

# Sudbury Developmental Services

Annual Report 2024-2025

## Our vision

All individuals with a developmental disability will live in an accessible, inclusive community in full citizenship.

## Service principles

**Ensure clients, families, staff and Community partners actively.**

**Participate in the individual support Plan.**

**Advocate strongly on behalf of Developmentally handicapped Individuals and support those Who advocate for themselves.**

**Demonstrate accountability through Affordable and effective quality Services.**

**Provide a harmonious environment Beneficial to clients and staff.**

**Encourage and support staff Development and excellence.**

## Our Mission

Sudbury Developmental Services is a designated bilingual community-based agency that assists individuals with developmental disabilities as they pursue their maximum potential. The individuals come first. Their needs will be met with respect, compassion, and with accountability in both official languages.

Sudbury Developmental Services shall provide individualized supports and services that foster community integration, social inclusion, and choices, while guaranteeing individual rights.

## Land Acknowledgement

We respectfully acknowledge that Sudbury Developmental Services (SDS) operates on the traditional and treaty territories of the Atikameksheng Anishinabek, Sagamok Anishnawbek and Wahnapitae First Nations. We express our deep gratitude to the First Peoples for their teachings, relationships, and stewardship of this land.

In 1850 The Huron- Robinson Treaty, was signed between Canada and the Ojibwe Chiefs, establishing shared responsibilities that continue to guide us today. Indigenous worldviews emphasize that the individual and the community are inseparable; values are reflected in SDS's mission of inclusivity, interdependence and shared support. We endeavor to honour these principles by fostering a community rooted in respect, inclusion, and collaboration.

In conclusion, we thank the First Peoples for their continued care of the land and for graciously sharing their traditional knowledge with us. Sudbury Developmental Services recognizes Indigenous Traditions as vital to honoring this stewardship. SDS remains committed to these values in the spirit of truth and reconciliation.

Thank you. Miigwetch.

# Message from the Board Chair

This report summarizes the key governance, strategic, and operational activities undertaken by the Board over the past year.

This past year, we welcomed a new Board Member, Stephanie Valentini, bringing our total to eight dedicated members. We also mourned the loss of two long-standing Board Members, Mike Anderson and Pascal Joseph. Both were tireless advocates and deeply committed to the success of our agency. We extend our heartfelt thanks for their invaluable contributions.

Since the last General Meeting, we received endorsement of our new Articles of Incorporation and have enacted our new bylaws. As a follow up to this, we have worked diligently with the consultant VisionarEase and Associates to review and renew our corporate governance policies. This has required significant effort from the Policy Committee comprised of Board Directors and Senior Leadership, and we anticipate finalizing these policies by year's end.

As we endeavored to develop a new Strategic Plan, we have developed a comprehensive scope of work to evaluate all aspects of the agency, including governance, management, operations, employees, clients, families, and external stakeholders. This initiative led to the hiring of CMCS Consulting. Through focus group sessions, interviews, and surveys, we gathered valuable discovery information. This data will form the foundation of our strategic goals for the next five years as we aim to enhance organizational efficiency, improve service quality for our clients, and strengthen partnerships with external stakeholders.

The Board has worked diligently over the past year to ensure effective governance, manage risks, and improve asset management. Most importantly, we have remained committed to delivering the highest quality services to the clients and families we serve, while maintaining a strong focus on safety and security. These achievements would not have been possible without the collaborative efforts of our agency staff and Board Directors. Thank you all for your dedication and perseverance.

All the best,

Luc Valade, Board Chair

# Executive Director's Report

This past year has been one of focused progress, strategic planning, and continued modernization for Sudbury Developmental Services (SDS). Since assuming the role of Executive Director, my priority has been to strengthen our operational foundation, ensure compliance with evolving sector expectations, and position SDS for long-term success under the Ministry of Children, Community and Social Services (MCCSS) Journey to Belonging (J2B) reform. In 2024–2025, our team made significant advancements in risk management, policy modernization, and strategic planning, while continuing to deliver person centered supports aligned with our mission and values.

## Risk Management & Compliance

Over the past year, SDS completed a comprehensive internal operational risk assessment and participated in the MCCSS risk assessment, which determined our overall risk rating as medium. This rating reflects both the complexity of our operations and the proactive steps taken to mitigate identified risks.

Key accomplishments include:

- Developing and implementing risk monitoring tools to support decision-making across departments. Creating joint risk-based action plans with MCCSS, aligning internal and external assessments to address both operational and strategic risks.
- Initiating a review of antiquated policies and procedures to ensure compliance with sector standards, legislation, and best practices.

