

ANNUAL  
REPORT

# 2021



*Our frontline workers,  
more ESSENTIAL than ever!*



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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.

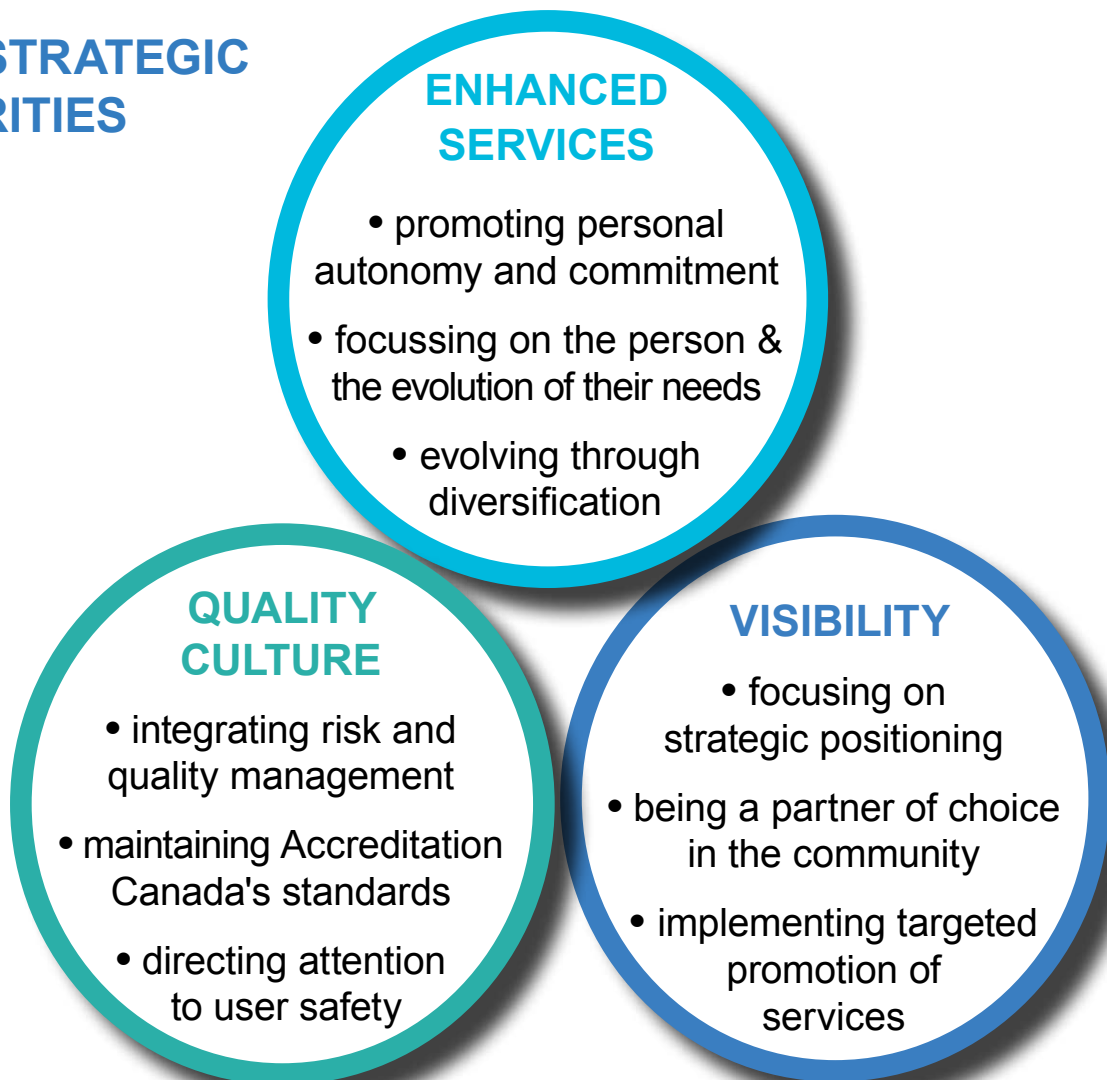
## OUR VISION

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



# JOINT MESSAGE FROM THE CHAIR



Colette Raphaël  
DIRECTOR/CHAIR



Barbara Ceccarelli  
EXECUTIVE DIRECTOR



Andrée Paulin  
ASSISTANT EXECUTIVE DIRECTOR

**In light of the very challenging year we have just experienced, we would like to begin by extending a sincere THANK YOU to our wonderful team of dedicated and compassionate frontline workers.**

Together, with the commitment of our brave and patient clients, their families and caregivers, our volunteers and board members, we have overcome isolation, fear and anxiety for our loved ones and ourselves.

We have overcome challenges with determination and careful risk management. We looked out for each other and made sure that self-isolation and distancing did not result in abandonment and neglect.

