



Artwork by: Andre D.



CTRC
Cochrane Temiskaming
RESOURCE CENTRE DE RESSOURCES

2022-2023

IMPACT REPORT

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Incorporated in 1976, CTRC was founded to provide services and supports to people with developmental disability across the lifespan within the districts of Cochrane and Timiskaming. The organization has established a long history of enriching the lives of people with developmental disability on their journey to becoming full members of the community.



The Cochrane Temiskaming Resource Centre **LAND ACKNOWLEDGMENT**

We at the Cochrane Temiskaming Resource Centre wish to acknowledge this land on which we operate. For thousands of years it has been the traditional land of the Anishinaabe (Ojibway), Ininew (Cree), Algonquin and Metis people, located on Treaty 9 and Robinson Huron treaty territories. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land. We are committed to building and strengthening existing relationships and to learn from one another.



Above are the remote James Bay Coastal First Nations communities that CTRC serves.



VISION, MISSION & PHILOSOPHY

Our Vision

Individuals supported by the Cochrane Temiskaming Resource Centre will have fair and equal opportunity to live, work and play within the community, as determined by personal interest and not by label.

Our Mission

To advance the quality of life of individuals with developmental disabilities through the promotion of supports and services which are person driven, holistic, community based and accountable.

Our Philosophy

- We believe in a person driven operation, and that individuals we support and their families are given the opportunity and assistance to make informed decisions about their services.
- We believe that individuals we support, their families and the community at large are essential partners in meeting our mission and supporting our vision.
- We believe that we have a responsibility to provide, develop and promote the highest quality of service and support.
- We believe that we have an important role in promoting issues and developments relevant to developmental disability in the communities in the Territorial Districts of Cochrane and Temiskaming, in the region and in the Province.

CODE OF ETHICS:

Our Guiding Principles

The following Guiding Principles are the moral standards that govern the activities of CTRC.

1. Respect for the human and civil rights of the individual.
2. Maximization of physical and social inclusion.
3. Treat individuals with dignity and respect.
4. Acceptance of only those alternatives which are least restrictive and most appropriate for the individual.
5. Services provided by CTRC will benefit individuals and do no harm.
6. Seek to follow contemporary ethical norms and be respectful of all viewpoints (e.g., issues related to cultural and religious diversity).



I really enjoy the independence that CTRC gives me. I am able to form relationships within the community and that is important to me. Going to the gym with my personal trainer gave me the opportunity to meet a new friend.

- Nick H.



The Cochrane Temiskaming Resource Centre

BOARD OF GOVERNORS

The Cochrane Temiskaming Resource Centre is operated by a voluntary Board of Governors appointed from across the Districts of Cochrane and Timiskaming.

2022-2023



Executive Committee

Kim McEntee – Board Chair (Timmins)

Jake Rempel – Vice Chair (Hearst)

Mitchell Reid – Secretary (Timmins)

Rochelle Collins – Treasurer (Timmins)

Board Members

Kaye Jacksic (Timmins)

Janine Johnson (New Liskeard)

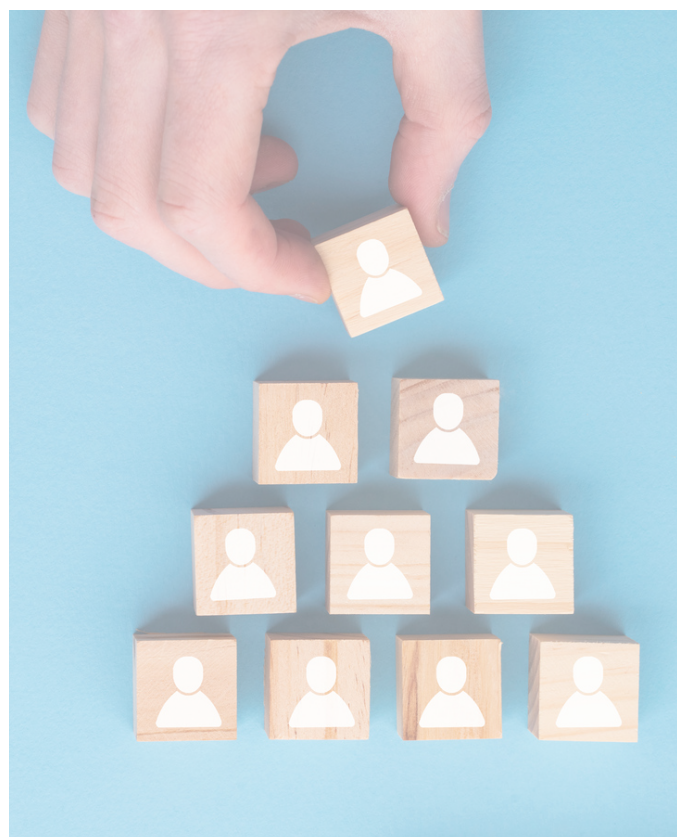
Phoebe Sutherland (Moosonee)

Nathalie Clouthier (Timmins)

Jean Harsell (Kapuskasing)

Louise Lachance (Kapuskasing)

Jill Pittman (Smooth Rock Falls)



LETTER FROM YOUR ED & BOARD CHAIR



As we reflect upon another remarkable year, it is with immense pride and gratitude that we present to you CTRC's Impact Report. This past year, our organization continued its unwavering dedication to serving individuals with developmental disabilities across a wide geographical region.

