



2020

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 OMSSA and its members, 2020 represented an extraordinary year. As the priorities of Ontario's government switched to focus on the COVID-19 pandemic, our members admirably stepped up to support their communities through this challenging time. OMSSA moved quickly to prepare for the unknown to ensure member needs were met and supported, and to further align and enhance human service delivery.

The year 2020 culminated with OMSSA and the Province establishing the Provincial-Municipal Human Services Collaborative Table. This table is a confidential forum to share information, provide input, and advocate directly to the province to receive buy-in through the rapid pace of policy changes coming from Queen's Park. This has now become a monthly meeting with our ministerial partners, and we look forward to building further partnerships to ensure the vision of human service integration can be met by members.

We held our joint meeting with the Ontario Federation of Indigenous Friendship Centres (OFIFC). Our meeting with OFIFC marks a collaborative effort that will grow over time and allow members to learn and better understand lived Indigenous experience and find ways to implement solutions locally in their own communities.

During the COVID-19 pandemic, OMSSA increased communications with members, held more frequent network and leadership table meetings, conferences, and educational opportunities by shifting successfully to virtual formats to ensure uninterrupted service. This undertaking allowed our operations to remain sustainable so members could continue to learn and work to support clients during this unpredictable period without in-person meetings.

As I reflect on my final year as OMSSA President, I'm reminded of where we came from and where we are going. After several difficult years, the work started by my predecessors, and continued by our Board, is paying off. OMSSA is in a strong financial position, staff is up to its full complement, and the organization continues to do the work that has been asked by members.

I want to extend my sincere thanks and appreciation to OMSSA's members, and to our dedicated OMSSA staff and Executive Director, for their continued support during my presidency, and for pulling together and rising to the challenges over the past year. As we begin to think about the post-COVID-19 world, your Association will build on the successes of this past year to remain nimble and sustainable to meet all challenges and opportunities that will come in recovery.

A handwritten signature in black ink, appearing to read 'Dan McCormick', written in a cursive style.

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, grounded in the expertise of our members

EDUCATION & TRAINING

Provide accessible, relevant and inclusive 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

PARTNERSHIPS & COLLABORATION

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



2020 IN FOCUS

POLICY & ISSUES MANAGEMENT

Facilitating frequent, consistent and meaningful engagement and consultation between the Province and our members through COVID

EDUCATION & TRAINING

Ensuring that members had uninterrupted access to relevant training and professional development in virtual formats

ENGAGEMENT & COMMUNICATIONS

Keeping members informed through more frequent communications, and ensuring members had ample opportunity to share information through COVID

PARTNERSHIPS & COLLABORATION

Sharing information and coordinating with key players across the broader municipal and human services sectors through a year of rapid change



THANK YOU TO OUR MEMBERS

Ontario's human services sector, including all 47 of Ontario's Consolidated Municipal Service Manager (CMSM) and District Social Services Administration Board (DSSAB) members, played a critical role in responding to the impacts of COVID-19 in each and every community across the province in 2020.

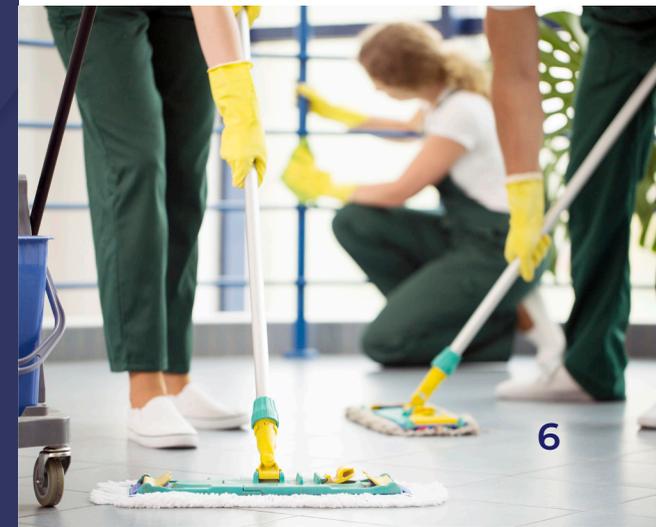
CMSM and DSSAB staff were on the front lines of the COVID-19 pandemic from day one, working quickly, diligently and compassionately to ensure that the most vulnerable individuals in their communities were safe, secure and supported.

