

2025-2026 ANNUAL REPORT

A community built
on possibility.

Inspiring
Possibilities





LAND ACKNOWLEDGMENT

Community Living Thunder Bay respectfully acknowledges that we are located on the traditional lands of the Anishinaabeg, including the Ojibwe of Fort William First Nation, signatory to the Robinson-Superior Treaty of 1850.

We recognize the enduring presence, resilience, and contributions of Indigenous peoples in this region. We are committed to learning from and working alongside Indigenous communities, and to advancing reconciliation through meaningful relationships, respect, and inclusion in all that we do.



TABLE OF CONTENTS

1.	Mision, Vision & Goals	03
2.	Board of Directors	04
3.	President's Message	05
4.	Executive Director's Message	06
5.	Supported Independent Living (SIL) Services	07
	5.1 Creating meaningful experiences	08
	5.2 Supporting Transitions	09
6.	Financial Overview	10
7.	Information Technology	11
8.	Property & Infraestructure	11
9.	Passport Services	12
10	Employment	13
10	Human Resources	13
	10.1 Recruitment and Student Engagement	15
11.	Quality Improvement	16

MISSION, VISION & GOALS OF OUR COMPANY



MISSION

Community Living Thunder Bay advocates for the rights, inclusion, and quality of life of people with intellectual disabilities. We work with individuals, families, and the broader community to provide person-directed supports, promote meaningful participation, foster respect and belonging, and remain accountable to those we serve.

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.

BOARD OF DIRECTORS

Our volunteer Board of Directors provides leadership, oversight, and strategic direction, ensuring Community Living Thunder Bay continues to serve our community with integrity and purpose.



Lisa Ellacott
President



Marybeth Barrett
Vice-President



Wendy Brescia
Director



Anne Antenucci
Director



Janette Sprovieri
Director



Kemraj Ramdehall
Director



Donna Lagergren
Director



Tisha Hasan
Director



Lynn Gray
Director

PRESIDENT'S MESSAGE

Serving as Chair of the Board is both a privilege and a responsibility. This past year reminded us that strong organizations are not defined by the challenges they face, but by how they respond to them. Throughout every opportunity and every obstacle, Community Living Thunder Bay remained steadfast in its commitment to the people we support and the values that guide our work.

As a Board, our role is to provide thoughtful governance, ensure accountability, and help position the organization for long-term success. Over the past year, we continued strengthening our governance practices reviewing policies, supporting strategic initiatives, and working closely with senior leadership to ensure CLTB remains responsive to the changing needs of our community.

One of the greatest strengths of Community Living Thunder Bay is its people. I have been continually inspired by the dedication of our employees, volunteers, leadership team, families, and community partners. Their compassion, professionalism, and resilience have allowed the organization to navigate a year of change while never losing sight of what matters most, supporting people to live meaningful and self-directed lives.



*Alone we can do so little;
together we can do so
much.*

Helen Keller

As we look ahead, our focus remains on responsible governance, sustainability, and innovation. We are committed to supporting an organization that embraces continuous improvement, values diversity and inclusion, and creates opportunities for every person to belong, contribute, and thrive.

On behalf of the Board of Directors, thank you to everyone who contributes to Community Living Thunder Bay. Together, we are building an organization that is stronger today and well prepared for the future.

EXECUTIVE DIRECTOR'S MESSAGE

This past year was marked by growth, reflection, and continued commitment to the people and communities we serve. Across Community Living Thunder Bay, we celebrated meaningful milestones in employment, education, independent living, family life, and community participation. We also continued investing in our workforce, technology, housing, and service delivery to strengthen the supports available to people and families.

Equity, Diversity, and Inclusion remained central to this work. At CLTB, we believe diversity strengthens community, equity creates opportunity, and inclusion fosters belonging. We recognize that systemic barriers continue to affect Indigenous and Black communities, People of Colour, persons with disabilities, 2SLGBTQIA+ people, newcomers, caregivers, and women. Our commitment to EDI is not symbolic—it is essential to our mission and to creating a workplace and service environment where people feel respected, valued, and able to participate fully.

