



Community and Emergency Services Committee Agenda

Monday, August 11, 2025

Tom Davies Square

Councillor Lapierre, Chair

10:30 a.m. Open Session Council Chamber / Electronic Participation

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1. **Call to Order**

2. **Roll Call**

3. **Declarations of Pecuniary Interest and the General Nature Thereof**

4. **Consent Agenda**

For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.

4.1 **Routine Management Reports**

4.1.1 **Healthy Community Initiative Fund Applications – August 11, 2025**

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This report provides a recommendation regarding Healthy Community Initiative (HCI) funding requests. By-law 2018-129 requires Council's approval for all eligible HCI Capital fund requests exceeding \$10,000 and Grant requests exceeding \$1,000.

5. **Presentations**

5.1 **NOSDA Strategic Plan**

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This report and presentation provides information regarding the Northern Ontario Service Deliverers Association (NOSDA) 2025-2030 Strategic Plan.

6. **Members' Motions**

6.1 **Kalmo Beach Accessibility Enhancements Request for Business Case**

As presented by Councillor Parent:

WHEREAS Council previously directed staff to prepare a business case for study work for improvements identified in the Kalmo Beach 10-Year Plan;

AND WHEREAS Council approval is pending for a Healthy Community Initiative application for the costs associated with design and engineering work to advance accessibility at Kalmo Beach;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury now directs staff to prepare a business case for the 2026 budget deliberations for the construction costs to complete accessibility enhancements based on design work at Kalmo Beach.

6.2 Request for Report to Address Leaning and Fallen Monuments at the Lasalle Cemetery

As presented by Councillor Parent:

WHEREAS the City of Greater Sudbury commits to Service, Compassion and Respect in preserving 25 cemeteries in perpetuity on behalf of the community which includes taking pride in sustaining the beauty and dignity of its cemeteries, and recognizing the important contributions of individuals and families in the ongoing maintenance of the cemetery grounds;

AND WHEREAS the Lasalle Cemetery has a large number of monuments that have fallen over or are leaning significantly due to soil conditions and sometimes vandalism;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to present a report to Community and Emergency Services Committee during the fourth quarter of 2025, outlining potential options, costs and timelines to address the fallen and leaning monuments at the Lasalle Cemetery.

7. Correspondence for Information Only

7.1 Pioneer Manor 2025 – 2nd Quarter Report	13
This report provides information regarding a quarterly update with respect to operational issues, activities, and accomplishments in support of resident safety goals, objectives, and good news stories for Pioneer Manor.	
7.2 Social Services Program Semi Annual Update Year End 2024-2025	24
This report provides information regarding an update on Social Services programs and services.	

8. Addendum

9. Civic Petitions

10. Question Period

11. Adjournment

Healthy Community Initiative Fund Applications – August 11, 2025

Presented To:	Community and Emergency Services Committee
Meeting Date:	August 11, 2025
Type:	Routine Management Reports
Prepared by:	Steph Mathieu Parks and Recreation Services
Recommended by:	General Manager of Community Services

Report Summary

This report provides a recommendation regarding Healthy Community Initiative (HCI) funding requests. By-law 2018-129 requires Council's approval for all eligible HCI Capital fund requests exceeding \$10,000 and Grant requests exceeding \$1,000.

Resolution

THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications – August 11, 2025", from the General Manager of Community Services, presented at the Community and Emergency Services Committee meeting on August 11, 2025;

AND THAT the City of Greater Sudbury directs staff to present a by-law to authorize the grants recommended in the report.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to the City of Greater Sudbury's Strategic Plan 2019-2027 objective 5.0 Create a Healthier and More Vibrant Community through the advancement of City-led goals from Population Health, A Call to Action 2018-2028, more specifically achieving Compassionate City Designation, implementing an Age-Friendly Strategy, building Resiliency, and creating Play Opportunities as well as Investing in Infrastructure to Support Community Recreation with a Focus on Quality of Life.

The information in this report has no relationship to the Community Energy & Emissions Plan.

Financial Implications

The Healthy Community Initiative (HCI) Fund is allocated within prescribed budgets. Approval of HCI capital projects includes approval of operating costs to be provided in the base budget in subsequent budget years to the operating department.

Background

A guiding principle of the HCI Fund Policy is that HCI funds should be used primarily for funding city-owned

capital projects (Capital) with no more than 25% of the annual ward allocation spent on eligible grant applications (Grant). To clarify the distinction, the HCI Fund Policy and reporting categorize funding into two streams: Capital Projects and Grants.

Any funds in the ward allocation not spent at the end of a calendar year may be carried forward for the benefit of the applicable ward but may only be expended on eligible Capital projects, which results in each ward carrying different balances.

By-law 2018-129 Approval Authority

All requests that meet HCI funding criteria and are recommended by the General Manager of Community Services (General Manager), require approval within the thresholds below.

General Manager Approval

- Grant applications less than \$1,000
- Capital applications less than \$10,000
- Capital applications that result in annual operating budget increases of less than \$5,000

Council Approval

- Grant applications greater than \$1,000
- Applications that result in an applicant receiving a cumulative total Grant greater than \$1,000 in calendar year
- Applications that result in an event or initiative receiving a Grant greater than \$1,000 due to applications by multiple participants
- Capital applications greater than \$10,000
- Capital applications that result in annual operating budget increases greater than \$5,000

HCI Fund Applications and Financial Summary

See Appendix 1 – Healthy Community Initiative Fund – Applications for a list of HCI Fund requests by ward as recommended by the General Manager for approval by Council. All projects listed in Appendix 1 have been evaluated against By-law 2018-129 and its related criteria and have been verified to ensure sufficient funds are available within each ward's funding allocation.

See Appendix 2 – Healthy Community Initiative Fund – Application Outcomes for a list of HCI Fund applications that were approved or denied by the General Manager since the last report presented at the Community and Emergency Services Committee meeting on June 16, 2025.

See Attachment 1 – Healthy Community Initiative Fund Financials for recommended approvals contained in this report as well as a summary of HCI fund allocation balances up to July 8, 2025. The amounts may be adjusted due to reimbursement of under-spent funds from completed and reconciled projects or initiatives.

Next Steps

Upon Council approval, applicants will receive written notification confirming the application's approved funding and the permitted use of funds, and Grant recipients will also receive a Post-project Final Report form. This form is to be completed by the applicant and returned following completion of the initiative for reconciliation by Financial Services.

Grant recipients will receive funding via electronic fund transfer or cheque for the approved amount, whereas a Capital funded project will be managed by the City of Greater Sudbury, working closely with the applicant.

HCI funded Capital projects will be prioritized based on the applicable City department's annual workplans and initiated within 24 months of approval in accordance with By-law 2018-129.

Should an HCI fund request not be approved, the applicant will be notified of same and the reasons for which it was not approved.