In a time of great change and transformation in the Developmental Services (DS) sector, brought about by the Ministry of Children's, Community, and Social Services (MCCSS) under the banner of "Journey to Belonging," our commitment to empowering those with neuro-diverse needs to live more independent and meaningful lives remains stronger than ever. We recognize the significance of this transformation and have embraced it with open hearts and open minds, ensuring that we continue to be at the forefront of innovative service delivery.

Over the past year, as we emerged from the pandemic and the related restrictions to our programs, we have pushed hard to reconnect our services throughout the communities we support across the northeast. Our supported living homes have opened up more freely and unencumbered and we started to rebuild a rich tapestry of community participation activities to optimally engage adults with developmental disability in the City of Timmins. Our dedication to providing essential case management and clinical services has been resolute as we serve the full age range of human development. We firmly believe that every individual, regardless of their abilities, deserves a life filled with dignity, purpose, and belonging. This belief propels us forward, motivating us to improve the quality of life for those we serve.

The achievements we celebrate in this report are a testament to the tireless efforts and considerable commitment of our exceptional staff. Their passion, expertise, and compassion have a profound impact on the lives of the people we support. Our board of governors, with their invaluable guidance and steadfast support, plays a pivotal role in steering our organization toward continued success. Together, we form a dedicated team, united in our mission to make a difference in the lives of individuals and families across our region.

As we navigate through this journey of transformation, we remain committed to our core values and our vision of a more inclusive and equitable future for all. We understand that change is not without its challenges, especially during this exceptionally difficult economic period and ongoing budget restraints, but with the continued support of our community and the resilience of those we serve, we are confident in our ability to adapt, grow, and thrive.

The challenges are many, pressures wide-spread and complexities great, but CTRC's almost half-century history has shown its value to community and ever-evolving capacity to meet the needs of people with developmental disability. We will continue to persevere and march forward. Thank you to our staff, board of governors and the families and individuals we support for standing together as we work tirelessly to create a world where everyone truly belongs. Together, we will continue to make a meaningful difference in the lives of those we are honored to serve.



JOEL MCCARTNEY, M.A.
EXECUTIVE DIRECTOR



KIM MCENTEE,
BOARD CHAIR

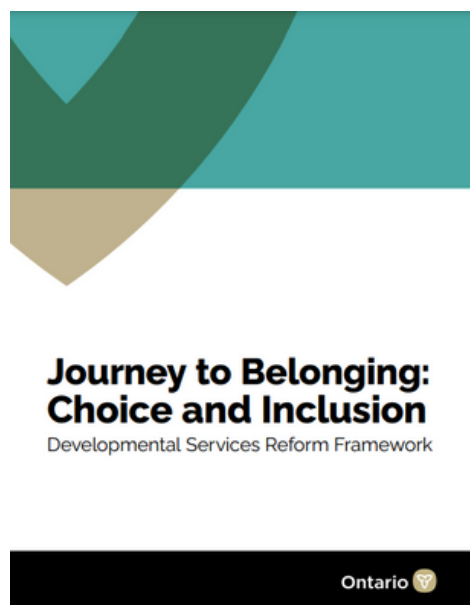
JOURNEY TO BELONGING

Choice and Inclusion

The MCCSS transformation initiative has been underway for approximately 2 years now and is a 10-year plan on transforming the Developmental Services (DS) sector in Ontario toward a more individualized service delivery approach. It emphasizes that the individual seeking services and supports must be front-and-centre in any planning or resource offering. Similar to the Passport resource, J2B intends to advance individualized funding for a wide range of supports and services that a person can then direct their funds to.

Organizations like ours are tasked to re-evaluate how we offer and design our services and resources to meet the needs of individuals, families and community to optimally support in a person-centred and directed manner. One of the biggest steps so far taken by MCCSS in this journey was to conduct the costing study with consultants KPMG commenced in the fall of 2022. 65% of DS organizations (incl. CTCRC) provided a comprehensive list of what their services cost. There was a wide range of service costs across regions and organizations as well as challenges with service definition clarity.

The Ministry will continue to analyze and reference this information to inform future planning. We will continue to keep staff and the individuals we support informed as new developments arise.



For more information about **J2B**
scan the QR to visit the ontario.ca website



CELEBRATING OUR EMPLOYEES

All employees at CTRC are critical to the success of the organization and the individuals we support. Each year it is a pleasure to honour their commitment.

This year's **Employee Recognition Awards** takes place in October with a lunch and gift presentation for all staff with 5, 10, 15, 20, 25, 30, 35 and 40 years of service. This celebration is open to all employees to honour their colleagues being recognized.

Photographed below are the employees from the October 2022 awards luncheon.



The **CTRC Board of Governors** hosts an Annual Board Dinner to honour employees who have achieved significant milestones in their career. At the January 2023 dinner, 6 employees were honoured: Lee-Ann Adams and Lisa Derosario (photographed below left with the ED) for 25 years of service and Rhonda Bauer, Darquise Osipenko (photographed below right with the ED), Elaine Johnston and Sylvie Martel for 30 years of service.



