

ANNUAL  
REPORT

2022



*It takes a village!*





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# STRATEGIC ROADMAP FOR 2019-2024

## OUR MISSION

To provide services and programs in French for seniors and their caregivers promoting their quality of life, supporting their independence and encouraging them to participate in the life of the Francophone community.

## OUR VISION

Engaged seniors who have access to services that evolve with them, for a healthy life and a stronger community.

## OUR VALUES

- Inclusion
- Collaboration
- Creativity
- Responsibility

## OUR STRATEGIC PRIORITIES

### ENHANCED SERVICES

- promoting personal autonomy and engagement
- client centered & evolving to meet their needs
- growth through diversification

### QUALITY CULTURE

- integrating risk and quality management
- maintaining Accreditation Canada's standards
- focused on client safety

### VISIBILITY

- focusing on strategic positioning
- being a partner of choice in the community
- implementing targeted promotion of services



# JOINT MESSAGE FROM THE CHAIR



Colette Raphaël  
DIRECTOR/CHAIR



Barbara Ceccarelli  
EXECUTIVE DIRECTOR



Andrée Paulin  
ASSISTANT EXECUTIVE DIRECTOR

**Two years into the pandemic, it is clear that we have reached a milestone and that there is no turning back.**

We are thrilled to be able to reconvene our face-to-face General Assembly, knowing very well that we are not ready to go back to normal.

CAH has a moral imperative to lead change as we move forward.

## ALL IN THIS TOGETHER

We have this incredible opportunity to pause and rethink the future of aging, our aging. This is not a conversation about older adults. It is a conversation about us as a community, all of us of all ages.

We will all, one day, be someone's elder. Therefore, it is our own future which is at stake.

We have seen how interdependent we all are and how the quality of the ageing model that we chose to implement is a community issue. It concerns all of us.

It is time to strengthen our connections. While not a village in the literal sense, the Francophone 'village' is nevertheless a laboratory for discovery and interaction, creativity and solidarity around our elders.

## ACCREDITATION CANADA

How appropriate and well timed that it was this year that saw us busy preparing for our accreditation visit by Accreditation Canada (AC).

We recommend that you consult the timeline as illustrated in this report.

It is showing the evolution of this organization and how it responds to an international need in the health care sector to abide by

quality standards measurable through the accreditation process.

Throughout the year, we have reviewed our processes and procedures, and taken an in-depth look at the risks associated with our work as well as the quality improvement opportunities that we are presented with.

Our Board of Directors has also been working hard to ensure that our governance tools meet the highest standards.

The board has held a strategic plan update exercise to ensure that, halfway towards our next planning exercise and after two years of the pandemic, our strategic direction and priorities are still relevant, and meeting the expectations and needs of our community.

At all times, we want to ensure that our services and programs remain flexible to adapt to changing needs



# AND EXECUTIVE DIRECTOR

We must not return to "normal" without having integrated the lessons learned over the past two years! We are all linked to one another, and this is even more true for the Francophone community in an English-speaking majority environment.

and the complex reshaping of the environment we operate in.

## CAPACITY BUILDING

We continue to work on increasing our visibility so that we are easier to find, as a service provider, as a partner, and as an employer.

CAH is a principal player in ensuring the current and future capacity of the French-speaking healthcare workforce. Our organization is nothing less than the key to access to French language health services for seniors.

Our team has strengthened its existing partnerships with Toronto's French-language colleges offering French-language certification of personal support workers. These trainees are the backbone of any of our future plans and service expansion.

Cohorts of personal support workers have completed their practicum training here at CAH for years. In 2022, we have renewed a mutual commitment with the colleges to join forces with colleges to provide more internship opportunities.



## EXPANDING OUR SERVICES

We continue to work tirelessly to find the best opportunities to expand our affordable and supportive housing offer.

On every level, this has been a year of exploration. We consulted with experts and partners to determine the best way to move forward and expand our housing portfolio.

As we continue to search for the right opportunity, we want to reaffirm our commitment to providing greater access to safe and affordable supportive housing for French-speaking seniors.

