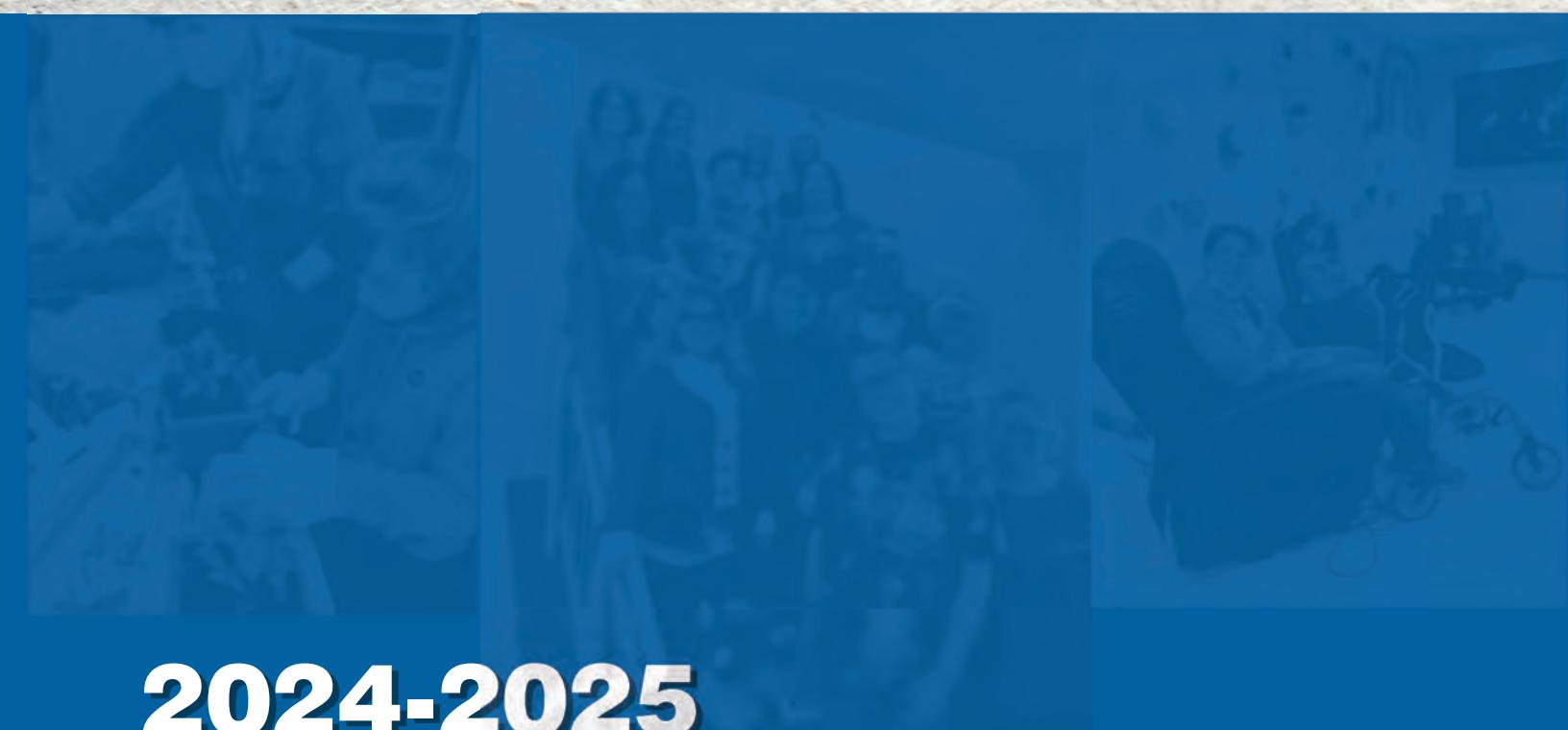




**CTRC**  
Cochrane Temiskaming  
RESOURCE CENTRE DE RESSOURCES



# **2024-2025 IMPACT REPORT**





## Contents

Established in 1976, CTRC was created to deliver services and supports to individuals with developmental disabilities across their lifespan in the districts of Cochrane and Temiskaming. With a rich history, the organization has been dedicated to enhancing the lives of those it serves, empowering them to achieve full inclusion in their communities.

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## 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.





## 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 development disability in the communities in the Territorial Districts of Cochrane and Temiskaming, in the region and in the Province.



## Message from the ED and Board Chair

Reflecting on the past year, a rich mosaic of challenges and accomplishments comes into view—each piece telling a part of the story of our shared journey to optimally support individuals with developmental disabilities and their families. This mission is only possible through the dedication of strong, collaborative service teams and a deep commitment to continuous improvement and meaningful community engagement.

To truly fulfill our mandate, CTRC must remain an integral part of the community—recognized across the northeast as a trusted, high-quality human services provider. From the strategic direction of our Board to the tireless efforts of our management and departmental teams, every member of CTRC contributes to advancing this critical goal each and every day.