A LEGACY OF LEADERSHIP: *Honoring Gary Dowe*

As we reflect on the achievements and milestones of 2022-23, we are compelled to pay tribute to a remarkable leader whose dedication has left an indelible mark on our organization. Gary Dowe retired from the position of Executive Director after almost 13 years of exemplary service.

Gary's strategic vision, unwavering commitment, and transformative leadership propelled us to new heights. He unhesitatingly led the agency through navigating the challenging waters of the pandemic with graceful poise and intelligent guidance. His ability to inspire and empower our team has created a culture of collaboration and excellence that will continue to shape our future endeavors. Beyond the boardroom, Gary demonstrated a profound commitment to our community and stakeholders. His passion for advocating for the rights of people with developmental disability has not only strengthened our organization's impact but has also enriched the lives of those we serve.

As we bid farewell to Gary, we express our deepest gratitude for his tireless efforts, strategic foresight, and steadfast leadership. The foundation he has laid will continue to guide us as we navigate the path forward.

To honor Gary's legacy, we reaffirm our commitment to upholding the values and principles that have defined his tenure. We extend our warmest wishes for a well-deserved retirement filled with joy, fulfillment, and new adventures.

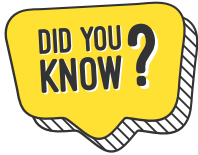
Thank you, Gary, for your enduring impact on our organization and for inspiring us to reach new heights. Your legacy lives on in the continued success and growth of CTRC.



Gary Dowe (left) and Joel McCartney (right)

SERVICE UPDATES

DS Sector Advocacy



CTRC's Executive Director sits on the provincial boards of OASIS (Ontario Agencies Supporting Individuals with Special Needs) and SCDSN (Specialized Clinical Development Services Network), formerly known as Great Lakes Society. These groups advocate for improved services and resources for agencies like CTRC, in such areas as training, funding, housing and investment in specialized clinical services. OASIS was instrumental in last year's \$3 per hour wage enhancement for frontline staff.

Working Through the COVID-19 Pandemic

Over the Covid 19 Pandemic, as the world managed this immense risk to human life and wellness, all CTRC employees had to pivot in many ways to respond and maintain the health and safety of individuals supported and each and every staff member. The management team worked closely with the Health and Safety team to develop optimal approaches to restrict and modify aspects of services and care in line with MCCSS, MOH and PHU guidance and directives. We met regularly with the Porcupine Health Unit and continue to do so. Staff adjusted to wearing masks and visors, frequent hand washing, gowning up and wearing gloves, along with managing the limits on visitors and face-to-face contact and appointments. Our Health Services Department was instrumental in spearheading the vaccination strategy to help make it a more comfortable experience for the individuals we support. The virtual approach to service delivery became a regularly used tool to supporting people and some of our services adjusted to a work from home approach. Balancing the service and resource needs of individuals supported and the restrictive requirements of pandemic protocols was no small task and required the entire CTRC staff team to pull together in the interest of people's wellness.

As we moved into the tail-end of the pandemic in late 2022 and early 2023, Direct Support Professionals continued to wear masks for optimal care delivery and apply more extensive precautions as needed, as instructed by health authorities. We commend our staff for managing through these challenging times while maintaining a high standard of care for people supported. Without this immense effort from staff and their ability to cope with considerable physical discomfort at times (i.e., wearing PPE in hot temperatures), we would likely not have achieved such notable success through these trying times.



Property Improvements & Service Continuity

In November 2022, a severe ice storm in Timmins resulted in widespread power outages throughout the city, including four of our group homes. Fortunately, power returned to our group homes within 12 hours and evacuations of individuals and staff were not required. Some regions in the city, however, were without power for over 72 hours. After review of our emergency preparedness plans, CTRC identified that high-powered generators would be very helpful to maintain continuity of operations for our group homes. At the end of 2023, we approved the purchase of one Generac generator and applied to MCCSS for additional generators.

A number of property improvements at CTRC took place in 22/23. Some of this work included the installation of luxury vinyl flooring and interior painting in multiple group homes and a kitchen remodel in one group home. MCCSS approved funding for asphalt driveway installations at two group homes in the fall of 2022-23.



Above is Terry T., a gentleman who lives at our Dixon St. group home showing off the recent kitchen remodel.

Keeping Everyone Safe

The Joint Health and Safety Committee plays a crucial role in ensuring the well-being of everyone within our organization by promoting a culture of safety, and implementing effective health and safety protocols. The Committee membership grew to 10 members in 22-23 and 6 of the new members obtained their certification. The committee continues to meet monthly, more frequently than the regulation standard of 4 times per year.

CTRC invested in a number of infrastructure projects in 22/23 to improve health and safety across the organization. Some examples of this included, the paving of emergency evacuation pathways, installed more accessible doorways to accommodate wheelchairs, ice control of the eaves troughs to assist with better traction of walkways, installed non-slip flooring and upgraded lift equipment with new slings. As can be seen, extensive effort was made to create a more ergonomically friendly service experience for both staff and individuals supported.



Our staff Accident and Injury (A&I) rate decreased by 45% from the previous year.



With the increasing need to recruit new LifeShare providers, great effort was made in 2022-23 to get the message out across our service district of the important impact such an opportunity can play in a person's life. A wide ranging advertisement blitz was made throughout the CTRC service district. Community presentations occurred along with the distribution of info packages.

