

2024 - 2025

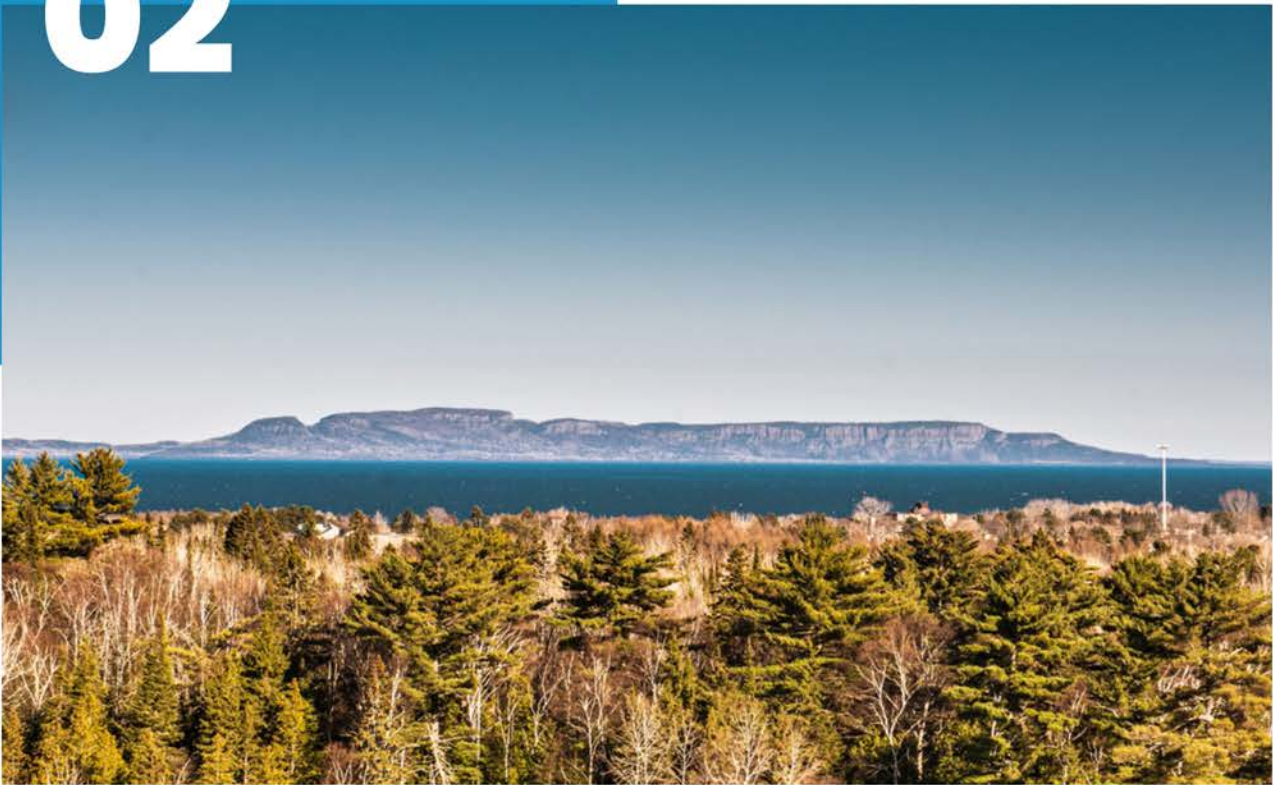
ANNUAL REPORT

Presenting a year of growth, innovation, and impact. This annual report encapsulates our journey, milestones achieved, & aspirations for a brighter, more sustainable future.

 **1501 Dease St,
Thunder Bay, ON**

 **807 622 1099**





LAND ACKNOWLEDGEMENT

Community Living Thunder Bay acknowledges that we live and work on the traditional lands of the Anishinabek Nation and Fort William First Nation, signatory to the Robinson-Superior Treaty of 1850. We also recognize the Métis peoples and other First Nations who have long cared for these lands.

We honour Indigenous peoples past, present, and future. This includes acknowledging the lives lost to colonialism, the strength of Indigenous communities today, and the resilience of future generations.

Our commitment to reconciliation involves listening, learning, and taking action. We strive to understand the impacts of colonization and to centre Indigenous voices in our efforts to build equity and inclusion.

Community Living Thunder Bay supports Indigenous-led wellness, justice, and healing. Through ongoing relationships and tangible actions, we aim to walk alongside Indigenous communities in creating a more just and respectful future.

