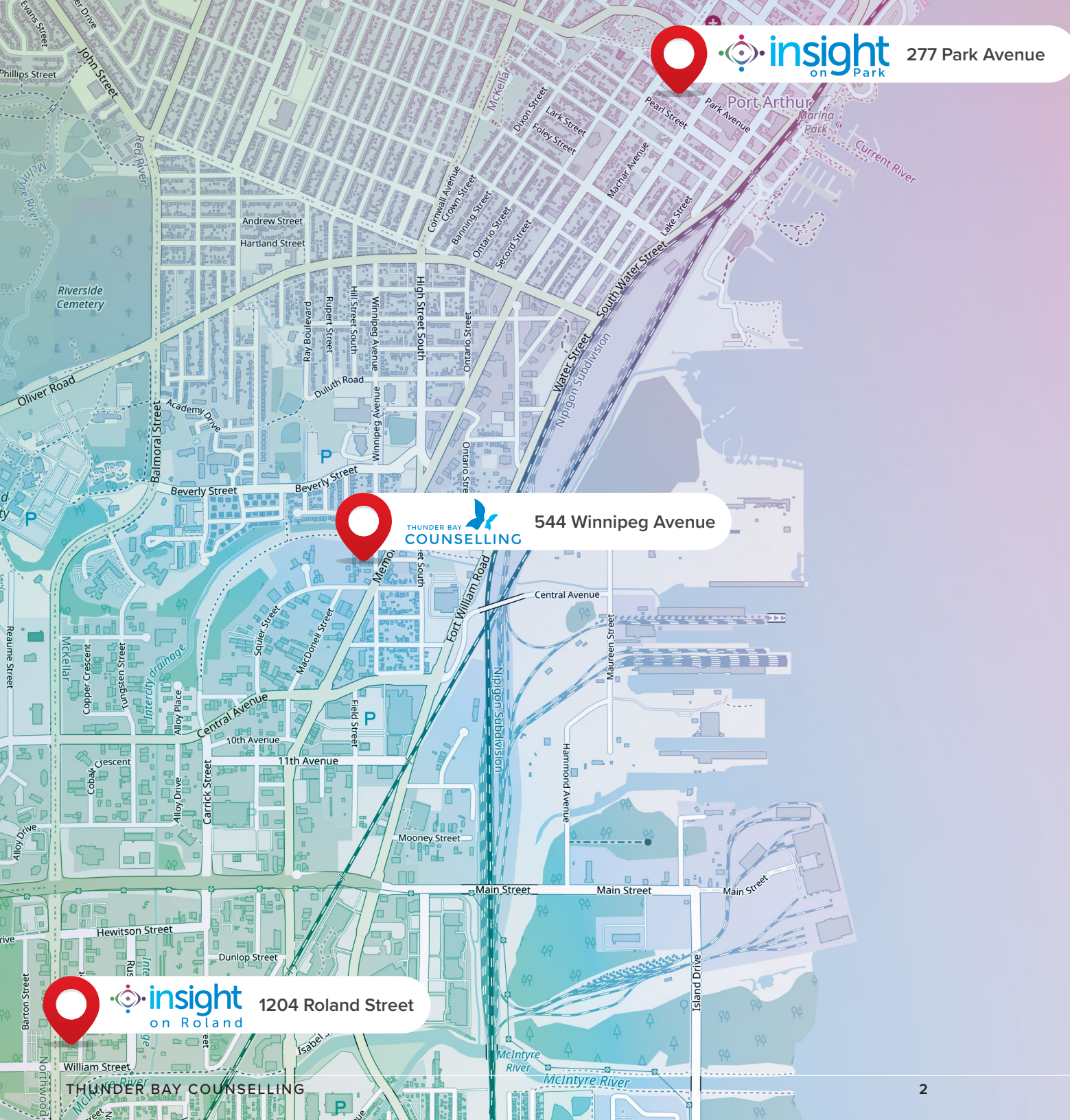




THUNDER BAY COUNSELLING

2025 – 2026

Annual Report



Our *Offices*

By offering services across multiple locations, we ensure our services are *accessible, welcoming, and responsive* to the *diverse communities* we serve.

