



# 2019

## ANNUAL REPORT



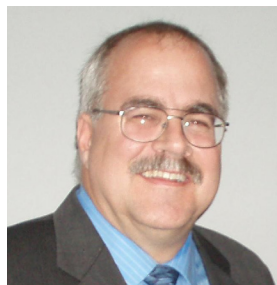
## Here for our Members

OMSSA exists to serve the interests of its members. By supporting, connecting and advocating for Ontario's 47 Service System Managers, we help them to achieve their collective mission of delivering the best human services outcomes for Ontario's communities.

## Here for Ontario's Communities

Ontario's 47 Service System Managers oversee systems planning and manage the delivery of local human services in a way that is integrated, people-focused and outcomes-driven. This includes critical services that Ontarians rely on every day, from affordable housing, homelessness services and prevention, to income and employment supports, child care, and early years services.

## MESSAGE FROM OMSSA'S PRESIDENT | Dan McCormick



For both OMSSA and its members, 2019 represented a notable turning point.

As the policy priorities of Ontario's new provincial government became more clearly defined, OMSSA and its members moved quickly to adapt and prepare for the changes ahead, finding innovative approaches to achieving the best possible human services outcomes within a shifting environment.

After several years of focused efforts to build organizational capacity in key areas, OMSSA turned its attention to leveraging that capacity to become more nimble and responsive to members' needs.

We focused more intently on enabling members to share information and experiences through two-way dialogue, both in-person and online. We made strategic investments in technology in order to streamline how we serve our members. We began shifting and adapting our professional development offerings to virtual formats. We also restructured our staff team and responsibilities to become more flexible and responsive to members' needs.

In 2019, we also took steps to strengthen and secure our shared influence on the policy issues that mattered most. We worked with the Province to ensure that all service system managers were "in the tent" and at the table in key areas of policy development. We focused on strengthening our relationships with key partners, including AMO and NOSDA, to ensure our sectors were speaking with a strong, consistent voice.

Hindsight has demonstrated the value of these efforts. As we now know, our sector would be facing unprecedented challenges in 2020. The investments we made in 2019 put OMSSA in a strong position to meet members' shifting needs through uncertain times. The strength of our relationships, combined with our ability to be nimble, flexible and responsive, allowed OMSSA to quickly and effectively shift our efforts to where they were needed most.

The speed and skill with which our members rose to these challenges was truly impressive. Through all of this, our members have demonstrated their commitment to the shared success of our sector, dedicating their valuable time to sharing much-needed information and supporting fellow service system managers across the province.

I want to extend my sincere thanks and appreciation to OMSSA's members and its staff, for pulling together and rising to these challenges with immense dedication and compassion. With continued uncertainty and challenges on the horizon, your Association will remain focused on being the nimble, sustainable and effective organization that we know our members need.

A handwritten signature in black ink, appearing to read "Dan McCormick".

# WHAT WE'RE ABOUT

## MISSION

To support members in achieving the best human services outcomes

## VISION

To champion service system management that creates strong communities

## VALUE PROPOSITION

An indispensable forum to collaborate and lead in advancing human service issues, reflecting the will of members

## 2018-2022 STRATEGIC PRIORITIES

### POLICY & ISSUES MANAGEMENT

Proactive policy leadership with members and government on issues in the design and implementation of human service programs

### EDUCATION & TRAINING

Provide accessible, relevant and quality education, training and knowledge-transfer responsive to members' needs

### ENGAGEMENT & COMMUNICATIONS

Facilitate member sharing, leverage their expertise and resources to advance their interests, and keep members engaged and informed

### ENGAGEMENT & COMMUNICATIONS

Strategically convene our partnerships to expand our capability and to enhance the work of our members

# 2019 IN FOCUS

In 2019, OMSSA focused on:



## **POLICY & ISSUES MANAGEMENT**

Becoming more nimble, active and proactive  
in our policy and government relations work

## **EDUCATION & TRAINING**

Modernizing, expanding and increasing the accessibility  
and relevance of our professional development offerings