TABLE OF CONTENTS

04	Mission, Vision & Goal
05	Services
06	Board of Directors
07	President's Message
08	Executive Director's Message
10	Ongoing Training & Professional Development
11	Health & Clinical Collaboration
12	Clinical Supports
13	Employment Services
	Community Participation
15	Support Services
	Supported Independent Living(SIL): Centered on the Person
	Group Residential Services: Meeting Changing Needs
	Intensive Support Residences: Expanding Opportunity Through Responsive Support
18	Strengthening Admin Operations
	Building Engagement Through Communication
20	Quality Improvement
21	Events & Fundraising
	Event & Fundraising Gallery
23	Human Resources
	Employee Assistance and Wellness
	Recruitment, Retention, and Student Engagement
25	Finance Insights
26	Passport
	Meaningful Experiences and Impactful Choices
28	Information Technology
	Building Connections Through Technology
30	Property
31	Contact Information





VISION, MISSION & GOAL OF OUR COMPANY

MISSION

- Advocating for the rights and quality of life of persons with an intellectual disability so that they may live a meaningful life;
- Educating and supporting the community to share the Vision of CLTB so that persons with an intellectual disability are respected and valued;
- Providing services and support to persons with an intellectual disability, and to their families, so that persons with an intellectual disability have the opportunity to participate effectively in all elements of living in the community; and
- Being accountable to persons with an intellectual disability, their families, the membership of CLTB, and the broader community for our advocating, educating, and provision of services and support.

VISION

We envision a supportive and accepting community that values all its citizens equally.

GOAL

Our goal is that ALL people live in a state of dignity, share in all elements of living in the community and have the opportunity to participate effectively.

OUR SERVICE



INTENSIVE SUPPORT RESIDENCE

Supporting 26 adults with inclusion, choice, and rights.



SUPPORTED INDEPENDENT LIVING

Empowering 42 adults living independently with support as needed.



GROUP LIVING

24/7 support for 48 adults with roommates.



FAMILY HOME

Host Families support 24 adults with care and supervision.



EMPLOYMENT SERVICES

131 adults supported with securing and maintaining employment in the community.



PASSPORT SERVICES

Empowering 146 adults through community participation



SUMMER EMPLOYMENT EXPERIENCE

Providing 30 high school students with 8-week summer jobs.

BOARD OF DIRECTORS

06



Lisa Ellacot
President



Marybeth Barrett
Vice-President



Wendy Brescia
Director



Anne Antenucci
Director



Tisha Hasan
Director



Janette Sprovieri
Director



Kemraj Ramdehall
Director



Lynn Gray
Director



PRESIDENT'S MESSAGE

Lisa Ellacott

This past year has been one of momentum, reflection, and meaningful change at Community Living Thunder Bay. From advancing how we deliver services to strengthening our governance as a Board, we've continued to challenge ourselves to do better—for the people we support, for our teams, and for our community.

Our shift toward a new governance model is a major step forward. With board training planned throughout 2025–2026, we are investing in the tools and knowledge needed to guide CLTB with accountability, transparency, and purpose. I'm grateful to our Board members and Senior Leadership Team for their vision and support as we begin this exciting transformation.

CLTB continues to be a strong and creative presence among community service agencies in Thunder Bay. We are known for thinking outside the box and for leading with heart. This year brought many changes—from evolving Ministry expectations to shifts in the diversity of people we support—but our team embraced it all with commitment and care.

“

*Be the change you
want to see in the
world*

Mahatma Gandhi

As Board Chair, I feel incredibly fortunate to work alongside a team that is united, resilient, and deeply dedicated. To our Executive Director, senior and management teams, and all support staff, thank you. Your tireless efforts, compassion, and integrity shape the lives of those we support every single day.

As we look ahead to 2025–2026, I am hopeful and optimistic. We have the right people, the right leadership, and the right values to continue growing and responding to the needs of our community. Let's continue building on this foundation together.

EXECUTIVE DIRECTOR'S MESSAGE

Lisa Foster

2024 marked a meaningful milestone for Community Living Thunder Bay as we celebrated our 70th anniversary. Our Gala event in October brought together families, self-advocates, and community leaders whose advocacy and vision have shaped our agency for seven decades. We were honoured to welcome special guests including Patty Hajdu, Ken Boshcoff, Chris Beesley, Jeordi Pierre, and Al Condeluci.

A highlight of the evening was the introduction of the Sharon Strachan Community Builder Award, named in honour of Sharon's legacy of inclusivity and service. This award will now be presented annually to a CLTB employee who demonstrates leadership, kindness, and meaningful community engagement.



This past year, we embraced our role as a community partner, organizing events that brought people together, supported local causes, and celebrated inclusion. From vendor markets and skating events to our first Diversity Celebration at Marina Park, each initiative reflected our commitment to building strong, connected communities.



Looking ahead, we are preparing for new strategic directions focused on leadership and growth. Internal mentorship opportunities will support emerging leaders, and we'll continue our work with Mike Coxon of Third Sector Consulting to deepen alignment with our shared values. By investing in leadership, we aim to empower staff and strengthen our collective impact.

To everyone, staff, families, volunteers, board members, and community partners, thank you. Your dedication continues to inspire meaningful change and new opportunities for the people we support.





ONGOING TRAINING & PROFESSIONAL DEVELOPMENT

At CLTB, we believe that continuous learning is key to personal and organizational growth. Over the past year, staff have engaged in a wide range of training opportunities aimed at enhancing leadership, communication, and support practices across all levels of service.

Workshops such as Difficult Conversations and Dare to Lead equipped team members with tools for courageous and compassionate leadership. Technical skills were strengthened through Excel training, allowing staff to better manage and analyze data in support of decision-making and service delivery.

