

FACILITATOR RESOURCE

CTRI & ACHIEVE 2026 Facilitator Handbook



Table of Contents

Welcome	1
Who We Are	2
Mission, Vision, and Values.....	2
Our Reconciliation Journey.....	2
Services We Provide.....	5
Your Roles With Us	6
You are CTRI & Achieve	8
Delivering Training	9
Pre-Workshop Preparation.....	9
During the Workshop	11
Private Training	14
Private Contract Coordinator Communication.....	14
Contacting the Client in Advance.....	15
Special Notes for Private Training	15
Virtual Training.....	17
First Virtual Training.....	17
Public Workshop Delivery.....	18
NEW for 2026.....	18
Live PUBLIC Virtual Workshops.....	19
In-Person PUBLIC Workshops	19
Public Workshop Timing and Breaks.....	19
Special Notes for Public Workshops.....	20
Invoicing and Reimbursement 2026	22
Pay for Public Workshops.....	23
Invoicing for Consulting.....	24
Material Development Rates	24
Date Changes, Cancellations, or Postponement.....	25
Travel Expenses.....	26
Per Diem Food Expenses.....	27
Travel Time Expenses	28
Flights, Car Rentals, Hotels	30
Appendix.....	32
Questions to Ask Your Contact Person	32
Contact Information and Facilitator Website.....	35

Welcome

Welcome to the CTRI & ACHIEVE community!

We are happy that you are part of our growing network of trainers and consultants across Canada and the USA. You have joined a community of over one hundred exceptional facilitators. Each one of you has a depth of knowledge and expertise that allows CTRI & ACHIEVE to inspire learning and improve lives.

The work you do is immensely valuable, and we strive for the highest quality in everything we do. To meet these expectations, we commit to offering support as you deliver our content and serve our clients.

This handbook contains important information that will guide you through the process and logistics of prepping for and delivering training. You will also find valuable information on how we can assist you.

When you have questions, please reach out – we are here for you.

Jesse Wolfe, Facilitator Relations and Logistics Supervisor, is your primary contact for all your onboarding, logistics, evaluations, and public training needs. Jesse also manages our print shop and can assist with training manuals and other printed materials. Jesse's goal is to ensure all facilitators have the resources, information, and support they need to succeed!

Here are some specific areas you should consider reaching out to Jesse about:

- Logistics and administration questions around onboarding
- Contract and handbook questions
- Training logistics
- Workshop evaluations and feedback processes
- Public workshop coordination
- Print shop services (training manuals and other printed materials)

Who We Are

MISSION, VISION, AND VALUES

OUR MISSION

To inspire learning and improve lives.

OUR VISION

At CTRL, we envision a world where everyone is trauma informed.

At ACHIEVE, we envision a future where everyone likes where they work.

OUR VALUES

- **Joy:** We find joy in work and our relationships.
- **Togetherness:** We do great work together.
- **Improvement:** We seek feedback and act to improve.
- **Authenticity:** We practice what we teach.

OUR RECONCILIATION JOURNEY

RECONCILIATION STATEMENT

As we walk the path of reconciliation, we are mindful of the connections we share with all our relatives. We understand that these connections are impacted by colonization and that there is trauma in our relationships and to the land and Indigenous ways of life. We commit to listening and learning from our relationships, and to be guided by the Truth and Reconciliation Commission of Canada's 94 Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples.

As part of our reconciliation journey, we have signed on as a partner on the Winnipeg Indigenous Accord. Winnipeg's Indigenous Accord is a living document to guide our shared commitment to the Journey of Reconciliation in Winnipeg. Our shared commitment is rooted in the TRC's 94 Calls to Action and is guided by the commitments and principles stated in the Accord.

WORKING WITH INDIGENOUS PEOPLES

We value our work and believe it is an honour to work with Indigenous peoples. We ask that you carefully review the document: [Our Mission, Vision and Beliefs for Indigenous Intercultural Work](#).

DECOLONIZING PRACTICE

Decolonization isn't a single technique or checklist – it's an ongoing process involving examining power, reflexive awareness, and willingness to change and evolve.

Decolonization is the process of learning how people have been and continue to be impacted by settler colonialism and unlearning the ways colonialism has influenced our own thoughts, beliefs, and actions.

It is important that we each examine our own assumptions, frameworks, and positioning. In practice, this looks like shifting from "expert" to a shared, participatory, and relational approach; not assuming one's own framework is neutral or universal; and making room for other ways of learning and understanding.

TWO-EYED SEEING

CTRI seeks to incorporate a [two-eyed seeing](#) philosophy within our work and interactions. Albert Marshall is a respected Mi'kmaq Elder who founded the concept of two-eyed seeing (or in the Mi'kmaq language, "Etuaptmumk," pronounced ed-do-up-dim-moomk).

Two-eyed seeing is a way of learning to see the world that embraces the strengths of Indigenous ways of knowing and the strength of Western ways of knowing. The journey being one of continuous learning and weaving together both perspectives to create a new worldview that uses both these eyes together, for the benefit of all.

Two-eyed seeing enhances how we approach our work, our processes, and our understanding of reconciliation.

LAND ACKNOWLEDGMENTS

As part of our work with clients, it is important that we seek to understand the history of the land we live on, work on, and visit. For more information on how to create a meaningful land acknowledgment, check out our [Land Acknowledgment Conversation](#) video on the Facilitator Site.

YOU ARE PART OF A COMMUNITY

Great work doesn't happen in isolation – it's built through collaboration. As a facilitator, you are part of a vibrant and growing community at CTRI & ACHIEVE. Active participation in this community serves your own growth, contributes to a community, and collectively enhances the services we provide together.

Through regular connection points, we are creating an environment where continuous learning, feedback, and support are part of our everyday practice. By engaging with your fellow facilitators – sharing insights, asking questions, and offering encouragement – you are sharpening your own skills and contributing to the development of others.

