

2025



IMPACT REPORT

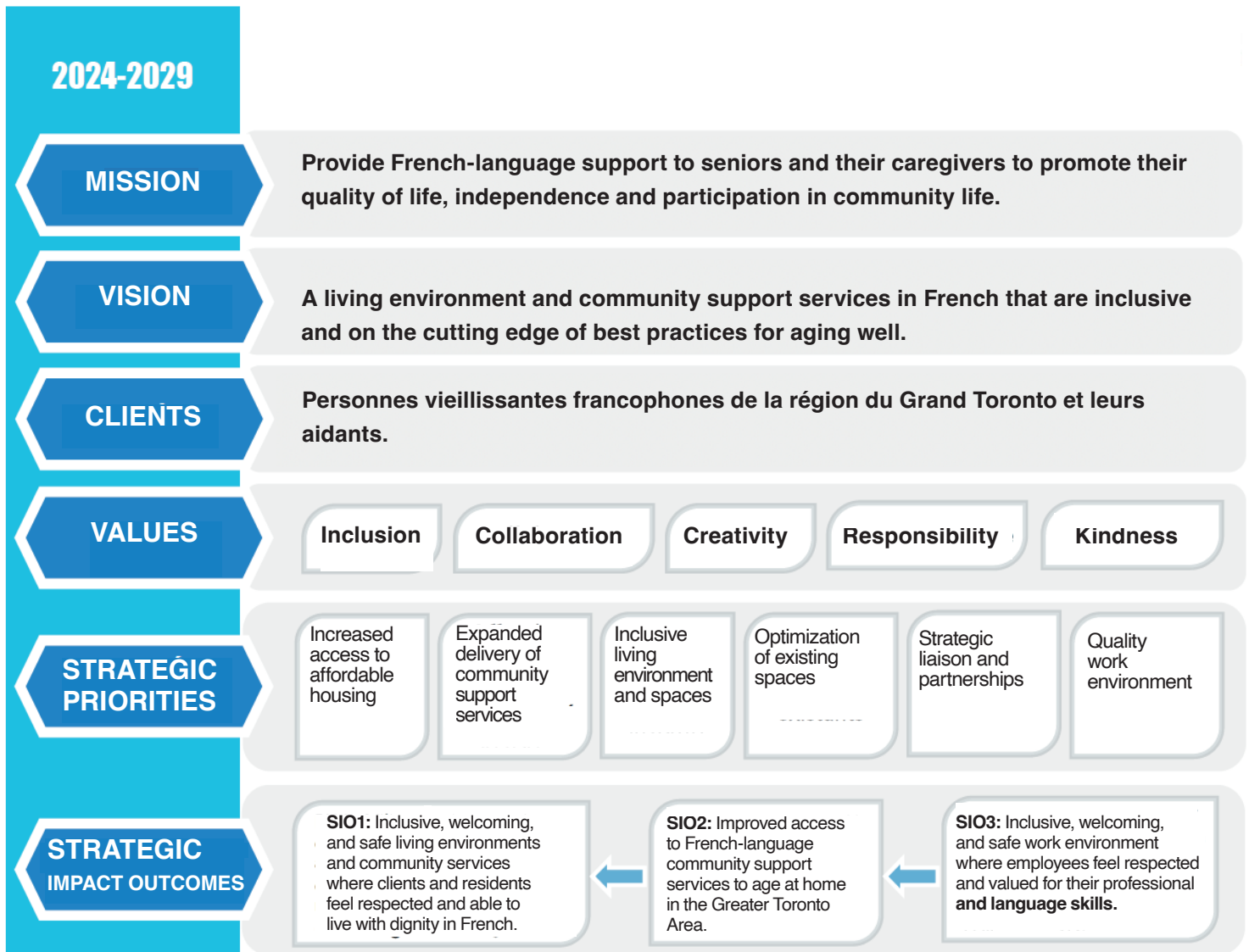
Living well in French, in Toronto

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STRATEGIC FRAMEWORK



INCLUSION

We demonstrate inclusion by ensuring that everyone feels considered, respected, trusted and safe.

CREATIVITY

We demonstrate creativity by drawing inspiration from the cultures of our clients and colleagues to improve the quality of our care and services.

KINDNESS

We demonstrate kindness by supporting each other and taking care of each other and of ourselves.