## **ENGAGEMENT & COMMUNICATIONS**

Providing more meaningful opportunities for dialogue  
and knowledge-exchange, in-person and online

## **ENGAGEMENT & COMMUNICATIONS**

Securing and strengthening partnerships with key players  
across the broader municipal and human services sectors

# POLICY & ISSUES MANAGEMENT

In 2019, OMSSA focused on becoming more nimble, active and proactive in our policy and government relations work:

- Engaged extensively through our Leadership Table, Policy Advisory Committee, networks and summits to bring members' priorities forward to influence policy in areas like child care, housing, social assistance, employment transformation, reporting, and more
- Saw members' priorities reflected in key provincial decisions and policies, such as:
  - Roll back of retroactive funding changes
  - RGI simplification
  - Reviewing Service Level Standards
  - Simplified reporting requirements
  - Earlier notification of 2020 funding allocations
  - Continuation of the Transition Child Benefit and earning exemptions for OW

In January 2019, OMSSA's Children's Services Summit brought together senior human services and children's services leads from across OMSSA's membership for two days of facilitated dialogue and consultation, to define the shared priorities and positions that would guide OMSSA's policy and government relations work moving forward.

The Summit culminated in a submission and a meeting with Ontario's Education Minister to bring members' priorities forward on child care reform. Member priorities were reflected in the Province's subsequent decisions to phase funding changes in over three years, and to provide more notice on funding allocations for 2020.

- Represented members at the Provincial Municipal Social Assistance and Employment Committee (PMSAEC), the Director Administrator Working Group (DARG) and the Reporting Burdens Stakeholder Group
- Advocated for increased provincial-municipal consultation, resulting in:
  - The creation of new technical and advisory tables in the areas of child care and community housing renewal, with broad member representation
  - Special and confidential briefing sessions for members on Employment Services Transformation and Community Housing Renewal

*“We regularly rely on the expertise and advice of OMSSA and its membership. My staff and I participate in a variety of OMSSA’s tables and networks, where we have witnessed first-hand the dedication, commitment and expertise of OMSSA’s staff. OMSSA is consistently responsive, listening to the needs of its membership and taking action to address issues and challenges as they arise. The Association provides an opportunity for all regions of the province to share best practices and present a united front on the issues that matter most.”*

**JELENA PAYNE**  
 Commissioner of Community Development and Health Services,  
 City of Windsor



# ***SHIFTING GEARS***

## **2019 POLICY CONFERENCE**

On December 3-4, 2019, more than 250 delegates joined us in Toronto from across the Province for our sold out Policy Conference.

With a theme of *Shifting Gears*, the conference enabled human services leaders, provincial leaders, policy-makers and subject matter experts to take part in important dialogues needed to navigate, shape and collaboratively lead our sector through the next phase in its ongoing evolution.

### ***HIGHLIGHTS:***

- Opening address from the Honourable Steve Clark, Ontario's Minister of Municipal Affairs and Housing
- Fireside chat featuring five ADMs and one Director from five ministries
- Update on mental health and addictions from Ragaven Sabaratnam, Director of Mental Health and Addiction Programs with the Ministry of Health
- Engaging panel discussion on the State of Social Policy, featuring experts from AMO, Maytree, St. Michaels Hospital and the University of Toronto
- Five facilitated “think tanks” for delegates to engage on key pressure points for our sector, from budget planning and finding efficiencies, to managing human resources challenges and serving hard-to-reach clients
- In-depth breakout sessions on key topics like commissioning, data-driven services, human services integration, innovative partnerships, community safety and well-being planning, and more

*The conference theme of Shifting Gears was absolutely appropriate, as we saw many new ideas, topics and approaches to sharing information. The new Think Tank sessions were particularly interesting, both as a presenter and as a participant. The opportunity to engage with others and share in the dialogue was a great way to gather varied perspectives and a broader awareness of the issues presented.*

**KEN RANTA**

Director of Integrated  
Social Services, District of  
Thunder Bay Social Services  
Administration Board



