

## OMSSA Board of Directors 2018-2020 Nominee Profiles



### Cathy Cousins

Director, Homelessness and Community  
Engagement, Community Services  
*Region of Niagara*

#### Professional Highlights

Develop strategic direction for the Homelessness portfolio to ensure new and existing monies are allocated to the community based on long term goals.

➤ Chartered Professional Accountant, Chartered Accountant current member in good standing.

➤ Financial management of largest operating

department in the Region of Niagara, including:

- Budget preparation and presentations.
- Variance reporting and forecasting.
- Ministry budget submissions and reporting.
- Internal audit and multi-year budgeting.
- Financial analysis of collective bargaining proposals.
- Member of the Corporate Finance Advisory Panel.

**Public Sector Governance/Political Acuity:** Acting as Commissioner of Community Services, including:

- Representing department at Committee and Council meetings.
- Orientation of new councilors, and liaison with Niagara Regional Housing Board.
- Participated in the team from Niagara Region at Niagara Week at Queen's Park.
- Issues management and media relations.



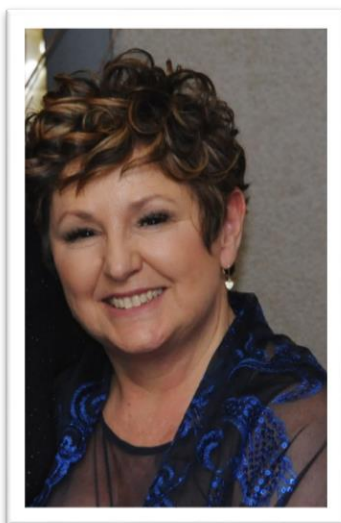
- Liaise with Ministries, including participation in Urban Commissioners meetings, with the goals of provincial collaboration and advocacy to move challenges in human services forward.

**Change and project management skills:**

- Manage the change in Niagara from shelter beds to housing first including, impact on local communities and agencies.
- Support the Community Services department through the leadership change at both the Board level and senior staff positions.
- Member of a variety of ad hoc task forces to review programs for best practices and initiate new methods and policies.

**Partnering and influencing stakeholders:**

- Present and prepare reports and represent department at Committee and Council.
- Member of collective bargaining teams.
- Presentations in the community and at staff engagement sessions.
- Co-Chair of the Human Services Planning Team.
- Membership in Ontario Municipal Social Services Association, current Board member and co-chair of the ESS network.



**Laura LePine**

Manager, Ontario Works  
County of Renfrew

**Professional Highlights**

➤ An accomplished manager with the **vision and leadership** insights to **strategically plan**, direct and guide the department operations to ensure consistent and efficient program delivery.

➤ A strong motivator with effective **leadership, organizational, decision making, problem solving and interpersonal skills**, together with a corporate focus

and a **results-driven attitude**.



- A **high performing** manager with a proven track record of accomplishments in change management and implementation of new programs and initiatives.
- Expert in providing **breakthrough leadership** to achieve department and divisional strategies, build coalition to support, implement and manage organizational performance.
- Strong ability to **develop strategic long-term partnerships** and communicate effectively with all levels of decision makers.

### **Professional Accomplishments**

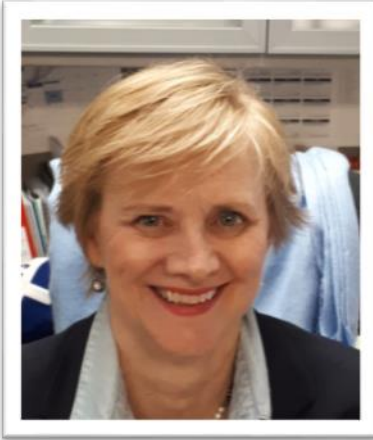
- Instrumental in leading the staff and the division successfully through massive technical and business transformation from OWT to SDMT and SDMT to SAMS.
- Recognized for providing excellent training, guidance, mentoring and support to departmental management team.
- Effectively changed the work culture to a supportive client focused environment.
- Respected for technical and social services knowledge; expert in SDMT and SAMS - often consulted by leaders in Ministry and fellow CMSM's.
- Oversaw the achievement of exceeding all goals and targets year after year.
- Selected by the Ministry to participate in several focus and working groups to provide insight and feedback that led to significant improvements and changes to the development of strategic plans, policies and procedures and processes.
- Recruited by the SSSMP/SAMS Provincial team as an expert in testing of the new system, pay run activities, consultant on several business and technical groups and consulted on communications and strategies.
- Transitioned two office locations to new sites with high level of efficiency and no disruption to service delivery.
- Excel in policy analysis and development, project development, planning and management.
- Successfully represented rural and Francophone needs/issues at Provincial level for program and service development.
- Initiated Province-wide Case Presenting Officer (CPO) Network.



## **Management, Planning & Accountability**

- Develop and monitor Provincial and CMSM Budgets and monitor expenditures.
- Manage and empower direct reports.
- Manage multiple portfolios – trusted to achieve high results.
- Create a dynamic work environment that facilitates innovation and continuous improvement.
- Convey the 'big picture' thinking strategically throughout the division empowering others to produce beyond expectation results.
- Keep Social Services Committee and County Council abreast of progress, development and changes within the staff group, the Ministry, community agencies, and other CMSM's.
- Plan, develop and implement strategic plans with a bottom up approach to achieve established objectives.
- A creative strategist with strong negotiation, interpersonal and communication skills with the ability to see the “big” picture to facilitate key decision-making processes.
- Conduct in depth analysis of business strategies, identifying the best policies for the department and the avoidance of foreseeable difficulties with a focus on continuous progress.
- Create Business and Service Plans including the setting and monitoring of achievable targets, goals and benchmarks.
- Ensure service planning for provision of Emergency Social Services; liaison with Red Cross.





