



# 2017

# ANNUAL

# REPORT

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**The Ontario Municipal  
Social Services Association**

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# MESSAGE FROM THE PRESIDENT

## Elaine Baxter-Trahair

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Ontario's service system managers have been working hard to evolve, innovate and invest in new ways of planning and managing to keep up with a rapid pace of change – and their association has been focused on doing the same.

In just a few short years, OMSSA has made significant strides to re-solidify its foundation and position ourselves to evolve in step with members. With a restored financial footing, OMSSA seized 2017 as an opportunity to strengthen relationships with members, take stock, and envision and invest in a strong future for the association.

This started with a deep look at our focus, priorities and direction, as we worked to develop our 2018-2022 strategic plan. Through extensive consultation, surveys, and face-to-face meetings, we worked to develop an in-depth understanding of what our members want, need and expect from us.

We heard that members want OMSSA to build bench-strength in policy, and be a proactive, unifying and influential voice on social services modernization and integration. We heard that there was a strong interest in leveraging OMSSA as a network, knowledge-hub and meeting place for members, whether face-to-face or digitally.

We heard that members value our communications and updates, and that they'd like to be more informed and involved in our policy and advocacy work. And, we heard that members wanted to see professional development offerings that are accessible, both financially and geographically, in communities across Ontario.

That consultation process re-affirmed our commitment to supporting and representing members, first and foremost. The result was a renewed mission, vision and values, and a strategic plan designed to ensure a strong, united and influential OMSSA, with the member at the centre.

The 2018-2022 Strategic Plan positions OMSSA to meet members' needs by focusing on five key priority areas: policy; education; member engagement; partnerships; and building capacity.

Moving forward, that plan will inform OMSSA's work every step of the way. In fact, it already has. By the end of 2017, OMSSA had put the foundations in place to build capacity in policy, advocacy and member engagement, and to more closely align our professional development offerings with our members' needs.

As a result, OMSSA is in a strong position to keep building on these investments and continue to strengthen our capacity. As we move into this exciting new phase, I want to thank outgoing President Keith Palmer for his steady and solid leadership. OMSSA's growth and transformation has been shaped by his vision and dedication, and we are all stronger for it.

Working proactively to shape and invest in the future we want to see has never been more important – and I look forward to continuing to build that collective capacity and voice through OMSSA.

# OMSSA Operations: 2017 in Review

For OMSSA, 2017 was a year of significant development and growth. To reinforce that members were at the centre of our work, OMSSA set off on a cross-Ontario tour, meeting face-to-face with nearly all of our 47 members. The meetings and follow-up surveys gave us a strong sense of members' realities – what they're focused on, what their challenges are, and what they need and expect most from their association.

What we heard immediately shaped and informed our work. Starting with the development of a 2018-2022 strategic plan, OMSSA began to lay the foundation for the association to meet members' changing needs in a proactive, meaningful way.

In 2017, OMSSA remained focused on completing its financial reversal, and our ability to lower operating expenses while maintaining revenues has fueled a strong recovery. To protect and build on these gains, OMSSA sourced a more affordable and suitable office space, and put an operational plan in place to build the capacity and organizational structure required to meet our members' needs.

With a renewed financial base, OMSSA was also in a position to make strategic investments in key areas. This included expanding our capacity in policy, and putting a member-informed, member-driven policy process in place. We also worked to source and invest in new Association Management Software, to build and enable more meaningful engagement with members and an enhanced online presence.

In 2018, OMSSA is looking forward to becoming a more proactive and influential voice, and amplifying our approach to supporting members through timely communications, meaningful engagement, impactful advocacy and valuable opportunities for networking, collaboration and knowledge-exchange.

## Policy and Government Relations

In 2017, OMSSA invested in building capacity in policy and advocacy, putting the foundations in place to become a proactive, influential voice on human services policy and service system management in Ontario.

A key focus was to ensure that our policy work was deeply informed and driven by members. OMSSA worked to enhance our policy consultation process, leveraging regular contact with members through our network meetings, Leadership Table, forums and events to identify emerging issues, understand priorities, and gather input to shape our policy priorities and actions.

OMSSA also convened a dedicated Policy Advisory Committee, with relevant expertise and diverse representation from our membership, to shape and inform our evolving policy agenda.

With expanded internal capacity, OMSSA leveraged members' input and expertise to represent their interests in key areas. Ontario's social policy landscape is evolving rapidly, and in 2017 OMSSA brought members' priorities to the table at Queen's Park and Parliament Hill on budget priorities, income security reform, basic income, child care expansion and regulations, the National Housing Strategy, the Portable Housing Benefit and more.

Members were kept up-to-date and informed through regular policy reports, highlighting emerging developments, and reporting back on OMSSA's own work.

In 2017, OMSSA continued to strengthen its relationship with the Province, meeting with Ministers, ADMs and senior decision-makers at the ministries of Community and Social Services, Municipal Affairs, Housing, Education, Citizen and Immigration, and Ontario's Office of Human Services Integration.

Opening new doors and strengthening existing ties to support strong, productive partnerships was another key focus. In 2017, we signed a new Memorandum of Understanding with the Association of Municipalities of Ontario (AMO) and enhanced our collaborative framework with partner organizations in Ontario's municipal, human services, community housing, seniors, and Indigenous spheres.