# EDUCATION & TRAINING

In 2019, OMSSA focused on modernizing, expanding and increasing the accessibility of our professional development offerings, to ensure members had access to relevant training opportunities across the province:

- Launched webinar program to bring professional development and knowledge-exchange to members in convenient, accessible format, delivering **15** webinars with **500+** connections
- Hosted workshops on eligibility review, OW directives, working with multi-barriered clients and managing difficult conversations, in Niagara Falls, London and Toronto
- Delivered customized in-house workshops to **200+** participants across nine Ontario communities



“OMSSA’s 2019 Mental Health Forum was a valuable and relevant learning opportunity for myself and our team. Human services professionals are increasingly being called upon to work in an integrated, complex and capable manner, and are under pressure to improve outcomes. The Forum delivered helpful knowledge and opportunities to learn about issues related to trauma, systemic racism, mental health support strategies and psychological safety – sparking new ideas and helping to improve our services. Definitely time well-spent.

**STUART BEUMER**

Director of Ontario Works,  
County of Wellington

- Hosted more than **200** delegates at our first-ever Mental Health Forum from June 13-14 in Toronto

This inaugural cross-sectoral event inspired delegates to examine mental health issues in new, challenging and compassionate ways, and to apply new approaches and techniques to serving clients facing complex mental health challenges

- Welcomed more than **225** delegates at our sold-out Employment Forum October 1-2 in Toronto, hosted in partnership with the Association for Municipal Employment Services

With a focus on life stabilization and pre-employment, the forum was a unique professional development and networking opportunity for anyone working in the employment services space, particularly as this sector navigates a period of profound transition and change



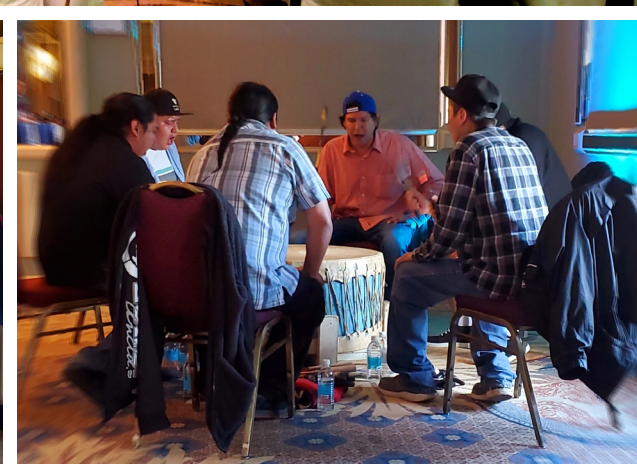
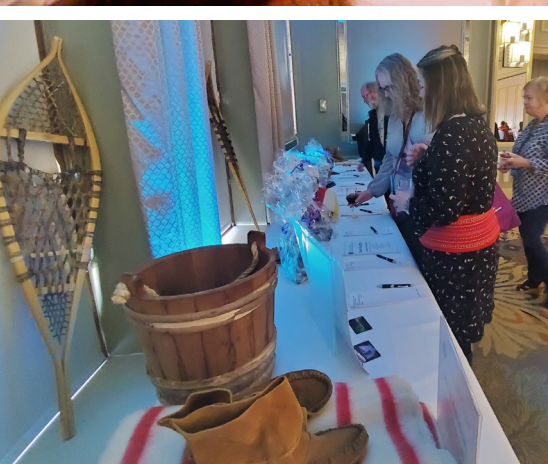
# 2019 LEADERSHIP SYMPOSIUM

OMSSA hosted more than 215 delegates for our Leadership Symposium and AGM on May 13-15, 2019 in Thunder Bay.

With a theme of *Transformational Leadership: Inspiration, Motivation and Mobilization*, our two-day program challenged delegates to dig deep to understand what's truly required of leaders in times of transformation, and to sustain the energy, passion and courage needed to lead through uncertain times.