**Grace Mater**

Director, Children's & Home Management Services Division, Community & Emergency Services Department  
*City of Hamilton*

**Professional Highlights**

Throughout her years in public service, Grace Mater has been committed to collaborative approaches that enhance the lives of children and families in Hamilton. Through her leadership of the Best Start Initiative, Hamilton created a community-based planning approach that was recognized as a best practice provincially. Grace led investment strategies that saw innovative approaches such as service provider networks and mobile child development services. She led child care expansion and modernization across Hamilton that dramatically reduced wait times for children needing financial assistance for child care. Grace is the lead for Human Services Integration and Community Hubs in Hamilton. She led the creation of the Children and Youth Charter of Rights, which was recognized by the United Nations.

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**Dan McCormick**

CAO

*Rainy River District Social Services Administration Board*



**Professional Highlights**

Dan McCormick has been employed as the CAO of the Rainy River District Social Services Administration Board since February 2012. The RRDSSAB delivers Social Housing, Children's Services, Ontario Works and Land Ambulance across the Rainy River District. He also continues to serve as the Chief of Emergency Medical Services for Rainy River District EMS. He has been in this position since 2002. Prior to that, Dan was the Ambulance Service Manager and a Primary Care Paramedic for the





Atikokan General Hospital. He previously worked for Ontario Power Generation as a Health & Safety Officer and Industrial Millwright/Machinist/Welder. Prior to his fifteen years with Ontario Power Generation, he worked as a Civil Technician with Acres-Shawinigan Ltd.

Dan has conducted extensive training of professionals in various capacities, Health & Safety officer, MoHLTC Regional & Service Instructor and as a First Aid/CPR Instructor Trainer. He is certified as a Basic Acute Care, Long Term Care & EMS Sector Specialist, under WSIB and holds a Long-Term Care Facility Administrator certification.

Dan has always been very involved in the community on local, district, and provincial levels, serving on several boards and committees. Currently he is the Secretary of the Ontario Association of Paramedic Chiefs (OAPC), formerly served as the Vice President of the Association for 3 years, Member of the Enhancing Emergency Services in Ontario (EESO) Working Group, past Subcommittee chair with the Provincial Land Ambulance Committee, Member of the Northern EMS Directors Group, past Clinical Coordinator for the Rainy River District Critical Incident Stress Management Team, past chair of the Atikokan Non-Profit Daycare Corporation and past Vice Chair of the Northwest Chapter of the Ontario Paramedic Association.

In 2006, he was the recipient of the Governor General's Emergency Medical Services Exemplary Service Medal. Dan presently chairs OMSSA's Governance and Accountability Subcommittee and has been Vice-President of the Association since 2017.





**Shelley VanBuskirk**

Director, Housing Services  
*City of Ottawa*

**Professional Highlights**

Provide vision, leadership and strategic direction to Housing Services and direct the development, planning, delivery, evaluation and improvement of housing priorities, programs, services, projects and operations.

- Ensure the City's legislated responsibility for funding and administering social housing programs is met, and accountable for delivering federal, provincial and municipally funded programs for emergency shelter services, homelessness programs, social housing, new affordable housing development, and Official Plan policies for affordable housing throughout the community.
- Negotiate, manage and monitor resources and service agreements with community partners (including private and non-profit sector), and program and service delivery standards/procedures to ensure they are representative of the needs of the community, including, interpreting market data to support strategic program decisions and evolution, identify, update and recommend program objectives.
- Advocate for strengthening the service system for the vulnerable and at-risk residents of Ottawa.
- Manage the preparation of responses to audit findings, fraud and waste complaints, and inquiries from Councillors, residents and the media, as delegated.
- Provided strategic leadership to the Homelessness Programs and Residential Services branch.
- Directed the operations of a work unit of nine program coordinators to ensure the effective and efficient allocation of federal, provincial and municipal homelessness funding.



- Established team performance expectations and goals, monitored and evaluated team functions and performance on an ongoing basis.
- Managed operating and capital budgets/submissions to ensure effective and accurate financial oversight of funding streams, forecasting on projected annual expenditures, manage implementation of work within approved budgets – \$20M.
- Provided leadership to 12 staff delivering a variety of employment services including Employment Development Initiatives, Job Specific Skills training, Addiction Services, Self Employment, Youth Futures.
- Created/implemented program work plans, monitored and provided direction to individual work plans/portfolios, ensured program objectives aligned with Branch strategic direction.
- Coached, monitored and evaluated performance expectations for a team of 14 in an Ontario Works office serving 3600 clients annually.
- Fostered the development of staff to meet organizational/individual goals through training and coaching, recognizing and encouraging individual/team contributions.
- Provided daily support/troubleshooting to staff on system/business process issues.
- Provided ongoing post SDMT implementation support, training and development/revision of job aids.