## IT TAKES A VILLAGE!

### Future perspective

(Barbara Ceccarelli's testimony)

*"Since joining CAH in 2012 (yes, 10 years already), one of my priorities has been to focus on managing our housing portfolio and the integration of this critical program with our supportive service offerings.*

*The synergy which has resulted from this increased integration over the past years is much more than the sum of our two core programs!*

*We are now operating from a model able to meet the needs of those who want to age in place and remain connected to the community. CAH's model offers an affordable, safe, French-language home which adapts to the needs as they change along the aging journey. This model, because of its integrated approach, has been key to our success in managing the impacts of the pandemic over the past two years.*

*It deserves to be increased in capacity and made more accessible!"*

# THE ROAD WE TRAVELLED IN 2019-2020

Our fiscal year ran from April 1, 2021 to March 31, 2022. So it started right in the middle of the 3rd wave.

Then came the 3rd wave, the 2nd dose of vaccine, the 4th wave, Omicron, the 3rd dose...

## A CULTURE OF QUALITY

At CAH, as in the rest of the world, compassion fatigue increased along with a fading motivation to adhere to public health measures. Plenty of time and energy was devoted to maintaining our high safety standards while managing the well-being and comfort of the team and clients. It is thanks to everyone's contribution that we were able to keep our spirits up. It really does take a village!

### • Security management

Throughout the year, we worked very closely with **Ontario Health Teams**. This collaboration has given us access to a wealth of resources as well as immunization clinics.

CAH is very proud of its supported housing model which enabled us to get through the pandemic with minimal contagion and no deaths.

When the wave of the highly contagious Omicron brought a few cases to Place Saint-Laurent over the holidays, the team once again was able to mobilize quickly and detect cases to effectively isolate and protect clients and employees.

### • Accreditation Canada

In January 2022, the team officially launched the countdown to the Accreditation visit scheduled for June 2022. This was an opportunity to review processes and tools together, especially in the context of the two-year pandemic.

With a full suitcase and our documents in order, our traveler's mindset has been rekindled for the next steps of the journey.

## ENHANCED SERVICES

### • Stress management

Stress management workshops were offered to meet the needs of clients and employees. The gradual resumption of in-person activities, following the latest health recommendations, helped to boost the morale of all those who were doubly vaccinated (which was the case for a majority at CAH towards the end of June 2021).

While we were back to gathering in slightly larger groups for our Christmas parties, we still had to cancel the New Year's Day festivities when the Omicron variant started to spread.

### • Feedback

With the lessons we learned throughout the pandemic, we now realize how essential it is to remain connected with our 'Francophone village'.

An advisory committee was established to support the Centre for Active Living (CAL). In an effort to better gather suggestions and comments, we organized a 'World Café' with members to share ideas and proposals to boost CAL programming.

We were able to offer a new activity in the form of drama therapy workshops. A satisfaction survey was administered to clients. A suggestion box was installed in the lobby of CAH.

### • Our virtual future

Thanks to the virtual platforms, we enjoyed being more accessible to clients in the community who could join us without having to travel to and from. We will keep looking for opportunities to join





forces with other players who are more experienced to develop a richer virtual programming.

The CAL is now equipped with a microsite accessible on [www.caheritage.org](http://www.caheritage.org) under the CAL tab. It provides an interactive calendar which facilitates the dissemination of our centre's activities and a dynamic platform to increase members' engagement.

### INCREASED VISIBILITY

#### • A nice visit!

In November, we received an almost impromptu visit from Minister Caroline Mulroney, accompanied by MPP Natalia Kusendova. They came to see the premises, meet several clients and our interns.

#### • With the community

We have felt a great void due to the cancellation of our intergenerational activities.

It is vital for our community to keep connections across all age groups. We look forward to resuming our great traditions (and creating new ones) of exchanges with elementary, high

school and university students.

Thank you for the decorative snowflakes donated by the **Toronto Scouts**, which greatly brightened our halls during the holidays, as well as the student cards distributed at our Christmas lunches.

#### • With our partners

We formalized our partnership with **Collège Boréal** and strengthened our relationship with **La Cité Collégiale** to ensure practical training of our French-speaking workforce of the future.

We have continued to offer workshops in partnership with the **Centre francophone du Grand Toronto**. We have developed an agreement with **FARFO** for ad placements in their provincial magazine **VIVRE+**.