Our commitment to fostering a respectful and inclusive culture continued through sessions with Nima Novak, whose work supports ongoing efforts in Diversity, Equity, and Inclusion. Staff also participated in training from Community Living Ontario (CLO) and OASIS, expanding our knowledge base and best practices in the developmental services sector.

Mental health and trauma-informed care remained a focus, with staff attending the Boston Trauma Conference, training with Al Condeluci, and completing ASIST and NVCI certifications.

Our partnership with ODEN continued to support inclusive employment practices and workforce development.

These ongoing investments in training reflect our commitment to building a stronger, more capable team that is prepared to support people with compassion, skill, and innovation.



HEALTH & CLINICAL COLLABORATION

This year marked a significant shift in our approach to health preparedness, moving from COVID-specific protocols to a broader respiratory illness strategy. Drawing on past experiences, we implemented annual training for all staff to reinforce understanding of PPE use and individual risk assessments in personal care. An updated Respiratory Preparedness Binder with current guidelines and resources is now available in all homes and on our website to support consistent and accessible information sharing.

Our collaboration with the IPAC Hub at the Thunder Bay District Health Unit (TBDHU) continues to be an essential resource. In summer/fall 2024, the team conducted walkthroughs of all CLTB homes to assess readiness for the respiratory season and offer guidance for improvement.

We advanced our Controlled Act Training, reaching nearly 300 employees to date, and now integrate this training into all new hire orientations. Thanks to Options Northwest, we're able to expand enteral and Mik-Key training for teams working at County Blvd. Our health collaboration also extended to specialized topics such as suctioning, diabetes care, and wound management through partnerships with the local healthcare community.

We hosted ASIST (Applied Suicide Intervention Skills Training) for 25 team members, in collaboration with other community agencies. Feedback highlighted the value and importance of continuing this type of mental health training. Additionally, we revised our End-of-Life Care Policy and drafted a formal care plan, strengthening our planning and compassion-driven practices.

CLTB welcomed 8 groups of NOSM students this year, offering educational sessions on our history, trauma-informed care, Truth and Reconciliation, and clinical approaches such as neurofeedback. These placements reflect our commitment to education and strong system collaboration.

We continue to build relationships with local hospitals, supporting their understanding of Developmental Services Ontario (DSO) pathways and the broader system of care for individuals with developmental disabilities.



CLINICAL SUPPORT

Promoting Regulation and Mental Wellness

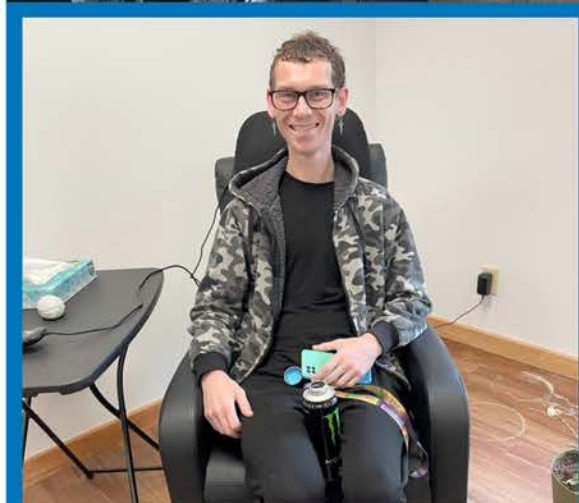
CLTB's Clinical Services team supports people we serve, as well as staff and teams, in managing challenges related to anxiety, depression, sleep, and sensory regulation. Using an arousal regulation framework from the Institute of Applied Neuroscience, we help people move toward a calmer, more focused, and emotionally balanced state.

With the use of tools like neurofeedback (EEG), vibroacoustics, audiovisual systems, and therapeutic massage equipment, our team, **Peter Gravelle**, **Nadia Saindon**, and formerly **Barb Turk**, combines technology with supportive counselling to improve mental and physical well-being over time.

Fostering Cultural Awareness and Emotional Support

In 2024, CLTB deepened its understanding of newcomer mental health through training from CAMH's Immigrant and Refugee Mental Health Project. Recognizing the unique experiences of new Canadians on our staff, we began listening to their stories to ensure they feel supported and understood.

We also thank Barb Turk for her years of care and commitment. Barb left CLTB in January 2025, and her contributions to the wellness of the people we support will not be forgotten.





EMPLOYMENT SERVICES

Employment Services at CLTB continues to grow, supporting individuals in developing job skills, gaining independence, and building meaningful connections in inclusive workplaces. Over the past year, we've celebrated both personal milestones and successful partnerships with local employers.

Meghan Cline completed the Humanities 101 program at Lakehead University, gaining valuable academic and life skills that will guide her next steps. Marissa Parrott proudly achieved her Safe Food Handling Certificate and has been enjoying applying her knowledge in the kitchen at home.



Summer Employment Experience

This year, we proudly supported 60 high school students through our Summer Employment Experience (SEE) program, now entering its 11th year in 2025. With the ongoing partnership and funding from Service Canada, SEE provides eight-week employment placements tailored to each student's interests and goals. These positions offer essential training in job readiness, workplace etiquette, and professional communication while helping young people explore career pathways in real-world settings.

