CTRC
Cochrane Temiskaming
RESOURCE CENTRE DE RESSOURCES



IMPACT REPORT

2025-2026

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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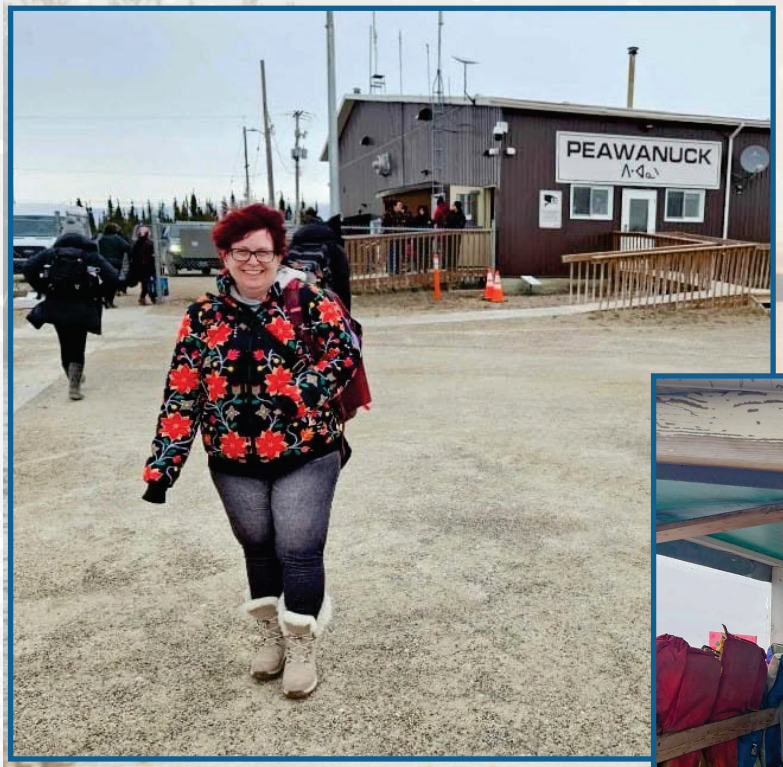
Land Acknowledgment





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

Joint Message from the Executive Director and Board Chair

As we present this year's Annual Report, we do so at a meaningful moment for our organization—the conclusion of our 2023–2026 Strategic Plan. This milestone offers an opportunity to reflect with pride on the significant progress we have made together and to recognize the collective effort that has driven these achievements.

Over the past three years, our organization has made considerable advances toward strengthening the quality, responsiveness, and reach of the services we provide. Notably, we have deepened and enhanced our Passport services, ensuring individuals and families receive more flexible, person-directed supports that are aligned with their goals and aspirations. At the same time, we have made purposeful investments in resources and technology—empowering our staff teams with the tools they need to deliver care more efficiently, more effectively, and with a greater focus on the individual experience. We also reduced wait times for some of our services while making them more accessible. These are but a few examples of the forward movement made with the strategic plan.

These accomplishments are a testament to the substantial commitment of our staff. Each day, across every service area, our teams demonstrate exceptional dedication to providing high-quality care and supports. Their efforts make a profound difference in the lives of the individuals and families we are entrusted to serve. We extend our sincere gratitude and congratulations to every member of our organization for their professionalism, compassion, and resilience.

Together, we continue to affirm that belonging, choice, and inclusion are not simply words on a page. They are guiding principles that shape every decision we make and every service we deliver. They are embedded in our mission, reflected in our vision, and lived through our daily work. Most importantly, they represent the purpose that brings us together—as a community committed to supporting individuals to live meaningful, self-directed lives.

As we look ahead, we carry forward the momentum of this strategic plan with confidence and optimism. The progress we have achieved is not an endpoint, but a strong foundation for the next chapter of growth and innovation.

Thank you to our staff, families, partners, and community members for being part of this journey. Together, we will continue to build a future where every individual is supported, valued, and included.

Sincerely,

Joel McCartney, MA
Executive Director & Board Chair

Nathalie Clouthier
Board Chair

Execution to Impact

Strategic Plan 2023–2026 Achievements

As the 2023–2026 Strategic Plan comes to a close, this document highlights the progress, innovation, and collective effort that helped CTRC strengthen its services, support employees, and advance its mission of building a responsive and person-centred organization for people with developmental disabilities.

