

COMMUNITY LIVING
Mattawa



Inspiring Possibilities

INTÉGRATION
COMMUNAUTAIRE
Mattawa



Inspirant des possibilités

ANNUAL REPORT

2016/2017

Vision Statement

That all persons live in a state of dignity, have the opportunity for individual choice, and live and participate as valued members of the community.

Mission Statement

To support people with developmental disabilities to know, understand, and practice their rights and responsibilities as citizens and to participate fully in their community

Our Values

Awareness – Community Living Mattawa will make their Vision, Mission and Values better understood throughout the community. Community Living Mattawa will serve as a source of information about services for people with developmental disabilities in our region and across Ontario.

Communication – Community Living Mattawa will encourage the sharing of ideas and concerns in a manner that is respectful, open, honest, two-way, non-judgmental, and is in a language that is understood by all.

Inclusiveness – Community Living Mattawa, through its programs and services, will be a leader in building a community that accepts and includes everyone. Respect for each person and the choices they make will be the basis for working together and including everyone in the community.

Individual Choice – Through the practice of a person's rights and responsibilities within the community, people will develop greater self-respect, personal dignity and acceptance as a member of the community. With the guidance and support from Community Living Mattawa, people will be encouraged and empowered to make their own life choices and create more opportunities for themselves. Community Living Mattawa will also assist people to understand the responsibilities of making choices and the consequences that go with decision making.

Integrity – Community Living Mattawa will have a value system that is based on honesty and trust. Community Living Mattawa will encourage and support people to develop strong moral values and beliefs and with the assistance of community partners will assist people to become stronger individuals.

Partnerships – Community Living Mattawa will work with other community stakeholders to create strong partnerships that further the mission of the organization. Community stakeholders will include consumers, families, employees, local community employers, other service organizations, schools, and the community as a whole.

Person Centered Supports – Services and supports provided by Community Living Mattawa will become more individualized and flexible. Decisions as to how supports are to be offered will be directed by the individual receiving support whenever possible.

Teamwork – As an organization, Community Living Mattawa will have strong communication and trust between front line employees, management and the Board. They will work together toward common answers to agency issues and will seek input from consumers, families, and employees.

Board Chair 2017 Annual Report

Good evening and thank you for attending Community Living Mattawa's Annual General Meeting. I would like to start by acknowledging a couple of board members who have, or will be, leaving us this year. First, is Monique Bangs, who had to step down due to family obligations, and also Richard Grenier, who has fulfilled his term. We appreciate all that you have done for the board. Your wisdom and presence will be missed. I would also like to thank the remainder of the board who continue to serve with compassion and dedication.

Our governance role over the last year has again included review and revisions of policies, and financial overview of the agency. I would like to applaud the agency's staff and management for an excellent compliance inspection where no areas of noncompliance were identified.

Again this year, we have struggled with staffing and I would like to acknowledge that staff have continued to step up and fill in where needed. We appreciate all the extra hours worked and the free time that was sacrificed. It is clear that these individuals are dedicated to what they do and the agency and the consumers we serve are fortunate to have them.

The board has supported and participated in fund raising events this year that included two BBQ's and a yard sale. It is always a pleasure to see our consumers working hard and having fun at these events.

Our Executive Director, David Spencer, continues to do a great job keeping the board up to date on all matters that concern us. As board chair, I can certainly say that my job has been made easy with the help of David, and Cathy Leclerc.

I would like to end by saying that it is an honour to be part of an organization that dedicates so much to supporting individuals with developmental disabilities to exercise their rights and responsibilities as citizens, and to live their lives as equals in the community of Mattawa.

Thank you all!

Respectfully Submitted by:
Ben Holst
Board Chair

Executive Director 2017 Annual Report

Good evening everyone and thank you for attending Community Living Mattawa's Annual General Meeting. The Annual General Meeting provides an opportunity to review the past year and celebrate our successes, learn from our challenges and look ahead at what is to come in the upcoming year.

