

ANNUAL REPORT 2022-2023



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Thunder Bay, ON

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www.cltb.ca

COMMUNITY LIVING 
Thunder Bay

Inspiring Possibilities

The background of the page features a photograph of a calm body of water, likely a lake, with a clear blue sky above. In the foreground, there are large, dark rocks partially submerged, covered in green and yellow algae. The text is overlaid on a semi-transparent blue rectangular area.

LAND ACKNOWLEDGEMENT

Community Living Thunder Bay respectfully acknowledges and honours the rightful stewards of the lands on which we live and work that are the traditional lands of the Anishinabek Nation and the traditional territory of Fort William First Nation, signatory to the Robinson-Superior Treaty of 1850. We also acknowledge the contributions of the Métis peoples and the other First Nations.

We honour and acknowledge the Indigenous peoples who are with us today. We honour the ancestors who lost their lives due to colonialism. We honour future generations. In order to no longer silence and erase Indigenous voices, we strive to not only acknowledge the harm done by colonization, but also learn about Indigenous peoples, their struggle and their strength, and financially and emotionally support their wellness.

In solidarity and through action, CLTB is working towards creating pathways to protect, preserve, and fight for justice and equitable treatment.

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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.

MISSION

in pursuing its Vision, Community Living Thunder Bay is committed to:

01

Advocating for the rights and quality of life of persons with an intellectual disability so that they may live a meaningful life;

03

Providing services and support to persons with an intellectual disability, and to their families, so that persons with an intellectual disability have the opportunity to participate effectively in all elements of living in the community; and

02

Educating and supporting the community to share the Vision of CLTB so that persons with an intellectual disability are respected and valued;

04

Being accountable to persons with an intellectual disability, their families, the membership of CLTB, and the broader community for our advocating, educating, and provision of services and support.

SERVICES



26

Family Homes

People supported living in family homes in the community

19

Supported Independent Living (SIL)

People living independently with support from CLTB

125

Employment Supports

People supported at work

148

People Supported

in family homes, supported independent living, ISR, and group living

41

Summer Employment Students Supported

People supported at work through the SEE Program

22

People Supported at the Hub

Youth Supported at the HUB living independently



PRESIDENT'S MESSAGE

Lisa Ellacott



It has been another successful year for both CLTB and the Board of Directors. We continue to be active in promoting a supportive, inclusive and accepting environment for all people in our community. As an organization, we continue to move forward and try to think outside the box when it comes to supporting people and their unique needs. Things are ever changing at CLTB and as an agency we are consistently looking at how we can better service the people we support.

The Board of Directors along with the Leadership Team continues to focus on supporting people and our Strategic Plan that is place. We strive to continue to grow as a team and work on the best way to meet all the support needs of Individuals.

Community Living has ventured into a new Community Housing Project, that will hopefully meet the needs of community members and individuals supported by CLTB to live the BEST life possible. It is a very Innovative project and I'm so very happy to be a part of it. Thanks to Mike Duncan for spearheading this project.

CLTB continues to be a strong voice at the local services planning table in Thunder Bay. We are constantly setting the Bar high as far as creativity and thinking outside the box

This past year has been a busy year with so many changes coming to services from the Ministry, changes to CLTB and the variety of people we serve it has been exciting as well as stressful at times. But as a Board we are united together and as Board Chair I couldn't ask for a better team of individuals around me.

As we move forward into uncharted territory I am both excited and nervous of what the future has in store for us, but we are prepared with excellent resources and a fantastic Executive Director and Senior team, management team, and front line staff to move us forward.

In my first year back as Board President, returning after two years of sitting as Past President, I am particularly proud to be a part of a growing agency and would like to express my sincere gratitude to my fellow Directors who have dedicated their extra time, commitment and support for this organization and the people we serve. I would also like to thank the management team of CLTB for your support and guidance over the last year.

