

#	Priority	Objectives	Completed in 2020	Planned for 2021
1	There is a need to improve housing options across the housing continuum.	<p>Improve and maintain the existing housing stock.</p> <p>Improve the accessibility of new housing and full utilization of existing housing stock.</p> <p>Increase the diversity of affordable housing options.</p> <p>Increase community acceptance of and provide consistent support for multi-residential housing.</p>	<p>One of the strategic objectives and goals of City Council is Housing. The goal reflects Council's desire to ensure all citizens, especially vulnerable populations, feel welcome and supported, have access to safe, affordable, and suitable housing options in the community.</p> <p>Council's goals are to:</p> <ul style="list-style-type: none"> • Expand affordable housing options • Revitalize and improve existing housing stock • Develop innovative solutions to support a range of housing choices, and • Foster supportive infrastructure that encourages community housing's goals. <p>Administered the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI).</p> <p>COCHI funding was utilized to protect affordability for households in community housing and was utilized to support the repair and renewal of existing community housing supply, and to expand the supply of community housing over time.</p> <p>Enter into a one-year agreement with Native People of Sudbury to provide theme Rent Supplement dollars to cover costs for units that are at the end of their operating agreements.</p> <p>OPHI funding will be utilized to address local housing priorities, including affordability, repair</p>	<p>One of the strategic objectives and goals of City Council is Housing. The goal reflects Council's desire to ensure all citizens, especially vulnerable populations, feel welcome and supported, have access to safe, affordable, and suitable housing options in the community.</p> <p>Council's goals are to:</p> <ul style="list-style-type: none"> • Expand affordable housing options • Revitalize and improve existing housing stock • Develop innovative solutions to support a range of housing choices, and • Foster supportive infrastructure that encourages community housing's goals. <p>Continue to administer the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) Year 3.</p> <p>COCHI funding will continue to be utilized to protect affordability for households in community housing, to support the repair and renewal of existing community housing supply, and to expand the supply of community housing over time.</p> <p>Renew the agreement with Native People of Sudbury Development Corporation to provide them with Rent Supplement funding to cover costs for units that are at the end of their operating agreements.</p>

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			<p>and new construction.</p> <p>Continued to utilize Asset Planner to monitor and maintain capital needs of the social housing stock in Greater Sudbury.</p> <p>The City of Greater Sudbury supports development that is age-friendly including the creation of smaller, unique, shared and transitional housing opportunities and the creation of more affordable housing. In November 2020 staff presented a report to City Council describing options for encouraging the development of small and tiny dwellings as well as other innovative forms of housing.</p> <p>In 2016, the City of Greater Sudbury adopted policies that permit the development of Secondary Dwelling Units, which allow for a secondary dwelling unit either within a single detached dwelling, semi-detached dwelling, street townhouse or rowhouse dwelling or within an accessory structure. Since that time 94 secondary dwelling units have been created with the benefit of a building permit and are on the City's registry, with 29 created in 2020. In 2019, the Province introduced legislation requiring that municipalities allow for additional residential units, which would result in a potential total of three dwelling units on a lot containing a single detached dwelling, semi-detached dwelling, street townhouse or rowhouse dwelling – providing for one additional dwelling unit in the primary structure and one within an accessory structure.</p>	<p>OPHI funding will continue to be utilized to address local housing priorities. Including affordability, repair, and new construction.</p> <p>Asset Planner will continue to be utilized to maintain a database of capital needs of the community housing stock. Housing Services staff continue to work with housing providers for implementation updates in the software to ensure capital needs are updated and addressed.</p> <p>The City of Greater Sudbury continues its work with respect to encouraging small and tiny homes and other innovative forms of housing. Staff were directed to undertake a number of action items including education and outreach programs, investigate potential amendments to the Zoning By-law to facilitate development and identify barriers, develop an Expression of Interest process for an affordable housing land bank site through the Affordable Housing Community Improvement Plan (AHCIP) and investigate amendments to the density maximums set out in the Official Plan as part of the 2021 work plan.</p> <p>Parking standards impact the ability to develop, in particular on smaller parcels of land. Planning Services staff are currently undertaking a review of residential parking standards to determine whether our current standards are consistent with recent trends and appropriate for Greater Sudbury.</p>