We encourage you to seek out opportunities to connect with your CTRI & ACHIEVE peers. Attend workshops, join discussions, share your experiences, and don't hesitate to learn from one another. Together, we grow stronger and build a diverse and exceptional community of practice. Here are some ways you can connect:

- **Learning a new workshop:** As you learn a new workshop, we invite you to speak with the workshop developer before your first delivery, to discuss ideas and ask questions. Developers are paid for this time, so don't worry about imposing!
- **Facilitator slack community:** Join this virtual community dedicated to CTRI & ACHIEVE facilitators to stay connected, share insights, and explore opportunities. There are multiple topics and channels to engage together.
- **Monthly facilitator Zoom Connects:** All facilitators are invited to attend these monthly virtual gatherings on a range of topics. Additionally, there are smaller group gatherings held throughout the year on a range of training and consulting topics.
- **Attend our workshops for FREE:** You're welcome to attend any one- or two-day virtual public workshops for your own professional development, to learn a new workshop, or simply to expand your network and learn content and presentation skills from your fellow trainers. To register, contact training@ctrinstitute.com for CTRI workshops or training@achievecentre.com for ACHIEVE workshops.
- **Peer network gatherings:** We're developing regional facilitator reps across the country to host informal facilitator gatherings and offer mentoring and peer support. So far, we've done this in Halifax, Toronto, London, and Edmonton – if you're interested in becoming a rep for your region, please contact Nathan Gerbrandt.

EMAIL remains the primary method for sharing all work-related information, contracts, and critical updates.

SERVICES WE PROVIDE

PRIVATE AND PUBLIC TRAINING

We want to highlight the distinction between private and public training, both of which are offered in-person and virtually.

- **Private training:** With private training, our goal is to address the specific needs of the client. Workshops should be tailored to meet the client's needs, which means we do what's culturally and contextually appropriate for the group, as well as what the client has asked us to do. For example, we may focus on a particular aspect of content in the manual to the exclusion of something else if that is what the client wants.
- **Public training:** With public training, we want to create consistent, high-quality experiences so that people in one part of the country are having a very similar experience to people in another. What this means is that for a public workshop, you should deliver the full content and experience promised through our marketing (website, brochures, etc.). Each workshop description is contained in the workshop manual. If you facilitate a public workshop, ensure that all the major topics and themes in the manual are given attention, without skipping sections or pages.

A distinction between private and public trainings also includes the audience. For a private training, participants share a commonality of all working for or within the same organization. For a public training, most participants will be unknown to each other (see page 18 for more on this topic).

CONSULTING SERVICES

We offer a variety of consulting-style services to compliment the training work we do with our clients. Our consulting services primarily support leadership team development and workplace cultural health. Engagements frequently involve facilitation and assessments.

As facilitators in our network, you may have opportunity to participate in these consulting services. If you have a specific area of expertise that you would like us to know about, please reach out to explore potential opportunities.

YOUR ROLES WITH US

When you join the CTRI & ACHIEVE facilitator network, you open the door to a wide variety of interesting, engaging, and challenging work opportunities. You will partner with clients to help them accomplish a variety of goals and solve a variety of problems.

While the work is varied, you will find that you wear one of a few distinct “hats.” In line with the primary services we offer (training and consulting), you’ll find that the two roles you play most often are those of trainer and consultant. Often you will occupy one role or the other, but at times, you may need to embrace both or find yourself switching between the two. It is important to understand which hat you’re wearing, as there are different capabilities, skills, and internal processes associated with each.

Beyond these two roles, there are also additional ones that some of you will hold as the opportunity arises, such as content creators and business development representatives.

Here's a quick summary:

- **Trainer:** Our trainers focus on facilitating interactive, adult-learning workshops that engage participants, deepen understanding and application of core concepts, and support broader organizational goals. They deliver a product that is created and owned by CTRI & ACHIEVE through well-defined, time-bound contracts. While adaptation and personalization are needed, trainers are not creating the core content but simply delivering it with quality and excellence. These contracts are relatively simple and linear in nature, with the long-term client relationship being managed by internal CTRI & ACHIEVE staff.
- **Consultant:** Consultants act as catalysts for organizational health and effectiveness by partnering with clients to build their capacity. Consultants craft custom solutions that focus on developing client capabilities through coaching, advising, facilitating dialogue, and helping organizations recognize patterns and respond to their current reality.

Consulting projects are typically longer and less defined than training, and they require both the creation and delivery of specific interventions rooted in relationship.

ADDITIONAL ROLES

- **Content creators:** Content creation takes multiple forms. It can include working with a private training client and adapting our materials to their setting. This could range from the simple and common, such as modifying the PowerPoint to tailor it to a group's needs (not actually creating new content), to the rare revising of a CTRI & ACHIEVE manual. Each of these types of content creation circumstances are wholly based on client needs as it is the client who is playing an important role in this process (and paying for it).

We also regularly require additional development expertise to create new workshops or revise our current workshop materials.

- **Business development representatives:** When working with clients, it is common that the need for additional support is raised. Should such a need be identified, we encourage you to engage with the individual to learn more about their needs. If we could potentially help as an organization, reach out to a Director or Private Contracts Coordinator to explore how we can further support the individual or their organization.

We are happy to acknowledge and reimburse your time spent in these types of business development conversations, as well as give you the first opportunity to be involved in any future work with the client. As the primary connection to many clients, you are often the best person to identify needs and suggest further support. We have found that clients are often quite grateful when we take the time to help them understand what else we offer and provide additional avenues to keep partnering together.

Increasingly, clients are looking for unique and longer-term partners who can get into the mess with them and apply what we teach. For those who are interested and capable, we invite you to invest in a deeper relationship with your clients, put on the consulting hat, offer follow up options, and explore their complex organizational problems. We're here to guide and support you as you do.

Regardless of which of these hats you wear, there are two more elements of your role with us that apply across the board: you are CTRI & ACHIEVE and you are part of a community.

YOU ARE CTRI & ACHIEVE

For our clients, you are the face of our company; while you are training with us, you are a representative of CTRI & ACHIEVE. When clients hear you speak about CTRI & ACHIEVE, you can use “we,” “us,” or “our” in reference to our organization (rather than “they,” “them,” or “their”).