We are very proud to say that we have not reported a single case of Covid-19 among our clients.

## A DEDICATED TEAM

Our team has been incredibly resilient and adaptable to the situation and to the changing needs of our clients.

We have transitioned from group programming to individual programming, often by virtual means. We chose to cluster staff to specific clients and put in place a very strict screening policy for employees.

Our personal support workers, in addition to the general angst and anxiety, experienced the stress of knowing that they were suddenly exposed to increased risks, both at work and on public transit, for themselves and their families.

Frontline workers were rightly hailed as heroes in the community, and recognized as they were taking on the enormous responsibility of

keeping the most vulnerable safe, with very little resources under unprecedented circumstances. The performance and dedication of our team was outstanding.

## COURAGEOUS CLIENTS

As the pandemic disrupted their lives, their circle of support and their social network, our clients and their caregivers faced a very high level of anxiety about the possibility of becoming ill, of being hospitalized, not being able to continue their treatment and medical follow-up, and not having access to health professionals...

Nevertheless, everyone chose to comply with the new rules and regulations, agreeing to give up their daily routine and rely almost exclusively on support workers for their day-to-day needs.

# AND EXECUTIVE DIRECTOR: THANK YOU!

In the current context, the relevance and potential of our affordable supportive housing model for seniors has been confirmed. It allows people to live independently and safely in the community. This model of care clearly contributes to the development of intergenerational and inclusive communities.

Most importantly, our clients were there for each other, which was vital to ensure that no one was left behind.

## AN ENGAGED COMMUNITY

Every donation and every message of encouragement we received, every opportunity to share resources and collaborate with our partners, members and volunteers in our mission to help the most vulnerable among us, was a much-needed boost in these challenging times.

Our strong working partnerships within the community have been paramount in allowing us to host an on-site vaccination clinic for the first and second doses. We are well aware that only a fully vaccinated community can guarantee our way out of the crisis, and we are proud to have done our part.

## A MODEL THAT WORKS

In the past year, we have come to understand how vulnerable and interdependent we are in the face of such adversity. The isolation and lack of social interaction has had as much of a negative impact on our seniors as the virus itself.

We have all seen how things can go wrong, especially for the most vulnerable among us living in a long-term care system that has struggled to keep residents safe. In some cases, the outcome was horrific for clients and their families.

This past year has also been an opportunity to examine what has allowed our team to avoid these disastrous scenarios. Staff retention, paid sick leave, and the fact that our employees are mostly exclusive to CAH and hired full time have been key factors of our success.

CAH has the expertise and responsibility to work towards expanding this continuum of care in French in the Greater Toronto Area, while focusing on people living with dementia in the community.

We are pleased to announce that we will be working proactively to expand our housing portfolio and service delivery capacity.

Any expansion project depends on the availability of French-speaking human resources! More than ever, we must invest in the promotion of this key profession and the recognition of this professional career essential

to the well-being of people who experience loss of autonomy. We have therefore confirmed our partnerships with post-secondary education institutions offering French-language training for personal support workers.

We are delighted to announce the arrival of our new Executive Director Assistant Andrée Paulin, who brings valuable expertise and energizing enthusiasm to the management team.

# THE ROAD WE TRAVELLED IN 2020-2021

**Our fiscal year ran from April 1, 2020 to March 31, 2021. It thus began in the middle of a global health crisis and ended at the height of the third wave of COVID-19.**

All the while, thanks to the efforts and empathy of our team, not to mention the collaboration of everyone, Place Saint-Laurent (PSL) has not recorded a single case of COVID-19.

From the very first wave, we could see the disastrous impact of the pandemic on the physical and mental health of seniors and their caregivers.

Little did we know that this impact would last well over a year.

CAH's leadership and board of directors evaluated the three axes of the 2019-2024 strategic plan to ensure that they addressed this unprecedented reality.

## A QUALITY CULTURE

As a result of the emergency, the team revisited its integrated quality management by identifying major new risks impacting user and staff safety. An action plan

aligned with the best practices and guidelines of Health Canada - Public Health was developed.

Working in collaboration with all stakeholders (clients, staff, community partners, health care providers, caregivers, etc.), CAH implemented the necessary measures to ensure the safety of all. The team made sure to keep clients engaged and connected through its proactive management of isolation and social distancing.

Our individual and/or small group programming was more than ever tailored to each client's current needs and requirements (including meal management, assistance with telemedicine, and transportation to medical appointments).

## ENHANCED SERVICES

### • PSL apartments

The bulk of the lockdown obviously involved imposing major restrictions on movement within the Place Saint-Laurent (PSL) building and closing off all common areas.

Fortunately, earlier in the year, we had been able to install Wi-Fi to provide free Internet access to residents.

### • CAH's Adult Day Programs

For the Adult Day Programs in both Toronto and Oshawa (serving Francophones in Durham Region), the team had to be creative and flexible in order to offer special support to people with cognitive disabilities and their caregivers in the community.

