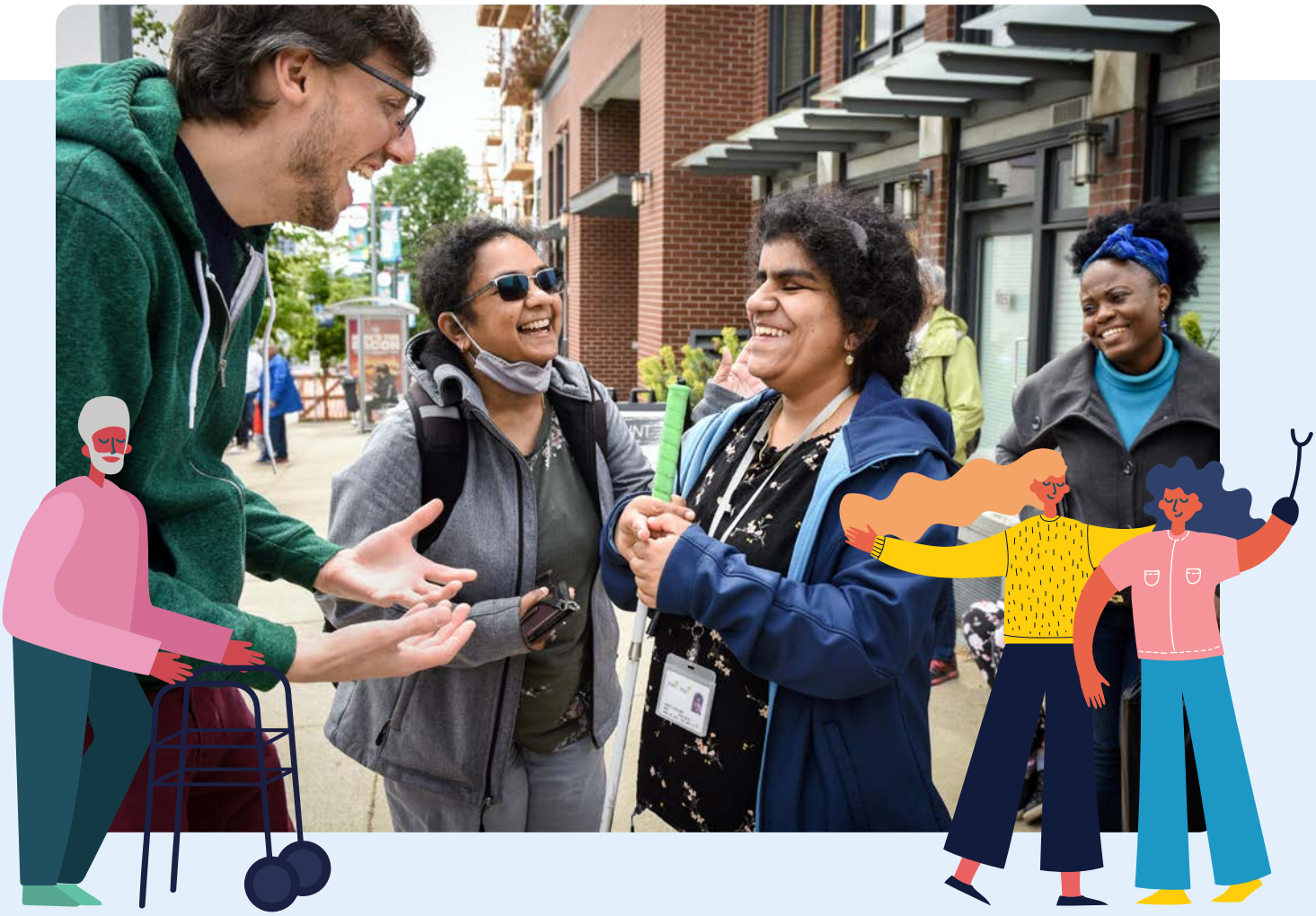
Rick Hansen Foundation

Annual Report

April 1, 2025 – March 31, 2026





Land and territorial acknowledgement

The Rick Hansen Foundation acknowledges that our work takes place on the traditional and ancestral lands of diverse First Nations, Inuit, and Métis Peoples across Canada. We recognize our responsibility to keep learning, build respectful relationships, and advance reconciliation through our work and partnerships.

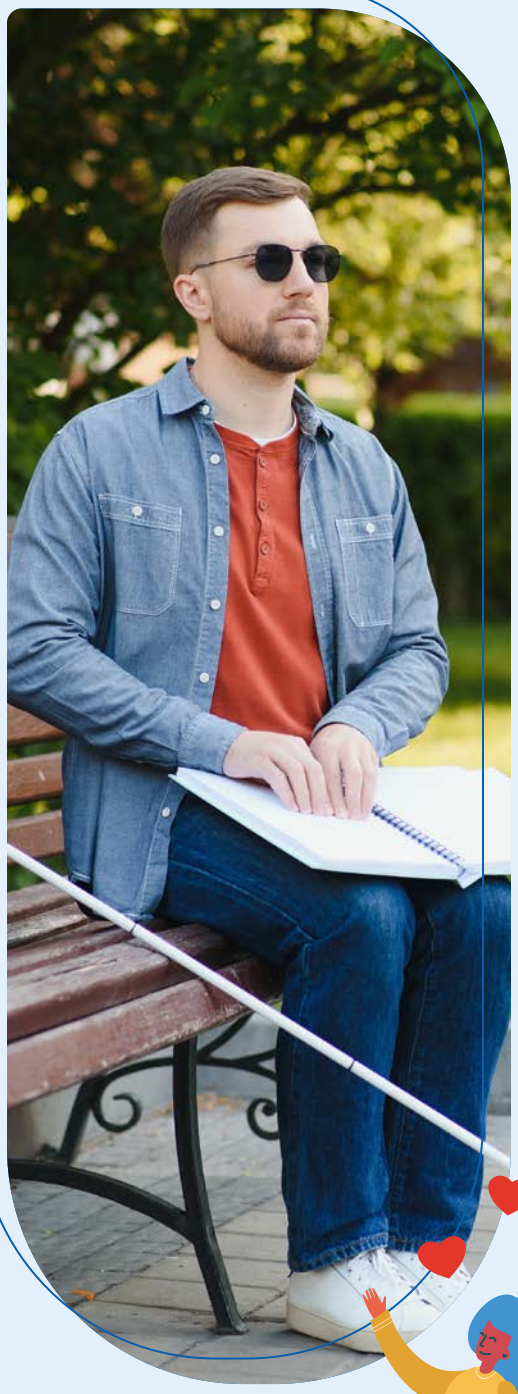


Table of Contents

Message from our Board Chair and CEO 4

Founder Message 5

Section 1: The Accessibility Challenge 6

Section 2: How RHF Creates Change 9

Section 3: Raising Awareness 12

Section 4: Accessible Futures 15

Section 5: Accessible Places 26

Section 6: Accessible Nature 38

Section 7: Advancing Research, Care and Recovery 45

Fiscal 2026 Financials 54

Thank you 57

Connect with Us 63



Message from our Board Chair and CEO

F2026 was a year of meaningful progress for the Rick Hansen Foundation as momentum built surrounding the 40th Anniversary of the Man in Motion World Tour and served as a powerful reminder of why our work matters. Across Canada, and beyond, accessibility gained momentum as a shared priority to advance independence, health, belonging, and opportunity. The year also also brought growing recognition of accessibility as both an economic and social imperative. – opening doors to talent, broadening inclusion, building stronger communities, and enabling more people to contribute fully to our shared future. Increasingly, communities, organizations, and public leaders focused on how barriers could be removed and inclusion could be embedded into the places, systems, and experiences that shape everyday life.

RHF's 2024 – 2028 Strategic Plan commits the Foundation to inspire, create, and deliver innovative solutions that accelerate a global movement to remove barriers to inclusion for people with disabilities. It acknowledges accessibility as an economic driver of participation, productivity, and long-term prosperity, and this has been a focus for our deepening partnerships with all levels of government across the country, and a hallmark of our interactions with the private sector. Lasting change will require focus, evidence, sustainable resources, and continued learning from the people and communities closest to the barriers.

Several lessons came into sharper focus this year: partnerships are essential, and they are most powerful when grounded in shared purpose, clear outcomes, and mutual accountability. Demand for solutions is growing, and with it comes the need to steward resources carefully and intentionally. Above all, participation remains the measure that matters; awareness should lead to access, access should create participation, and participation should open pathways to leadership, inclusion, and long-term impact.

We are deeply grateful to our donors, partners, communities, staff, volunteers, and advisors who bring our work to life. Accessibility for all is achieved when people and organizations act together to remove barriers, challenge assumptions, share knowledge, and invest in solutions. Together, these efforts help build a more inclusive future where everyone has the opportunity to participate, contribute, and thrive.

We encourage you to carry this commitment forward by championing inclusion in your communities, supporting practical solutions, and helping build a future where accessibility is not the exception, but the norm.



Jane Halford, FCA, ICD.D
Chair, Rick Hansen Foundation



Doramy Ehling,
Chief Executive Officer

Founder Message

Forty Years Later, the Journey Continues

Forty years ago, when my Man In Motion World Tour began, accessibility was rarely part of public conversation. Many barriers were visible and obvious: buildings without ramps, transit systems that many people could not use, and public spaces not designed with everyone in mind. One of our biggest challenges then was helping people recognize that these barriers weren't inevitable – they were choices, and they could be changed.

