



OCAPDD

1999-2000 Annual Report

“The Mission Statement of the Association is to ensure and participate in the design and provision of quality services, in integrated or specialized settings within the Ottawa-Carleton Community, which will support persons with developmental disabilities according to their needs.”

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## **Board Members**

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Carl Bertrand  
*President*

Margaret Matheson  
*First Vice President*  
*Policies, Planning and Priorities Committee Member*

Rob Kirwan  
*Second Vice President*

Doug Ward  
*Treasurer*  
*Finance Committee Chair*

Mary Frances Taylor  
*Executive Committee Member*  
*Policies, Planning and Priorities Committee Chair*  
*OASIS Representative*

Bob Morey  
*Executive Committee Member*  
*Education Committee Member*

Pansy Waterman  
*Executive Committee Member*

David A. Ferguson  
*Executive Director*  
*Secretary to the Board*

Louise Bélisle \*  
*French Language Services Committee Chair*

George Braithwaite  
*Policies, Planning and Priorities Committee Member*

Ron Campbell \*  
*Board Member*

Jack Fraser  
*Silver Spring Farm Committee Chair*  
*Finance Committee Member*

## **Board Members (continued)**

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Rose Gagné \*  
*Board Member*

Mary Anne Kazmierski \*  
*Education Committee Member*

Bill Kern  
*Finance Committee Member*

Myrna Laurenceson  
*Education Committee Chair*

Bob Mitchell  
*Finance Committee Member*

Rudy Parent  
*French Language Services Committee Member*

Kay Stanley  
*Board Member*

### **Friend of the Board**

Anne Mundy-Markell  
*Policies, Planning and Priorities Committee Member*

\* Members that left the Board during this past year

## **President's Report**

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### **Carl Bertrand**

I am encouraged that the Government has finally recognized that restructuring the existing system is not the sole solution to providing adequate services to persons with a developmental disability. Last year, and again just recently in this year's budget, new funding has been allocated to the sector. While it is insufficient to cope with the daunting problems we face, such as the long waiting list, unfunded cost increases of doing business and salaries that have not been increased since 1991, it does indicate a change in thinking and direction from the '90s. The Association continues to work with other Agencies and the Ontario Association Serving Individuals with Special Needs (OASIS) to sensitize our Minister to the crisis. I urge members to use their influence to do the same.

Association personnel continue to participate in Work Groups to recommend to the Eastern Regional Office (MCSS) ways to restructure services. The Work Groups are made-up of stakeholders with a wide range of view on the subject. Difficult choices must be made that could affect our Community for many years. Some offer real improvements while others are controversial. Everyone agrees that change must occur, but the right choices are not always obvious.

In spite of the stressful situation that we continue to operate in, you will see from this report that the Association continues to evolve. We have again been able to increase the number of clients served, and will be reporting a surplus in our operating budget to reduce our debt. This is largely attributable to sound management and the dedication of our work force. I am confident that the recent decision by the Ontario Labour Relations Board will finally result in a new and fair labour agreement with the Union for our workers.

During the last two years the Board of Directors held three special weekend meetings. The aim of those meetings was to update our Strategic Plan. In its quest to set long term goals for the Association, the Policies Planning and Priorities Committee concluded that what was really needed was a new Board process. This would see the Board focus less on the Agency's operations and management and more on governance policies that impact long term planning and strategic direction. This was a difficult concept for many Board Members to accept and resulted in many debates. Following expert consultation and information sessions the Board decided to work towards developing a Policy Governance model over the next year. If changes are necessary to our Letters Patent and By-laws they will be proposed at our next AGM in 2001.

In summary the Association continues to evolve. We remain focussed on our main goal of more and better services for the people we support. At the same time we must be prepared to embrace cautious changes to keep pace with the demand from the Community.

These are the main issues that your Board was involved in during the last year. You can find further information in the other Committee and Director Reports in this document.

## **Executive Director's Report**

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### **David A. Ferguson**

This past year has been one of 'moving forward' for OCAPDD. As identified last year, the Association has continued to focus on its' two primary objectives. That is, to effectively serve individuals living with a developmental disability, and to ensure the 'organizational health' of the Association. With that in mind, the Association has continued to be involved in expansion projects in order to provide services to more individuals, from both institutions and the community.