2017 was a busy year for Community Living Mattawa (CLM) and was filled with opportunities and challenges. CLM said good-bye to two long-time residential consumers this past year. They were an integral part of our program and their personalities are greatly missed. This did provide an opportunity to welcome a new consumer into the Brydges residence. The new consumer transferred to our service from the children's sector at the end of September and is settling very well within the Brydges home. The vacancy in our Bissett residence is scheduled to be filled in January 2018. CLM also welcomed a new person into our Supported Independent Living (SIL) program through the urgent response process. CLM was able to offer supports to this consumer at a time of great need. As a result the person has settled into her own apartment and is having an opportunity to access the community. We also saw a consumer within our SIL program graduate from our services and attain his goal of living independently within our community. This has opened up another opportunity for someone and will be filled in January as well.

There were some challenges with one of our consumers this past year and her ways of interacting with people and places within our community. CLM worked with the community to help people understand the rights of all people and the choices that they make. CLM assisted the community in understanding that the choices people make may not always fit the choices we make, but they still need to be respected. This includes people with disabilities as well. In addition, we also worked with our consumer to help her understand the impact her actions had on the community. Overall, the people of Mattawa were very supportive as we worked through this challenging situation.

CLM supported a consumer to live in an outside paid resource (private home) in Beeton, Ontario and this past February the consumer was able to move from Beeton to a group home in Sturgeon Falls. The move has allowed him to be supported by a Developmental Services agency and be closer to his family. The transition was challenging but in the end was better for our consumer.

Overall, CLM provide services to 9 people living in one of CLM's two group homes (with 1 vacancy); to 10 people living in their own homes and supported by our Supported Independent Living program (with 2 vacancies); to 24 people participating in our Community Participation Supports program; to 2 people participating in our Foundations Transitions program; to 6 families utilizing our Children's Respite Coordination services; and to 5 people using their own individualized funding through our Passport services.

The supports and services that are provided by CLM would not be possible without the dedication of the staff. CLM's staff's dedication is one of its strengths. CLM experienced an extreme staffing shortage in 2017 as a number of employees left the agency, either on leave or to work elsewhere at the same time and recruitment efforts were unable to keep pace. Unfortunately, this staffing shortage did affect CLM's ability to deliver services this year and the Community Participation Supports program saw a reduction in service hours through the summer and fall.

Executive Director 2017 Annual Report (cont'd)

However, the staffing shortage and subsequent reduction in service does not diminish the dedication that our staff showed in providing supports to our consumers. I would like to formally thank all of our frontline employees for their hard work this past year.

One step that CLM took recently to build its staffing complement was to start a Developmental Service Worker (DSW) Apprenticeship program. The DSW Apprenticeship program combines education with hands on paid employment. The DSW students complete 780 hours of in-class time while working 3720 hours of paid work time. CLM started their first three apprentices in November 2017.

I would also like to thank the Management team for their ongoing hard work and support of the consumers, the employees, and the overall mission of CLM. The team continued to work together to ensure services were provided in the best manner possible. Without their hard work and dedication, the many Ministry requirements would not be achieved.

In September the Ministry conducted its annual compliance inspection of the residences, the SIL program, and the Community Participation Supports program. Due to the hard work of the Quality Assurance Manager, the Program Managers, and the Case Managers, CLM passed its compliance review with no items of non-compliance.

One of Community Living Mattawa's compliance mandates is to be able to provide services and supports in both French and English. CLM continues to meet its obligations to the French Language Services legislation by having the capacity to provide French language services at all staff and Board levels, by providing written documentation in both French and English, by having a website in both French and English, and by continuing to look for ways to improve on our ability to deliver services to our French speaking consumers and families.

A Ministry directive that I spoke about at last year's AGM was the closing of all Sheltered Workshops in the Province of Ontario. At that time CLM did not have a Sheltered Workshop, but it did have supported employment jobs that fit within the Sheltered Workshop definition. These jobs included CLM's mail delivery service, laundry service, and Community Participation Supports program break preparation. In keeping with the Ministry's directive, these jobs were eliminated in September of 2017. Employees are working with the consumers who were working in those positions on other opportunities within the community.

CLM's budget saw an increase this year due to the arrival of our new resident at Brydges. The additional funding was provided for both increased staffing and renovations to the Brydges home. The additional staffing funding has been annualized, so CLM will receive these funds every year moving forward. In addition CLM received funding for several minor capital projects that included building a screened-in porch at Brydges, replacing the shingles on the Brydges roof, and fixing the foundation at both the Brydges and Valois properties.