JOINT MESSAGE FROM THE CHAIR OF



Marek Nesvadba
DIRECTOR/CHAIR



Barbara Ceccarelli
EXECUTIVE DIRECTOR



Fabien Schneider
DEPUTY DIRECTOR

an employer of choice for the next generation of Francophone professionals. CAH continues to be a place where innovative ideas are encouraged, and new solutions are developed.

PERSON-CENTRED, INTEGRATED SERVICES

The collaboration between clients, caregivers, and staff remains the heart of our person-centred approach. We tailor our services to the unique cultural and language needs of the diverse Francophone community we serve.

Our programs are essential for helping seniors live independently at home. From daily living support to our adult day program, we help seniors age with dignity while offering vital respite to caregivers. At a time when care options are becoming more limited, these services are more important than ever.

Our Navigation program continues to be a lifeline for Francophone clients and families, helping to create a smoother, more compassionate, and accessible care pathway for French speaking older adults.

We are proud to share the highlights of a year filled with hard work, shared learning, and meaningful progress at Centres d'accueil Héritage (CAH).

Guided by our new strategic plan, we focused on priorities shaped through active community engagement, with a commitment to listening, continuous improvement, and social innovation.

STRONG GOVERNANCE AND A POSITIVE WORK ENVIRONMENT

Over the past year, we upheld strong governance rooted in proactive risk management, transparency, and support for our teams. We promoted best practices and advanced our Equity, Diversity, and Inclusion (EDI) action plan, helping to build a healthy, respectful, and engaging workplace. We remain dedicated to being



THE BOARD AND THE EXECUTIVE DIRECTOR

AFFORDABLE HOUSING AND ADAPTED ENVIRONMENT

In the face of an ongoing housing crisis, we are working to develop innovative and affordable housing options for Francophone seniors. Safe, accessible housing plays a key role in allowing people to age in place while staying connected to their services, loved ones, and community.

We are also exploring ways to adapt some of our existing spaces to better support people living with dementia. A more welcoming and flexible design will strengthen our integrated model of housing and care.

Sustainability is another priority. Managing our aging infrastructure requires continuous attention to maintenance and energy efficiency. We are committed to responsible asset management that reflects our values of sustainability, care, and environmental responsibility.

OUTREACH, COLLABORATION, AND INNOVATION

Our integrated model continues to gain recognition. This year, our team was invited to share the CAH approach with partners and organizations in the fields of active aging, affordable housing, and community services. These opportunities confirm the strength of our model and our growing role as a hub for innovation within Toronto's Francophone community.

We also advanced our work to better define and measure the well-being and quality of life of our clients—two key factors that will guide future decisions making and service planning.



IN MEMORY

This year, we also experienced the loss of several cherished members of our community—clients, friends, and strong supporters of our mission.

Their contributions have left a lasting impact, and we took time to honor their memory and legacy with the respect they deserve.



OUR SERVICES

SUPPORTIVE HOUSING

Access to affordable housing remains one of the greatest challenges for seniors who wish to age in place. This issue is compounded by a lack of integrated support services that are truly responsive to users' needs.

Now more than ever, CAH's model of housing with services is recognized as a cornerstone of a user-centered aging strategy. Seniors are speaking loud and clear: they want to stay in their homes, close to loved ones and their community, directing their care in a familiar environment that respects their cultural identity.



One caregiver shares a sentiment echoed by many who support someone with dementia:

"I can assure you that without this on-site service, I wouldn't know how to manage my husband 24/7 as his condition deteriorates."

– Caregiver

HOME MAKING

Aging at home becomes nearly impossible without proper support. Many of our clients and their caregivers face major obstacles accessing essential services—language barriers being just one of them.

Our dedicated front-line staff provide timely visits that not only support daily living but also empower seniors to stay active and independent. In the absence of a comprehensive, age-friendly strategy offering a continuum of care, in-home services like ours provide a sustainable and increasingly essential solution for seniors.



CAH is the only provider of affordable supportive housing dedicated to French-speaking seniors in the Greater Toronto Area..



Satisfaction SURVEY

The annual **client satisfaction survey**, conducted in March 2025, helps us better understand the impact of our services on clients' lives. The insights gathered support our ongoing commitment to continuous quality improvement.

This year, we are especially proud to learn that our programs and services meet the needs of **97%** of respondents.

100% of respondents confirm that CAH provides a safe environment, that the staff is courteous, kind, and respectful, and that overall, they are satisfied with the quality of services.

100% of respondents also report that there is a sense of community at CAH.