Rose Potestio, ►
Board Chair

Nancy Chamberlain, ►
Chief Executive
Officer (CEO)

A Message from our Board Chair and CEO

This past year has been one of reflection, alignment, and meaningful progress for Thunder Bay Counselling.

Together, as a Board and leadership team, we took important steps to strengthen the foundation of our organization. We developed and approved our strategic priorities, reaffirmed our organizational values, and deepened our commitment to governance practices that are more inclusive, relational, and responsive. This included ongoing work to decolonize our governance processes, participation in the Youth on Board initiative, and adopting an approach that honours multiple ways of knowing and being.

We also placed renewed focus on our role as advocates—strengthening our governance voice within the broader system and reaffirming our shared commitments as Board Directors. This work reflects our belief that strong governance is not only about oversight, but about leadership, accountability, and connection to community.

Operationally, this year has been equally transformative. Our team has worked intentionally to ensure that our values—People, Community, and Integrity—are not just words but are reflected in

how we show up every day. We have restructured our programs and services to better meet the evolving needs of our community, guided by a commitment to accessible, compassionate, and high-quality care.

At the heart of this work is partnership. We know that meaningful impact does not happen in isolation. We deeply value the relationships we have built with community partners and are continually inspired by what we can achieve together.

We appreciate the commitment of our Board of Directors and the dedication of our leadership team and staff, who bring our values to life each day and embody what our organization stands for.

As we look ahead, we remain grounded in our values and encouraged by the strength of our community, our staff, and our shared purpose. We are grateful for the trust placed in us and remain committed to supporting well-being, strengthening community, and building a sustainable future.

2025 – 2026

Board of Directors

CHAIR
Rose Potestio

VICE CHAIR
Mohit Dudeja

SECRETARY/TREASURER
Alexandra Mauro

Aimee Jaun

Ardelle Sagutcheway

Laura Meisner

Lawni LaBelle-Paynter

Patrick Jones

Sarah Nelson

SUPPORTING *Well-Being* STRENGTHENING *Community* BUILDING A *Sustainable Future*

STRATEGIC PLAN 2025 – 2028

Why This Plan Matters

Thunder Bay Counselling (TBC) has been serving individuals, families, and communities for decades—walking alongside people through some of the most complex and vulnerable moments of their lives. As the needs of our community continue to evolve, so too must the way we work.

This Strategic Plan sets out a clear and thoughtful path for the next three years. It reflects what we heard from our Board, leadership, and staff, and what we see happening across our community and service systems. It builds on the strengths of our past work while looking honestly at the pressures facing mental health, substance use health, and counselling services today.

At its core, this plan is about **impact**—how we can continue to provide high-quality, accessible, and compassionate services, while ensuring Thunder Bay Counselling remains strong, responsive, and sustainable for the future.

This work was developed through deep engagement, reflection, and analysis, and is grounded in a shared commitment to **equity, cultural competency, and respectful, inclusive care across all programs and services.**

Looking Ahead

This Strategic Plan reflects Thunder Bay Counselling’s commitment to **care, clarity, and community impact**. It balances compassion with responsibility, and vision with practical action.

Over the next three years, we will continue to engage staff, partners, and the community as we turn these priorities into action—measuring progress, learning as we go, and staying focused on what matters most: **supporting the well-being of the people and communities we serve.**

Living Our Values – Every Day, in Every Interaction

Our values guide how we show up—for clients, for one another, and for our community. This priority is about moving beyond words on paper and ensuring our values are visible, understood, and actively shaping decisions, behaviours, and services across the organization.

Why this matters

When values are clear and consistently practiced, trust grows. Clients feel respected and safe. Staff feel supported and aligned. The community knows what we stand for.

What success looks like

- A shared understanding of what our values mean in practice
- Decisions and services that reflect integrity, accountability, and care
- A strong, values-driven culture that supports quality and consistency

Supporting and Growing Our People

Our staff are the heart of Thunder Bay Counselling. This priority is about ensuring people feel valued, supported, and able to build meaningful, sustainable careers—while delivering excellent care to clients.

As our organization grows and evolves, we must be just as intentional about supporting our people as we are about supporting our programs.

Why this matters

When staff are supported, clients benefit. Strong teams lead to better outcomes, continuity of care, and a healthier workplace culture.