When you speak to clients and/or workshop participants, be ready to include information about both our divisions: CTRI & ACHIEVE.

Here is some simple info that you can use as an introduction to the two divisions of our organization:

- CTRI focuses on workshops related to mental health, counselling, trauma, crisis, and personal safety.
- ACHIEVE focuses on leadership development, workplace culture, conflict management, and communication skills.
- Our administrative centre is in Winnipeg, Manitoba, but we run both virtual and in-person workshops across Canada and the USA, and occasionally in other countries.

WORKING TOGETHER TO INCREASE OPPORTUNITIES

You are talented professionals, and opportunities will arise after trainings or consulting projects for follow-up work with clients. In those situations, we ask that you reconnect with us and bring the Private Contracts Coordinator back into the loop. We will help with resources, support, pricing, and making further contract arrangements.

In cases like this, we endeavor to work together with you and bring any follow-up training or consulting work back to you.

Even if the request is for something you're not sure we offer, we value the opportunity to problem solve with you and the client to find creative solutions. We do diverse, interesting, and out-of-the-box work, some of which is not listed on our website.

Our hope is always to have an open conversation about any situations that arise.

**CTRI does not provide individual
therapeutic counselling.**

Delivering Training

PRE-WORKSHOP PREPARATION

FACILITATOR WEBSITE

For all CTRI & ACHIEVE materials, please check the [facilitator website](#) before each workshop to ensure you are working with the most up-to-date materials.

In addition, you will find helpful resources and information. For example, you will find the [7 Steps to Prepare for a New Training](#) in the [Resources](#) section.

Please take time to familiarize yourself with the facilitator site. There is an abundance of useful support resources kept there.

WATCH THE VIDEO

Even if you know the workshop content well, you may want to watch the recording of the content developer delivering the workshop (or you can attend the live virtual workshop before your first delivery). This will help you hear how the author connects the material, and you'll be able to see the flow of the workshop – it also builds consistency among trainers.

There are some older videos that don't match the training manual. We are continually working to update these videos.

GATHER YOUR EQUIPMENT

As a contract trainer, you are responsible for providing your own equipment and extra supplies. *Additional supplies are to be assessed and purchased at your own discretion and cost.*

CTRI & ACHIEVE provides the training manual, PowerPoint, and NFD. If extra materials are required for a particular workshop, itemize them in your correspondence email, including any material and covered costs. This is a rare occurrence, but if you wish to discuss the necessity for extra materials, please contact the Private Contract Coordinator who arranged the training.

Use the lists that follow to ensure you have what you need.

In-Person Training

- **Projector:** There are two specs that are the most important: resolution and brightness. We recommend a resolution of at least 1,280×720 (since we use a widescreen PPT theme), and a brightness of 3,000 lumens.
- **Speakers:** There are a number of great systems out there.

More information about speakers and tech can be found [here](#) on the facilitator site.

Box of Materials

For private, in-person workshops, your box of materials will contain:

- **Manuals** (one for each person attending)
 - Sometimes, private clients opt to print their own manuals to save money; in these cases, we'll let you know not to expect manuals
- A gift for the person who coordinated the training (this could be a book, notebook, etc.)
- **Marketing** (catalogues)
- A *blank thank-you card* pre-addressed to the client with postage paid (please write a note in this after the training and mail it to the client)
- Sometimes, private clients opt to print their own manuals to save money; in these cases, we'll let you know not to expect manuals

The box of materials for your workshop will arrive at least two days before the training date. Open it as soon as you are able to ensure it has everything you need.

VIRTUAL TRAINING

- We recommend that you have two monitors for virtual training and that you check your internet speed.
- *There is typically no box of materials for virtual training.* The client will have received a PDF of the workshop manual for distribution to participants.
- CTRI & ACHIEVE will provide the Zoom account for all virtual workshops; trainers are not expected to host workshops on their own account.
- On rare occasions a client will request to host a private training through a Microsoft Teams account.

DURING THE WORKSHOP

CONNECT MATERIAL TO OUR BELIEFS

In every workshop, we encourage you to begin with some statement about belief and why you're inspired by the content you are delivering. For instance, you could start with something from our company's beliefs:

- “At ACHIEVE, we believe that everyone deserves to like where they work! And a key part of creating an environment where that's possible is mastering the content of today's workshop.”
- “At CTRI, we believe in a world where everyone is trauma-informed. This impacts the workshop content and how we create safety through space, sharing, and our interactions today.”

BUILD RELATIONSHIPS

The best way to help people feel good about the workshop is to personally and intentionally connect with them throughout the day. This is true whether you're working in person or virtually, and it can be done as people enter the room or by walking around the room during breaks and group activities to visit with each table.

Likewise, by logging on a little early to your virtual session, begin with small talk, utilize the chat throughout the day, and add some personal connection in moments following breaks and lunch. These connections are always enhanced by intentionally learning and using participant's names.

PROMOTE ADDITIONAL TRAINING AND CONSULTING RESOURCES

Please mention our other resources that can be found on our websites ([CTRI](#) | [ACHIEVE](#)), including consulting, other topics, and free resources. Typically, it's best to do this after lunch or at breaks. People appreciate hearing about our free webinars, blogs, and handouts.

We have great resources that we're proud of, so we want to let people know about them when we can.

GATHER EVALUATIONS

Evaluations are helpful in our aim of continuously improving the quality of our training and resources. Evaluations also help in gathering ideas for future workshops and to provide you with feedback. When someone has a complaint, evaluations allow us to place their negative feedback in the context of the feedback from the group. They are a means for us to safeguard you as a facilitator and to ensure that we are delivering high quality training.

At the last break of the workshop, let people know we value their feedback and they have the opportunity to fill out an evaluation from for the workshop. If it is a virtual workshop, share the evaluation link in the chat; if it is in-person, remind people that you plan to take five minutes for participants to complete the evaluations at the end of the workshop.