We implemented a hybrid model of in-person programming for small groups along with virtual programming for other clients.

### • Centre for Active Living (CAL)

The big casualties of the pandemic have been socialization, camaraderie and sharing, all of which are the strengths of our Centre for Active Living. The CAL addressed this challenge by facilitating engagement and interaction. Through virtual platforms, we were able to stay connected with members and keep them connected... in the comfort of their own home.

We created a dedicated tab for CAL activities on our site, to share the exercise options and thematic materials we developed in special editions of *La Gazette*, the newsletter for CAL members.



Virtual collaborations with our facilitators and trainers, and online workshops were held. We even published a small cookbook to showcase the multicultural flavours dear to our clients.

Intergenerational partnerships were fostered with the community, who sent short videos and cards of encouragement, gifts and hats to cheer our clients up.

#### • Our virtual future

It is clear that the virtual portion of our programming as well as the opportunity to facilitate virtual medical consultations are avenues that we will continue to explore. We are now looking at ways to better educate our clients to take full advantage of these resources.

### INCREASED VISIBILITY

#### • Strategic positioning

Increasingly, our integrated housing and service management model is in the spotlight and recognized for its ability to meet the needs of people who choose to remain in their homes, even during a pandemic.

In light of the tragic outcomes that were revealed during the year, we shared our successes

Our integrated housing and service management model is in the spotlight and recognized for its ability to meet the needs of people who choose to remain in their homes, even during a pandemic.

and challenges with health care stakeholders in hopes of enriching the debate around long-term care in Canada.

We further analyzed our development and capacity expansion options, which will guide our future initiatives.

#### • Toronto Seniors' Help Line

The Toronto Seniors Helpline has been essential for the most vulnerable and isolated seniors in our communities. CAH has continued to provide the French component of this helpline directly to Francophone users. Toronto Seniors Helpline continues to seek advice from CAH to increase the active offer of this French language resource for seniors.

#### • Special issues of *La Gazette*

This year, we expanded from six to ten the number of issues of *La Gazette* to keep in touch with

CAH members, both in PSL and within the community. They were all shared online on our website.

#### • CAH on social media

CAH's Twitter presence reached nearly 24,000 impressions this year. And each month, more and more visitors are checking out CAH's profile.

Our website got more than 63,000 page views, up 36% from last year.

CAH's Facebook page also saw a 32% increase in the number of posts viewed.



# CAH AND ITS CLIENTS TAKE ON THE

## State of emergency

On March 17, 2020, the Ontario government calls for the closure of recreation centres, schools, restaurants, libraries, movie theatres and concert halls. Our new fiscal year starts in April in the midst of uncertainty.

## Long-term care in crisis

We learn that 79% of the deaths related to COVID-19 in Canada are concentrated in long-term care facilities and seniors residences.