OMSSA would like to thank and recognize Ontario's human services staff who went, and are still going, above and beyond to support their communities during this difficult time, including:

- The **Ontario Works administrators, caseworkers and staff** who worked quickly to respond to increased case loads, implemented new COVID-19 funding initiatives and ensured that emergency income support was available to those most in need
- The **community housing administrators, staff and housing providers** who worked to facilitate social distancing, provided increased cleaning and sanitation, and kept their tenants and communities safe
- The **homelessness services professionals** who worked to set up and administer shelters, isolation centres and accommodations to keep homeless populations safe
- The **child care administrators, staff and providers** who worked to ensure that emergency child care options were available to other front-line and essential workers
- The **Early Childhood Educators (ECEs)** who worked the front lines to ensure that health care and other front-line workers could continue to do their jobs
- The **CMSM and DSSAB staff** who took on new responsibilities in new areas, showing flexibility and dedication to their communities

Ontario's CMSM and DSSAB staff have done an incredible job, working to ensure that financial supports, housing and homelessness supports and emergency child care were there for those who needed it most. They did this with great speed, dedication and care, all while juggling the equally important work of helping their children, partners, parents, grandparents and neighbours stay healthy and safe.

To all of you we say, Thank You!



SUPPORTING MEMBERS THROUGH COVID-19

When COVID-19 hit, OMSSA's members rose to the challenge and sprang into action – they pivoted their focus and operations to cut through red tape, embraced technology, innovated to serve clients in new ways, built bridges across silos, and did what was needed to keep their communities safe, healthy and supported.

At the same time, OMSSA worked quickly to adapt and re-focus our efforts to support our members through tumultuous times. OMSSA's number one priority during the 2020 pandemic was to support our members in responding to this crisis, through proactively sharing information, ensuring our members stay connected to the provincial and federal governments, and helping members share information and resources with each other as their responses to this crisis evolved.

Here's how we pivoted to support our members and their staff in 2020:

- Created and maintained a COVID-19 Resources webpage to share early and emerging information on emergency measures, policy changes, and new financial benefits and supports
- Moved to weekly distribution of the “OMSSA Today” newsletter to deliver more frequent updates to members and stakeholders
- Increased frequency of virtual network meetings to support much-needed information sharing through COVID's early and uncertain initial months, enabling 90+ hours of collaboration time between our member networks, committees and sector leads groups

- Enabled ongoing, facilitated dialogue and collaboration for OMSSA's Leadership Table through virtual meetings and collaboration calls, including timely discussions on remote work transitions, reopening and recovery, and employment transformation prototypes, as well as valuable "face time" with senior representatives from the Ministries of Education, Municipal Affairs and Housing, and Children, Community and Social Services
- Supported members' transition to remote work through two free webinars (Tips and Tools for Working from Home, and Leading a Team Remotely)
- Transitioned core and relevant training offerings to online formats, delivering almost 500 hours of interactive, virtual workshops to almost 700 human services professionals across the province

OMSSA consulted regularly with our partners in the provincial and federal governments to source the most up-to-date information, program and policy directives relevant to our members, and to relay key information from our members back to our partners.

After investing in digital approaches to knowledge-exchange, networking, and education in 2019, we were well-positioned to continue to deliver the services our members needed in a new, virtual world. By building a more flexible staff team, we were prepared to re-focus our efforts to support members through the tumultuous months of early 2020 – convening virtual meetings to problem-solve and share new information on a sometimes daily basis.

POLICY & ISSUES MANAGEMENT

In 2020, OMSSA focused on facilitating frequent, consistent and meaningful engagement and consultation between the Province and our members through COVID-19:

- Convened sector leads for three sector-specific virtual summits, culminating in a set of updated Policy Briefs to showcase Service System Managers' shared positions to key stakeholders
- Facilitated over 100 provincial-municipal COVID consultation meetings in response to the COVID-19 pandemic
- Engaged extensively with our Leadership Table, Sector Leads Tables and Networks to bring forward members' priorities to influence policy via five submissions including:
 - 2020 Ontario Budget: Pre-Budget Submission (February 2020)
 - 2020 Federal Budget: Pre-Budget Submission (February 2020)
 - Child Care and Early Years Act Five-Year Review: Submission to Ministry of Education (August 2020)
 - 2020 Ontario Budget: Pre-Budget Submission (October 2020)
 - Proposed Regulatory Amendments Under the Child Care and Early Years Act: Submission to Ministry of Education (November 2020)

The background of the image is a photograph of a grand, multi-story stone building, likely a government or institutional structure. The building features intricate masonry, arched windows, and a balcony with several flags flying. The image is partially obscured by a large, semi-transparent white and blue graphic overlay on the left side, which contains the text.