The Crosswinds Program that opened last spring has continued to develop, while there has also been expansion in the Community Support Services Program (CSS) and the Familyhome Program. Additionally, OCAPDD has been working with two local homebuilders over the past year, to design and build two new residential programs. The first of these Programs began operating in April, while the second is scheduled to open in late July. I would like to express my appreciation to all of the staff members involved in these projects, and especially to Cheryl Lapointe for her work as the Community Planner. As importantly, I would also like to express my appreciation to all of the staff involved in supporting and serving OCAPDD's clients in our existing Programs.

Similarly, there was much effort put into several other events that the Association was involved in or hosted this past year. The resurrection of OCAPDD's Picnic and the Christmas Party were positive events that were well attended and well received. The Employee Recognition Evening, along with the Volunteer Appreciation events, were also positive. The feedback received from the Parent/Member meetings was constructive and helpful, for both the Board and Management members who attended.

As mentioned in the President's Report, the Association has continued to remain actively involved in the community restructuring activities. While much work has occurred within these groups, there has been limited communication about the progress. OCAPDD, along with other members of the groups, is working to improve the distribution of information on these activities to the broader community and stakeholder groups. Certainly the recent announcement by MCSS regarding the infusion of new funds into the sector, will reinforce the importance of this task.

The long-awaited decision by the Ontario Labour Relations Board regarding OCAPDD's status as a 'hospital' was finally received. While this does not provide an immediate resolution to the collective bargaining process, it does confirm the applicable legislation that the Employer and Union will bargain under, and allows for a resumption of bargaining.

OCAPDD, as it seems the rest of the world, experienced no 'Y2K' difficulties on either an operational or administrative basis. While the validity of the issue may be controversial, the result for OCAPDD has been that the Association now has a very comprehensive contingency plan and back-up generators in place for future emergencies.

## **Executive Director's Report (continued)**

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### **David A. Ferguson**

As also mentioned in the President's and Treasurer's Reports, the Association finished the fiscal year with a surplus. As previously reported, this surplus is mandated to be applied to reducing the accumulated debt. While a positive result, the challenge to maintain or achieve a balanced budget in the new fiscal year remains. In fact, the Association will no longer have the revenues from charitable bingo's to assist it in meeting the financial obligations. OCAPDD will have to continue to look for creative methods to generate additional revenue.

Finally, I would like to acknowledge the efforts by the many staff who have been involved in the ongoing staff recruitment and training effort this past year. OCAPDD, along with other agencies in our sector, and organizations in most other sectors in this Province, has experienced ongoing challenges to recruit and retain enough staff to operate our Programs. Additionally, there have been many staff members who have worked numerous overtime hours to ensure that our clients are supported. To all of you, thank you.

My opinion remains that OCAPDD is well positioned and prepared for the changes and challenges that will occur within our sector in the future. We remain committed to ensuring that our existing services are not eroded, while at the same time will continue to work to improve and expand our continuum of services.

## **Treasurer's Report**

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### **Doug Ward**

The fiscal year 2000 saw successful continuation of the consolidation of our financial position which has been underway for several years. The balanced budget approved by the Board of Directors last year was respected. A surplus achieved in the National Archives paper-shredding program has been allocated to paying down the portion of the accumulated debt for which this program had been responsible in previous years.

There are two highlights in financial terms, for the year. Most notable is the expansion of the residential program (Crosswinds) which was made possible through cooperation with the Ministry of Community and Social Services and the careful diligence of the program's management. This is a significant achievement which runs contrary to the repeated retrenchment and failure to make inroads into community needs that have characterized recent times. There are signs that more of this positive advancement may be possible in future. We are hopeful that the recent announcement by the Minister of new funding for the developmental services sector will allow us to build on this achievement.

The second development this past year has been the acquisition of a new computer system. This acquisition was driven by two developments: the need to address the risks posed by the Y2K problem and the need to have a system which is capable of meeting the increasingly sophisticated demands of our environment including expanding workloads and Ministry requirements for proper and thorough records and accountability. A collateral benefit of the new system is the potential for providing services to sister agencies in the Ottawa-Carleton region on a contract basis. Activity of this nature would allow us to contribute to cost effectiveness at these other agencies while providing us some much needed revenue.