## 100,000 cases in Canada

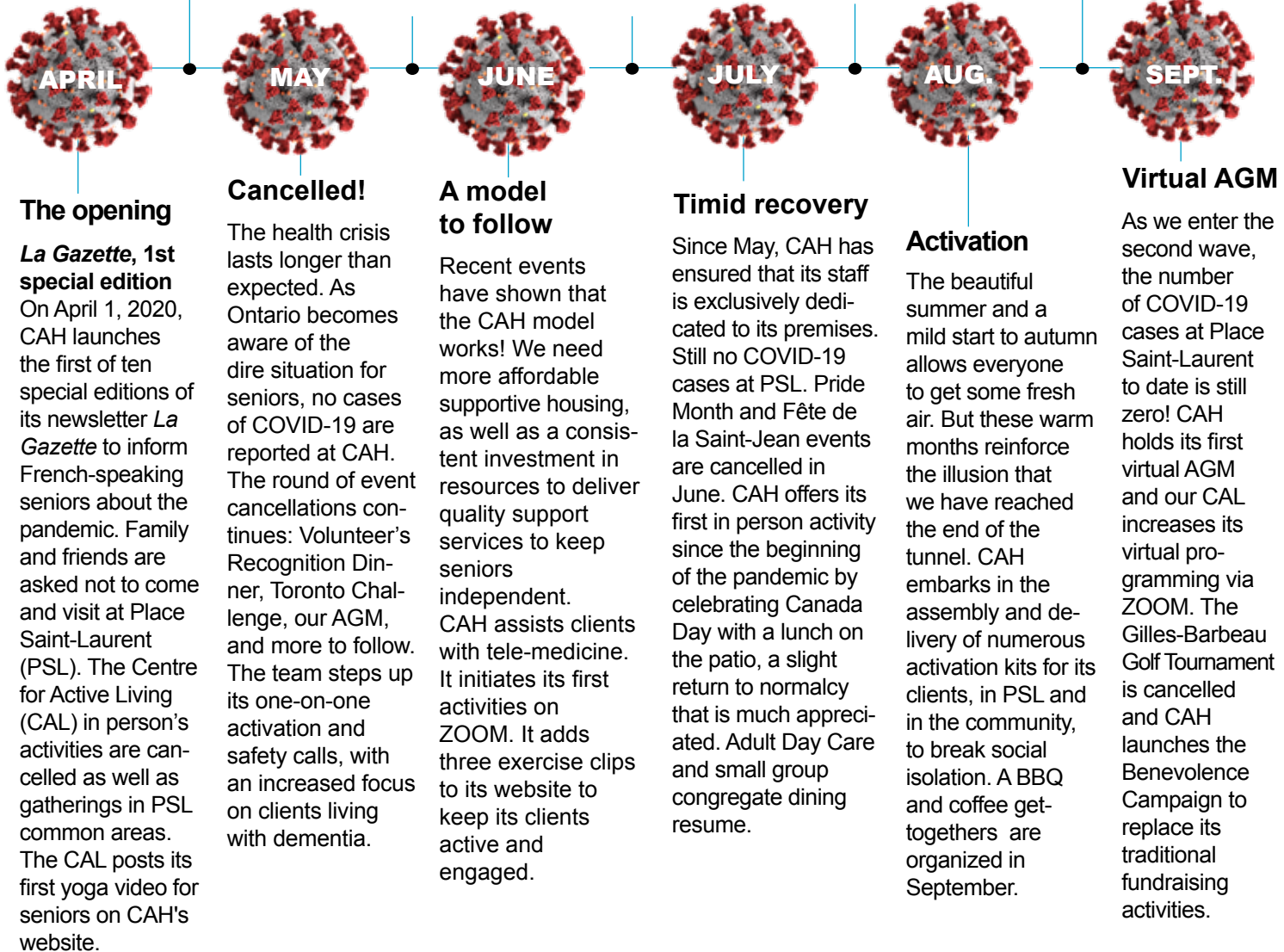
As of June 18, 2020, Canada has registered 100,000 cases of COVID-19.

## Deconfinement

Ontario is optimistic. The number of cases has been dropping since June. Restaurants, gyms, museums reopen...

## Second wave!

September 23, 2020. Prime Minister Justin Trudeau declares that Canada is experiencing its second wave of the Coronavirus. The beginning of the school year might have something to do with it...



# **PANDEMIC CHALLENGE** (April 2020 to March 2021)

## **Soaring...**

On October 1, there are 732 daily cases of COVID-19. November sees 1,948 cases, December 1 reports 1,723 cases. On the last day of the year, Canada logs in 2,476 cases in one day. This is an exponential rise!

## **Another lockdown**

The cumulative number of cases in Canada for 2020 is 581,428. We are at the top of the second wave. We go back into lockdown! Stores close just before Christmas...

## **89 years old**

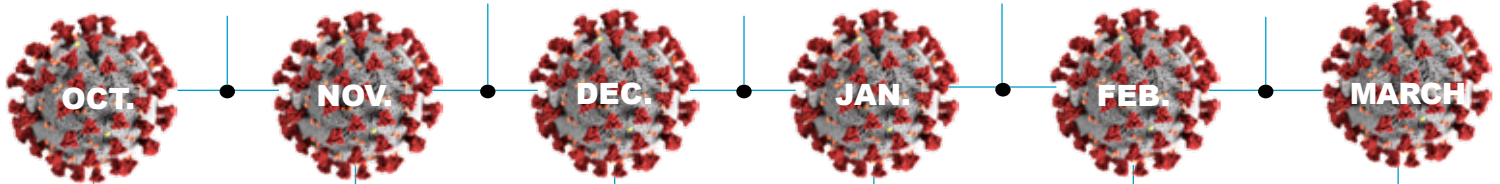
The age of Gisèle Lévesque, the first Canadian woman to receive the vaccine on December 14, 2021.

## **It's an order...**

On January 14, 2021, Ontario issues a stay-at-home order. Only medical appointments, grocery shopping and outdoor exercise are allowed.

## **Third wave!**

In March, the third wave of COVID-19 begins. As of March 31, 2021, there were 982,110 cases in Canada. (NOTE: By the end of July 2021, there were over 1.43 million cases but daily cases have been steadily declining since May. As of mid-May, they rise again. To be continued...)



## **Delivery**

CAH acquires a new fully accessible van. It allows clients to travel safely to their medical appointments. The traditional Thanksgiving celebration cannot be held in the dining room but dinner is delivered directly to Place Saint-Laurent residents and clients in the community. Wifi is installed at PSL, ensuring free Internet access for residents!