To all the support staff, thank you for all that you do for the people we support, your time, dedication and commitment goes a long way in the lives of the people we care about. Again, it continues to be a positive year of growth and development as we move forward into 2023/24 Please join me in filling this year with great things to happen!

EXECUTIVE DIRECTOR'S REPORT

Lisa Foster



"In the middle of difficulties lies opportunity."

- Albert Einstein

Slowly over this past year life has returned to normal and normal has never looked so good. We are all emerging from two and a half years of lost opportunities, traditions, choices, connections, and rituals. This past year our challenge has been to pick up the pieces and refocus our efforts to build a stronger foundation to face future challenges.

In 2021 we developed a two-year Strategic Focus to help us:

- Establish a foundation for the pursuit of future accreditation.
- Formalize current quality improvement processes.
- Establish Key Performance Indicators
- Develop an effective process for aggregate data to be reviewed monthly by Management.

We organized our objectives by CQL's (The Council on Quality and Leadership) Shared Values:

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

I'm proud to share that our staff accomplished much in each of these areas as you will see throughout this report. It seems fitting that as we emerge from the challenges of the past three years that this year, we will be planning a celebration around a major milestone for Community Living Thunder Bay. October 22, 2024 marks our 70th anniversary. Our 70th year anniversary committee is planning a celebration that both honours our past and looks ahead to the future. It will be a time to reflect on those that founded and shaped our agency's vision and mission as well as a time to consider the legacy that each of us will leave for future generations.

BOARD OF DIRECTORS 2022-2023



Lisa Ellacott
President



Donna Lagergren
1st Vice President



Marybeth Barrett
2nd Vice President



Wendy Brescia
Director



Janette Sprovieri
Director



Tisha Hasan
Director



Anne Antenucci
Director

**THANK
YOU!**

EMPLOYMENT



Community Living Thunder Bay believes everyone has the right to use their skills to participate in the community and earn a living wage, and achieve sustainable long-term employment.

Supported Employment assist 125 people with community employment/participation. Supports range from job readiness to job search to on-the-job support if required. Employment Services act as a liaison between employees, employers, family, and various community agencies.

Summer Employment Experience

We are in the 9th year of our SEE, Summer Employment Experience. With funding from Service Canada, we are able to hire job coaches for an 8 week paid employment opportunity for students. There are 41 students this summer who will be working to gain skills, meet new people, be part of a team and add new experiences to their resume.

An inclusive and accessible workplace is crucial to creating a labour force that is welcoming and equitable to all. -CASE



Project Search

We were excited to be asked to partner with Thunder Bay Catholic District School Board and Thunder Bay Regional Health Science Center for Project Search. Project SEARCH is unique school to work training program for students with disabilities. The students learn employable skills and plan for their careers with guidance from a teacher and skills trainer.

TRAVEL

Throughout the Year



We were excited to get travelling again this year!
Jesse in Vegas (top right), Paula at Disney (top left)
Eva in Mexico (bottom)

RESIDENTIAL SUPPORTS



Residential Supports typically refers to our traditional supports where people are supported to live in group homes. Ten years ago, with a change in our leadership, we began a visionary journey to provide more individualized supports to newer service users and to those already in service. This vision became our driven mission.

In 2013, Community Living had 26 group homes, today we have 13! That's a significant change towards a better future for the people we serve. It means we are creating more opportunities for people to live in environments that are better able to meet their wants and needs. This is reason to celebrate, but we need to continue with this trend until we can truly honour our vision of creating person centered and person directed supports to all of whom we serve.

We are currently planning for 4 new people to come into service, each of which are at various stages of implementation. Each of one of these new supports will be individualized and unique in nature, even though they will all have supports throughout their day.

We are all happy the pandemic has lessened its grip on our lives. Our staff did a tremendous job of keeping people safe and did their best to make life as interesting as possible over the past few years, but we are very eager to reconnect to what's important to people and to what brings them purpose and joy in their lives. This began slowly this past year, but progress has been a trickle at best. The Personal Outcomes team is ramping up its focus on personal goals and dreams for people and we are eager and excited to have them assist us in this process! This will include many opportunities for Personal Outcomes training for many of support staff and managers. There has been other training attended this past year as well as coming up to assist us in being better equipped in this pursuit. We want to see people living their full lives again!

