



# Manitoulin Family Resources

Box 181  
Mindemoya, ON  
POP 1S0

General Administration  
705.368.3400

Violence Against Women  
Prevention Program  
Local: 705.377.5160  
Toll Free: 1.800.465.6788

Children's Services  
705.368.3400

EarlyON Child  
& Family Centre  
Little Current ext. 236  
Mindemoya ext. 247

Little Current Child Care  
ext. 234

Home Child Care  
ext. 235

Mindemoya Child Care  
ext. 223

Help Centre & Food Bank  
ext. 242

Email Address  
[info@mfresources.net](mailto:info@mfresources.net)

Website  
[www.mfresources.net](http://www.mfresources.net)

## Annual Report

April 2020 - March 2021

### MISSION STATEMENT

To support individuals and families by providing resources, advocacy, and education through the agency's three program areas of Children's Services, Violence Against Women Prevention, and Food Security.

## Message from the Board of Directors

Aanii Kiinewayaa, to Manitoulin Family Resources 2021 Annual General Meeting. We, the board of directors, would like to say welcome and Chi Miigwetch to everyone who has joined us for our second virtual AGM. Firstly I would like to introduce the board. For those who don't know me, I am Valerie O'Leary, the Board President. Our other board members are Leanne Bentley, Vice President, Yana Kuntsi, Secretary/Treasurer, Jillian Peltier, Leslie Fields, and Steve Fessenden.

Our agency has continued to meet the unique challenges presented by the global pandemic which has executed a new reality for both the staff working and the community using our services. We appreciate the public's patience in the reorganization of all of our community areas. The past year has also highlighted the amazing staff and volunteers who continue to support Manitoulin Family Resources throughout this global shift. We would like to express our sincere appreciation for everyone who has generously donated their time and efforts to making MFR's programs and services a success. Our programs for families and children in need through Children's Services, Violence Against Women Prevention Programs and the Food Bank are able to operate because of the dedication and support of our outstanding staff and volunteers.

Manitoulin Family Resources, Executive Director Marnie Hall, and the administration staff are always in pursuit of funding to ensure we can maintain services, plan for the future, and reach the goals set out in our 2019 strategic plan. For example, the pandemic has allowed us to get creative when it comes to delivering services. We strive to implement technology to help staff deliver the needed support and services without compromising their own or our client's well-being. We will continue to bring awareness to those who need our services and endeavor to look for new innovative ways to reach more people with our support and services.

The Board wants to foster a positive, progressive workplace with well-trained staff and readiness for future needs. We plan to keep our services growing with the needs of the community and ensure that the infrastructure will be ready for the future.

In closing, we would also like to thank our many funders who understand the need not only for continued sustainability, but also recognize new opportunities to expand our services to those in need. Some were uncovered during this pandemic. Our expanded homeless/housing support program was one such initiative which grew out of a need. While it is not a service that MFR operated in the past, the current climate created an obvious gap in our community that our organization took on rapidly and did it quietly with grace and compassion.

The future of this agency looks promising thanks to the dedication, perseverance, and determination of the staff, volunteers, and stakeholders involved. We hope as a board that we may continue to bring the agency forward in line with the needs of our community.

Miigwetch, and Stay Safe.

Valerie O'Leary, Board President on behalf of Manitoulin Family Resources Board of Directors

## Executive Director's Annual Report

It is an honour to be able to speak to the work and dedication of those associated with Manitoulin Family Resources as we reflect on the 2020-21 fiscal year. Many thoughts come to mind as we reflect on the past year; like everyone else, we found ourselves in the midst of a pandemic that unfolded in ways we never imagined. Our agency did not have the option of withdrawing from this experience, quite the opposite in fact, as we found ourselves, in all of our programs, immersed in it. It has often been said that our agency is “unique”, delivering the programs of 3 separate sectors, Violence Against Women Prevention, Children's Services, and Food Security. “Pivot” was the buzzword of 2020, and while we were “pivoting” in each area, we were also constantly responding to the overarching crises or challenges we faced. There was no time to plan strategies in great detail, there was little time to communicate. There was learning how to respond thoughtfully, decisively, and quickly to the needs that presented themselves.