- *In-person training:* Evaluations are found at the back of each workshop manual. Participants can tear these out and return to you upon completion. Please send back the printed workshop evaluations as soon as possible. Please note your name, the name of the organization, location, and date of the training on the top of the first page. Alternatively, you can scan and email the evaluations back to [Jesse Wolfe](#), Facilitator Relations and Logistics Supervisor, if this is easier for you.
- *Virtual training:* Evaluations are done online. Direct participants to follow the link from their login details email. Please also copy and paste the evaluation link into the Zoom chat function for ease of access. Let participants know that approximately a week after the virtual workshop, a CTRI & ACHIEVE staff person will email you the returned evaluation responses.

FEEDBACK FOLLOW-UP SURVEY

Starting September 2026, after each private training you deliver, you will receive an email inviting you to share any notable observations about the client in a short survey – we're interested in things like their team culture, unique challenges they're facing, or recommendations for further training. The survey isn't something you need to fill out every time, just when you've got insights worth passing along. This will help us develop ongoing relationships with our clients and stay attuned to what they might need next.

LAST-MINUTE ISSUES AND CRISIS MANAGEMENT

Sometimes you will need to resolve a last-minute issue such as problems with Wi-Fi, a power outage, or even hotel or flight changes. As you are the best eyes, ears, most closely connected to client context, as well as your home or region's system and reality, we trust you to problem-solve these scenarios as they emerge.

However, NEVER hesitate to reach out to your Private Contract Coordinator or directors for support to assist you.

If you are ill or can't present your workshop due to an emergency, please do the following:

- *For private trainings:* Let your Private Contract Coordinator know.
- *For public trainings:* Let [Jesse Wolfe](#) know as soon as you can.

Private Training

PRIVATE CONTRACT COORDINATOR COMMUNICATION

When clients reach out to us about private training, our Private Contracts Coordinators work with the CTRI & ACHIEVE subject matter leads to determine which trainer will be the best fit. Our Private Contracts Coordinators will reach out to you with potential training opportunities.

If you receive a request for available training dates from the office, please respond within 24 hours if you can, even if it's just to say something like, "Got it! I need to confirm my schedule and will respond with more info tomorrow."

As private training requests come in from clients, they are managed in collaboration with you and our team of Private Contracts Coordinators. Your role in this process is confirming you can commit to the training and your available dates.

When we ask you for availability, we request a timely response (within a day if possible). This helps us respond efficiently to our clients and enables us to turn a request into a proposal with full information in short order. If we do not hear from you quickly, we may need to turn to another facilitator.

If you're not sure or need to check on other commitments before committing to a training request or date, we appreciate a short response to indicate this and by when you expect to confirm your schedule.

When you've given us your availability for specific dates, we ask that you hold these open for two weeks as we work with the client to confirm the contract as quickly as possible. Once we have the contract confirmed, we'll send you a confirmation email with all the details of the training.

CONTACTING THE CLIENT IN ADVANCE

At least two weeks before your workshop, you'll need to reach out to your contact person/client to discuss the details for your training day. This connection is vitally important as you will be gathering not only logistical information, but also crucial information about the context that you'll be training in and the reasons the client has chosen this topic.

Exceptional training experiences are set up through a pre-workshop connect!

Please make your best efforts to connect on the phone. This way you can clarify any nuance and uncertainty around expectations for the workshop (see page 32 for a *detailed checklist of questions you may want to ask during this conversation*).

This also helps the client with their administrative planning as you can answer any last-minute questions and reassure them that they are in good hands.

When emailing clients, please ensure that it has the following in your signature line: "Trainer & Consultant, ACHIEVE Centre for Leadership," or, "Trainer & Consultant, Crisis & Trauma Resource Institute."

SPECIAL NOTES FOR PRIVATE TRAINING

FOLLOW THE CLIENT'S LEAD

Connect with the person in charge throughout the day to make sure they are happy with how things are going. Be responsive to the needs of the group and willing to spend more or less time on certain sections as necessary.

SCHEDULE OF PRIVATE WORKSHOPS

The schedule for private workshops is set at the discretion of the client. We always propose 9 AM – 4 PM with an hour lunch as our default full-day workshop schedule, but please double check the start and end times with the client and follow their lead. For virtual workshops, you may be providing training to a client in another time zone, so please ensure that you have the correct start and end times.

Breaks are important and we ask that you make sure people know they're going to have breaks and how long they will be. You should speak with the client about their expectations around this.

PRIVATE WORKSHOP CERTIFICATES

Private clients are given the opportunity when they sign the contract to have certificates produced for their participants. If a private client speaks with you about certificates for their training, please ask them to type out (handwriting can be difficult to read and often results in spelling mistakes) the names of people who attended the full training and email this list to their Private Contracts Coordinator. We usually mail or email these out after the training.

MANUALS

For in-person private training, do not gather and return manuals after the training.

When a client books a private training, they may also purchase manuals. All extra manuals should normally be left with the client. If the client asks you to bring them back with you and requests a refund, then we will do so; otherwise, leave the extra manuals with the client.

TRAINING FOLLOW-UP

After each workshop the key client contact for the training will receive an email survey inviting feedback within a week of the workshop.

Some clients appreciate a follow-up call with the facilitator. This helps build the relationship and you may want to recommend further work to them at that time.

AI USE TO RECORD A WORKSHOP

Any AI recording in an in person or virtual training is akin to recording a workshop and is therefore not allowed. The exception to this is if a client has arranged IN ADVANCE a license agreement with CTRI & ACHIEVE to record the workshop content. Please let your Private Contracts Coordinator or office contact know if a client is engaged in recording a workshop outside of a licensed agreement.

Virtual Training

Before your first virtual training with CTRI & ACHIEVE, we ask that you review the [Resources](#) section of the facilitator site. There are documents and videos to help you enhance your virtual training delivery.

FIRST VIRTUAL TRAINING

Before your first virtual workshop, please go through the following steps to better understand the medium and improve the quality of your training:

- 01 | Review the [Virtual Training Guidelines](#) document in addition to the [Zoom Tutorial Video](#) on the trainer website
- 02 | Set up a Zoom meeting with either ACHIEVE Director of Training [David Jung](#), CTRI Clinical Director [Joddie Walker](#), or CTRI Managing Director [Nathan Gerbrandt](#) for further orientation.
- 03 | Practice! Make sure you are comfortable with screen sharing, audio sharing, creating breakout rooms, and using the broadcast function and polls.