## **Let's get equipped**

CAH adds a new COVID-19 tab to its website. We now realize how isolated those without connection are. With funds raised through the Benevolence Campaign, CAH purchases 20 smart tablets to allow clients to communicate virtually with their loved ones and to access virtual activities held during the pandemic.

## **We adapt**

The Christmas celebration is normally preceded by a whole series of activities of decoration and crafts, visits from students, scouts and little singers; everything is cancelled. Also cancelled is the Christmas show of the vocal ensemble Les Voix du cœur. However, a new virtual sing-along with Les Voix du cœur is created to raise funds. CAH cranks up its efforts to decorate PSL and brighten everyone's morale during the holidays.

## **Member Impact**

As we look back on a challenging 2020, CAH strengthens its belief in the importance of voting members in helping to shape the future direction of the organization, to build an age-friendly and vibrant francophone community. CAH is planning a strategy to engage members in 2021.

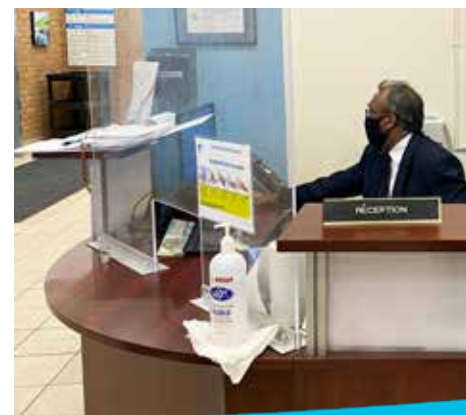
## **The vaccine is coming**

In March, CAH prepares for the logistical challenge of welcoming the mobile vaccination team to Place Saint-Laurent to vaccinate residents and community clients. The CAH team is vaccinated beforehand at St. Michael's Hospital.

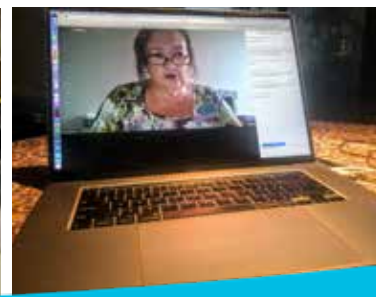


## **No cases after one year!**

As the third wave gets underway, our Program Manager Clarisse and her team expertly managed with the mobile vaccination team the administration of the first dose of vaccine at PSL. There is a palpable sense of relief and hope in the building. It has been a year since the pandemic was declared and, thanks to the collective effort of our employees, clients and their families, there have been no cases of COVID-19 at Place Saint-Laurent!



# PHOTO-ALBUM 2020-2021



# WE ARE NOT ABOUT TO FORGET THIS YEAR!



## TESTIMONIES ON THE CAH EXPERIENCE

One will recall the sudden surge of appreciation of frontline workers during the first wave of the pandemic. In order to thank them, people started to take to their balconies and windows at 7 pm to make noise with pots and pans to join the joyful concert. The pandemic continued throughout the year, and so did the public's recognition for our services.

## THE IMPACT OF CAH IN THE LIVES OF CAREGIVERS

The **Berry family** is present in the life of their mother, a 96 years old resident at Place Saint-Laurent. The adult children of this family have come to know and appreciate many of the CAH team members who take good care of her on a daily basis.

This family was so relieved when they realized that CAH was organizing the administration of the first dose of the COVID-19 vaccine on site that they presented the team with a lovely poster to say a resounding THANK YOU!



This large heart has since been installed by the door to the personal support staff's office to remind everyone how much their essential work is valued.

*When we saw the notice in the elevator at Place Saint-Laurent on our way to visit Mom, that the St. Michael's health team was coming here to give the vaccine, we were so happy!*

*We had contacted the provincial authorities to find out what to do to get our mom vaccinated. But they sent me an email with links to articles and said we had to wait. At her age, I don't think anyone should have to wait! Then there was the headache of having to be two people to take mom to a clinic, one to accompany her and the other to park the car. My sisters are in Barrie and Pickering so it is complicated.*

*It was a big deal! They worked hard to get everything ready on vaccine day. We wanted to do something to express our thanks. We appreciate what we see every time we visit mom. We know that the people who take care of her are really nice. We would like to know when their birthday is. We sometimes want to tip them! However, that is not CAH policy... Therefore, the poster seemed like a good idea.*

**THANK YOU!**

With COVID-19, we finally recognized the importance of the role of personal support workers. They are essential workers who accompany people in the activities of daily life. During the pandemic, they became like family members to our clients.

## THE IMPORTANT ROLE OF THE NAVIGATOR

**Lucien Morin** is a client who lives in the community. Having used our case management service for over six years, he is a perfect example of the important role CAH plays in helping Francophones 55 and older navigate the system in an English-speaking environment while maintaining their independence.