What success looks like

- Strong recruitment and retention across all roles
- Clear pathways for professional growth and leadership development
- A resilient workforce supported by effective supervision and collaboration

Expanding Access Through New Ways of Working

Community need continues to grow, while public funding remains increasingly restricted. To respond, Thunder Bay Counselling is exploring thoughtful and mission-aligned ways to strengthen our financial sustainability—so we can protect and expand access to counselling services over time.

This includes offering some services in new formats and settings and reinvesting back into publicly funded programs and community care.

Why this matters

By strengthening our financial foundation, we reduce reliance on limited funding sources and increase our ability to respond to emerging needs—without compromising our values or the integrity of our services.

What success looks like

- Broader access to counselling services across the community
- Reinvestment that strengthens publicly funded programs
- Greater flexibility to innovate and respond to changing needs

Strengthening Systems Leadership and Collaboration

Thunder Bay Counselling operates within—and helps shape—a complex network of services. This priority focuses on improving how people move through systems of care, strengthening partnerships, and ensuring services are accessible, coordinated, and responsive.

We will continue to contribute our expertise while being thoughtful about where we lead, where we partner, and where we step back—so we protect our capacity, stay focused on our mission, and direct our energy where it makes the greatest difference for clients and the community.

Why this matters

Clients experience care as a journey, not a series of disconnected programs. Strong collaboration helps ensure people receive the right support, at the right time, in the right way.

What success looks like

- Smoother transitions between services and supports
- Strong, purposeful partnerships across the system
- Recognition as a trusted and effective collaborator and system leader

Our *Shared Purpose*

To support people's quality of life through the provision of community-based services that contribute to mental health and well-being.

Our *Vision*

We envision a community where everyone experiences inclusion, support, and well-being.

Our *Values*

At Thunder Bay Counselling, our values are rooted in who we are and how we walk alongside the people and communities we serve.

Co-developed and affirmed by our staff and Board of Directors, these values reflect a shared commitment to a way of working that honours both Indigenous and Western ways of knowing—often described as a two-eyed seeing approach.

Together, these values guide our decisions, shape our relationships, and hold us accountable to the kind of organization we strive to be: compassionate, connected, and grounded in trust.



People

We honour the dignity, worth, and potential of every person. We commit to being person-centred, equitable, and compassionate.



Community

We celebrate the strength of communities. We foster and cherish connection, belonging, collective wisdom, and diverse ways of knowing.



Integrity

We cultivate integrity through humility, honesty, and accountability.

Our Commitment to Quality Through Service

At Thunder Bay Counselling, quality means people feel safe, respected, and supported, and that our services make a meaningful difference. We are always learning, listening, and improving so that we can better meet the needs of people in our community.

Our approach to quality reflects our values in action, honouring each person, strengthening community connections, and acting with integrity in how we listen, learn, and respond.

What Quality Means to Us

Quality is about consistency, dependability, and results. It means:

- People can get help when they need it
- Individuals feel heard, respected, and understood
- Services reflect the needs and strengths of our diverse community and help people achieve their goals
- We work collaboratively across programs and with partners to help people get the services they need
- We continuously improve based on evidence, experience, and feedback

“I felt cared about and taken care of.”

“This is a great program that is really accessible for anyone, and it is very helpful.”

What We Heard

We gather feedback through conversations, surveys, and community connections to make sure many voices are included. This year, feedback showed:

- **Strong experiences of safety and respect**

100% of respondents reported they felt welcomed, safe, and understood

- **Meaningful involvement in care**

99% felt services reflected their needs and goals, and that staff respected their strengths, culture, and identity

- **Positive outcomes**

98% of clients agreed that services increased their confidence and ability to manage challenges

- **Accessible services, with opportunities to grow**

98% of clients said that wait times for service were reasonable and that services were available at times that met their needs. Some identified a need for more evening and weekend options

- **High confidence in services**

100% of respondents indicated they would return if needed and would recommend our services to others

Looking Ahead

Based on what we heard, we are continuing to improve how we serve our community by:

- Expanding evening and weekend service options
- Offering more ways to share feedback
- Improving access across cultures, languages, and abilities
- Strengthening partnerships to better support the whole person

We are committed to making services easier to access for everyone, ensuring people feel seen and respected, listening, especially to voices we often don’t hear from, and turning feedback into actions that result in meaningful service improvements.