CLM ran four fundraising events in 2017: three community barbeques and one yard sale. The various fundraising events received great volunteer support from the consumers, the Board members and the employees and generous support from the community. The proceeds from the various fundraisers are being put towards costs that are not covered by the Ministry such as the vehicle fund and the Access fund.

Executive Director 2017 Annual Report (cont'd)

I would like to thank the Board of Director's for their leadership and support throughout the year. These dedicated volunteers oversee the governance of the agency to ensure that CLM is being run in the best way possible and they ensure that CLM is financially stable, minimizes its risks and meets its compliance and Ministry requirements.

This Annual General Meeting marks the end of the Board term for Richard Grenier. Richard has been a member of the Board since 2013. Richard provided sound financial oversight to CLM, insight into labour relations, a practical voice at the Board table and a willingness to volunteer at events when needed. CLM wishes Richard well in his future endeavours.

As we look forward to 2018, the number one priority is to stabilize the staffing complement. In order to do this, new ideas will need to be implemented in order to attract qualified employees that live outside of Mattawa. As well, the apprenticeship program will need to expand. My goal is that in next year's report my comments will be about the work that our full complement of staff are doing to support the consumers and work toward achieving the agency's mission.

2018 will also be a year where the Strategic Plan is updated. The plan will guide CLM moving forward for the next three to four years. The plan will look at the changes in funding and the push towards more individualized services in both community participation supports and residential supports. In addition the plan will need to plan for the changes brought about by the proposed Fair Workplace legislation and the impact that it will have on the agency. Finally, the plan will need to identify what programs and services CLM would like to provide in the future and look for new opportunities that the agency has not explored in assisting people with developmental disabilities achieve independence and inclusion in our community.

This is an exciting and rapidly changing time in Developmental Services. We will need to be able to adapt our services and our service delivery. We will need to be creative in how we staff the agency and how we respond to the needs of the people we support. I believe we are poised to meet these challenges and to meet the Ministry's mandate of transformation for the Developmental Services sector. We have a dedicated staff team and a committed Board and together we will achieve success for the people with whom we support.

Respectfully Submitted By:
David Spencer
Executive Director

Community Services Manager 2017 Annual Report

When preparing for my annual report, I always enjoy the opportunity for reflection that it provides. I described last year as “a ‘road map’ of changes, successes and challenges throughout the agency”. Though our biggest and most difficult challenge this year has been, and continues to be the recruitment and retention of employees, we have had some positive occasions that deserve to be recognized.

Our devoted employees continue to provide wonderful, quality supports to our consumers. We greatly appreciate their continued flexibility, accommodations and contributions during this difficult time. Our employee recruitment efforts remain at the forefront of our priorities and the Management team continues to foster any opportunities that would benefit the agency such as welcoming post-secondary level students during their placements, hiring employees who are currently in the process of attaining their post-secondary diplomas, and promoting our recruitment on various websites.

The staffing shortage has had a direct impact on the Community Participation Supports (CPS) Program. The plan to change our service delivery model in CPS has been postponed until staffing levels improve. In addition, CPS has had to limit the number of people attending the program and as a result some of the consumers have had to go without CPS services. Though this has had a negative impact on several consumers, it has provided us with an opportunity to put in practice some more focused supports and activities for the consumers who are still attending. Employees working in the program saw the potential and positive effect of supporting consumers on a more individualized basis and in smaller group-based settings. It has brought to the forefront the importance of supporting consumers individually to meet their full potential and increase their independence. We find ourselves now seeing the focused approach to supports and services as far more advantageous for consumers than larger group settings, which is part of our plan for our new service delivery model.