*I have worked all my life, from the age of four in the fields in New Brunswick. I sometimes had three jobs at the same time! In 2003, I had to stop because of a major work accident.*

*After a difficult period, while in a downtown church, I was referred to CAH. Julie, my case manager, took my case in hand!*

*At home, we have 87 grandchildren! But I don't have family in Toronto so she's kind of like my family. I can always call Julie for advice. She calls me right back! She has all the resources you can think of, no matter what the problem is, hospitals, lawyers...*

*I like that she also gives me homework to do! We work together. She told me: "We don't have to worry about you. You are always so well prepared, you do most of the work!"*

*I am so relieved since CAH is following my case. There's no telling what the next day will bring. For me, CAH is a gift. When I walk in the building, people recognize me. And hats off to CAH during COVID! They've been there for me the whole time. Very reassuring!*

## DONOR MOTIVATION

The **Moatti family** sent us a generous donation in the spring of 2021 with the following note, which really warmed our hearts.

*We thank you all for your kindness to Ms. Moatti as a resident, and for all that you do to support the French population of Toronto. We are truly grateful for your presence in the community.*

*You were instrumental in allowing our mother to remain close to her family as the only French speaking institution of its kind in Toronto.*

*Again, we thank you all and wish you continued strength in all that you do.*

## TRULY ESSENTIAL!

**Clarisse Woungang (Nangué)**, our Program Manager, reacts on behalf of CAH personal support workers (PSWs) to the new perception of their essential role in society.

*With COVID-19, the importance of the work of personal support workers has finally been understood. They are essential workers who accompany people in their daily lives. During the pandemic, our workers became like family members to our clients.*

*Society is unanimous on the importance of PSWs. It is a huge recognition of their work!*

After the first wave, we surveyed the residents of Place Saint-Laurent (PSL) to get their feedback on our management of the pandemic.

*I am impressed with the ongoing efforts of all staff to protect us. I would like to acknowledge the great enthusiasm, the wide smiles that reflect so much care and love for us seniors. I feel blessed to be here at PSL during this difficult time.*

*Of course, there was the fear of having positive cases! But our team is very solid. We were well aware of the risk of infection. We had strategies in place and we just had to implement them. We had no shortage of protective equipment for employees and residents of Place Saint-Laurent.*

*There was also the fear of not having enough staff to manage it all. But with paid sick days and CAH's responsiveness to protecting its employees, the PSWs can work here in a safe manner and with less stress than elsewhere.*

## IN THE COMMUNITY



*One of the ways we found to reach out to our clients in the community was to deliver activation baskets to break their isolation.*

*As a client outside of Place Saint-Laurent, I was very pleased that CAH included me on the Centre for Active Living list. I enjoyed the Zoom meetings. I LOVED the activation bag that was delivered to me by John.*

*It was such a warm touch!*



# CAH'S FUNDRAISING EVENTS

The pandemic has also had a dramatic impact on the world of fundraising! In the 2020-2021 year, CAH, like everyone else, had to rely almost entirely on virtual means to create its fundraising campaigns.

Last year, nearly \$32,000 were raised through our traditional campaigns, which usually take place in person at joyful, social events. This is what allowed us to purchase our new van in the spring of 2020.

This year, well aware that the cancellation of our normal activities would affect our bottom line, we had set a more modest goal of raising \$20,000.

Fortunately, the public understood the situation and did not let us down. Thanks to the commitment of the entire community, we received \$18,065 from you.

## CANCELLED...

In 2019, we had 26 valiant participants to the Défi Toronto, who were thrilled to walk in good company for CAH. The June event, which is part of the Toronto Challenge, has been cancelled for 2020 and 2021.

2019 marked the 10th year of the Gilles-Barbeau Golf Tournament for

CAH. This event has always been our organization's largest fundraiser. Last year alone, it generated \$19,935, more than all of our virtual fundraising for 2020-2021. Its cancellation resulted in a large shortfall. In 2020, we had to cancel out our event, then, once again, we had to cancel the tournament scheduled for September 2021.

## AN ADAPTED CHRISTMAS SHARING

CAH holds an annual Christmas Sharing campaign to benefit seniors in need with its preferred partner, the vocal ensemble Les Voix du cœur. They present for the occasion a Christmas show held at the Sacré-Cœur Parish.

**Christmas Sharing** for Francophone seniors

**WOW!**

We are so proud of our great and generous **community!**

**\$8,295** were raised for CAH's Christmas Sharing.

**THANK YOU TO ALL!**  
And to LES VOIX du COEUR for allowing us to replace their show with a cool **SING-ALONG.**

caH

[www.caheritage.org/ChristmasSharing](http://www.caheritage.org/ChristmasSharing)



Since the event could not take place in 2020, the vocal ensemble and CAH worked together to trade the show for a French sing-along. A total of 30 minutes of Christmas carols filmed in the church in the past years were broadcast live on Facebook in December.