Your Voice Matters

Quality is something we build together. Feedback helps shape how we can improve and do better to serve our community.

“Saved my life.”

Leadership Team

Together, our Leadership Team provides guidance and accountability that supports our shared purpose, vision, values, and strategic priorities.



CHIEF EXECUTIVE OFFICER
Nancy Chamberlain



DIRECTOR OF CLINICAL SERVICES
Crystal Dunning



DIRECTOR OF PROGRAMS & SERVICES
Sheri Fata



DIRECTOR OF BUSINESS & FINANCE
Allane Danchuk



CUSTOMER RELATIONS MANAGER
Danielle Mathieu



MANAGER,
FINANCIAL HEALTH
Robin Larrett



SUPERVISOR,
CHILD, YOUTH, AND FAMILY
Kris Carlson



INTERIM SUPERVISOR,
CHILD, YOUTH, AND FAMILY
Tavia Berardi Tronsen



SUPERVISOR,
GENDER BASED VIOLENCE
Alicia Wright



SUPERVISOR,
SUBSTANCE USE HEALTH
AND MENTAL WELL-BEING
Quinlyn Flanagan

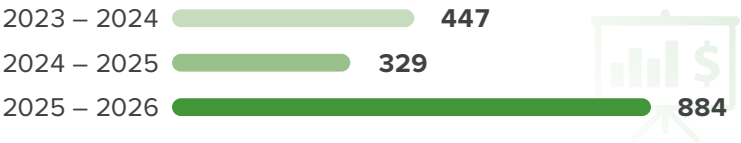
[VIEW OUR STAFF LIST](#)

Building Community Well-Being

Substance Use Health



Financial Health



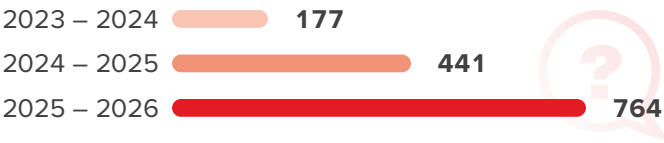
Child, Youth, and Family



Counselling & Psychotherapy



Employee & Family Assistance Program



Every interaction matters.

Whether someone is seeking support for their mental health, navigating a life challenge, strengthening family relationships, improving financial well-being, or connecting with community resources, our goal is to provide care that is compassionate, accessible, and responsive.

Guided by our values of **People, Community, and Integrity**, we work alongside individuals, families, and communities to support well-being, foster connection and belonging, and help create the conditions for people to thrive. The statistics that follow tell part of that story—reflecting the reach of our services and the collective impact we are making together across our community.

Total Number of Clients Served



In 2025 – 2026, our team...



Responded to **34 critical incidents** through debriefing support, totalling **127 hours**, and helping **318 individuals**.



Delivered **27 trainings** and workshops, totalling **47.5 hours**, educating **416 people**.



Supported our community by attending **28 events**, reaching over **13,600 community members!**

Financials

Province of Ontario **\$4,609,254** Other **\$989,405** Fees **\$623,366** Prosper Canada **\$320,285** United Way **\$46,560**

Revenue Total
\$6,588,870



Salaries and Benefits **\$4,901,057** Program/Project Costs **\$799,239** Occupancy Costs **\$425,125** IT and Other Equipment **\$184,933** Other **\$130,230**
Advertising and Promotion **\$93,792** Staff Training **\$39,811** Supplies **\$38,473** Membership Fees **\$30,241** Professional Fees **\$24,416** Insurance **\$23,038**
Staff Travel **\$22,047** Administrative Costs **\$20,054** Volunteer Expenses **\$1,029**

Expenditures Total
\$6,733,485

Deficit Total
-\$144,615

* For more information or to receive a copy of the Audited Financial Statements, please contact
Nancy Chamberlain, at nancy.chamberlain@tbaycounselling.com or (807) 684-1881

A Special *Thank You* To Our Funders And Donors

Thunder Bay Counselling acknowledges and thanks our funders, donors and other contributors for their ongoing financial support of our programs and services in 2025 – 26.



- Ministry of the Attorney General
- Ministry of Children, Community and Social Services
- Ontario Health
- Solicitor General



Department of Justice
Canada

Ministère de la Justice
Canada

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