The positive outcomes of this initiative are visible every year, as participants return to school or move on to further employment with greater confidence and purpose.

Community Participation

Beyond student placements, CLTB continues to develop strong community connections with local employers who share our commitment to inclusive hiring. Steven celebrated his third season working with the Thunder Bay Border Cats this summer.

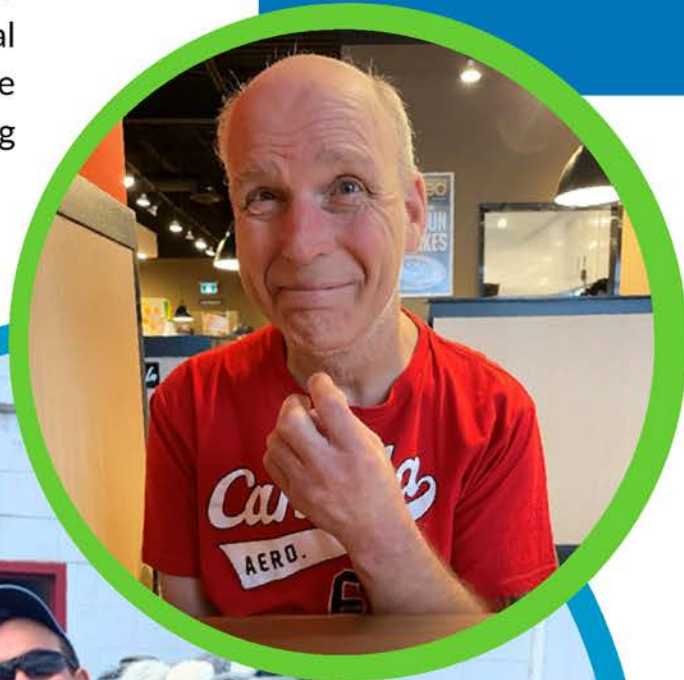
His dedication and positive attitude are a great example of how inclusive employment strengthens teams and builds community pride.

We extend our thanks to the Border Cats for their continued partnership and for being champions of workplace inclusion.

“

“Employment is more than a job, it’s a path to purpose, connection, and belonging.”

And after two decades of bringing smiles to customers at McDonald’s on Cumberland, Herb has decided to embrace retirement. Known for his iconic greeting—“My name is Herb. How are you today?”—he leaves behind a legacy of warmth, commitment, and kindness. While no longer behind the counter, Herb continues to brighten days with his signature smile and handshake throughout the community.



SUPPORT SERVICES

Supported Independent Living(SIL): **Centered on the Person**

Over the past year, our Supported Independent Living (SIL) program underwent a meaningful transformation. We shifted from a center-based model to a fully individualized, person-directed approach—placing each person we support at the heart of their own planning. With dedicated staffing teams, people now receive supports that reflect their preferences, priorities, and goals for the future.

This new model promotes autonomy, confidence, and the ability to lead a self-directed life. While the transition required flexibility and a strong commitment to our values, it was made possible through the collaboration of everyone involved, the people we support, direct support professionals, case managers, and leadership. The result is a more responsive and empowering approach to support for those we serve.

Welcoming New People

This year, we were proud to welcome several new people into SIL services. Many were young adults transitioning from children's services, as well as others who had been waiting for support for some time. Some chose to live independently in their own apartments, while others joined our Family Home program. In every case, our focus remains the same: providing personalized support that helps people develop independence and envision the life they want to live.

By building trust and offering flexible, strengths-based support, we help people gain confidence, connect with their communities, and move closer to their goals at their own pace, and in their own way.





Group Residential Services: Meeting Changing Needs

As in previous years, our Group Living program remained active and dynamic. One key reality we are addressing is the aging of many people we support. With age, support needs often change, requiring us to re-evaluate living arrangements and ensure that each person's home continues to meet their needs.

This past year, 8 people moved between service areas, including transitions from SIL, and vice versa. These shifts reflect our ongoing commitment to aligning supports with individual needs at every stage of life. We also welcomed a new person to our Collins Place home, where he transitioned smoothly from living with his family. Sadly, we also experienced loss. This year, we said goodbye to 3 people who were deeply loved and are greatly missed by all of us at CLTB.

Experiences, Travel, and Connection

Life in our homes was filled with memorable moments. People enjoyed trips to destinations like Disney, Mexico, Duluth, Winnipeg, and Toronto, some even took part in helicopter rides or attended an NHL hockey game. Locally, summer glamping was a favorite for many, creating fun and connection close to home.

These meaningful experiences are a reminder of the importance of joy, adventure, and community in the lives of the people we support.

Leadership in Action

Our Group Living managers engaged in leadership training this year inspired by Brené Brown's Daring Leadership framework. This work encouraged self-reflection, values-driven decision-making, and showing up with authenticity. The goal is to bring this learning into daily practice by building stronger relationships, spending more time with teams in the homes, and being a visible, supportive presence.