1. Thinking Differently About Care

- Reduced average wait times for PRT services through new efficiency approaches, including enhanced triage and prioritization.
- Strengthened the Passport Program through strategic investment, resulting in a 35% increase in the amount invoiced and an almost threefold increase in hours of use over a four-year period to 2025/26.
- Enhanced the CTRC Service Satisfaction Survey by expanding feedback options across direct services, with strong participation and average satisfaction ratings of approximately 87%.
- Re-established and strengthened the PCP/ISP third-party review process through the Ethics Committee, helping ensure that individuals' life plans are actively supported and realized.
- Improved service access for remote communities, including Hudson Bay and James Bay communities, by strengthening local presence and supporting more equitable access to care.
- Advanced supported housing options beyond the traditional group-home model, promoting greater personal choice, independence, and community living possibilities.

2. Listening to and Supporting Employees

- Invested in a full-time Scheduler Supervisor position to strengthen the 24-hour care system, reduce scheduling pressures on Supported Group Living Supervisors, and increase supervisor presence in homes.
- Improved onboarding, orientation, and vacation approval processes for Supported Group Living staff through more focused scheduling support.
- Advanced the digitization of employee information in ComVida across departments, giving supervisors and managers better tools to support their teams.
- Launched comprehensive AIMS training for all staff, helping employees use the system more effectively in their day-to-day work.

- Invested in supervisor, manager, and staff training to build leadership capacity, practical skills, and innovative thinking, including learning opportunities such as ASIST suicide prevention training and innovative housing sessions.
- Expanded email connectivity across the agency, helping staff stay informed about organizational activities, updates, and information that affects their work.
- Developed practical resource guides on developmental disability conditions, disorders, dietary needs, and feeding supports to help staff provide informed care.
- Strengthened employee feedback through two Net Promoter Surveys, with average satisfaction rated as "Good" and staff suggestions integrated into agency planning.

3. Supporting Individuals, Families, and Communities

- Reintroduced a renewed Self-Advocates Group to amplify the voices of people supported by CTRC.
- Strengthened connections between families and provincial and local support groups.
- Increased CTRC's presence at community events and activities across service departments.
- Expanded community engagement through improved social media activity, increased website traffic, and growth on the CTRC Facebook page.
- Improved public awareness of CTRC and its services through website updates, refreshed communications, and increased online visibility over the past three years.
- Significantly increased community information sessions and workshops across the districts of Cochrane and Temiskaming.
- Supported families in thinking and planning more comprehensively about housing solutions and community navigation for loved ones with developmental disabilities.
- Updated CTRC's information pamphlet and implemented the Oceans online referral system for children's referrals, improving access to information and services.

Acknowledging the People Behind the Progress

These achievements reflect the outstanding contributions of CTRC staff, whose ideas, creativity, professionalism, compassion, and commitment to innovation helped bring the strategic plan to life.

Thank you to all staff and to the Board of Governors for helping advance CTRC's mission and vision, and for supporting meaningful progress for individuals, families, employees, and communities.

Passport Program Story

Jack and Suzie's LifeShare Story



Ever since Jack was young, we've looked for support to help him grow and succeed, especially knowing the challenges he faced being on the spectrum. Over the years, we faced a lot of frustration trying to access services — not because people didn't care, but because limited resources made it hard to get the help Jack truly needed. At times, the system felt overwhelming and we honestly felt like giving up.

In Jack's early school years, he had friends and positive experiences, but things changed in high school. He struggled socially, felt isolated, and was even mistreated by peers. Eventually, he dropped out, became withdrawn, and rarely left the house — spending most of his time in the basement, lost in the online world. It felt hopeless.

That all began to shift when we received Passport funding and got connected with CTRC. Jack's Passport worker Suzie built a great relationship with him, and little by little, he's begun to engage with the world. He started building life skills, going to the youth hub, and making friends. Now, he uses public transit on his own and takes part in activities independently — something we never imagined just two years ago. He's even started working on high school courses from home and has been talking about what he wants to do for a career — it's amazing to see him thinking about the future.

We're incredibly proud of Jack, and we truly believe that CTRC's Passport Services played a huge role in this turnaround. Without that support, we don't think Jack would be where he is today.

Ross and Jill

Since working with Suzie, Jack has started to talk about a career working to support people. We have always felt that Jack has a great heart and has always demonstrated incredible capacity to support people, especially children and seniors.

Suzie has shown him the beauty in supporting others. She has helped him see the value of being of service to others.

CTRC and Suzie have created a safe and positive environment for Jack to explore his skills. They give him a strong platform from which to develop and grow.

We wouldn't be where we are today without them. Their people centered approach is what has made the biggest difference. They assume competence and capacity and that approach has empowered Jack to step into his own power.



This year we delivered **14+ specialized community presentations** to schools across the CTRC region, Health Services agencies, CMHA, Early-On, etc.