## Strategic Planning

Recognizing the importance of a clear, future-focused vision, SDS embarked on a Strategic Planning journey. This plan provides a transparent, evidence-based analysis of our current state and creates a roadmap for growth, innovation, and sustainability.

The strategic plan will serve as a framework to:

- Align operational decisions with long-term goals.
- Guide resource allocation and service development under the J2B direct funding model. Strengthen organizational resilience through intentional succession planning, workforce development, and infrastructure modernization.

## Operational Modernization

In alignment with our operational goals, SDS continued to invest in modernizing systems and processes:

- Engaged HR consultants to support workforce planning, enhance recruitment and retention strategies, and strengthen our succession planning approach.
- Issued a Request for Proposal for a full financial review, engaging a reputable firm to ensure transparency, compliance, and efficiency in our financial systems.
- Advanced the review of respite and Passport program delivery models, including exploring best practices in direct funding options to prepare for sector transformation.

# Executive Director's Report (cont'd)

## Person-Centered Practice & Quality Outcomes

Our work remains firmly rooted in person-centered values, with initiatives underway to embed these principles into all areas of service:

- Integration of person-centered practices into staff onboarding, training, and performance evaluations.
- Development of Key Performance Indicators (KPIs) that measure outcomes in choice, control, inclusion, relationships, and safety.
- Ongoing engagement with individuals, families, and community partners to ensure services are responsive and meaningful.

## Conclusion

SDS has navigated this year with a balance of operational stability and forward momentum. By embedding risk management into our operations, creating a clear strategic roadmap, and modernizing our systems, we are positioning ourselves to thrive under the evolving developmental services landscape. The progress made in 2024–2025 reflects the dedication of our employees, the leadership of our management team, and the trust placed in us by individuals, families, and MCCSS. Together, we remain committed to building a future where every person supported by SDS can live a life of choice, belonging, and inclusion.

**Kim Daly**  
Executive Director



Cooking Class at  
JCH-ND



# Treasurer's Financial Report

This past fiscal year saw the passing of our Treasurer Michael Anderson. Mike was a long-standing Board member who was an engaged Treasurer for a great many years. His vast financial experience, knowledge and enthusiasm has been sadly missed within the Finance team and is a challenge to replace. Christine Hurst, Board Director has assumed the role of Treasurer having been working with Mike on the Finance Committee for the past 5 years. Christine has been keeping up-to-date on issues happening within the sector for over 25 years and has a keen interest on the financial impacts policy changes bring about. She joined our Executive Director, Kim Daly and our Director Finance and Administration, Nathan Smith in attending the Public Sector Not for Profit Annual update on January 21, 2025, where we learned of new sector trends, way to identify fraud, and cyber security.

Christine and the Governance Committee have been conducting a review and recommendations for updating our Financial Governance Policies and this work is still ongoing, pending further approval by the Board of Directors.

Also, during the year, senior management conducted an in-depth risk analysis of the agency. This review brought to light several outdated policies and procedures. We have requested proposals from three local accounting firms to review and help update our policy and procedures and provide guidance on how to improve processes to become more efficient.

In operations, the two WISE social enterprises continue to provide a vital role in maintaining the mental health and self-esteem of the individuals supported while developing their skills. This past year saw continued growth in both programs proving that our employees and affirmative action workers at these programs provide a valued service to our community while maintaining cash positive self-funding operations. We are proud of the success of the WISE operations and look forward to their continued growth.

We also received minor capital funding from MCCSS for specific projects to improve our properties. This includes fencing, new deck and ramp, and critical foundation repairs at two separate locations. We also continued to renovate and upgrade several of our properties, purchased new furniture and appliances. These upgrades ensure that our homes and programs continue to meet the needs of the individuals supported, now and for the foreseeable future.

In fundraising, we had another successful 5 Way Carnival last summer. This is currently the single largest fundraising activity for SDS. We have started looking at expanding our fundraising activities and await further insight from our Board driven Strategic Planning activities and goals for the future.

Looking to the future, we are quickly approaching Journey to Belonging (J2B) where it appears funding will be more a fee for service model then a set annual amount. This summer we are trialing a fee for service model through our day programs. This will allow SDS to care for individuals supported who are on wait lists while providing valuable data that SDS can use to improve our J2B funding model.

Finally, we continue to prudently invest excess funds that are used to help individuals supported reach their goals and to ensure that no individual will be excluded from activities due to financial constraints.

Overall, this was a successful year financially for SDS, and we would like to thank the finance staff and everyone at SDS for all their hard work and fiscal diligence.