Intensive Support Residences: Expanding Opportunity Through Responsive Support

Over the past year, three new people have joined our Intensive Support Residence (ISR) services. As always, our focus remains on creating opportunities for personal growth, community connection, and living environments that reflect each person's unique goals and needs.

While we continue to explore new living arrangements, suitable housing remains a significant challenge. Recognizing this as a foundational barrier, CLTB has taken a more proactive approach, developing stronger relationships across the community and identifying internal opportunities to expand housing choices for people who require supportive accommodations.

Looking ahead, our priority is to evolve and respond to changing needs with creativity and flexibility. As the people we support grow and change, our strategies must adapt alongside them, ensuring that support remains person-centered and meaningful.

Equally important is investing in our support teams. We are committed to providing staff with ongoing opportunities to build skills, explore new approaches, and grow within their roles. By doing so, we promote not only retention and job satisfaction, but also ensure that people supported by CLTB are met with experienced, engaged, and responsive care.



STRENGTHENING ADMIN OPERATIONS

In early 2025, CLTB initiated a strategic administrative restructure to strengthen internal operations and better support our mission. A new department was established to manage administrative requirements and front desk coordination, ensuring smoother daily operations across the organization. This shift allows managers to focus more fully on leadership and team support, reinforcing our commitment to delivering high-quality, person-centered services.

The administrative team is taking a leading role in data collection, report preparation, digital form management, and the restructuring of internal systems. A key goal is to support the organization's shift toward greater digitalization and automation of processes. This will include reducing paperwork, simplifying staff workflows, and maintaining organized, accessible internal systems.

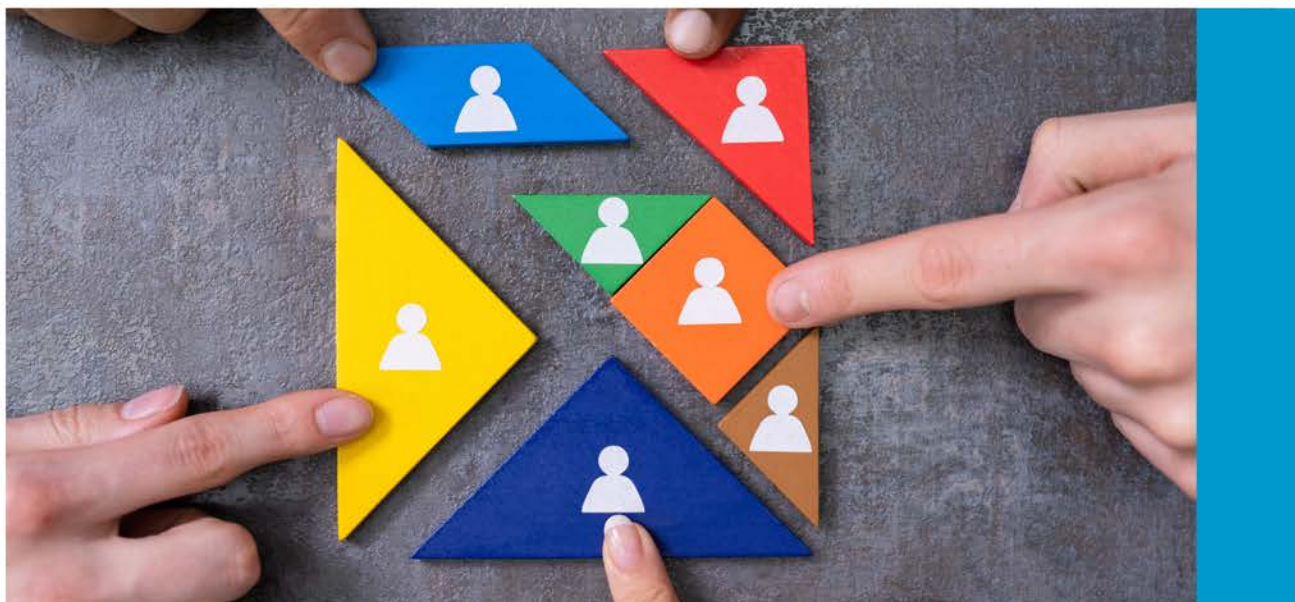
A central priority of the department is also to enhance both internal and external communication. By supporting clearer communication pathways and more efficient administrative processes, this structure aims to improve responsiveness, reduce delays, and ensure a more consistent experience for all staff, families, and people supported by CLTB.

In addition, the department plays a key role in community engagement and the coordination of grant proposals. These efforts support stronger partnerships, expand funding opportunities, and help CLTB remain responsive to the evolving needs of the people we support.



Building Engagement Through Communication

As part of this administrative direction, the Communications function is being strengthened to reflect the priorities laid out in the CLTB Communications Plan. The goal is to foster clarity, engagement, and collaboration across the organization and with our community.



Improving Internal Communication

Bi-monthly internal updates keep staff informed about operational highlights, departmental progress, and strategic priorities.



Enhancing External Engagement

Tailored newsletters and social media storytelling showcase the impact of our work, amplify voices from the CLTB community, and encourage public engagement.



Strengthening Transparency

Regular updates from leadership foster open dialogue and build trust across the organization.