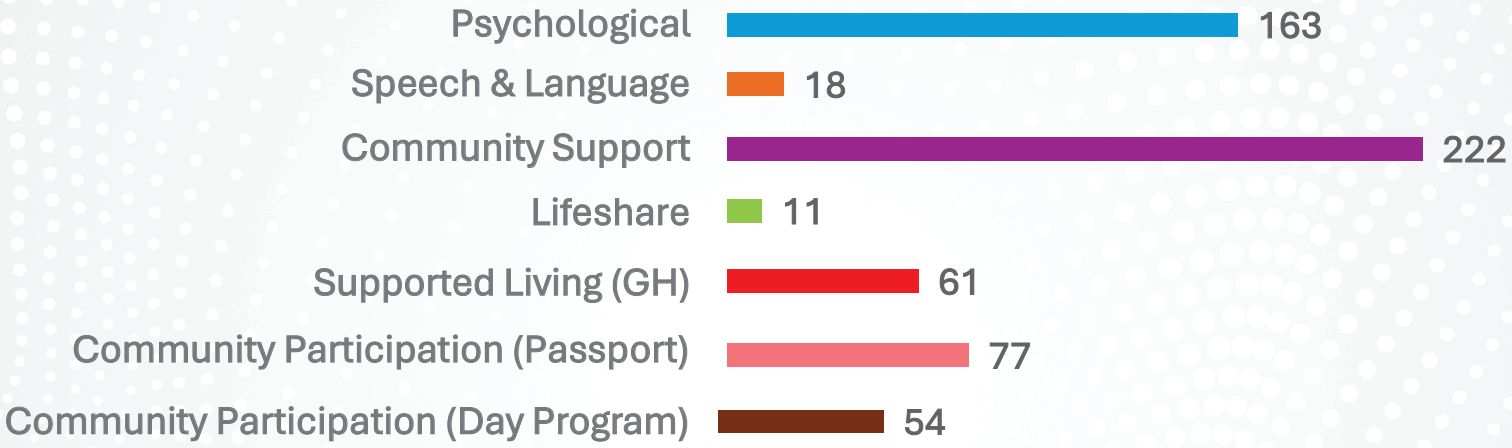
Our PRT is further connected to **15+ community committees** bringing awareness on special topics, developmental services and working together on shared-goals, and advocating for inclusive supports and services for individuals, families, and communities.

Service Numbers

In 2025-2026 CTRC served **1070** unique individuals.

528 Adults	542 Children

Adults



606 Service Experiences provided to Adults.

Children



570 Service Experiences provided to Children.

URGENT RESPONSE (UR)

UR is a rapid response individualized community-based service that requires significant coordination and resources to address an individual's pressing needs (e.g., imminent homelessness).

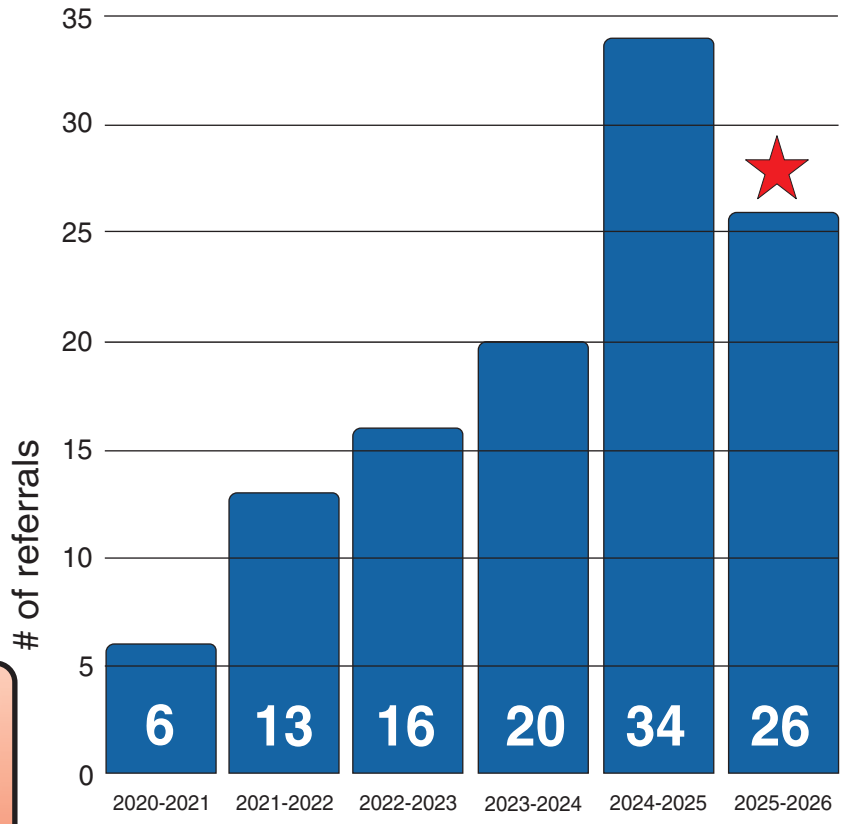
This year we provided UR services to **26** unique individuals.