As I enter into my twentieth year of employment with Community Living Mattawa, I thought it would be appropriate to focus on some of the significant changes over the last two decades; a little ‘time travel’ moment to highlight the shifts in philosophies over the years. 1998 was a time where our agency believed segregating consumers with more significant needs from those with less significant needs was to the benefit of all being supported. Different activities were offered to each ‘group’ and individualized supports were provided. In 1999 our CPS services transitioned from a segregated support model to a partial integration model within the program. Consumers were starting to be integrated in some of the different activities regardless of their support needs. Sometime between 1999 and 2000 the program moved to a full integration support model within the Program. This was a big change for consumers and Support Workers. Supported Employment opportunities were expanded and more consumers were hired through agency managed contracts. That model remained in place until 2009, where the core support structure for CPS was evaluated and some changes were made to provide more activity based supports. Between 2012 and 2015 additional changes were implemented gradually to the support structure, again in an effort to provide more learning and social options for our consumers. Supports and services were at a standstill until another shift in philosophy arose in 2016 that caused us to refocus our efforts and realign our support intentions. As we began planning for future services, the biggest realization was that the lives of the people we support do not always benefit from, or revolve around agency based integration and supports.

Community Services Manager 2017 Annual Report (cont'd)

They revolve around their families, their friends, their communities, their interests, their choices, their desires, their social acceptance, their independence – these are what matter to the people we support. Consumers, employees, the Management Team and the agency as a whole, are transitioning towards a new way of providing supports and services that will truly align with what matters to the consumers we support. We are moving away from agency integration to promoting independence and welcoming community integration. The one remaining constant that has not changed over the last 20 years is our overall purpose as service providers, which is that we will always provide caring quality supports and services to people with a developmental disability.

Our Foundations Program (Transition services) is an extension of Community Participation Support services. It continues to provide transition services and planning for adolescents with a developmental disability who are between the ages of 14 and 25. As planning for the future is paramount in many aspects of life, it is even more critical when transitioning from children services to adult services due to the vast differences between the two sectors. This year, the Case Management of Transition Services was merged into another existing Case Management position, and the change has gone well. At this time we are supporting two individuals in the Foundations Program. This number has the potential to grow from year to year as children move from Elementary Schools into Secondary Schools. It is our intention to begin applying the same service delivery model that will eventually be applied to Community Participation Supports. By doing so, a more constant connection will occur between our agency and the adolescents and their families.

Our agency continues to navigate the world of 'individualized funding' and all associated guidelines, requirements and systems they pertain to. Our agency manages two individualized funding models; one being Passport Services and the other being Children's Respite Services. Though both fit the individualized funding model, they have as many differences as they do similarities. The Case Management of these two services is being managed by the same Case Manager and this structure is working well.

The Ministry's implementation of the Passport model provides funding directly to consumers who have applied and qualify for services, as opposed to forwarding new funding directly to agencies. Passport Services are for consumers who are over the age of 18 and have a developmental disability. This provides consumers with more opportunities to actively participate within their community, explore their interests, achieve their goals, and become the decision maker of who delivers their services and what they do. We currently support 4 consumers who are in receipt of Passport Funding. Our current staffing shortage made it a challenge to provide all of the requested supports to consumers this year. On a positive note, we are beginning to find people who are interested in being hired by our agency to support consumers carry out their desired activities using their Passport funding. These employees will be devoted to Passport services only. We are still recruiting employees for the Passport Program.

Children's Respite Services assists families to identify their support needs, apply for Respite Funding, develop respite plans and find potential Independent Respite Contractors. The agency currently provides this service to 6 families in our catchment area.

Community Services Manager 2017 Annual Report (cont'd)

The government's plan to implement the Fair Workplace Legislation (Bill 148) will have an impact on how we are going to support children, families and those supported in Passport Services. The extent of how much this legislation will impact those we support, remains to be seen. Once the effect of these changes is determined, consumers and families will be provided with an update. What we do know is that CLM will continue providing supports to families, their children in Respite Services and the consumers receiving Passport funding.

In closing, though it has been a challenging year, our consumers continue to show us their resilience, as well as demonstrate through their actions, humour and kindness the reasons why we continue to do what we do – thank you!