Christine Hurst – Treasurer

Nathan Smith, CPA, CGA – Director of Finance and Administration

# Human Resources

2024–2025 was a pivotal year for the Human Resources Department at Sudbury Developmental Services, marked by thoughtful preparation, collaborative momentum, and continued progress in strengthening our workforce for the future. We remained focused on our commitment to inclusive excellence, supporting a workplace where every individual is empowered, valued, and given the opportunity to thrive.

A key priority for the year was succession planning, as we prepared for anticipated retirements and critical role transitions. Through proactive engagement with leadership, we assessed current and future talent needs, identified development opportunities, and laid the groundwork for smooth knowledge transfer and leadership continuity. These efforts ensure that SDS remains resilient and adaptable in the face of workforce changes.

Our department also played a critical role in strengthening cross-functional collaboration and ensuring a positive employee experience across the agency. Whether through recruitment support, policy guidance, or navigating complex personnel changes, HR continued to provide consistent, thoughtful, and fair support to staff and leadership alike.

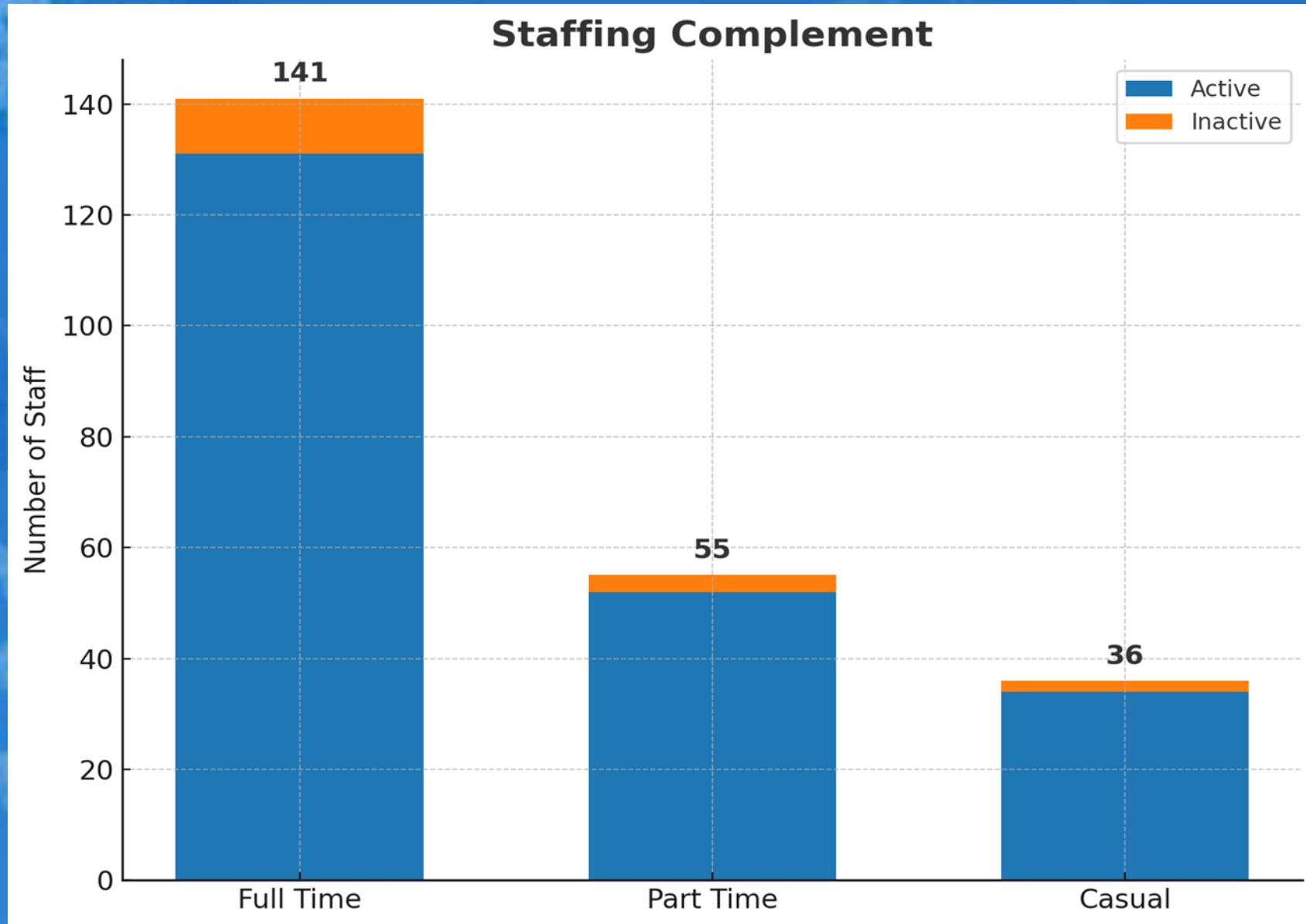
I am incredibly proud of the work our HR team has delivered this year and the dedication demonstrated by our staff and management across the organization. Together, we have continued to advance our shared values of equity, inclusion, and service excellence—values that are central to who we are and where we are going.

