



# 2016-2017

## **ANNUAL REPORT**

**The Ontario Municipal Social Services Association**

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## Message from the President **Keith Palmer**

Five years ago, OMSSA member conversations were focused on “doing more with less,” “outcome-based funding,” and “results-based accountability.” These concepts are now commonplace, and increasingly we hold ourselves to those standards.

Now, we’re starting to talk about “non-traditional partnerships,” “commissioning,” and “wrapping around the whole person.” In another five years, these too will be the standard, and it’s OMSSA’s job to share exactly what this means for our members.

Human service organizations have been hard at work modernizing, integrating, reforming, designing and co-creating to keep up with change. They’ve been reinventing themselves to enhance service delivery and better serve Ontario’s communities.

Over the past two years, OMSSA has also focused on reinvention, for the very same reasons as our members. The time has come to enhance and improve the services we provide to those who depend on us.

As our members continue to innovate and champion new approaches, OMSSA must be a driving force to bring members’ concerns and successes to the forefront. Concurrent with reducing costs and managing through material reductions in services, OMSSA and its members must continue to listen, engage and come together to address what’s most important.

OMSSA is acutely aware of what’s on the horizon for our sector, and we understand that members are looking to us for advocacy, partnerships, sharing best practices and building key relationships.

The human services sector is changing, and whatever the future looks like, OMSSA will be proactive in adapting to change and ensuring our members’ interests are heard and aligned with provincial and federal government priorities.

Investing in people makes sense, and we recognize the need to be innovative and efficient in our delivery of human services. As we conclude the final year of our previous strategic plan, OMSSA has focused on developing a new five-year plan that will guide the Association into 2021.

These are exciting times, and we know that the collective efforts of our board, staff and members will all be crucial to moving forward in stride and delivering on our strategic objectives.

Lastly, thank you to everyone who works tirelessly on behalf of this Association, their municipalities and their communities. I particularly want to thank the staff at OMSSA, without whom the last two years’ achievements would not have been possible. It has been a pleasure to serve as OMSSA’s President, and I look forward to the Association’s continued success.

# OMSSA Operations: 2016 in Review

For OMSSA, 2015 was a year of change, growth and reinvention. Like our members, we have seen many changes and have made significant gains. As an organization, we understand that our members are looking to us for continued advocacy, partnerships, sharing best practices and building key relationships.

In 2016, OMSSA has been focused on re-establishing a strong financial base, strengthening our communications and building capacity within the association. To date, we've made positive strides in all three areas. The Association's financial position has significantly improved, our commitment to member communication was reinforced and enhanced, and, we've built on our internal capacity as well.

Internally, OMSSA created new Board sub-committees in the areas of finance, auditing and governance as well as member services. The continued work of these sub-committees will help us reinforce oversight and better leverage the skills and abilities of our Board, our staff and our members.

In early 2016, OMSSA's Board shared its commitment to renewing the Association's financial foundation in three years. Our first year of that journey showed promise and progress, with the recognition that there is much work and effort lies ahead.

## Policy and Government Relations

In 2016, OMSSA successfully worked to strengthen our relationship with the Province, and we remain a trusted and respected partner in their human services integration efforts. OMSSA also participated in numerous provincial tables and working groups in 2016, including:

- Provincial-Municipal Social Assistance and Employment Committee (PMSAEC)
  - Common Assessment Working Group
  - Service Delivery Modernization
- Provincial-Municipal Housing Partnership Table
- Homelessness Enumeration Working Group
- Social Housing Modernization Work Group
- Special Advisory Table on Syrian Refugees
- Minister's Early Years Advisory Group
- Provincial-Municipal Early Years Advisory Group
- Minister's Income Security Reform Working Group
- Precarious Employment Advisory Group

OMSSA has also worked to build new linkages with the federal government, particularly in the areas of poverty reduction and housing and homelessness services. As well, we remain eager to engage on future child care initiatives.

Across the sector, OMSSA has worked to strengthen its position and role by building strong, productive partnerships. In 2016, OMSSA signed a Memorandum of Understanding with the Northern Ontario Service Deliverers Association (NOSDA), and we remain eager to work with them on inclusive service design and collaboration towards our mutual interests.

OMSSA also worked with the Association of Municipalities of Ontario (AMO) to deliver the joint AMO-OMSSA Human Services Symposium, a partnership that will continue for a second year in 2017.