Guided by the province's *Journey to Belonging* vision for sector transformation, we continue to focus our efforts on empowering individuals with developmental disabilities to exercise choice and control, live self-directed lives, and experience true belonging. This commitment is brought to life through innovative practices, a relentless focus on quality improvement, and the resolute belief that the individuals we support must remain at the center of everything we do.

This journey is not for the faint of heart. It requires navigating complex systems, cross-sectoral barriers, and unique individual circumstances. It calls for bold initiative, persistent advocacy, and enduring perseverance. CTRC has consistently demonstrated its readiness to meet these challenges head-on—showcasing an unwavering dedication to advancing the developmental disability movement.

The accomplishments of the past year speak volumes. From creating vital clinical resources to build capacity across the region, to designing more personalized and holistic supports that improve well-being, to expanding meaningful opportunities for community integration—CTRC's impact is both far-reaching and profound.

We invite you to take a moment to review this year's CTRC Impact Report. Within it, you'll find a clear picture of the work we do, the values that guide us, and how we are empowering people to chart their own path—one that is fulfilling, dignified, and uniquely their own.

To the entire CTRC team: thank you for your extraordinary dedication, compassion, and relentless pursuit of excellence in care and support. You are the heart of this organization, and your work is truly making a difference.

With deep appreciation,

Joel McCartney, MA

Executive Director

Kim McEntee

Board Chair



## Strategic Priorities

1. Rethink and Redesign the Way We Care.
2. Creating a More Meaningful and Supportive Work Experience.
3. Build Capacity in Families and Communities.



### Service & Community Enhancement

Expanded Training and Capacity Building: Significantly accelerated community training and knowledge transfer on developmental disabilities and clinical care. This region-wide and provincial initiative targeted diverse stakeholders, including schools, families, and front-line support staff, enhancing the overall quality of care and support.

Launch of Comprehensive Resource Guide: Developed and launched the Intellectual/Developmental Disability and Psychological Resource Book, a new essential and easily accessible guide (electronic format) for CTRC staff, regional partner agencies, and the community. Simultaneously, strengthened and standardized speech and language resources to better equip and support front-line personnel.

Expanded and elevated family support groups across the region, specifically targeting families with infants and young children who have developmental concerns, fostering a supportive community network.

Enhanced Service Feedback Mechanism: Implemented Service Satisfaction Surveys across all direct service departments to systematically gather feedback from consumers. This data-driven approach is key to understanding service recipient needs and driving continuous quality improvement efforts.

Advocacy - Strategically amplified the "Five-to-Survive" campaign by hosting and facilitating a regional forum that brought together Developmental Services Executive Directors and MPP George Pirie, ensuring our key demands were heard directly by the government about the need for crucial investment in the sector.

### Operational & Programmatic Achievements

Optimized Passport Service Management: Achieved an exceptional increase in Passport funding utilization following the strategic investment in a new manager position dedicated to the effective steering and administration of this critical service.

Facilitated Independent Living: Successfully facilitated the attainment of independent housing (a "home of one's own") for some individuals, promoting greater autonomy and quality of life.

Increased Community Integration through Transportation: Increased opportunities for community outings and integration based on personal choice for individuals in CTRC's supported group living program, achieved through strategic investment in dedicated transportation resources.

### Staff Development & Support

Improved Supervisor Efficiency: Invested in a dedicated Scheduler position, to increase Supervisor time available for crucial activities like coaching, mentoring, and supporting front-line staff, thereby enhancing team performance and service quality.

Made key investments in professional development (e.g., Developmental Services Worker training and Board Certified Behaviour Analyst certification) to optimally support staff skills, ensuring services are delivered at the highest standard.

Revitalized Staff Recognition Program: Successfully reinstated the 'You Make a Difference Recognition Award' to formally celebrate and highlight the exceptional efforts and positive impact of staff, boosting morale and acknowledging excellence (the current year's awardee is noted in this report).



### A Partnership That Lasted: Kevin and Henriette's LifeShare Story



The LifeShare program offers a unique and impactful model for fostering independence and inclusion, as beautifully demonstrated by the journey of Kevin and his host provider, Henriette. For many years, Kevin thrived living in Henriette's home. Henriette provided a safe, supportive, and inclusive environment that allowed Kevin to live well in his community, supporting him in his daily routines and personal growth.

With the passage of time, Henriette's changing needs led her to seek a smaller home, which unfortunately could not accommodate Kevin. Acknowledging the necessity of adapting the support system while honoring the profound bond they shared, the LifeShare worker

intervened. They engaged both Kevin and Henriette in a person-centered planning process, ensuring that Kevin's voice—his choices and aspirations for greater independence—was central to the discussion. This collaborative and thoughtful effort successfully facilitated a seamless transition, culminating in Kevin moving into his own apartment in April 2024.

Today, Kevin lives happily and independently, maintaining his employment at a local grocery store, a true testament to his capabilities and the program's foundation. Crucially, the move did not mean saying goodbye; Kevin and Henriette continue to keep in close contact, demonstrating the lasting, family-like relationships the program creates. This story is a powerful example of how our services adapt to changing needs, promoting choice, supporting independence, and celebrating inclusion at every stage of a person's life.