As we look ahead to 2025–2026, we are excited to modernize key HR processes and bring greater efficiency, clarity, and consistency to areas such as onboarding, performance management, and internal systems. We believe that this modernization will allow us to better support the evolving needs of our workforce while enabling SDS to remain a progressive, adaptable, and people-centered organization.

As we move forward, the HR team will continue to lead with purpose, partner with integrity, and champion growth and opportunity for all. It is a privilege to lead this team and to celebrate the accomplishments of the past year in this report. As I prepare for retirement later this year or early next year, I do so with pride in all we have achieved together and deep appreciation for the support and collaboration that have defined my time here. I look forward to seeing SDS continue to grow, evolve and thrive.

**Janice Gosselin**  
Director of Human Resources and Development

# 2024-2025 Staffing Complement



# Committees Annual Reports

As Chair of the Health and Safety, Quality Assurance, Medication, and Personal Outcomes Committees, I am pleased to provide an overview of the incredible work being done across these important areas.

Each committee continues to play a vital role in ensuring we deliver high-quality, person-directed supports while maintaining compliance with ministry guidelines and standards. Regular audits are being completed in the areas of Health and Safety, Medication, and Quality Assurance. These audits help us identify trends, ensure accountability, and guide continuous improvements. Where trends or concerns are identified, procedures are reviewed and revised to mitigate risks and enhance outcomes.

The Personal Outcomes Committee has completed all training, and we are preparing for a full roll-out of training in the fall of 2025 and implementation in January 2026. This initiative will further support our commitment to person-directed planning and measuring meaningful outcomes for the people we support.

Across all committees, we are strengthening our approach to data collection and identifying key performance indicators that will allow us to evaluate and improve our services. This data-driven approach ensures that our practices are evidence-based and aligned with sector best practices.

I want to extend a sincere thank you to all committee members for their hard work, insight, and dedication. Your efforts are instrumental in helping us meet our goals and provide the best possible support to individuals and families.

- ❖ **Health and Safety Committee:** Deb Collin (co-chair), Melissa Tasch, Omo Adebayo, Jodie Gillespie, Alisha Martin, Jennifer Labrosse, Anita Gratton, Natalie Poulin and Alison Hurley.
- ❖ **Medication Committee:** Rhandey Houston (co-chair), Valerie Desormeaux, Bobbie Jo Oakes, Muskan Vohra, Lory Anne Hughes, Natalie Poulin, Ashley Martin and Wendy Giroux Grenon.
- ❖ **Quality Assurance Measures:** Dawson Reid, Marie Schwenzer, Courtney Viljanmaa, Valerie Desormeaux, Sylvie Reid, Jennifer Slivinski, Deb Collin and Chris Paradis.
- ❖ **Personal Outcome Measures:** Sophie Henri, Lynn Jones, Rhandey Houston, Dawson Reid, Amanda Peachey, Karen Makinen and Melissa McLeod.

Trish Pomykala

Director of Quality Assurance and Operational Excellence

Health and Safety Committee



Medication Committee



Personal Outcomes Committee



Quality Assurance Committee



# Director of Quality Assurance and Operational Excellence

As the Director of Quality Assurance and Operational Excellence, I am proud to share our continued commitment to delivering high-quality, person-directed supports rooted in dignity, respect, and choice. We are not only focused on meeting the standards set by the Ministry of Children, Community and Social Services—we are driven to exceed them.

This past year, we have strengthened our approach to data collection and are actively identifying key performance indicators that will allow us to evaluate, adapt, and improve our services. Our shift toward a more data-informed model ensures our practices are evidence-based, accountable, and aligned with leading practices across the sector. This is not just about compliance—it's about excellence.

Looking ahead, we are building a future where people supported are empowered to truly direct their own lives. Our role to listen deeply, and to create environments where potential can flourish. This vision cannot be realized without the dedication and collaboration of our team.