Earlier this year, I attended the City of Ottawa's AccessAbility Day, where Ādisōke, a new facility being developed by Ottawa Public Library and Library and Archives Canada, received Rick Hansen Foundation Accessibility Certification™ Gold at the design stage. What stayed with me was not just the certification, but the conversation around it. Nobody was asking whether accessibility mattered. They were asking how to build it in from the real beginning. That's real progress.

Today, more communities understand that accessibility is not a special feature or something to think about later. It is part of creating places where everyone belongs and can participate. Throughout this report, you'll see that shift taking shape: students learning about inclusion, young people leading accessibility projects, communities removing barriers through the RBC Barrier Buster Grants Program, new approaches to outdoor accessibility, and continued investment in research, rehabilitation and care.

At the same time, this anniversary reminds us how much work remains. Too many people still encounter barriers in education, employment, housing, health care, recreation, transportation, and community life. As Canada's population ages and more people have disabilities, creating accessible communities will only become more important.

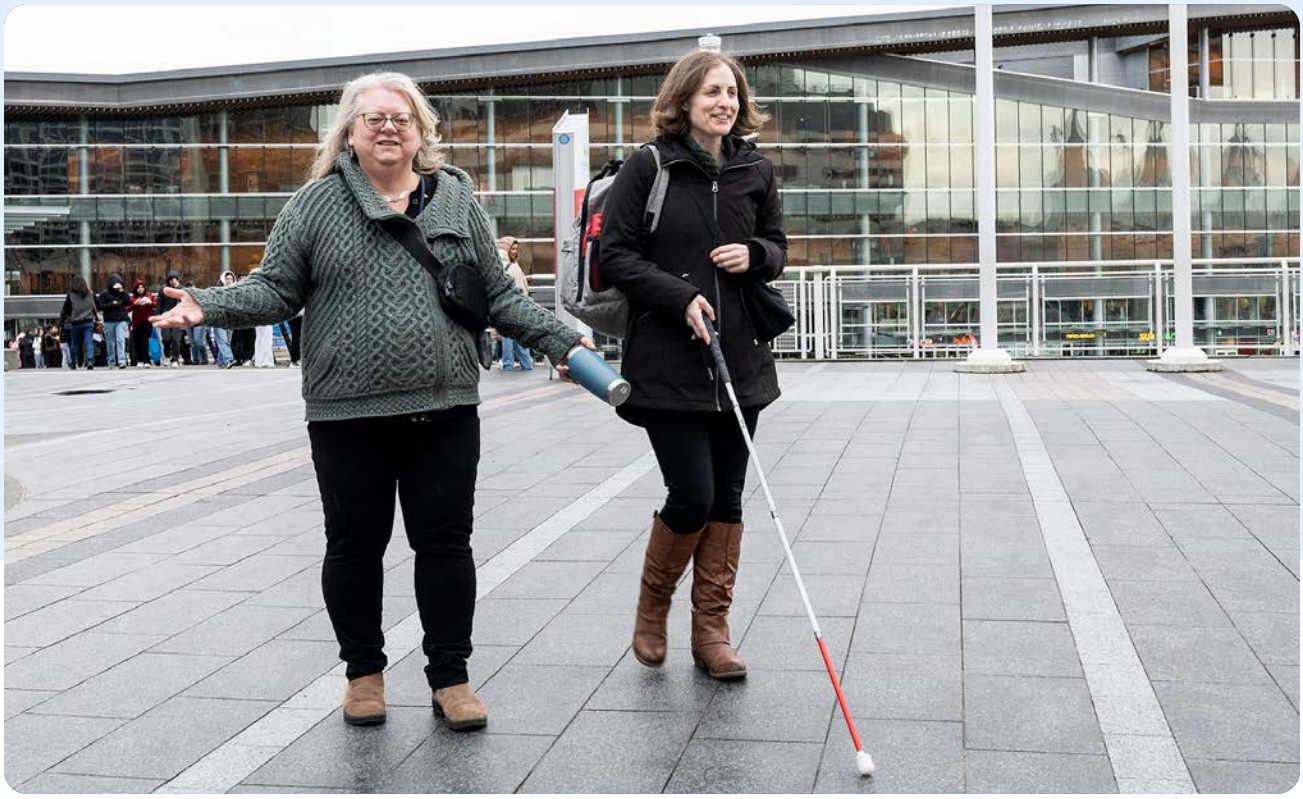
What gives me hope is seeing how many people are now carrying this work forward. Many weren't even born when my Tour began, yet they're bringing fresh ideas, challenging old assumptions, and helping build a future where accessibility is simply expected.

Forty years later, the journey continues. The difference today is that more people are walking and wheeling it together. Thank you for joining the Many In Motion.



Rick Hansen, C.C., O.B.C.
Founder, Rick Hansen Foundation

Section 1:
The Accessibility Challenge



Why Accessibility Matters

More than eight million Canadians aged 15 and older – more than one in four – have a disability. Disability can affect anyone at any stage of life and becomes more common with age, from one in five young people aged 15 to 24 to more than two in five people aged 65 and older.[1]

Disability itself is not the barrier to participation. Barriers arise when buildings, transportation, technology, information, programs, and services are not designed with everyone in mind. These barriers can limit opportunities to learn, work, access health care, enjoy recreation, and participate fully in community life.

RHF works alongside people with disabilities, governments, educators, businesses, and community partners to remove barriers, build awareness, and develop practical solutions that advance accessibility and inclusion.

What Happens When Barriers Remain

8 million Canadians aged 15 and older have a disability, representing approximately 27% of the population. That's more than one in four people.[2]

Since 2017, **disability prevalence has increased** by 1.7 million people.[2]

4.5 million Canadians with **disabilities (56%) experience at least one barrier** in public spaces.[3]

Youth with disabilities are nearly **twice as likely to be neither employed nor enrolled in education or training** (16.0% vs. 9.2%).[4]

Working-age adults with disabilities are nearly **twice as likely to live in poverty** (15% vs. 8%).[6]

Adults with disabilities are **more likely to have less than a high school education** (13% vs. 9%).[5]

More than 741,000 Canadians with disabilities who are not currently employed **have the potential to work** in a more accessible and inclusive labour market.[2]



Accessibility Makes Participation Possible

When barriers are removed, everyone has the opportunity to participate, contribute, belong, and thrive.

Barrier	Accessibility can Mean
Physical inaccessible entrances, washrooms, facilities, and spaces	**Accessible spaces** designed so more people can enter, navigate, and participate
Digital and information inaccessible websites, documents, signage, and communication	**Accessible technology**, including captions, plain language, alternative formats, and assistive technology
Attitudinal and systemic policies, practices, stigma, and decisions that create barriers.	**Inclusive policies and decision-making** informed by people with disabilities
Transportation inaccessible transit and limited transportation options	**Accessible transportation** that connects people with work, services, recreation, and community
Programs and services barriers in education, health care, recreation, and other areas of daily life	**Accessible programs and services** designed to support equitable participation

Section 2:
How RHF Creates Change



Creating a more accessible Canada takes more than removing physical barriers. It requires changing attitudes, strengthening partnerships, improving the built environment, and creating opportunities for people with disabilities to participate fully in everyday life.

That's where RHF focuses its work.

Our vision	Our mission
People with disabilities are thriving in an accessible, inclusive, and healthy world.	To inspire, create and deliver innovative solutions that accelerate a global movement to remove barriers to inclusion for people with disabilities

Guided by our 2024 – 2028 Strategic Plan, we work alongside people with disabilities, Indigenous communities, governments, educators, businesses, supporters, and partners to expand accessibility, foster inclusion and strengthen our long-term impact.

Together, our vision, mission, and strategic priorities guide how RHF creates change. The theory of change below shows how RHF translates these commitments into action and impact.

RHF Theory of Change

Awareness
People recognize accessibility barriers and opportunities for inclusion.

Access
Barriers to participation and inclusion are identified and reduced.

Participation
People with disabilities can meaningfully participate in the places, programs, services, and opportunities that shape everyday life.

Leadership & Systems Change
People and organizations advance innovative solutions that accelerate accessibility and inclusion.

Impact
People with disabilities are thriving in an accessible, inclusive, and healthy world.

People with disabilities, as a group, are one of the few groups that, if you live long enough, you will become a member. *All of this work will impact everybody at some point in time.*

– Colin Reid,
District Principal and Student Support lead at Surrey Schools and Chair of the Rick Hansen Foundation School Program Advisory Committe



Colin openly shares his own experiences with ADHD to encourage greater understanding and helps guide the School Program's development to ensure it remains relevant and practical.

RHF Program	Core Activities	Accessibility Outcome	Contribution to RHF's Vision
RHF School Program	Provide accessibility and inclusion-focused education to youth and educators, along with scholarships, youth leadership opportunities, and recognition programs that help create more accessible and inclusive learning environments.	Accessible Futures	Youth with disabilities have greater opportunities to learn, lead, participate, and thrive.
RHF Accessibility Certification Program	Provide accessibility ratings, certification, education and training, grants, standards, policy tools, and technical expertise that help organizations, communities, and accessibility professionals identify barriers, build accessibility knowledge, implement improvements, and create more accessible built environments.	Accessible Places	Accessibility becomes embedded in the built environment, policies, standards, and systems.
RHF Accessible Outdoors Program	Develop accessibility innovations, community partnerships, and practical solutions that remove barriers to outdoor recreation and nature-based experiences.	Accessible Nature	People with disabilities have greater opportunities to participate in outdoor recreation and nature.
Research, Care & Recovery Program	Advance research, knowledge mobilization, partnerships, and initiatives that improve access to care, rehabilitation, and support for people living with spinal cord injury, neurotrauma and related disabilities.	Accessible Care and Recovery	People with disabilities have improved access to care, rehabilitation, and support services.