SYSTEM NAVIGATION

Many individuals come to us feeling exhausted and overwhelmed.

Our system navigation support service is a vital lifeline, especially for Francophones seeking care in a healthcare system that remains fragmented and often lacks to adopt a truly integrated approach to French-language services delivery.

This service builds critical bridges—helping overcome institutional barriers and enabling equitable access to quality

healthcare tailored to the unique needs of French-speaking individuals.

ADULT DAY PROGRAM

CAH's Adult Day Program offers physical, cognitive, and social activation to Francophone older adults in Toronto and Oshawa.

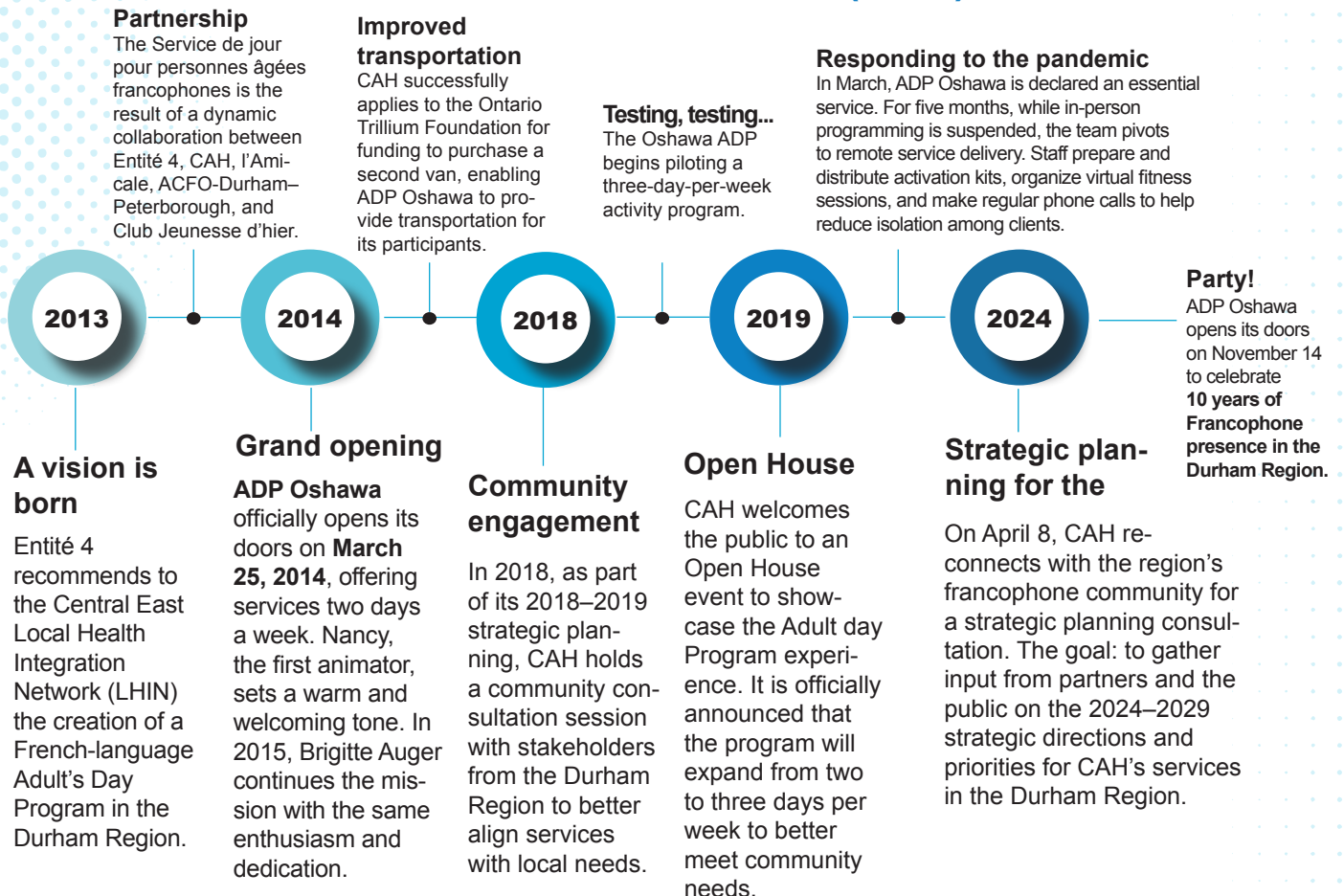
In 2024, our Adult day program in Oshawa proudly celebrated 10 years of providing culturally appropriate care in the Durham Region.