Modernizing Tools:

The creation of a centralized digital intranet will streamline access to communication resources, internal forms, and staff updates.

Through these efforts, CLTB is building a more connected and informed community, both inside and outside the organization, ensuring that our mission, vision, and values are clearly reflected in everything we share.

QUALITY IMPROVEMENT

This year, CLTB proudly supported the launch of a People First chapter in Thunder Bay, led by Tyler (President), Nathan (Vice President), Cory (Treasurer), Brianna (Secretary), and supported by Malyk, Mary-Anne, and advisor Kasia. Meeting monthly at the Griffis Centre, the group provides a space for advocacy, connection, and empowerment. Rooted in a national movement, the group promotes choice, inclusion, and the power of having a voice.



Rights Restriction Review

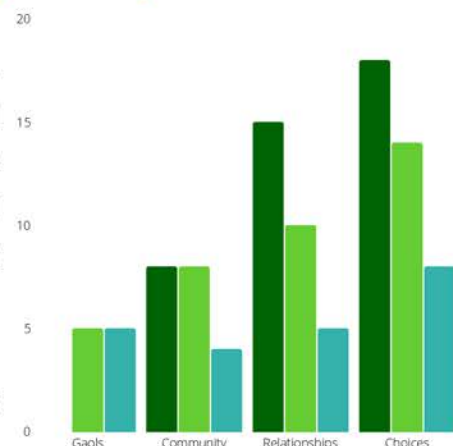
CLTB remains an active member of the Inter-Agency Rights Restriction Review Committee, in collaboration with Options Northwest and Community Living Greenstone. The committee meets monthly to review proposed rights restrictions, ensuring they are person-centered and use the least intrusive measures possible.

Restrictions are reviewed annually to confirm their necessity, with documentation and support strategies in place. This collaborative approach promotes consistency, accountability, and upholds the dignity and rights of the people we support.

Personal Outcome Measures – (POM)

This year, our certified POM team—Cindy Mazan, Sara Charlebois, Lauri Sinkins, Deborah Gillespie, Katie Gallagher, and Colleen Bryson—completed over 50 interviews using the Personal Outcome Measures tool. This person-centered approach helps us understand what truly matters to the people we support and ensures that planning and services reflect their individual goals.

We continue to host regular POM workshops for staff, reinforcing our commitment to meaningful, individualized support across CLTB.



EVENT & FUNDRAISING



**MAY 2 & 9
2024**

Line Dancing

Two inclusive line dancing sessions brought the community together, promoting fun, connection, and accessibility.

**JUNE 8
2024**

Yard Sale & Vendor's Market

A vendor market and yard sale event was held with strong local participation, featuring vendors, community sales, food, crafts, and activities for families—all in support of fundraising efforts.

**SEPT 12
2024**

Ka-NA-chi-Hih SAAFE Walk

We joined the 2023 SAAFE Walk by Ka-Na-Chi-Hih to support substance abuse awareness and wellness.

**JUNE 8
2024**

Diversity Event

A vibrant diversity event was held at Marina Park, featuring food, music, dance, cultural activities, and a kids area—bringing the community together in celebration of inclusion.

**Oct 6
2024**

Witch Walk

This Event offered a fun night of shopping, dancing, and entertainment in the Waterfront District, with prizes worth over \$6000 and strong community engagement.

**Oct 26
2024**

70th GALA Celebration

A memorable gala marked CLTB's 70th anniversary, uniting the community for an evening of celebration, appreciation, and shared milestones.

**Dec 18
2024**

Food Drive

A festive holiday food drive gathered non-perishable donations for local families, creating a joyful atmosphere with music, treats, and a special visit from Santa.

**17 Feb
2025**

Friends & Family Skating

A lively public skating event brought together CLTB family and friends for an afternoon of fun, connection, and winter cheer at Grandview Arena.



HUMAN RESOURCES

Health and Safety

In 2024-2025, CLTB continued to prioritize staff safety, wellness, and compliance across the organization. We successfully completed documentation for the Accessibility for Ontarians with Disabilities Act (AODA) audit conducted by the Ministry for Seniors and Accessibility, and ensured all required staff training was completed.

To strengthen our workplace safety measures, we introduced a Slips, Trips, and Falls Policy in response to the Ministry of Labour's Blitz initiative, along with a Footwear Policy to further reduce fall-related incidents and promote safer work environments across all settings.

Labour Relations and Employee Benefits

CLTB and OPSEU have officially begun the collective bargaining process following the expiration of our four-year collective agreement in March 2025. As OPSEU advocates for increased government funding in the developmental services sector, we continue to align with their efforts, alongside Community Living Ontario and OASIS, in raising awareness and pushing for meaningful financial investment across the province.

In our continued efforts to provide competitive and sustainable employee benefits, CLTB transitioned to a new broker, *Barill & Company*, replacing AON. This change was driven by our goal to ensure cost-effective, high-quality coverage for all eligible employees. A working group of frontline and management staff has been instrumental in guiding this process.