To our frontline staff—your compassion and consistency are the heart of our success. You are the daily champions of person-directed support. To our incredible managers—thank you for your leadership, your flexibility, and your ongoing commitment to embedding quality into every layer of service. To our Finance and HR teams—thank you for your dedication to strengthening our systems, supporting our people, and driving positive change. Your efforts to break down silos, streamline processes, and collaborate across departments are essential to our collective growth. When we work as one team—aligned, supportive, and connected—we enhance the quality of supports for every individual we serve.

Together, we are creating a future where high levels of care are standard, and where every person supported by SDS can live a life that reflects who they are and what they value.

Let's continue to move forward with purpose, guided by data, driven by outcomes, and inspired by the voices of those we support.

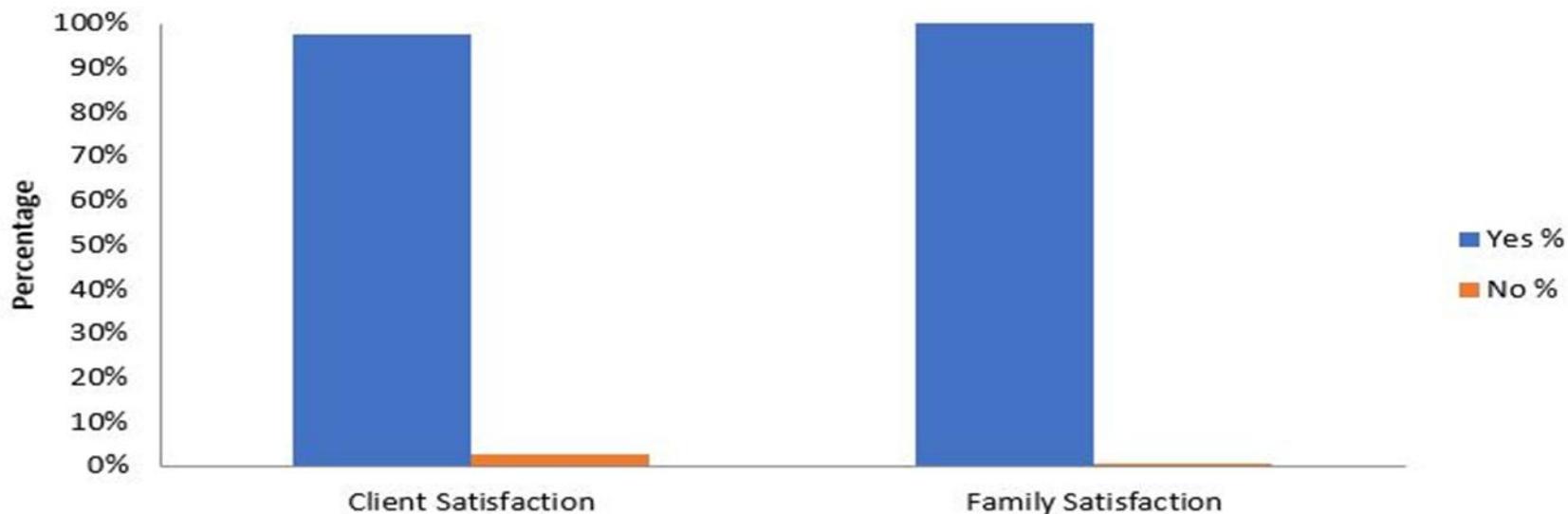
**Trish Pomykala**  
Director of Quality Assurance and Operational Excellence

## Satisfaction Survey Data Continued

Individuals Supported		Group Living (Yes)	Group Living (No)	SIL (Yes)	SIL (No)	ISR (Yes)	ISR (No)	CPS (Yes)	CPS (No)
Questions (Client Satisfaction Survey)									
Do you like where you live/work?		51	0	10	0	8	0	64	0
When you pick activities you like, do you get to do them?		51	0	10	0	8	0	64	0
Have you learned anything new? (e.g., brushing your teeth, cooking, laundry?)		36	15	6	4	6	2	53	11
How do you know when you are successful at something?		51	0	10	0	8	0	64	0
Do people you live/work with treat you nicely?		51	0	10	0	8	0	64	0
Do staff treat you nicely?		51	0	10	0	8	0	64	0
Do you decide what you want to do throughout your day?		51	0	10	0	8	0	64	0
Do people respect your privacy?		51	0	10	0	8	0	64	0
Are you satisfied with the staff supporting you?		51	0	10	0	8	0	64	0
Family		Group Living (Yes)	Group Living (No)	SIL (Yes)	SIL (No)	ISR (Yes)	ISR (No)	CPS (Yes)	CPS (No)
Questions (Family/Caregiver Satisfaction Checklist)									
I am satisfied with the amount of information I receive about the services offered.		51	0	9	1	3	0	53	0
I am satisfied with the quality of care provided to individual.		51	0	10	0	3	0	53	0
I feel that the supports offered are suitable to individual's needs.		51	0	10	0	3	0	53	0
I am satisfied with the way in which behavioural issues are handled.		51	0	10	0	3	0	53	0
I am satisfied with the way in which medication issues are handled.		51	0	10	0	3	0	53	0
I am satisfied with the opportunity afforded to be involved in decision-making process regarding individual.		51	0	10	0	3	0	53	0
I am satisfied with the support and assistance I receive from the association staff.		51	0	10	0	3	0	53	0
Staff introduce themselves to me.		51	0	10	0	3	0	53	0
Staff treat me with courtesy.		51	0	10	0	3	0	53	0
Client/Caregiver Surveys Overall %									
Survey		Yes %	No %						
Client Satisfaction		0.9733	0.0267						
Family Satisfaction		0.9991	0.0009						