We accomplished an inordinate amount of work within our programs and for our communities. I say that with certainty and pride. In hindsight, I've realized that we were able to accept the challenges as opportunities – it did not always feel like that at the time, but not having the time to overthink what we had to do, we were forced to think through and act upon what was available to us. We learned we could do many things that we otherwise would likely not have considered possible. We dealt with crisis, and chaos, and Covid-19, and we found courage.

We also found an enormous amount of support and collaboration from our funders and community partners, pre-existing and new; the Manitoulin-Sudbury District Services Board, the Ministry of Children, Community and Social Services, Ontario Health, the United Way, OAIH, FeedOntario, the Manitoulin Health Centre and the Indigenous Health Services of Mnidoo Mnising, Public Health Sudbury and Districts, our communities' leaders, and our community members. The work that MFR celebrates tonight could only have been accomplished with all of your help, support, guidance, and words of encouragement.

It was a difficult year for our staff. The work of each of our sectors was deemed essential; the work was demanding, and staff constantly had to adjust to new policies and guidelines, as well as follow enhanced restrictions in accordance with provincial orders. In spite of all of this, we somehow learned to lean on one another a little more. As we moved through these shifts together we not only developed a greater understanding of ourselves, but also greater compassion for one another.

We learned so much this year; we learned what we could accomplish, we learned to connect with people differently. Ironically, many of the frustrations that people faced in their own lives this year may help them to better understand the situations of the people we work with. Perhaps a trip to a grocery store with empty shelves will help someone understand the feelings of a food bank client who can't afford what the grocery store has. Perhaps a difficult evening with loved ones at home, while under a stay at home order, will help someone understand the isolation felt by someone in an unhealthy relationship. Perhaps not having employees able to come to work due to a lack of childcare will help our economic leaders recognize the importance of these roles. Only the future will show us what lessons we have truly taken away from this experience.

To the staff and volunteers of Manitoulin Family Resources, you have been so awesomely amazing in all that you have done this year! There truly are no words to express our gratitude to you, and we look forward to celebrating our post-pandemic milestones with you.

Sincerely,

Marnie Hall  
Executive Director

## Violence Against Women Prevention Program

Several years ago, our agency renamed our VAW (Violence Against Women) Program to the VAWP (Violence Against Women Prevention) Program. It was a decision meant to convey our ideological philosophy of wanting to reduce or eliminate violence against women, and not focus simply on being reactive to its occurrence. The Covid-19 pandemic called this outlook into question many times, as we had little to no choice but to be responsive and very limited in our ability to reduce. At the initial outset of the pandemic almost all social service agencies were closed and staff were sent home to work remotely, but we had people living within our setting who required these services and accommodations in order to remain safe, in some situations the alternatives were life-threatening. To make matters worse, there was no official guidance on how to manage this situation and safely deliver programs. We were in the initial phases of the first lockdown, everyone had had to be sent home, and we were to remain operational. We were in uncharted territory.

As we moved through the first few months of the pandemic, a few points became clear and provided insightful information for our survival. Our provincial association, OAITH (Ontario Association of Interval and Transitional Housing) hosted weekly meetings for the membership, in order to provide information and gather concerns on our behalf, as well as facilitate a safe space for dialogue as to what was being experienced and seen on the frontlines. We can bear witness to the best of human nature in the midst of a crisis; unfortunately, we can also bear witness to the worst. The first period of lockdown confirmed the worst fears of many. While we initially had a reduction of VAW victims reaching out to us as agencies, the cases that were coming forward were extreme. It made sense; if you are under a stay-at-home/lockdown order under the province, with your abuser 24/7, and cut off from the outside world...how will you ask for help if not through the police?



Many of us have seen photos of the faces of overworked and overburdened health care workers from the work of the pandemic. Few are aware of the full emotional toll that was experienced by those working in the VAW sector. Fears for physical wellbeing for themselves and their family members aside, those working in the shelter wrestled with the requirement of women needing to stay in isolation rooms once they entered the shelter. This was true not only for MFR, but all VAW shelters across the province. We were grateful for the ongoing support and guidance of OAITH that brought agencies together to find creative solutions and support one another. We were all experiencing the same hardships; our shelter bed capacities had been cut in half due to physical distancing needs, few women were able to contact us unless in extreme situations, those we had been seeing in community services we could no longer see in person, and those that were in the most dire situations and entered shelters, they had to remain in rooms on their own.