## HIGHLIGHTS:

- Keynote address from Dr. JP Gedeon, one of North America's foremost experts on Personal Transformation and Transformative Leadership
- 16 breakout sessions showcasing innovation and best practices on valuable topics, from continuous improvement, succession planning and effective engagement, to practical approaches to addressing homelessness, and supporting clients with complex needs
- An energetic closing keynote from Nina Spencer, best-selling author of *Getting Passion out of Your Profession*
- Recognized and celebrated our 2019 award winners at our annual Awards Banquet
- Hosted our 2019 Annual General Meeting, where delegates elected their 2019-2020 Board of Directors



## SHOWCASING THUNDER BAY

Thanks to the support of our host partner Thunder Bay DSSAB, the symposium offered unique opportunities to experience Thunder Bay's local culture and history, and to learn from best practices implemented in the Thunder Bay community.

Our Welcome Reception and Awards Banquet showcased local flavour and history, with costumes and props highlighting Thunder Bay's significance in the early settlement of Canada and Ontario during the fur trade era. Delegates were entertained by original songs from a local Indigenous drumming group, and a silent auction featured artwork, clothing, treats and hand-made products from local artists and suppliers, raising funds for the United Way of Thunder Bay.

Delegates also learned about local and unique approaches to human services delivery, from partnering with Indigenous communities to deliver culturally appropriate services, to innovative approaches to supportive housing and affordable housing design, through 2 offsite educational tours.

# RECOGNIZING EXCELLENCE

Our sector is strong because of the dedication, hard work and talent of the people within it – and that’s something worth celebrating. OMSSA’s Awards and Recognition Program honours individuals and teams who have made outstanding contributions to both OMSSA and their communities, recognizing their commitment to planning, managing and delivering quality human services in Ontario.

**In 2019, OMSSA was honoured to have recognized the following individuals and teams:**

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## **JIM GRIEVE**

### *Champion of Human Services Award*

*In recognition of exceptional and effective efforts in fostering a positive environment for the development and investment in human services*

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## **KEITH PALMER**

### *Patti Moore Human Services Integration Award*

*In recognition of exceptional leadership in the development of the theory and practice of human services integration, both within OMSSA and across Ontario*



## AUTUMN PELTIER

### *Young Leader Award*

*In recognition of exceptional efforts and effectiveness in creating change and strengthening leadership within her community and across Ontario*

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### *Local Municipal Champion Award*

*In recognition of outstanding contributions in advancing excellence in human services integration and service system management*

- PARKERS PROJECT COLLABORATIVE, **CITY OF BRANTFORD**
  - GUELPH-WELLINGTON 20,000 HOMES CAMPAIGN, **COUNTY OF WELLINGTON**
  - HOMELESSNESS PREVENTION TEAM, **DISTRICT OF SAULT STE. MARIE**
  - MODERNIZED SERVICE DELIVERY MODEL FOR CHILD CARE SUBSIDY, **CITY OF TORONTO**
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### *Lifetime Achievement Award*

*In recognition of exceptional and long-standing contribution to OMSSA, municipal human services, and the people and communities of Ontario*

- **BETH NOWAK**, DIRECTOR OF CHILDREN'S SERVICES, COCHRANE DSSAB
- **GAYLE MONTGOMERY**, CIRCLES COORDINATOR AND NATIONAL RECRUITER FOR CIRCLES CANADA, COUNTY OF LAMBTON
- **RICK WILLIAMS**, FORMER CAO, DISTRICT OF MUSKOKA



# CONNECTING OUR MEMBERS

In 2019, OMSSA focused on providing meaningful opportunities for dialogue and knowledge-exchange, in-person and online:

- Hosted three Leadership Table Meetings, bringing key provincial updates to human services leads, with dedicated time for interaction and dialogue on key policy issues
- Welcomed **170+** new network members, and hosted 11 meetings and two special calls to support knowledge-exchange for our four member networks (children's services, income and employment, housing and homelessness, and emergency social services)
- Launched login-only Members' Portal to **3,300+** member contacts, featuring a resource library, discussion forums, and sub-portals for OMSSA networks and committees