## Satisfaction Survey Data

### Agency-Wide Yes vs No % (Side by Side)



# Director of Inclusive Supports

## *Strategic Leadership & Program Development*

This year, we made significant strides in fostering inclusive, person-centered supports that align with best practices and regulatory standards. Guided by our vision of equitable participation for all, we advanced initiatives across behavioural supports, service access, and community engagement, ensuring programs are both meaningful and responsive to individual needs.

## *Service Coordination & Delivery – Behavioural Management*

We continue to collaborate closely with our Behaviour Analyst to ensure Behaviour Support Plans (BSPs) are ethical, evidence-based, and person-directed. This year, two individuals successfully transitioned out of requiring BSPs, a milestone reflecting their increased skills, independence, and quality of life. This success was made possible through consistent communication and teamwork among clinical staff, managers, team leads, and direct support professionals (DSPs). We remain committed to reviewing and adapting BSPs to meet evolving needs.

## *Service Innovation – Intake & Access*

To address growing waitlist pressures, we launched a pilot fee-for-service support program for individuals and caregivers awaiting Developmental Services Ontario (DSO) placements. This initiative provides interim, flexible, and personalized support that fosters skill development, stability, and caregiver relief. We continue to work with DSO to advocate for timely placements while exploring innovative solutions that reduce service barriers and expand access.

## *Collaboration & Stakeholder Engagement – Staff & Community Events*

Through our Event Committee, we strengthened internal and external connections, offering opportunities for engagement, appreciation, and inclusion. Highlights included tickets for Sudbury Wolves and Sudbury Five games, Trivia Day, Walk for Friends, and Developmental Services Worker (DSW) Awareness Week. These events celebrated the contributions of staff and individuals supported, while raising awareness within the broader community.

## *Building Inclusive Communities*

Our progress this year—whether in reducing reliance on behavioral support plans (BSPs), bridging service gaps through innovative intake solutions, or fostering belonging through events—demonstrates our commitment to inclusion at every level. Inclusive communities are built through intentional planning, strong partnerships, and a shared vision. Working alongside families, staff, community partners, and government agencies, we will continue to remove barriers, enhance accessibility, and create spaces where everyone can thrive.

Laura Chartier

Director of Inclusive Supports



# Partner Facility Renewal (PFR) Grant - 2024/25 Summary

This year, Sudbury Developmental Services was awarded \$252,800 through the Ministry of Children, Community and Social Services (MCCSS) Partner Facility Renewal (PFR) Grant to support critical infrastructure upgrades across our programs. These capital investments enhance safety, accessibility, and long-term sustainability of our service environments.

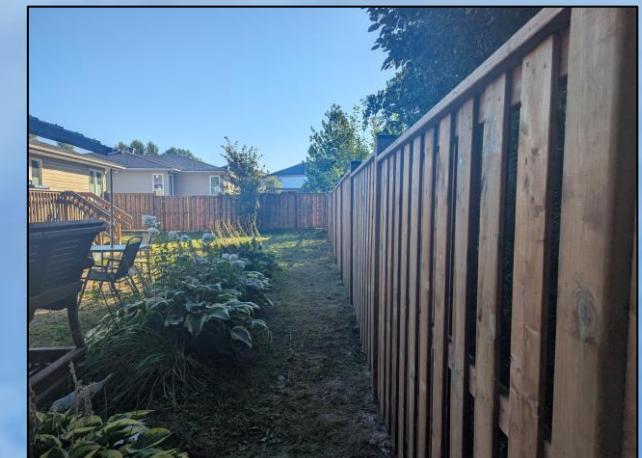
Funding supported the following priority projects:

**2326 Treeview Home: Emergency Evacuation Deck & Ramp:** Installation of a new, fully accessible deck and ramp to improve emergency egress and ensure compliance with current building codes.

