

ANNUAL REPORT



2020-2021

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VISION, MISSION AND GOAL OF THE ASSOCIATION

VISION

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

MISSION

In pursuing its Vision, CLTB is committed to:

- 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.

GOAL

The Goal of Community Living Thunder Bay 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."

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PRESIDENT'S MESSAGE OF 2020/2021

Bozhoo/Welcome all to our 2nd COVID-19 Annual AGM.

This year saw a continuance of the COVID-19 protocols which kept Lisa Foster and her team both management and staff busy. As both PPE, visitation and outing rules changed. It seemed effortless but I know the coordinated work required to keep all aware of the changes (Staff, Management, Clients, Family Members, The Board of Directors). The constant updates from Premier Doug Ford and his Ministers as well as, the Local Health Unit.

I commend Lisa Foster, Management and staff for finding various avenues for vaccination for all CLTB's clients and I am confident that by the date of the annual meeting all clients will have received both of their vaccinations.

In closing, Miigwech (Thank You) to the management team for their continued support of the board providing us the data and information require to make informed decisions.

Miigwech to the front-line staff and their unwavering dedication to the people they care for always and especially during these trying times.

Not to forget, Miigwech to my fellow board members for their dedication and commitment to the Vision – Mission & Goal of Community Living Thunder Bay (CLTB), as well as their support for their president their guidance was greatly appreciated.

Respectfully submitted,

Robert Rickards, President, CLTB Board of Directors

Follow the three rules

Respect for self

Respect for others

Responsibility for all your actions

- Dalai Lama

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EXECUTIVE DIRECTOR'S REPORT OF 2021/2021

Lisa Foster, Executive Director

Fall 2020 to May 2021 was a very difficult period of time for our organization and our community. Lock downs were extended, protocols tightened, holiday and family celebrations were missed, and Covid-19 cases rose in our community at an alarming rate. During the months of February, March, and April our staff fought hard to protect themselves, their teammates, and the people we support. During this time 4 people we support and 7 staff tested positive. In some cases, the staff's family were also impacted. We are grateful that everyone recovered.

It's important to reflect on the sacrifices that we all made during this time and especially important to acknowledge the dedication and commitment of our frontline staff. They continued to show up each day and support people to live their best life under extraordinary circumstances.

March and April brought much joy as we found out that staff and people, we support were eligible for vaccines. Our staff worked incredibly hard to ensure everyone that was able to receive their shot. Unfortunately, with the emergence of the Delta variant we are in a holding pattern waiting to see what the next few months bring.

In spite of these challenges, we have accomplished a lot this past year. We remain diligent in our safeguards to counter the constant shifting dynamics of the pandemic and future focused on our Vision. Here are the highlights of our efforts this past year.

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Quality Improvement

Quality improvement initiatives during the pandemic have focused on promoting the health and well-being of people supported and improving organizations systems and practices. The following are some highlights of the undertakings over the last year:

Quality Improvement Committee

The team of staff which represents all service areas of the organization and who share a commitment to continuous quality improvement met throughout the pandemic. The work of the team focused on improving organizational systems through policy review as well as initiatives to address the stress and pressure our direct support staff and people supported experienced throughout the pandemic.

Strategic Direction

A detailed process of focused organizational improvement was developed and presented to our Board in April 2021. It provides multi-faceted initiatives to improve quality on an individual and organization level. It is a framework for the organization to be able to measure quality on both a qualitative and quantitative manner. We are excited to implement this framework and get back to the work we love to do.

Action plans are being developed around the following Shared Values:

- Dignity and Worth
- Legal and Human Rights
- Self Determination and Choice
- Community Settings
- Social Capital
- Community Partnerships
- Shared Leadership
- Continuous Learning
- Open Communication
- Continuous Improvement

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Personal Outcome Measures Training/Certification

A renewed commitment has been made this year to work with the Council on Quality Leadership (CQL). This organization is internationally respected and renowned for providing a proven framework for quality monitoring and enhancement through person centered approaches. This fall five employees, three direct support and two management staff, will begin the training with CQL to become certified in using the Personal Outcome Measures to evaluate and improve quality of life for people supported and to provide a measurement of the organizations service delivery in general.