RESIDENTIAL SUPPORTS



The Conscious Care and Support training by Peter Marks this past winter was offered to the leadership team. The course focused on self-awareness and a deeper understanding of self in order to be better at emotional regulation which enables us to bring a more robust support modality to those we serve. Peter also offered personal one-on-one sessions to gain a deeper sense of self and how we show up in the world.

We are looking forward to a busy year ahead, which ultimately holds much promise of better opportunities and experiences for those serve.

CORE GIFTS

This past year has been challenging for us to complete Core Gift interviews due to staff shortages and team members moving into different rolls within our Agency. Our team is meeting to discuss plans for the fall and we continue to meet with all our new casuals at orientation to discuss core gifts and the meaning behind why we believe this is such an important part of the work we do, not just for people we serve but for all team members.



BIRTHDAYS

Throughout the Year



Happy birthday Ellie (top left), Logan (top right), Shawn (bottom left) and Malyk (bottom right)

HUMAN RESOURCES



Recruitment

CLTB's recruitment is now back in full swing, with a higher number of new recruits than ever! We have also had the opportunity to attend several career fairs this past year, making connections and meeting great people that eventually became part of our growing team.

We welcomed 10 placement students in 2022 and another 9 students in these first months of 2023, supporting students from the Developmental Service Worker, Recreation Therapy, and Personal Support Worker programs. Our school placements gave our support staff the opportunity to their share knowledge to inspire the next generation of support workers. Thank you to all Support Workers who worked with these students, providing them with mentorship and guidance that they will not forget as they embark on their careers.



In 2022 we welcomed 93 new support workers, and so far in 2023 we have hired 58 more. CLTB's inventory of gifts and skills increases as these new support workers bring their diverse skills and backgrounds to the table. As CLTB continues to recruit Support Workers for group living, TAY and SIL, Human Resources is always accepting resumes at jobs@cltb.ca. New employment opportunities are posted to our website - (www.cltb.ca) If you know someone you would like to refer, please reach out to Human Resources for more details.

HUMAN RESOURCES



Collective Agreement

Our local OPSEU bargaining unit, along with management of CLTB, were successful in agreeing to a 4 year extension of our Collective Agreement. Key improvements for CLTB employees included improvements to the benefit plan, the addition of National Day for Truth and Reconciliation as a holiday and the move from our RRSP plan into a defined benefit pension plan with the College of Applied Arts and Technology (CAAT). The CAAT pension plan is a long standing pension plan that began with Colleges and Universities and has now opened up to other sectors including non-profits. The CAAT has added a lot of new companies/organizations to their portfolio of contributors in the past 3/4 years and is well balanced. With employee contributions being matched by CLTB, our employees can now be confident of knowing where they will be financially when they are at the stage of retirement and can plan ahead for that day.

Enhanced EAP

We launched our Enhanced Employee Assistance Program (EAP), known as Kii, through our current provider. Kii is a health & workplace wellness program that is designed to empower our employees to live their best life, to help build resilience and strengthen both their mental and physical health.

TRAINING



This year, CLTB offered Microaggression Training to all our employees. This training was led by Nima Novak, equity trainer. The training explored the negative impact of microaggressions, with a goal to gain increased self-awareness in order to reduce harm to others.

Nima Novak also led Burnout Prevention Training for all employees. This training focused on mind-body strategies and tools to quickly reset nervous systems. This can reduce the negative emotional and physical impact of our current circumstances of living through a global pandemic and civil unrest. We were very proud to offer all our staff this important training to help build up team's strength and resilience. We plan to continue further training in the year to come.