OMSSA has strongly advocated for early and consistent consultation with the Province on policy and program issues affecting human services. In 2020, we were pleased to see this call answered through the creation of the new Municipal-Provincial Human Services Collaborative Table (PMHSC). The PMHSC is co-chaired by OMSSA's President, and serves as a key venue for input and cross-government alignment on upcoming transformational initiatives related to human services between municipalities and the Province.

SILVER LININGS GOLDEN OPPORTUNITIES

2020 VIRTUAL POLICY CONFERENCE

On December 2-3, 2020, OMSSA hosted over **450 delegates** from across Ontario for our first-ever virtual Policy Conference. With a theme of *Silver Linings, Golden Opportunities*, the Policy Conference enabled human services leaders to gather and hear from provincial leaders, policy makers and subject matter experts on how to navigate, shape and collaboratively lead our sector in a post-COVID-19 world into recovery.

HIGHLIGHTS:

- Opening address from Kristen Grimm, President and Founder of Spitfire Strategies on shaping narratives to chart a new course for the post-COVID world
- A panel discussion on Ontario's economic recovery and the path forward, moderated by TVO's John Michael McGrath and joined by Mitchell Davidson, Executive Director of StrategyCorp's Institute of Public Policy and Economy and Armine Yalnizyan, Atkinson Fellow on the Future of Workers
- Fireside chat with four ADMs discussing the future of public service and provincial-municipal partnerships
- A panel discussion on building equity into renewal, and how members can move from talk to action to implement concrete, meaningful and permanent changes to achieve anti-racist outcomes, decolonize human services, and ensure all citizens are part of an equity-focused renewal
- In-depth breakout sessions focused on the key issues of equity, health and human services integration, transforming social assistance, affordable housing and universal child care

“

Like the rest of us, OMSSA continues to learn and reinvent themselves. I very much appreciate all their efforts to continue hosting the Policy Conference under the circumstances of the COVID-19 pandemic. Thank you!”

EDUCATION & TRAINING

In 2020, OMSSA focused on ensuring that members had uninterrupted access to relevant training and professional development in virtual formats:

- Supported members' transition to remote work through **two free webinars** (Tips and Tools for Working from Home, and Leading a Team Remotely)
- Transitioned core and relevant training offerings to online formats, delivering almost **500 hours** of interactive, virtual workshops to almost **700 human services professionals** across the province
- Made affordable virtual professional development available through the **OMSSA-CTRI-ACHIEVE Webinar Licensing Program** with more than 22 CMSMs and DSSABs taking advantage of unlimited one-year access to 20 relevant webinars for their entire staff
- Created a new **Life Stabilization Committee** to inform and support the development of training, events and education programs responsive to front-line members' evolving needs
- Worked towards the development of **Human Services Certificate program**, with the first cohort expected in fall 2021

“The content and session topics were all geared to the times we are living in right now. No matter what your employment background, there was a topic of interest available for you.”

“Each of the sessions were highly informative and well delivered. The virtual format allowed our staff, who are always pressed for time, the ability to attend most sessions, but immediately tend to services when necessary. The flexibility was priceless! Thank you for offering this.”



On October 21-22, 2020, OMSSA hosted over **750 people** from their homes and virtual offices across Ontario for our first-ever virtual Mental Health Forum.

The two-day virtual event focused on building skills and understanding to bolster resiliency and self-care for those working in the human services sector, and those they work to support.