For more information or if you know anyone who would like to be a LifeShare provider, please call: 705-647-1390.



Staff Training

CTRC continued to build a talented and skilled workforce in 22/23, making substantial investments in professional development for employees. This helped some staff to work towards their certifications, diplomas and degrees to better equip them in their professional roles and optimally support individuals with developmental disability.

These investments are above and beyond our annual training requirements (FA/CPR, CPI, QAM, etc.) for the DS sector.

Staff Recruitment

CTRC employed approximately 200 employees in 22/23.

72% of our total position offerings in 2022 were for permanent part-time and full-time employment.

CTRC's turn-over rate was 7.1% for the 2022 year. According to Gallup polling, the acceptable employee turnover rate is 12% - 20% and the desired target rate is 10% turnover in any given year.

This speaks to the commitment of CTRC employees and their dedication to the important work we do.

Strategic Plan Overview

In the fall of 2022, we began to work with the consulting group People Minded Business to develop a strategic plan for the coming few years. Individuals supported, families and staff were asked to provide their input on CTRC as a service agency and how it might optimally develop. An advisory committee was established with representation from families, individuals supported, bargaining staff and management. We look forward to the impact this will have on CTRC's evolution.

Equity, Diversity & Inclusion (EDI)

In the spring of 2022, the Equity, Diversity and Inclusion (EDI) committee was formed. The committee began to increase awareness and develop a broader EDI presence at CTRC where all staff feel welcome with a strong sense of belonging. We look forward to the committee's influence in expanding an EDI lens throughout our organization.

Below recognizing [National Day of Truth and Reconciliation 2022](#)



Technology Improvements

This year we further developed the CTRC website to make more user-friendly and informative. In November of 2022, we also launched the CTRC Facebook Page. Investments in technology continue at CTRC to improve service efficiency, increase our presence within the community and enhance staff interconnectivity.



SERVICE HIGHLIGHTS

Professional Resource Team

Providing Professional Resource Team (PRT) in-person services to the coastal communities of James Bay (Moosonee, Moose Factory, Fort Albany, Kashechewan) and Hudson Bay (Peawanuck) had been greatly curtailed over the pandemic due to travel restrictions. Encouragingly, as these restrictions eased, we began to provide clinics in this region again. In 2022-23 we provided 2 clinics in Fort Albany and Moosonee and 2 sessions focused on intake and case management later in the year in Moosonee. We continue to renew and build new relationships with community representatives and leaders to strengthen our service presence and better support the developmental disability needs of the First Nations coastal communities.

Daniel shared his appreciation for the case management support he received from CTRC Adult Protective Support Worker (APSW) services that helped him to return to his home community along the James Bay coast, find a place to live and connect to resources to support his wellness.



“Thank you everyone, for all that you have done for me.”

- Daniel E.

Service Feedback

CTRC's Professional Resource Team (PRT) solicits feedback from service recipients through a Service Satisfaction Questionnaire. In 22/23, we received 23 completed surveys with an average rating of “excellent” for service experience.

Some of the comments made about the service experience:

“Great Service! My daughter is very comfortable with the help she is getting.”

“The time taken to explain everything and the patience demonstrated while listening to my child. Your extreme patience with my child is greatly appreciated. Thank you very much.”

“They were good at explaining things that were being done.”

“Program works well with client and staff - very useful. Staff is knowledgeable and very helpful.”

“They are really kind and caring and willing to help.”



CTRC has a Service Complaint process that recipients can use to express any concerns they may have.

In 2022/23 we received 1 service complaint.

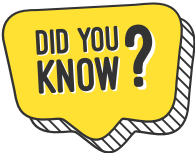
Number of individuals served at CTRC:

Adults	Children	Total
318	601	919

This total represents about .8% of the population in CTRC’s service area. Intellectual disability affects about 1% of the population.

CTRC provided 1250 service experiences across the following programs:

SERVICE	# of Adult services provided	# of Children services provided
Psychological	157	105
Speech & Language	31	163
Community Support	166	160
LifeShare	22	0
Infant & Child Development Program	0	310
Supported Living (group home)	59	0
Community Participation (day program)	77	0
TOTAL	512	738



The ICDP provides services to **children** without developmental disability as well, as long as they have a developmental concern.



I like being a part of CTRC and love all the staff. I get to do crafts, go for walks, carpool karaoke, go shopping, and cooking.

- Dale P.

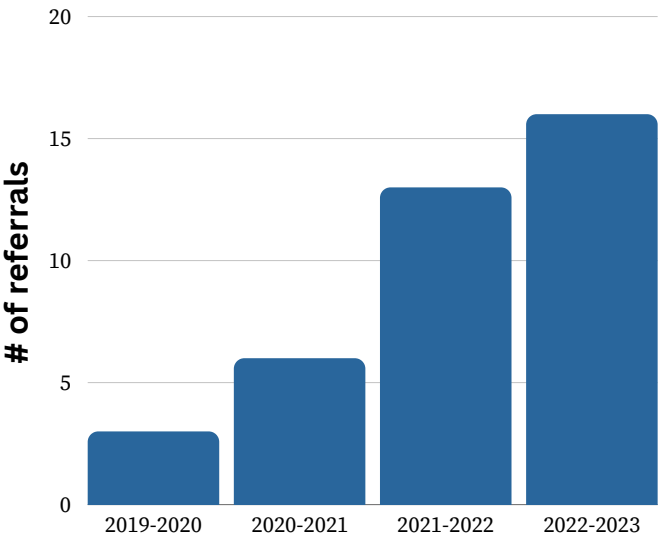
Urgent Response (UR) Service

URs are on the rise and take up a good deal of resource and time due to their complexity.