Transition Aged Youth

Over the last year we have transitioned 5 new young people into adult services. We have also begun work with another young adult on a fee for service basis. Covid has continued to directly contribute to the struggles that people face. Mental health struggles have increased, social isolation and connection continue to be major factors impacting those who are already struggling to cope with trauma, anxiety, and addiction. Our TAY staff team offers a responsive and flexible approach in serving this at-risk group of amazing young people. Our direct support staff, case management support, after hours response staff, and our newly revised on call system have all contributed greatly to the good work in this area. Recruitment and staffing levels are a challenge but the commitment and support of both Sandy and Jason provide to staff has been very beneficial.

Much of our focus has been assisting our youth to stay on track for completion of high school and college. There has also been an emphasis on obtaining and continuing employment. For several youths, the focus has been affordable housing and learning how to take care of a home.

Illa, an Elder in our community, connects for Cultural Teachings weekly with numerous people to discuss and answer questions regarding indigenous culture/spirituality. She cooks meals in the Hub kitchen with those youth wanting to participate. This summer many of the youth and staff attended the School of Indigenous Learning with Jordi and attended their land-based teaching facility.

Sheldon has joined our Team as a Community Development Coordinator; he has set up training opportunities for learning more on culture and trauma and will be counselling some of those we support in the TAY area on anger management in the coming months. Sheldon brings a wealth of knowledge of community and Indigenous resources.

The new After-Hours Managers have been a great addition to CLTB and the TAY area in assisting staff and youth navigate through any situations that arise after 4:30pm Monday to Friday and the weekends.

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Clinical Supports

During the last year Clinical supports have continued but have been strongly influenced by COVID and the provincial restrictions implemented by the Ontario government. Working within clinical services are Peter Gravelle and Barb Turk.

Clinical meetings were held weekly to discuss the youth we support in the TAY (Transition Age Youth) program. The focus of these meetings is to assist, mentor, and guide our staff in supporting our youth. These meetings held with the TAY managers and case managers are to listen to their concerns, guide them in their work and assist in teaching them about trauma and mental health. During this time there was a regular check in with all team members focusing on their own mental health in relation to COVID and the restrictions placed on all of us. For some people this time has been very stressful.

Peter Gravelle worked with some teams on a regular basis during different periods over the last year. This included themes ranging from conflict resolution, communication, morale, and mental health. The last year was an opportunity for Peter Gravelle and Barb Turk to become skilled and trained in two programs which will benefit all the people we support at Community Living Thunder Bay. These two programs are Safe and Sound Protocol and Neurofeedback training.

The Safe and Sound protocol is related to polyvagal theory and the autonomic nervous system. The safe and sound system is an auditory intervention developed by Dr. Stephen Porges to restore the nervous system, reduce stress and auditory sensitivity, and enhance social engagement and resilience. We have used this intervention with several people over the last year and have seen some tremendous progress in their daily living.

Neurofeedback training is a program that utilizes biofeedback to help train your brain to become more efficient. Many people who have suffered trauma, neglect, and various other struggles that life may have given them have brains that operate in ways that make their life much more difficult.

The future looks very promising with these new approaches in working with people who we support at Community Living Thunder Bay. We have already seen some tremendous success. This is also a new way of looking at how we view issues and struggles that people have. This new view that we are teaching and educating our teams on makes the future look very bright.

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Human Resources

Recruitment & Onboarding

CLTB is proud to have welcomed 49 new support workers so far in 2021. This year has not been without its challenges brought on by Covid-19, including a sector-wide staffing shortage. Our dedicated front-line staff have worked hard to maintain the quality of supports provided by the association through the many challenges Covid-19 has brought. Our Human Resources team is hard at work to recruit quality front-line support workers. We are currently onboarding another 6 new support workers, and we look forward to orientating even more new TAY Support Workers this October, followed by a group of Casual Support Workers this November. Our frontlines will be seeing many new faces learning the ropes in the coming months, and we are confident that they will be met with warmth and mentorship from our experienced support workers.

Human Resources is also excited to continue our work on better utilizing and retaining our current team members. We will be rolling out a new performance appraisal, and we look forward to working more with the Gifts Committee. CLTB is in the final stages of developing a new performance tool to help our staff identify areas of improvement and goal setting based on their unique strengths and gifts. We aim to better understand and utilize the gifts in each of our support workers. We strive to help each member of CLTB bring the best parts of themselves to the lives of the people we support. We are proud to say we have 8 members who are now certified Gift Master Facilitators: Laurie Sinkins, Kim Kelly, Rechelle Smith, Tina Michon, Kiara Pepe, Marie Morrison, Deborah Gillespie and Maureen Cameron. They are eager to start meeting with our team members to help them find & understand their gifts!