This year also reinforced the importance of collaboration and continuous improvement. Through person-centred planning, community partnerships, employee development, and stronger internal systems, we continued to listen, learn, and adapt. While challenges such as access to affordable housing and meaningful community connections remain, we are committed to addressing barriers through advocacy, innovation, and partnership.

To our employees, the people we support, families, volunteers, Board members, and community partners, thank you. Your dedication and trust make this work possible and continue to move us toward a more inclusive community where everyone belongs.



SUPPORTING INDEPENDENCE



This year marked continued growth and a strong focus on person-directed supports within SIL. We welcomed four new individuals, supporting transitions into adulthood and greater independence.

Across SIL, the past year was filled with meaningful moments that reflect each person's individuality. Through travel, learning, and personal achievements, these experiences highlight what it means to live a full life in the community, supporting each person's vision of a "good life."

CELEBRATING ACHIEVEMENTS

There were many proud moments throughout the year.

Phillycia and Rochelle celebrated their graduation from high school, recognizing their dedication and hard work. Phillycia has continued her education at Confederation College, while Rochelle is exploring her next steps. Theron also graduated from Confederation College and is pursuing employment opportunities in his field of study.



CREATING MEANINGFUL EXPERIENCES

Travel and new experiences were a highlight this year. Mark C. began his goal of exploring Canada “coast to coast,” starting with a trip to the East Coast and planning to visit Western Canada next year. Theron and Agnes travelled to Cuba, where they enjoyed horseback riding and time at the beach, while Dillian and Michael visited Jamaica, creating lasting memories and escaping the Thunder Bay winter. Steven Flemming also took a Caribbean vacation, exploring the island and its culture.

Closer to home, Lorretta continued her tradition of attending an NHL game, travelling to Buffalo this year. Vance and Bob attended a Blue Jays game together, and Bruce participated in a Scottish bagpipe festival, connecting with music and culture he enjoys.

STRENGTHENING OUR TEAM

Staff enhanced their skills through training in Mental Health First Aid, FASD, and cultural sensitivity, and by attending the OASIS conference. Office renovations created more welcoming, private spaces.



Despite these improvements, access to safe, affordable housing remains a key challenge, and continued advocacy is needed to help people navigate community supports.

**New people
Supported**

4

8

- Person-directed supports
- Meaningful experiences
- Community connections

SUPPORTING TRANSITIONS



Eight people moved into homes better suited to their needs and preferences, with a focus on accessibility, safety, and community connection. These moves were supported through strong advocacy and collaboration with community partners.

This year, four people welcomed children, including a set of twins, marking exciting new chapters and strengthening family connections.

SIL at a Glance



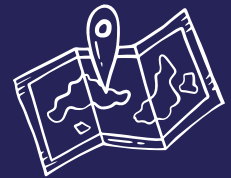
Growing Families



Staff Development



Educational Milestones



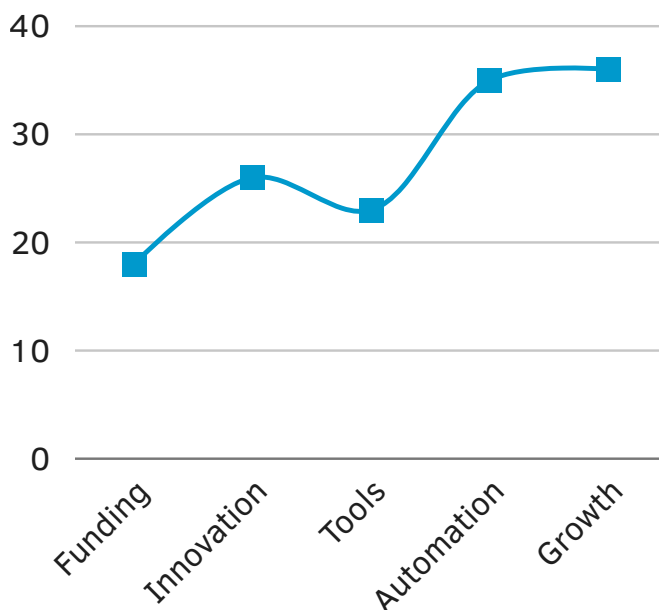
Meaningful Travel



Housing Transitions

FINANCIAL OVERVIEW

Community Living Thunder Bay continues to experience steady financial growth. Revenue increased from \$28.3 million last year to an estimated \$30.3 million this year, with projections reaching approximately \$30.5 million. This reflects an overall growth of 7–8%, driven in part by increased Passport funding.