HIGHLIGHTS:

- Opening keynote from Dr. Robyne Hanley-Dafoe helping attendees regain a sense of order during the COVID-19 pandemic to foster resiliency
- Day two keynote Kim Katrin exploring how intersections of race, sexual orientation, and gender impact mental wellness
- In-depth breakout sessions focused on the key issues of traumatic stress, mental health leadership, racism and mental health, de-escalation techniques, mental health and children, and reducing social isolation



RECOGNIZING EXCELLENCE

Our sector is strong because of the dedication, hard work and talent of the people within it – and that’s something worth recognizing and 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 2020, OMSSA was honoured to have recognized the following individuals and teams:



DR. GARY BLOCH, ST. MICHAEL'S HOSPITAL
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



DOUGLAS BARTHOLOMEW-SAUNDERS, COMMISSIONER OF COMMUNITY SERVICES, REGION OF WATERLOO
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



PHILLIP MOCK, CK PROSPERITY ROUNDTABLE, MUNICIPALITY OF CHATHAM-KENT

Young Leader Award

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



RICK FARRELL, YORK REGION

Lifetime Achievement Award

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

Local Municipal Champion Award

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

- SENIORS' STUDIO, **CITY OF BRANTFORD**
- INTEGRATED EARLYON AND FAMILY-CENTRED SERVICE SYSTEM MODEL, **CITY OF LONDON**
- ELECTRONIC DOCUMENT MANAGEMENT SYSTEM, **CITY OF TORONTO**
- JOURNEY THROUGH THE AGES AND STAGES INITIATIVE, **BRUCE COUNTY**
- COLLINGWOOD SOCIAL AND COMMUNITY SERVICES HUB, **COUNTY OF SIMCOE**
- INTEGRATED SYSTEM NAVIGATION INITIATIVE, **HALTON REGION**
- ONTARIO WORKS SERVICE DELIVERY MODEL, **YORK REGION**

KEEPING MEMBERS CONNECTED

In 2020, OMSSA focused on providing more frequent opportunities for dialogue and knowledge-exchange in virtual formats to support our members through a year of rapid change:

- Hosted four formal meetings and 17 collaboration calls for OMSSA's Leadership Table, bringing key provincial updates to human services leads and providing dedicated time for interaction and dialogue on key emerging issues
- Convened "Sector Leads" tables in children's services, income and employment and housing and homelessness to allow for more direct consultation amongst senior leads in each of our members' core service areas
- Increased frequency of virtual network meetings to support much-needed information sharing through COVID's early and uncertain initial months, enabling 90+ hours of collaboration time between our member networks, committees and sector leads groups
- Welcomed 100+ new network members, and enabled member sharing through our self-managed, email-enabled "Request-for-Information" (RFI) process for our networks, with more than 100 RFIs sent and answered in 2020

KEEPING MEMBERS INFORMED

In 2020, OMSSA focused on providing more frequent, timely and relevant updates to keep members informed and up-to-date through COVID-19:

- Provided updates, news and resources through **29 editions** of the “OMSSA Today” newsletter
- Shared updates and stories through **750+ social media posts** with more than 295,000 impressions
- Kept **4,700+ 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 **150+ postings** on OMSSA’s Job Board

Over the course of 2020, OMSSA continued to reach larger audiences through our website, email updates and social media, with:

- More than **7,000 visitors** to our website each month
- **400+ new subscribers** to our email updates
- **300 new fans and followers** on our social media accounts



BUILDING STRONG PARTNERSHIPS

In 2020, OMSSA continued strengthening partnerships with key organizations to extend OMSSA's presence across the broader human services sector and all levels of government:

- OMSSA and the Province launched the Provincial-Municipal Human Services Collaborative Table (PMHSC) allowing for enhanced information sharing and buy-in on policy changes
- OMSSA held its first joint Leadership Table meeting with the Ontario Federation of Indigenous Friendship Centres (OFIFC), building on the MOU signed in 2019
- OMSSA incorporated the Association of Municipal Employment Services (AMES) within its structure, and it has become OMSSA's Life Stabilization Committee
- Directly engaged with the Ministry of the Solicitor General on their corrections early release program
- Continued to work in partnership with AMO on several key human services policy issues

THANK YOU

to the people and organizations who helped to make our work possible in 2020

2020 Education Committee

- Jonathan Dixon, Regional Municipality of Durham (Co-Chair)
- Beth Boros, Ontario Federation of Indigenous Friendship Centres
- Tammy Kealey, County of Lanark
- Jennifer Lible, Thunder Bay DSSAB
- Christine Madden, County of Dufferin
- Michael Simon, County of Wellington