#### • CAH website and social media

The number of users of CAH's website continues to grow. The average reading time per page has increased by 350% in 2021-2022, which indicates an increased engagement. Facebook subscribers are up 12%, and 400% more people than last year have viewed our Twitter profile.

### IT TAKES A VILLAGE!

#### An intern's perspective

(Stéphane Mouly's testimony)

*"I was a flight attendant for Air Canada, temporarily laid off because of the pandemic. So I decided to participate in the accelerated training program for Personal Support Workers (PSW) offered by Ontario. I have always been interested in joining the healthcare field and think it is important to support seniors."*

*The media and the pandemic have changed the perception of PSWs and people in the healthcare field. There is a lot more respect and interest for people in this sector.*

*It is for me an accomplishment to be able to do an internship with an organization like CAH. It's important to put theory into action.*

*Place Saint-Laurent is an interesting environment because the residents have their own apartment. Visiting them in their home is like opening a storybook (unique to each person) about their background, their culture, and what they care about.*

*I am passionate about my work because it makes a difference in the clients' day and they appreciate it."*



# CAH AND ACCREDITATION CANADA...



## Vaccinated for our trip...

For year 2021-2022, CAH's service quality management included an unrelenting focus on customer and employee safety.



### April 2021

The year 2021-22 begins in the 3rd wave, but CAH clients and employees are armed with their 1st COVID vaccine.

### June 2021

By the end of June, many have received their 2nd dose. Indoor activities are beginning to be allowed in small groups of 10 or less for those who are doubly vaccinated.

### November 2021

A stress management workshop is offered to clients. Place Saint-Laurent residents and the CAH team receive the flu shot.

### December 2021

CAH Christmas meals put everyone in a good mood. Larger groups were accepted if doubly vaccinated. Then the Omicron wave cancelled all plans for New Year's Day. Dispiriting...



## The evolution of Accreditation Canada

In 2018, CAH chose to dedicate the time and resources necessary to measure up to **Accreditation Canada (AC)** standards.

### But what exactly is Accreditation Canada?

It is an independent, non-governmental, not-for-profit organization based in Ottawa (with satellite offices in Montreal, Toronto and Brussels, Belgium).

Over the years, AC has developed comprehensive accreditation programs that are now recognized worldwide.

Using the metaphor of travel, the CAH team embarked on its 'accreditation journey' to determine its strengths and areas for improvement. We are committed to continuous quality improvement in our community healthcare services.



1958

### Accreditation Canada is local first.

Accreditation Canada was not born yesterday!

Formed in 1958, it helps Canadian organizations understand how to better use their resources, increase efficiency, improve quality and safety, and reduce risk.



1970

### Travelling companions.

AC was subsequently recognized by the **Standards Council of Canada (SCC)**.

Established in 1970, the SCC became Canada's leader and voice for standards and accreditation on the national and international stage.

AC is part of this movement to protect Canadians by ensuring that products and services meet the same standards from sea to sea.



1985

### International visa.

AC also meets the accreditation requirements of the **International Society for Quality in Health Care (ISQua)**

Established in 1985, ISQua is based in Dublin, Ireland.

There is now a global desire to ensure quality and safety standards in the healthcare field.



1992

### Intercontinental visa.

AC's international reputation grows with the recognition of its accreditation process by the **Asia Pacific Accreditation Cooperation (APAC)**, originally established in 1992 as a forum for laboratory accreditation bodies.







# FROM PAST TO PRESENT



**January 2022**

The return of the holidays brought a few cases of COVID to Place Saint-Laurent, that were well managed and contained. The 3rd dose of the vaccine was administered at CAH.



**2008**

**January 2022**

Employees reviewed the proper standards for N95 masks. CAH provides additional sick days to part-time employees.



**2015**

**February 2022**

Employees test themselves twice a week to ensure everyone's safety.



**2017**

**February 2022**

Small group activities of doubly vaccinated people resumed at CAH.



**2017**

**March 2022**

CAH continues to reinforce the wearing of masks in the common areas of Place Saint-Laurent.



**2018**



**2022**

## New travel guide.

In 2008, AC launches its new accreditation program, which provides an eight-part quality assessment framework that considers: population, accessibility, safety, work life, client centered services, continuity of services, efficacy (competence) and efficiency (value for money).