VIRTUAL TRAINING OPENING GUIDELINES

We have identified several ways to streamline our systems for trainers, participants, and staff. Here are a few key items:

- Please *log in to the workshop [Zoom](#) account 30 minutes before the start time.* This is to ensure there's enough time to troubleshoot any tech issues.

We will provide the account login details before your workshop. Feel free to reach out for tech support during your workshops. Facilitators are responsible for opening the Zoom workshop and navigating all internal Zoom interactive elements, including breakout rooms, screen sharing, polls, etc.

Public Workshop Delivery

Public workshops are scheduled a season at a time, generally 6–8 months in advance. When you receive requests for public workshops, you can consider these “confirmed” right away. Please note that we market both the workshop and the facilitator months in advance – if you need to cancel for extenuating circumstances, we understand, but we appreciate that otherwise you consider this a firm commitment.

Please contact [Jesse Wolfe](#) if you are unable to facilitate a public training that you were scheduled to deliver.

When registrations are low and we need to cancel the workshop, we will contact you three weeks before the workshop date. Ideally, wait to start prepping until that three-week date because you will hear from us if there's a concern about the numbers.

To check how many participants are registered for a public workshop, scroll to the bottom of the workshops pages on the Trainer Site ([CTRI](#) | [ACHIEVE](#)). We run 85–95% of our workshops in a given year, so please assume your workshop is going to run unless we say otherwise.

NEW FOR 2026

- We've created a [Public Workshop Orientation Video](#) to capture the unique realities and expectations for delivering a CTRI & ACHIEVE public workshop. We're asking all facilitators scheduled to deliver a public workshop to view the video before facilitating their next public workshop.
- *Private Training Promotional Video when you deliver a public workshop:* Many people attend public workshops as a step towards bringing this workshop back to their organization. We've created a [Private Training Promotional Video](#) which we're requesting you to share after a break or lunch in each public workshop.

These two videos are available on the main page of the Facilitator Site. They will also be included in the automatic email you receive with the login details 4 days prior to each scheduled public workshop.

LIVE PUBLIC VIRTUAL WORKSHOPS

Four days before the workshop, both you and the participants will be sent an email with the Zoom meeting link, PDF of the manual, and link for online evaluations.

If you have any questions or do not receive the above information, please reach out to training@ctrinstitute.com or training@achievecentre.com. Be sure to have this email handy on the day of your training so you can ensure participants have access to these three key pieces.

Tech support for large attendance public workshops: If a virtual public workshop is trending towards 50+ people, we will offer you online tech support. You'll receive an email the week prior regarding this support. This support person can assist with monitoring the chat, sending out PDFs of the manual as needed, sharing extra resources, the evaluation link, muting participants, opening up breakout groups, and general support if any internet tech challenges emerge.

There is no box of materials needed for virtual workshops.

IN-PERSON PUBLIC WORKSHOPS

For in-person public workshops, you will be mailed a box of materials that contains:

- A participant list
- Certificates of completion for participants, plus extra blank certificates
- Brochures, promo materials
- A few other miscellaneous items like registration sheets

It's important to review the workshop participant list to compare it with the number of manuals in the box. Once in a while, we make a mistake, but we can usually fix this with two day's notice. *Please double check that you have everything you need in the box as soon as it arrives.*

PUBLIC WORKSHOP TIMING AND BREAKS

BEGINNING

Full-day workshops start at 9:00 AM and finish at 4:00 PM, regardless of whether everyone has arrived or some need to leave early. If there are technical issues causing a delay, please consult with your tech support or an office contact about when it makes sense to begin.

Half-day workshops begin at 10:00 AM and finish at 1:00 PM.

All live virtual public workshop times are in CENTRAL TIME. In-person public workshops defer to the time zone in which they are held.

BREAKS AND ENDING

We want to end on time because we have said we will, but also because continuing education credits depend on us filling the time with the content promised.

Make sure people know they're going to have breaks, how long they will be, and to anticipate a full hour for lunch, from noon until 1:00 PM, for a full-day training. Please DO NOT shorten lunch breaks. Based on our communication, some people will have planned for a one-hour lunch break.

SPECIAL NOTES FOR PUBLIC WORKSHOPS

TAKING ATTENDANCE

- *Virtual workshops:* You do not need to take attendance. Participants who are “present” for virtual public workshops are determined through an online attendance Zoom report. Our staff will pull the attendance report at the end of each day.
- *In-person workshops:* You are responsible for taking attendance each day (for one-, five-, or ten-day programs) and submitting it back to CTRI & ACHIEVE either by mailing it back with evaluations or emailing to training@ctrinstitute.com or training@achievecentre.com.

PROJECTOR FOR IN-PERSON PUBLIC WORKSHOPS

You will need to **bring your own projector** when delivering an in-person public workshop. The only items we rent from hotel venues are two microphones, a projector screen, and general AV equipment to hook everything up.

REDIRECT DIGRESSIONS

Public workshops are typically made up of a diverse cross section of people. Although it may be tempting to go down a rabbit hole on a particular topic, it usually isn't conducive to learning for other members of the group who may be at the workshop for other portions of the content. Please contact a Managing Director or Clinical Director for any support ideas if this is a concern for you.

MENTION PRIVATE TRAINING AT PUBLIC WORKSHOPS

Make sure participants know we can do any of our workshops at their location for their organization or team. Roughly 75% of our private trainings come from people who have attended a public workshop first. It's for this reason we've created a **Private Training Promotional Video** to be shown in each public workshop. This should assist you with language, and topics to speak about as you promote private training options.

Please identify those who may be interested in private training and pass their names on to a Private Contracts Coordinator. This can also be a way to generate more training work for you.