Thanks to the lyrics displayed at the bottom of the screen, we were all able to sing along with the choir, from the safety of our living room! Since then, over 280 people have enjoyed the sing-along, later posted on YouTube.

While in 2019 we raised \$6,671, we were quite proud of our beautiful community for giving us \$8,295 in 2020.

Year in and year out, our Christmas Sharing provides grocery coupons to nearly 90 seniors; the remainder is used to provide year-round necessities such as eyeglasses, hearing aids and dentures to improve the comfort of seniors most in need.

The number of people signing up for this help continues to grow and the increase is significant.

## THE NEW BENEVOLENCE CAMPAIGN

In lieu of regular charity events, CAH launched its first Benevolence Campaign in 2020. We are very grateful to all the individual donors, employees and friends of CAH (including our loyal partners Club Richelieu de Toronto and the Hélène-Tremblay-Lavoie Foundation) who showed their support by making a donation. We raised \$9,770. The proceeds were first used to assemble activation baskets that were distributed to CAH clients.

We then purchased 20 smart tablets and high quality headsets that we landed to seniors to enable them to communicate via various electronic means (to facilitate tele-medicine, to keep in touch online with their loved ones and to be able to participate in our virtual activities).

We have initiated training sessions to build their technological capacity to better use the tablets and online resources. But there is much more!

Your kindness gives us the flexibility to respond to a host of ad hoc needs that are only visible to the individuals involved, but make such a big difference in the quality of life of our clients.

Examples include medical equipment maintenance and repair, pet care, help with transportation challenges, assistance with large unexpected expenses that impact the budget, support for environmental maintenance in the daily life, etc.

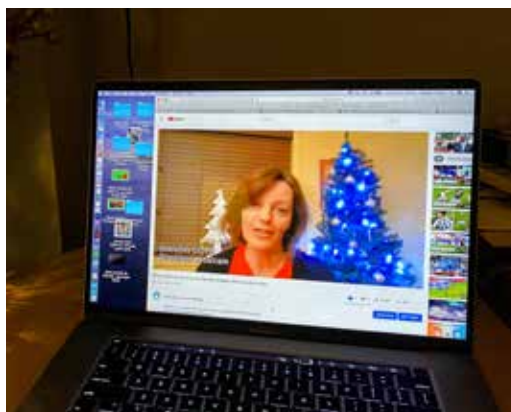
## OUR FUNDERS AND DONORS

We would like to thank our funders who continue to demonstrate their confidence in us each year: Toronto Central LHIN, City of Toronto (Housing Support Services and Community Services), Catholic Charities, Central East LHIN, Ontario Community Housing Program and Ontario Seniors' Secretariat.

## POST COVID-19...

The pandemic has definitely raised our awareness of the negative impact of isolation on the elderly. The COVID-19 vaccine will not solve everything. Even after a second dose, more vulnerable seniors will continue to need community support to help them overcome their isolation by taking advantage of the support and activation services that the CAH team is able to provide.

That is why we are continuing our fundraising efforts with our Benevolence Campaign in 2021-22.



# OUR FINANCIAL REPORT 2020-2021

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, 2021

2021

2020

### ASSETS

#### Current

Cash	320,575	304,714
Short-term investments	441,520	443,029
Government subsidies receivable	65,221	64,342
Accounts receivable	63,603	70,913
Prepaid expenses	13,920	13,689

904,839 896,687

#### Tangible Capital Assets

1,116,846 1,060,509

#### Long-term Investments

Cash-bonds and others -		
Replacement reserve (Restricted)	1,094,233	1,059,045

\$ 3,115,918

\$ 3,016,241

### LIABILITIES and NET ASSETS

#### Current

Accounts payable and accrued liabilities	327,362	296,241
Deferred contributions	23,214	52,817
Rental deposits	40,962	39,170
Current portion of long-term debt	18,444	20,750

409,982 408,978

#### Long-term debt

Renewable portion	306,639	331,999
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716,621 740,977

#### Net Assets (Deficiency)

Place Saint-Laurent (Non restricted)	469,911	869,911
PSL (Internally restricted)	474,507	0
Community Support Services	0	0
Centres d'Accueil Héritage	360,646	346,308
Replacement reserve	1,094,233	1,059,045