Kevin – “LifeShare was good at helping me move into my new place. They did regular check ins to make sure everything was good. My worker Lindy was very helpful.”

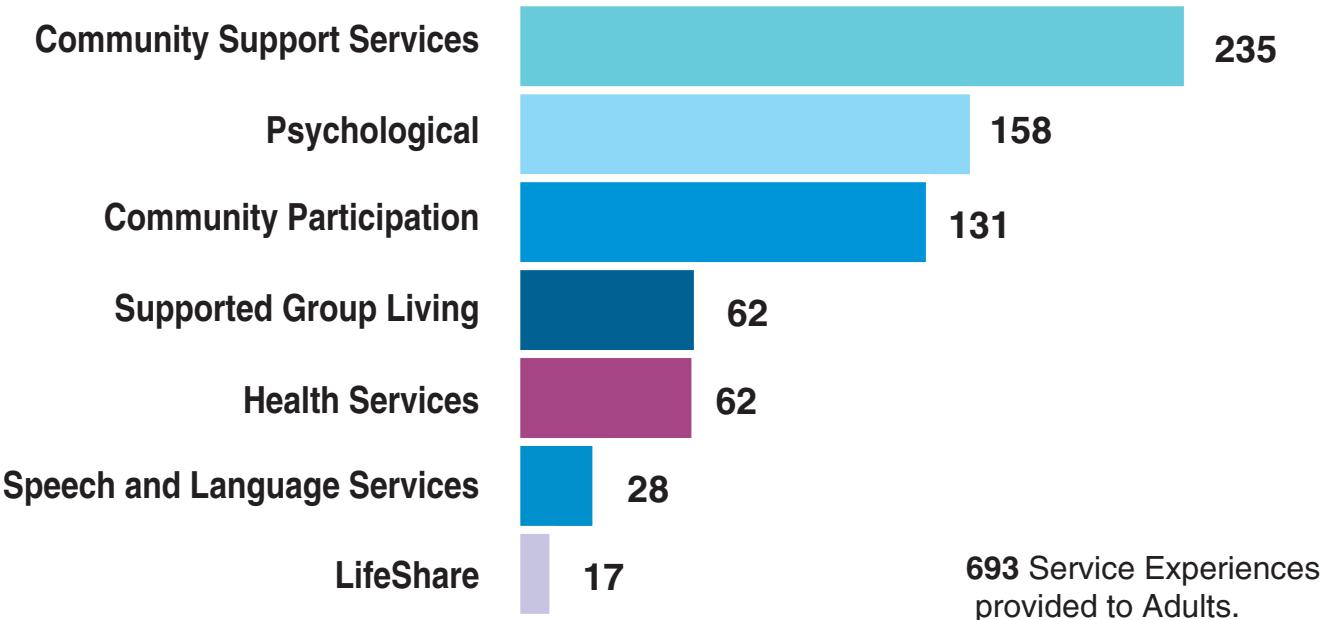


## Service Numbers

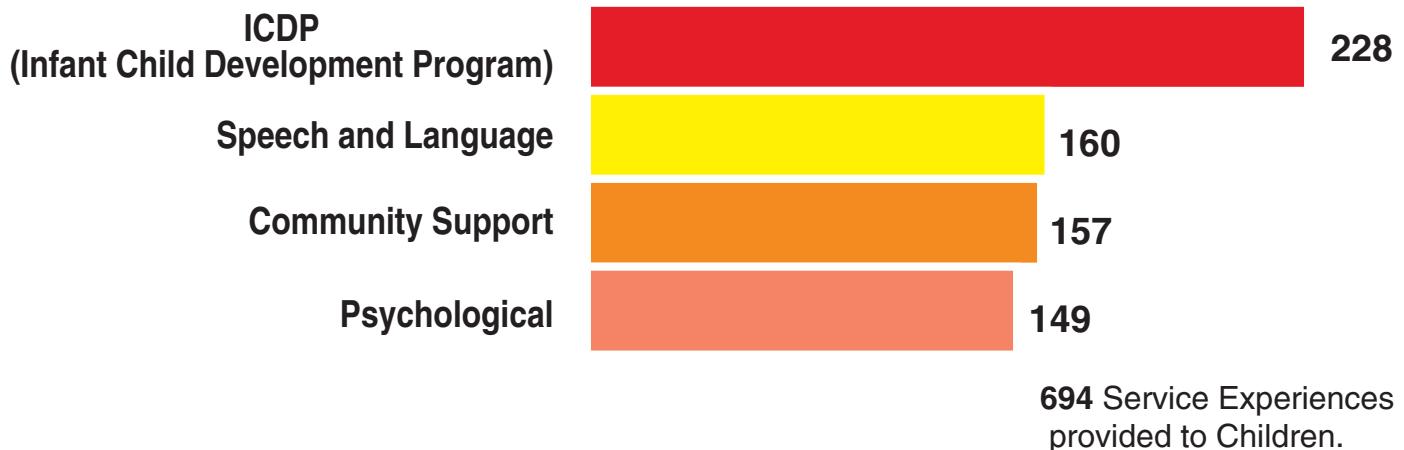
In 2024-2025 CTRC served **855** unique individuals.