This year we saw the addition of 5 new in-house trainers: Ken Maclam, Lauri Sinkins, and Rebecca Rezka will now be training our teams on Non-Violent Crisis Intervention. Jon Racine and Sara Charlebois will be training our teams on Standard First Aid. We are very happy to have them as a part of our team of trainers!



WITCHES WALK *Events*



In October, CLTB held the Inaugural Witches Walk which took place in downtown Thunder Bay! This event encouraged everyone to come dressed as their best witch and venture to downtown businesses to stamp their map and win prizes. There was a dance afterwards at the Prince Arthur. We had over 200 people in attendance and raised over \$10,500 to put towards a new accessible vehicle for CLTB!

CLINICAL SUPPORTS



Last year was the first year in a few that our clinical services were not impacted by COVID and this allowed us to see all our clients face to face and assist them in some of their struggles and challenges. Working within in clinical services are Peter Gravelle and Barb Turk. They assisted in the clinical meetings with the TAY (transitional age youth) program - the focus of these meetings is to assist, guide, and mentor our staff in supporting our youth and listen to staff concerns, guide them in their work and assist in teaching them about trauma, addiction, and mental health. These meetings are held every three weeks.

A major focus of our clinical work is helping individuals become more regulated in their bodies - we have found that the majority of the people we support - whether this is in the TAY program or group living - have nervous systems that are dysregulated. When someone is dysregulated their symptoms can be exhibited by depression, severe anxiety, behavioural issues, or physical problems related to their stomach or gut. People who live in a more regulated state can find much more enjoyment in their day to day lives. We utilize neurofeedback - the EEGER neurofeedback system to help people with their arousal/regulation challenges - this focuses on the central nervous system. We also utilize Safe and Sound - a system that focuses on regulating the autonomic nervous system. Both of these therapy tools have assisted in making a difference in many individuals lives. All the people we support also have the opportunity and time to express their thoughts, feelings, and other issues that may come up in their lives - we find that people who have utilized neurofeedback, safe and sound, or our massage chair are more regulated and then feel more open to discussing their thoughts and feelings.

Over the last year we saw 22 people for neurofeedback and safe and sound - this included 14 people from group living. There is a commitment to doing this work - it usually takes anywhere from 40 to 100 sessions of neurofeedback - and for safe and sound program the commitment is 30 sessions. We have found that both of these therapeutic tools make a significant difference in people's lives and we look forward to having more people we support in Community Living participate in this program.

SOCIAL MEDIA REPORT



This year, CLTB focused more on social media via Facebook and Instagram. We saw significant improvements in our reach on both platforms and look forward to further improving in the coming years and sharing more photos and information with the community.