## Education and Training

In 2016, OMSSA's **Leadership Symposium and Annual General Meeting** was held in partnership with the City of Hamilton, bringing together more than 275 delegates from 44 of Ontario's CMSMs and DSSABs, as well as community organizations and seven provincial ministries.

OMSSA also hosted a series of sector-focused forums, including:

- **Poverty Reduction Forum:** Strengthening Local Poverty Reduction, in partnership with Poverty Reduction Strategy Office (PRSO), Ontario Ministry of Community and Social Services
- **Children's Services Forum:** From Here to There: Leveraging the Service System Management Role in Early Years and Child Care
- **Affordable Housing Forum**
- **Accessibility Forum:** Promoting a Culture of Accessibility and Inclusion, with the Accessibility Directorate of Ontario on an EnAbling Change partnership
- **Policy Conference:** Transformation, Modernization and Engagement
- **Human Services Forum:** Forward Together: The Next Generation of Human Services in Ontario, in partnership with the Association of Municipalities of Ontario (AMO)

OMSSA continued to offer professional development courses, on a standing and as-needed basis, bringing courses related to Ontario Works Directives and Social Assistance Management Systems (SAMS) directly to members.

OMSSA also partnered with the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) on a joint Executive Diploma in Municipal Management (EDMM) in Human Services.

# Financial Report 2016

## STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2016

2016

2015

### ASSETS

#### Current assets

Cash	\$ 244,290	\$ 115,063
Accounts receivable	38,446	79,132
Prepaid expenses	6,877	23,054
	289,613	217,249

#### Capital assets

— 4,985

**\$ 289,613 \$ 222,234**

### LIABILITIES AND NET DEFICIT

#### Current liabilities

Accounts payable and accrued liabilities	\$ 83,686	\$ 348,048
Deferred revenue	227,354	193,103
	311,040	541,151

#### Net deficit

Unrestricted (21,427) (318,917)

**\$ 289,613 \$ 222,234**

## STATEMENT OF OPERATIONS

AS AT DECEMBER 31, 2016

2016

2015

### REVENUE

Membership dues	\$ 616,514	\$ 595,726
Conference fees	305,895	303,429
Training	162,928	427,157
Project grants	139,810	66,463
Forums	129,396	115,070
Job board	21,785	16,475
Interest	—	1,416

**Total Revenue \$ 1,376,328 \$ 1,525,736**

### EXPENSES

Personnel	\$ 402,090	\$ 703,476
Education	380,243	494,486
Office and administrative	201,596	267,653
Policy and member services	69,462	71,547
Governance	20,462	24,659
Amortization	4,985	6,426

**Total Expenses \$ 1,078,838 \$ 1,568,247**

**Excess of revenue over expenses for the year 297,490 (178,911)**

Net deficit, beginning of year (318,917) (140,006)

**Net deficit, end of year \$ (21,427) \$ (318,917)**

*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

Established in 1950, the Ontario Municipal Social Services Association (OMSSA) is a non-profit organization whose members are the Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs) across Ontario. Our members' interests are represented to OMSSA by the senior human services staff of the CMSMs and DSSABs.

**OMSSA vision:** An inclusive Ontario that values and respects people by serving them in the communities where they live.

**OMSSA mission:** Supporting leadership in integrated human services.

### Board of Directors

#### **Keith Palmer**

##### **President**

*Director, Community Services  
County of Dufferin*

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

##### **Vice-President**

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

#### **Dennis Holmes**

##### **Secretary-Treasurer**

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

#### **Catherine Matheson**

##### **Immediate Past-President**

*General Manager of Community  
Development  
City of Greater Sudbury*

#### **Rob Blackwell**

*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, Seniors Services  
Development  
Regional Municipality of Peel*

#### **Brian Elo-Shepherd**

*Director, Integrated Social  
Services, Social Services  
Branch, Community and Health  
Services Department  
Regional Municipality of York*

#### **Kerry Lubrick**

*Manager, Employment and  
Income Support  
City of Hamilton*

#### **Dan McCormick**

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

### Staff, 2016-2017

**Elisa McFarlane:** Interim Executive Director; **Petra Wolfbeiss:** Executive Director (to October 2016); **Christie Herrington:** Manager, Education; **Darryl Wolk:** Policy Analyst; **Chantille Davis:** Coordinator, Policy and Operations; **Cortney Proctor:** Coordinator, Education (to July 2016).