"It's an ideal solution for caregivers who want their loved ones in a stimulating environment, while also caring for their own health and well-being. These services play a crucial role in supporting families and must be valued."

– Caregiver



10 YEARS OF ADULT DAY PROGRAM (ADP) IN OSHAWA!



AN ACTIVE LIVING FAIR!

On March 19, 2025, CAH, in collaboration with **Retraite Active de Peel (RAP)**, organized the first **Active Living Fair – Seniors in Action and in Health** in Peel.

The Francophone event was a success, bringing together **80 participants** around themes related to active aging, healthy living and inclusion.

Community organizations, service providers, and government representatives led workshops and shared resources tailored to the audience.

A satisfaction survey confirmed that participants gained new knowledges that they were eager to put into practice. The fair effectively met their most important needs and interests, while also enhancing their well-being and reducing social isolation.

OUR ACTIVE LIVING CENTRE

The Active Living Centre (ALC) is at the heart of CAH's mission. It is a community hub offering activities that support autonomy, health, and social participation among Francophone seniors.

According to our survey, **80% of users** reports feeling safer, less isolated, and more mentally and physically stimulated, thanks to the ALC. Two-thirds are satisfied with the programming, and some request activities better suited to their needs. These results guide our efforts to diversify programming and improve accessibility.

The ALC has **79 members** (with a renewal rate of 88%), **22% of whom live outside** Place Saint-Laurent — a number we aim to increase. The integration of Francophone social prescribing, supported by dedicated funding, can help expand the centre's reach.

The ALC relies on volunteering and on strategic partners — **CFGT**, the **Alzheimer Society**, **FARFO**, **RAP**, **FrancoQueer**, **CAMH**, as well as schools and other cultural and health organizations — to offer a rich program: cognitive activation, physical activity, discussion groups, awareness of language rights, and more.

These make our ALC a true intergenerational and intercultural hub, where seniors can receive support while actively contributing to community life.



ACTIVITIES AT A GLANCE

The ALC continues to implement a wide range of activities open to everyone, promoting participation, inclusion, and well-being.

While the membership system offers exclusive benefits, many non-members also regularly take part in activities. All participation is recorded.

In total, **816 hours** of programming were offered, with **10 135 recorded participations** — a 17.5% increase compared

to the previous year.

These activities include: daily coffee gathering, bingo, celebrations, celebratory meals, social evenings, outings, fitness, drama therapy, information sessions, intergenerational meetings, theatre, radio testimonials, and more.

Some of the themed celebrations — such as the **Black History Month**, the **Indigenous History Month**, the **Seniors Month**, literary gatherings, and volunteer tributes — saw participation increase by up to 60%, thanks to a strengthened engagement strategy and greater interactivity.



Testimonial

Ginette Lang D'Aigle has been offering well-loved craft activities to ALC members for years.

Her greatest joy?

"When people come to my workshop saying they 'can't do it' and then happily succeed in completing the project!"



Our ALC values a human welcome, a caring environment and solid partnerships for respectful, personalized support.

IMPACT REPORT

2025

AFFORDABLE SUPPORTIVE HOUSING



CAH is able to offer **135 affordable apartments** with services adapted to the needs of its French-speaking senior residents. This model is increasingly meeting the needs and wishes of our clients and their caregivers.

250 residents benefit from housing

63 residents benefit from on-site support services

CONGREGATE
DINING

5,000
meals served

HOME MAKING



87 beneficiaries

5,548 hours of service

This program is designed for seniors who need support services to age in their own homes in French, with dignity and comfort.

SECURITY CALLS /
VISITS

12,000
interactions

ADULT DAY PROGRAM



73 beneficiaries (Toronto + Oshawa)

30,000 hours of service

This activation program for individuals with cognitive functional loss is run in French by a dedicated team, in a welcoming, warm and safe environment.

SYSTEM NAVIGATION



254 clients

4,581 interactions

Our case managers help clients navigate the healthcare system and community support services, including CAH services.

CAREGIVER
SUPPORT

778
interactions
– service unit

ACTIVE LIVING CENTRE



3,358 transportation
service units

Our Active Living Centre encourages older adults to remain active, pursue their interests and participate in the life of the francophone community.