### Adults



### Children



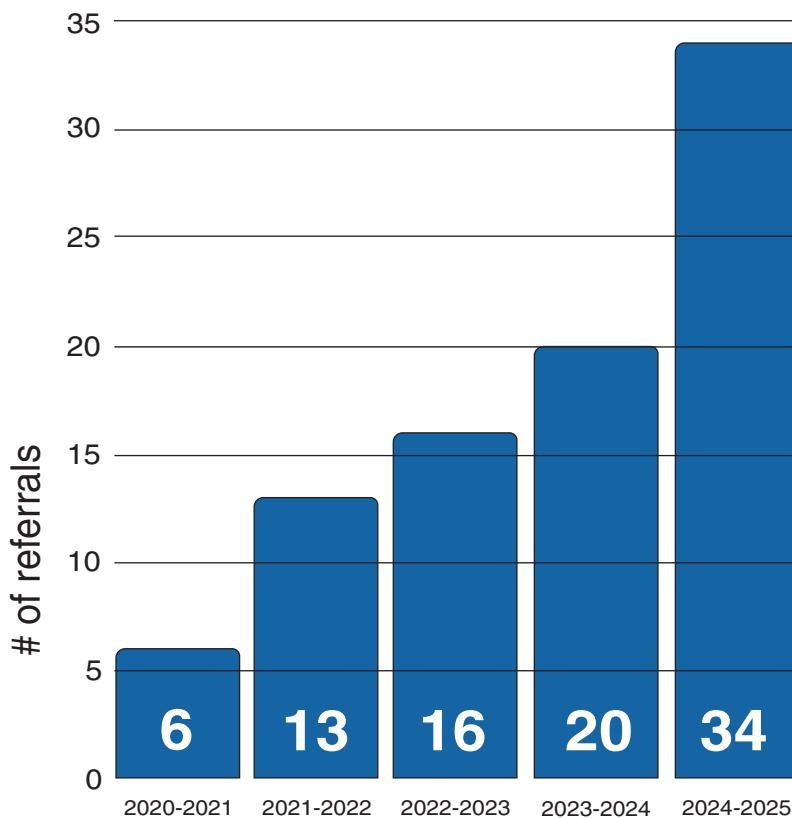
## URGENT RESPONSE (UR)

This year saw a 70% increase in the number of UR Referrals.

UR is a rapid response individualized community-based service that requires considerable planning and support.

The graph depicts a continued increase in UR referrals across the CTRC service region. Much of this trend can be attributed to diminishing available community-based resources in such areas as affordable housing and supported living.

## Urgent Response (UR) Referrals



## SERVICING THE COAST

- We have continued to expand our presence in the James Bay coastal communities to provide more equitable access to services.
- In 2024–2025, our **Community Support Worker** made **10** visits, our **Infant and Child Development Consultant** made **3** visits, and we delivered **3** specialized service clinics.
- These **16** service events strengthened our engagement with Indigenous communities along the coast, helping us build relationships and refine our services to better meet the needs of the region.



**COASTAL VISIT**  
**ATTAWAPISKAT**  
**SEPTEMBER**  
**16-20**

**Location:** Attawapiskat Health Centre

Drop-ins are welcome on Sept 18 between 9 - 5 PM

**ANGELA BELLAIRE**  
COMMUNITY SUPPORT WORKER  
ABELLAIRE@CTRC.ON.CA

**CAMILLE CAISSY**  
PSYCHOMETRIST  
CCAISSY@CTRC.ON.CA

**SERVICES BEING OFFERED:**

- Community Supports
- Psychological and Behaviour Supports to individuals with suspected intellectual disability across the lifespan.

FOR MORE INFORMATION ABOUT OUR SERVICES:  
PLEASE E-MAIL THE CLINICIANS OR CONTACT SARA AT THE HEALTH CENTRE  
THANK YOU!



## Supported Group Living (SGL)

Operations across all direct support programs remained active and robust throughout 2024–25. The dedicated teams at CTRC worked diligently to promote the health, wellness, and overall quality of life of individuals in SGL programs and within the broader community, ensuring they were engaged in meaningful and fulfilling activities both at home and beyond. Individuals participated in a rich variety of experiences, including visits with family and friends out of town, dances, sporting events, concerts, and social gatherings.

Throughout the year, support staff remained deeply committed to providing person-centered care that upheld each individual's dignity, respect, and independence.



### Keeping Our Places Safe and Comfortable

Supporting safe, high-quality living and working environments is essential. CTRC prioritizes continuous improvement of its infrastructure to enhance the experience of the people we serve and our employees.