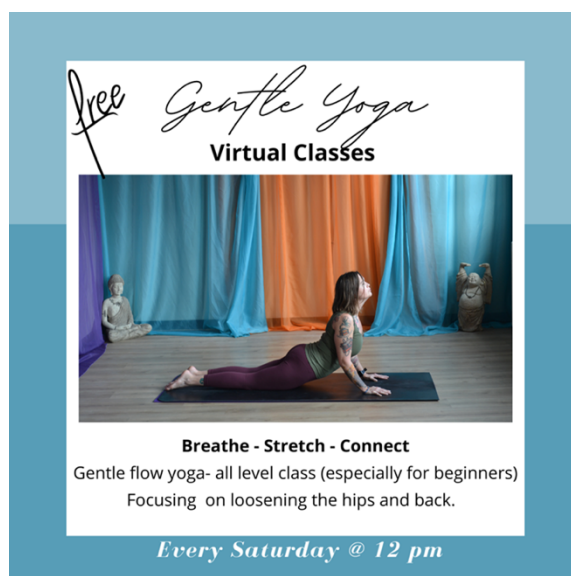
As CLTB continues to recruit for both TAY Support Workers and Casual Support Workers for group living and SIL, Human Resources is always accepting resumes at jobs@cltb.ca. The Employee Referral Bonus program is still running and by referring someone, you can be credited \$100 for referring a successful new hire to CLTB! Reach out to Human Resources for more details.

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Wellness Program

We are very proud of the work our Workplace Wellness Committee has undertaken in this tumultuous year!

Our Workplace Wellness Committee is comprised of union and management representatives from the organization. The committee members are Liz Blades, Sara Charlebois, Lauri Sinkins, Mike Duncan, Shauna Ahern, Francis Talarico and Lisa Foster.



Our Workplace Wellness Program is comprised of many different and exciting initiatives, such as:

- Group wellness events throughout the year: Yoga, Strength Training classes and Therapeutic Art. This year with social distancing in mind, we included virtual classes.
- Our Wellness Perks Program, which includes 25+ local businesses to provide discounts to CLTB staff for the services and products purchased at their establishments. The business varies from gyms to health food stores to art studios.
- Our Time to Talk Campaign which occurs in January in honour of Bell Let's Talk. A campaign where we ask employees to share stories as an opportunity to break mental health stigmas. This year we saw this conversation grow amongst our staff, sharing personal stories and experiences to help each other break the stigmas we all face.
- Peer Support Program & App: Through our peer support program we want to help employees feel heard, supported, and cared for. Peer Support is an approach to support mental wellness in the workplace. It is not exclusively for those who are struggling with mental health issues, Peer Support can be for anyone and anything. Our intention is that through Peer Support, our employees feel that they have a safe place to speak with someone who can empower them by providing emotional and practical support.

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Finance & Property

Finance

During fiscal 2020/2021, CLTB operational budget increased \$1,110,788 from \$20,955,846 to \$22,066,634. The growth in funding is entirely attributed to the Province of Ontario's commitment to increase the pay to frontline support workers during COVID-19. Throughout the year, CLTB received \$1.45 million in funding for the increased costs of pandemic pay. We're very grateful to have James Kozyra in payroll. James continued to adapt to the multiple payroll changes through numerous different policy changes communicated by the government and CLTB. James's flexibility, efficiency, and attention to detail is extremely appreciated with an organization in over \$18 million in payroll costs.

Despite paying employees a higher hourly wage, the percentage of wage of total expenses decreased from 85.8% to 82.6%. The 3.2% decrease of salaries to total expenses is due to increased costs of PPE, reduced double staffing to limit COVID-19 exposure, and a shift to in-home purchases for Passport funding. At the beginning of the pandemic, our frontline staff worked longer shifts than usual without additional staffing assistance. CLTB is very thankful for the staff's dedication to those we support during such a difficult and unknown time.

The CLTB finance department witnessed an extreme increase in the amount of transactions due to the use of our company credit card for supported individuals' purchases and the modification of Passport funding. A very special thank you to Christine Caron for her organization and persistence in processing the company credit card transactions. Each month required patience and resiliency due to the number of changes and we're very lucky to have Christine in charge of that job. We're also very fortunate to have Katie Porobic for her oversight of the Passport department.

Throughout fiscal 2020/2021, the finance department began the process of revamping the Organization's finance policies. The policies will be updated to reflect the change in operations and the continuous technology innovations that has changed the way our department processes transactions. The finance department hopes to have all policies completed by the end of fiscal 2021/2022.