Respectfully Submitted by:
Tammy Boudreau-Bangs
Community Services Manager

Accommodations Manager 2017 Annual Report

Looking back on the year in the Accommodations Program, there have been great successes, great challenges and some changes. We welcomed the Supported Independent Living Program under the Accommodations umbrella. Previously this program fell under the umbrella of Community Services, which at the time of its inception made sense and was a good fit for that service. As the Ministry moves forward with its Transformation Plan it is becoming clearer that Community Living Mattawa (CLM) will be increasingly tasked with increasing our capacity to support people to live in their own residential home. We are also being tasked with re-examining the manner in which we provide 24/7 supports as funding is moving away from program and agency focused supports to individual focused supports. While we are still uncertain how residential services are going to look in the future, it has become clearer that all residential supports may someday be funded and managed in a similar fashion. Therefore it was felt that it made good sense to put all of CLM's residential services under the same umbrella.

The Group Living program had two vacancies this past year, currently one vacancy at the Brydges residence has been filled. We will be looking to fill the vacancy in the Bissett Program early in the New Year. The Brydges program welcomed a young man into the home that was originally from the Mattawa area, but was living in Sudbury under the auspices of the Children's Aid Society. As he aged out of their service and was seeking to transition into adult services, we were asked by our Ministry if we could support him here, in his hometown. This is very exciting for us as we get to introduce him to adult life and all the freedoms and choices that come with it. At this time, he is still getting to know us and his new environment. Being able to move about freely is new to him and as we watch him explore his new surroundings with avid curiosity we see endless potential and look forward to introducing him to many new experiences.

At this time last year, we were supporting an out of district consumer and were seeking to find him suitable accommodations closer to his hometown and family. While there were some challenges along the way, he has successfully transitioned into a home with Community Living West Nipissing and now has closer contact with his family.

As mentioned, successes are often balanced with challenges. At this time last year, I spoke of the manner in which we have been challenged by one of the consumers in our group living program. She was asserting her independence and forcing us, and the community to grow and accept her right to live the life she chooses to live. The challenge for us was that we often felt the choices she made were not in her best interest. We needed to shift our own ideals about what being independent and making one's own choices really meant. Over the past year this consumer has continued to increase her independence in the community and has demonstrated a disinterest in the supports we provide. She has continued to make choices that those around her feel are "unsafe" and not in her best interest.

We are mandated to assist our consumer to live the life she chooses to live, while trying to ensure she does so safely and with the knowledge necessary to make independent choices. She has come in contact with the police on multiple occasions and some of her contact was a result of her participation in illegal activities. The police are reluctant to charge her as they do not feel she belongs in the justice system. We share that opinion. We continue to feel challenged in how to support her, and continue to seek out new, innovative service models that will meet her needs.

Accommodations Manager 2017 Annual Report (Cont'd)

This situation has raised the question for us as a service provider as to where the line is between respecting a person's rights and ensuring their safety? We learned this year that this question comes with no easy answers.

Our biggest operational challenge this year, by far, was the difficulties the agency faced with regards to the recruitment of employees. We were chronically short staffed, which was very problematic in the group living environments as this is where we provide the daily living supports that consumers cannot go without. Far too often, we struggled to get through the day, or the week, with enough staff to maintain the basic support needs. This significantly impacted other agency programs, as we moved staff from other program areas to cover those basic support needs in the group homes.

At times, providing the basic daily and weekly supports for our consumers makes keeping an eye on CLM's vision and where the agency is going in the future incredibly challenging. The gap of where we are and where we want to go seems very large.

As dire as this may sound, and at times feel, we try not to lose sight of the things we do well and the positive impacts we have in the everyday lives of the people we support. In the trying times, it is important that we remind ourselves of this. For the most part, the consumers in our residential programs are thriving as members of our community and that is what we are truly all about. My sincere thanks to all the staff in the residential programs for continuing to provide our consumers with rich, meaningful lives in sometimes difficult circumstances.

We know that staffing challenges tend to come and go, and at the time of this report they seemed to be heading in a more positive direction. We are approaching the New Year with a new found enthusiasm and as the staffing situation stabilizes, we can refocus on moving residential services ahead. For us that means, taking a fresh look at the manner in which all residential supports are provided and opening our minds to creative, innovative, and truly person directed options.