- Introduced self-managed, email-enabled “Request-for-Information” (RFI) process for our networks, enabling members to connect directly on key questions, with more than **75** RFIs sent and answered in 2019
- Formed the Small CMSM Rural Ontario Group to support networking and knowledge exchange among senior leaders of smaller, rural CMSMs



## **GOOD THINGS HAPPEN WHEN OUR MEMBERS CONNECT**

*Bringing members together to compare notes, exchange information and share knowledge is a crucial part of supporting a strong human services sector.*

*In addition to offering dedicated channels for knowledge-exchange through our networks and Members’ Portal, OMSSA made it a priority in 2019 to enable more of these critical touch-points throughout the year.*

*From our Children’s Services Summit in January 2019, to introducing policy interaction sessions and “think tanks” at our Leadership Table and Policy Conference, our members have responded extremely well to having dedicated time and space to come together and take stock in the midst of our sector’s rapidly changing environment.*



# KEEPING MEMBERS INFORMED

In 2019, OMSSA focused on keeping members informed and engaged, and enhancing our capacity to deliver key information and updates through times of change and transformation:

- Provided timely updates through **25** editions of the “OMSSA Today” newsletter
- Shared updates and stories through **900+** social media posts with more than **300,000** impressions
- Kept more than **4,600** subscribers up to date on sector news, professional development and career opportunities
- Connected members with relevant career opportunities and helped members source the right candidates through **200+** postings on OMSSA’s Job Board

Over the course of 2019, OMSSA continued to reach larger audiences through our website, email updates and social media, with:

- More than **4,000** unique visitors to our website each month
  - **400+** new subscribers to our email updates
  - **400** new fans and followers on our social media accounts
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OMSSA members and stakeholders showed us that they were tuned in and engaged, through:

- Well-above average click rates on our newsletter and other email updates
- **6,000+** engagements on our social media content

In our 2019 Membership Survey, when asked how effectively OMSSA communicates with its members, respondents gave an average rating of 6 out of 7, up from 4.5 out of 7 in 2017.



# CHECKING IN WITH MEMBERS

2017 to 2019 was a period of significant capacity-building and development for the Association. In 2019, we thought it was important to check in with our members to get their input on OMSSA's progress, their satisfaction with OMSSA and its services, and their key priorities, future needs and concerns.

OMSSA surveyed its Leads and Voting Delegates, hearing from more than 100 members from 39 of 47 member organizations. Here's what they told us:

- **85%** of respondents rated overall satisfaction with OMSSA at a **4 or 5 out of 5**
- Overall satisfaction improved significantly, from an average of 3.15 out of 5 in 2017 to **4.2 out of 5** in 2019

## VALUE FOR MEMBERSHIP

- **81%** of Leads rated value for membership in OMSSA at **4 or 5 out of 5**
- **88%** believe that the value of membership has increased over the past two years



*I have enormous respect for OMSSA's work and the organization's quality improvements over the past couple of years. These are challenging days and we need a strong Association to keep assisting all CMSMs/DSSABs in riding out these waters. -- 2019 MEMBERSHIP SURVEY RESPONDENT*



## MEMBER SERVICES

- Respondents reported a high level of satisfaction with the full slate of OMSSA's services (5.5 out of 7 or above in all areas)
- All OMSSA services were deemed to have improved over the past two years, with the highest improvement rankings related to OMSSA's policy work, and OMSSA's website

## PRIORITY AREAS

- We also asked members to tell us which areas of OMSSA's work were most important to them, and where they would like us to focus our efforts moving forward
- Top priorities included OMSSA's policy and government relations work, as well as services that facilitate networking and knowledge-exchange, like our conferences, policy summits, networks, and online Member's Portal

Overall, the results told us that OMSSA was on the right track in ensuring we continued to meet members' needs and expectations. They also told us that moving forward, particularly through times of change and anxiety, members want a strong, proactive advocate and more opportunities to connect. The results helped inform our planning and priorities for 2019 and beyond, and OMSSA continued to place a strong focus on the priority areas above as we moved into 2020.