2020 Life Stabilization Committee

- Michael Simon, County of Wellington (Chair)
- Elzine Gardner, Region of Durham
- Bonnie Cobb, Region of Waterloo
- Cecilia Dickson, County of Lambton
- Dianne Crotta, County of Norfolk
- Jennifer Lible, Thunder Bay DSSAB
- Larry MacDonnell, City of Cornwall
- Chantal Blanchard, City of Cornwall
- Katie Hawley, County of Peterborough
- Tyler Campbell, City of Greater Sudbury

2020 Awards Committee

- Adelina Urbanski, OMSSA Past President (Chair)
- Shelley Vanbuskirk, City of Ottawa
- Bill Bradica, District of Thunder Bay

2020 Nominations Committee

- Elaine Baxter-Trahair, Durham Region (Chair)
- Greg Bishop, Simcoe County
- Christine MacDonald, Bruce County
- Bill Bradica, Thunder Bay DSSAB

2020 Policy Advisory Committee

- Pam Abeysekara, Region of Niagara
- Luisa Artuso, County of Wellington
- Sutha Balasingham, Region of York
- Elaine Baxter-Trahair, Region of Durham
- Stuart Beumer, County of Wellington
- Greg Bishop, County of Simcoe
- Kelly Black, District of Timiskaming (DSSAB)
- Mary Brumwell, Region of York
- Rebecca Carman, County of Northumberland
- Cathy Cousins, Region of Niagara
- Tania Dickson, County of Bruce
- Davina Dixon, Region of Durham
- Fern Dominelli, District of Manitoulin-Sudbury (DSSAB)
- Jennifer Duncan, District of Muskoka
- Tashia Edwards, Region of Peel
- Taryn Eickmeier, Region of Durham
- Nancy Fischer, City of Peterborough
- Clara Freire, City of Ottawa
- Rachel Gillis, Region of Durham
- Ross Graham, Region of Waterloo
- Rebecca Grant, Region of York
- Jodi Guilmette, Region of Halton
- Louloua Habli, Ontario Federation of Indigenous Friendship Centres
- Jennifer Harris, District of Parry Sound (DSSAB)
- Samantha Hastings, District of Muskoka
- Dean Herd, City of Toronto
- Michael Jacek, Association of Municipalities of Ontario
- Roberta Jagoe, Region of Durham
- Michelle Johnston, Region of Niagara
- Lyne Labelle, District of Timiskaming (DSSAB)
- James Lapierre, City of Toronto
- Laura LePine, County of Renfrew
- Tammy MacKenzie, District of Parry Sound (DSSAB)
- Grace Mater, City of Hamilton
- Dan McCormick, District of Rainy River (DSSAB)
- Carla Meili, County of Bruce
- Tina Metcalfe, County of Bruce
- Geraldine Morrison, Region of Durham
- Sarah Mullen, City of Ottawa
- Danielle Neilson, City of St. Thomas
- Tobias Novogrodsky, City of Toronto
- Jelena Payne, City of Windsor
- Manuela Popovici, City of Ottawa
- Laural Raine, City of Toronto
- April Rietydyk, Municipality of Chatham-Kent
- Polly Smith, Municipality of Chatham-Kent
- Sarah Taylor, City of Ottawa
- Heidi Van Dyk, County of Norfolk
- Shelley VanBuskirk, City of Ottawa
- Vanessa Vitale, Region of Durham
- Henry Wall, District of Kenora (DSSAB)
- Aaron Wallace, City of Brantford
- Lauren Waugh, Region of Durham

2020 OMSSA Exchange Planning Committee

- Ellen Armstrong, City of Peterborough
- Lauralee Both, Rainy River DSSAB
- Meredith Burpee, Regional Municipality of Peel
- Jonathan Dixon, Regional Municipality of Durham
- Beth Earley, Municipality of Chatham-Kent
- Karen Gray, City of Toronto
- Arran Rowles, Region of Waterloo

2020 Mental Health Forum Planning Committee

- Meredith Burpee, Regional Municipality of Peel
- Christine Conrad, Canadian Mental Health Association
- Jonathan Dixon, Regional Municipality of Durham
- Zahir Din, Canadian Mental Health Association
- Marci Gray, Clinical Social Worker and Therapist
- Phillip Hodgson, Regional Municipality of York
- Louise Piercey, Thunder Bay DSSAB
- Polly Smith, Municipality of Chatham Kent
- Sheri Lynn Thompson, County of Renfrew
- Jamie Tyrell, Trainer, Project Manager and Consultant
- Jennifer Vickers-Manzin, City of Hamilton