While this was the reality that was starting to become apparent, we were also, finally starting to hear what the expectations were in a “congregate” setting of care for Covid-prevention. Prior to Covid-19, Manitoulin Family Resources had had no conversations as a “congregate care” setting. As we learned the risks of proximity, the spectrum of needs for PPE (which had not previously been issued to us), and the implications for health and safety, we quickly learned what we had to do in order to provide services safely.

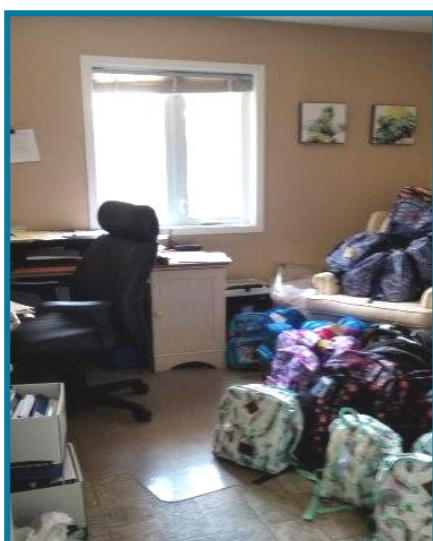
Classified as a single staff model/10 bed shelter since opening in 1984, we faced the reality of needing to modify how we housed people, what the limit could safely be, and how to safely support agency staff as well. Having been classified as an essential service the VAW staff found themselves under an emergency order, one that remains to this day. Staff of all VAW-funded positions accepted the fact that we had to be able to change and adapt, at every turn, in order to continue to meet the needs of those who needed to reside in our services. There is a different sense of collective responsibility regarding maintaining safety and wellbeing of others when the most at-risk people need your program. The requests made of staff

to restrict their travel, to follow the provincial orders, to not violate the physical distancing needs....the highest “asks” were made of staff to ensure that women and children at risk of violence could have a safe place to go.

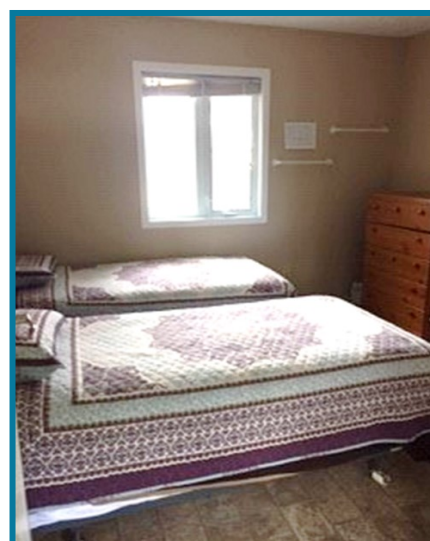
Our community-based counsellors, initially “sent home” to work remotely, were part of our first attempt at delivering counselling services in a virtual world. Texting, zooming, telephone, and door drops were the modes of service, all designed to try to keep clients safe in as many ways as possible. As the pandemic continued, the Outreach team accepted that we needed to continue to find new ways to do things and rose to the challenge. They were able to set up a display for the December 6<sup>th</sup> Vigil and participate in our first virtual Women’s Wellness Day event. Additionally, over the past year, all of our outreach counsellors have been redeployed to perform different tasks, outside of their regular positions. Redeployment measures included assisting in the shelter and assisting with the homelessness program. All have been willing and accepting to take on these new tasks to support staff and clients assessing our services.



It’s been well over a year of “emergency orders”, working overtime, opening satellite locations to accommodate more women and children, adopting virtual services, having a text crisis line, and more. The staff of the VAW program, both Shelter and Outreach, have worked long and hard to maintain a safe environment for their clients, and for each other. This work has been assisted by the financial support of MCCSS through the Covid Residential Relief Fund and the Gender-Based Violence Relief Fund, new grant funding provided at 3 intervals through Women’s Shelters Canada, and the Social Services Relief Fund issued through the Manitoulin-Sudbury District Services Board. These funds have assisted with our need to deliver services in new ways and from alternate locations, have allowed for necessary periods of additional staffing, additional travel costs, PPE, disinfection, improved IT infrastructure, and the actual building renovations of converting administrative and office spaces into additional bedrooms and bathrooms. We can again operate at a pre-Covid capacity within our VAW shelter. While it has been a long and difficult road, ultimately our clients will benefit from the changes that we’ve made. Our continued operations would not have been possible without the financial support of our funders, the emotional support of OAITH, and the guidance provided from an ever growing team at Public Health Sudbury and Districts. Above all, a tremendous thank you is extended to the staff that have been part of these programs in this very challenging year; you provided a safe haven, in every way, to those who needed it and were facing some of their worst moments in life. On behalf of the clients, we thank you.