#### Infrastructure Projects in 2024-25:

- Our application to the Government of Ontario's Partner Facility Renewal program was successful, resulting in **\$188,900** in funding that supported the completion of **11** capital projects to enhance the condition and sustainability of our facilities.
- The funded projects enabled the agency to stabilize infrastructure across **10** operating sites, including the replacement of windows, gates, fencing, flooring, and bathroom fixtures, along with critical driveway and pathway repairs designed to improve safety and accessibility.

**One of our  
2024-2025  
funded  
projects**





## Community Participation Services

### Day/Passport Program

We believe community integration is essential. That's why we support choice and inclusion with a variety of meaningful activities and social experiences. CTRC demonstrated its commitment to expanding these services by funding a dedicated Passport Supervisor to oversee programs and staff. This strategic investment will enhance our capacity to foster meaningful community integration activities and further enrich the lives of the individuals we support.

**2024-25 saw a significant increase in Passport service hours, almost tripling from the previous year to 3219.25 hours.**

**We proudly supported more people in our Community Participation Services this year!**

**Dining out!**



**At the farm**



**Hockey Night**



**Volunteering at The Lord's Kitchen**

**Fun and Games!**





# Building Community Capacity

## Intellectual / Developmental Disability and Psychological Resource Book



### Table of Contents

- Applied Behaviour Analysis (ABA)
- Autism Spectrum Disorder (ASD)
- Behaviour Support Plans
- Bipolar Disorder
- Borderline Personality Disorder
- Dementia
- Down Syndrome
- Fetal Alcohol Syndrome (FASD)
- Fragile X Syndrome (FXS)
- Generalized Anxiety Disorder (GAD)
- Intellectual Disability
- Major Depressive Disorder
- Obsessive-Compulsive Disorder (OCD)
- Oppositional Defiant Disorder (ODD)
- Panic Disorder
- Pica
- Prader-Willi Syndrome
- Schizophrenia
- Social Anxiety Disorder
- Stepping into the Role of Direct Support Professional
- Trauma

CTRC's **Psychological Services Team**, in partnership with the Client Records department and IT services, developed an easily accessible digital Resource Book. Its purpose is to increase awareness of Intellectual and Developmental Disabilities (IDD) and related conditions, outline effective support approaches, and provide a curated list of resources for additional information and guidance. [Find it on our website!](#)



CTRC's **Speech and Language Services Team** customized an International Dysphagia Diet Standardization Initiative Resource Book for Supported Group Living. Provided after each Speech and Language consultation, this Resource Book offers guidance on dietary requirements and recommendations for individuals with feeding, chewing, or swallowing challenges.

**\* These user-friendly resources help staff quickly gain key information and build confidence in supporting individuals with IDD.**

## Strengthening Community Knowledge and Awareness:

A wide range of presentations were delivered in 24-25 to various community sectors, including the EarlyON Parent Support Group, Ceno, regional school boards, and our Supported Group Living services.

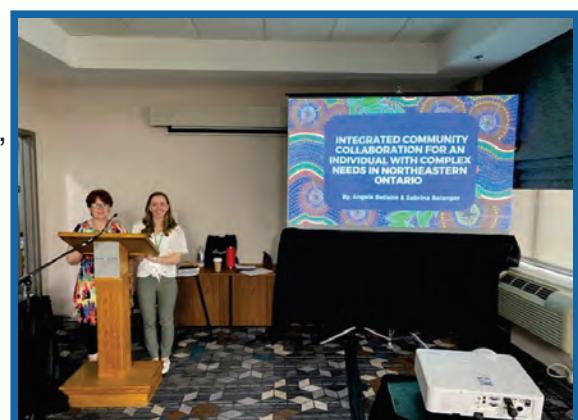
CSW – 5

Psychological Services - 3

Speech and Language Services – 14 (Ceno, School Boards and all of CTRC's SGL)

ICDP – 18 including EarlyON Parent Support Group and Self-Regulation

**Total Community Presentations - 40**



Presenting at the Ontario Association on Developmental Disabilities (OADD) annual conference in St. Catharines.



## Service Feedback

In 2024/25, we received **68** service feedback surveys related to our Professional Resource Team, Supported Group Living and Community Participation Services, with an average satisfaction rating of **4.7/5 (94%)**, indicating a consistently high level of satisfaction with the services provided.

### COMMUNITY FEEDBACK



"(Helpful) when my son was able to receive his speech and language services while at school."

Roxanne Bigras -  
"LifeShare is very helpful."

"They are always there when I need them."

"The (staff member) was amazing, patient, caring, and sensitive to the person's needs."

"The (staff member) was able to work with all services to meet the needs of the child."

"Being able to contact my worker when needed (was most helpful)."

"We were able to reach the (staff member) often and she was always available with a call or visit. The (staff member) was engaged and cares for there client."

"Happy to say that I'm more than satisfied with the services."

Melanie Bigras - " LifeShare helped me find the BEST home possible."