## First outing.

CAH undertakes the first phase of Accreditation Canada's independent evaluation process.

This is an exercise in understanding what is involved in the accreditation process before making the decision to embark on the journey. This process involves a serious commitment of time and resources on the part of future accreditees.

## Journey of two.

In 2017, AC established its affiliate, the **Health Standards Organization (HSO)**.

HSO is the only organization in the country and around the world focused solely on developing evidence-based health and social service standards.

The wide range of AC assessment programs are powered by HSO and tailored to local needs.

## The great journey.

CAH chooses to embark on AC's **Qmentum** process to ensure that we adopt the best standards of community care.

To guide us in establishing the systems that will enable us to meet the AC standards, we hire an expert consultant. She will be our travel agent to navigate the standards.

## Flying colours!

In June 2018, CAH hosts visitors from AC. At the end of three laborious days of evaluation, the team, clients and residents of Place Saint-Laurent receive the results with joy! Everyone's efforts are rewarded. CAH officially obtains the accreditation.

CAH is now equipped with the right tools to evaluate the evolution of its efforts in the years to come.

## Open ticket.

AC is now active around the world. More than 15,000 institutions in over 38 countries benefit from AC's accreditation and resources.

Since January 2022, CAH has been preparing its case for the second AC visit in June 2022. The process launched in 2018 was an open ticket of sorts on a continuous improvement journey for CAH services.





# PHOTO-ALBUM 2021-2022





# WE MEET AGAIN!





# TESTIMONIES ON THE CAH EXPERIENCE

## THE IMPACT OF SUPPORT SERVICES

Most of our clients provide feedback verbally, during discussions or reassessments with the case managers who follow up on their cases. Sometimes we also receive nice surprises via email. Here are a few of them.

*"Dear Junie and Clarisse. Thank you so much for all your help. I hope you know how much I appreciate it. Haley has done a great job and I am sure she will be a valuable asset to your wonderful team. Again, thank you so much for all your help."* — Suzanne

*"Hello Clarisse and Junie. Many thanks to you and your staff for organizing the May vaccination clinic. Charles and I were very impressed with the order and discipline of your organization. It warms our hearts. Thank you once again."*  
— Charles et Habeeba

*"Hello Julie. Thank you for your email. I have only good things to say about your servicen and of Frida."*  
— Jean Pierre

*"Hello Junie. I really appreciate all the help you and your kind team give Hermine and I."*  
— Maggie

*"Hello Junie. Thank you for all the help you have given us lately. It means a lot to us."* — Nick

## SURVEYS SPEAK

We administered a **satisfaction survey to our clients** in January 2022. This allowed us to see the perception of our services, two years after the pandemic began.

Here are some of our findings.

- 89% of respondents said the programs and services have helped improve their health and well-being.
- 92% felt comfortable talking to staff about any problems or concerns.
- 95% of respondents said that staff respected their privacy and dignity.
- 87% said CAH provided a safe environment.
- 92% said that staff was friendly, courteous and kind to them.
- 94% of respondents knew who to contact if they wanted information or if a problem needed to be fixed.

We also did a small **survey with the caregivers** of a few clients to see their perception from the greater community beyond Place Saint-Laurent.

- 100% of the respondents said they were happy with CAH's management of the pandemic. Many preferred to keep wearing masks at the entrance and in the hallways.
- 100% of caregiver respondents expressed confidence in the health habits of CAH employees and are counting on us to continue to promote good habits.

Got it!

## IN THE COMMUNITY

This year we had a visit from Minister Caroline Mulroney, accompanied by MPP Natalia Kusendova.

Here is what she had to say on Twitter: *"For over 40 years, Centres d'Accueil Héritage have been dedicated to the well-being of Francophone seniors in the Greater Toronto Area. They are constantly adding to their service offering to meet the needs of seniors. It was a pleasure to finally pay a visit!"*







## IN-HOUSE APPRECIATION

Most of the feedback we receive is by word of mouth. In the heat of the moment, we forget to write it down.

In March of this year, CAH acquired a new suggestion box, prominently displayed in the Place Saint-Laurent lobby.

We hope that this blue box (nothing to do with recycling or Canada Post!) will allow us to collect more comments and suggestions from clients, residents and employees in the coming year.