There continues to be substantial threats to our financial position. Despite the new funding noted above we remain in a vulnerable position as a result of the uncertainty of the costs versus funding associated with ongoing staffing and administration of an ever growing commitment to the community.

At the cost of falling behind in our obligations to the community, we have made progress in eliminating a heavy burden of debt. Nevertheless, much vigilance will be required in order to ensure that we benefit from our sacrifices.



## **Policy, Planning and Priorities Committee**

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### **Mary Frances Taylor, Chair**

Policy, Planning and Priorities Committee Members are the Chair, Mary Frances Taylor, George Braithwaite, Tim Porter, Carole Westman, Anne Mundy-Markell, John Butler, Margaret Matheson and David A. Ferguson.

The Policies, Planning and Priorities Committee (PPP Committee) set as its priority for the 1999-2000 year establishing a new model for how the Board of Directors will govern the Association. This priority arose out of the Committee's view that the membership of OCAPDD and our clients would be better served by a Board of Directors which devoted more time to strategic planning and policy setting. In order to be able to concentrate on setting broad goals for the Association, the Committee believed that the Board needed to modify its governance structure. The Board agreed to adoption of a new governance model at its meeting of May 23, 2000.

The PPP Committee recognizes that there are a number of urgent and important policy areas where the Board of Directors needs to provide leadership to OCAPDD e.g. meeting the needs of our senior parents and our older clients. In the Committee's view, the Board does not have unlimited time to restructure itself. The Committee therefore recommended and the Board agreed to adopt the Policy Governance model, a model which has been designed for not-for-profit organizations such as ours. This model was carefully explored by all Board members through a series of meetings during the past year and only agreed to after rigorous testing of its appropriateness for OCAPDD.

Policy Governance is a coherent framework of concepts and principles. It is a relatively new approach to developing governance processes and policies that make Boards of Directors more effective. Under the model, the Board will not be involved in making day to day operational decisions. However, the model will ensure that appropriate accountability and reporting mechanisms are in place by which the Executive Director and the staff are required to keep the Board fully informed of all aspects of the management of the Association. The PPP Committee believes that the Board will be better informed because of the detailed reports which will be presented to it on management and operational issues. For example, the Board will receive reports on the number of complaints received from parents.

In order to assist the Board in implementing the new model as quickly as possible, the services of a trained professional are needed. While there will be costs associated with the use of a professional, the Board believes that the costs will be more than returned through a more effective and innovative Board of Directors and improved services for clients.

Work begins on adopting the Policy Governance Model in June 2000 and should be completed by Winter 2001. A fuller description of the changes brought about through adoption of the model will be presented at meetings throughout the year. At next year's Annual General Meeting, members will be asked to agree to any needed changes in the Letters Patent or the By-laws.

During the past year, the PPP Committee adopted one new policy to clarify those areas where the Board would hold in-camera discussions.

The policy reads as follows:

### **STATEMENT ON “IN CAMERA” MATTERS**

Board Meetings are held for the purpose of conducting the business of the Board. It is within the Board’s mandate and discretion to determine whether or not discussions on certain items are to be held “In Camera”. To assist all members, the Board has identified the following areas where the Board may hold “In Camera” discussions. These areas include but are not limited to the following:

1. Confidential Client and Personnel Matters
2. Labour Relations
3. Matters under Litigation or having a potential for Litigation
4. Budget items as deemed appropriate
5. Conduct of Board Members
6. Contractual Issues as deemed appropriate
7. Purchase and Sale of Property as deemed appropriate
8. When a Board Member requests an “In-Camera” discussion and where once “In-Camera”, a majority of the Board Members present agree that the topic is appropriate for an “In-Camera” discussion.

## **French Language Services Committee**

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**Louise Bélisle, Chair**

**Report presented by Rudy Parent, Committee Member**

We are still awaiting OCAPDD's partial designation under the French Language Services Act. Meanwhile, we will keep offering French services as we are currently doing.

The French Services Committee has met 4 times since September 1999 in order to determine what actions are to be taken regarding the activities of the March 1999 revised action plan.