AODA Compliance Training Completion



Slips, Trips & Falls Policy Awareness



Satisfaction With New EFAP Provider





Employee Assistance and Wellness

This year, we successfully transitioned our Employee and Family Assistance Program (EFAP) to Resolution Counselling, a locally owned provider offering confidential, accessible, and flexible support services. Staff and their families now have access to up to 15 sessions per year, offered in person, by phone, or virtually. Feedback from our team has been very positive, affirming this as a meaningful step in supporting employee mental health and well-being.

We also continued to offer monthly Chillout sessions facilitated by equity trainer Nima Novak. These sessions focus on mind-body techniques designed to help staff reset and recharge, supporting resilience in the face of ongoing global and personal stressors. We remain committed to creating space for healing, reflection, and connection through wellness-centered training.

Recruitment, Retention, and Student Engagement

CLTB expanded its flexible workforce significantly this year, hiring 101 casual support staff in 2024 and an additional 38 to date. Beyond recruitment, our focus has been on connection, ensuring strong communication, meaningful orientation, and support that helps casual staff feel informed, engaged, and valued as part of our team.

Our commitment to future workforce development continued through student placements in Developmental Services, Recreation Therapy, Social Services, and Accounting. These placements allowed experienced staff to mentor and inspire the next generation of support professionals



FINANCE INSIGHTS

During fiscal year 2024–2025, CLTB's operational budget increased by \$1.88 million, rising from \$26.2 million to \$28.1 million.

This growth was largely due to expanded service capacity for youth entering support, along with increased investment from the Province of Ontario. The additional funding helped sustain high-quality, person-centered services while meeting rising operational demands.

Wages and benefits remained the largest area of expenditure, representing 83.8% of total costs—an increase from 81.7% the previous year. This reflects a 12.33% growth in payroll costs, due to more paid hours, rate increases, and rising benefit costs. Average daily staff hours rose from 1,583.81 to 1,774.68, and full-time equivalent (FTE) positions increased from 278 to 311, demonstrating the organization's expanding workforce to meet growing needs.

Spending on purchased materials and services remained steady, with a slight decrease of \$15,072, reflecting stable and disciplined budgeting in non-wage areas.

To support efficiency and accountability, the Finance Department launched a new expense management system. This tool allows credit card receipts and expense allocations to be uploaded within three days of purchase, automatically syncing with the accounting software. With over 300 monthly transactions, this system has improved accuracy, speed, and oversight.

In addition, a new financial reporting system was procured after an initial platform proved unworkable. Two Finance staff completed intensive training to prepare for its rollout.

A special thank you to Ben Bryson for leading both projects and driving innovation in our financial operations.

PASSPORT

Strengthening Support Through Person-Centered Planning

In 2024–2025, CLTB enhanced how Passport services are delivered by furthering our person-centered approach. A key milestone this year was the continued development of our dedicated Passport department, led by Kim Kelly. With growing monthly volume, often exceeding 300 expense claims—CLTB partnered with Confederation College to bring on Harshil Trivedi to support financial processing. This allowed the Passport Manager to focus more intentionally on planning with people to help them make the most of their funding.

Thanks to this restructuring, CLTB welcomed 11 new Passport budgets this year. These transitions reflect a growing trust in our planning process, which focuses on listening, flexibility, and supporting each person's vision for their life.



Trips, memberships,
technology and supplies
and Equipment



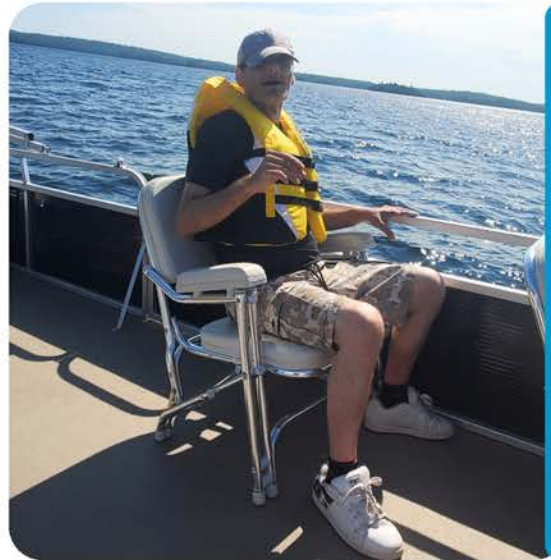
Meaningful Experiences and Impactful Choices

This year, Passport funding enabled a range of meaningful experiences. Several people fulfilled lifelong dreams, including attending NHL games, Disney Cruises, concerts like Metallica, and destination vacations to places like Cuba.

These opportunities were carefully planned in collaboration with each person, their teams, and families, ensuring support aligned with personal goals.

Beyond travel, people used their funds for technology purchases such as laptops, headphones, tablets, and crafting equipment.

Others invested in fitness items, musical instruments, and sensory tools tailored to their needs.



Community Connection and Wellness

Passport budgets also supported gym memberships, theatre and concert tickets, and participation in community events, including Wake the Giant, Country on the Bay, and local sports games.

One standout event was a two-day Culinary Experience focused on healthy eating. Led by a professional chef, participants learned to prepare nutritious meals like Walleye Cakes and Three Sisters Stew, fostering life skills, connection, and cultural appreciation.