There are some great moments happening internally that are testimonies of the work experience of the CAH team.

For example, May 19 is the official PSW Day (Personal Support Workers Day). This is the perfect opportunity for management to show their appreciation for the work of these individuals whose important role was finally recognized for all its worth during the pandemic.

This year, we surprised our PSWs with a little treat for their coffee break.

## IT TAKES A VILLAGE!

### A management perspective (PSW Day)

*"Thank you from the bottom of our heart to all the personal support workers who were first in line to take good care of everyone in general, and seniors in particular!"*

#### **Thank you for:**

... your professionalism  
... your dedication  
... your courage  
... your smile  
... your kind words  
... your patience  
... your expertise

*You are the experts in this field. It is only with you that we can continue to improve our practices. Thank you for your leadership!*

*You are on the front line. Without you, a whole level of quality of life and care would be gone."*





# CAH'S FUNDRAISING EVENTS

The pandemic continued to affect the fundraising world! During the 2021-2022 year, CAH has had to rely entirely on virtual means and word of mouth to spread our fundraising efforts.

It is clear that our fundraising relies on our entire beautiful village. But this second year without face-to-face events to rekindle the community spirit, and share our challenges and successes, has taken its toll.

We are grateful to our loyal donors who have not lost sight of the needs of the most disadvantaged Francophone seniors in the Greater Toronto Area, such as **Club Richelieu Toronto**. In addition, thanks to several unexpected in memoriam donations, our fundraisers raised a greater total than last year!

## CANCELLED: 19TH HOLE AND TORONTO CHALLENGE

Our traditional interactive fundraising activities brought us a lot of joy... and money. Once again, the popular **Gilles-Barbeau Golf Tournament**, which was held in an intimate and joyful atmosphere, was cancelled. The same goes for the **TORONTO CHALLENGE**, organized by the City

of Toronto, which gave us a chance to mingle in the fresh air with other organizations catering to the seniors.

The future of these two events remains to be seen, but CAH is also considering other fundraising options. For example, there are now fantastic platforms which make it much easier to organize digital silent auctions. Stay tuned!

## SINGING OUR HEARTS OUT

Our valued partnership with the vocal ensemble **Les voix du cœur** for our **Christmas Sharing** continues, despite the fact that once again, we were unable to attend their Christmas show in person.

This year, Les voix du cœur quickly agreed to record a performance just for our benefit, to allow us to create a 2nd Sing-Along in support of the Christmas Sharing.

The singers sang in December in front of the camera. CAH then took care of adding the lyrics to the video. And we all got to sing along with the singers, safe in our living room!

Since then, over 389 people have enjoyed the Sing-Along on YouTube.

This year, our generous community gave us \$7,589 (almost as much as last year), including a collective donation of \$980 from the choristers! What a great collaboration.

Thanks to the funds raised for our Christmas Sharing, close to 90 seniors receive a variety of additional supports yearly.

Life is full of unforeseen events that can cause additional expenses, which are disastrous for the budget of the most needy.

The community knows that it can rely on CAH to identify among its clients, at Place Saint-Laurent or elsewhere in Toronto, those who are faced with this type of hardship.

No one should be forced to choose between taking care of themselves and eating well...





This assistance comes in the form of grocery coupons to compensate for unexpected expenses for basic necessities such as eyeglasses, hearing aids, dentures or adapted shoes.

Let's not forget the everyday items that improve everyone's comfort: non-slip socks, blood pressure monitors, bathroom scales, incontinence products, mattress pads, thermometers, vacuum cleaners, and even veterinarian fees to take care of our pets.

### OUR FUNDERS AND DONORS

We thank our funders who continue to renew their faith in us year after year: **Ontario Health Toronto, the City of Toronto (Supportive Services and Housing and Community Services), Catholic Charities, Ontario Health East, Ontario Community Housing Program, and Ontario Seniors' Secretariat.**

### GIFT OF TIME

Equally important are the donations of time!

For example, we estimated that it took over 600 hours of volunteer time for Les voix du coeur to help producing the Sing-Along.

Place Saint-Laurent has its share of volunteers. They make life better for their community by organizing activities, distributing recreational materials, caring for plants, and serving on advisory committees.