1006 activities recorded

988.5 hours of service provided (equivalent to 132 calendar days)

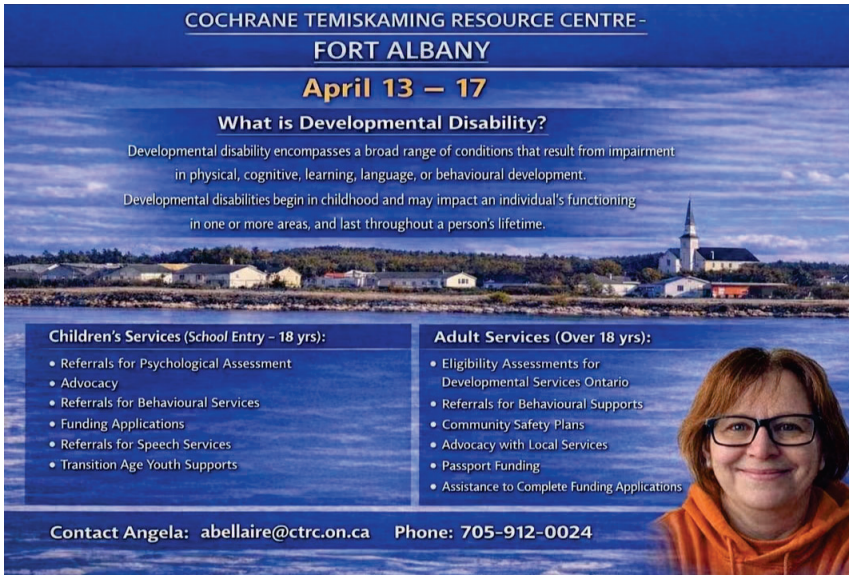
Although a slight drop from the previous year, an overall upward trend of urgent need over the past several years continues in the community.

Urgent Response (UR) Referrals



SERVICING THE COAST

- We continue to extend outreach to coastal communities to ensure equitable services.
- In 2025–2026, our **Community Support Worker** made **6 visits**, our Infant and Child **Development Consultant** made **4 visits**, and we delivered **3 specialized service clinics**.
- These **13 service events** and **extended outreach** efforts help build stronger relationships to meet service needs.



Developing and Maintaining a Strong Workforce

This year, Direct Support Professionals worked diligently to ensure that individuals received person-centered, respectful care. The Developmental Services sector is facing increased challenges related to staff recruitment and retention due to limited funding compared to other sectors like healthcare and education, increasingly diverse client profiles including individuals with medical complexities/dual diagnoses and a decline in enrolment in Developmental Services Worker programs. The agency remains committed to recruiting and retaining skilled staff to ensure that individuals with complex needs are well-supported. We frequently offer training and education to staff to promote their skills development.

Infrastructure Projects in 2025-26:

CTRC received approval from the Government of Ontario's Partner Facility Renewal program for 25 capital projects, resulting in $168,990 in funding. These projects promote the safety and accessibility of our facilities, and ensure compliance with legislation related to building codes. With this funding, CTRC replaced fire and carbon monoxide detection systems in all 10 of our Supported Group Living sites. Various other projects included the replacement of furnaces (3), interior and exterior doors, windows and flooring.

Malette Group House



We are encouraged to report that the installation of natural gas-powered generators at 6 of our SGL sites in 2024-25 has greatly improved the experience of individuals living in these homes. During widespread power outages this year, the generators activated which allowed individuals to remain in place, without any disruption in services or need for traumatic evacuation plans.



Mike B heading to Moosonee on the train. He had a chance to tour the town and catch up with an old friend at Community Living James Bay.



Day Program / Community Participation Services

CTRC continues to identify and promote a wide range of community participation activities to ensure that individuals have a variety of enriching social activities to choose from. Individuals were encouraged to participate in a wide range of activities, including trips to visit their families and friends, attend dances, camping, sporting events, concerts and celebrations of various cultures.

Directly related to community integration activities, CTRC's support to individuals to utilize Passport funding resulted in the highest utilization of Passport funding to date.

	Total Passport Funds Utilized by Individuals	Hours of Service Delivered
2023-24	$320,214	1348.75
2024-25	$324,120	2987.25
2025-26	$372,832	3914.75

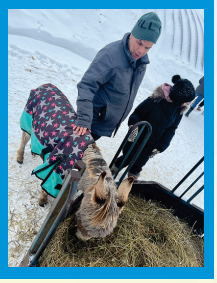
Skills building and fun activities helping to enrich lives!