Section 3:
Raising Awareness



Creating a more accessible Canada begins with awareness.

When people recognize barriers, they're more likely to remove them. Employers rethink hiring practices. Educators create more inclusive classrooms. Designers build accessibility into their plans from the start. Community leaders, policymakers, and neighbours begin asking a different question. It isn't a question of whether accessibility matters, but how it can become part of everyday life.

According to Statistics Canada, approximately 2.9 million, or 37% of people with disabilities experience barriers created by the attitudes, assumptions, or behaviours of others — including family and friends, businesses, healthcare professionals, and government service providers. These barriers take on many forms, from being excluded from opportunities or decision-making to having accessibility needs overlooked in schools, workplaces, healthcare settings, businesses, or public services.[7]

"As someone who's navigated life with a disability, I know how *transformative it can be when a community removes barriers.* Not just physical ones, but attitudinal, systemic ones that shape everyday experiences."

– Christopher Sutton, Accessibility Commissioner at the Human Rights Commission and Dec. 2025 webinar moderator

The Power of Inclusion Webinar Series

Since 2021, RHF's 'Power of Inclusion' webinar series has brought people together to learn about the physical, attitudinal, and systemic barriers to accessibility – and what can be done to remove them. To date, 2,756 people have participated in the series, including 622 this fiscal year.

In May 2025, 312 people joined the 'The Power of Championing Disability Inclusion', which explored how organizational culture, disability confidence, and everyday decisions can shape whether people with disabilities feel included. In December 2025, 'The Power of Accessible Communities' brought together 310 participants to explore accessibility in the built environment. Through personal and professional perspectives, panellists discussed the barriers people with disabilities encounter and the opportunities to create communities where everyone can participate.



Why It Matters

Awareness can change how people think about accessibility – and the decisions they make in their workplaces, organizations, and communities. Those decisions can open more pathways to participation.

Partnership in Action

The National Disability Initiative

Some barriers are too complex for one organization to solve alone.

That's why RHF is proud to be part of the National Disability Initiative (NDI), a first-of-its-kind partnership bringing together 11 leading disability organizations to advance accessibility and inclusion across Canada. Supported by a historic $30 million gift from The Slaight Family Foundation – the largest investment in disability in Canadian history – the initiative combines the strengths of its partners to improve access to education, employment, health care and community participation.

By working together, NDI partners can tackle interconnected barriers more effectively than any organization could alone, creating greater opportunities for people with disabilities to participate fully in their communities.



National Disability Initiative

Why It Matters

No single organization can remove every barrier. By working together, NDI partners are creating broader, more lasting change than any one organization could achieve on its own.

Section 4:
Accessible Futures



The RHF School Program

Every young person deserves the opportunity to learn, lead, and thrive.

Thanks to your support, RHF is helping educators and students recognize barriers, build disability confidence, and create more accessible and inclusive schools. Together, we are helping more young people gain the knowledge, skills, and opportunities they need to reach their full potential.

Accessibility Challenge

Barriers related to accessibility, accommodations, technology, finances, and attitudes can limit opportunities to learn, lead, and participate fully in school and community life.

Who is Affected

Youth with disabilities

- Youth with multiple or more severe disabilities
- Families and caregivers
- Educators, schools, post-secondary institutions, and future employers

Why It Matters

Disability among Canadians aged 15-24 increased from **13.1% in 2017 to 20.1% in 2022**, the largest increase of any age group. Youth with disabilities are less likely to attend school **(65.1% vs. 69.7%)** and more likely to be neither employed nor enrolled in education or training **(16.0% vs. 9.2%)**.[4] These disparities often continue into adulthood, where people with disabilities are less likely to hold a bachelor's degree or higher **(25% vs. 36%)** and more likely to have less than a high school education **(13% vs. 9%)**.[5] Students with more severe disabilities are also more likely to experience bullying.[8]



Disability among Canadian youth aged 15-24 rose from 13.1% to 20.1% between 2017 and 2022,

the largest increase of any age group.



How the RHFSP Creates Change

Your support helps young people move from awareness to action.

Through accessibility education, educator learning, scholarships, youth leadership opportunities, and recognition programs, students and educators gain the knowledge, skills, and confidence to identify and remove barriers. As accessibility improves, participation grows, helping create more inclusive schools and communities where every young person can thrive.

	The Path to Creating Change	How the RHF School Program Contributes
	Awareness	Youth and educators increase their understanding of disability, accessibility, and inclusion.
	Access	Barriers to learning, leadership, and participation are reduced through accessibility education, educator learning, scholarships, and inclusive opportunities.
	Participation	Young people with disabilities participate in leadership, learning, recognition, and accessibility initiatives.
	Leadership & Systems Change	Youth leaders, educators, school boards, and education partners take action to improve accessibility and inclusion across classrooms, schools, and education systems.
	Impact	Youth with disabilities have greater opportunities to learn, lead, participate, and thrive.



This Year's Impact

29,620 youth reached through 63 Ambassador presentations

4,224 educators and education practitioners engaged through accessibility and inclusion learning opportunities

4 accessibility and inclusion resources published for educators, students, and schools

9 scholarships awarded or renewed through the Rick & Amanda Hansen Scholarship for Youth with Disabilities

15 youth with and without disabilities participated in the Youth Leadership Committee

50 Difference Maker of the Year Award nominations were received, representing 613 youth from across Canada

5 Difference Maker of the Year Awards were presented to youth leaders advancing accessibility and inclusion



Year Over Year Results

Indicator	F2024	F2025	F2026
# of youth reached through Ambassador presentations (see Note 1)	18,800	19,591	29,620
# of Ambassador presentations delivered (see Note 2)	96	80	63
# of educators who completed Educator Inclusion and Accessibility E-learning course (see Note 3)	761	385	377
# of educators who registered for RHFSP Professional Development (see Note 4)	Workshops developed	1,635	3,847
# of new and renewed scholarships (see Note 5)	Program launched	5	9
# of active Youth Leadership Committee members (see Note 6)	9	11	15
# of youth recognized with a Difference Maker of the Year Award (see Note 7)	42	5	5

Note 1. Reached = attended and registered.

Note 2. Presentation led by one or more RHFSP Ambassadors. These presentations are primarily delivered in school settings, either in-person or virtually.

Note 3. Equal to # of educators who registered for and were issued a certificate of completion on the RHFSP Educator Inclusion and Accessibility E-learning course.

Note 4. Equal to # of educators who completed an in-person or virtual professional development course.

Note 5. Eligible recipients can receive a scholarship for up to four years over a five-year period.

Note 6. Represents the number of unique youth who participated in the Youth Leadership Committee during the fiscal year. Committee terms are typically three years, although membership may change during the year due to term completions, resignations, or new appointments. The committee has a maximum of nine members at any given time.

Note 7. Five awards are issued every year to a combination of individuals, community groups, or classrooms.



Expanding Impact Through Strategic Partnerships

Thanks to donor support and strategic partnerships, the RHF School Program (RHFSP) expanded accessibility education to more students and educators across Canada. **Between F2024 and F2026, youth reached through Ambassador presentations grew from 18,800 to 29,620, while educator participation increased from 761 to 4,224.**

Partnerships with organizations such as Neil Squire Society, Holland Bloorview Kids Rehabilitation Hospital, and school boards in Ontario helped embed accessibility and inclusion learning within existing education networks. Through the Greater Essex County District School Board partnership alone, approximately 4,700 educators and staff were invited to participate, creating opportunities to influence learning environments serving more than 36,000 students.

Evaluation feedback also highlighted an important lesson: while educators consistently valued accessibility learning, many wanted practical strategies they could apply immediately in their classrooms. Participants reported plans to use more inclusive language, strengthen student voice, increase participation and independence, and better support accessibility accommodations. These insights are helping shape future educator engagement and partnership strategies, ensuring accessibility learning continues to evolve in response to educators' needs.

Why It Matters

Strong partnerships help embed accessibility and inclusion across schools and school systems, creating lasting change that benefits generations of students.

Classroom Accessibility Allies

Thanks to donor support and a partnership with the Canadian National Institute for the Blind (CNIB), RHF launched **Classroom Accessibility Allies**, a free bilingual resource for Kindergarten to Grade 9 classrooms that helps students identify accessibility barriers, develop solutions, and take action in their schools and communities. Through classroom accessibility audits, action-planning activities, and recognition certificates, the resource empowers students to become accessibility champions.

By combining RHF's expertise in accessibility education with CNIB's leadership in blindness and accessibility, the partnership gives educators practical tools to help students understand accessibility from different perspectives and build the confidence to create positive change. Since launching in December 2025, the resource has been downloaded 136 times across eight provinces, reaching educators, school staff, and community partners looking for new ways to engage students in accessibility and inclusion.



Why It Matters

By helping students recognize and remove barriers early, Classroom Accessibility Allies is building a generation that understands accessibility is everyone's responsibility.



"This scholarship has been a giant help to me and my family.

Before I received the scholarship, I was working part-time. Since getting this scholarship I have been able to leave my job while in school. Because I was able to leave my job, I increased my course load from two to three courses per semester. That means I will be able to graduate earlier than expected."

– Paige MacDonald, Scholarship Recipient and Future Teacher



Investing in Future Leaders

For many youth with disabilities, the path to post-secondary education includes barriers beyond tuition, from accessibility accommodations and assistive technology to transportation and other disability-related expenses. The **Rick & Amanda Hansen Scholarship for Youth with Disabilities** helps remove some of those barriers, creating pathways to education, employment, leadership, and community participation.