Personnel cooperation has allowed us to make a lot of progress in the area of French services. The relocation of the Association's office will allow us to ensure that all services and correspondence offered to the public will be available in a bilingual format.

The Committee, in collaboration with management, wants to ensure that all reasonable measures are taken for the French Language Services Act to be followed within the Association.

The members of the French Language Services Committee are the Chair, Louise Bélisle, Carl Bertrand, Rose Gagné, Renée Ladouceur-Beauchamp, Maria de Souza and Rudy Parent.

## **Nominations Committee**

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### **Mary Frances Taylor, Chair**

This year's Nominations Committee members are Carl Bertrand, Anne Mundy-Markell, and the Chair, Mary Frances Taylor. The By-laws of the Association provide for a Board of Directors which consists of up to 18 but no less than 12 directors, with a minimum of 3 Francophone members. As of this year's AGM, there will be 10 positions open on the Board of Directors arising as follows:

- ◆ 4 serving Board Members whose 3 year term will expire
- ◆ 2 serving Board Members who have resigned effective June 21, 2000
- ◆ 4 Board Members left the Board during 1999-2000

The Board Members whose terms will expire and have indicated that they will serve again are:

Carl Bertrand	George Braithwaite
Doug Ward	Myrna Laurenceson

The Board Members who have resigned effective June 21, 2000 are:

Kay Stanley  
Jack Fraser

The Board Members who have left during the 1999-2000 year are:

Rose Gagné	Louise Bélisle
Ron Campbell	Mary Anne Kazmierski

As noted in the report of the PPP Committee, and in the President's report the Board of Directors is developing a new model for governance which will lead to improvements in the way it manages the Association on members' behalf. It is possible that one of the recommendations coming from the study will be to reduce the number of members on the Board of Directors. In anticipation of this possibility and because the Board is in the midst of examining how best to change existing practices and policies, the Nominating Committee does not believe that this is an appropriate time to appoint new Board Members. We will therefore be asking the membership to agree to extend the terms of the existing Board Members including those whose current term expire as of June 21, 2000, for a one year period. In this way the Board will go into the 2000-2001 year with 13 members and the existing mix of expiry of terms will not be disturbed. Once the Board has put in place its new governance model and has agreed on the appropriate number of Board Members, additional members can be appointed. If the recommendation is to reduce the size of the Board, this will be discussed at next year's AGM because changes to the Letter's Patent and the By-laws will be needed. The Committee notes, however, that the By-laws require 3 Francophone Board Members and that number has fallen to 2 members with the resignation of Louise Bélisle. Rose Gagné, a former Board Member, and a member in good standing of the Association, has agreed to serve on the Board for a 1 year period, until the policy or the number of Board Members has been resolved. The Committee will be asking that her appointment be agreed to.

## OCAPDD Board of Directors Standing – May 31, 2000

Director	Position	Current Term	Consecutive Years
Carl Bertrand	President	1997-2000	3
Margaret Matheson	First Vice-President	1999-2002	4
Rob Kirwan	Second Vice-President	1998-2001	2
Doug Ward	Treasurer	1997-2000	3
Mary Frances Taylor	Executive Committee PPP Committee Nominations Committee	1999-2002	4
Bob Morey	Executive Committee	1998-2001	8
Pansy Waterman	Executive Committee	1998-2001	2
George Braithwaite	PPP Committee	1997-2000	5
Jack Fraser	Silver Spring Farm Committee Finance Committee	1998-2001	3
Bill Kern	Finance Committee	1999-2002	1
Myrna Laurenceson	Education Committee	1997-2000	3
Robert Mitchell	Finance Committee	1999-2002	1
Rudy Parent	French Language Services Committee	1999-2002	1
Kay Stanley	Board Member	1998-2001	2
Others	Position		
Dave Ferguson	Secretary to the Board		
Anne Mundy-Markell	Friend of the Board		

**Note:** The Letters Patent for OCAPDD state that Board Members are appointed for a term of 3 years. They are eligible to serve for a maximum of 9 consecutive years. A former Board Member may return to the Board after one year has lapsed following the completion of 9 consecutive years on the Board.