We are also grateful for all the work of the CAH directors, who support us with their time and expertise.

We have not been able to thank all of these volunteers in person for the last two years. Another tradition we look forward to continuing.

### A NEW GOAL IN SIGHT

In 2019, we successfully mobilized our French-speaking community to raise the \$32,000 needed to purchase a new van.

To mark our upcoming 45th anniversary, we are seriously considering redoing our backyard patio to allow our clients and visitors to meet in complete safety.

To be continued!

### IT TAKES A VILLAGE !

#### A volunteer's perspective (Joyce Irvine's testimony)

*"I was a colleague of Gerard Parent when we worked at the Ministry of Health. When he became the executive director of CAH, he approached me to become a member of the organization and participate in its activities. Diane St-Pierre, who was president at the time, convinced me to join the Board.*

*I have always worked in French. My family, who immigrated to Canada from Holland, has always valued languages. Then my first Franco-Ontarian teacher gave me a love of the French language. Eventually, I made a career in the public service, in French Language Services and translation.*

*When the time came to retire, I wanted to stay connected to the Francophone community. Being a member of an organization such as CAH, serving Francophone seniors, was a natural fit. Plus, it was the perfect kind of volunteer work to use all my expertise in management, policy analysis and program development.*

*I once realized that if Trump can be president, I definitely can work on a board and contribute as much as the youth!*

*We can be useful and have responsibilities at any age."*



# OUR FINANCIAL REPORT 2021-2022

You can consult our financial report at any time on our website [www.caheritage.org](http://www.caheritage.org) under PUBLICATIONS.

## STATEMENT OF FINANCIAL POSITION

for the year ending March 31, 2022 (\$)

### ASSETS

#### Current

Cash	92,496	319,950
Short-term investments	438,036	441,520
Government subsidies receivables	62,470	65,221
Accounts receivable	94,722	63,603
Prepaid expenses	34,200	13,920

721,924 904,214

#### Tangible Capital Assets

#### Long-term Investments

Cash-bonds and others - Replacement reserve (restricted)	1,094,858	1,094,858
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\$ 2,911,093

\$ 3,115,918

### LIABILITIES and NET ASSETS

#### Current

Accounts payable and accrued liabilities	433,588	445,866
Deferred contributions	18,812	23,214
Rental deposits	38,650	40,962
Long-term debt	297,416	325,083

788,466

835,125

#### Net Assets (Deficiency)

La Place Saint-Laurent (unrestricted)	376,952	350,782
La Place Saint-Laurent (Internally restricted reserve)	280,401	474,507
Community Support Services	0	0
Centres d'Accueil Héritage	370,416	360,646
Replacement reserve	1,094,858	1,094,858