- Before -  
Office of Director of VAWP



- After -  
Bedroom for Clients



## Children's Services Program — Diana St-Pierre, Children's Services Program Director

Children's Services started the 2020-21 fiscal year off with Early ON, Centre based Child Care and Home Child Care programs closed and staff working from home. Many worked on professional development opportunities or took some time to work on their schooling toward their Early Childhood Education Diploma while the leadership team met daily to try to navigate how to stay connected with staff and keep them engaged.

It didn't take long for discussions to start taking place within the District on how to open Emergency Child Care for Essential workers, and keep Early ON Child and Family Centres connected with families. While Child Care was navigating how to reopen for Emergency Child Care in Little Current, Early ON Child and Family Centre staff quickly figured out a way for programs to become virtual, offering programs via Zoom. With many unknown fears and anxieties child care staff stepped up to the plate and opened the first Emergency Child Care in the Manitoulin-Sudbury District on April 27<sup>th</sup>, 2020, paving the way for other agencies to do the same weeks and months later. Staff showed resiliency at its finest as they walked back into the Centre to provide a whole new world of childcare. With a maximum of 15 individuals (staff and children), having to wear personal protective equipment, go through screening, complete temperature checks, clean and disinfect a lot more, and be limited to one assigned room of children and staff, to create a cohort....It's been a journey to say the least.

An announcement from the Ministry of Education in April that our funding would be reduced to 75% of child care's General Operating Grant, back dated to March 16<sup>th</sup>. As a result we quickly needed to address staffing costs, which led us to provide layoff notices to all Casual Staff with hopes of recalling them as soon as we were able to reopen.

As we prepared to open Emergency Child Care in Mindemoya, the province moved towards a reopening plan. Discussions started to happen in June to prepare for the closure of Emergency Child Care in Ontario. With a small gap in service, Little Current Child Care reopened for "regular" care under the new operational guidelines on July 3<sup>rd</sup>, 2020, with Mindemoya Child Care and one Licensed Home Child Care premise following suit on July 6<sup>th</sup>, 2020. There was nothing "regular" about child care during this reopening phase.

In September we received, yet again, new operational guidelines to expand group sizes back to "Pre-Covid" group sizes. As the province announced all families would have access to regular child care and that we would be back to operating at full pre-Covid capacity, the staffing needs were doubled due to cohorting and extra cleaning, screening, disinfecting. This caused some strain in being able to accept all children back.



ECE Appreciation Day—October 22, 2020

Amidst these transitions it was quickly discovered that there was a need to separate from the shared school environment as much as possible in order to lessen the chance of transmission. This identified the need for a kitchen facility for Mindemoya Child Care; this is now in progress with plans to be completed the summer of 2021.

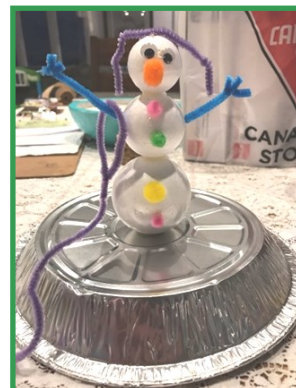
Just as staff started to get used to the "New Normal" we received another revision in the Operational guidelines in November. December brought another province-wide stay-at-home order and supervisors were again moved to remote work while they planned for an additional school closure at the start of January. Child care again prepared to open School Age Targeted Emergency Child Care while schools closed their doors. With the understanding and flexibility of staff we were able to accommodate the needs of many families, knowing it was only one week of closure. With new operational guidelines in place yet again, we adjusted and moved forward.

Marking the one year mark after having to close our doors, on March 15<sup>th</sup>, 2021 child care was, once again, reopening Targeted School Age Emergency Child Care with no known end date. We were able to provide care to only a few families due to staffing needs in our Family Grouping programs, both in Little Current and Mindemoya, and both of our Licensed Home Child Care premises.



While all the changes were happening in the Child Care world, Early ON was working hard at adjusting to working from home, offering online virtual programming with the thoughts of reopening face to face programming in the fall, which never happened.