## **Education Committee**

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### **Myrna Laurenceson, Chair**

The Education Committee members are the Chair, Myrna Laurenceson, Mary-Anne Kazmierski, Bonnie Donovan, Debi Kirwan and Bob Morey.

This past year, due to the busy schedules of the various members of the Education Committee, the committee meetings have been infrequent; however, they have been supplemented by phone and e-mail exchanges.

Through participation on the Special Education Advisory Committees for the Ottawa-Carleton Catholic School Board and the Ottawa-Carleton District School Board, as well as on the Ottawa-Carleton Co-ordinating Committee for Pupils with Developmental Disabilities, OCAPDD's committee members have been very active in protecting access to a full range of programs for our students. We are pleased to report that these efforts have been successful in extending the life of the summer learning programs operated by both School Boards.

Our efforts and vigilance will continue during the next school year, and will be especially critical as the Ottawa-Carleton District School Board is planning a review of service delivery to students with developmental disabilities.

## **The Silver Spring Farm Project**

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### **Jack Fraser**

Good News and "Not-so Good" News!

First the Good News. Early in the Spring of 1999, almost 30,000 cloves began poking through the earth, and with many hours of weeding, rototilling and hoeing, they were ready for "picking your own" in mid-July. Our many customers were extremely pleased with the quality of the crop. Also, red onions and several varieties of squash, pumpkins and ornamental gourds were planted, cared for and harvested. Revenues from the sales have contributed significantly to the Gift Fund for our clients.

Several OCAPDD clients participated in the various aspects of gardening. As well, significant and noteworthy assistance and support was provided by over 100 members of The Church of Jesus Christ of Latter Day Saints, members of the Nepean Walter Baker Chapter of the I.O.D.E., and many "friends" of OCAPDD. Much appreciated, too, were the contributions provided by various supporters including BG Signs, Burnside Hauling, Christ Church Bells Corners, Continental Mushroom Compost, Loblaw's, Loeb's, Ralph Dale Fertilizers and Termor Lime. Our deep appreciation to all who assisted!

In the Fall, our volunteers separated and then planted over 35,000 garlic cloves in preparation for our Millennium crop.

But alas.....now for the "Not -so Good" News. Because of the extremely cold November and December, and no snow cover, ALL...that's right...all of our garlic was winter killed. We will have no garlic revenues this summer. We are now considering a "Pick your own green and yellow beans, beets and cucumbers" in order to raise funds for the Gift Fund and to assist towards purchasing some garlic for planting this Fall.

As well as these vegetables, we plan to again have squash, pumpkins, onions and gourds. So, please keep our Silver Spring Farm produce in mind this Summer, and please encourage your friends to visit us as well.

As a final note, during this year the Board approved that the Project be set up as a "stand-alone" fundraising project, rather than an ongoing Board of Directors Committee. Certainly we do not expect any change in the operation of the Project overall.

For additional information, and your comments, please call us at 569-8993 extension 409.

## **Operational Director's Report**

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### **Renée Ladouceur-Beauchamp and Bill Crawford**

This last year has been extremely busy for all employees with expansion initiatives in Residential, Community Support Services and Familyhome.

The Association continues to respond to the needs of individuals currently living in Ontario institutions. This year, 9 individuals have moved to Ottawa and are now receiving supports from our agency. In our commitment to also support people on the community waiting list we have incorporated additional community spaces into the expansion. This initiative has led to the opening of a new group home known as "Forest Gate Residence", which is located in the Barrhaven area. A second group home known as "Settler's Ridge Residence" is scheduled to open its door in late July.

In response to community demand, OCAPDD assessed 20 individuals from the waiting list for Community Support Services. We are pleased to begin offering support to 18 new individuals over the next few months. By the time the expansion is completed we will provide Community Support Services to over 100 people living independently in various accommodation within Ottawa-Carleton.

Transitional aged youth (TAY), 21 year olds previously supported by the Children's Aid Society, continue to put pressure on the service system in their need for support as adults. The Familyhome program expanded its capacity this year to welcome 4 new TAY individuals and their foster families. OCAPDD is pleased to have been able to provide the continuity of support for these youths.