In its first two years, the scholarship received **487 applications** from youth across **10 provinces and one territory**, demonstrating both its national reach and the demand for financial support. In F2026, **nine scholarships** were awarded or renewed.

Recipients are pursuing careers in health care, education, advocacy, business, science, technology, and public service, reflecting the diverse ways disabled leaders contribute to stronger, more inclusive communities.

As the scholarship program continues to grow, RHF is strengthening its ability to understand and measure the long-term impact of this investment on educational achievement, career success, and community leadership.



Why It Matters

Every scholarship removes barriers today while investing in the **educators, health-care professionals, advocates, researchers, and community leaders** who will help build a more accessible Canada tomorrow.

Developing Tomorrow's Accessibility Leaders

Accessibility leadership begins when young people are given opportunities to contribute, influence, and create change. Through the RHFSP, students are learning far more than what accessibility means. They are becoming **advocates, mentors, and changemakers** in their schools and communities.

In F2026, RHFSP youth leaders demonstrated the power of lived experience to influence educator practice and systems change. At the **2025 BC Council of Administrators of Inclusive Support in Education (CAISE) Conference**, youth leaders and Ambassador **Jessica Kruger** shared their experiences with approximately **250 educators and education leaders**, challenging assumptions about disability and highlighting how accessible learning environments benefit everyone. Following the conference, one participant invited RHFSP to deliver accessibility and inclusion training for **81 educators** in Surrey, British Columbia, demonstrating how youth-led learning can inspire broader change.

At the same time, young people across Canada were creating change in their own schools and communities. Through the **Difference Maker of the Year Awards**, RHF recognized students and youth groups who identified barriers, developed creative solutions, and inspired others to build more inclusive environments. In F2026, RHF received **50 nominations representing 613 youth from eight provinces**, recognizing projects ranging from improving school accessibility and developing assistive technology to creating inclusive recreation opportunities and building community awareness.





What We're Learning

In F2026, the RHFSP partnered with business students from around the world at the University of British Columbia's Sauder School of Business Case Competition to better understand what keeps young people engaged in accessibility leadership.

The findings were clear. Youth are most likely to remain involved when opportunities:

- create real-world impact
- are targeted and action-oriented
- include people with lived experience
- foster meaningful peer connections
- involve recognition

These findings are helping inform the RHFSP's next steps, with a greater emphasis on leadership, connection, recognition, and opportunities for young people to take action.





Looking Ahead

In F2027, the RHFSP will put these findings into practice by expanding opportunities for young people to lead, connect, and take action.

Priorities include:

- Piloting the Rick Hansen Many In Motion in schools across Canada
- launching an international Youth Leadership Network
- expanding the RHFSP Difference Maker of the Year Awards internationally
- awarding or renewing 10–12 Rick & Amanda Hansen Scholarship for Youth with Disabilities
- planning a Youth Leadership Summit for 40 young accessibility advocates
- expanding partnerships to support RHF's goal of reaching 160,000+ children and youth by 2028

The RHFSP will also strengthen outcome measurement to better understand how these initiatives contribute to educational achievement, leadership development, and community participation.

How You Can Help

Youth	Educators	Donors & Supporters
Become a leader for accessibility in your school or community.	Bring accessibility education and inclusive practices into your classroom.	Help more young people access accessibility education and leadership opportunities.

With Thanks

Thanks to the generous support of The Slaight Family Foundation, The Gordon and Ruth Gooder Charitable Foundation, Scotiabank, The Hearn Family Foundation and BMO.

Section 5:
Accessible Places



Building Places Where Everyone Belongs

Every day begins with a place.

Whether it's a school, workplace, hospital, recreation centre, apartment building, airport, or library, the places where we live, work, learn and play shape our ability to participate in community life.

More than 4.5 million people (56%) report experiencing barriers in public spaces, with even higher rates among older adults (69%) and people with very severe disabilities (81%).[3]

Thanks to your support, RHF is helping organizations identify and remove barriers, making the places we rely on every day more accessible and inclusive.

Accessibility Challenge

Accessibility barriers in buildings, infrastructure, and public spaces can limit participation in education, employment, healthcare, recreation, transportation, and community life. Many organizations lack the tools, expertise, or standards needed to identify barriers and make meaningful improvements.

Who is Affected

- People with vision, hearing, mobility, sensory, and cognitive disabilities
- People with multiple or more severe disabilities
- Older adults
- Families, caregivers, and companions
- Building owners, employers, developers, and public institutions
- Communities seeking greater accessibility and inclusion

Why It Matters

More than **8 million Canadians aged 15 and older** live with a disability, and **56% (4.5 million people)** report experiencing barriers in public spaces.[1] Barriers are most common among **older adults (69%)** and people with **very severe disabilities (81%)**. As disability prevalence increases with age, accessible places are essential to ensuring people can live, work, learn, and play in their communities.[3]

"Accessibility matters not just for people like me, but for the younger people I met in rehabilitation, people just starting out. Accessibility gives them a chance to pursue careers, build relationships, and *live social lives that aren't constrained by barriers*."

– Carl Hennum



Carl was 65 and newly retired when he fell from a low roof while cleaning siding on his home. The accident resulted in a spinal cord injury that changed the way he moved through and experienced the world.

How RHFAC Creates Change

RHFAC works with building owners, municipalities, accessibility professionals, designers, and people with lived experience to measure accessibility, identify barriers, and prioritize improvements.

	The Path to Creating Change	How RHFAC Contributes
	Awareness	Organizations recognize accessibility barriers and opportunities for inclusion.
	Access	Barriers in the built environment are identified and reduced.
	Participation	More people can access and participate in the places where they live, work, learn, and play.
	Leadership & Systems Change	Building owners, developers, operators, and managers advance accessibility through policies, standards, partnerships, and collective action.
	Impact	People with disabilities have greater opportunities to participate, contribute, belong, and thrive.

RHFAC Creates Change Through Three Connected Activities

Ratings & Certification	Training & Professional Networks	Policy, Research & Systems Change
Measure accessibility, identify barriers, and prioritize improvements.	Build accessibility knowledge, skills, and professional capacity.	Advance accessibility through research, tools, partnerships, and systems change.

This Year's Impact

In F2026, RHFAC continued working with organizations, professionals, and governments to make accessibility easier to identify, measure, and improve.

Ratings & Certification

341
sites registered for an RHFAC rating, including 107 organizations participating for the first time

255
sites across Canada were rated using RHFAC

250
sites achieved RHFAC certification, including 22 that earned RHFAC Gold, the program's highest level of certification.

Education & Networks

929
registrations in RHF accessibility education and training programs

863
members in the Accessibility Professional Network (APN)

689
registrants attended the Accessibility Professional Network Conference

Policy, Research & Systems Change

Union of BC Municipalities (UBCM) adopted Resolution NR41, calling on the Province of British Columbia to pursue RHF Accessibility Certified Gold for all new government buildings

Year-Over-Year Results: Ratings & Certification

Indicator	F2024	F2025	F2026
New sites registered for the RHFAC program (see note 1)	293	381	341
New organizations registered for the RHFAC program (see note 2)	157	164	107
Sites rated using the RHFAC methodology (see note 3)	147	325	255
Sites achieving any level of RHFAC certification (see note 4)	141	318	250
Sites achieving RHFAC Gold (see note 5)	16	27	22
New international sites registered for RHFAC rating (see note 6)	0	2	0

In F2026, RHFAC ratings and certifications spanned housing, real estate and leasing, education, recreation, hospitality, government, and community infrastructure – demonstrating the range of places where accessibility can influence everyday participation.

Note 1. Number of new sites registered in the RHFAC Registry.

Note 2. Number of new organizations registered in the RHFAC Registry.

Note 3. Number of sites rated by an RHFAC Professional using the RHFAC methodology and adjudicated.

Note 4. Number of sites certified at any level following rating and adjudication. Requires a rating score of 60% or higher and satisfaction of applicable prerequisites.

Note 5. Number of sites certified at RHFAC Gold following rating and adjudication. Requires a rating score of 80% or higher and satisfaction of applicable prerequisites.

Note 6. Number of new sites outside Canada registered in the RHFAC Registry.

Year-Over-Year Results: Education, Networks & Systems Change

Indicator	F2024	F2025	F2026
Accessibility education and training registrations (see note 1)	2,081	2,512	929
Accessibility Professional Network members (see note 2)	538	814	863
APN Conference registrants (see note 3)	520	555	689

While training registrations declined, APN membership and conference registrations increased, demonstrating continued growth in RHF's professional accessibility community. Future reporting will need to better understand what is driving the changes and, importantly, what professionals do differently after participating in RHF training and networks.

Note 1. Number of registrations for RHFAC Professional Training, RHFAC Fundamentals Training, RHF Inclusion & Accessibility Training, and RHF Inclusion & Accessibility Workshops. Includes all enrollments, regardless of completion status.

Note 2. Number of unique individuals active during the reporting period across all APN membership categories.