PROGRAMMING

816
hours

VOLUNTEERS



Our volunteers make a real difference in the lives of our clients. They help build an inclusive community where people thrive in French.

46 volunteers

2,354 volunteer hours



OUR VOLUNTEERS AND OUR FUNDRAISING

The funds raised through our fundraising efforts are essential in helping us meet the needs of our most vulnerable seniors. But just as invaluable are the generous donations of time from our dedicated volunteers.

The well-being of our clients and residents is made possible by individuals who selflessly give their time to enhance the daily lives of others. Whether offering companionship, support, or simply a smile, their presence brings warmth and care to every interaction.

We also extend our heartfelt thanks to CAH's volunteer board members, whose commitment, time, and expertise are instrumental in guiding our mission forward.

THE IMPACT OF VOLUNTEERS

This year, **46 volunteers** contributed a total of **2,354 hours** in service to CAH and our community—a powerful testament to the strength of volunteerism.



To mark **National Volunteer Week 2025**, we had the pleasure of celebrating these incredible individuals at a special appreciation evening, where they were honoured with well-deserved certificates of recognition.

Every action—large or small—taken by our French-speaking volunteers makes a meaningful difference in the lives of our clients. Their compassion is the heart of our mission, and we are deeply grateful for their continued support.

Whether it's a student offering their time, a volunteer driver helping seniors get where they need to go, a passionate

workshop facilitator, a committed member of our Board of Directors, or someone who ensures our spaces are clean and welcoming—**every act of volunteerism inspires us.**

Their generosity allows us to do more, reach further, and tailor our services to the individual needs of those we support.

Thanks to our volunteers, CAH remains a warm, compassionate, and deeply human environment.



THE IMPACT OF SHARING

In a city where high rents and food insecurity continue to weigh heavily on seniors, CAH plays a vital role in identifying and supporting those most at risk. Thankfully, we are not alone in this effort—we **can always count on our community to give with open hearts.**

Each year, over 100 people attend the much-anticipated **Les voix du cœur** Christmas concert, with proceeds going to CAH's **Christmas Sharing** campaign.

Between December 2024 and the end of January 2025, our community came together and raised an incredible **\$12,302** to support vulnerable seniors. This includes generous contributions of **\$500** from the **Hélène-Tremblay-Lavoie Foundation** and **\$800** from the choristers of **Les voix du cœur** themselves.

This year, for the first time, we offered donors the opportunity to brighten a senior's day with a



«basket of kindness» – a thoughtful package designed to meet practical needs while adding a touch of joy. The idea captured many hearts: **61 donors** chose to participate!

Throughout 2025–2026, our team will continue preparing beautiful, personalized baskets to be delivered on special occasions—whether it's to welcome a new tenant at Place Saint-Laurent, comfort someone returning from a hospital stay, or simply offer a moment of delight.

In addition to these thoughtful gestures, the funds raised will continue to support urgent and daily needs as they arise—because kindness knows no calendar.

Every dollar entrusted to CAH is invested with care—helping us build a stronger, more compassionate community for our seniors.

Thanks to the generosity of our community, CAH was also able to subsidize nearly **\$30,000** worth of client services in 2024–2025, helping to ensure that essential supports remain accessible to those who need them most.

OUR FUNDERS

We extend our deepest thanks to the funders who continue to place their trust in us year after year: **Ontario Health Toronto**, the **City of Toronto** (Support Services, Housing Assistance, and Community Services), **Catholic Charities**, and the **Ontario Ministry for Seniors and Accessibility**.

We also gratefully acknowledge **Canada Mortgage and Housing Corporation (CMHC)**, for supporting vital renovations and maintenance projects, and **Ontario Association of Seniors' Centres (OACAO)**, for funding the Active Living Lounge and the **Links2Wellbeing** social prescribing initiative.



OUR FINANCIAL REPORT 2024-2025

You can consult our detailed financial report at any time on our website caheritage.org under PUBLICATIONS.