# BUILDING STRONG PARTNERSHIPS

In 2019, OMSSA focused on securing and strengthening partnerships with key players and expanding OMSSA's presence across the broader municipal and human services sectors:

- Renewed partnership agreements with the Association of Municipalities of Ontario and the Canada Mortgage and Housing Corporation
- Partnered with the Housing Services Corporation to host consultations with Ontario Ministry of Municipal Affairs and Housing and service manager leads
- Signed MOU with the Ontario Federation of Indigenous Friendship Centres
- Participated in sector events from AMO, NOSDA, ROMA, FONOM, ONPHA, Circles Canada, OMSSA Zones 1 and 3, and AMES
- Participated in Urban Commissioners, Central East Service Managers Group, and Southwest Service Managers Group
- Exhibited at the Disaster and Emergency Management Conference and the Human Services Justice Coordinating Committee conference

# THANK YOU

*to the people and organizations who helped to make our work possible in 2019*

## **District of Thunder Bay Social Services Administration Board**

Host Partner, 2019 Leadership Symposium and AGM

## **Canada Mortgage and Housing Corporation (CMHC)**

Education Level 1 Partner, 2019 Leadership Symposium and AGM

## **Regional Municipality of Durham**

Education Level 1 Partner, 2019 Leadership Symposium and AGM

## **Association for Municipal Employment Services (AMES)**

Host Partner, 2019 Employment Forum

## **2019 Children's Services Summit Planning Committee**

- Luisa Artuso, County of Wellington
- Dawn Bosco, City of Windsor
- Karen Gray, City of Toronto
- Nancy MacLean, District of Algoma
- Grace Mater, City of Hamilton
- Judy Mulvihill, County of Renfrew
- Beth Nowak, District of Cochrane

## **2019 Leadership Symposium Planning Committee**

- Bill Bradica, District of Thunder Bay
- Jodi Connor, District of Thunder Bay
- Georgina Daniels, District of Thunder Bay
- Tammy Donaldson, County of Lanark
- Brook Latimer, District of Thunder Bay
- Laura LePine, County of Renfrew
- Grace Mater, City of Hamilton
- Ken Ranta, District of Thunder Bay

## **2019 Mental Health Forum Planning Committee**

- Kevin Dickins, City of London
- Pauline Hopley, Region of Durham
- Christopher Kindy, County of Norfolk
- Megan Phillips, Registered Psychotherapist
- Dr. Vicky Stergiopoulos, Centre for Addictions and Mental Health
- Terri Ann Witwicki, Region of York

## **2019 Employment Forum Planning Committee**

- Stuart Beumer, County of Wellington
- Holly Brown, City of Windsor
- Julie Lalonde, City of Ottawa
- Vivienne Martin, City of Greater Sudbury
- Julie Lalonde, City of Ottawa
- Laura LePine, County of Renfrew
- Stephen Landry, City of Ottawa
- James Lapierre, City of Toronto
- Trudy Richards, City of Windsor
- Michael Simon, County of Wellington (President, AMES)
- Julie Western Set, City of Toronto
- Joe Winser, City of London

## **2019 Policy Conference Planning Committee**

- Kevin Dickins, City of London
- Davina Dixon, Region of Durham
- Tammy Kealey-Donaldson, Lanark County
- Ralph West, City of St. Thomas

# A SUSTAINABLE ASSOCIATION

OMSSA has been serving and supporting its members across Ontario since 1950, and it's our priority to ensure we can continue to do so for years to come.

Moving into the year in a strong financial position, OMSSA focused its efforts in 2019 on strengthening our operations and policies to ensure the long-term sustainability of the Association.

By adopting a new financial reserves policy, OMSSA moved to ensure prudent management of any operational surpluses, and to ensure that appropriate reserves would be in place to sustain operating expenses in the face of potential financial challenges.