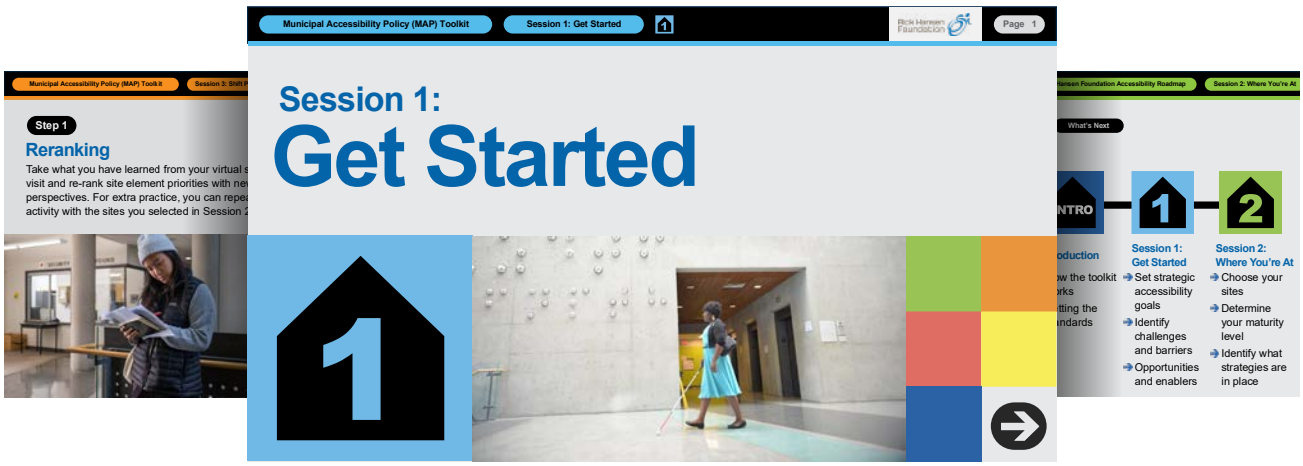
Note 3. Number of individuals issued credentials for the annual Accessibility Professional Network Conference, including both in-person and virtual participants.

Advancing Accessiblity at Scale

RHF developed the Municipal Accessibility Policy (MAP) Toolkit to give municipalities practical tools and guidance to advance accessibility. Launched in August 2025, the toolkit generated more than 27,000 page views, nearly 20,000 users, and 600+ downloads by March 31, 2026.

Why It Matters

Accessibility has the greatest impact when it is planned from the start rather than added later.



Building Accessibility into BC's future

In September 2025, the Union of BC Municipalities adopted a District of Saanich resolution calling on the Province to incorporate the latest national accessibility standards into the BC Building Code and require new government buildings to achieve RHFAC Gold. The resolution brought accessibility in new public infrastructure into a province-wide policy discussion.

Why It Matters

Your support is helping ensure the schools, hospitals, and public spaces of tomorrow are designed to be accessible, welcoming, and inclusive from the very beginning.

What Happened After the Ramp Was Built

Accessibility improvements can create opportunities that extend far beyond a building.

Through accessibility ratings, training, grants, and improvement planning, RHF supported the City of Delta and the **Delta Thistle Curling Club** in improving access to the ice and increasing independence for participants with disabilities. Those changes helped grow a wheelchair curling league that now brings people together from across the Lower Mainland.

For **Kim Egger**, who sustained a spinal cord injury in 1984, that access opened the door to something she never expected: a return to competitive sport. More than 40 years after last competing nationally, Kim and her teammates qualified twice for the Canadian Wheelchair Curling Championships.







Indigenous Leaders Shaping Canada's Built Environment

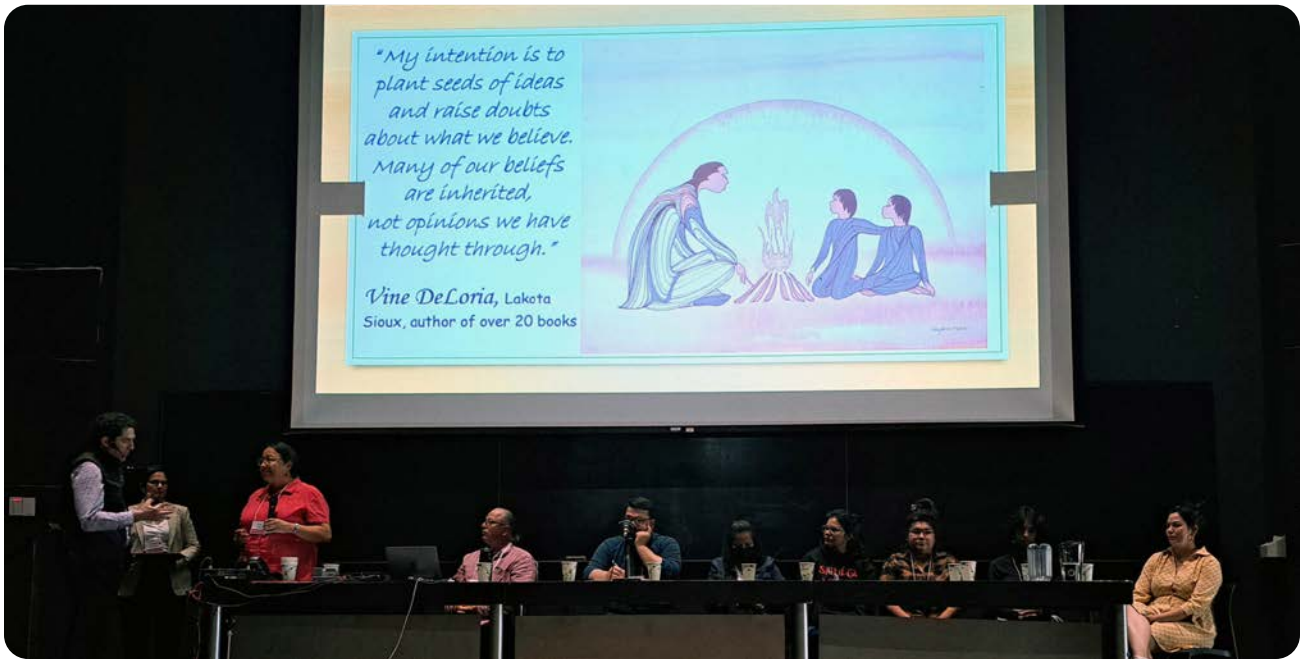
Through Quality in Canada's Built Environment, a national research partnership, the Rick Hansen Foundation brings an accessibility lens to conversations about quality, equity, social value, and sustainability in community design. The work also advances RHF's commitment to Truth and Reconciliation by helping address the significant underrepresentation of Indigenous Peoples in the professions that shape Canada's built environment.

One person helping drive change is **Trishtina "Trish" Godoy-Contois**, a Métis student and advocate who highlighted the need for stronger pathways into architecture and design. With RHF's support, the partnership launched the **Emerging Indigenous Leaders** initiative, creating opportunities for Indigenous students to participate and lead.

By the end of F2026, five Indigenous architecture students from across Canada joined the initiative, contributing through the **Youth Fire Keepers Circle** as knowledge keepers and helping shape conversations about architecture, planning, housing, and community design.

Why It Matters

The people who design our communities influence whose perspectives, needs, and ways of knowing are reflected in them. Your support is helping ensure accessibility, inclusion, and Indigenous leadership are part of the conversation from the very beginning.



Four Decades of Community Action

Forty years after Rick Hansen's **Man In Motion World Tour** began challenging perceptions of disability and advocating for a more accessible world, communities across Canada continue that legacy by taking action to remove barriers.

Since 2016, RHF-supported accessibility grant programs have helped communities identify barriers, improve public spaces, and build local accessibility capacity. In 2026 alone, the **RBC Barrier Buster Grants Program** received **878 applications from 421 communities**, representing more than **$31 million** in requested accessibility improvements.

Over the next year, up to **40 projects** will be completed across Canada, creating more accessible spaces and new opportunities for participation.



Why It Matters

The demand is clear. Communities want to remove barriers, and your support is helping turn that desire into action. The true impact will be measured not in ramps built or doors widened, but in the opportunities those improvements create for people to participate, contribute, and belong.

What We're Learning

F2026 data and experience point to several areas where RHF can strengthen its approach.

We need to understand the accessibility journey.
RHFAC ratings identify barriers and opportunities, but future reporting needs stronger evidence of the improvements made over time.

We need better evidence of how learning changes practice.
Participation in RHFAC training, the Accessibility Professional Network, and policy tools matters, but RHF needs to better understand how this influences real-world decisions and behaviour.

Growth needs to be intentional.
RHFAC is gaining traction in policy, funding, and international contexts. Continued growth will require clearer measures of adoption and sustainable approaches to delivery.

Looking Ahead

- Expand RHFAC's reach in Canada through 200 new site ratings.
- Support the growing network of RHFAC Professionals through new and expanded opportunities to connect, learn and share.
- Advance Access In Motion (AIM), RHF's accessibility advisory practice, to help organizations solve complex accessibility challenges while informing the evolution of RHF's programs and tools.

Beyond F2027, RHF will continue expanding adoption as it works toward its 2028 strategic goals of:

- 2,675 sites rated cumulatively
- 2,000 individuals complete RHFAC education and training programs
- increased government adoption of RHFAC.

How You Can Help

Building Owners

Improve accessibility in the built environment.

Municipalities

Make accessibility a standard part of public planning and infrastructure.

Professionals

Grow and share accessibility expertise.

Supporters

Fund solutions that remove barriers and create lasting change.

With Thanks

RHF gratefully acknowledges the leadership and support of RBC and RBC Foundation, McDonald's Canada, Permobil Foundation, and Toyota for helping make the RBC Barrier Buster Grants Program possible. RBC's connection to this work dates back to the original Man In Motion World Tour, where it served as the Tour's official bank.

We also thank Corus Entertainment, Pattison Outdoor Advertising, and The Globe and Mail for their generous in-kind media support, which helped share the stories and impact of Barrier Buster Grant recipients with Canadians from coast to coast.