Facebook Page Reach

37,424

Total Users Reached

↑ 183%



Community Living Thunder Bay

Instagram Page Reach

2,234

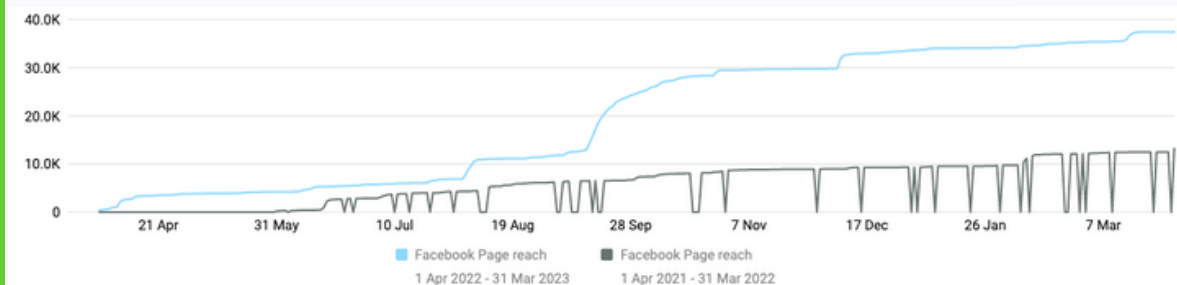
Total Users Reached

↑ 283.2%

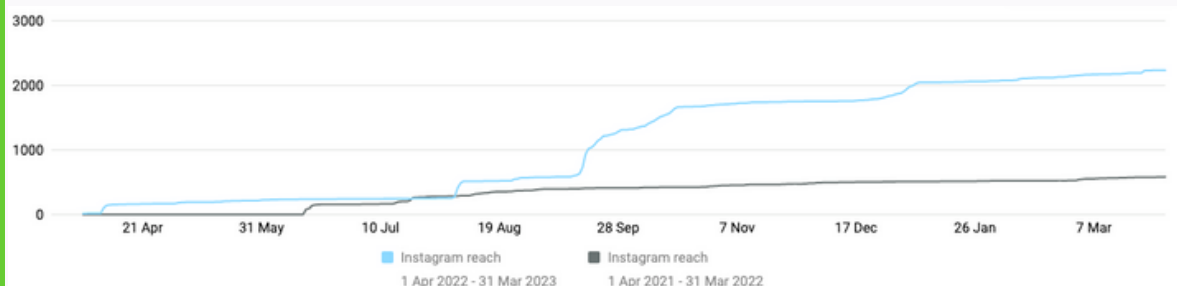


@communitylivingthunderbay

Facebook



Instagram



SUMMER



Maureen riding a horse (left), Shera at Country on the Bay (top right)
Janet on a boat ride at Wilderness Discovery Camp (bottom right)

FINANCE



During fiscal 2022/2023, CLTB's operational budget increased \$1,697,693 from \$21,994,249 to \$23,691,942. The increase in funding is attributed to the Organization increasing service capacity, increased interest rates, and one-time funding for the purchase of a dwelling. In addition to the increase of funding, the Province of Ontario remained committed to increasing the compensation of frontline workers by making the wage enhancement funding permanent. This commitment to our sector cannot be ignored and CLTB is grateful to the Province of Ontario for recognizing the hard work of DS support staff with permanent funding.