OCAPDD sends out a "Consumer Satisfaction Survey" at the end of the fiscal year in order to receive general feedback from the consumers of the support. Overall results continue to indicate favourable response to the supports and services provided by the agency.

The Association took a proactive approach in responding to MCSS' requirement to have Individual Service Agreements (ISA), in place for each person receiving support through MCSS funding. In the first year of the initiative we have completed 2/3 of the ISA's at this time with a view to completing the rest by the end of June. As we enter our second year, we will be refining our work and will continue to discuss the numerous implementation issues with MCSS and other service providers. OCAPDD has taken a lead role in assisting other service providers with understanding and applying the ISA software package developed by OASIS.

The implementation phase of restructuring at the community level continues. The Community Participation Working Group (Day Programs) is making its final implementation recommendations following a year of intensive work. It is expected that these recommendations will be forwarded to the MCSS and shared with the Systems Working Group by the end of May 2000. The "Request for Proposal" from MCSS for the new Children's Services agency is expected shortly. The work of the "Respite Committee" is underway and will be making recommendations for implementation within the next few months.

OCAPDD is very fortunate to have a team of hard-working and dedicated staff, families and volunteers who are committed to providing quality supports and services. Many thanks to all employees for your continued support.



## **Community Resources**

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### **Barbara Mottram**

#### **Fund Development**

Apart from the funding received from the Ministry of Community & Social Services, OCAPDD has successfully secured thousands of dollars from the community during the past year. This money has been raised from corporations, foundations, service organizations, special projects and gaming.

More than \$12,000 in grants was obtained from the Harry E. Foster Foundation and The Community Foundation of Ottawa-Carleton. As a result, two homes (Ratan Residence & Charette House) were able to purchase new furniture. Additionally, new equipment was also purchased for the Loeb Centre, an OCAPDD vocational training program.

Corporate donors, including Coughlin & Associates, Zinn-Hofley and Gowlings continued to give generously to OCAPDD this past year. The United Way also continued to support the Association's Volunteer, Senior Brokerage and Transportation programs by providing more than \$90,000.00 in funding.

For the third year in a row, the Christmas gift-wrap project was another huge success for OCAPDD, with more than \$8,700.00 (net) being raised for the Association.

Another project that generated revenue for OCAPDD included the Knights of Columbus Luke Hart Council's annual Step Dance & Fiddle Contest, which raised more than \$2,000 in February. In fact, this year's contribution brings the Council's total contribution to OCAPDD to more than \$50,000 over the years.

Bingo's and Nevada ticket sales generated more than \$50,000.00 for the Association.

#### **Volunteer Program**

Volunteers continue to be an invaluable resource for OCAPDD. This past year, more than 100 volunteers from The Church of Jesus Christ of Latter Day Saints donated over 1000 hours of their time in order to assist with the Association's garage and gift-wrap projects. In other instances, at least another fifty volunteers (including our volunteer Board of Directors) contributed countless hours to the Association's various projects and clients. Suffice it to say that volunteers play an integral role at OCAPDD, as they enhance the quality of life experienced by our clients. Thank you to all OCAPDD volunteers for your tireless efforts, time and dedication.

## **Human Resources Department**

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### **David Wilson**

The Human Resources (HR) Department provides services, support and advice to senior management, 18 supervisors, 210 regular full and part time and 120 relief staff. The functional scope of the department includes labour relations; collective bargaining; staffing; compensation; employee benefits; pension; Pay Equity; an employee data base containing personal and position information profiles, attendance and leave records; employee service recognition and the development of relevant policies and procedures.

During the last 12 months several new initiatives have been undertaken by the HR Department. In response to a Board initiative, the HR Department was tasked with developing and implementing an Employee Service Recognition Program. The outcome was the establishment of an Employee Recognition Evening, this year held on May 11<sup>th</sup>, where employees were awarded newly designed lapel pins signifying 5, 10 and 15 years of service. Each employee also received a personalized letter of Appreciation signed by the Executive Director. Employees with 20, 25 and 30 years of service will be recognized and presented with awards at the Annual General Meeting.

In response to the Association's application for bilingual designation, the HR Department was tasked with developing linguistic profiles for designated bilingual positions. The profiles identify the linguistic capacity required in English and French in speaking, comprehension, reading and writing. This also required the establishment of a formal mechanism for measuring the linguistic capacity of employees who make application for bilingual positions to assess if the employee satisfies the linguistic profile established for the position.