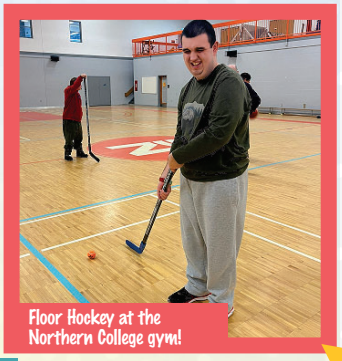
Coffee & Cars!



Rainbow Stables







Floor Hockey at the Northern College gym!

Hockey Night



Supporting The Rock!



Swimming at the Kirkland Lake Pool

Bowling!



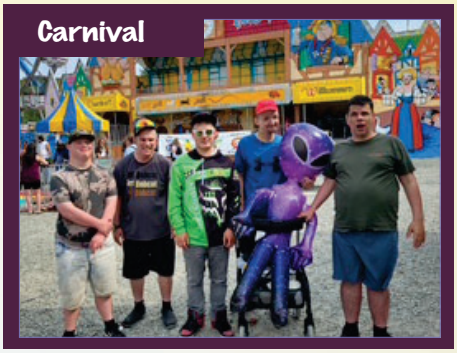


Learning to grocery shop!

Glam Day!



Carnival



Helping People Access Housing



From left to right
Cameron Grant, local Ontario Trillium Foundation Representative, Joel McCartney, Executive Director CTRC, and George Pirie (MPP), February 12, 2026 -announcing the OTF grant CTRC received that helped to address housing for people with developmental disability.

"Our government is proud to support the Cochrane Temiskaming Resource Centre through a $99,800 Ontario Trillium Foundation grant that is making a real difference for adults with developmental disabilities across our region," said George Pirie, Member of Provincial Parliament for Timmins. "This housing navigation pilot has helped nearly 40 individuals explore their housing options, build personalized plans, and move closer to living safely and independently in the community. Projects like this highlight the value of strong local organizations and targeted investments that put people first and strengthen supports close to home."

Engaging With Our Service Users

"Yes, they were very helpful with there services..."

"Helping me with my son."

CTRC SATISFACTION SURVEY RESULTS

PERIOD: APRIL 1, 2025-MARCH 31, 2026

"Seen great improvement in my son's language."

DEPARTMENT

Client Support Services :

Supported Group Living (SGL):

- 53 sent, 25 received
- 47.1% return rate

Community Participation Services (CPS):

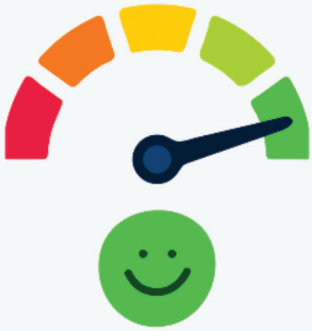
- 83 sent, 23 received
- 27.7% return rate

"Getting to go places."

*** Professional Resource Team (PRT):**

- 22 received
  - 8 CSW
  - 3 ICDP
  - 3 LifeShare
  - 4 Psych
  - 4 SLP

"The staff was excellent with all the help required to move ahead.."



AVERAGE RATING out of 5

PRT	★★★★★ 4.7
CSS	★★★★★ 4.6

* Measures are being developed to establish a baseline on our return rate based on submission for PRT.

"You helped me get back on my feet."



"The speech and language services help my son out big time."

"The Speech and Language Pathologist has always been very professional and supportive. We truly appreciate her help and kindness. You are very lucky to have her."

Community Connection



FASD awareness event Sept. 2025



LifeShare program recipients supporting a community service event

Professional Resource Team

2025-2026 was a year dedicated to evaluating programs, redesigning systems, and strengthening clinical service delivery.

We developed a standardized waitlist and prioritization system to balance demand and availability, for quality assurance, ethical consideration, increase individual and direct support engagement, resource optimization, and future growth planning.

We enhanced community and stakeholder partnerships as well as outreach initiatives, building stronger local, regional, and provincial ecosystems for individuals, families and communities.

DID YOU KNOW?

"In the human services fields, scientific research can be broadly classified into having three main (often interrelated) purposes: to objectively describe things; to empirically evaluate the effectiveness of services; or to validify explain things"…The term principles of scientific research means the use of rigorous, systematic and objective methodologies to obtain reliable and valid knowledge." (Royse, Thyer, Padgett, 2016)

FACT:

Our Professional Resource Team carefully employed scientific research models when conducting its program evaluation to measure effectiveness and to inform future decisions. These measures are aligned with the Centre's strategic priorities to Rethink and Redesign the Way We Care.