STRENGTHENING FINANCIAL SYSTEMS

This year, we implemented enhanced real-time financial reporting tools that integrate payroll, finance, and other internal systems. These improvements provide more timely insights and support informed decision-making across the organization.

We also continued to build on our success in financial automation. High-volume processes, including credit card transactions averaging approximately 30 per day, are now handled more efficiently, improving accuracy and reducing administrative workload.

INFORMATION TECHNOLOGY

This year marked significant progress in strengthening our technology infrastructure. We transitioned away from reliance on external managed services, establishing greater independence and control over our IT environment. We also welcomed a dedicated IT professional to support ongoing development and system management.

Collaboration with a local developmental services organization further enhanced our capacity and shared learning in this area.

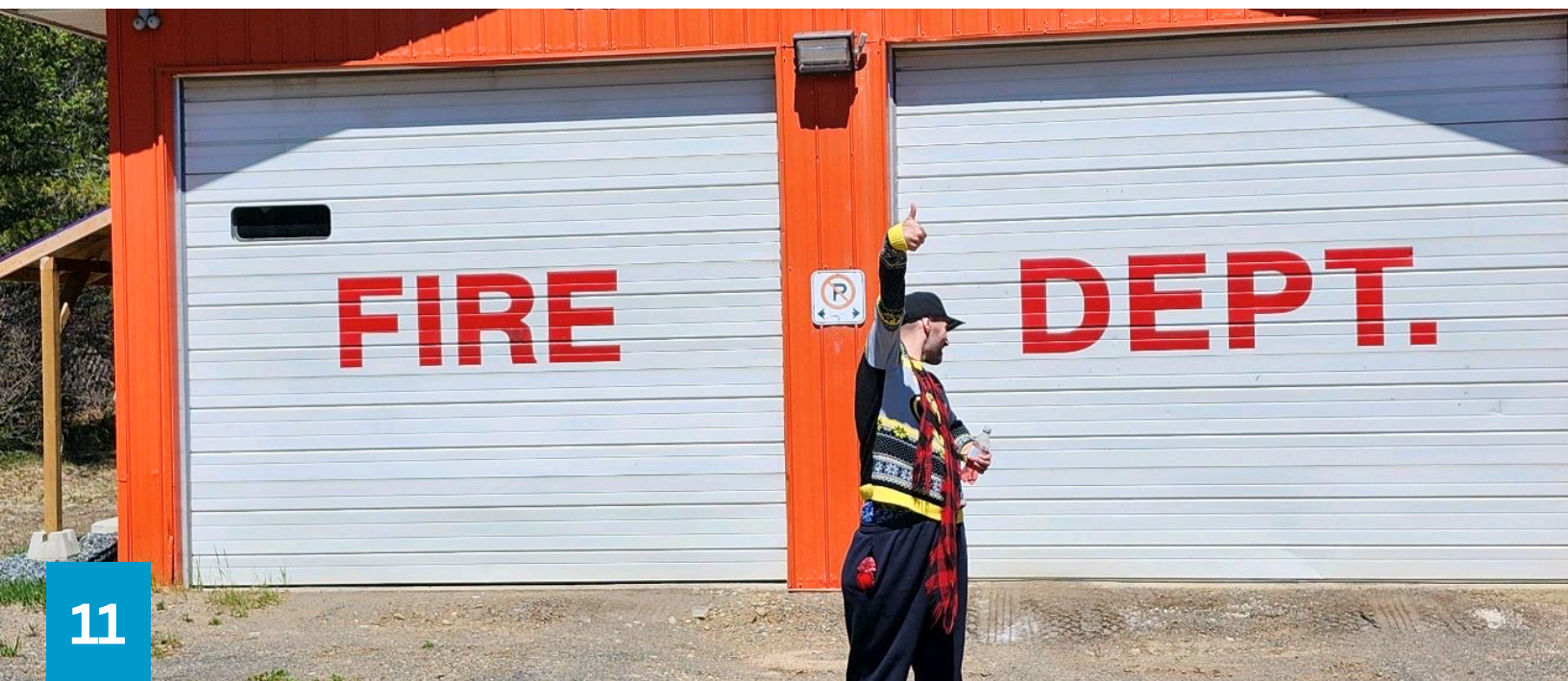
We continued to modernize our equipment through the purchase of new devices, improving reliability and performance across services. Staff also engaged in enhanced training, including emerging tools such as artificial intelligence, to support innovation and efficiency.