Resources Cited

Healthy Community Initiative Fund, By-law 2018-219

<https://www.greatersudbury.ca/city-hall/grants-and-funding/hci-fund/application-process/hci-fund-policy/>

Healthy Community Initiative (HCI) Fund Applications for Council Approval – August 11, 2025

Capital Funds

Ward	Recipient	Project	Purpose of Funds	Estimated Annual Operating Costs	Amount Recommended for Approval by the GM
5	Carol Richard Park Community Association	Shaded Picnic Table at Carol Richard Park	Assist with costs of purchase and installation of accessible shaded picnic table, cement pad, and required groundwork	\$300	\$21,000
5	Valley East Community Action Network	Kalmo Beach Phase 1 - Design & Engineering Plan	Assist with costs of design and engineering work required to advance future development of Kalmo Beach in alignment with established 10 Year Plan	N/A	\$50,000
6	Valley East Community Action Network	Valley East Dog Park	Support the organization in securing community support and sponsorships for a future dog park on Centennial Drive in Hanmer. The funding will assist with fundraising efforts and, once successful, will be used toward site preparation and the purchase and installation of equipment.	\$7,500	\$80,000
8	Westmount Community Centre	Westmount Outdoor Rink Resurfacing	Support the organization in securing community support and sponsorships for resurfacing Westmount Outdoor Rink. The funding will assist with fundraising efforts and, once successful, will be used toward site preparation and materials.	\$0 (operating costs included in prior HCI approval)	\$50,000

Grants

Ward	Recipient	Initiative	Purpose of Funds	Amount Recommended for Approval by the GM
1	Ward 1 Community Action Network	Movie Night at Robinson Park	Assist with costs of equipment rental	\$1,500
3	Onaping Falls Hamper Fund	2025 Christmas Hampers	Assist with costs of supplies to provide Christmas hampers to families in Dowling, Onaping, and Levack	\$1,500
7	Capreol Community Action Network	Capreol Santa Claus Parade	Assist with costs of police and insurance	\$3,000

Ward	Recipient	Initiative	Purpose of Funds	Amount Recommended for Approval by the GM
9	Coniston Community Garden	Canada Day in Coniston Park	Assist with food, refreshment, and supply costs and game and BBQ rental	\$1,000
9	Coniston Community Garden	Jammin with Seniors	Assist with costs related to programming that teaches seniors to make freezer jam	\$1,000
9	Coniston Community Garden	Beet Making Workshop	Assist with costs related to programming that teaches seniors to pickle beets	\$850
11	Councillor-led event	Grandparent's Day	Assist with costs related to food and beverages, entertainment, and activities	\$3,000

Healthy Community Initiative (HCI) Fund**Applications Approved/Denied by the General Manager of Community Services**

For the period of May 8, 2025 to July 8, 2025

Successful Applications**Capital**

Ward	Recipient	Project	Purpose of Funds	Estimated Annual Operating Costs	Amount Approved
2	Copper Cliff Community Action Network	Benches at Copper Cliff Park	Assist with costs of purchase and installation of benches at Copper Cliff Park	\$100	\$2,700
3	Onaping Falls Recreation Committee	Replace Gate at A.Y. Jackson Lookout	Assist with costs of purchase and installation of replacement gate at A.Y. Jackson Lookout	\$200	\$10,000

Grants

Ward	Recipient	Initiative	Purpose of Funds	Amount Approved
1	Robinson Bocce Association	Bocce Tournament & Appreciation Luncheon	Purchase of food, refreshments, prizes, and advertising for scrimmage	\$500
1	Delki Dozzi Bocce Association	Bocce Tournament Prizes	Tournament prizes (\$250/tournament)	\$500
5	reThink Green	Flour Mill Community Farm Open House	Assist with costs of equipment rental, entertainment, activities, and food and refreshments	\$1,000

Unsuccessful Applications

Ward	Applicant	Initiative	Amount Requested	Reason(s) for Denial
2	Focus Health Physiotherapy + Wellness	Yoga Fitness at Anderson Farm	\$1,000	Applicant is a for-profit organization and therefore not eligible
6	Four Lakes Community Association	Road Plowing	\$3,310.35	Plowing not an eligible expense

Healthy Community Initiative (HCI) Fund Financials for the Period Ending July 8, 2025

Schedule 1.1 - Capital (2025 Funds)

Ward	2025 Allocation	Uncommitted Funds from 2024 (carry forward)	Adjustments from Completed Projects	Approved by General Manager 2025	Approved by Council 2025	Proposed for Approval by Council	Uncommitted Fund Balance After Resolution	Pending Requests
1	\$ 29,217	\$ 97,684					\$ 126,901	
2	\$ 29,217	\$ 98,181		\$ 4,700			\$ 122,698	
3	\$ 29,217	\$ 38,038		\$ 10,000			\$ 57,255	
4	\$ 29,217	\$ 93,683					\$ 122,900	
5	\$ 29,217	\$ 96,188			\$ 15,000	\$ 71,000	\$ 39,405	
6	\$ 29,217	\$ 191,887			\$ 28,000	\$ 80,000	\$ 113,104	
7	\$ 29,217	\$ 110,224					\$ 139,441	
8	\$ 29,217	\$ 42,738				\$ 50,000	\$ 21,955	
9	\$ 29,217	\$ 53,501					\$ 82,718	\$ 4,000
10	\$ 29,217	\$ 121,517					\$ 150,734	
11	\$ 29,217	\$ 116,045					\$ 145,262	
12	\$ 29,217	\$ 122,223		\$ 7,500			\$ 143,940	\$ 88,806

Schedule 1.2 - Grants (2025 Funds)

Ward	2025 Allocation		Adjustments from Underspent Initiatives	Approved by General Manager 2025	Approved by Council 2025	Proposed for Approval by Council	Uncommitted Fund Balance After Resolution	Pending Funding Requests
1	\$ 12,500			\$ 1,169	\$ 500	\$ 1,500	\$ 9,331	
2	\$ 12,500			\$ 2,000	\$ 500		\$ 10,000	
3	\$ 12,500			\$ 2,500	\$ 6,500	\$ 1,500	\$ 2,000	
4	\$ 12,500			\$ 2,669	\$ 6,500		\$ 3,331	
5	\$ 12,500			\$ 1,000	\$ 7,000		\$ 4,500	
6	\$ 12,500				\$ 3,500		\$ 9,000	
7	\$ 12,500			\$ 1,750	\$ 1,000	\$ 3,000	\$ 6,750	
8	\$ 12,500				\$ 2,500		\$ 10,000	
9	\$ 12,500				\$ 2,000	\$ 2,850	\$ 7,650	
10	\$ 12,500			\$ 669	\$ 3,500		\$ 8,331	\$ 1,000
11	\$ 12,500				\$ 2,500	\$ 3,000	\$ 7,000	
12	\$ 12,500			\$ 169	\$ 2,500		\$ 9,831	

* There were no contributions to the HCI Reserve Fund in 2025 as the maximum threshold of \$24,000 was achieved in 2021.

NOSDA Strategic Plan

Presented To:	Community and Emergency Services Committee
Meeting Date:	August 11, 2025
Type:	Presentations
Prepared by:	Caitlyn Bourque Community Well-being
Recommended by:	General Manager of Community Well-being

Report Summary

This report and presentation provides information regarding the Northern Ontario Service Deliverers Association (NOSDA) 2025-2030 Strategic Plan.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report aligns with Council's Strategic Plan in the areas of Creating a Healthier and More Vibrant Community through strengthening partnerships in Northern Ontario to advance the City's Population Health Agenda.

This report has no relationship to the Community Energy and Emissions Plan.

Financial Implications

There are no financial implications associated with this report.