2026 CTRC Board of Governors


Nathalie Clouthier (Chair)


Jake Rempel (Vice-Chair)

CTRC Cochrane Temiskaming Resource Centre de Ressources

2025-2026 CTRC Board of Governors


Louise Mackey (Treasurer)


Mitchell Reid (Secretary)


Phoebe Sutherland


Janine Johnson


Jean Harsell


Louise Lachance


Sean Robertson

With heartfelt appreciation for the dedication, leadership, and commitment demonstrated in advancing the mission of our organization. Through their governance, advocacy, and support, the Board of Governors has helped create opportunities, strengthen services, and enrich the lives of individuals with developmental disabilities. Their contributions make a lasting and meaningful difference.

Information Technology



CTRC continued to enhance ComVida (employee management software program) through the implementation of a new Bidding Board feature. This functionality will enable Supported Group Living staff to bid on shifts directly within ComVida. All required system features have been added, and the next steps include meeting with the Scheduling Committee and developing a comprehensive training plan. Once implemented, this system will improve the 24-hour shift scheduling process.

In addition, CTRC launched the first year of a three-year Security Training and Awareness Program for all staff, supporting ongoing efforts to strengthen organizational security practices and awareness.

CTRC continues to implement additional security features to help protect the organization's network and support a secure technology environment.

Human Resources (HR)

HR AT A GLANCE IN 2025:

- **95** competitions were held, a more than 50% increase from the previous year.

  Average time taken to fill a vacancy was **33** days.

- **82%** of positions offered were for permanent part-time or full-time roles.

  Average number of staff working at CTRC in 2025 was **201.**

  The turnover rate in 2025 was above average at **18.4%,** however, a **92%** retention rate was maintained.

  32 positions needed reposting due to unsuccessful recruitment drives.

CTRC faced significant challenges attracting and retaining qualified staff, particularly for part-time, relief, and specialized positions. A limited local labour pool, competing employment commitments, and role-specific qualification requirements—including professional registration and French-language proficiency for some positions—have reduced the number of qualified applicants. These workforce pressures have contributed to persistent vacancies, increased recruitment efforts, scheduling challenges, and ongoing impacts on workforce stability and service delivery. These challenges are experienced widely across the sector and in many human services fields.



The HR department has been working vigorously to surmount these hurdles by strengthening recruitment and retention approaches along with onboarding processes.

Employee Recognition Awards 2025

Each year, CTRC recognizes employees for their achievements and contributions as they reach key milestones in their careers. This year's celebration was held at the Dante Club, where employees gathered for lunch, enjoyed the company of colleagues, and had the opportunity to socialize during a relaxed afternoon.

2025 Honourees:

35 Years of Service
Lucille Nicholls

30 Years of Service
Anne Seguin

20 Years of Service
Kim Skidmore
Geraldine Marshall
Ginny MacPhail
Deby Michaud
Jeanne Dumas

15 Years of Service
Rookmatie Blouin
Chantale Whissel
Melanie Marchand
Crystal Brisson

10 Years of Service
Denise Dupuis
Colleen Taylor
Lynne Beuedou
Laurie Lynn
Chantal Gamache

5 Years of Service
Patricia Corriveau
Chelsey Hart
Susan Ranta
Taylor Levesque
Grace Mask
Christopher Boulay
Jacynthe Levesque
Dawn Olsen
Danelle Lafortune
Jessica Ouellet

Board Dinner



This year the Board of Governors celebrated two long time employees of CTRC for their considerable tenure and commitment to optimal care –
Liz Vien 30 years, and Aldo Boily 40 years.



Employee Recognition Awards 2025 Cont'd

YOU MAKE A DIFFERENCE!

This year, three groups were nominated for making a difference at CTRC: the **Malette Street staff team**, the **Government Road staff team**, and **JB's supported group living staff team**, along with the supporting clinicians from the **Professional Resource Team,** and **Health Services**. Through exceptional teamwork, these groups faced extraordinary challenges head-on, including home environment concerns, unique psychiatric and physical health needs of an individual supported requiring extensive hospitalization, and the intense emotional and behavioural needs of other individuals supported. A high degree of professionalism and commitment to care was exemplified by these team members!