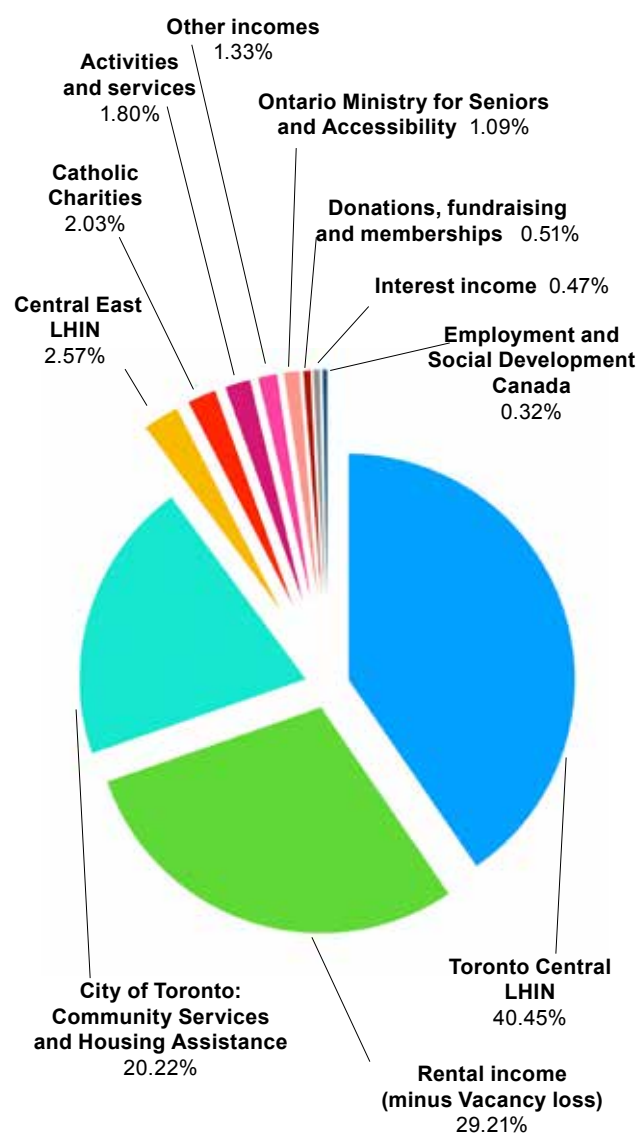
2,399,297 2,275,264

\$ 3,115,918

\$ 3,016,241

## FUNDERS AND OTHER SOURCES OF REVENUES

April 1, 2020 – March 31, 2021



# SUMMARY STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

for the year ending March 31, 2021

2021

2020

## REVENUES

### Government Grants

Toronto Central LHIN	1,698,130	1,585,471
Central East LHIN	108,064	106,122
Ontario Ministry for Seniors and Accessibility	45,707	46,042
City of Toronto: Community Services		
+ Housing Assistance	849,128	839,555
Employment and Social Development Canada	13,400	0

### Other Grants

Catholic Charities	85,313	100,347
Activities and services	75,780	94,108
Rental income	1,232,892	1,242,376
Vacancy loss	(6,710)	(14,520)
Donations, fundraising and memberships	21,310	45,009
Interest income	19,650	17,028
Other income	55,815	39,656

**\$ 4,198,489**

**\$ 4,101,194**

## EXPENSES

Bad debts	2,344	12,711
Cable television	33,569	43,586
Natural gas	49,089	47,485
Hydro	106,305	98,006
Water	70,815	82,521
Repairs and maintenance	470,808	514,089
Security (Garda)	207,825	199,037
Term loan interest	9,320	15,353
Food centre and social activities	63,639	68,845
Program supplies	39,897	34,624
Rent	84,301	82,668
Fundraising expenses	0	6,065
Salaries and benefits	2,029,709	1,765,000
Advertising and promotion	13,714	17,999
Education	73,837	146,248
Insurance	46,900	42,904
Office and general	53,738	46,018
Office equipment	121,509	105,750
Telephone	45,178	31,014
Meetings and travel	13,106	17,194
Professional fees	257,892	227,036
Bank charges	1,982	3,319
Spending by the Reserve	267,682	173,886

**\$ 4,074,456**

**\$ 3,781,358**

Surplus or deficit before allocation

Annual Information Return

adjustment for prior year

Allocation from Place St-Laurent

Allocation to the Reserve

## SURPLUS or (DEFICIT)

**\$ 124,033**

**\$ 319,836**



# OUR BOARD OF DIRECTORS 2020-2021



**Colette Raphaël**  
DIRECTOR/CHAIR



**Marek Nesvadba**  
DIRECTOR/  
VICE-CHAIR



**Carline Zamar**  
DIRECTOR



**Carmelle Salomon-Labbé**  
DIRECTOR



**Sylvie Lavoie**  
DIRECTOR/  
TREASURER



**Joyce Irvine**  
DIRECTOR/  
SECRETARY



**Claire Prest**  
DIRECTOR



**Julia Ballerio-Dupé**  
DIRECTOR



**Lawrence Kitoko-Lubula**  
DIRECTOR



# OUR TEAM



**Alphonsine Jonfiah**  
PERSONAL SUPPORT WORKER

**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

**Céline Carley**  
BUS DRIVER  
OSHAWA ADULT DAY PROGRAM

**Céline Matchum**  
PERSONAL SUPPORT WORKER

**Clarisse Woungang (Nangué)**  
PROGRAM MANAGER

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