Background

The Northern Ontario Service Deliverers Association (NOSDA) was founded in 2007 to support the coordination of health and human services in Northern Ontario through leadership, advocacy and collaboration. NOSDA membership is formed by 11 Service System Managers and District Social Services Administration Boards in the North including:

- Algoma District Services Administration Board
- Cochrane District Services Board
- Kenora District Services Board
- Manitoulin-Sudbury District Services Board
- District of Nipissing Social Services Board
- Parry Sound District Social Services Administration Board
- Rainy River District Services Administration Board
- City of Greater Sudbury
- District of Sault Ste. Marie Services Administration Board
- District of Thunder Bay Social Services Administration Board
- District of Timiskaming Social Services Administration Board

NOSDA plays a key role in supporting the planning, coordination and delivery of human services through advocacy, policy development, knowledge exchange, capacity building, and strategic partnerships. Program areas supported through NOSDA include:

- Financial and Employment Assistance
- Early Learning and Child Care
- Paramedic Services
- Community Housing
- Homelessness Prevention

2025-2030 Strategic Plan

In June 2025, NOSDA released its updated strategic plan, *Stronger Together: Leading Change for Health and Human Services in Northern Ontario*, which outlines the association's vision and priorities for 2025-2030. The strategic plan was developed through consultation with various groups including Board Members, the Executive Committee, Board Chairs, Executive Leadership, partner organizations, NOSDA working groups and provincial ministries.

The vision for the 2025-2030 Strategic Plan is to lead transformative change to build resilient and thriving communities in Northern Ontario through innovative, sustainable, and integrated health and human services.

The following six strategic goals have been identified to achieve this vision:

1. Strengthen Advocacy and Political Influence
2. Drive Solutions to Improve Service Delivery
3. Advance Strategic Partnerships and Collaboration
4. Enhance NOSDA's Communications and Political Awareness
5. Build Organizational Governance and Member Capacity
6. Leverage Data for Decision Making and Policy Development

Next Steps

Staff in the Community Well-being Department remain actively engaged with NOSDA and continue to leverage partnerships to advance strategic priorities including the Housing and Homelessness Plan, Roadmap to End Homelessness by 2030, and the Child Care and Early Years Service System Plan. These efforts are undertaken in alignment with NOSDA's strategic priorities to address regional needs through collaboration and coordinated advocacy efforts.

Resources Cited

[NOSDA - Strategic Plan 2025](#)

[Appointment of Members to NOSDA - March 21, 2023](#)

[Housing and Homelessness Plan Annual Update 2024 - June 24, 2025](#)

[Roadmap to End Homelessness Annual Report - July 15, 2025](#)

[2024-2025 Child Care and Early Years Service System Plan Update - November 18, 2024](#)

Pioneer Manor 2025 – 2nd Quarter Report

Presented To:	Community and Emergency Services Committee
Meeting Date:	August 11, 2025
Type:	Correspondence for Information Only
Prepared by:	Aaron Archibald Long-term Care Services
Recommended by:	General Manager of Community Well-being

Report Summary

This report provides information regarding a quarterly update with respect to operational issues, activities, and accomplishments in support of resident safety goals, objectives, and good news stories for Pioneer Manor.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This information report supports Council's Strategic Plan in the areas of Asset Management and Service Excellence and more specifically in Creating a Healthier Community through alignment of the Population Health Priorities of Families, Holistic Health, and the Age Friendly Strategy.

Financial Implications

There are no financial implications associated with this report.

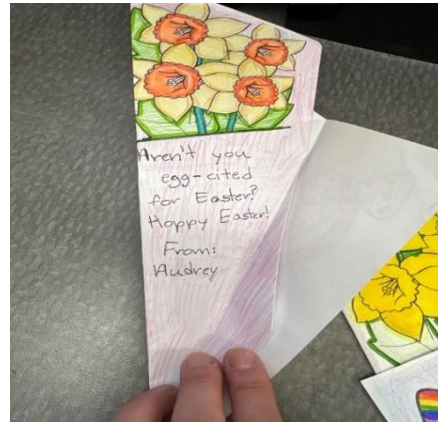
Background

This report provides a status update on various topics, such as good news stories, operational activities, accomplishments, updates for the 1st quarter of 2025. Pioneer Manor is committed to providing a safe, healthy, and respectful environment for residents, families, visitors, and employees. The Home strives towards finding a balance between resident safety and that their quality of life is not being adversely affected by the current safety measures.

Good News Stories

Easter Cards from Holy Trinity School

Students from Holy Trinity School generously dedicated their time and creativity to crafting Easter cards for every resident at Pioneer Manor. Each card took the form of a vibrant paper bouquet, lovingly handmade with bright colors and festive decorations to capture the joy of the season. What truly made the gesture special was the personal touch. Each card featured a heartfelt, handwritten message tailored to the recipient. These thoughtful creations offered more than seasonal cheer; they were unique expressions of kindness and connection, reminding every resident that they are seen, valued, and remembered during the Easter holiday.



Volunteer Recognition Luncheon

On May 7, 2025, Pioneer Manor celebrated our amazing volunteers for their dedication and impact. Guests enjoyed a delicious meal prepared by staff in a warm, festive setting. In 2024, volunteers contributed over 4,500 hours, spreading kindness and making a meaningful difference in the lives of our residents. We are truly grateful for their compassion and commitment.



Chinese Association of Greater Sudbury

On May 14, 2025, the Chinese Association of Greater Sudbury's dance team lit up Pioneer Manor with a vibrant Mother's Day performance. Blending traditional and modern Chinese dances, the event brought joy, culture, and celebration to residents, creating a truly memorable afternoon.



Coniston Lions Club – Assisting Resident Council with BBQ

Pioneer Manor was thrilled to kick off BBQ season with help from the generous members of the Coniston Lions Club. Their support made the event a joyful success, bringing residents, staff, and volunteers together for great food, laughter, and connection. Heartfelt thanks to the Lions for making it all possible, we look forward to more moments like this!



Sudbury Symphony – Duo 46 Concert

On June 4, 2025, Pioneer Manor welcomed Sudbury Symphony-Duo 46, who put on a concert for the residents in our Winter Park. Their intriguing mix of music depicts the impressions and experiences of modern-day composers, capturing an array of style and emotion with a library of literally hundreds of original twentieth-century works for violin and guitar duo.

Celebrating Italian Heritage Month

Pioneer Manor's Italian Club celebrates Italian culture with quarterly events like pasta making, music, and tombola. On June 4, 2025, in honor of Italian Heritage Month, volunteers from the Calabria Social Club and Societa Caruso joined in with support and generous donations. The club continues to foster community and cultural pride, thanks to strong local partnerships.



Celebrating Indigenous Heritage

Pioneer Manor celebrated Indigenous Peoples and the Strawberry Moon with a meaningful event filled with cultural teachings, fresh Skaan, and strawberries. Residents came together to honour traditions, enjoy delicious treats, and strengthen community connections through shared heritage.



The Pioneer's Choir Concert

On Tuesday, June 17, the eighteen-member Pioneers Choir held their annual spring concert, Echoes: Love Songs from Days Gone By, delighting a full audience with timeless hits from Perry Como to The Beatles. Rehearsals inspired growth, harmony, and camaraderie, culminating in a joyful celebration of the unifying power of music.



Goat Cuddles and Courtyard Smiles

On Wednesday, June 25, 2025, Pioneer Manor welcomed three baby goats and their mom for a joyful courtyard visit. Residents, staff, and families shared smiles, laughter, and unforgettable moments—many experiencing goats up close for the first time. Special thanks to Goat-For-A-Walk for bringing such happiness and cherished memories.



Quality Improvement Plan

Ministry of Labour Inspection – Compliance Orders and Safety Enhancements at Pioneer Manor

Following a Ministry of Labour inspection focused on the safe handling of cytotoxic medications and related hazardous waste, the City received three compliance orders aimed at enhancing staff safety.