The HR Department experienced its first year with the newly acquired human resources computer system. After undergoing the initial significant task of transferring a considerable amount of data from the old technology to the new technology, we were faced with learning the intricacies of the new system. Like any new system, there is an implicit requirement for refinement in order to accommodate extensive employee information profiles and the requirements dictated by our Collective Agreement in the areas of sick leave, vacation, staff transfer, changes in staff status, etc. We have overcome many challenges as we close out our first year-end with the new system, and our dedication to further refinements will reap its rewards at this time next year.

The recent program expansion in Residential Services has also proven to be a challenge from a staffing perspective. The resultant increase in new positions has had a similar impact on the number of postings, applications processed, internal transfers and the recruitment and hiring of new employees. The recruitment campaign that has been undertaken during the past 12 months has been the most active in many years, with over 80 relief staff hired since 1 January 1999. Despite the significant number of new relief staff hired, the need for additional staff is ever present, particularly in some programs, and therefore so is the challenge of recruiting and retaining new staff in a restrictive labour market. We feel confident, however that with determination and diligent effort that we can overcome the labour shortage which has beset this sector.

## Honour Roll

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Staff members employed with the Association for over 30 years:

Janet O'Connor

Staff members employed with the Association for over 25 years:

André Dupuis

Martin Hollinger

Robert Ladouceur

Staff members employed with the Association for over 20 years:

Cecil Aird

Bob Graziano

Hugh Nelson

Cinde Coke

Joanne Harvey

Raymond Rockburn

Anne-Marie Engelberts-Cousineau

Claudette Lauzier

Joe Silverman

Kelly Gordon

Geoff Murphy

Kuo Wee Tay

Staff members employed with the Association for over 15 years:

Ken Aitken

Jo-anne Foster

Nancy Lyon

Diane Bélair

Holly Gauthier

Jill McKnight

Timothy Carmichael

Roxanne Gilbert

John McRae

Marlena Charette

Tom Gillespie

Linda Porter

Hal Cochrane

Dawn Grant

Margo Rouble

Tina Coyne

Kevin James

James Rudkoski

William Crawford

Marion Kennedy

Steve Sanderson

Kate De Lanux

Deborah Klesh

Ann Schulz

Emma Dickson

Patrick Kline

Lynne Williamson

Deborah Fleury

Cheryl Lapointe

Ellen Wilson

Maureen Forrest-Cox

Julie Leonard

Bruce Young

Staff members employed with the Association for over 10 years:

Chris Allen

Suzanne Brewster

Tammy Finner

Mark Andrews

Stephanie Brown

Shari Greenhorn

Janet Beath

Grahame Cole

Cathy Holmes

Micheline Beauchemin

Roland Collins

Nicole Houle

Karen Bell

Terry Lynn Costello

Chantal Jacques

Joanne Bennett

David Cross

Belinda Knockwood

Ann Marie Bloom

Sheila Dagenais

David Knox

Frances Bloom

Jean-Marc De Lanux

Renée Ladouceur-Beauchamp

Anne Marie Boswell

April Dodge

Kevin Lamont

## **Honour Roll (continued)**

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Staff members employed with the Association for over 10 years (continued):

Tanya Leclair  
Catharine Lonergan  
John Lonergan  
Leanne McCallum  
Merwyn McCullough  
Frances McMahan  
Joanne Mentis  
Laura Mulligan  
Wanda Nash  
Tammy Norrie  
David Nowlan  
Maureen Oldford

Martin O`Shanahan  
Donald Poirier  
Donna Porter  
Janet Potter  
Carol Prince  
Diane Prince  
Sarah Rado  
Joyce Recoskie  
Linda Robillard  
Jennifer Rodgers  
Dan Roy  
Kim Scott

Ken Shepheard  
Veena Stokes  
Lee A. Taylor  
Gisèle Thibodeau  
Andrea Tye-Campbell  
Diane Vallieres  
Judy Vance  
Lorraine Vezeau  
Tracey Williams  
David Wilson  
Tracy Wynn