PROPERTY & INFRASTRUCTURE

This year, we made strategic investments to support stable housing. We purchased a property to ensure that people could remain in their homes, avoiding displacement. In addition, land was acquired with plans to develop a future six-unit housing project.

Several upgrades were completed to improve safety, comfort, and accessibility. These included outdoor space enhancements, roof replacements, new heating and cooling systems, flooring updates, and the addition of new office space at the Kinsmen Centre.

A significant investment was made in an accessible vehicle to support transportation needs. We also expanded our vehicle fleet through lease extensions, ensuring continued reliability in service delivery.



PASSPORT SERVICES



Passport Services helps people turn personal goals into meaningful experiences. From exploring new interests and strengthening daily living skills to connecting with family, friends, and the broader community, each plan is shaped by what matters most to the person.

“*The greatest impact happens when people have the freedom and support to shape experiences that are meaningful to them*”

01. GROWTH AND INCREASED ACCESS

Passport Services continued to grow, with increased utilization and a rise in the number of people accessing funding. This reflects both expanded reach and greater support for people to direct their own services.

02. ENHANCING SUPPORTS

New roles in financial reporting and financial management were introduced to strengthen supports and promote self-advocacy. These additions help people we support better understand and manage their funding.

03. STORIES OF IMPACT

Innovative supports and partnerships continue to enhance quality of life. This includes the use of technology solutions and community partnerships that promote safety, independence, and meaningful participation.

EMPLOYMENT

BUILDING OPPORTUNITIES THROUGH COMMUNITY CONNECTIONS

Creating meaningful opportunities for employment and community participation remains a key priority for Community Living Thunder Bay.

During Volunteer Appreciation Week, we recognized people whose contributions reflect the value of giving back. Rechelle has volunteered with St. Joseph's for 30 years and is a dedicated and respected member of her team. Ellie and Malyk have also made a lasting impact through their long-standing commitment to delivering meals in the community, building strong connections with the people they visit each week.

This year, we partnered with MentorAbility Canada and March of Dimes to support people in exploring employment through hands-on experiences in the community.



Briana completed a placement at Shopper's Drug Mart, where she developed skills in pricing, organizing merchandise, and stocking shelves. David participated in a placement at Merla Mae, where his strong work ethic led to an offer of paid employment for the upcoming summer season. Dana spent time at Hair Infinity, assisting staff and engaging with customers in a salon setting, gaining valuable hands-on experience.

These opportunities highlight the importance of community partnerships in creating pathways to employment, building skills, and supporting individuals to pursue meaningful work.

HUMAN RESOURCES

SUPPORTING OUR WORKFORCE

This year, Human Resources focused on employee engagement, workforce stability, and maintaining a supportive workplace culture. CLTB also continued working collaboratively with our local OPSEU union as bargaining began in May 2025 for the collective agreement that expired March 31, 2025.

We were proud to celebrate at least five employees who achieved Canadian Permanent Residency, an important milestone that reflects both their dedication and CLTB's commitment to supporting employees working in Canada on permits.

HEALTH & SAFETY AND TRAINING

Human Resources continued reviewing and updating Health & Safety and HR policies in collaboration with the JOHSC to support safe and positive workplaces. Staff also participated in the annual Violence in the Workplace survey to help guide ongoing improvements.