Cytotoxic medications—classified as hazardous—include certain cancer treatments, hormonal therapies, and psychiatric drugs. These substances can pose risks beyond their intended therapeutic effects. In rare cases, direct contact with these medications or with the bodily fluids of individuals receiving them may present health risks to others. Potential effects include infertility, genetic mutations, developmental harm to unborn children, cancer, and long-term organ damage.

The use of cytotoxic medications is increasing across the long-term care sector, prompting the need for strengthened operational protocols to protect staff. At Pioneer Manor, 10% of the 433 residents are currently receiving cytotoxic medications, while an additional 32% are prescribed medications classified as hazardous. This has necessitated the implementation of enhanced safety measures to ensure employee protection.

To comply with Ontario Regulation 67/93, Section 9 of the Occupational Health and Safety Act (OHSA), Pioneer Manor has introduced new protocols for the safe handling of contaminated clothing and linens from residents receiving cytotoxic and/or hazardous medications. To meet these new legislative safety requirements, Pioneer Manor will require one permanent full-time employee (FTE) dedicated to managing the increased workload associated with the separation and processing of contaminated clothing and linens from all residents receiving hazardous medications.

Reducing Staff Trip Injuries

Following a trend of staff injuries caused by tripping over fall sensor wires, Pioneer Manor initiated the transition to wireless sensor technology. These sensors, placed on beds or chairs, are used to monitor residents who are at risk of falling if they attempt to get up without assistance. When a change in pressure is detected, the device alerts staff, enabling them to respond swiftly and help prevent a fall.

In January of 2025, the Home began replacing wired systems with wireless devices to eliminate tripping hazards while maintaining vigilant resident care. Already in 2025, Pioneer Manor is seeing a measurable reduction in staff injuries related to this issue, highlighting the positive impact of this proactive safety improvement.

Investing in Staff Development and Collaboration

This year, Pioneer Manor launched a new initiative to address concerns around interpersonal and interdepartmental conflict. The Building a Collaborative and Resilient Workplace program is an interactive, in-person series designed to bring together staff from diverse departments and roles to strengthen teamwork and mutual understanding.

Program sessions focus on key areas such as:

- Enhancing Communication & Clarifying Roles
- Cultivating Respect and Professionalism
- Navigating Generational and Cultural Differences
- Preventing Burnout & Fostering Resilience
- Enhancing Leadership Engagement & Visibility

To date, 23 staff members have completed the program, with a goal of reaching 52 by year's end and the long-term objective of engaging all Pioneer Manor staff. Recognizing that a supportive and collaborative workplace directly contributes to staff satisfaction—and, in turn, to improved resident care—this initiative reflects our continued commitment to fostering a healthy, high-performing work environment.

Food Services Subcommittee

The Food Services Subcommittee met monthly from February to June, engaging families, residents, and staff to strengthen communication and review food service processes aligned with Ministry standards. The

committee will pause over the summer, with plans for a satisfaction survey focused on Food Services and dining. The Summer–Fall 2025 menu, launched on May 26, was well received. It offers lighter seasonal fare,

more fresh produce, and continues to feature resident favorites like burgers, sausages, and Chinese dishes. Interdisciplinary rounds across all 13 Home Areas foster collaboration among departments, encouraging a positive, team-oriented environment focused on enhancing resident care and services.

Team Rounding: Boosting Information & Collaboration

As part of the employee survey action plan focused on enhancing information and collaboration, the results from 234 completed surveys provided key insights into the effectiveness of interdisciplinary team home area rounding meetings. Among respondents, 72% indicated awareness of these meetings, and of those, 79% reported having actively participated. Feedback from participants reveals that this model of communication supports improved understanding within their work environment: 47% strongly agreed and 27% agreed that the meetings helped them better understand what is happening in their home area. With only a small minority expressing disagreement, these results serve as a valuable baseline metric to assess the current impact and guide future efforts to strengthen collaborative communication across teams.

Diversity, Equity, and Inclusion (DEI) Awareness Initiative

As part of our ongoing commitment to a diverse, equitable, and inclusive workplace, new DEI posters have been placed in common areas to spark awareness, reflection, and conversation among staff and visitors. Featuring core themes of Diversity, Equity, and Inclusion, the posters visually reinforce our values and remind everyone of their role in fostering a respectful, welcoming culture. Staff are encouraged to engage with these messages and consider how we can all support DEI principles through our daily actions.

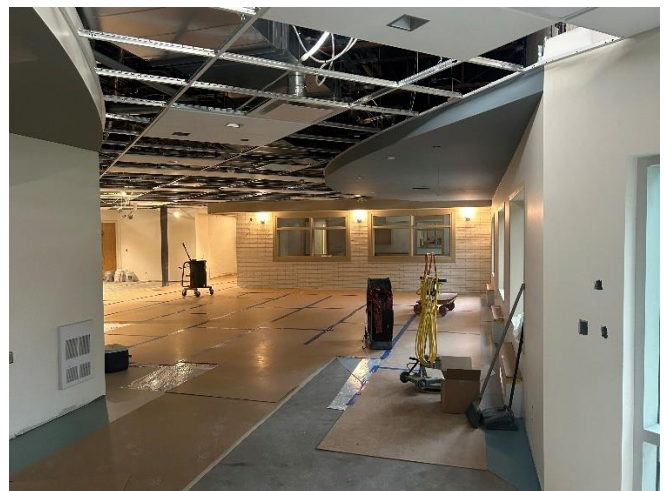


Capital Bed Redevelopment

As of June 27, 2025, the project is approximately 65% complete and remains on schedule and within budget. All change orders to date have been managed within the established contingency and are projected to remain under budget, barring any unforeseen developments.

The building structure is now fully erected and watertight, with exterior finishing well underway. Interior progress across the five residential floors is advancing rapidly, with plumbing, electrical, drywall installation, painting, and flooring all in progress. HVAC equipment has been successfully hoisted to the rooftop and positioned for installation.

Renovations within the existing facility are also proceeding steadily. The bistro and adjoining kitchen entrance have been sealed off to facilitate demolition, an essential phase in connecting the new wing to the current structure. Structural reinforcements have been completed in several key areas, and the bistro remains on track for turnover in the coming months. Overall, the project continues to advance smoothly and remains well-aligned with key milestones.



Inspections

2020 to 2025 Ministry of Long-Term Care Inspection Analysis

All Long-Term Care homes across Ontario are inspected, with or without notice, by various Ministries and Agencies, in response to critical incidents or to discuss complaints/concerns. Additional scrutiny also ensures compliance with various directives and/or bylaws and work is being conducted in accordance with legislation and regulations.

During the second quarter of 2025, the following number of inspections occurred at Pioneer Manor. The Home has addressed all identified areas.

Ministry / Agency	Inspections	Outcome
Ministry of Long-Term Care	2	During the April compliance visit, two written notifications were issued. The areas of non-compliance were related to transferring and positioning techniques, as well as falls prevention and management. During the May compliance visit, 9 written notifications, 1 remedied non-compliance and 1 compliance order was issued. The written notifications were related to plan of care, duty to protect, reporting certain matters to the Director, doors in a home, continence program, housekeeping, management of complaints and medication incidents and adverse drug reactions. The compliance order was related to pain management.
Ministry of Labour, Immigration, Training and Skills Development	2	Following a Ministry of Labour inspection regarding the safe handling of cytotoxic medications and associated waste, the city received three compliance orders: 1. Proper disposal of cytotoxic and hazardous waste. 2. Implementation of safe handling procedures. 3. Staff education and training.
Public Health (IPAC)	0	
Public Health (Institutional Food Safety Compliance)	18	Six violations, four were resolved and two are work orders in process. Remaining fourteen are resolved.