Section 6:
Accessible Nature



RHF Accessible Outdoors Program

Nature should be accessible to everyone.

Yet for many people with disabilities, barriers in transportation, infrastructure, equipment, communication, and programming can make outdoor experiences difficult to access.

Thanks to your support, RHF is helping remove those barriers and create more inclusive opportunities to explore, learn, connect, and participate in the outdoors.

The Challenge

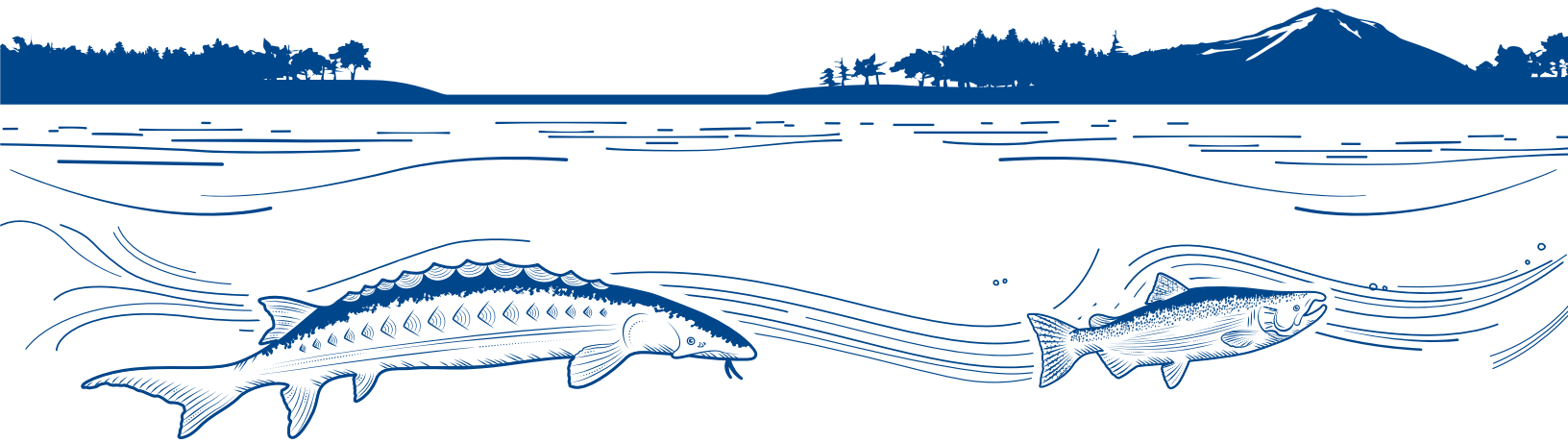
Accessing nature requires more than reaching a destination. Transportation, trails, docks, washrooms, adaptive equipment, communication supports, and inclusive programming all need to work together. When one part is inaccessible, participation can become difficult or impossible.

Who is Affected

People with disabilities are less likely than those without disabilities to participate in sports, exercise, and outdoor recreation (15.0% vs. 21.2%).[9] Barriers can include inaccessible infrastructure, limited adaptive equipment, transportation challenges, communication barriers, and added costs.

Why It Matters

Access to nature supports physical activity, wellbeing, environmental learning, social connection, and community participation. Creating more accessible outdoor experiences helps ensure everyone can enjoy the benefits of being active and connected to nature.



How Accessible Outdoors Creates Change

Made possible through the generosity of The Peterson Family Foundation, the RHF Accessible Outdoors Program works with people with disabilities, recreation providers, community organizations, conservation partners, and accessibility experts to identify barriers and improve accessibility across the entire outdoor experience.

By testing practical solutions, advancing accessibility innovation, and building community partnerships, the program helps create more inclusive outdoor recreation, education, and conservation opportunities. As more people can participate, communities become more welcoming and accessible for everyone.

	The Path to Creating Change	How the RHF Accessible Outdoors Program Contributes
	Awareness	People and organizations recognize accessibility barriers and opportunities for inclusion in outdoor recreation and nature-based experiences.
	Access	Barriers to outdoor recreation and nature-based experiences are identified and reduced through innovative accessibility solutions, adaptive equipment, accessible infrastructure, and inclusive recreation opportunities.
	Participation	More people with disabilities can participate in outdoor recreation, connect with nature, build relationships, and engage in community life.
	Leadership & Systems Change	People, recreation providers, community organizations, and partners take action to improve accessibility and inclusion in outdoor recreation and nature-based experiences.
	Impact	People with disabilities have greater opportunities to participate, contribute, belong, and thrive through outdoor recreation and connection to nature.

When a Day on the Water Becomes Possible

In F2026, 424 people participated in 94 awareness-raising, accessible nature-based experiences, including 188 people with disabilities and their families, recreational therapists, and support people.

RHF partnered with the Fraser River Sturgeon Conservation Society and Pacific Salmon Foundation to create accessible experiences aboard ‘Everyone Everywhere’, combining recreation, environmental learning, and conservation on the Fraser River.

For five-year-old Mateo Forero and his family, that meant an experience they had not thought possible. On August 15, 2025, Mateo boarded ‘Everyone Everywhere’ at Steveston Marina and spent the day on the Fraser River with his family. Using adaptive fishing equipment, he reeled in a sturgeon while learning about the river and the species that depend on it.



> “I never thought it would ever be *possible for us as a family.*”
>
> **— Ashlee Forero**





"I spend most of my day in my chair. Being able to stay in it, even on a boat, *felt incredibly freeing*. I like having the mobility to move around, and I could do that on this boat."

— Sandy Saunders,
Accessible Outdoors Program participant



Accessibility Throughout the Experience

The experience was designed to address barriers throughout the participant journey:

Accessible boarding systems
Help participants safely board and disembark the vessel.

Barrier-free movement
Allows participants using mobility devices to move throughout the vessel more independently.

Accessible washroom
Makes longer outdoor experiences more practical and comfortable.

Adaptive fishing equipment
Allows more participants to take an active role in fishing.

Communication supports
Technology such as wireless headsets supports safer, more inclusive experiences for people with sensory disabilities.

Why It Matters

Accessibility is about the whole experience. When infrastructure, equipment, communication, and programming work together, more people with disabilities can participate in outdoor recreation.

What Participants Told Us

Because the Accessible Outdoors Program is new, RHF is still building evidence for longer-term outcomes. Among participants who completed a post-experience survey, 100% - 12 out of 12 respondents – said they were likely or very likely to take action to increase accessibility as a result of participating in an accessible outdoor experience.

The sample is an early indication that program participation may influence how people approach accessibility. As the Accessible Outdoor Program grows, we will continue to collect post-experience surveys and follow up with participants to better understand any actions they have taken because of their experience. This feedback will help assess outcomes such as confidence, willingness to try future outdoor activities, feelings around belonging and inclusion, family participation, and changes in partner practice.

What We're Learning

The first year of the Accessible Outdoors Program reinforced three lessons that are shaping its development.

Accessibility must extend across the whole experience.
Transportation, arrival, boarding, facilities, equipment, communication, and programming need to work together. A single accessible feature cannot compensate for barriers elsewhere.

People with disabilities need to help shape solutions.
The accessible dock lift and 'Everyone Everywhere' demonstrate the value of identifying barriers and developing solutions with the people who will use them.

We need stronger outcome data.
F2026 established promising early results, but the program is new and the post-experience survey sample remains small. As participation grows, RHF will continue gathering participant and partner feedback.





Looking Ahead

These lessons are shaping the program's next steps. In F2027, RHF aims to increase participation by 5–10% while continuing to gather participant and partner feedback.

Beyond F2027, RHF plans to co-develop baseline marine accessibility standards with people with disabilities and apply lessons from the Accessible Outdoors Program to other recreation and nature-based experiences.

How You Can Help

Individuals & Families

Experience accessible nature and help shape future programs.

Organizations & Recreation Providers

Create more accessible outdoor experiences for your community.

Donors & Supporters

Expand access to nature through innovation, partnerships, and investment.

With Thanks

The Peterson Family Foundation's generous support made the Accessible Outdoors Program possible. RHF is also grateful to GF Strong Rehabilitation Centre, BC Parks Foundation, Pacific Salmon Foundation, Fraser River Sturgeon Conservation Society, Canfisco, Mustang Survival, and Parkland Corporation for their partnership and collaboration in helping expand access to nature and outdoor recreation.

Section 7:
Advancing Research, Care and Recovery



Recovery is a journey, and no one should have to navigate it alone.

For people affected by spinal cord injury, acquired brain injury, stroke, and other neurological conditions, recovery often continues long after leaving the hospital.

Thanks to your support, RHF is advancing research, strengthening rehabilitation, and connecting people with specialized care and expertise.

The Challenge

Recovery from spinal cord injury, acquired brain injury, stroke, and other neurological conditions can require years of rehabilitation, ongoing care, and community support. Yet specialized services and clinical expertise may be fragmented, difficult to navigate, or unavailable close to home, particularly outside major centres.

Continued research and innovation are also needed to improve treatment and rehabilitation, supporting greater independence, participation, and quality of life.

Who is Affected

- People living with spinal cord injury, acquired brain injury, stroke, and related neurological conditions
- Families and caregivers
- Health-care and rehabilitation professionals
- People and communities with limited access to specialized services

Why It Matters

At least 230,000 British Columbians are living with spinal cord injury, acquired brain injury, or stroke, and more than **30,000 people are newly diagnosed each year**.[10] These conditions can affect mobility, cognition, communication, sensory function, mental health, independence, and participation.