## CTRC: A Learning Organization

### Stakeholder Collaboration



**Pictured from left to right at our Temiskaming Shores Location:**

Emma, a counsellor from a Community Living organization, Sue, community member, Mackenzie Smyth, Dawn Olsen (CTRC Psychometrist) and community members Christine and Garry.

Collaboration with universities and colleges in the north helps to strengthen specialized clinical services. Co-op student Mackenzie Smyth, Nipissing University BEd program, completed a 60-hour placement term with CTRC's psychological services department and assisted in the development of a stress management program for individuals with developmental disability.



### Information Technology

To enhance the efficiency of charting in Supported Group Living, we upgraded staff utilization of AIMS (Alliance Information Management System). Charting accessibility was improved via the deployment of iPads with integrated keyboards across all homes. Concurrently, enhanced security protocols were purchased and implemented for all devices to ensure the protection of personal information. Following the transition to digital charting, staff feedback indicated a need for wireless printing capabilities to streamline reporting. This request is currently under consideration as part of our ongoing commitment to process improvement and incorporating end-user feedback. These tools strengthen staff's ability to optimally support individuals in our care.





## Human Resources (HR)

To ensure optimal service delivery and a robust staffing complement, CTRC maintains a constant focus on recruiting skilled and talented staff.

### In 2024:

- ◆ **61** competitions were held.
- ◆ **85%** of positions offered were for permanent Part-time or Full-Time roles.

The average number of staff working at CTRC in 2024 was **195**.

The turnover rate in 2024 was **8.2%**, including staff that left for retirement, well within the acceptable industry margin. CTRC maintained an **89%** retention rate.

### Professional Learning and Development

CTRC advances service optimization by investing in the skills and knowledge of its staff through diverse training, notably the DSW Apprenticeship Program. This year, in partnership with Fanshawe College and Skilled Trades Ontario, 3 staff were supported to obtain their DSW diploma. We also invested in supporting the advancement of our internal clinical supervisory resource by helping clinician, Holly Castellani, obtain her Board Certified Behaviour Analyst (BCBA) designation and become a member of the College of Psychologists and Behaviour Analysts of Ontario (CPBAO). Congratulations Holly!



Holly Castellani



## Employee Recognition Awards

We proudly celebrated our dedicated team members who received service awards in recognition of their significant career milestones with CTRC. Our employees are the heart and strength of this organization, whose commitment and compassion bring extraordinary value to the care and support we provide for individuals with developmental disabilities.

### 30 years

Mona Kirley

Joel McCartney

### 25 Years

Dana Pecore

### 20 Years

Patricia Zours

Lindy-Lee Lavoie

### 15 Years

Rachel Gervais

### 10 Years

Keiran Chalmers

Nancy Cheff

### 5 Years

Sabrina Belanger

Brianna Lachance

Lisa Drobny

Amanda Henry

David Jodoin

Tessa Kingsbury

Jessie Lindsay

Alyssa Bechard

Rowena Ancheta-Beboso

Helen Riehl-Chalmers

Jessica Bergeron

Camille Caissy

Sarah Cashabec

Monique Raymond

Francine Demers



### Employee Spotlight

Helen was nominated for making a difference by demonstrating impactful contributions to the workplace, showcasing her commitment and enthusiasm to help improve the lives of the individuals we support. She consistently identifies solutions to eliminate obstacles and promote greater community participation for those in our care.

**YOU MAKE A DIFFERENCE!**



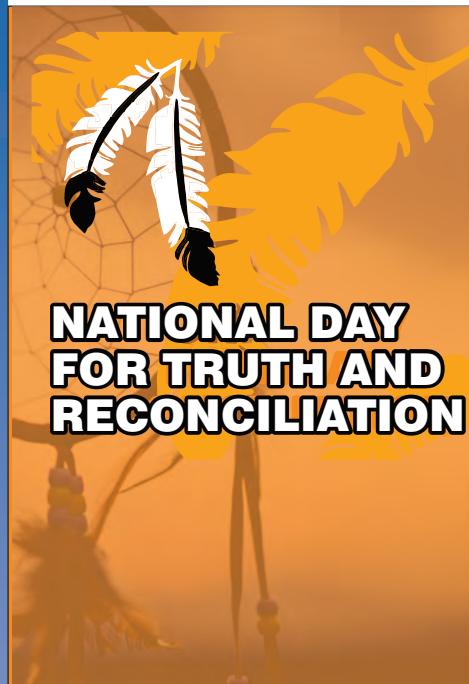
**Helen Riehl-Chalmers**  
Assistant Residential Counsellor





## Equity, Diversity & Inclusion

### Recognizing National Day of Truth and Reconciliation



EASTER SEALS

**Red Shirt  
Day®**

Recognizing the importance of  
AccessAbility and Inclusion



## 2025 CTRC Board of Governors



*Names from top left standing:*

**Mitchell Reid (Secretary), Nathalie Clouthier (Vice Chair), Louise Lachance, Louise Mackey, Kim McEntee (Chair), Phoebe Sutherland (Treasurer), Patrick Champagne.**

*Bottom row sitting:*

**Jean Harsell, Jake Rempel, Janine Johnson**

We are immensely grateful for the Board of Governors. Their crucial volunteer engagement is essential in guiding CTRC, and their commitment to supporting our cause is immeasurably valued.