2020 to 2025 Ministry of Long-Term Care Inspection Analysis

Effective April 11, 2022, the *Fixing Long-Term Care Act, 2021* (FLTCA) and *Ontario Regulation 246/22* replaced the previous *Long-Term Care Homes Act, 2007* (LTCHA) and *Ontario Regulation 79/10* as the governing legislation for long-term care in Ontario. If an inspector or the Director under the act finds non-compliance, they consider the scope and severity of the non-compliance, and the compliance history (up to three years) of the Home to determine the appropriate compliance actions to take under the new FLTCA. Outlined below is Pioneer Manor's non-compliance history from 2021 to 2025. See *Appendix 1* below for potential outcome when the Home is found to be non-compliant with the act or regulations.

Compliance Action	2021	2022	2023	2024	2025
Remedied Non-Compliance	N/A	2	0	0	1
Written Notification	12	7	10	14	13
Voluntary Plan of Correction	10	1	N/A	N/A	N/A
Compliance Order	0	0	2	1	1
Administrative Monetary Penalties	N/A	N/A	0	0	0
Order Requiring Management	N/A	N/A	0	0	0
Increased Fines for Offences	N/A	N/A	0	0	0
Investigations	N/A	N/A	0	0	3
License Suspension and Supervision	N/A	N/A	0	0	0
Total Areas of Non-Compliance	22	10	12	15	15

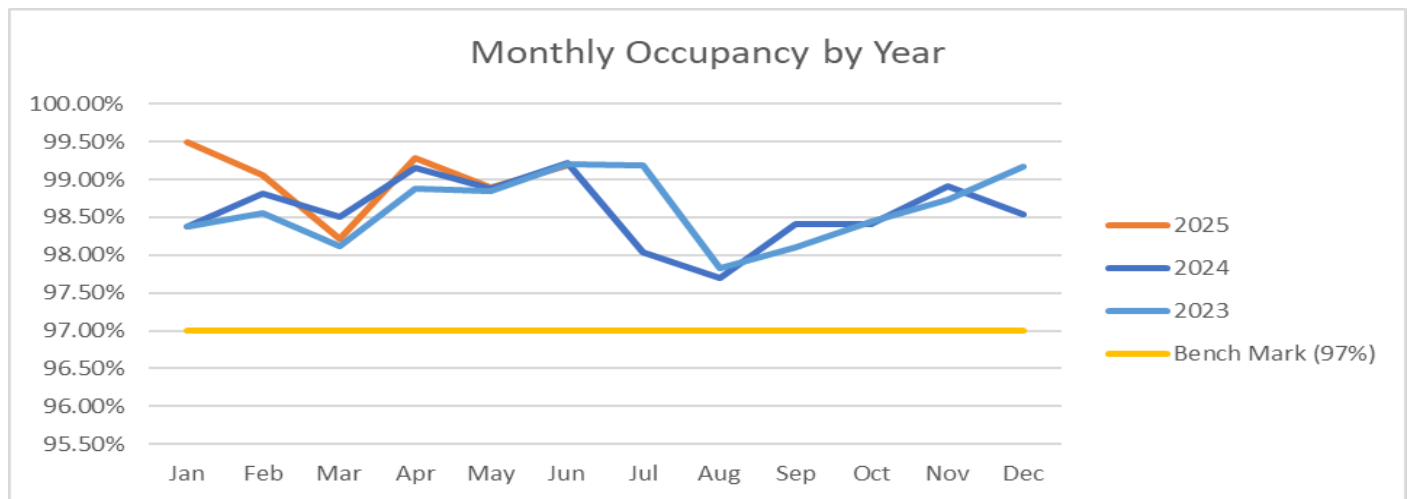
Written Complaints

During the second quarter of 2025, the following number of complaints were received by the Home, investigations and responses provided as per the *FLTCA, 2021* and *Ontario Regulation 246/22*.

Council	Received	Outcome
Resident / Family Members	1	The front entrance cleanliness concern has been resolved.
Resident Council	2	Requests related to name tags and cable services have both been resolved.
Family Council	4	The two information requests, as well as the request regarding the assessment of water in Lodge One, have been resolved. Monitoring of smoking activity at the front entrance remains in progress.

Key Performance Indicators

2025 Long-Term Care Home Availability						
Facility Name	Beds	# On Waitlist - Basic Bed	# On Waitlist - Private Beds		Total # Waiting	
Pioneer Manor	433	446 Total 205 (1st choice only)	251 Total 69 (1st choice only)		615 Total 274 (1st choice only)	
Resident Stats		2021	2022	2023	2024	2025
Admissions		136	165	139	126	52
Discharges		4	6	3	4	0
Deaths		126	154	135	124	51
Internal Transfers		132	126	100	73	42
Occupancy Rate		98.80%	96.63%	98.62%	98.56%	98.80%



Infection Prevention and Control (IPAC)

Outbreaks – Second Quarter 2025

Pioneer Manor has not had an outbreak for the months of April, May or June 2025.

Appendix 1

The Ministry's inspection program focuses on ensuring that licensees comply with the FLTCA and protecting and promoting the quality of care and quality of life for residents. This is achieved by performing unannounced inspections and enforcement measures as required and ensuring that actions taken by the government are transparent. The new proactive inspections program adds to the current program and allows the Ministry inspector to proactively visit each LTC home every year, all the while continuing reactive inspections to promptly address complaints and critical incidents.

The FLTCA includes new and strengthened compliance and enforcement tools to improve resident care and safety. These tools will be used as part of the Ministry of Long-Term Care's (the ministry's) inspection program, which aims to hold licensees to account for the care they provide.

Compliance and Enforcement Tools under the FLTCA

1. Remedied Non-compliance (RN)
 - Provides a way for an inspector to address very low-risk instances of non-compliance during an inspection without having to take further compliance action.
 - Can only be used when a licensee is able to demonstrate they have remedied the non-compliance during an inspection and the inspector is satisfied that the non-compliance caused no harm and created no risk of harm to a resident.
2. Written Notifications (WN)
 - Used to communicate a finding of non-compliance.
 - Unlike the (former) LTCHA, the FLTCA does not allow the inspector to issue a voluntary plan of correction as a possible compliance action.
3. Compliance Orders (CO)
 - Requires a licensee to do anything or refrain from doing anything to achieve compliance with the FLTCA. In addition, must prepare, submit, and implement a written plan for achieving compliance.
 - 2 new aspects of CO that may direct licensee to take a certain action, such as, arrange for specific staff to receive training or allow the ministry/agents/contractors to perform any work or activity at the LTC home at the licensee's expense.
4. Administrative Monetary Penalties (AMP)
 - Intended to encourage compliance and increase accountability for repeated non-compliance through non-punitive monetary penalties.
 - Must be issued if the licensee has not complied with a CO made under the FLTCA; or has not complied with a requirement under the FLTCA and it results in a CO being issued and the licensee has received at least one other compliance order for non-compliance with the same requirement within a three-year period.
5. Order Requiring Management
 - Licensee to retain a temporary manager to assist in managing the LTC home (entire operations or specific issues related to the operations i.e., IPAC, financial or clinical operations). In circumstances present in a LTC home that are harmful to the health, safety, or welfare of residents; or if there is an emergency, for example, an outbreak of disease or a pandemic.
6. Increased Fines for Offences
 - Maximum fines upon conviction of an offence under the FLTCA have doubled. If convicted, fines can be issued in the amount of:
 - \$200,000 for an individual's 1st offence and up to \$400,000 for subsequent offence.
 - \$500,000 for a corporation's 1st offence and \$1,000,000 for subsequent offence.
7. Investigations
 - Expanding capacity to investigate and lay charges for offences when appropriate.
8. License Suspension and Supervision
 - May suspend a licensee and appoint a LTCH Supervisor to take over the operations of the home.