**2260 Maple Home: Accessible Fencing for Outdoor Safety:** Construction of a secure and accessible fenced yard, creating a safe outdoor space where individuals supported can enjoy leisure and recreation.

**2260 Maple and Oak Homes: Foundation Repairs:** Structural repairs to the foundation walls at two program sites to maintain building integrity and prevent future deterioration.

These improvements directly contribute to creating safer, more accessible, and supportive environments for the individuals we serve. SDS is grateful for MCCSS's continued investment in our infrastructure and its alignment with our commitment to high-quality, person-directed care.



# Thank You for Your Years of Service

## 5 years of service

Folasade Ayoola      Ryan Bourget  
Jayde Hurley      Nischal Khadka  
Tripti Tripti      Jolene Linton  
Donna Grottoli-Campbell  
Christine Hurst

## 10 years of service

Tamara Armstrong      Elizabeth Atia  
Justine Berthelot      Marissa Betts  
Amanda Landry      Brandy Maki  
Hope Newton      Rod Onolack  
Nathan Smith      Melissa Tasch  
Luc Valade

## 15 years of service

Ashleigh Bowen      Renee Philipow  
Natalie Philippe      Debra Watterson

## 20 years of service

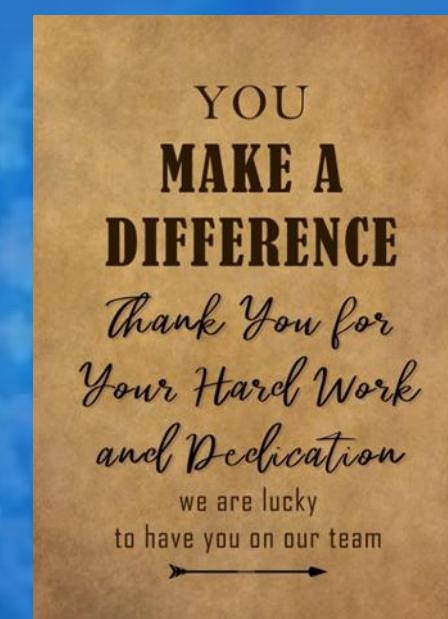
Meaghan Gionet  
Tamara Girouard  
Amber Mackinnon

## 35 years of service

Yves Adam      Valerie Barbe  
Anita Gratton      Barbara Henry  
Jacinte Martin

## 30 years of service

Yvette Belanger      Candace Carr  
Toby Cresswell      Kim Daly  
Jennifer Guenette      Opal Guilbeault  
Paula O'Hearn      Bobbie-Jo Oakes  
Lorie Witty



## 40 years of service

Lynn Jones      Lise Lalonde

# In Heartfelt Remembrance

## MICHAEL ANDERSON

It is with profound sorrow that we share the passing of our esteemed Board Member, Mike, on February 13, 2025. Mike was a dedicated member of the Board since joining in September 1997. His legacy and joyful spirit will live on, as he left a lasting mark on the work he so passionately supported.

Mike was “one-of-a-kind”, always cracking jokes at his own expense and trying to make others laugh. He continuously sought ways to improve the quality of life of individuals supported and support their purpose in the wood shoppe. Mike was a valuable resource to the Board as he spent fourteen years in his role of Board Treasurer.

We miss his ongoing advocacy, his insight, his financial knowledge but most of all his infectious humor!



## PASCAL JOSEPH

With deep sadness, we announce the passing of our cherished Board Member, Pascal, on March 8, 2025. Pascal was a steadfast champion of SDS, joining the Board in September 1997 and serving with unwavering commitment for nearly three decades.

Throughout his tenure, Pascal was deeply passionate about SDS and a tireless advocate for the individuals we support. He brought valuable insight from his professional background as an Investigator and as an active union member, enriching the work of the Board with his knowledge and perspective.

From October 2005 to October 2013, Pascal served with distinction as Board President, guiding the organization with compassion, dedication, and integrity. His leadership and advocacy left a lasting impact on our community, and his presence will be dearly missed.



## FRANCO GUIDO

We are deeply saddened to share the passing of our dear friend, Franco Guido.

Franco had been a cherished member of the Sudbury Developmental Services family since 1985. Over the years, he touched countless lives with his warmth, humor, and gentle spirit. Franco brought light and laughter wherever he went — his kindness and joy were truly contagious.