Property

In 2020/2021, the property and maintenance department experienced a vast amount of renovation projects. On top of the numerous renovation projects, the property department had to manage procuring, delivering, and storing additional supplies and PPE for frontline staff due to the pandemic. This was no challenge to Steve Gosselin as he has been providing CLTB the best service for the last 42 years. Steve managed to secure additional supplies and storage sites while managing the additional workload to no surprise. Steve wouldn't be able to do everything he does without the help of Mark DiCarlo. Thank you, Steve, and Mark, for making a challenging year less difficult.

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During the summer of 2020, CLTB made the difficult decision to discontinue the operations at W.J. Griffis Children's Centre. The decision to close the Centre resulted in the Organization to repurpose the building for other uses. The renovations included new flooring, painting, office equipment, removal of existing plumbing, addition of drywall, and ten cubicles. Now that renovations are complete, the Centre is being used for multiple purposes such as mindfulness activities, yoga, counseling, massage, meeting space, training Centre, and accommodating all employment staff. The Employment Team moved into the Centre in late August, from their old location at the Monty Parks Centre.

Roots2Harvest has been leasing a large section of the Monty Parks Center for the last few years. Roots2Harvest has expanded their food security and outreach within Thunder Bay and approached CLTB to purchase the Monty Parks Center to accommodate their growing needs. We are pleased to share the sale of the Monty Park Center was completed on September 13, 2021. We are proud that the building and property is being used for such a vital need in our city.

CLTB inherited a house on Skyline Avenue from another local service organization. Throughout the year, the upstairs of the house was renovated with new flooring, paint, kitchen, fencing, and bathrooms. The upstairs renovations were complete, and the first tenant of the house moved in during the year. In fiscal 2021/2022, CLTB plans to complete the renovations of the downstairs unit to repurpose for another tenant or a respite space for the Family Home program.

In prior years, Nadia Morand approached the finance department about investing into an outdoor space at the 715 John Street, which is also known as the HUB. Nadia envisioned the idea of creating a walking trail and utilizing the natural forest area for recreational purposes. Since the idea was pitched, some planning went into the space and the first of three phases of repurposing the space was completed in the summer of 2020. The first phase included the clearing of some trees to create a walking path and an open outdoor space behind the HUB and 717 John Street Centre. The second phase of the outdoor project will be completed in summer 2021 and the third phase will be completed in the summer of 2022.

Looking forward, the property department is settling two significant real estate transactions in the fall of 2021. CLTB is planning on the best use of the sales proceeds of the two transactions. Currently, planning of a not-for-profit housing corporation is taking place. A not-for-profit housing corporation would create affordable and inclusive housing alternatives to people we support.

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Information Technology (IT)

Prior to the pandemic, CLTB agreed to take on a student from Confederation College Computer Programmer class for a software development project. Patrick Duarte has assisted in the development of making our Areas of Responsibilities into a computer application. Patrick was able to configure this application during the beginning of the pandemic. We were very impressed with his work, we decided to utilize his skills to assist our staff while working from home. Since then, Patrick has implemented a device management program for company owned cell phones, deployed over 30 iPads to staff, and assist in the modernization of the 717 John Street Centre. Thank you, Patrick.

In early 2021, CLTB launched a revamped website. This effort was taken on by our Office Administration Manager, Katie Gallagher. Katie worked tirelessly with Firedog Communications to update our existing website to a new format. The transition to the new website was seamless and all our existing content remained intact. The new website looks fantastic and provides us with more ability to share updates with our key stakeholders.

Moving forward, CLTB plans on developing internal applications for Quality Control measures. Patrick has remained employed with CLTB and is working on these applications. Patrick will also be tasked with further training and development of all employee's computer skills.

Employment Supports

Throughout much of the pandemic the Employment team has been working remotely or have been redeployed in other areas of the agency. Staff focused on checking in on people and ensuring they had what they needed. Slowly as the restrictions have been lifted the team have returned to helping people get back into the workforce.

This summer the SEE (Summer Employment Experience) program was a huge success. Through a Federal Grant we were able to hire 6 job coaches and assist 19 students in acquiring summer jobs.

In late August the Employment moved to 717 John Street. The new location encourages more collaboration with the TAY team. For many youths a job also creates opportunities for social interaction, valued social roles in addition to financial security.