Social Services Program Semi Annual Update Year End 2024-2025

Presented To:	Community and Emergency Services Committee
Meeting Date:	August 11, 2025
Type:	Correspondence for Information Only
Prepared by:	Gail Spencer Children and Social Services
Recommended by:	General Manager of Community Well-being

Report Summary

This report provides information regarding an update on Social Services programs and services.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to Council’s Strategic Plan regarding the “Create a Healthy and More Vibrant Community” and aligns with the Population Health Priority of Resiliency by investing in families, enabling, promoting mental health, and encouraging holistic health as it provides supports to low-income families. This report has no relationship to the Community Energy and Emissions Plan.

Financial Implications

There are no financial implications associated with this report.

Background

Social Services plays a crucial role in assisting low-income residents by providing access to essential supports designed to improve the quality of life for low-income individuals and families. Key services include social assistance, housing and homelessness, education and training support.

Employment Programs and Supports

In alignment with Employment Service Transformation (EST) across the province, the Ministry of Community, Children and Social Services (MCCSS) procured a Service System Manager (SSM) through a Request for Proposal process in Spring 2024 to deliver employment related supports for the North-East Region of Ontario.

The transition is currently being implemented with Ontario Works focusing on life stabilization by providing personalized support to those in receipt of social assistance, with the goal of assisting recipients in achieving employment and independence. The program aims to identify and address specific barriers preventing individuals from gaining employment or achieve independence such as accessing housing, healthcare,

mental health & addiction support and acquiring life skills. Ontario Works, in conjunction with Employment Ontario provides integrated case management to provide a comprehensive support system. The program aims to lead better outcomes, including employment rates, a reduce time on assistance and re-applications. Social Services continues to facilitate collaboration and coordination with College Boreal – the selected SSM for the Northeast to support this transition and the local Employment Ontario agencies to provide continuity of service to clients. Social Services continues to contribute to various working groups and committees to develop and support various community initiatives detailed below:

Continuing Education Programs

Janitorial Program

Labour market and anecdotal data from the community indicated that there was a demand for trained janitorial staff. To respond to this need, Social Services, in partnership with St. Albert's Learning Centre, developed and implemented a no cost Janitorial training program. Social Services staff have supported Ontario Works recipients to participate in the program. The last 8 week training program was facilitated in October 2024, consisted of 6 OW participants.

An overview of client outcomes provided:

- 1 gainfully employed
- 1 continuing education
- 4 active on caseload

Personal Support Worker (PSW) Program

Social Services has supported the delivery of a no cost PSW program through St. Alberts Learning Centre by providing client referrals and financial support to reduce barriers to receive training in this field. The January 2025 cohort consists of seven OW clients actively participating in the six-month condensed program. Social Services expects this partnership to continue until summer 2025.

Community and Employment Placements

Community and Employment placement opportunities were formerly facilitated through an agreement with Employment Ontario agencies; locally services were provided by YMCA Employment Services and March of Dimes. These placement opportunities provided clients with experience to transition into the labour force with enhanced skills and self-confidence. As with other employment programming, as a result of the Employment Service Transformation, termination notice on both contracts was given due to the change in provincial funding in 2025. Clients now access Job Matching, Placement & Incentives (JMPI) directly through all local Employment Ontario agencies.

Community Builders

Community Builders is a leading not-for-profit construction-based social enterprise in Greater Sudbury providing training, employment, and affordable housing for vulnerable and at-risk populations. As experienced general contractors, the organization works on various residential projects, including second suites, modular housing, and renovations. The pre-employment training program offers experiential learning opportunities, aiming to support individuals facing employment barriers by equipping them with foundational skills that can be applied to a career in the trades.

Social Services provides funding for the personal protective equipment (PPE) necessary to facilitate each of the 10 cohorts to date. Since inception in July 2022, 72 individuals have participated in the program.

Program outcomes from inception to date include:

- 87% of trainees enrolled in the program have completed the program

- 86% of trainees have secured employment
- 27% were Ontario Works recipients
- 18% were Ontario Disability Support Program recipients

With Employment Support Transformation now integrated into operations, the financial commitment to this community initiative will cease at year end.

Centralized Intake

OW applications are now processed through the Ministry of Children, Community and Social Services (MCCSS) centralized intake team.

Ontario Works continues to process applications for emergency assistance, temporary care assistance, and applicants under 18 years of age. Staff also continues to be responsible for ongoing eligibility determination, benefits administration, and case management support to clients. On approved applications, local OW staff will also continue to be required to verify information provided through the application process following the initial eligibility decision made by the province.

The province is implementing additional supports and mechanisms to assist vulnerable individuals who may have difficulty completing the Ontario Works (OW) applications. These measures include providing interpreters or scheduling in-person appointments through the associated ODSP office.

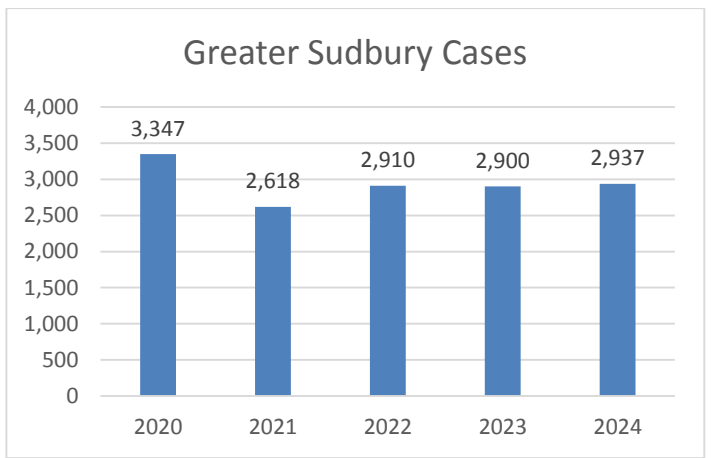
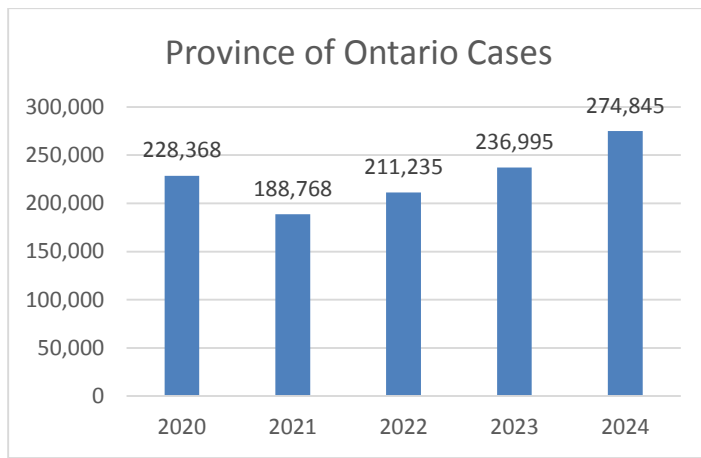
The intention of Central Intake was to reduce administrative burden on local offices, and Service Managers are continuing to work with the Province to realize this benefit over the long term. The Greater Sudbury Ontario Works office continues to provide support to the Provincial government to ensure the application process is effective and efficient in order to achieve operational goals.