His presence brightened our days, and the memories we shared with him will forever hold a special place in our hearts. Franco made a lasting impact on everyone who had the privilege of knowing him, and he will be profoundly missed by all of us at SDS.



### JIMMY CLEMENT

We honor and remember the life of Jimmy, who passed away on March 17, 2025. Jimmy was a cherished member of our Oak Care home and his presence touched the lives of everyone who had the privilege of knowing them.

Jimmy brought a unique spirit to our home — a spirit marked by his kindness, humor, strength, joy, resilience. Whether it was a warm smile in the morning, a shared laugh during activities, or quiet moments of companionship, Jimmy reminded us all of the power of connection and the importance of compassion.

In the care home, he found not just a place to live, but a family — a community where his individuality was celebrated and his needs were supported with love and dignity. The bonds formed here were real, and the loss of Jimmy leaves a space that cannot be filled, but will always be remembered.

To honor Jimmy is to carry forward the love and kindness he shared with us.

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### DARLENE BECHARD

We honor and remember the life of a special lady — Darlene, participant at the Adele Samson Centre, who passed away on April 30, 2025.

Though Darlene faced significant challenges and required high levels of support, she brought warmth, resilience, and a quiet strength that inspired those around her. Her presence was a constant reminder of the power of connection, compassion, and the importance of every individual's unique journey.

Darlene will be dearly missed by her peers, support workers, and all who had the honor of walking alongside her. Her memory will remain forever in the heart of our program, and her spirit will continue to guide the care and support we provide each day.



### NICOLE CHARETTE

We honor and remember the life of Nicole, who passed away on May 20, 2025.

A beloved resident of the Cedar Care home, Nicole made a lasting impression on everyone who had the privilege of knowing her.

Nicole never needed words to communicate; her presence was enough to capture hearts. Her eyes and facial expressions spoke volumes—conveying happiness, curiosity, or mischief with a glance. A sideways look from her was a clear signal that something was afoot. Her laughter always seemed to be at the right moment.

Nicole embraced every experience, and had a deep appreciation for the simple joys in life. She loved the "I Love Lucy" play, exploring the Rideau Canal, riding the carousel, and the Chief Commanda. The hours spent brushing her hair, doing her nails, and pampering her created bonds that lasted a lifetime. Her memory will remain in the hearts of her family, friends, and all those who were honoured to be part of her journey.

Nicole gave more than she ever knew, simply by being herself.



# Thank you to our Supporters and Members

Luigina Baldassarre  
Albert & Elizabeth Barbe  
Rita Beech  
Brenda Bishop  
Way Bizley  
Ruth & Vernon Chesman  
Denis Charette  
Don & Shirley Chartier  
Lois Clement  
Club Richelieu de Sudbury  
Club Richelieu Féminin de Sudbury  
Illa Leigh Cook  
Vernon & Ruth Chesman  
Davis Family  
Paul & Elizabeth Desgagne  
Mardi Ann Denniston  
F.E.M.  
Rosetta Fiorino  
Marilyn & Robert Fitzsimmons  
Five Way Carnival Committee  
Chris Flick  
Floors & Extra  
Dominic Fragomeni  
Freelandt Caldwell Reilly LLP  
Daniel Grottoli  
Joseph Guido  
Suanne Haddad  
Janet & Robert Holmes  
Giovanni Ingriselli

Luigia Ingriselli  
Mary & Andrew Katulka  
Joanne Kelly  
Ted & Roberta Kosiw  
Jacinte Martin  
Lence Mason  
Todd Mazzua Chiropractic Corp.  
MedProDirect Inc.  
Gary & Sheila McLean  
Gordon Mercer  
Angela Mirabelli  
Anthony Niro  
Laura Oliver  
Hedley O'Bumsawin  
Rita Orasi  
Charlene Ruth Oxland  
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Luigi Ricci  
Robertson Amusements LTD  
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Romana Seigel  
Sharon Steinke  
Sunlife  
S.W.S.E.  
B.E. Thomas  
Vitto Brand Foods Ltd  
Paul Vrbanac  
Peter Waern  
Wonderbrands  
Mila Wong  
Adel Zaher  
Zulich Enterprises

## MEMBERS

Maria, Aura and Paula Begona  
Stephen Birkas  
June & Vaughn Blacklock  
Lynne & Roger Chenier  
Lois Clement  
Jeanne & Jean-Paul Cormier  
Lilliane Décosse  
Michael & Brenda Demers  
Jolene Felsbourg-Linton  
Robert & Marilyn Fitzsimmons  
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Lois Shaver  
Serge F. Treherne  
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