Invoicing and Reimbursement 2026

Please invoice CTRI & ACHIEVE at the conclusion of each training or service delivery, and after all expenses have been incurred by emailing invoices and copies of receipts to [Accounts Payable](#).

[Accounts Payable](#) processes invoices once a week; invoices received up to the end of the business day on Monday will generally be processed the same week. However, CTRI & ACHIEVE reserves the right to pay invoices within 30 days from receipt of invoice.

We use [RBC PayEdge](#). At the time of the initial set up, you will receive an email from RBC PayEdge asking you to input your banking information. You will also receive an email from RBC PayEdge when the payment is initiated, and again when the payment is completed.

SUBMITTING YOUR INVOICE

01 | *Private training:* Attach your invoice by replying to the original confirmation email from the Private Contracts Coordinator and CC [Accounts Payable](#).

Note: Include the full range of pay, training date, location, topic, and expense details.

02 | *Public workshop:* Send to [Accounts Payable](#)

03 | *Receipts*

A. Please ensure the receipt clearly indicates GST/HST. (Note: If the receipt does not indicate GST, you may need to log in to your account or contact the company to get a detailed receipt.)

B. Please attach the receipt to your submitted email. (Note: Reimbursement items such as supplies, accommodations, rental cars, etc., do not have GST/HST added to them.)

04 | *Invoice number:* Should be a unique number that hasn't been used before.

05 | *Dates:* Please always include ALL training dates.

06 | *Description field:* Include the name of the workshop trained.

PAY FOR PRIVATE WORKSHOPS

The base rates for private workshops:

- \$1,100 full-day rate
- \$700 half-day rate

To be paid, facilitators will need to invoice CTRI & ACHIEVE after each workshop using their own invoicing system or the Facilitator Invoice Template.

For larger private training groups, if possible, we follow the increments below, **but this is not guaranteed**. Private training contracts tend to be more flexible, based on client budget and exact participant numbers are not always known. We will communicate with you in advance when a higher increment or a reduced rate has been negotiated in the contract with the client.

For each private training contract, your pay rate is communicated in the confirmation email.

PAY FOR PUBLIC WORKSHOPS

FULL-DAY PUBLIC WORKSHOP FACILITATION RATES*

30 or fewer participants present	\$1,100
31-50 participants present	\$1,425
51-70 participants present	\$1,750
71-90 participants present	\$2,075

* Each full-day large increment is \$325 per 30 additional participants

HALF-DAY PUBLIC WORKSHOP FACILITATION RATES*

30 or fewer participants present	\$700
31-50 participants present	\$875
51-70 participants present	\$1,050
71-90 participants present	\$1,225

* Each half-day large increment is \$175 per 30 additional participants

“Participants present” for virtual public workshops will be determined through an online attendance Zoom report. This happens at the end of each training day.

INVOICING FOR CONSULTING

For consulting contracts, invoicing is not always the same for each project. For some, you will need to track your hours and submit those on a regular interval. For others, you may only invoice upon completion of predetermined milestones or at the end.

When in doubt, refer to the terms in your original contract for each project.

Regardless, when invoicing, please attach either a Statement of Work that you received or a copy of the client proposal so that Accounts Payable can attribute your invoice and expenses to the correct account.

PAY FOR CONSULTING PROJECTS

When you are working on a consulting project, your pay is estimated based on the following hourly rates:

- \$160/hour for all standard consulting hours
- \$225/hour for those taking on a “Lead Consultant” role

This is a guide and may not always perfectly align with the number of hours invested. For some projects, we will track hours and bill accordingly; for others, we will estimate the time required and pay you a set amount for the project. In these instances, we are paid to produce outcomes rather than simply for our time. In both cases, we seek to be both fair and generous and invite you to connect with us if this ever doesn't feel like the case. Consulting projects are less predictable than training commitments and may require us to adjust contract terms as needed.

MATERIAL DEVELOPMENT RATES

If you are asked to create or substantially edit materials for CTRI & ACHIEVE, you can bill the following: \$80 (General Materials Development Pay Rate*)

* This rate is intended for new materials development, or revisions requested by CTRI & ACHIEVE. When customization of materials is requested for private training, this will be a negotiated rate for each specific contract and may differ from this rate.

RECORDING A WORKSHOP

- \$300/workshop, **in addition** to the standard facilitation rate when delivering a workshop that is recorded, regardless of participant number.

WEBINAR RATES

- \$200: One-time fee for development of a new one-hour webinar PowerPoint.
- \$500: Delivering a one-hour webinar, either live or on-demand.

BLOG WRITING RATES

- \$150 per entry (800-1500 words).

DATE CHANGES, CANCELLATIONS, OR POSTPONEMENT

Scheduled private workshops are occasionally subject to changes, cancellation, and postponement.

- **Last-minute workshop changes within seven days of the event:** If a private workshop is contractually confirmed and then cancelled or postponed *within seven days of the event* for non-emergency reasons, we will pay the trainer a \$500 inconvenience fee for a full day of training and \$250 for a half day.

This rate does not apply for workshop cancellations based on emergency reasons. For example:

- Weather event (snowstorm)
- Death in the community (e.g., if there is a death in community prior to travelling to the location or during the workshop)

If the trainer has already travelled to the location and it is cancelled/postponed, they will be paid the full facilitation rate.

- **Schedule changes MORE than seven days before the event:** CTRI is not able to pay trainers their fees in these cases. This includes when the workshop is changed, cancelled, or postponed, or when the assigned trainer for a workshop is removed, changed, or reassigned *more than seven days* before the event date. We will always seek to keep you scheduled to deliver the postponed workshop.

Travel Expenses

Facilitating with CTRI & ACHIEVE can also involve travel. This section is for any time you are required to travel to provide services on our behalf.

Facilitators pay upfront for all costs incurred, EXCEPT for flights.

Your Private Contacts Coordinator has estimated the travel expenses needed for a given workshop, and included these in our contract with the client. Please refer to this email to see what's been anticipated. If you think you will incur additional costs, or travels doesn't go as planned, **please let the Private Contract Coordinator know.**

Please keep track of all your receipts for the following expenses and use your own invoicing system or the [invoice template](#) on the trainer website.