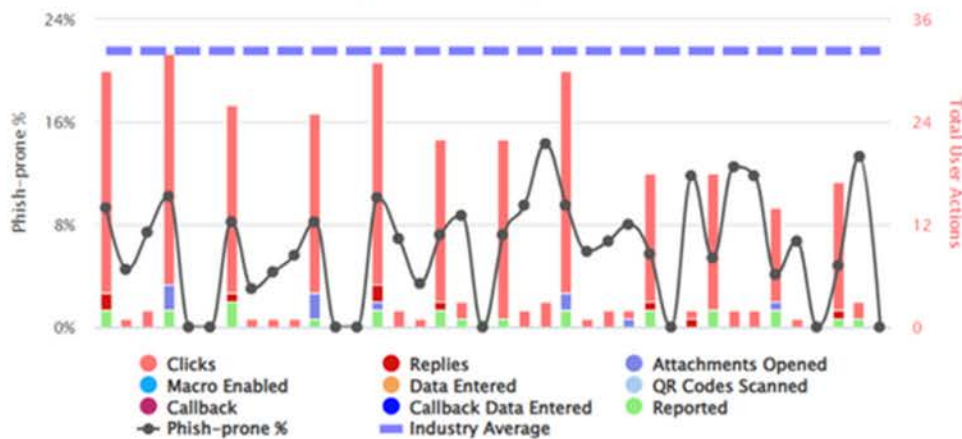
Through Passport, we continue to empower people to pursue their interests, improve well-being, and build a life of their choosing—one goal at a time.

INFORMATION TECHNOLOGY

In 2024, CLTB continued to strengthen our cybersecurity practices through our partnership with KnowBe4, a leading platform for staff training on digital safety and phishing prevention. With regular interactive modules, bi-monthly phishing simulations, and a built-in Phish Alert Button in Outlook, employees were better equipped to identify and respond to potential threats.

Phishing Security Tests 01/01/2024 – 12/30/2024

273 Clicks, 9 Replies, 11 Attachments Opened, 0 Macro Enabled, 0 Data Entered, 0 QR Codes Scanned, 0 Callback, 0 Callback Data Entered, 25 Reported



Industry Benchmark Data ?

Account Average Phish-prone %	8.6%
Last Campaign Phish-prone %	11.5%
Industry Phish-prone %	21.5%

Industry	All Industries
Organization Size	Medium (250-999)
Program Age	90 Day

Over the past year, more than 300 phishing simulations were conducted across the organization, helping staff build awareness and confidence in identifying and reporting suspicious content. These exercises, combined with ongoing training, led to a measurable increase in staff responsiveness and engagement.

Key highlights include:

- Average Phish-Prone Rate: 8.6%, significantly below the 21.5% industry average
- Most Recent Campaign Engagement: 11.5%
- Phishing Reports: 25 emails flagged using the Phish Alert Button
- Training Participation: 61 desktop completions, with additional completions across other devices

These results demonstrate a growing culture of digital awareness and accountability across the organization, lowering risk and improving confidence.

Looking ahead, we will continue to deliver updated monthly simulations and monitor participation as a key performance indicator (KPI), ensuring that safety and preparedness remain priorities across all areas of service.



The Technology Committee continued to advance its mission of ensuring equitable access to meaningful, person-centered technology. Following an extensive engagement process led by Kayla Scully and Rebecca Rehula, the Committee focused this year on helping people incorporate technology into their daily lives in ways that support independence and inclusion.

Building Connections Through Technology

Special recognition goes to Brad Maxwell, whose exceptional commitment to individualized tech planning ensured people received tailored supports that truly worked for them. Brad's thoughtful approach and attention to detail have made a lasting impact.

Beyond internal efforts, the Committee also fostered community partnerships. In October 2024, members visited the Augmentative and Communication team at George Jeffrey Children's Centre, learning how emerging tools and 3D-printed assistive devices are improving accessibility. This visit sparked new ideas and laid the groundwork for future collaboration.

By combining practical planning with community innovation, CLTB continues to ensure technology empowers people on their own terms.



Investing in Accessible, Safe, and Sustainable Environments

In 2024–2025, Community Living Thunder Bay remained committed to maintaining safe, accessible, and high-quality environments for the people we support. Strategic investments in infrastructure and equipment supported both immediate needs and long-term sustainability across our homes and services.

This year, CLTB purchased one new home, increasing our capacity to provide person-directed living options in community-based environments. In addition, we made targeted capital improvements to existing properties, including two bathroom renovations, one roof replacement, and the installation of a new sliding door to enhance accessibility and comfort.

Our transportation resources were also expanded with the purchase of two new vans, supporting flexibility in community participation and ensuring reliable access to appointments, social outings, and essential services.

To meet evolving technological needs, CLTB invested in five new computers, enhancing staff access to digital tools and strengthening operational efficiency.

In total, CLTB invested approximately \$556,000 in capital additions, underscoring our ongoing commitment to quality infrastructure that supports safe, inclusive, and responsive services.



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