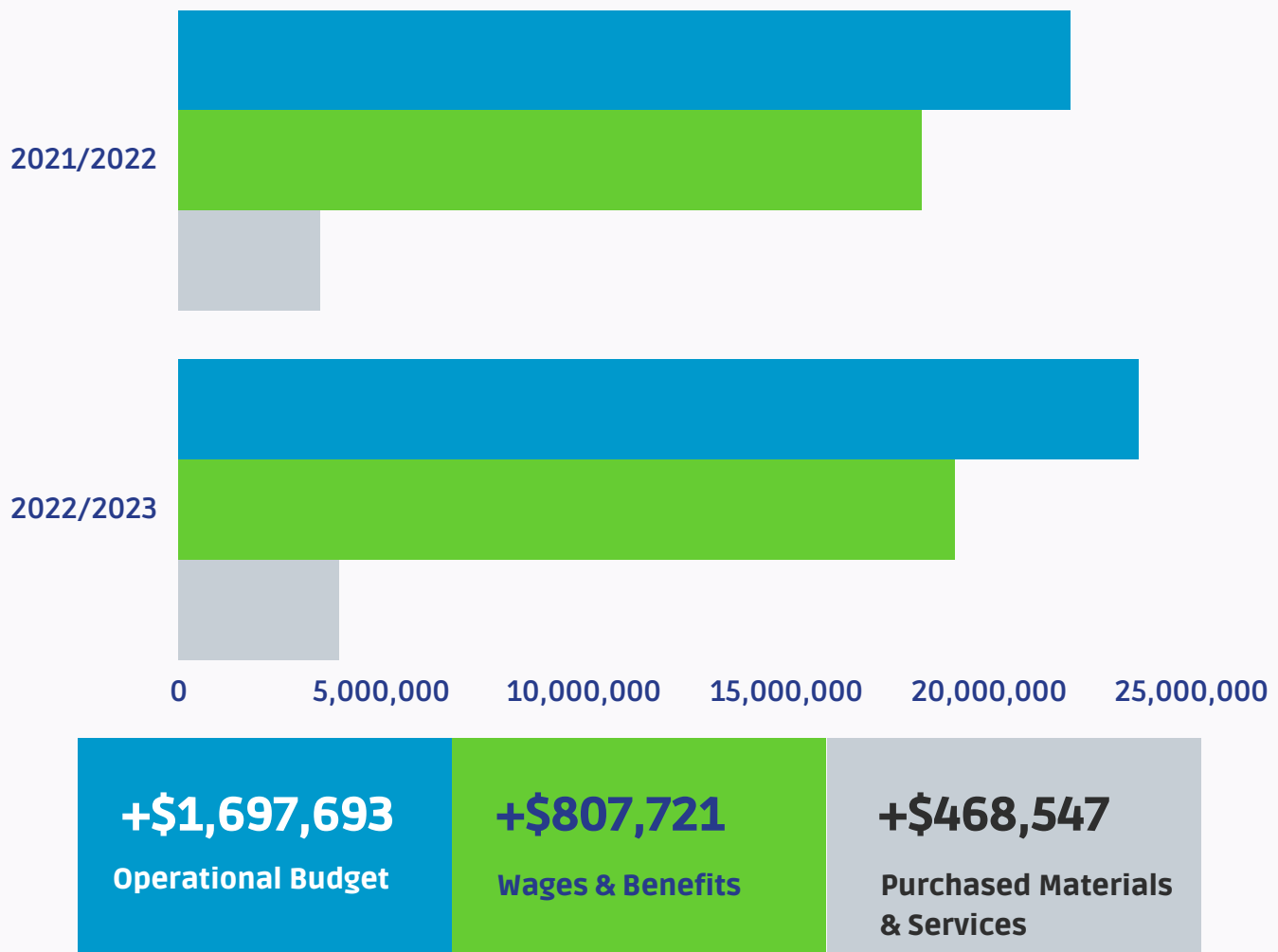
The majority of CLTB expenditures is composed of wages and benefits. During fiscal 2022/2023, the percentage of wages of total expenses decreased from 84.7% to 83.1%. The 1.6% decrease in expenditure percentage is due to an increase in capital asset purchases to \$546,329 in 2022/2023. In total, the wages and benefits expenditures increased from \$18,333,760 to \$19,141,481 which is an increase of \$807,721 or 4.41% growth rate. The increase in wages and benefits is largely due to an increase in vacation, sick, and overtime costs. On top of handling growth in our payroll costs, CLTB Payroll department was also significantly involved in transitioning the unionized RRSP plan to the newly established defined benefit pension plan. Thank you James for processing this major change for the Organization with ease to our employees.

Purchased materials and services increased from \$3,485,218 to \$3,953,765 which is an increase of \$468,547. The increase in purchased materials and services is mostly attributable to two major initiatives completed throughout the year. Firstly, CLTB employees had more flexibility to meet in person again which naturally increased our professional development expenditures. Professional development that occurred during the year included Renewal Leadership & Conscious Care Support Training, training two new NVCI trainers, racial and micro-aggression awareness training, and a return to Community Living Ontario. The second attribute to an increase in expenditures is a return of community engagement for Passport expenditures. In total, Passport expenditures increased \$151,418 which greatly provided opportunities for community engagement.

FINANCE



Towards the end of the year, the Finance Department began planning for 2023/2024. In planning, it was recognized to enhance financial reporting capabilities to our Services Management team. To enhance the reporting capabilities, the team worked towards two initiatives to ensure the reporting provided more effective information in an efficient matter. To address the effectiveness of information, the Finance Department created new accounts and departments to recognize new trends in our Organization. Such trends include an increase in spending towards engaging with people, staff appreciation, and quality improvement. To address the efficiency of financial reporting, the Finance Department developed an internal application to process credit card transactions in daily journal entries. Preparation of daily entries will ensure Management has up-to-date balances when receiving budget reports.