STATEMENT OF FINANCIAL POSITION

as of March 31 2025 (\$)

2025

2024

ASSETS

Current

Cash	285,206	172,791
Short-term investments	0	0
Government subsidies receivable	63,807	61,918
Accounts receivable	82,562	77,385
Prepaid expenses	43,630	42,020

475,205 354,114
1,060,509 1,060,509

Tangible Capital Assets

Long-term Investments

Cash bonds and other replacement reserve (restricted)	1,331,628	1,437,226
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2,867,342

2,851,849

LIABILITIES and NET ASSETS

Current

Accounts payable and accrued liabilities	418,642	372,189
Deferred contributions	14,699	996
Rental deposits	39,855	41,157

473,196

414,342

Net Assets (Deficiency)

La Place Saint-Laurent (unrestricted)	669,363	55,624
La Place Saint-Laurent (internally restricted)	0	580,401
Community Support Services	393,155	364,256
Remplacement reserve	1,331,628	1,437,226

2,394,146

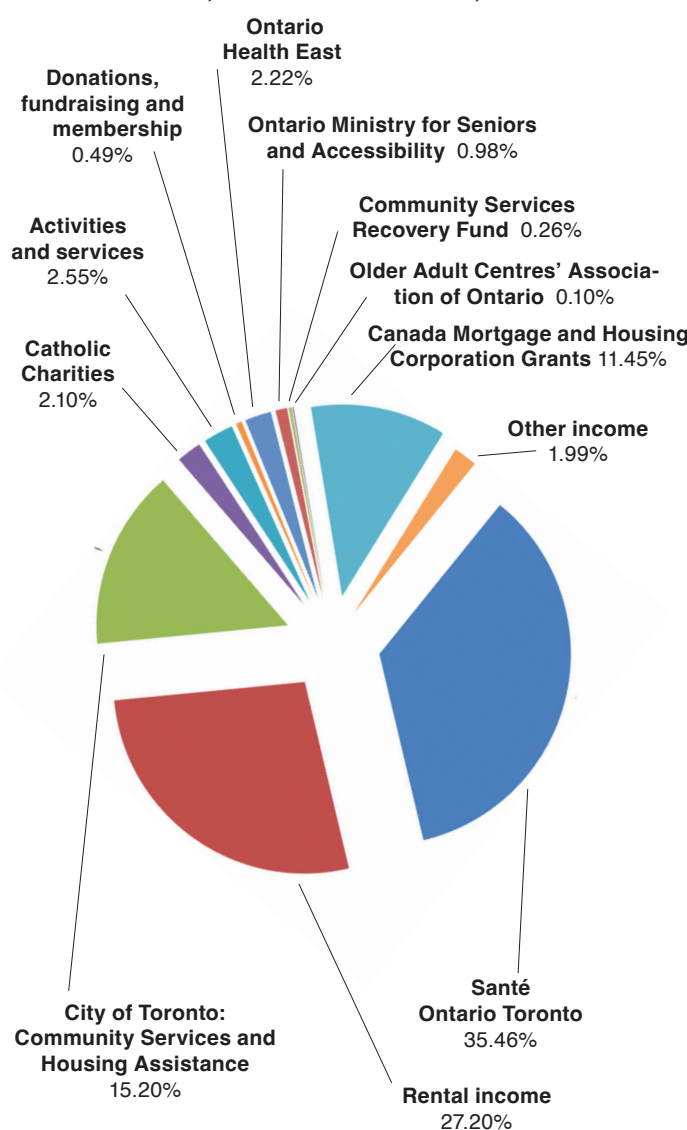
2,437,507

2,867,342

2,851,849

FUNDERS AND OTHER SOURCES OF REVENUE

Avril 1st, 2024 to March 31st, 2025



SUMMARY STATEMENT OF OPERATIONS and changes in net assets
For the year ending March 31, 2025 (\$) **2025** **2024**

REVENUE

Gouvernement Grants

Ontario Health Toronto	1,842,160	1,724,820
Ontario Health East	115,386	115,386
Ontario Ministry for Seniors and Accessibility	50,948	70,047
Community Services Recovery Fund	13,373	31,204
Older Adult Centres' Association of Ontario	5,125	2,500
City of Toronto: Community Services and Housing Assistance	789,648	791,576
Canada Mortgage and Housing Corporation Grants	595,156	0

Other grants

Catholic Charities	109,364	106,615
Activities and services	132,285	89,060
Rental income	1,416,881	1,311,640
Vacancy loss	(3,885)	(4,131)
Donations, fundraising and membership	25,711	66,238
Interest income	29,903	27,954
Other income	73,661	85,861