Respectfully Submitted by
Kelly Porter
Accommodations Manager

Quality Assurance Manager 2017 Annual Report

The beginning of 2017 presented us with an opportunity to expand on our existing online educational programs through Surge Learning. With the new WHMIS 2015 requirements and the extensive review of all the policies that occurred at the beginning of 2017; the online program now encompasses all aspects of the required annual reviews necessary for compliance. With all the annual reviews now available online this has given the agency flexibility with regards to staff education. Staff and new hires now have the flexibility to complete portions of the training in their homes or at the agency around existing work schedules. In-class training such as First-Aid, CPR and CPI are also being tracked through this database and allows staff to see when these courses are coming due, and sends an alert when they are about to expire. This has greatly helped with ensuring staff are receiving this essential training in a timely manner.

With the roll out of WHMIS 2015, steps have been taken to ensure that all employees are properly educated in these new requirements. This included online training for some employees, as well as a hands-on, plain language presentation for employees within our agency that receive employment. Staff has also been presented with summaries and charts as reference guides and we are currently working to ensure that all required documentation changes are completed by the end of the year.

Recruitment efforts were also increased substantially this past year. As a Team we felt that staff recruitment was something that required a concentrated effort. Visibility was increased through use of the Internet and establishing connections with local educational establishments to assist in posting vacancies. Ultimately we have seen an increase in the volume of applications for the agency however we quickly discovered that many of the applicants lacked the necessary qualifications. Additionally, we found that some of the qualified applicants and new hires sought other employment opportunities closer to home when they had the chance. Our organization then began the process of exploring the Apprenticeship program, a popular option for recruiting employees in Eastern and Southern Ontario. Familiar with the program I was able to present the Team with information and guidance on how to proceed. With an approved sponsorship licence Community Living Mattawa is set to start our first group of Apprentices in November. This program will increase our own sources for qualified employees and promote the work of our agency in the community through the high schools as an educational and career opportunity.

Community Living has worked hard over the past year to put measures in place to ensure that all compliance items are being tracked and completed in a timely manner as needed. Systems for monitoring, tracking, documenting and training have all helped us to get to where we are today. We are working hard to continually improve our processes. We are all very proud that we had zero items of non-compliance this past year. The continued commitments from the team will help us all to ensure that we are able to provide the best possible services for all and continue on this path of growth and success. With the addition of Ministry resources such as "QAM Clear" programs, all employees now have additional resources to help guide them through any challenges or questions they may have in all areas of compliance.

Quality Assurance Manager 2017 Annual Report (Cont'd)