2020 Policy Conference Planning Committee

- Cordelia Abankwa, Regional Municipality of York
- Rebecca Carman, County of Northumberland
- Shelly Hill, City of Hamilton
- Michael Jacek, Association of Municipalities of Ontario
- Najma Kahiye, City of Toronto
- Katie Macoretta, Regional Municipality of Niagara
- Grace Mater, City of Hamilton
- Catherine Matheson, District of Nipissing (DSSAB)
- Dan McCormick, Rainy River DSSAB
- Anna McGregor, County of Dufferin
- Ken Ranta, Thunder Bay DSSAB
- Alex Sarchuk, Regional Municipality of Halton

Thank you to all those who participated in OMSSA's Networks, Leadership Table, Sector Leads and Provincial-Municipal consultation tables in 2020.

FINANCIAL OVERVIEW

OMSSA was able to adapt and shift quickly to the pandemic environment. Important actions were taken to ensure the organization could maintain sustainable finances and operations throughout 2020 and continue to be responsive to members' needs.

OMSSA focused on quickly and effectively transitioning to virtual training and events so the organization could continue to rely on this revenue stream. The organization also leveraged Federal pandemic subsidy programs for employers and reduced expense lines mid-year to keep operations sustainable.

As we prepare for a post-COVID-19 world, OMSSA's finances are in a strong position to remain nimble and sustainable.

Moving into 2021, OMSSA will focus on the shift to a post-COVID-19 world and will rely on the flexibility and sustainability developed in 2020 to continue to support and service members into the future.

2020 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, 2020

2020

2019

ASSETS

Current assets

Cash	\$ 987,702	\$ 915,476
Guaranteed investment certificates	315,000	—
Accounts receivable	5,578	75,080
Canada Emergency Wage Subsidy receivable	64,428	—
Prepaid expenses	3,333	4,855
	<u>\$ 1,376,041</u>	<u>\$ 995,411</u>

LIABILITIES AND NET ASSETS

Current liabilities

Accounts payable and accrued liabilities	\$ 104,148	\$ 113,340
Deferred revenue	303,091	238,145
	<u>\$ 407,239</u>	<u>\$ 351,485</u>

Long-term liabilities

Canada Emergency Business Account loan payable	\$ 30,000	—
	<u>\$ 437,239</u>	<u>\$ 351,485</u>

Net assets

Unrestricted	\$ 938,802	\$ 643,926
	<u>\$ 1,376,041</u>	<u>\$ 995,411</u>

STATEMENT OF OPERATIONS

AS AT DECEMBER 31, 2020

2020

2019

REVENUE

Membership dues	\$ 635,947	\$ 634,776
Training	327,277	263,174
Canada Emergency Wage Subsidy	135,579	—
Forums	96,340	160,895
Conference fees	72,800	247,785
Job board	27,300	32,128
Forgiveable portion of CEBA loan	10,000	—
Interest	3,199	8,384
Total revenue	<u>\$ 1,308,542</u>	<u>\$ 1,347,142</u>

EXPENSES

Personnel	\$ 673,501	\$ 652,269
Education	200,921	397,014
Office and administrative	125,791	121,001
Policy and member services	12,734	43,656
Governance	719	32,208
Total expenses	<u>\$ 1,013,666</u>	<u>\$ 1,246,148</u>

Excess of revenue over expenses for the year

294,876

100,994

Net assets, beginning of year

643,926

542,932

Net assets, end of year

\$ 938,802

\$ 643,926

2020 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



Shelley VanBuskirk
Director, Housing Services
City of Ottawa



Heidi Van Dyk
Acting General Manager, Health & Social Services
County of Norfolk

2020 STAFF



Doug Ball
Executive Director



Lisa Timoshenko
Communications Specialist



Christie Herrington
Manager, Education



Jennifer McPhee
Project and Research Coordinator



Darryl Wolk
*Manager, Policy Development
and Public Affairs*



Caitlin Lapeña
Administrative Assistant



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