How Research, Care and Recovery Create Change

Your support helps connect discovery with better care and stronger pathways to recovery.

RHF connects research, rehabilitation, care navigation, and systems improvement. By bringing together researchers, healthcare providers, community organizations, governments, and people with lived experience, we help reduce barriers and strengthen pathways to recovery.

	The Path to Creating Change	How Research, Care and Recovery Contribute
	**Awareness**	People, providers, researchers, and decision-makers better understand recovery and evidence-informed care.
	**Access**	Barriers to rehabilitation, care navigation, clinical expertise, and coordinated support are reduced.
	**Participation**	People affected by neurotrauma have greater opportunities to participate in rehabilitation and community life.
	**Leadership & Systems Change**	Partners work together to strengthen research, care pathways, rehabilitation, and recovery supports.
	**Impact**	People affected by neurotrauma have greater opportunities to recover, participate, contribute, belong, and thrive.

F2026 Results

RHF's work connects two priorities: advancing research and innovation, and strengthening rehabilitation and recovery. Much of this work is supported through the British Columbia Neurotrauma Fund, established with the Government of British Columbia in 1997 and administered by RHF for nearly three decades.

Research and Innovation

- 7 new seed grants awarded through ICORD
- 21 researchers supported through the Seed Grant Program
- 4 peer-reviewed publications from seed-funded research
- Continued investment in the International SCI Biobank and shared research infrastructure
- A long-term SCI research and innovation strategy developed with ICORD and UBC

Rehabilitation and Recovery

- Continued investment in the SCI Navigation Service at G.F. Strong Rehabilitation Centre
- Specialized SCI expertise made available to individuals, families, caregivers, and providers across British Columbia and Yukon
- Collaboration with the BC Rehab & Recovery Network and neurotrauma partners to strengthen rehabilitation and recovery services for people affected by SCI, traumatic brain injury, and stroke



Why It Matters

Research breakthroughs, stronger rehabilitation systems, and easier access to specialized expertise can help more people receive the right support at the right time.

Turning Research into Better Outcomes

RHF-supported investments have helped establish and sustain SCIRE, PARC, the International SCI Biobank, and the Seed Grant Program, which has leveraged more than $35 million in additional research funding.

These investments support scientific discovery, rehabilitation innovation, shared infrastructure, and collaboration. The International SCI Biobank, for example, helps researchers investigate recovery, cognition, neuroinflammation, brain structure, and long-term brain health.

While many of these investments focus on SCI, RHF's broader work also supports rehabilitation and systems improvement for people affected by acquired brain injury and stroke.

Why It Matters

Early-stage funding and shared research infrastructure help researchers test promising ideas, build evidence, and attract further investment.



Connecting People with Specialized Care

After rehabilitation, many people with SCI continue to need specialized care that may not be available close to home.

With donor support, RHF led the creation of the SCI Navigation Service at G.F. Strong Rehabilitation Centre and funded its first three years. SCI Nav connects more than 12,000 people living with SCI across British Columbia and Yukon, as well as families, caregivers, and health-care providers, with specialized expertise.

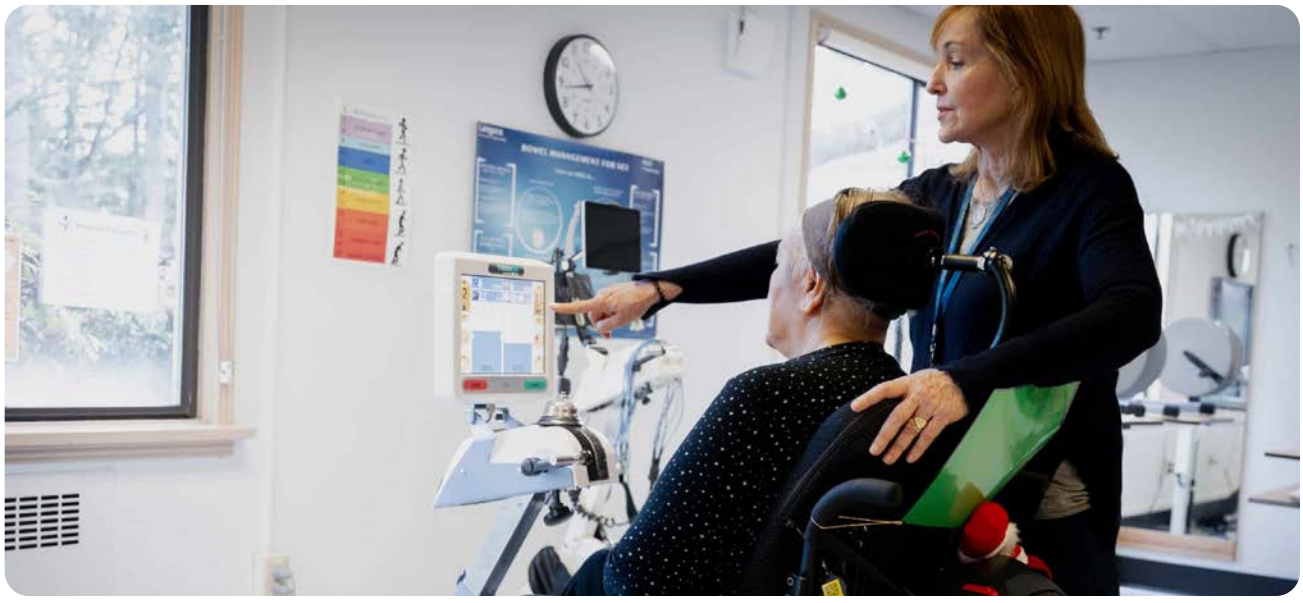
After repeated hospital visits for a recurring infection, former G.F. Strong patient Anand Kannan used SCI Nav:

“In a matter of days, I reviewed my medical history with the G.F. Strong team and received a recommendation for further testing and a referral to a physiatrist.”

The pilot was launched with Vancouver Coastal Health, with input from SCI BC and support from VGH & UBC Hospital Foundation. Evaluation will help inform its long-term sustainability and potential expansion.

Why It Matters

Care navigation helps people and providers find the right expertise at the right time, reducing gaps between hospital, rehabilitation, and community care.



Year-Over-Year Results

Indicator	F2024	F2025	F2026
Seed grants awarded	7	5	7
Peer-reviewed publications resulting from seed-funded research	7	9	4

These figures measure research activity, not changes in health or recovery. RHF is strengthening its reporting to better understand how research investments influence evidence, practice, rehabilitation, and outcomes over time.

What We're Learning

Navigation matters.
Early SCI Nav experience reinforces the need to help people and providers find specialized support at the right time.

Coordination accelerates progress.
Collaboration across research, health systems, community organizations, and jurisdictions can reduce duplication and strengthen care pathways.

Research and care must remain connected.
Evidence is more likely to influence practice when researchers, clinicians, and people with lived experience work together.

Better outcome evidence is needed.
Grant awards and research publications demonstrate research activity, but RHF also needs to measure changes in care, recovery, independence, participation, and quality of life.



Looking Ahead

Building the Next Decade of SCI Research

In F2026, RHF worked with ICORD and UBC to develop a long-term SCI research strategy building on more than 10 years of partnership through the Blusson Integrated Cures Partnership.

The planned SCI Precision Health Initiative will use stronger data to better understand why recovery differs between individuals and support more personalized treatment, rehabilitation, and care. Its research streams will examine:

- autonomic function
- arm and hand function using GRASSP-V2
- links among imaging, blood biomarkers, and neurological outcomes

The broader strategy includes clinical and rehabilitation research leadership, sexual health expertise, data science, support for new researchers, and continued investment in the International SCI Biobank. Together, these planned investments represent approximately $10 million in SCI research, leadership, and infrastructure.

Strengthening Neurotrauma Care and Recovery

Although the precision-health initiative focuses on SCI, RHF will continue collaborating with rehabilitation, health-system, and community partners to improve coordination and recovery pathways for people affected by acquired brain injury, stroke, and related neurological conditions.

Why It Matters

Stronger research, data, leadership, and care coordination can help discoveries reach people faster and improve rehabilitation across the neurotrauma community.



How You Can Help

Lived Experience & Families

Help shape more responsive research, care, and recovery services.

Researchers & Partners

Advance solutions through research, collaboration, and people with lived experience.

Donors & Supporters

Accelerate innovation and improve access to rehabilitation, care, and long-term support.

With Thanks

RHF gratefully acknowledges the Government of British Columbia and the British Columbia Neurotrauma Fund, as well as ICORD, Praxis Spinal Cord Institute, Vancouver Coastal Health, SCI BC, VGH & UBC Hospital Foundation, rehabilitation partners, community organizations, researchers, clinicians, and people with lived experience.

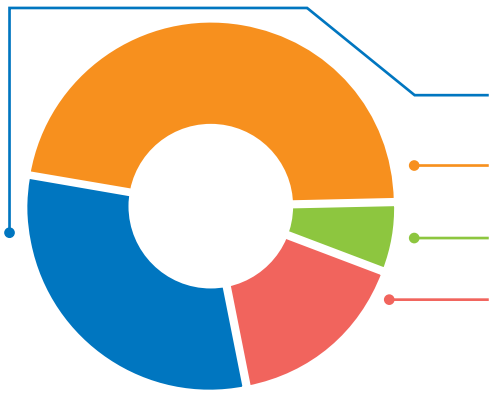
Their expertise, leadership, and collaboration help advance research, strengthen rehabilitation and recovery, and improve care for people affected by spinal cord injury, aquired brain injury, stroke, and related neurological conditions.