2,122,627

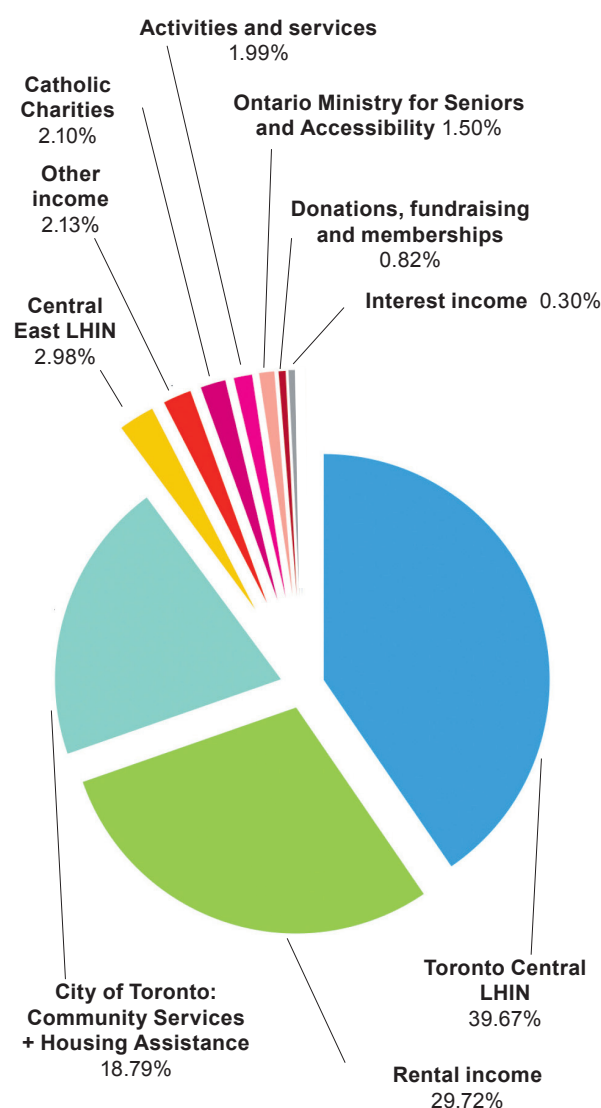
2,280,793

\$ 2,911,093

\$ 3,115,918

## FUNDERS AND OTHER SOURCES OF REVENUES

April 1, 2021 – March 31, 2022





**SUMMARY STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS** as of March 31, 2022 (\$) **2022** **2021**

**REVENUES**

**Government Grants**

Toronto Central LHIN (Ontario Health Toronto)	1,614,090	1,698,130
Central East LHIN (Ontario Health East)	121,100	108,064
Ontario Ministry for Seniors and Accessibility	61,200	45,707
City of Toronto: Community Services + Housing Assistance	764,250	770,156
Employment and Social Development Canada	0	13,400

**Other Grants**

Catholic Charities	85,349	85,313
Activities and services	80,912	75,780
Rental income	1,209,857	1,232,892
Vacancy loss	(811)	(6,710)
Donations, fundraising and memberships	33,345	21,310
Interest income	12,305	19,650
Other income	86,726	55,815

**\$ 4,068,323** **\$ 4,119,517**

**EXPENSES**

Bad debts	1,193	2,344
Cable television	33,940	33,569
Natural gas	52,747	49,089
Hydro	101,596	106,335
Water	72,234	70,815
Repairs and maintenance	479,604	470,808
Security (Garda)	208,208	207,825
Term loan interest	8,472	9,320
Food centre and social activities	89,212	63,639
Program supplies	36,302	39,897
Rent	88,087	84,301
Fundraising expenses	0	0
Salaries and benefits	1,988,099	2,029,709
Advertising and promotion	11,565	13,714
Education	6,205	73,837
Insurance	59,722	46,900
Office and general	49,792	53,738
Office equipment	127,299	121,509
Telephone	35,502	45,178
Meetings and travel	14,015	13,106
Professional fees	233,834	257,892
Bank charges	1,919	1,992
Amortization of capital assets	22,535	11,267
Spending by the Reserve	504,407	267,682

**\$ 4,226,489** **\$ 4,074,456**

Surplus or deficit before allocation	(158,166)	45,061
Annual Information Return adjustment for prior year	0	0
Allocation from Place St-Laurent	300,000	290,487
Allocation to the Reserve	(300,000)	(290,487)