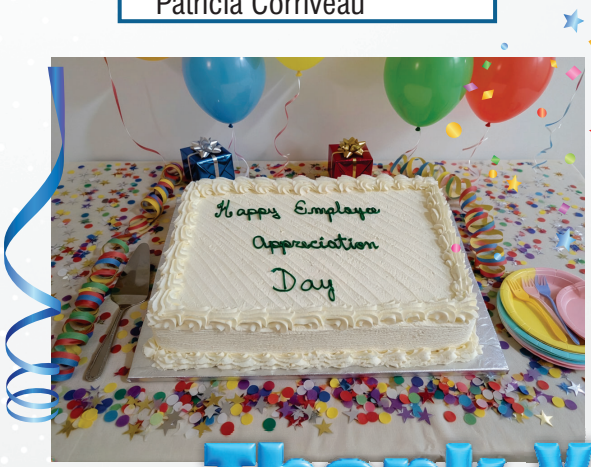
from left to right:
Chelsey Hart, Jacynthe Levesque, Debby Michaud, Colette Fortier, Geeta Blouin, Lisa Korri, Ashlee Madsen



from left to right:
Joanne Sangiuliano and Patricia Corriveau



from left to right:
Jana Martin, Geeta Blouin, Colette Fortier, Geraldine Marshall, Marilyne McGaghran, Patricia Corriveau, Lynne Begedou, Ginny MacPhail



Thank You!

Recognizing National Day of Truth and Reconciliation

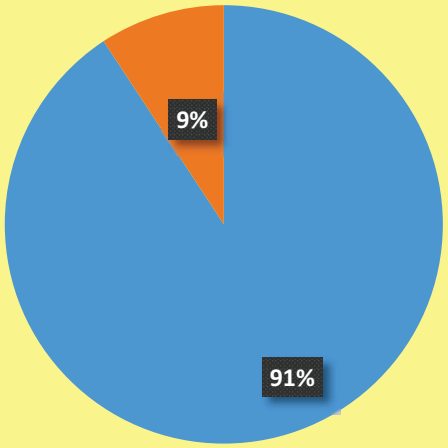
NATIONAL DAY FOR TRUTH AND RECONCILIATION



CTRC is committed to fostering an inclusive environment where every individual is valued, respected, and empowered to participate fully in community life. Through person-centered practices and accessible supports, we strive to meet the diverse needs of the people we serve. As we move forward, we are committed to strengthening and elevating the equity, diversity, and inclusion lens throughout the organization by embedding EDI principles into our policies, services, decision-making, workforce development, and community partnerships.

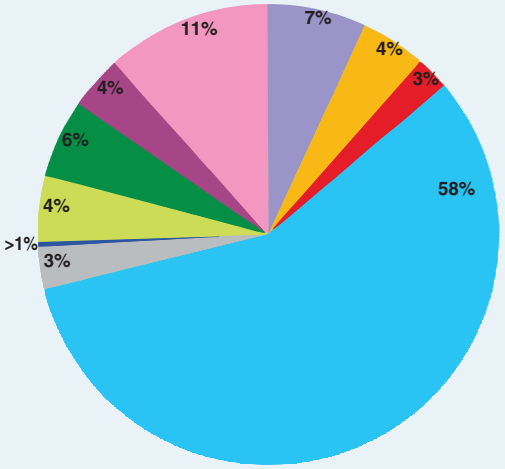
2025-2026 Financials

CTRC Program Expenses without admin	$15,573,739	(91%)
Administration Expenses	$ 1,559,381	(9%)
Total Program Expenses	**$ 17,133,120**	



2025/26 Expenses by CTRC Program

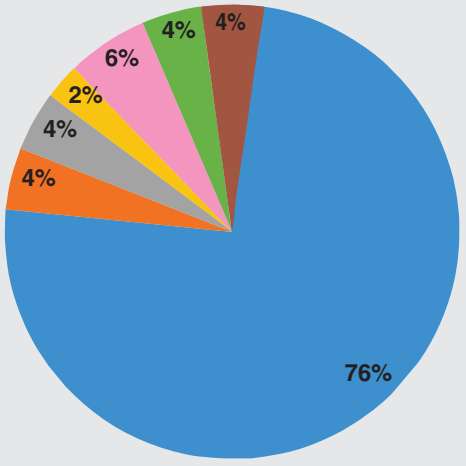
Community Participation (CSS)	1,235,378	(7%)
Community Support Workers Adults	668,521	(4%)
Community Support Workers Children	484,101	(3%)
Supported Group Living Adults (Residential)	9,988,211	(58%)
Lifeshare Adults	468,164	(3%)
Lifeshare Children	75,560	(0%)
Professional Resource Team Adults	638,831	(4%)
Professional Resource Team Children	958,247	(6%)
Infant and Child Developent Program	631,010	(4%)
Other funding specialized to individuals	1,985,097	(12%)
Total	**17,133,120**	



2025/26 Expenses Breakdown

CTRC 2025-2026 expense group

Salaries, Benefits and staff training	12,949,396	(76%)
Building Occupancy	702,090	(4%)
Travel& Communication	756,395	(4%)
Supplies & Equipment	416,123	(2%)
Other Program/ Service Expenditures	988,363	(6%)
Grants and Other Funding Sources	712,674	(4%)
MCCSS Grants - one time funding	608,079	(4%)
Total	**17,133,120**	