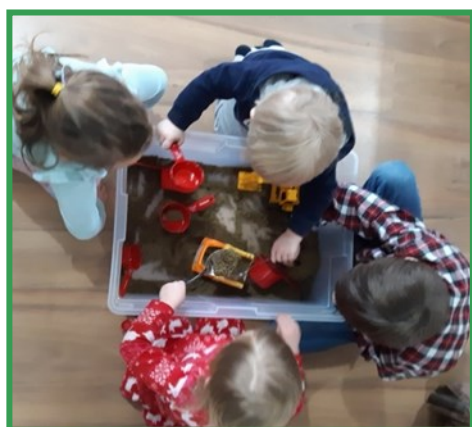
We were able to access additional funding through the United Way to provide activity kits for families, which quickly grew to providing a 100 kits a month. These kits gave Early ON staff the ability to connect with families and encourage them to join in our online programming.



Living in a virtual world also gave the opportunity for Early ON staff to complete trainings online and provide Triple P groups to families without the need to travel.

This past year has been a hard year for sure, with so many gem moments to highlight! As we went in to the first stay at home order, we had to navigate and refocus ourselves to supporting one another more than ever on many different levels. We needed to shift how we offered communication, shift to daily calls with the leadership team, daily centre meetings, weekly team meetings, all via phone or zoom. We quickly shifted from operational check-ins to mental health check ins, which pulled this work family even closer together. We cried together, laughed together, cursed together, and were very proud together! You can see and feel this to this day as you walk into programs; the walls are bare and the floors are not as cozy as they used to be, but the love and support is radiant.

This last year has shown Ontario that the economy truly can't run without us! Child Care continues to step up with very little recognition from the province; I want to take a moment to recognize all the fantastic work Manitoulin Family Resources' staff has done and continues to do for our families. We stand proud because of our core values and beliefs within the team, to provide quality care to families.



Early ON Activity Kit Creations

## Emergency Food Assistance Program —Linda Gilchrist, Food Security Program Coordinator

This past year has been bitter sweet with the closing of the Thrift Store in March 2020, and its subsequent inability to reopen. Losing the interaction with our volunteers was very difficult. Being hopeful that we could open again, month after month, advising clients we were closed, missing the Christmas Season and the enjoyment we had seeing all the happy faces was very disheartening. On a good note, we are grateful for being able to continue to supply clients/families in need with items throughout our closure; we continue to do this on a regular basis.

The Food Bank has been extremely active with a different kind of busy. While the initial start of the pandemic was eerily quiet, the weeks and months ahead became incredibly busy as we adapted services in response to Covid-19 requirements and what our communities identified as needs. As several communities went into states of lockdown last spring we transitioned from providing services to individuals and families, to providing food items to agencies for community. Last spring and into early summer, our food bank numbers grew from an average of just over 300 a month to numbers of 1100-1500 per month. While we continued to adjust to not having our thrift store in operation, the space in the building itself became more and more dedicated to food bank needs.

We were the grateful recipients of many unexpected funding lines this year, which offset our loss of operations from the thrift store, and allowed us to continue to meet needs in new and innovative ways. We received Covid-related funding from both Canada 150 million and FeedOntario, and with these funds we were able to purchase commercial grade freezers and coolers, supporting our storage for increased perishable food items. This was incredibly beneficial as we received redirected fresh fruits and vegetables in the spring through Noojmowin Teg food access, as well as increased donations of fish and chicken over the coming months. At times our donations of food, especially perishables, were overwhelming, as this is not a program where you can predictably, in a pandemic, predict how many people you will feed in the coming week, or the unexpected donations you will receive. When our supply became too great we would share with other food banks, share with communities, or create random drop off packages of fresh fruit treats and deliver to seniors. The goal was to provide where needed or wanted, and waste nothing. Central Manitoulin Public School joined us in this effort by relocating their own food program to our location, helping us increase awareness of our food bank's approach to be accessible to anyone in need of our support.



Commercial Refrigerators and Freezers

The United Way again supported Manitoulin Family Resources, this year through the Emergency Community Support Fund, with federal funding issued to support Covid-related programs to meet the needs of the most vulnerable. MFR used this funding across multiple programs, creating activity packs for the EarlyON staff to provide to families to engage in virtual service programming, purchasing 85 tablets that were provided to seniors throughout Manitoulin and Espanola so that they could stay connected to others while having to continue to physically distance and stay at home. Most notably this funding allowed us to hire a staff member for 6 months who not only connected with individuals to deliver the tablets and help people become more connected, but was able to work with those who needed our food bank and thrift store items, by taking much needed household items, clothing, etc., out to residents of our District. This was a new aspect to our Food Security/Help Centre operation, one that we hope to continue with our soon to arrive new cargo van, which will help us move items to households and other agencies throughout our larger District.