Fiscal 2026 Financials

Revenue for the year ended March 31, 2026

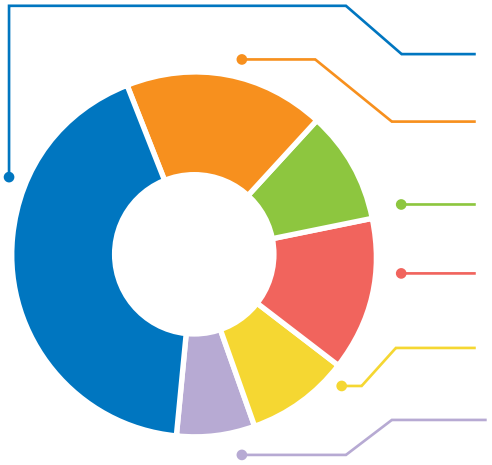
Where Our Funding Comes From



Government and Other Grants	4,143,930	31%
Sponsorships and Donations	6,141,776	47%
Investment Income	780,165	6%
Other	2,106,228	16%
	13,172,099	**100%**

Expenses for the year ended March 31, 2026

How We Put the Funding to Work



Accessibility Program	5,223,689	42%
Research Program	2,208,438	18%
Awareness Program	1,196,819	10%
Management and Administration	1,699,625	14%
Education & Outreach	1,117,595	9%
Fundraising	833,022	7%
	12,279,188	**100%**

Statement of Financial Position

March 31, 2026, with comparative information for 2025

	2026	2025
ASSETS		
Current assets:		
Cash	$ 8,616,126	$ 7,728,617
Accounts receivable	376,032	1,077,773
Prepaid expenses and deposits	333,030	251,416
	9,325,188	**9,057,806**
Investments held at fair value	7,176,049	6,629,674
Tangible capital assets	697,776	797,111
Intangible capital assets	1,382,381	1,648,390
Intellectual property rights	1,800,000	1,800,000
	$ 20,381,394	**$ 19,932,981**
LIABILITIES		
Current liabilities:		
Accounts payable and accruals	692,293	1,062,670
Deferred revenue	292,449	230,421
Deferred contributions	7,526,383	7,795,419
	8,511,125	**9,088,510**
Deferred capital contributions	2,018,715	2,349,360
	$ 10,529,840	**$ 11,437,870**
NET ASSETS		
Unrestricted	2,131,890	2,156,078
Internally restricted	7,586,096	6,205,465
Endowment	133,568	133,568
	9,851,554	**8,495,111**
	$ 20,381,394	**$ 19,932,981**

Statement of Operations

For the year ended March 31, 2026, with comparative information for 2025

	2026	2025
Revenue:		
Government and other grants	$ 4,143,930	$ 7,371,203
Sponsorships and donations	6,141,776	3,793,785
Investment income	780,165	554,775
Other	2,106,228	2,021,083
	13,172,099	**13,740,846**
Expenses		
Accessibility	5,223,689	6,875,505
Awareness	1,196,819	2,206,435
Research	2,208,438	2,452,154
Education and outreach	1,117,595	1,028,694
Other	–	137,785
Total Program expense	**9,746,541**	**12,700,573**
Fundraising	833,022	747,115
Management and administration	1,699,625	1,599,895
Total expenses	**12,279,188**	**15,047,583**
Excess (deficiency) of revenue over expenses before the undernoted items	892,911	(1,306,737)
Fair value changes on investments	464,305	404,277
Loss on disposal of capital assets	(773)	(32)
Excess (deficiency) of revenue over expenses	**$ 1,356,443**	**$ (902,492)**

Please refer to our full set of audited financial statements at RickHansen.com

Thank You



The Rick Hansen Foundation is grateful to the staff, volunteers, Ambassadors, advisors, donors, partners, and community members who make our work possible.

We are especially grateful to people with disabilities and their families who share their lived experience, knowledge, and perspectives with us, as well as the educators, researchers, health-care professionals, accessibility professionals, and community leaders who work alongside us. Their expertise, generosity, and commitment help remove barriers and create more opportunities for people with disabilities to participate fully in communities across Canada and beyond.

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Canadian Accessibility Standards Development Organization

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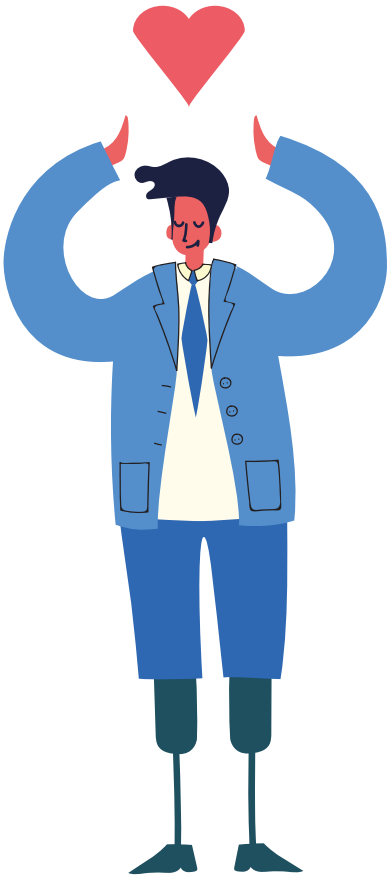
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Mike Reid, Vice President, Resource Development

Amanda Basi, Senior Director, Programs

Laura McBride, Senior Director, Awareness

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8 am to 4 pm Pacific Time

General Enquiries
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1-800-213-2131

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Spinal Cord Injury Enquiries
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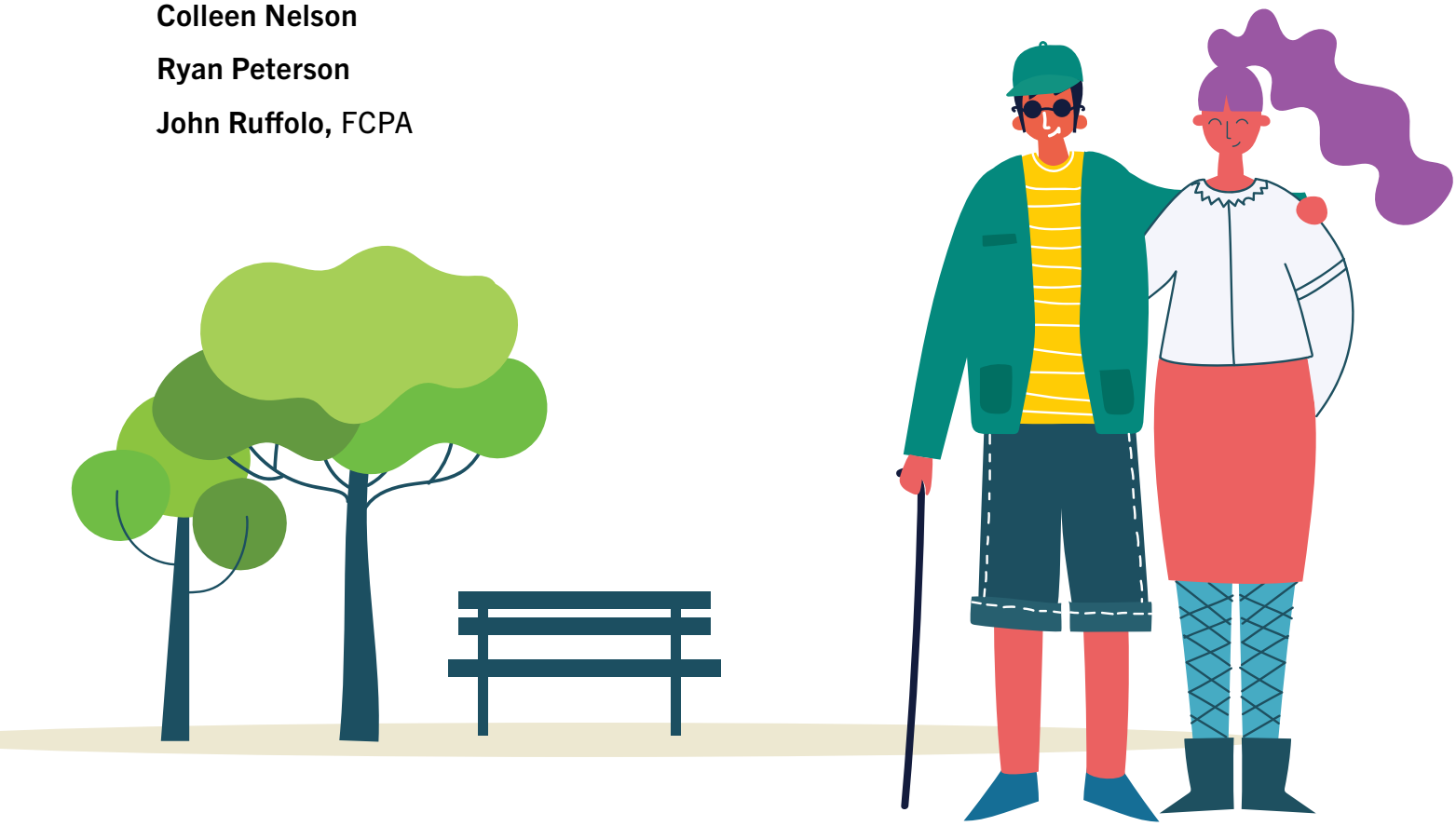
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We are proud to be one of 77 organizations globally selected by an independent review panel for the Valuable 500 Directory. The directory features organizations with expertise in digital, physical and cognitive accessibility, as well as tools for inclusive recruitment and branding practices.

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