Reasons for UR referral:

- 1. Complex needs, risk of homelessness and lack of available resources.
- 2. Caregiver burnout, illness and loss of caregiver.
- 3. Inappropriate placement.

All but 1 of the UR referrals in 2022-23 were successfully closed given service completion.



Supported Living Service

CTRC continued to operate **10** group homes across the City of Timmins providing a place to live and thrive to **59** individuals. In 2022/23, we welcomed **3** new people into our homes.

These homes are integrated into the various neighbourhoods of the city and promote positive interactions and connections with all members of the community in a natural and friendly manner. In 22/23, the Quality Assurance Measures (QAM) Auditor described the homes they visited as “inviting, comfortable and fresh” noting how welcoming the homes felt. The genuine caring interaction that staff provided to individuals was also said to be very apparent.

A noted trend in 22/23 is the growing complexity of individuals supported in our homes due to factors related to aging, high medical needs, mental health and addiction challenges. The team continues to develop their knowledge and skills, along with acquiring and designing helpful resources to optimally meet peoples' needs.



I like living at CTRC because the staff are nice, they take me on all kinds of outings like mall walk and stuff like that. I live in a nice big house and the staff are good cooks.

- Mackenzie L.



I really love the staff and when you ask them something they are there to help you with whatever you need.

- Eric E



I really like the staff, going for walks and rides around town. I really like that CTRC helped me get a job.

-Deven C.



Community Participation Services

In 2022-23 we supported 77 individuals within our Community Participation Services (Day Program).

During the pandemic, three Day Program staff remained on-site and coordinated the delivery of absolutely amazing virtual programs for individuals in group homes and in community. This was very helpful to keep individuals connected to each other and participating in activities such as music groups, art activities, cooking classes and socials. The remaining Day Program staff were re-assigned to work in group homes under MCCSS Emergency Orders. They supported day-to-day activities in the group homes, as well as offering opportunities for activation and engagement.

On April 21, 2022, Emergency Orders ended and all support staff returned to the Day Program location. Staff immediately began efforts to offer in-person activities that complied with all of the legislated requirements in place at the time (i.e. mandatory masking, social distancing, small group limits). As well, community activities were reduced as other agencies and organizations followed the same requirements for social distancing and small group limits.

Day Program attendance regularly increased as staff continued to work hard to encourage individuals to return to a range of activities designed to be as individualized as possible. Activities broadened to include delicious Christmas bake sales and Valentines' Day chocolate sales, craft shows and always popular music groups. Individuals supported were excited to return to these activities and adjusted to the new Covid measures.

“ CTRC is nice and fun. I like coming to day program because it is fun and I get to see my friends. I get to do puzzles, go swimming, and bowling and staff help me every day.

- Michel B.



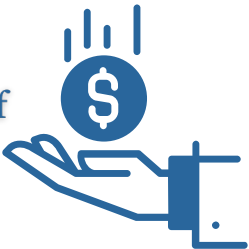
“ I have been coming to day program for a long time and I love it. I get to see my friends and do fun things with them and the staff.