In 2019, OMSSA also completed its work to fully digitize our banking and accounts payable processes – a move that allowed us to save time and reduce costs, but also to ensure uninterrupted service through the uncertainty to come in 2020.

Operational sustainability was strengthened through additional measures, including streamlining and digitizing existing processes, reorganizing staff roles and responsibilities to keep our team flexible and responsive, and developing policies and procedures to ensure consistency and continuity in our operations.

OMSSA closed out the year in a stronger than forecasted financial position, due in part to temporarily reduced staffing costs and larger than expected attendance at our 2019 conferences and forums.

Moving into 2020, OMSSA will focus on further strengthening the sustainability of the Association, by paying close attention to costs, continuing to invest in digitization, and diversifying our revenue streams, so that we can continue to support and serve our members well into the future.

# 2019 FINANCIAL REPORT

*The financial report is based on the audit conducted by the firm Pennylegion | Chung LLP.*

*The audited financial statements are available at the OMSSA office.*

## STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2019

2019

2018

### ASSETS

#### Current assets

Cash	\$ 915,476	\$ 387,706
Guaranteed investment certificates	—	\$ 350,000
Accounts receivable	75,080	36,974
Prepaid expenses	4,855	5,631
	<u>\$ 995,411</u>	<u>\$ 780,311</u>

### LIABILITIES AND NET ASSETS

#### Current liabilities

Accounts payable and accrued liabilities	\$ 113,340	\$ 26,577
Deferred revenue	238,145	210,802
	<u>351,485</u>	<u>237,379</u>

#### Net assets

Unrestricted	643,926	542,932
	<u>\$ 995,411</u>	<u>\$ 780,311</u>

## STATEMENT OF OPERATIONS

AS AT DECEMBER 31, 2019

2019

2018

### REVENUE

Membership dues	\$ 634,776	\$ 625,373
Conference fees	247,785	235,190
Training	263,174	228,332
Forums	160,895	143,676
Job board	32,128	38,560
Interest	8,384	2,831
<b>Total revenue</b>	<u>\$ 1,347,142</u>	<u>\$ 1,273,962</u>

### EXPENSES

Personnel	\$ 652,269	\$ 526,672
Education	397,014	380,310
Office and administrative	121,001	173,824
Policy and member services	43,656	36,048
Governance	32,208	19,551
<b>Total expenses</b>	<u>\$ 1,246,148</u>	<u>\$ 1,136,405</u>

#### Excess of revenue over expenses for the year

	100,994	137,557
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Net assets, beginning of year

542,932 405,375

#### Net assets, end of year

\$ 643,926 \$ 542,932

# 2019 BOARD OF DIRECTORS



**Dan McCormick**

**PRESIDENT**

Chief Administrative Officer  
District of Rainy River (DSSAB)



**Cathy Cousins**

**VICE-PRESIDENT**

Director, Homelessness and Community  
Engagement, Regional Municipality of Niagara



**Henry Wall**

**TREASURER**

Chief Administrative Officer  
Kenora District Services Board



**Grace Mater**

**SECRETARY**

Director, Children's Services and  
Neighbourhood Development Division  
City of Hamilton