## Honouring Board of Governor Jake Rempel



**From left to right:**

**Kim McEntee (Chair), Jake Rempel, Joel McCartney (Executive Director)**

At the January 2025 Board of Governor's Dinner, an event to honour employee milestones of considerable length (e.g., 25, 30, 35 years), we were proud to honor a remarkable Board of Governor, Jake Rempel, who joined the board in 1997 and served as Chair for 20 years.

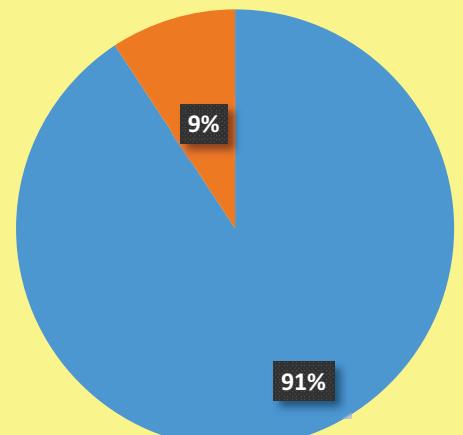
Governor Rempel's exceptional leadership, dedication, and vision has guided our agency with wisdom and integrity, always keeping our mission and the people we serve at the forefront. Beyond his CTRC Board service, he has generously supported many community organizations, embodying the spirit of volunteerism and compassion.

As we celebrate this milestone, we recognize Governor Rempel's enduring legacy of leadership, service, and commitment to creating meaningful change.



## 2024-2025 Financials

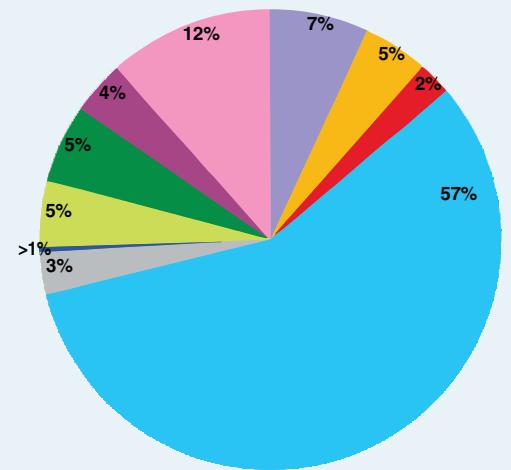
- CTRC Program Expenses without admin \$15,356,207 (91%)
- Administration Expenses \$1,483,133 (9%)
- Total Program Expenses** **\$16,839,340**



### 2024/25 Expenses by CTRC Program

- Community Participation (CSS) 1,166,788 (7%)
- Community Support Workers Adults 764,634 (5%)
- Community Support Workers Children 393,902 (2%)
- Supported Group Living Adults (Residential) 9,663,841 (57%)
- Lifeshare Adults 494,053 (3%)
- Lifeshare Children 52,264 (>1%)
- Professional Resource Team Adults 788,845 (5%)
- Professional Resource Team Children 926,036 (5%)
- Infant and Child Development Program 626,615 (4%)
- Other funding specialized to individuals 1,962,362 (12%)

**Total** **\$16,839,340**

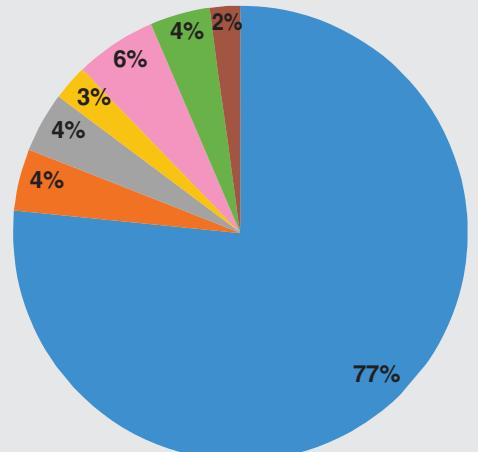


### 2024/25 Expenses Breakdown

#### CTRC 2024-2025 expense group

- Salaries, Benefits and staff training 12,896,535 (77%)
- Building Occupancy 739,951 (4%)
- Travel & Communication 720,970 (4%)
- Supplies & Equipment 423,163 (3%)
- Other Program/ Service Expenditures 976,250 (6%)
- Grants and Other Funding Sources 715,191 (4%)
- MCCSS Grants - one time funding 367,280 (2%)