5,195,716

4,418,770

EXPENSES

Bad debts	499	1,351
Cable, television	34,195	33,533
Natural gas	59,791	63,071
Electricity	124,587	117,548
Water	87,839	88,895
Repairs and maintenance	476,186	487,640
Security (Garda)	237,964	217,472
Food service and social activities	92,579	103,479
Program supplies	36,410	39,685
Rent	92,646	91,232
Salaries and benefits	2,305,266	2,207,178
Advertising and promotion	13,431	15,813
Education	12,100	39,795
Insurance	85,614	75,132
Office and general	39,193	45,182
Office equipment	117,170	129,432
Telephone	30,576	40,060
Meetings and travel	17,148	13,891
Professional fees	200,873	265,858
Bank charges	2,503	2,873
Amortization of capital assets	0	11,267
Spending by the reserve	1,172,507	63,865

5,239,077

4,154,252

Excess of Revenue over Expenses	(43,361)	264,518
Allocation - Place Saint-Laurent	450,000	300,000
Affectation - Reserve	(450,000)	(300,000)

EXCESS (DEFICIENCY)

(43,361)

264,518



OUR BOARD OF DIRECTORS 2024-25

The volunteers who serve on our Board of Directors remain at the heart of CAH's governance model—one proudly created BY and FOR Francophones..

This year, our Board continued its development in governance and ethics, deepening its understanding of ethical decision-making frameworks tailored to the realities of community-based support services.

We are also proud to share that our entire management team has completed training in Indigenous cultural safety within healthcare settings. This marks an important milestone in our commitment to reconciliation and equity. We aim to extend this training to more staff members in the coming years, reinforcing our dedication to inclusive and culturally respectful care.

With great sadness, we acknowledge the passing of our dear friend and Board member, **Diane Saint-Pierre**, in February 2025. A devoted Francophone and tireless advocate for French-language services, Diane had been deeply engaged with CAH since 2005. Her leadership, compassion, and volunteer spirit left an indelible mark on our organization and the broader community.

She will be greatly missed.



Marek Nesvadba
DIRECTOR/
CHAIR



Joyce Irvine
DIRECTOR/
VICE-CHAIR



Geneviève Grenier
DIRECTOR/
TREASURER



Diane Saint-Pierre
SECRETARY/
(deceased in February 2025)



Denis Frawley
DIRECTOR



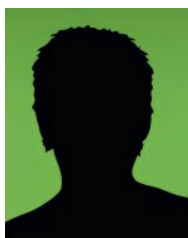
Edgard-Casimir Lalo-Sayo
DIRECTOR



Raisa Pesel
DIRECTOR

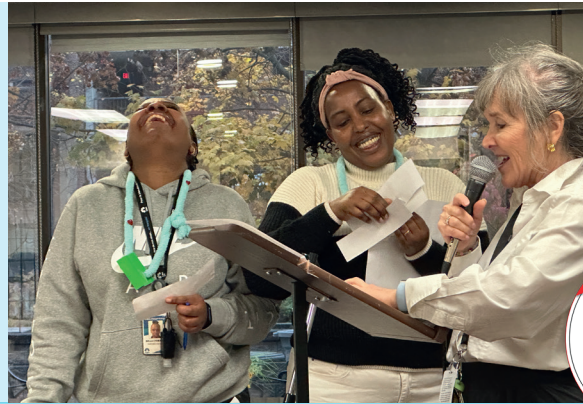


Safia Fakim
DIRECTOR



Vanessa Cangé
DIRECTOR





ALL ABOUT QUALITY...

After 18 years of devoted service, **Linda Legault**, our Director of Quality, is stepping down. Linda first joined CAH in 2007 as Program Director—and from the very beginning, **quality has been at the heart of her journey.**

A JOURNEY BEGINS

In 2017–2018, CAH embarked on a transformative journey: the pursuit of accreditation from **Accreditation Canada**, a prestigious recognition in the community health sector.

Linda was entrusted with the monumental task of coordinating organization-wide training to meet Accreditation Canada's rigorous quality standards. Her leadership was instrumental in guiding our team through this process with clarity and care.

“Our services were already of high quality because the people who work here have heart—they do what needs to be done for the well-being of our clients,” says Linda. *“But we had to*

work together so that everyone understood the objective behind their actions: to help clients maintain the greatest possible autonomy, always within the limits of health and safety.”

Her legacy is woven into the fabric of CAH—a place where quality is not just a standard, but a shared commitment.

A PROUD ACHIEVEMENT

In June 2018, the entire CAH team proudly celebrated a major milestone: **official accreditation from Accreditation Canada.**

“For me, the real success was seeing that the inspectors could speak with anyone on the team—and every one of them could clearly explain our services!” recalls Linda.