As we moved into the fall we continued to accept that the thrift store could not yet reopen, and we had to plan for the Christmas Campaign. We didn't know what the state of the province would be, as most announcements only covered the subsequent 2 week period, and we start planning for Christmas in September. Traditionally we have run this operation out of the Missionary Church for one week, with volunteers who come in once a year joining us for the hours of their choosing, with shared coffee breaks and a group lunch prepared on-site. We've always had teams of workers from multiple agencies attending at specified times. And, we've had ongoing acceptance of food and clothing donations throughout past campaigns that ensured we could provide the best Christmas to all. It's become a massive undertaking in years past, and we knew this would need to be different. The safety of all, our volunteers, other agency workers, and our recipients, depended on it. We already knew that there was yet another impending lockdown coming, we already knew that families and individuals had been through too much, and this was Christmas...it had to happen. With flexibility and support in mind, our senior elves of past years reached out to those who could assist. Likewise, we called out to community partners for assistance and resources. Ultimately we used the Missionary Church as our food location and the Mindemoya Curling Club was station 2 for toys and gifts. All volunteers and staff had to go through daily screening, there was a limit of 10 people in any building, masks and face shields were worn, physical distancing was marked, and no one outside of those approved was allowed in. Covid-19 was active on the island at the time; no additional cases were reported and over 1000 households were provided with the makings of a holiday.

In the months that followed, we met requests as needed, we provided food and supplies to households that were in need, and tried to anticipate our own needs for the future. At the close of our fiscal we received approval of funding to subsidize several months of our only (part-time) staff position, as well as some operational items and approval for strategic planning. Knowing that the most recent provincial recession had an impact on food bank usage 18 months in, it has been a goal of the program to utilize every available option for future planning, to ensure we have in place what our community will need in the months and years ahead.

This year gave us many unexpected and, unprecedented, challenges. I am thankful for John and Joanne Carlisle who worked with me faithfully for the whole year. Irene Callaghan is also back on board with us, grateful to have her back on our team. We have every intention and plan to reopen the thrift store, but in a way that will be Covid-safe. It will be a different experience, and we look forward to welcoming our volunteers, new and pre-existing, into this new environment of providing essential items and food baskets and once again being a community social support. Looking forward to exciting days ahead.



Pallets of Feed Ontario Emergency boxes delivered by Erb Transport

## Unexpected Changes and New Opportunities, thanks to Covid-19

Aside from everything outlined above, Covid-19 offered Manitoulin Family Resources the opportunity to expand and offer services that, with confidence, we can honestly say we would never have envisioned otherwise. As we saw the impact of stay-at-home orders and community lockdowns unfold in our communities, every new event, every new problem, created a possible opportunity.

The initial stay-at-home order and “closed communities” last spring begged the question of where those with nowhere to go, would go? Though the issue has often been referred to here as the “hidden homeless” there is a significant underhoused/homeless population in the Manitoulin-Espanola District. Those who are often not noticed as sleeping in doorways or laundromats, who use public washrooms for hygiene purposes...with everything shut down, where were they to go? With these questions in mind, we approached our local District Services Board in April and asked if they would consider helping us expand what we could offer to those at risk in community. By late May the Island had two homeless accommodation sites, one for women, one for men, to serve the populations at risk in the District of Manitoulin-LaCloche. With staff that came onboard just for this purpose, other staff that were redeployed, the assistance of local businesses and additional services provided through Manitoulin Health Centre, we operated the two locations over several months. As we moved through and past the first wave of Covid, with the province having returned to all open operations and having minimal and overtired staff, we closed down the two locations. We continued to have the funding support of Manitoulin-Sudbury DSB, should the need arise again.