Ontario Works Metrics and Outcomes

The Ontario Works program has experienced a rise in caseloads since 2021, reflecting ongoing financial challenges in the community. While caseloads have not reached levels seen before the pandemic, the annual caseload average of 2,937 cases indicates significant demand. Since 2023, the annual caseload has increased 1.28% from 2,900 cases to 2,937 cases. In comparison to provincial rates, the increase in annual caseload averages in Greater Sudbury from 2023 to 2024 is significantly less than the provincial increase of 15.97%. Note that 187 of local cases are ODSP Participating in Ontario Works Employment Assistance.

The division was unsuccessful in achieving performance targets which may be attributed to policy changes due to significant structural changes with the adoption of Employment Support Transformation as offices ceased to offer employment programs to recipients causing reduced access to employment related resources. Local economic factors such as labour market fluctuations, reduced availability of part-time or entry-level positions may have contributed to fewer recipients securing or maintaining employment. Commonly, Ontario Works clients lack the skills or credentials required for available positions, especially as the economy shifts to more technical and digital roles. The caseload is also comprised of a higher proportion of clients with complex needs including mental or physical health challenges, lack of childcare and transportation, low education and skill level in addition to newcomers or individuals with limited English proficiency contributing to lower employment levels.

Further data related to the Ontario Works program is appended to this report in Appendix A; staff continue to monitor these metrics, while comparing local data to other municipal and provincial metrics to inform and align related social service programs and initiatives.



Next Steps

Social Services staff will continue to work collaboratively with community partners to support Employment Service Transformation efforts throughout the implementation of this new service delivery model. Staff will provide a presentation to the Community and Emergency Services Committee in Q4 2025 to provide a full update on the Employment Services Transformation.

Resources Cited

Ontario Ministry of Children, Community and Social Service. (May 12, 2023). Social Assistance Operations Performance Reports from Ontario Works Program Integrity – Operations Performance Reports:

<https://www.sa.mcscs.gov.on.ca/program-areas/program-integrity/sams-transition-performance-reports/>

Social Services Program Update Q2, 2024 Report – Community and Emergency Services Committee – March 25, 2024

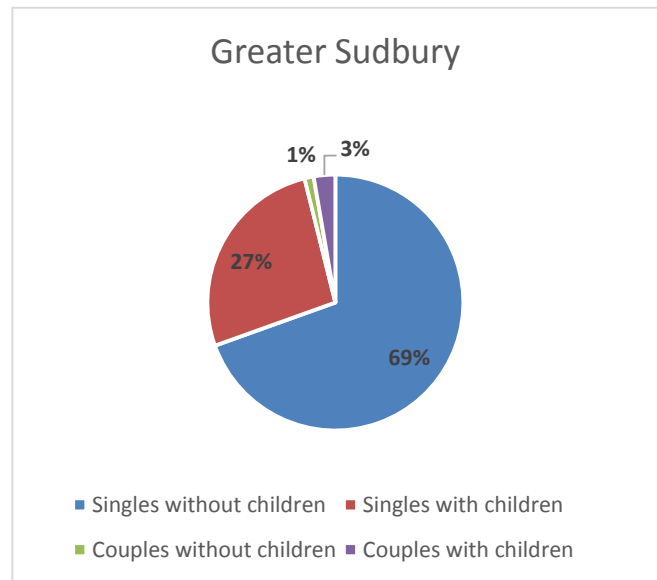
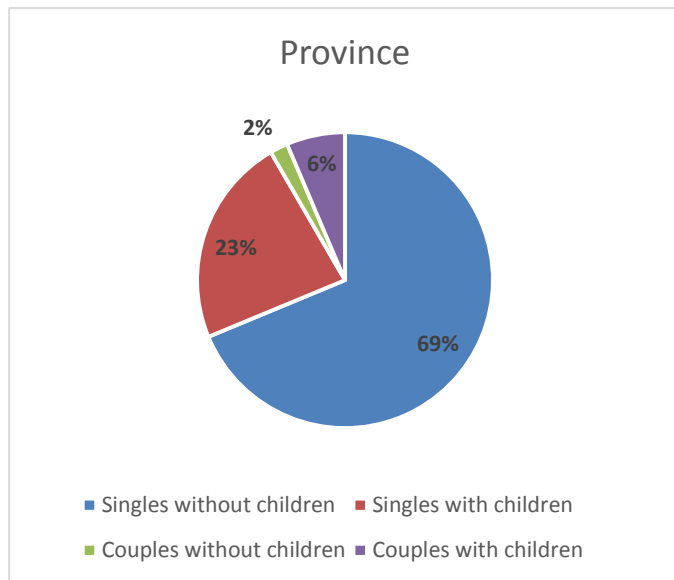
<https://pub-greatersudbury.escribemeetings.com/Meeting.aspx?Id=9f73433b-59c9-4c62-bf9f-ae6d82ae9f97&Agenda=Agenda&lang=English&Item=20&Tab=attachments>

Appendix A

Caseload Overview

Family Structure on Assistance

- Singles (with or without children) represent the vast majority of the data (96%).
- Couples make up a much smaller portion (only 4%).
- Singles without children is by far the largest group, accounting for over 70% of all cases.



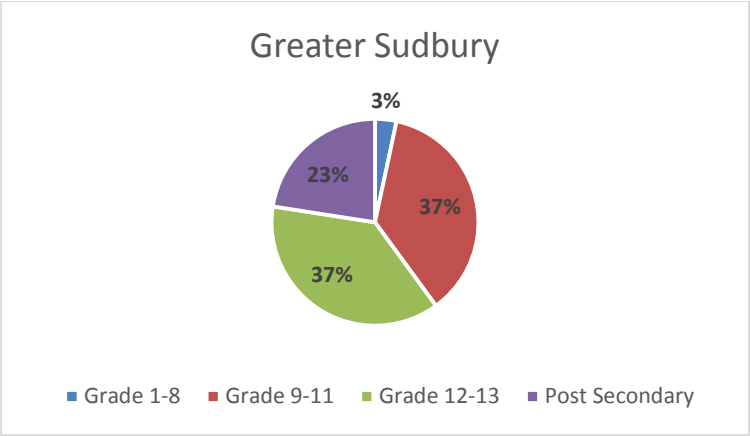
Overall, the data suggest a high prevalence of single-person households, both with and without children, compared to coupled households. This information is valuable for planning community services and support structures, particularly for single parents and individuals living alone.

Months on Assistance

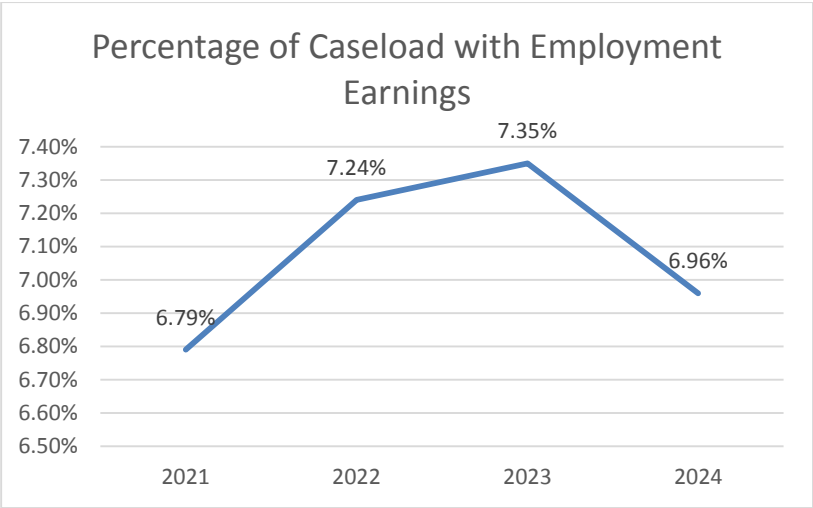
The average number of months on assistance is 38 in Greater Sudbury or 3.16 years, which is comparable to the provincial average of 35 months or 2.91 years.