- Parking
- Hotel
- Rental cars
- Rental car fuel

You do not need to keep track of food expenses.

Payments will only be made upon completion of the service and upon receipt of an invoice and appropriate receipts. Note: It is important that we receive a receipt with the GST clearly identified, and *all training/consulting that occurs in the same week or during the same trip should be included on the same invoice.*

PER DIEM FOOD EXPENSES

When travelling for a CTRI & ACHIEVE service delivery, you do not need to keep track of food expenses. Instead, you can simply expense the following which will be detailed each time in your workshop confirmation email.

FULL-DAY RATES (BASED ON TRAINING LOCATION)*

- **South:** Provinces and USA travel = **\$125.00/day**
- **North:** Territories (NU, NWT, and remote travel) = **\$175.00/day**

PARTIAL DAY RATES (BASED ON TRAINING LOCATION)

Timing	South Rates	North Rates
Leave home before 6:30 AM	\$30/Breakfast	\$40/Breakfast
Leave home before noon	\$30/Lunch	\$40/Lunch
Leave home before 5:00 PM (overnight)	\$65/Dinner	\$95/Dinner

* There is no lunch coverage when delivering an in-person workshop in your hometown.

For example, if you are required to be at the airport at 6:00 AM to travel to your overnight training destination, you invoice for a flat full-day, per diem rate of \$125.00 (if location is in the South) or \$175.00 (if location is in the North).

TRAVEL TIME EXPENSES

HALF-DAY

\$300 if:

- You leave home or work between noon and 4:00 PM the day before training (to travel to the destination).
- You return home between midnight and noon the day after training.

FULL-DAY

\$600 if:

- You leave home or work before noon the day before training (to drive or fly).
- You return home after noon the day after training.

No travel time is reimbursed if you leave home or work after 4:00 PM the day of departure and/or return before midnight on the final day of training.

Travel time is based on flight availability or other transportation schedules. When it applies, it will normally be communicated to the trainer in advance by CTRI & ACHIEVE. We assume that the trainer will travel to a destination as late in the day as possible while still arriving at a reasonable time (e.g., before 8:00 PM); or, for return trips, that the trainer will travel home as early as possible. If a trainer chooses to travel earlier or return home later than other available travel options, they will be responsible for the costs.

ADDITIONAL EXPENSES

This applies for all kilometers driven **for private contracts**, where the destination is 50 km or more one way from the trainer's home. Mileage should not normally be charged for in-person public workshops (unless arranged in advance).

- **Mileage:** \$0.73/km (or \$0.70 USD/mile in the USA)
- **Hotel:** Full cost
- **Car rental:** Full cost
- **Car rental insurance:** Full cost when policy guidelines are followed (see "Car rental insurance policy" on page 30 for more info).
- **Taxi or shuttle service:** Full cost if needed at training destination. Please consider using shuttles and public transit options where it is efficient and feasible.

AIRPORT PARKING FEES

Full cost of taxi to airport or parking at airport, whichever is more economical. Please choose economical parking options.

- **Parking fees:** Full cost
- **Toll fees:** Full cost

DELAYED OR CANCELLED FLIGHT

CTRI & ACHIEVE will cover related travel expenses due to last minute delayed/cancelled flights.

OTHER EXPENSES

- **Postage:** Full cost (to send material back to office)
- **Workshop supplies:** A few of our workshops require supplies. Check your confirmation email from the Private Contracts Coordinator to see if this is the case. It will be clearly outlined in the NFD (notes for delivery) and instructed in the course outline. Please check with your Private Contracts Coordinator if you are unsure.

FLIGHTS, CAR RENTALS, HOTELS

This section is for anytime you are required transportation and overnight accommodations to provide a training on behalf of CTRI & ACHIEVE.

FLIGHTS

Once you have received confirmation of your training, **please book your flights with [Kloe Mak](#) within 48 hours** (204-452-0180 ext. 106). This enables us to get a ticket price that most closely matches the anticipated costs as represented in the contract we have with the client. We recommend that you confirm your flight requests via email with Kloe to ensure you have a paper trail for reference and to reduce errors.

Flight check-in (IMPORTANT): Always check-in for your flight the day before. With some airlines, you are at risk of getting bumped if you don't check in before you arrive at the airport.

Packing and extra baggage fees: With the ever increasing cost of checked bags, please make the most practical and economical choice around whether you need a checked bag or an oversized bag.

CAR RENTALS

It can be cost effective to rent a car when travelling more than 300 kilometers to your destination. Please feel free to use a rental car and invoice CTRI/ACHIEVE for those costs when it would be cheaper than using your own vehicle. We will notify you if we have assumed the cost of a rental car in the contract with the client. If you are ever in doubt, ask your Private Contracts Coordinator.

Booking: Car rentals may be booked through [Kloe Mak](#), or you may book independently.

Car rental insurance policy: Please book rental car insurance when you are booking your own rental car. This has been budgeted into the contract as a client expense.

Alternately, your credit card may come with its own insurance policy – confirm with them the process. Or you are welcome to purchase rental insurance through a local/provincial insurance provider before your trip.

Fuel: Please fuel the rental car at a gas station before returning it whenever possible. This saves a significant expense.

HOTELS

For private workshops or consulting projects, please book your own accommodation. It is worthwhile to reach out to the client to see if they have recommendations for accommodation close to the training venue or project site.

A PUBLIC WORKSHOP EXCEPTION TO THE ABOVE

If you are travelling for a public workshop, Diana Pshenychka will reach out to see if you'd like to book a room at the same hotel where the workshop is being held.

(**Coming Soon – flights booking and emergency 24/7 after hours support while traveling**)

Appendix

QUESTIONS TO ASK YOUR CONTACT PERSON

BEFORE A PRIVATE TRAINING

When we coordinate a private workshop, we usually let the client know that the facilitator will connect with them about two weeks prior to their training date. We tell them that this conversation is for you, the trainer, to get the logistical information you'll need, but also to hear a bit about the context that you're training in.