CLTB SKATE NIGHT *Events*



This winter we got together and had a friends and family skate night! We saw people we support, staff, friends and family come out and show off their skating skills!

PROPERTY & IT



In the previous fiscal year, the Organization sold two properties and internally restricted the funds to address housing needs of people supported by CLTB. During this fiscal year, two initiatives were completed to plan for the use of the internally restricted. The first initiative was a feasibility study to review the financial viability of potential projects. The feasibility study reviewed costing for large multi-unit buildings, single dwellings, and container home purchases. Once the feasibility study was completed, CLTB conducted a stakeholder engagement to identify important needs for staff and people supported. The next steps for this project will involve a working group to develop a formal strategic plan for CLTB's residential properties.

During the year, CLTB had \$563,322 in capital additions to the Organizations balance sheet. Our most notable addition includes the purchase of a small two-bedroom dwelling. The vehicle fleet also grew for a second year in a row with the addition of four new vehicles. The Kinsmen and Griffis buildings continue to be updated for the multipurpose use of those buildings. During the year, both buildings had security cameras installed to enhance safety measures to the buildings. The Kinsmen building had the electrical work updated to code while the Griffis building added new office furniture to the newly renovated meeting room.

Information Technology

The IT department experienced some turnover during the year with the departure of Patrick Duarte from the position. We wish Patrick all the best in future endeavours and thank him for all of his contributions to CLTB during his short time on our team. Team members at CLTB that are focused on IT took part in the recruitment process and we're thrilled to add Jagravi Patel to our team. Jagravi demonstrated innovative ideas for technological support during her interview process. We're excited to bring this innovative thought process to this department to best support people and our staff.

PROPERTY & IT



Information Technology Continued

The recruitment of a new IT Administrator slowed down the process of the Sharepoint Committee but did not stop its work. The Committee added members from each department and created a working group to better improve electronic communications to CLTB. During the year, 360 Visibility was hired to help project manage the SharePoint Committee while adding new technologies to improve processes and internal workflows.

The IT department is working on adding internal controls to help safeguard the CLTB's information systems. One of the internal controls that was being developed during the year was a quarterly checklist for all sites and site managers. Quarterly check-ins would work as a preventative control to help identify IT risks and training opportunities before it was too late. The IT check-ins will be deployed in fiscal 2023-2024 as well as other internal controls.

Lastly, the Technology Committee continued its work late in the fiscal year but took the right step forward. The Committee developed a terms of reference and worked on developing working groups within the guiding principles. The Committee is excited to work with a clear guideline in 2023/2024 and hopes to share success stories in the next annual report.

DONUT DAY

Events



We were excited to bring Mini Donut Shoppe truck to our admin office for an afternoon and invited All CLTB and their families to come have some mini donuts!

QUALITY IMPROVEMENT



Over the last 12 months, as we emerged from the restrictions of the pandemic, we have a reenergized commitment to quality improvement that focuses on community involvement. Our quality improvement initiatives have aimed to help people we serve to fully engage in the community and to participate in ways that are meaningful and relevant to each person.

Personal Outcome Measures/Planning:

Over the last year, we have strengthened our partnership with the Council on Quality Leadership (CQL). This organization's Personal Outcome Measures tool is an internationally renowned framework for quality monitoring and enhancement through person-centered approaches. This framework allows us to plan with people we support in a meaningful manner that focuses on the person's definition of a good life. The tool also provides us with information on the areas of service provision that need improvement. Three direct support and two management staff are currently Certified with CQL to use the personal outcome measure tool. This involves an interview with the person supported and their staff. The certified interviewers met regularly with people supported and their staff to use the personal outcome measures tool to look at their quality of life in a meaningful way.