- Elana B.,

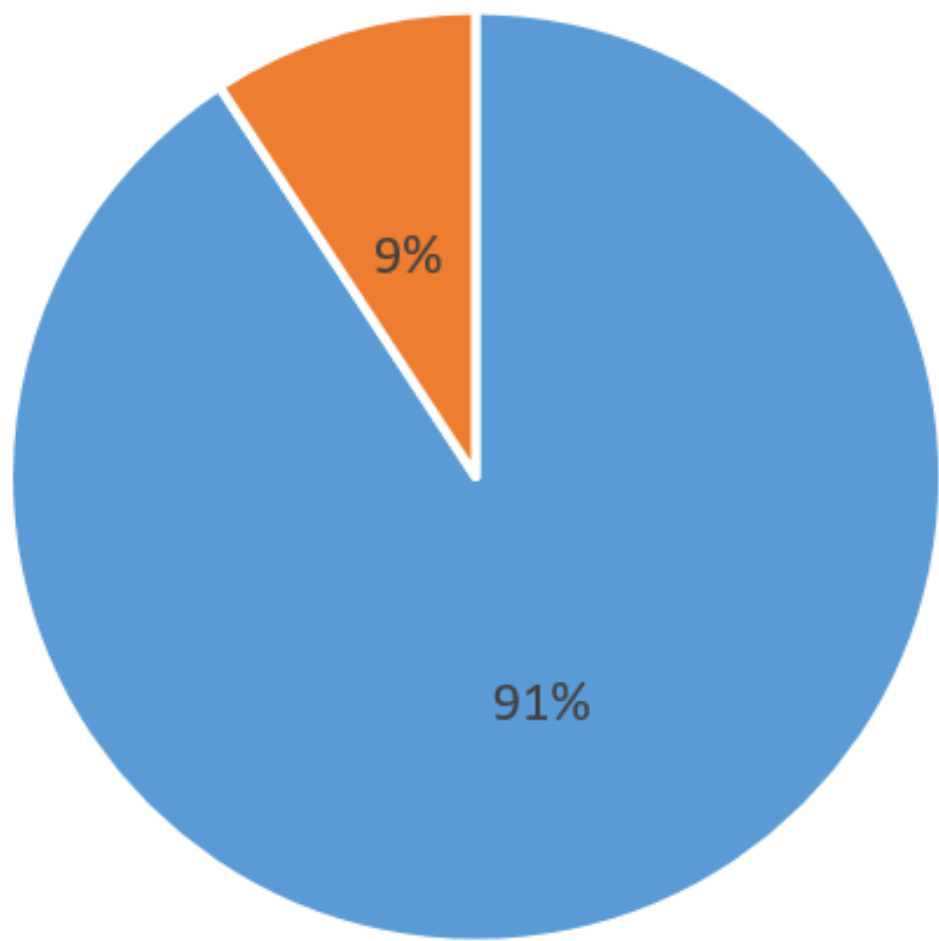


FINANCIALS

Our CTRC Finance Team diligently manages our budget across all departments and services to ensure the fiscal health and stability of our organization.



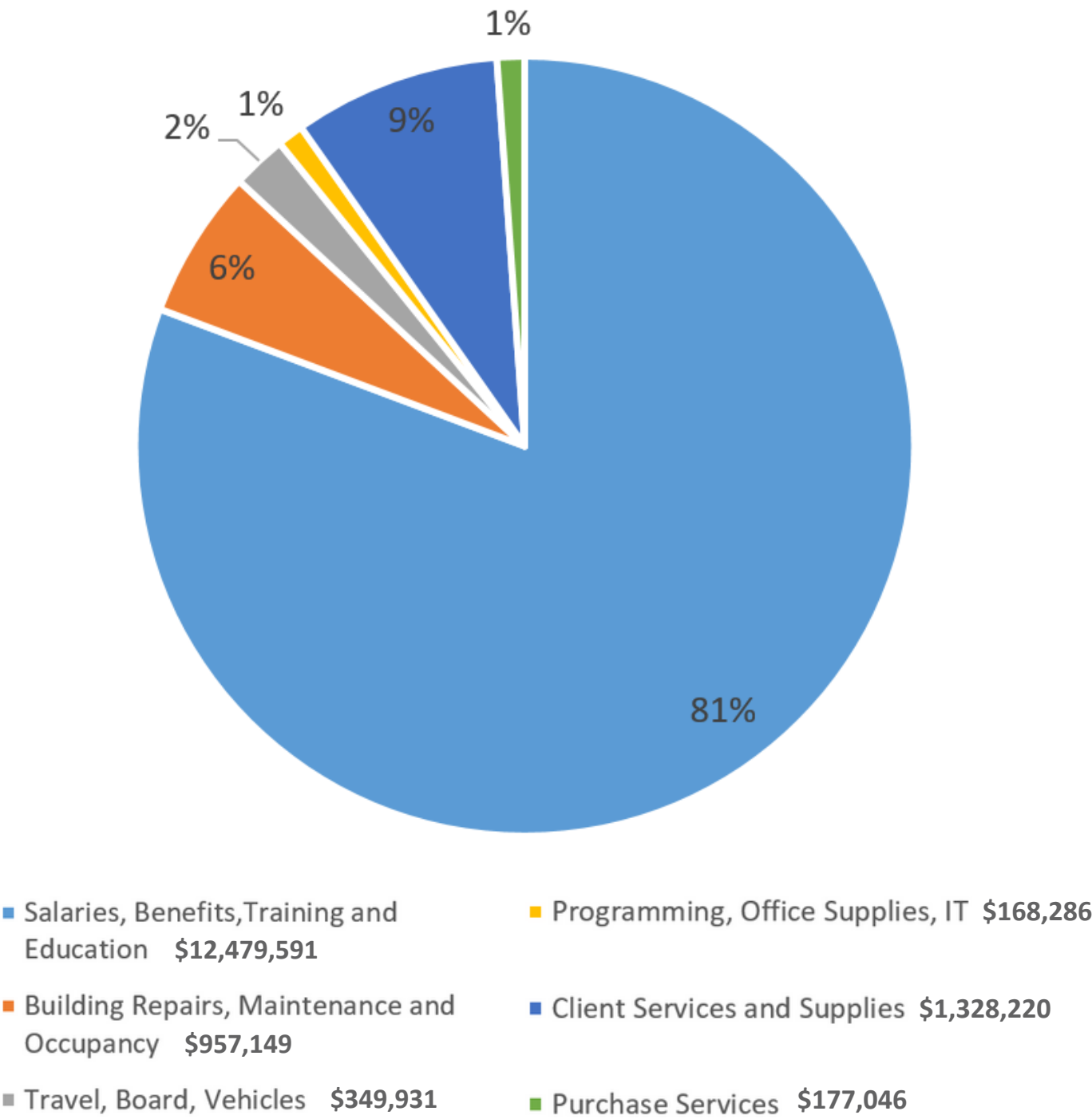
WHERE DOES OUR FUNDING GO?