**Elaine Baxter-Trahair**

**IMMEDIATE PAST-PRESIDENT**

Chief Administrative Officer  
Region of Durham



**Luisa Artuso**

Director, Children's Services  
County of Wellington



**Kevin Dickins**

Manager of Employment and Income Supports  
City of London



**Jonathan Dixon**

Manager, Budgets and Finance, Social Services  
Region of Durham



**Laura LePine**

Director, Social Services  
County of Renfrew



**Shelley VanBuskirk**

Director, Housing Services  
City of Ottawa

# 2019 STAFF



**Doug Ball**  
*Executive Director*



**Christie Herrington**  
*Manager, Education*



**Darryl Wolk**  
*Manager, Policy Development and Public Affairs*



**Lisa Timoshenko**  
*Communications Specialist*

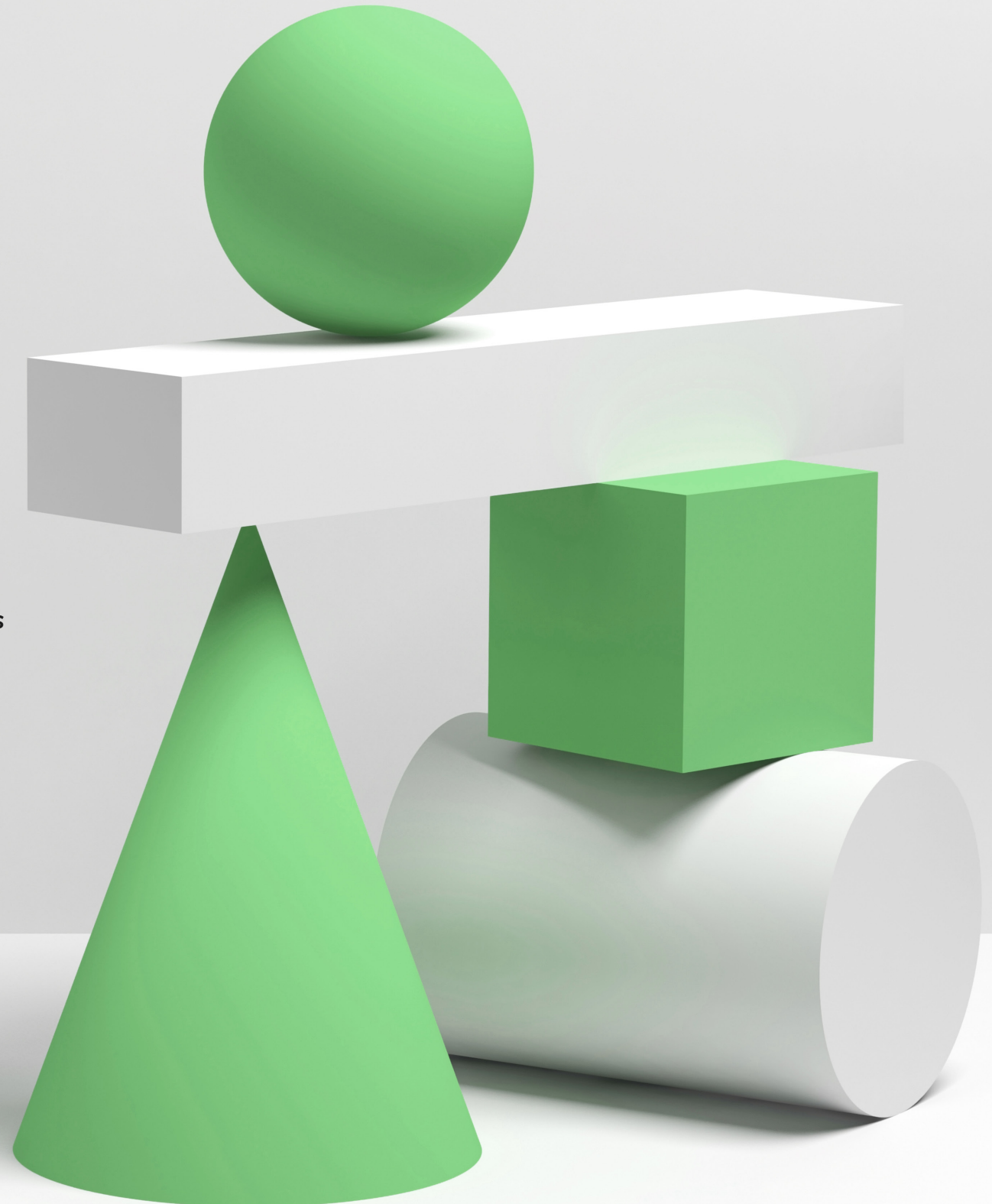


**Jennifer McPhee**  
*Project and Research Coordinator*



**Caitlin Lapeña**  
*Administrative Assistant*

**Chantille Davis**  
*Coordinator, Policy and Operations*  
(to September 2019)





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