**Total** **\$16,839,340**





## Our Service Locations

**TIMMINS**  
(Head Office)  
600 Toke Street  
Timmins, ON P4N 6W1  
Tel: 705-267-8181  
Fax: 705-264-4255

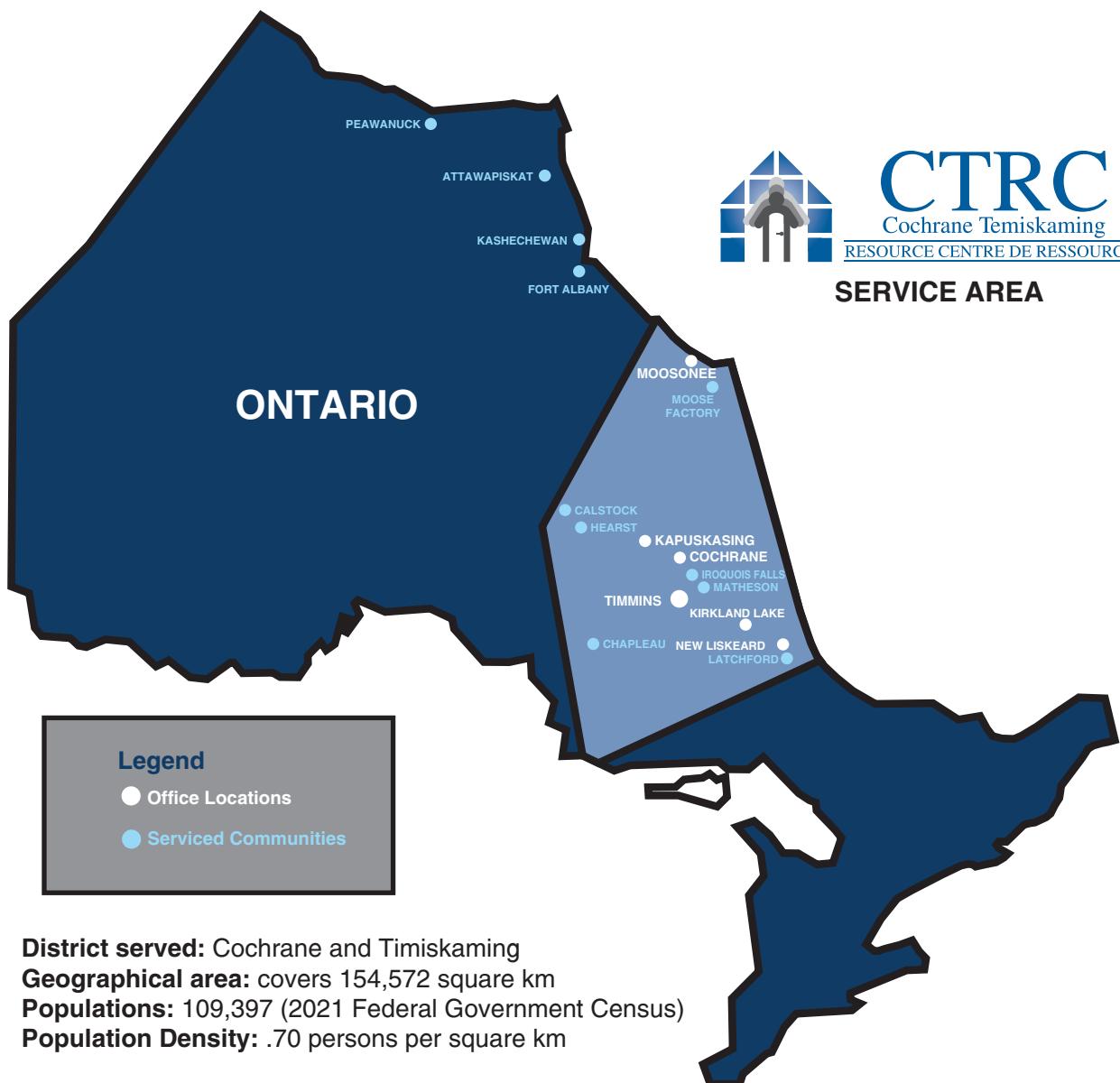
**MOOSONEE**  
(Mailing Address)  
21 First Street, Unit 12  
P.O. Box 447  
Tel: 705-336-0639  
Fax: 705-336-0690

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

**KAPUSKASING**  
101 Progress Cr., Suite 8  
Kapuskasing, ON P5N 3H5  
Tel: 705-267-8181  
Fax: 705-335-2522

**KIRKLAND LAKE**  
6 Tweedsmuir Rd.  
P.O. Box 144  
Kirkland Lake, ON P2N 1H9  
Tel: 705-567-5370  
Fax: 705-568-8190

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





**CTRC**  
Cochrane Temiskaming  
RESOURCE CENTRE DE RESSOURCES



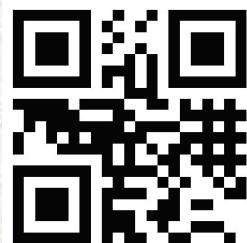
For more information  
Please visit our website at

**[www.ctrc.on.ca](http://www.ctrc.on.ca)**

or e-mail us at  
**[general@ctrc.on.ca](mailto:general@ctrc.on.ca)**



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