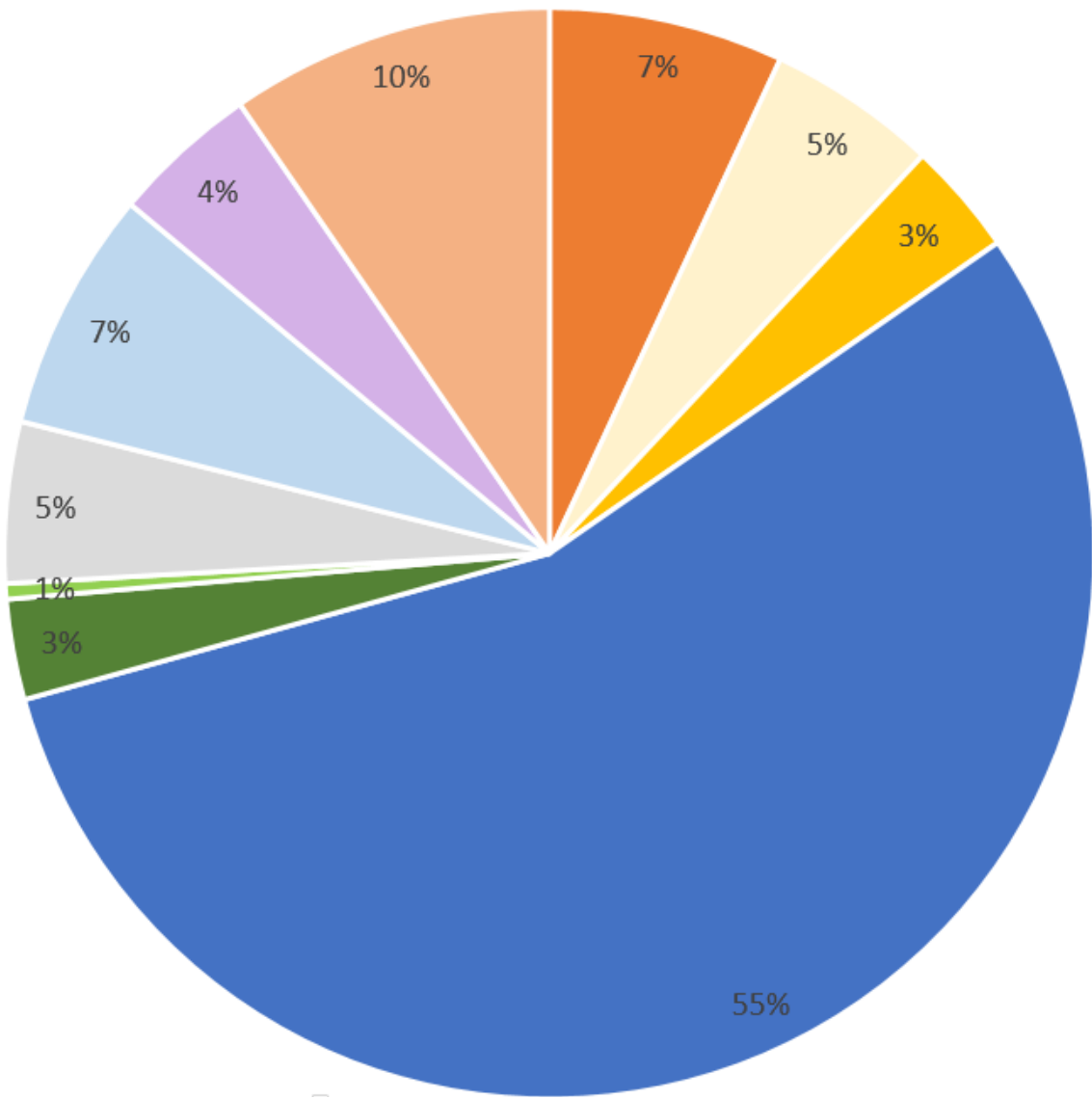
■ Total CTRC Program Expenses \$14,170,359

