et ont généreusement soutenu notre mission. La Société canadienne de l'ouïe tient à remercier les donateurs suivants.

Not all our donors appear in this Annual Report. We do, however, want to thank each and every donor for generously supporting The Canadian Hearing Society.

Nous ne pouvons publier le nom de tous nos donateurs dans ce rapport annuel. Toutefois nous remercions chacun d'entre eux pour son soutien généreux à la Société canadienne de l'ouïe.

Corporations/Employee Trusts
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Medtronic of Canada Ltd
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Fondations

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Central Park Lodges - Residence on King St
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Central Park Lodges - Ogilvie Villa

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* Indicates Good Vibrations Campaign Sponsor
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Lakefield Lioness Club
Barrhaven Lions Bingo
Lions Club of Bramalea
Lions Club - District A3
Forest Hill Lions Club Administration Account
Harriston Lions Beckers Nevada
Lakefield & District Lions Club
Minnow Lake Lions Club
Omemee District Lions Club
Peterborough Lions Club
Lions Club of Sault Ste. Marie
Sudbury Lions Club
Warsaw & District Lions Club
Optimist Club of Sarnia Inc.
Quota Club of Hamilton
Quota Club of Ottawa
Quota International of Peterborough
Rotary Club of Barrie - Huronia
Royal Canadian Legion - Branch 23
Royal Canadian Legion - Branch 62
Royal Canadian Legion - Branch 582
Sertoma Club of Guelph
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Smith's RV Centre
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Gifts Made in Loving Memory of:
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1 000 à 9 999 $

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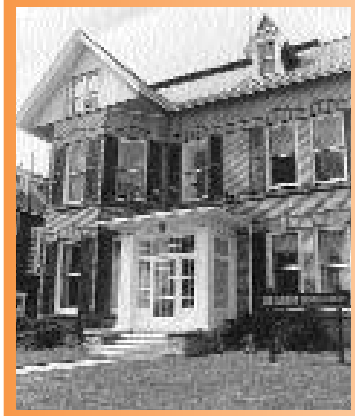
Decades of Change

1961 First regional CHS office opens in London, Ontario



The Canadian Hearing Society Head Office at 60 Bedford Raod, 1963 – 1985

Dorothy Beam, long time Deaf activist with TTYs (text telephone) then and now. CHS organized the first TTY network across Ontario.

"Bertha" – CHS's first hearing screening van, donated by IBM, outfitted by the Lions Club.

1985 Opening ceremony for CHS's new Head Office at 271 Spadina Road

1987 Bell Relay Service. CRTC orders Bell Canada to set up 24/7 message relay service.

1996 Launch of CHS website www.chs.ca

1997 Eldridge vs BC – A Supreme Court of Canada ruling mandates the legal responsibility for equal access for people who are deaf, deafened and hard of hearing.

2004 ASLpah! The first fully American Sign Language website.

E-Pagers – Instant access to communication – help level the playing field for people with hearing loss.

1960s 1970s 1980s 1990s 2000s

THE CANADIAN HEARING SOCIETY
LA SOCIÉTÉ CANADIENNE DE L'OUÏE

Head Office/Siège social: 271 Spadina Road, Toronto, Ontario M5R 2V3 Phone/Voix: 416-928-2500 Toll-free/sans frais: 1-877-347-3427
TTY/ATS: 416-964-0023 Toll-free/sans frais: 1-877-347-3429 Fax/Téléc: 416-928-2506 E-mail/Courriel: info@chs.ca Website/siteweb: www.chs.ca

Regional and Area Offices/Bureaux régionaux:

BARRIE
44 Cedar Pointe Dr., Suite 1103-B,
L4N 5R7
(705) 737-3190 Phone/Voix/TTY/ATS
(705) 722-0381 Fax/Téléc
E-mail/Courriel: office@barrie.chs.ca

BELLEVILLE
Bayview Mall, 470 Dundas St. E.
Unit 51, K8N 1G1
(613) 966-8995 Phone/Voix
(613) 966-7381 TTY/ATS
(613) 966-8365 Fax/Téléc
E-mail/Courriel: office@belleville.chs.ca

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225 Colborne St. Suite 139, N3T 2H2
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(519) 753-7447 Fax/Téléc
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(905) 404-0468 TTY/ATS
(905) 404-2012 Fax/Téléc
E-mail/Courriel: office@durham.chs.ca

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(519) 821-8846 Fax/Téléc
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E-mail/Courriel: office@kingston.chs.ca

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E-mail/Courriel: office@waterloo.chs.ca

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