## Education and Training

In 2017, OMSSA continued to offer valuable education, training and networking opportunities, while working to strengthen and re-align future offerings to meet member's evolving needs.

OMSSA saw a high level of engagement from members, with a 23% increase in attendance at conferences and forums, including:

- **Leadership Symposium and Annual General Meeting:** Hosted in partnership with the City of Toronto, with record attendance of 400 delegates from 43 of Ontario's CMSMs and DSSABs, as well as 15 community organizations and 6 provincial ministries.
- **Policy Conference:** Featuring an address from Ontario's Minister of Community and Social Services, and a provincial panel with ADMs from three government ministries.
- **Children's Services Forum**
- **Housing Forum**
- **Leadership Forum**

OMSSA continued to offer workshops and professional development opportunities in areas like Ontario Works Directives, Political Acuity, Compassion Fatigue and Managing Emergency Social Services.

In 2017, OMSSA also made a commitment to consulting broadly and consistently with members, who indicated a strong interest in accessing relevant education opportunities in regions across Ontario.

OMSSA responded by re-aligning our offerings to ensure they are accessible, convenient and affordable for members across the province, with 2018 workshops and events scheduled in Sault Ste. Marie, Ottawa, Kingston, Toronto, London, Goderich and Windsor.

**Thank you to our 2017 partners**

**City of Toronto**, Presenting Partner

**Canada Mortgage and Housing Corporation**, Education Level 1

# Financial Report 2017

## STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2017

2017

2016

### ASSETS

#### Current assets

Cash	\$ 528,614	\$ 244,290
Accounts receivable	14,824	38,446
Prepaid expenses	12,134	6,877
	<u>\$ 555,572</u>	<u>\$ 289,613</u>

### LIABILITIES AND NET DEFICIT

#### Current liabilities

Accounts payable and accrued liabilities	\$ 90,594	\$ 88,605
Deferred revenue	59,603	222,435
	<u>150,197</u>	<u>311,040</u>

#### Net assets (deficit)

Unrestricted	405,375	(21,427)
	<u>\$ 555,572</u>	<u>\$ 289,613</u>

## STATEMENT OF OPERATIONS

AS AT DECEMBER 31, 2017

2017

2016

### REVENUE

Membership dues	\$ 625,373	\$ 616,514
Conference fees	326,940	305,895
Training	150,191	162,928
Project grants	127,232	139,810
Forums	124,713	129,396
Job board	31,480	21,785
Interest	1,014	—
<b>Total revenue</b>	<u>\$ 1,386,943</u>	<u>\$ 1,376,328</u>

### EXPENSES

Personnel	\$ 414,830	\$ 402,090
Education	404,336	380,243
Office and administrative	109,902	201,596
Governance	17,194	20,462
Policy and member services	13,879	69,462
Amortization	—	4,985
<b>Total expenses</b>	<u>\$ 960,141</u>	<u>\$ 1,078,838</u>

<b>Excess of revenue over expenses for the year</b>	426,802	297,490
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Net deficit, beginning of year	(21,427)	(318,917)
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<b>Net assets (deficit), end of year</b>	<u>\$ 405,375</u>	<u>\$ (21,427)</u>
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The financial report is based on the audit conducted by the firm Cowperthwaite Mehta. The audited financial statements are available at the OMSSA office.

## WHO IS OMSSA

The Ontario Municipal Social Services Association (OMSSA) is a non-profit, non-partisan association whose members are Ontario's Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs). By supporting, connecting and advocating for our members across Ontario, we help them to achieve their collective mission of delivering the best human services outcomes for Ontario's communities.

## OMSSA VISION

To champion service system management that creates strong communities

## OMSSA MISSION

To support members in achieving the best human services outcomes

## 2017 Board of Directors

### **Elaine Baxter-Trahair** **President**

*General Manager, Children's Services  
City of Toronto*

### **Dan McCormick** **Vice-President**

*Chief Administrative Officer  
District of Rainy River (DSSAB)*

### **Dennis Holmes** **Secretary-Treasurer**

*Director, Business Affairs and Financial Management and  
Acting Director, Family Services  
Regional Municipality of Durham*

### **Keith Palmer** **Immediate Past-President**

*Director, Community Services  
County of Dufferin*

### **Luisa Artuso** *Director, Children's Services County of Wellington*

### **Rob Blackwell** *(to July 2017) Manager of Quality, Administrative & Financial Services City of Greater Sudbury*

### **Cathy Cousins** *Director, Homelessness and Community Engagement, Community Services Regional Municipality of Niagara*

### **Stella Danos-Papaconstantinou** *Director, Community Access, Human Services Regional Municipality of Peel*

### **Brian Elo-Shepherd** *Director, Integrated Social Services Regional Municipality of York*

### **Henry Wall** *Chief Administrative Officer Kenora District Services Board*

## 2017 Staff

**Elisa McFarlane**, Executive Director  
**Christie Herrington**, Manager, Education  
**Darryl Wolk**, Policy Analyst  
**Chantille Davis**, Coordinator, Policy and Operations