■ Total Admin expenses \$1,442,838

FINANCIALS -EXPENSES BREAKDOWN

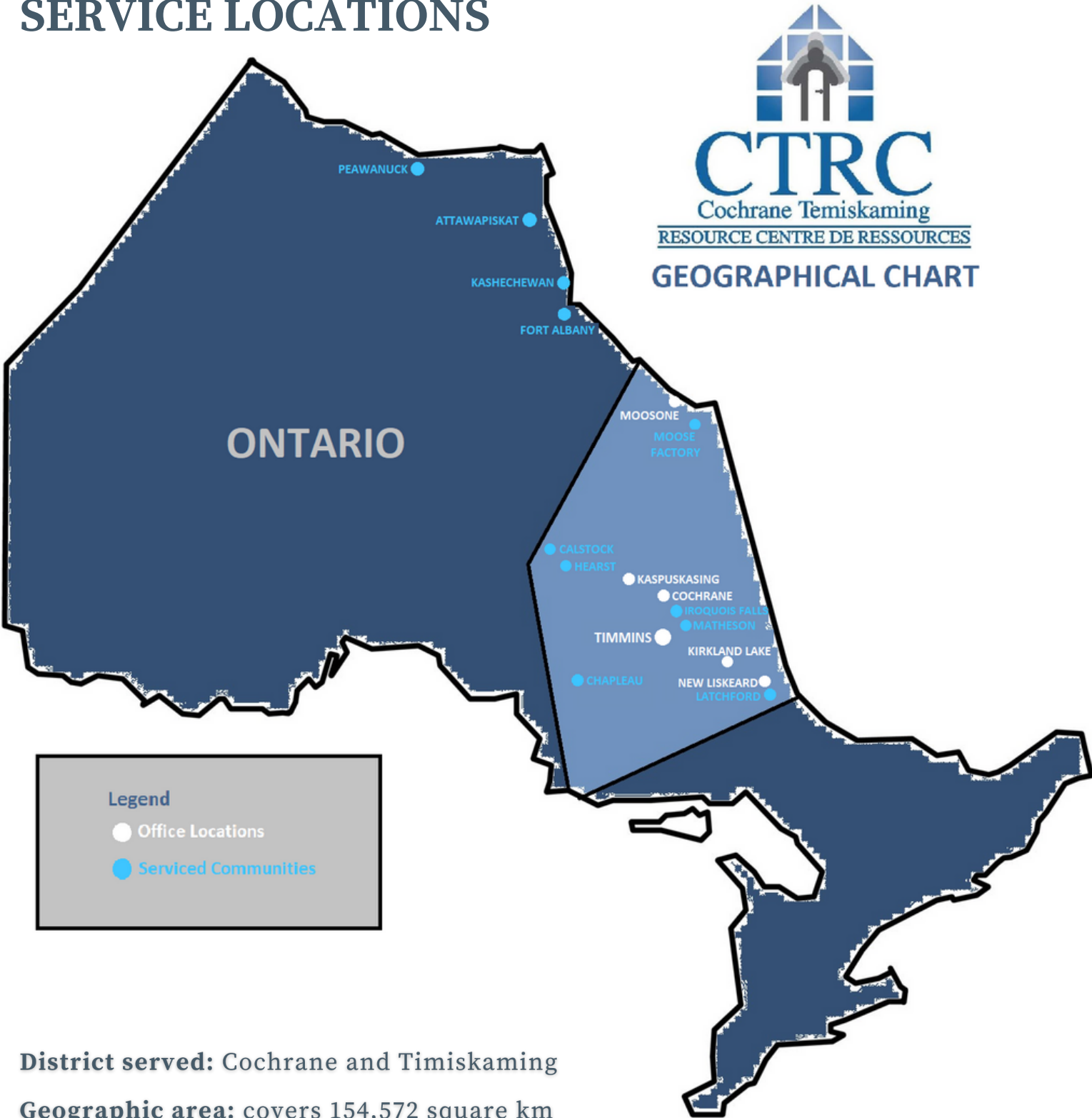


FINANCIALS -FUNDING BY PROGRAM



- | | |
|--|--|
| ■ Client Support Services \$984,634 | ■ Lifeshare Children \$65,289 |
| ■ Community Support Workers Adults \$713,044 | ■ Professional Resource Team Adults \$675,467 |
| ■ Community Support Workers Children \$475,363 | ■ Professional Resource Team Children \$1,013,201 |
| ■ Community Residence Adults \$7,829,373 | ■ Infant and Child Development Program \$614,425 |
| ■ Lifeshare Adults \$421,422 | ■ Other funding specialized to individuals \$1,359,936 |

SERVICE LOCATIONS



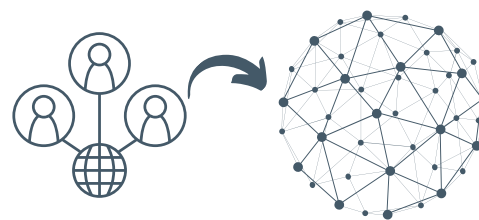
District served: Cochrane and Timiskaming

Geographic area: covers 154,572 square km

Population: 109,387 (2021 Federal Government Census)

Population Density: .71 persons per square km

HOW TO CONNECT TO OUR SERVICES ?



TIMMINS **(Head Office)**

600 Toke Street
Timmins, ON P4N 6W1
Telephone 705-267-8181
Fax 705-264-4255

KIRKLAND LAKE **6 Tweedsmuir Rd.** **P.O. Box 144**

Kirkland Lake, ON P2N 1H9
Tel: 705-567-5370
Fax: 705-568-8190

COCHRANE
18-A Aurora Ave
Cochrane, ON P0L 1C0
Tel: 705-272-2917
Fax: 705-272-2909

MOOSONEE
21 First Street, Unit 12
P.O. Box 447
Tel: 705-336-0639
Fax: 705-336-0690

KAPUSKASING
7 Aurora Avenue
Kapuskasing, ON P5N 2Y3
Tel: 705-335-2266
Fax: 705-335-2522

NEW LISKEARD
60 Scott Street, Unit 2
P.O. Box 368
Tel: 705-647-1390
Fax: 705-647-5177

For more information
Please visit our website at www.ctrct.on.ca
or e-mail us at general@ctrct.on.ca



Cochrane Temiskaming
Resource Centre



www.ctrct.on.ca