We want you to connect with the client to do a number of things:

- Begin to build relationship
- Learn about what factors are driving the training request
- Learn about the outcomes the client is looking for so you can tailor your delivery to fit what the client needs

The list below is NOT designed to be a checklist (don't ask the client every question here), but it may help to guide your conversation and remind you of things you may want to ask.

WHAT TO COVER IN YOUR PHONE CALL

Logistics for the day:

- Confirm the date, times, (time zone), and topic that you'll be delivering.
- Confirm the location of the training: "Any tips to help me find the training room, and where should I park?"
- Find out who will be meeting you on the morning of the training at the site and at what time.
- Discuss timing: Do they want a typical training day schedule of 9:00 AM – 4:00 PM, with coffee breaks and a one-hour lunch break?
- Discuss participants' comfort with virtual training.
- Discuss how the room will be set up, including size and space for movement (tables, screen, etc.).
- For virtual trainings, will some participants be sharing a screen, or will everyone be logged in individually?
- Discuss equipment:
 - Is there a built-in smart board, projector, or speakers there?
 - Do they have an extension cord?
 - Do they have a flip chart or whiteboard and markers?

Questions about the participants:

- How many people are we expecting? Make sure this matches the info that you've received from CTRI & ACHIEVE to ensure you'll have enough manuals.
- What are their roles? Are they administrators, counsellors, leaders/supervisors, community members, etc.?
- Do the participants know each other? Are there any group dynamics or conflicts that could impact the success of the day?
- How expressive and engaged can you expect participants to be in regard to activities, discussions, and icebreakers? Is humour appreciated?
- If it's a virtual training, are participants accustomed to training virtually over Zoom?
- Are there any language or cultural considerations to be aware of?
- Is this session mandatory or voluntary?

Context:

- Is there a particular reason for requesting this workshop? Sometimes a specific incident or problem sparked the need for training. If everyone in the room has this in the back of their minds, you should know about it too!
- Are there particular hopes that they have for what you'll cover (topics, etc.)? What are their goals for the day? Any special needs they may have or concepts they want highlighted?
- How will THEY know if the training is successful?

Special considerations for working with Indigenous groups:

- Ask about treaty information for acknowledging the land.
- Will anyone want to introduce the day (do a prayer, circle, smudge etc.) and/or do we need to put any time aside for other business, draws, or closing? This often happens if large Treaty groups are gathering once per year.

Questions when you're travelling (especially in remote locations):

- What would be the best transportation options to and from the training and to and from accommodations (if flying)?
- Any there recommendations for good accommodations that are close by?
- Is lunch provided or is everyone on their own?
- If the client is providing accommodations:
 - Are bedding and towels provided?
 - What about food preparation/grocery store options?
 - Do you need bottled water?
 - Do you pay or does the client make payment arrangements directly?
- If you need to fly home the same day (and/or some of the participants do), be sure to decide what time to end the last day.

Other considerations:

- Exchange cell numbers in case you need to contact them after office hours.
- When travelling to remote areas, it's often a good idea to ask for a cell number for a second contact person, in case you can't reach the main one.
- Do they have any questions for you?
- Anything else that might be helpful for you (the trainer) to know?
- Let them know they are free to call or email should anything else come up between now and the training.

THANK YOU!

We appreciate you taking the time to read through this handbook. If you have any questions, please reach out to us. We'd love to hear from you!

Contact Information and Facilitator Website

CTRI

- www.ctrinstitute.com
- 204-452-9199
- Fax: 204-452-2920

ACHIEVE

- www.achievecentre.com
- 204-452-0180
- Fax: 204-452-2920

MAILING ADDRESS

555 Broadway
Winnipeg, MB R3C 0W4

CTRI | WHO TO CONTACT WHEN

Subject	Contact	Phone
After hours emergency (e.g., disgruntled clients/participants, content questions)	Nathan Gerbrandt	204-612-3227
	Joddie Walker	289-383-0355
	Melanie Bazin	431-335-3552
Facilitator HR, printing, and shipping matters	Jesse Wolfe	204-452-9199 (ext. 104)
Invoices	Accounts Payable	204-452-9199
Flights/car rentals	Kloe Mak	204-452-9199 (ext. 106)
Public workshop inquiries	Vy Le	204-452-9199
Trainer site	Tyler Voth	204-452-9199 (ext. 118)
Zoom support	Vy Le	204-795-9719 (ext. 121)

ACHIEVE | WHO TO CONTACT WHEN

Subject	Contact	Phone
After hours emergency (e.g., disgruntled clients/participants, content questions)	David Jung	204-227-1106
	Chris Downey	204-793-5635
	Dan Doerksen	204-362-7502
Facilitator HR, printing, and shipping matters	Jesse Wolfe	204-452-0180 (ext. 104)
Invoices	Accounts Payable	204-452-0180
Flights/car rentals	Kloe Mak	204-452-0180 (ext. 106)
Public workshop inquiries	Delayne Hogan	204-452-0180 (ext. 111)
Facilitator site	Tyler Voth	204-452-0180 (ext. 118)
Zoom support	Vy Le	204-795-9719 (ext. 121)

FACILITATOR WEBSITE

Helpful links:

- [Login](https://trainer.ctrinstitute.com/) (https://trainer.ctrinstitute.com/)
- [Orientation](https://trainer.ctrinstitute.com/trainer-skills-orientation/) (https://trainer.ctrinstitute.com/trainer-skills-orientation/)
- [Resources](https://trainer.ctrinstitute.com/resources/) (https://trainer.ctrinstitute.com/resources/)
- [Workshop Development](https://trainer.ctrinstitute.com/workshop-development/) (https://trainer.ctrinstitute.com/workshop-development/)

Core workshop materials:

- [CTRI](https://trainer.ctrinstitute.com/our-ctri-workshops/) (https://trainer.ctrinstitute.com/our-ctri-workshops/)
- [ACHIEVE](https://trainer.ctrinstitute.com/our-achieve-workshops/) (https://trainer.ctrinstitute.com/our-achieve-workshops/)