Training remained a priority, including monthly sessions in Diabetes Care, Enema Care, and Suppository Care, as well as the successful implementation of a blended online and in-person NVCI training model.



INVESTING IN PEOPLE



Supporting Our Team

Creating a workplace where employees feel valued, connected, and supported.



Building Skills

Providing ongoing learning opportunities that strengthen quality supports.



Growing Together

Recruiting, mentoring, and developing the next generation of professionals.

RECRUITMENT AND STUDENT ENGAGEMENT

CLTB continued to prioritize recruitment and retention, hiring 65 casual support staff in 2025 and an additional 23 to date. Efforts also focused on strong orientation, communication, and support to help employees feel connected and valued.

Partnerships with educational institutions continued through student placements in Developmental Services, Recreation Therapy, Social Services, and Accounting, helping mentor and support future professionals in the sector.



RECRUITMENT

88

▲ New Casual Staff



PLACEMENTS

4

▲ Placement Programs



GROWTH

5+

▲ PR Achieved



QUALITY IMPROVEMENT

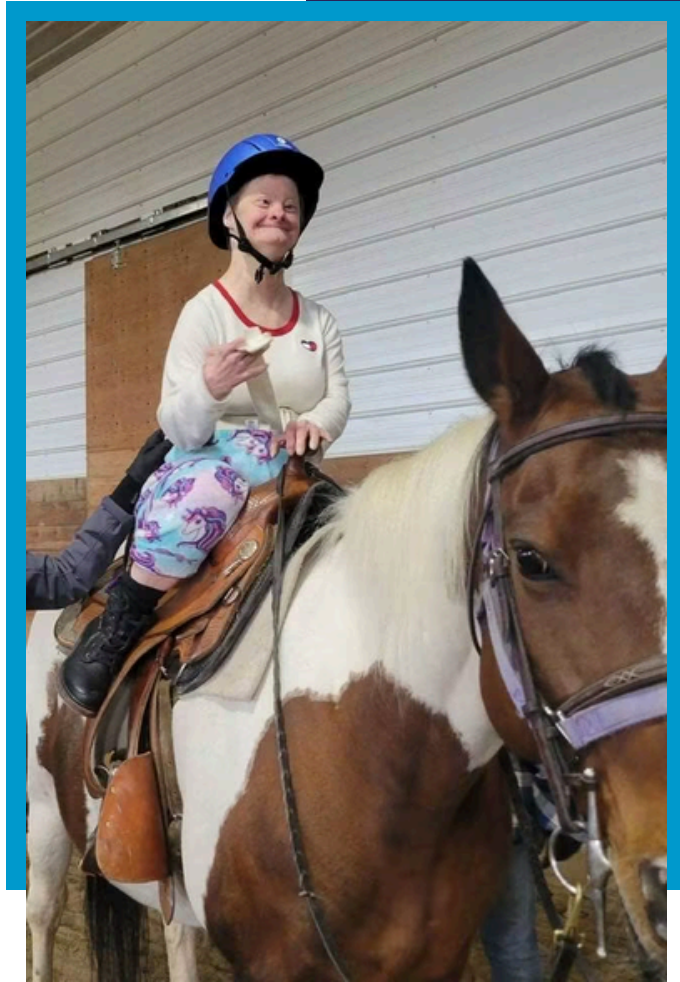
LISTENING, LEARNING, AND IMPROVING

Personal Outcome Measures® (POM) continues to play an important role in strengthening person-centred planning at Community Living Thunder Bay. Over the past year, our six certified CQL interviewers conducted more than 50 POM interviews, including 26 Outcome Interviews 14 with people receiving ongoing services and 12 during our Spring POM Workshop.

These conversations help ensure the voices of the people we support remain at the centre of planning and continuous quality improvement.

WHAT WE LEARNED

This year, many individuals shared goals focused on travel, greater independence, safer housing, and finding compatible living arrangements. While these aspirations reflect meaningful progress, the interviews also identified an ongoing challenge: many people continue to experience social isolation and have limited opportunities to build meaningful relationships and community connections.



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