Recognizing that Accreditation Canada inspections occur every four years, CAH created a new role in 2019: **Director of Quality**—a position tailor-made for Linda, who continued to guide the organization with

dedication and excellence.

By 2022, CAH achieved a second successful accreditation, this time with an **Exemplary Standing** mention, a distinction that reflects a deep and sustained commitment to quality across the board.

The process didn't end with a certificate. The team embraced new habits and maintained strong collaboration to keep quality at the forefront of everything we do.

“Everyone gained a deeper understanding of CAH's policies and the nature of our services,” says Linda. *“That means they're better able to explain things to clients. For instance, our programs aim to maintain a person's independence. Our staff members assist—but they don't take over. Because what you don't use, you lose!”*

Thanks to Linda's leadership, CAH has grown into an organization where **quality is not just measured, but lived—every day, by every team member.**



CAH is the largest employer of French-speaking personal support workers in Toronto.



Employees SURVEY

As part of our continuous quality improvement process, we survey our employees to better understand their appreciation of the workplace. Everyone plays an essential role in making CAH a great place to work... in French!

97% of our employees say they are satisfied with their work.

97% would recommend our organization as an employer.

99% of respondents are proud to offer person-centred care at CAH.



CAH is proud of its own land acknowledgment statement. We remain committed to our reconciliation journey by continuing to educate ourselves, as allies, about the realities of **First Nations, Métis, and Inuit** communities.



OUR TEAM 2024-25

Alain Plasse
DRIVER

Alexandre Pata
CASE MANAGER

Andréa Boni
FOOD SERVICE WORKER

Antoinette Mabiala Nyandwi
PERSONAL SUPPORT WORKER

Arlette Moumneny
PERSONAL SUPPORT WORKER

Ashura Mwamikazi
PERSONAL SUPPORT WORKER

Audrey Tra
PERSONAL SUPPORT WORKER

Barbara Ceccarelli
EXECUTIVE DIRECTOR

Bella Cyubahiro
PERSONAL SUPPORT WORKER

Brigitte Auger
RECREATIONIST - ADP OSHAWA

Clarisse Nangue-Ngangong
PROGRAM DIRECTOR

Claude Bayemi
CASE MANAGER

Davidson Pierre
CLEANER

Donatile Ishimwe
PERSONAL SUPPORT WORKER

Dushko Ristov
SUPERINTENDANT

Elie Aurelien Djemen
PERSONAL SUPPORT WORKER

Emmeline Bellerive
PERSONAL SUPPORT WORKER

Esther Loseke Kota
PERSONAL SUPPORT WORKER

Fabien Schneider
DEPUTY DIRECTOR

Frida Ndereyimana
PERSONAL SUPPORT WORKER

Haley Walton
PERSONAL SUPPORT WORKER

Hassiatou Salé
MANAGER - PLACE SAINT-LAURENT

Hélène Ngombe
PERSONAL SUPPORT WORKER

Isabel Kiambi
PERSONAL SUPPORT WORKER

Jaqueline Yamga-Mbouga
FOOD SERVICE WORKER

Jacques-André Jacquier
DRIVER

Jean Tété
ADMINISTRATION/COMMUNICATIONS

Jean-Claude Legault
DRIVER

Jonathan Okoua
FOOD SERVICE WORKER

Julie Kaniki
RECREATIONIST - ADULT DAY PROGRAM

Julie Nisin
CASE MANAGER

Junie Zamor
CARE COORDINATOR

Leslie Isaro
PERSONAL SUPPORT WORKER

Linda Legault
DIRECTOR - QUALITY CONTROL

Madina Bah
FOOD SERVICE WORKER

Madina Oudahmane
CASE MANAGER

Marie Magaly Mondesir
PERSONAL SUPPORT WORKER

Mbelu Ndiadia
PERSONAL SUPPORT WORKER

Mia Rakotoasimbola
PERSONAL SUPPORT WORKER

Michaël Dilenga
RECREATIONIST - CENTRE FOR ACTIVE LIVING

Micheline Meya
PERSONAL SUPPORT WORKER

Nathalie Binti Saidi
PERSONAL SUPPORT WORKER

Octavie Dwasma
PERSONAL SUPPORT WORKER

Sedjibo Severine Lehi
FOOD SERVICE WORKER





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Living well in French, in Toronto

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