As the second wave hit, and provincial case numbers moved into new record numbers, we reopened the accommodation sites. Case count in the local area became an increasing cause of concern, the variants hadn't been an issue in wave 1, and we had to be able to provide some degree of emergency accommodation for those who were at high risk of acquiring the virus, and also of transmitting the virus. We relocated our sites, needing to create flexibility for staffing needs should they themselves need to isolate, which meant we were no longer able to redeploy people. Staff working in the VAW shelter were pulled back from working in the accommodation sites, so that a positive case in one setting did not expose another. This meant hiring more individuals from the community, into a program that hadn't previously existed, and that could change on a daily basis due to public health measures. We were fortunate to secure two more individuals who offered to help us with our project.

Manitoulin Family Resources had the benefit of gaining new partners this year in providing community services. Through those shared table experiences we had occasion to hear concerns that would not otherwise have come to us. Through the Island Leadership and Paramedicine Preparedness table we were kept apprised through waves 1 and 2 of the developments of the field hospital, and the preparations in place should there be a surge of outbreaks in this region. While the Island had a long-term plan to address surge capacity, there continued to be mention of a gap. Unfortunately, some of the resources that would need to be accessed to address a surge of outbreaks required the surge to occur first. This meant that we could have a significant number of positive cases in community, potentially people that were unable to return home without further risk of infecting household members, before we could establish a safe alternate location to house them. The Social Services Relief Fund that had been supporting our accommodation sites allowed for Supportive Isolation Centres and, with the allowance of DSB, we were able to reconfigure our program and locations to have a dedicated homeless accommodation site (non-Covid), and a Supportive Isolation Centre (for those Covid-positive) at the ready. The wonderful Infection Prevention and Control team at Public Health Sudbury and District provided policy and procedure guidance, including a virtual inspection to ensure everything was in place to keep our staff and residents as safe and healthy as they could be.

As we were working through the assembly of the Supportive Isolation Centre at the start of 2021, the case count for Public Health Sudbury and District continued to climb. Having had two community cases that had an extensive number of contacts to reach in a short window of time, Island health care providers had concerns about our ability to ensure contact tracing could be done locally in a short-time frame if it was needed. Public Health Sudbury and Districts provided this service and was expanding services, but they were also in high demand. We were grateful that PHSD was willing to consider taking things a step further for our population base by developing a Memorandum of Understanding whereby Manitoulin Family Resources could oversee a team of contract tracers under the training and expectations of Public Health Sudbury and Districts.

It has been quite a year at Manitoulin Family Resources, one that far exceeded anyone's thoughts or expectations. The close of the year brought new funding announcements that will continue to support our communities through the next Covid phases and Covid-recovery, including the announcement of 4 additional housing support positions. With all of our programs being adjusted, and many of our staff being relocated, new funding opportunities arising, and new partners to collaborate with, we look forward to the challenges of 2021-22.

### Thank you to the 2020-2021 dedicated staff of Manitoulin Family Resources

- |                    |                       |
|--------------------|-----------------------|
| Ainslie Michaels   | Madisen McAllister    |
| Amanda Roy         | Madonna Aeschlimann   |
| Amber Zona         | Makenna Lentir        |
| Ann Auxier         | Marena Verboom        |
| Barbara Brethat    | Marnie Hall           |
| Bethany Williams   | Martha Boyle          |
| Brendan Allen      | Maureen Eadie         |
| Carly Rickard      | Megan Gibson          |
| Crystal Robinson   | Michelle Pyette       |
| Dawn Patrick       | Mikaila Kennedy       |
| Deanne Lewis       | Ned Martin            |
| Debbie St. Onge    | Nicholas Malin        |
| Denise Leblanc     | Nicole Boyle          |
| Deanna St-Pierre   | Nicole Jol            |
| Esther Logan       | Nicole Spry           |
| Frankie Doiron     | Patricia Hurst        |
| Jackie Smith       | Pete Van Volkingburgh |
| Jamie-Lynn Tower   | Rheanne Green         |
| Jessica Manitowabi | Rhonda Middaugh       |
| Jessica Pelland    | Sabrina Ferguson      |
| Jody Corbiere      | Shara Hicks           |
| Kaelyn Moor        | Shelley Wright        |
| Kaitlyn Sorbara    | Susan Wilson          |
| Karly Newton       | Suzanne Norris        |
| Laszlo Vernarsky   | Tracey Jefkins        |
| Lauren Abotosaway  | Tracy Van Horne       |
| Leslie Moore       | Trevor Nehring        |
| Linda Gilchrist    | Tyler Hore            |
| Lindsey Varey      | Viktoria Vernarsky    |
| Lorri Millsap      |                       |