**SURPLUS or (DEFICIT)** **(\$ 158,166)** **\$ 45,061**



# OUR BOARD OF DIRECTORS 2021-2022



**Colette Raphaël**  
DIRECTOR/CHAIR



**Joyce Irvine**  
DIRECTOR/  
VICE-CHAIR



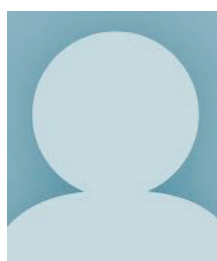
**Denis Frawley**  
DIRECTOR



**Geneviève Grenier**  
DIRECTOR



**Sylvie Lavoie**  
DIRECTOR/  
TREASURER



**Carmelle  
Salomon-Labbé**  
DIRECTOR/  
SECRETARY



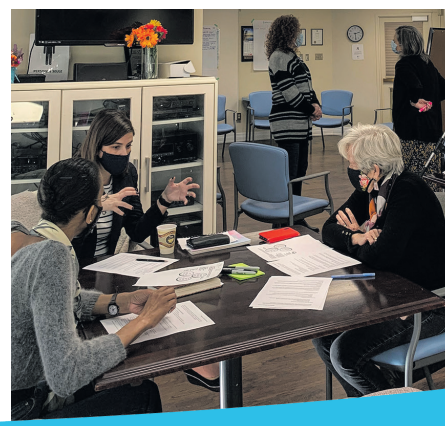
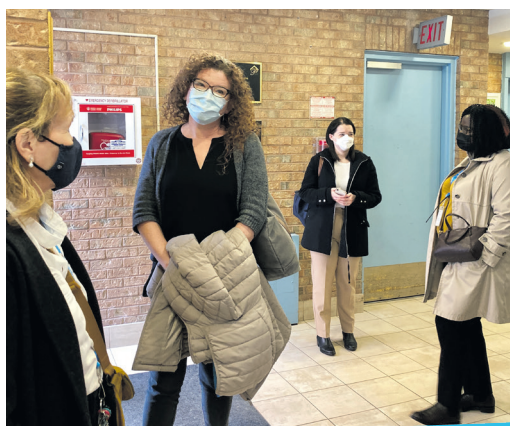
**Julia  
Ballerio-Dupé**  
DIRECTOR



**Pierre Gravel**  
DIRECTOR



**Safia Fakim**  
DIRECTOR





# OUR TEAM



## Andrée Paulin

ASSISTANT EXECUTIVE DIRECTOR

## Antoinette Mabiala Nyandwi

PERSONAL SUPPORT WORKER

## Ayda Amar

RECREATIONIST - CENTRE FOR ACTIVE LIVING

## Barbara Ceccarelli

EXECUTIVE DIRECTOR

## Brigitte Auger

OSHAWA ADULT DAY PROGRAM  
COORDINATOR

## Brunhyda Wete

PERSONAL SUPPORT WORKER

## Céline Carley

BUS DRIVER  
OSHAWA ADULT DAY PROGRAM

## Clarisse Woungang (Nangué)

PROGRAM MANAGER

## Dale Khelifa

RECREATIONIST - ADULT DAY PROGRAM

## Danielle Tchamba

FOOD SERVICE WORKER

## Donatille Ishimwe

CLEANER

## Dushko Ristov

SUPERINTENDANT

## Emmeline Bellerive

PERSONAL SUPPORT WORKER

## Fabrice Bareille

RECREATIONIST - ADULT DAY PROGRAM

## Farida Konaté

FOOD SERVICE WORKER

## Frida Ndereyimana

PERSONAL SUPPORT WORKER

## Géta Maftei

PERSONAL SUPPORT WORKER

## Haley Walton

PERSONAL SUPPORT WORKER

## Hassiatou Salé

MANAGER PLACE SAINT-LAURENT

## Hélène Mbuya

PERSONAL SUPPORT WORKER

## Hélène Ngombe

PERSONAL SUPPORT WORKER

## Isabel Kiambi

PERSONAL SUPPORT WORKER

## Jean Tété

ADMINISTRATIVE AND  
COMMUNICATIONS ASSISTANT

## Jean-Claude Legault

DRIVER

## John Gelmon

DRIVER

## Julie Kaniki

ADULT DAY PROGRAM WORKER

## Julie Nisin

CASE MANAGER

## Junie Zamor

CARE COORDINATOR

## Linda Legault

DIRECTOR - QUALITY CONTROL

## Madina Bah

FOOD SERVICE WORKER

## Marie Magaly Massenat Mondesir

PERSONAL SUPPORT WORKER

## Mbelu Ndiadia

PERSONAL SUPPORT WORKER

## Mia Rakotoasimbola

PERSONAL SUPPORT WORKER

## Micheline Meya

PERSONAL SUPPORT WORKER

## Nathalie Binti Saidi

PERSONAL SUPPORT WORKER

## Octavie Dwasma

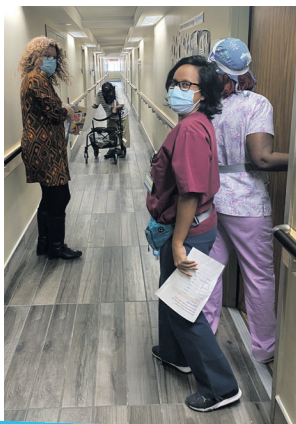
PERSONAL SUPPORT WORKER

## Samuel Sabourin

CASE MANAGER

## Toa Pierré

FOOD SERVICE WORKER







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