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Employment Stories

Leah has always had a passion of working with children. Leah was supported to enroll in the CICE Program, Early Childhood Education at Confederation College. She graduated June 2021 and in September 2021, Leah secured a position at Mahmowenchike Family Development Center in their after-school program. Leah is a young woman who shows us that with perseverance and determination, dreams come true. Congratulations Leah!



Leah at Mahmowenchike Family Development Centre



Debbie at Equipment World

In August, Debbie was hired by Equipment World as their part time Inventory Manager, responsible for catering inventory. For Debbie, routine and consistency are most important and she is enjoying her Monday-Friday shifts. Before Covid, Debbie worked as a part time receptionist. During Covid, she found herself very bored being at home every day, so she started taking online courses to upgrade her skills.

When Equipment World approached us about the job opening, we knew it would be a perfect fit for Debbie. It has been a win-win for Debbie and Equipment World. Equipment World values the commitment and strong work ethic that Debbie brings to the team. And for Debbie, she says "I hope to have this job forever". Congratulations Debbie and Thank you Equipment World for being an inclusive employer for many years.

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Holiday Activities

Unfortunately, due to Covid-19, we were not able to have our annual Christmas party. With the help of Judi Bedard, we were able to organize fun and safe holiday activities for those we support and staff including a holiday baking swap, holiday card exchange and a Christmas decorating contest at our group homes. We also made-up stockings for those we support and did a drive-thru pick up at our main office, which of course included hot chocolate too.



CLTB Photo Challenge

This year, we had a new activity for staff and those we serve. We did a photo challenge, which included many different spots and landmarks in the Thunder Bay area. We received many submissions, our first-place winner was Herb Hascher! He chose to purchase a new chair with his winnings. Congratulations Herb!!



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Virtual Art Class with John Mackett

This year, we offered weekly virtual art classes with John Mackett. These classes are continuing into the Fall. We have had many people create beautiful artwork under the tutoring of John.



Wilderness Discovery Camp

Once again, this year we had many people we support go to Wilderness Discovery Camp at Shebandowan Lake. There was a lot of boating, campfires, fishing, and fun had by all who went!



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EMPLOYEE PERQUISITE ANNUAL SUMMARY

Effective August 2, 2011, Management Board of Cabinet issued a Directive establishing rules on perquisites (perks) where they are provided through Public Funds. This Directive applies to CLTB and include requirements to:

- Establish rules regarding perquisites;
- Terms and limitations on those rules;
- An accountability framework to ensure appropriate governance; and
- Provisions to make summary information on allowable perquisites publicly available.

CLTB General Operating policy #HR 30.0 Employee Perquisite Policy addresses the BPS requirements to ensure compliance with the Ministry directive.

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For the fiscal year ended March 31, 2021, Community Living Thunder Bay provided perquisites as defined by the BPS Perquisite Directive.



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INCLUSIVE EMPLOYERS 2020/2021

- Academy Pharmacy
- Airplane Hotel
- Auto One
- Biloski Bros.
- Bombardier
- Brent Park Variety
- Canadian Tire
- Caryl Baker Visage
- Central Auto Body
- City of Thunder Bay
- Community Living Thunder Bay
- Donato's Pizza
- Downtown Volkswagen
- Equipment World
- Evoke Hairstyle
- Excalibur Metal Works
- Frankie's Pizza
- The Game Shelf
- Gore Motors Honda
- Grower Direct
- Home Depot
- Home Hardware
- Kal Tire
- Kangas Sauna
- Lakehead University
- Landale
- Lowes
- Masala Grille
- The Marriott
- Marostica Motors
- Merla Mae
- Metro
- MGM Electric
- Michael Gravelle Office
- Mountain Warehouse
- Movati Athletic
- Old Fort William
- Ontario Power Generation
- Patty Hajdu's Office
- Pepsi Co.
- Pet Value
- Prince Arthur Hotel
- Red Seal Society
- River Terrace Medical Pharmacy
- Robins Donuts
- Safeway
- Shoeless Joes
- Shoppers Drug Mart
- Sleeping Giant Brewery
- Super 8 Motel
- Supreme Cleaners
- Thunder Bay Broom and Chemical
- Thunder Bay District Health Unit
- Thunder Bay Media Distributors
- Thunder Bay Police Services
- Tim Hortons
- Toys R Us
- Ultimate Gymnastics
- Victoria Inn
- Walmart
- Wanson's Lumber
- Westfort Foods
- Willow Springs
- Winter's Apparel