Our Quality Improvement Team completed personal outcome measures interviews as well as self assessment workshops within our organization and with a local service provider to share the value of the personal outcome measures tool in our community. After consultation with Kory Earl, Past President of People's First Canada, last June, the team developed a process to elevate people's voices around organizational and community barriers to self determination. We especially want to thank Nikki Heath and Kasia Piech for their passion and commitment to this work. We would like to congratulate Colleen Bryson on achieving certification as an In House Trainer with CQL last fall.

QUALITY IMPROVEMENT

Quality Improvement Committee



The Quality Improvement Committee is comprised of several staff who represent all service areas of the organization and who share a commitment to continuous quality improvement. The committee has been working on initiatives relating to our Strategic Direction. The group has been involved with Policy review and other initiatives to improve our organization's service delivery.

TRANSITION AGED YOUTH

Over the past year we have continued to plan and onboard several people into service. The planning process includes getting to know the person, recruitment of staffing resources, and submissions to our Ministry to obtain financial resources to support their individual needs. With the significant drug trade in our community a number of people continue to struggle with various addiction issues which has significantly impacted their lives and ability to take steps forward. As a part of supporting people with this issue 3 people have attended in patient treatment programs that stretch from Manitoba to Southern Ontario. As with most addiction recovery journeys this is ongoing and something that we are committed to supporting people with whenever it is needed. We have recently reconnected with an Elder in our community, who pre-covid, spent time with people practicing various culture activities with people we support. This is an important area we feel needs to be expanded once more as peoples healing and community connection is often rooted in culture and community.

This past year, one of the biggest successes is a young person leaving our supports and achieving employment, a driver's licence and living independently in the community. After beginning her supports 6 years ago with CLTB and being supported 24 hrs a day this is a huge achievement.

Work on outside spaces around the Hub property on John Street have continued this year, ranging from parking improvements, to fencing and expanding the redesigning the rear areas of the building to make all our spaces more welcoming and useful for everyone at CLTB (and our community)

ART

Throughout the Year



Art with John continued, here is Cathy (top left) and Darren (top right) showing their paintings, and Paula (bottom left) and Debbie (bottom right) at the Glaze your Bowl pottery workshop at the College.

EMPLOYEE PERQUISITE ANNUAL SUMMARY



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

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

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

ANNUAL REPORT 2022/2023

For the fiscal year ended March 31, 2023, Community Living Thunder Bay provided perquisites as defined by the BPS Perquisite Directive.

INCLUSIVE EMPLOYERS



Evoked Hair Salon
MGM Electric
Thunder Bay Chronicle Journal
Masala Grille
Wanson's Lumber
Thunder Bay Chemical and Broom
Central Auto Parts
Thunder Bay Border Cats
Supreme Cleaners
Equipment World
Merla Mae
Rebel Salad
Kal Tire
Marostica Motors
The Game Shelf
Westfort Foods
Donato's Pizza
Auto One
Old Fort William
Mike's Roadhouse
Willow Springs
Roots to Harvest
ITech 2000
Belluz Farms
City of Thunder Bay
Gore Motors Honda
Home Depot
Ontario Power Generator Station
Tim Hortons
Thunder Bay Police
Superior Points – TBDHU

Thunder Bay Country Market
Safeway – Dawson Rd.
Real Canadian Superstore
Winners Homesense
The Honorable Patty Hadju
Greek Orthodox Church
Lakehead University
Shoppers Drug Mart
Canadian Tire
Ecole Elsie MacGill School
Thunder Bay Housing
Community Living Thunder Bay
Canada Games Complex
Walmart- Dawson Rd.
Frankie's Pizza
Daytona's Restaurant
Pepsi Co.
Nor Westerview Hotel
Security Net
Toy-R-Us
Pinetree Catering
Prince Arthur Hotel
Hair Infinity
Ren's Pets
Frankie's Pizzeria
Woody Trailers
McDonald's
Victoria Inn
RFDA
Bennett Bakery/Nuccis

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COMMUNITY LIVING
Thunder Bay



Inspiring Possibilities