Educational Attainment

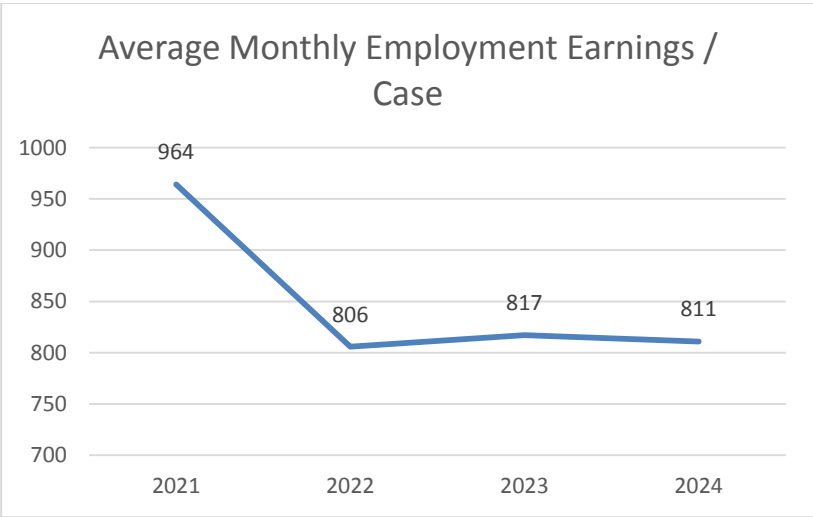
The case composition is relatively unchanged year over year historically. The majority of clients have not completed a high school diploma or equivalency. This presents an opportunity for the program to focus attention on educational programs that contribute to higher earning potential.



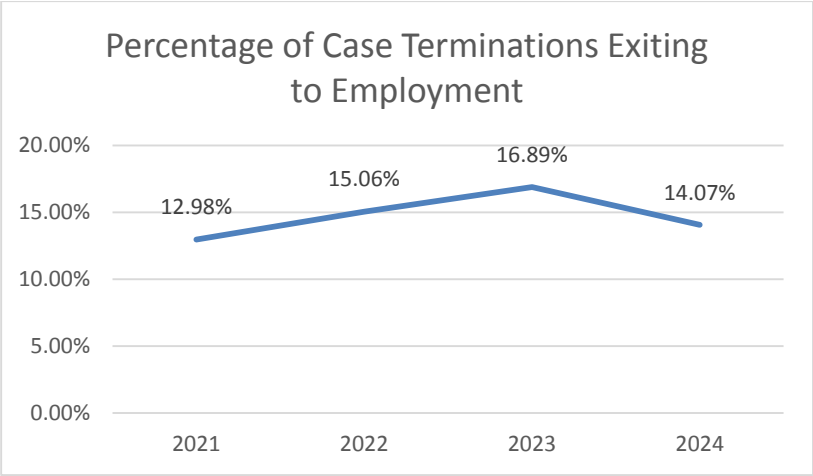
Ontario Works Sudbury – Provincially Mandated Performance Metrics and Outcomes



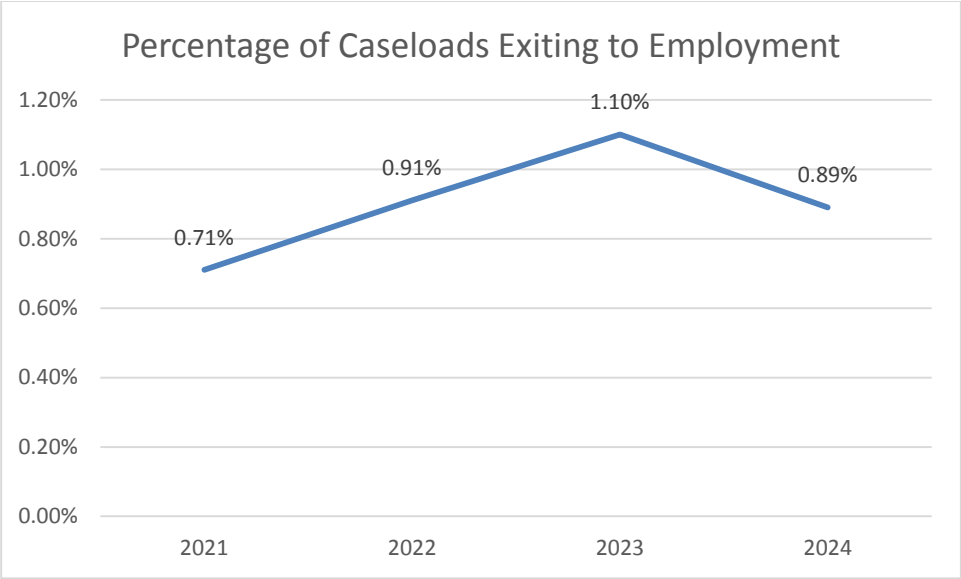
The percentage of the Ontario Works caseload with employment earnings has decreased slightly by 0.39% from 2023-2024.



The average monthly employment earnings per Ontario Works case have decreased by 0.73% from \$817 in 2023 to \$811 in 2024.



The percentage of case terminations exiting to employment has decreased by 2.82% from 2023 to 2024.



The percentage of caseloads exiting to employment has decreased by 0.21% from 2023 to 2024.

OW Sudbury Funeral Costs (Indigent Burials)

Month	Funeral Cost Billed 2023	Total Costs Recovered 2023	Funeral Cost Billed 2024	Total Costs Recovered 2024
January	\$49,062.64	\$16,624.08	\$69,675.31	\$29,842.78
February	\$35,041.05	\$9,687.24	\$37,091.76	\$10,066.96
March	\$54,971.19	\$26,638.85	\$27,309.73	\$7,612.75
April	\$51,269.62	\$28,814.18	\$51,021.65	\$30,770.19
May	\$47,264.69	\$19,294.62	\$63,751.44	\$24,751.44
June	\$57,763.05	\$22,897.42	\$32,497.19	\$24,384.96
July	\$33,849.05	\$14,137.22	\$46,208.04	\$18,353.89
August	\$54,151.00	\$26,472.02	\$36,183.17	\$21,228.65
September	\$56,952.80	\$30,309.85	\$15,239.65	\$8,120.31
October	\$45,306.03	\$24,823.93	\$42,251.86	\$18,660.70
November	\$62,227.58	\$33,548.86	\$30,079.42	\$16,607.13
December	\$23,864.59	\$16,608.70	\$49,156.94	\$26,099.11
Total	\$571,723.30	\$269,857.97	\$500,466.16	\$227,498

Non Recovered Costs in 2023 = \$301,865.33 or 53% - 200 funerals – Average cost/funeral: \$1,509.32

Non Recovered Costs in 2024 = \$272,968.16 or 55% - 185 funerals – Average cost/funeral: \$1,475.50