Our Service Locations

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

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

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

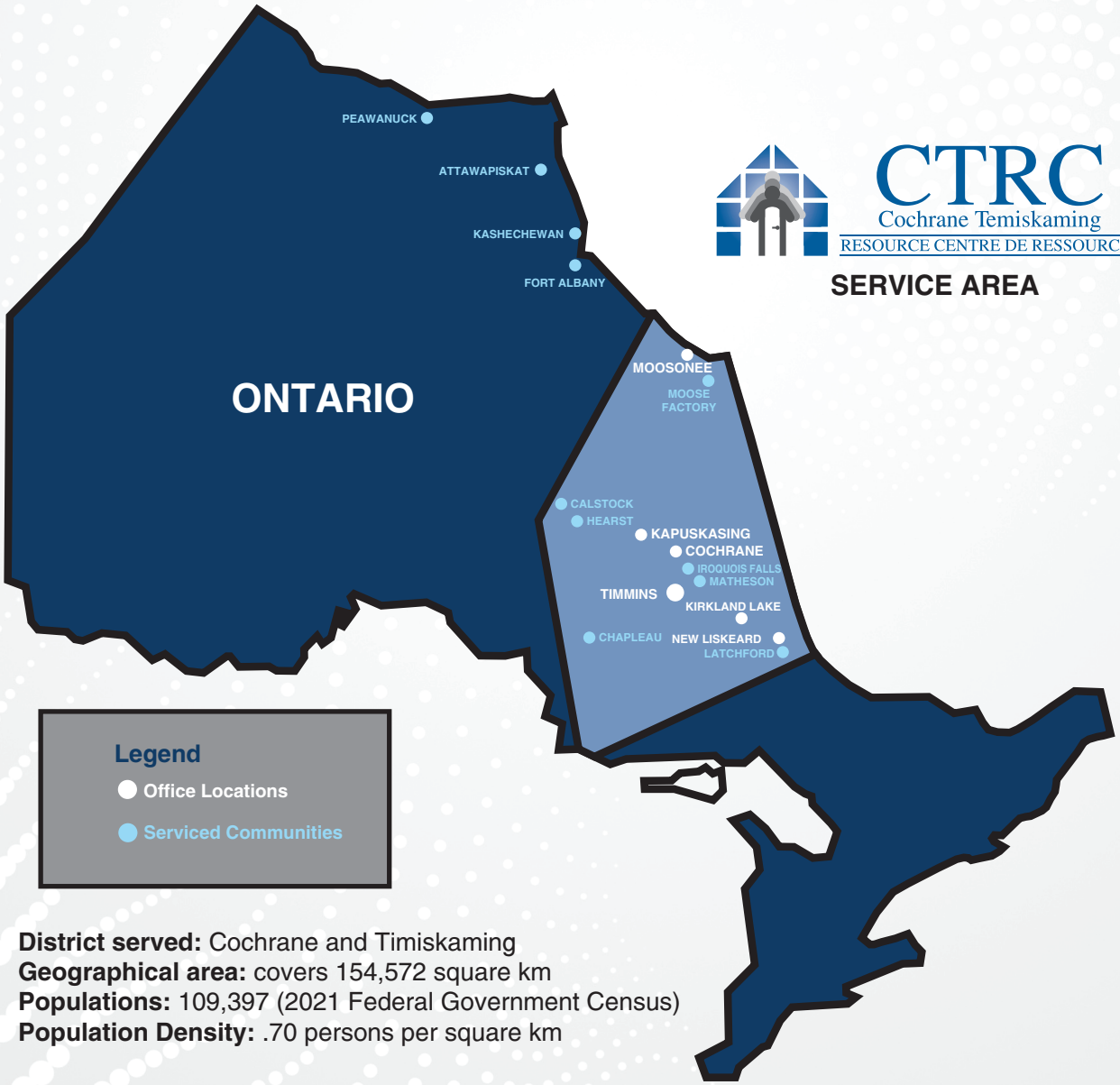
MOOSONEE
(Mailing Address)
21 First Street, Unit 12
P.O. Box 447
Tel: 705-336-0639
Fax: 705-336-0690

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

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

SERVICE AREA



District served: Cochrane and Timiskaming
Geographical area: covers 154,572 square km
Populations: 109,397 (2021 Federal Government Census)
Population Density: .70 persons per square km

1976 50 2026

CTRC

Cochrane Temiskaming

RESOURCE CENTRE DE RESSOURCES

50 years of support and caring

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

Cochrane Temiskaming Resource Centre

www.ctrc.on.ca