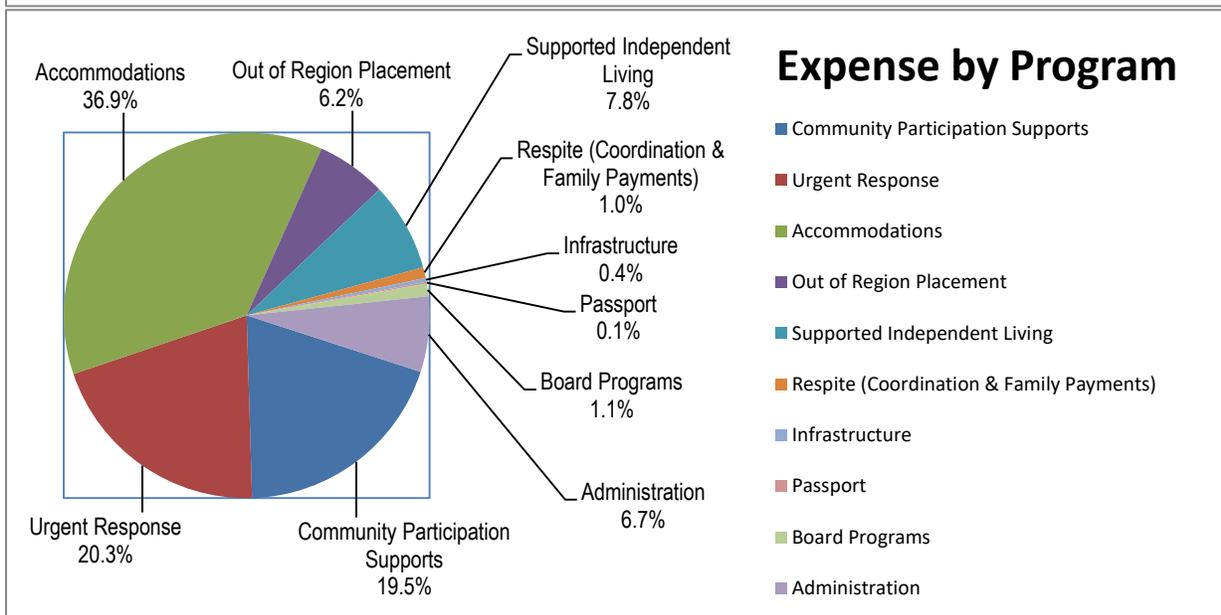
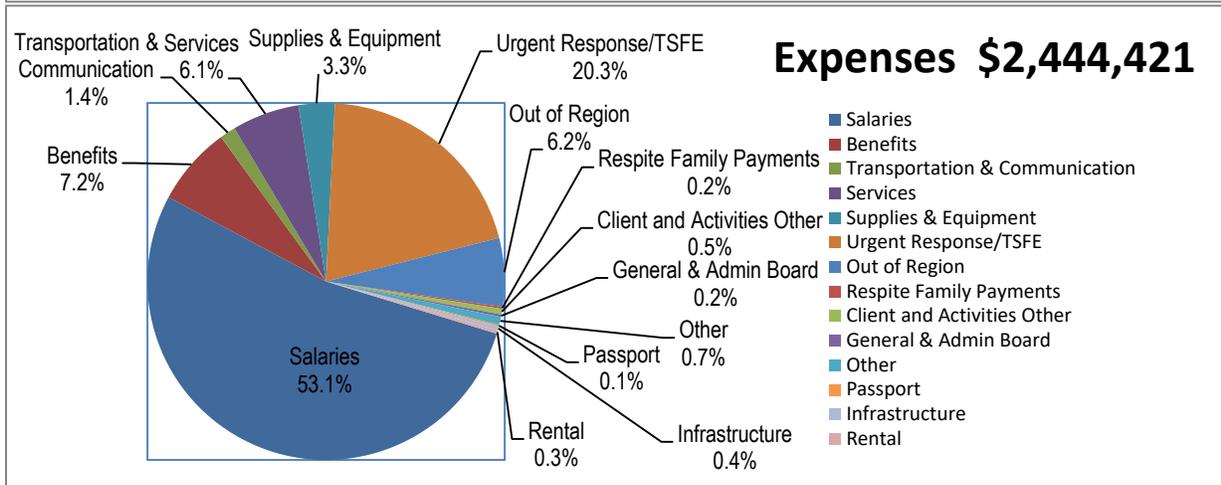
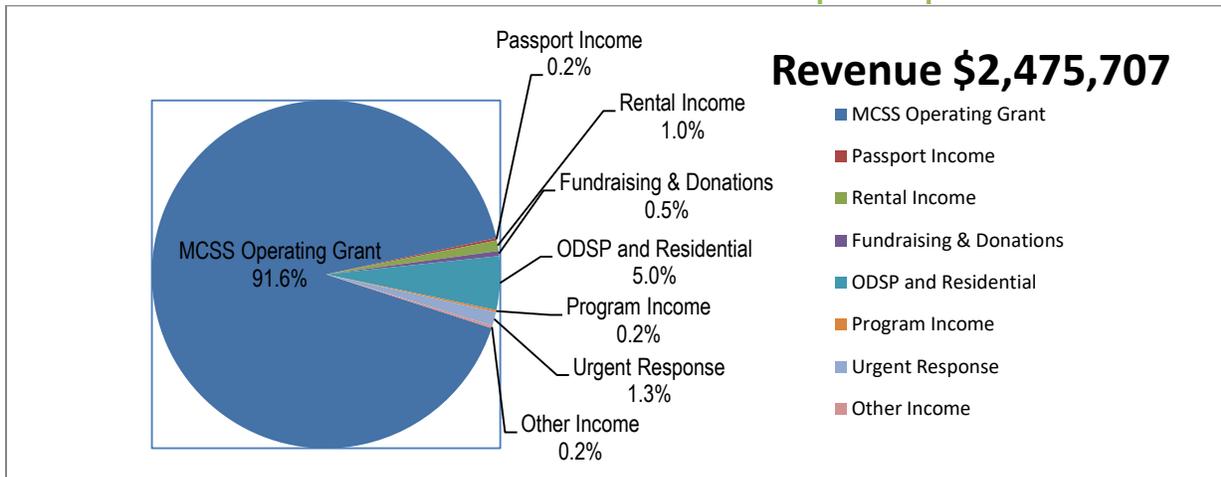
In addition to the changes made to policies and practices, there have been changes to CLM's buildings as well. Several larger construction projects occurred over this past year and included:

1. Improving accessible access to the and from the 250 Tenth Street building by replacing the wood stairs and ramp at the sides of the building.
2. Replacing the roof on the Sun shelter in the backyard of 250 Tenth Street.
3. Replacing the water main and completing basement renovations due to flooding at the Bissett Residence.
4. Installation of a new automated Generator at the Bissett Residence.
5. Renovating two bathrooms at the Brydges Residence.
6. Replacing the roof and eavestrough at the Brydges Residence.
7. Building a screened-in porch at Brydges.
8. Repairing the foundation at Brydges Residence.
9. Repairing the foundation and installing window wells at 533 Valois Drive.
10. Repairing and upgrading the plumbing at 533 Valois Drive.
11. Renovating the kitchen at 533 Valois Drive.

It has been a very busy year for Community Living Mattawa and I look forward to the changes and challenges ahead. As we prepare to embark on a new chapter we continue to look for ways to share and communicate a path to continued self and team improvement.

Respectfully Submitted by:
Marcie Campbell
Quality Assurance Manager

FINANCIAL REPORT ACTIVITIES 2017
Audited Financial Statement Available upon Request



Service Awards

Community Living Mattawa would like to recognize and congratulate the following employees for meeting service milestones:

Cindy Bastien	5 years
Gail Turcotte	10 years
Cynthia Bedard	20 years
Darlene Pilon	20 years
Louise Guilbeault-Oorschott	25 years

Supported Employment / Volunteer partners

Community Living Mattawa would like to recognize and thank the following local businesses for their support in the employment of people with a developmental disability:

Conseil Scolaire Catholique Franco-Nord

Contact North

Huard's' Freshmart

Mattawa Lion's Club

Near North District School Board

Tangles Hair Salon

Board of Directors

Ben Holst – Board Chair

Richard Grenier – Director

Tanya Bélanger – Vice Chair

Monique Antoine – Director

Dexture Sarrazin – Treasurer

Amy Morrison – Secretary

Donors

Community Living Mattawa would like to recognize and thank the following donors for their generous support:

Corporate

Belanger Taxi	MedPro Direct	Scott's Discount
Caisse Populaire Mattawa	Municipality of Mattawan	Surge Learning
Dash Appliance Servicing	Northern Energy Systems	Tai Pan Café
Gin-Cor Industries Inc.	Q2 Distribution	Terry's Auto
Harris, William & Elizabeth (Buckeye Camp)	R. Boudreau Construction	Town of Mattawa
Le Voyager Inn	Reg Belanger (Home Repair)	Township of Papineau Cameron
Mattawa Discount & Variety	Rimes Auto	Wilson's Builders Supplies
Mattawa Lions Club	Rivet Insurance	
Mattawa Pharmacy	RWAM Insurance Administrators	

Personal

Aitkinson, Karen	Fleury, Pierrette	Pecore, Murielle
Bangs, Beth	Grenier, Richard	Ribout, Joffre
Belanger, Tanya	Groulx, Corinne	Ribout, Nicole
Bellaire, Tracy	Lalonde, Colleen	Ribout, Roland
Boudreau, Carmen	Lessard, Françoise	Sloan, Harold
Brayshaw, June	Lessard, Robert	Sloan, Pauline
Burke, Noella & Ken	Mitchell, Barbara	Spencer, Lois
Burke, Pierrette	Morrison, Amy	Voldner, Peter
Cotnam, Angela	Novack Helen	Wilson, Jack
Cowie, Ken	Novack, Larry	
Filiatrault, Simone	O'Hare, James	

PICTORIAL YEAR IN REVIEW 2017