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			<p>The amendments to enable an additional secondary dwelling unit were adopted by Council in 2020.</p> <p>34% of all new dwelling units created were single detached, 18% were semi-detached, duplex, 48% were multi-residential.</p> <p>Building Permits were issued for 11 multi-residential developments, resulting in 179 new dwelling units.</p> <p>CGS approved 2 extensions of temporary zoning for Garden Suites. No new applications for Garden Suites were received.</p> <p>CGS processed 3 Site Plan applications for multi-residential development including, two 75 unit apartment buildings, a 40 unit residential development and the redevelopment of a former school to a 20 unit seniors complex and 20 bungalow townhomes.</p> <p>Building Services has established a Second Unit Registry to track second units which are now permitted as of right, provided they meet certain criteria. 29 units were registered in 2020.</p> <p>20 units were created and 6000 sq.ft of residential space is proposed to be created in Downtown Sudbury through a per door grant available as part of the new Downtown Sudbury Community Improvement Plan (DSCIP), which aims to address challenges facing Downtown Sudbury by using financial mechanisms (grants</p>	<p>In January 2021, the Zoning By-law for the City of Greater Sudbury was amended to permit multi-residential, long-term care facilities and retirement homes within the Shopping Centre Commercial (C5) Zone. This change will not only facilitate the adaptive reuse of shopping malls, but also provides an opportunity to accelerate the incorporation of residential uses within this zone.</p> <p>In 2019, the City adopted a Land Banking Strategy framework. In 2021, work continues to further refine this process, which aims to identify City-owned lands suitable for the development of affordable housing.</p>

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			and loans) to reduce the cost of development and redevelopment. Similarly, 8 residential units were approved through the Town Centre Community Improvement Plan (TCCIP).	
2	There is a need to improve housing access and affordability for low-income households.	Improve housing access and affordability for low-income households.	<p>Approximately 66 households have received assistance through the shared delivery of the Sudbury Housing Assistance Rent Program (SHARP). Investment in Social Infrastructure Fund (SIF) was allocated to the shared delivery of the Program. The agreement with the Ministry of Finance and the Ministry of Municipal Affairs and Housing.</p> <p>The Canada-Ontario Housing Benefit (COHB) is a new funding program that provide 107 eligible households with a Portable Housing Benefit (PHB) that assisted with rental costs. This benefit was paid directly to the household and was fully portable. Unlike other forms of housing assistance, it can be used to help pay rent anywhere in Ontario. The program was administered by Housing Services and the benefit amount will be reviewed every year by the Ministry of Finance.</p> <p>Phase I of YARDI Rent Cafe was successfully implemented and is being utilized by Housing Services Staff and Housing Providers to access wait lists and input applications.</p> <p>Phase II of YARDI Rent Café was successfully launched and it has allowed applicants the option of submitting applications online. This has improved the capabilities of applicants being to</p>	<p>The Canada-Ontario Housing Benefit (COHB) is a program that will provide eligible households with a Portable Housing Benefit (PHB) to assist with rental costs. This benefit will be paid directly to the household and is fully portable. Unlike other forms of housing assistance, it can be used to help pay rent anywhere in Ontario. The program will be administered by Housing Services and the benefit amount will be reviewed every year by the Ministry of Finance.</p> <p>Housing Services staff will be reviewing all templates and processes to ensure more streamlined and use-friendly documentation for rent-geared-to-income applicants and Housing Providers. This will allow for the finalization of the transition to the YARDI Rent Café software.</p> <p>Housing Services will continue to update this software platform to ensure that all Housing Providers are apprised of the most current local and legislative information as it relates to legislative updates, local rules, forms, and other relevant information.</p> <p>Housing Services will undertake a transformation of the Operational Review templates that are used to ensure Housing Providers are in compliance with provincial legislation and local policies with the administration of the rent-geared-to-income</p>

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			<p>able to update their applications in a more expedited manner.</p> <p>A new Document Library was implemented for materials that were housed in Lotus Notes. The new software that was launched is Fileway and Housing Providers have been able to access this software and informs them of such things as legislative changes, local rules and forms.</p> <p>Housing Services has maintained contact with both Provincial and Federal governments to ensure the community is apprised of all future program and funding opportunities.</p> <p>On March 24, 2020 the City adopted the Affordable Housing Land Banking Strategy. The strategy includes a framework for evaluating municipal land suitable for the development of affordable housing in conjunction with the Affordable Housing Community Improvement Plan. Where appropriate, properties in the Affordable Housing Land Bank may require preparation for future use including, demolition of existing structures or Planning Act applications.</p>	<p>program.</p> <p>Housing Services has maintained contact with both Provincial and Federal governments to ensure the community is apprised of all future program and funding opportunities.</p> <p>Housing Services will maintain contact with both Provincial and Federal governments to ensure the community is apprised of future program and funding opportunities.</p> <p>In 2021, work continues to further refine the process for the Affordable Housing Land Banking Strategy, which aims to identify City-owned lands suitable for the development of affordable housing.</p>
3	There is a need to strengthen approaches to prevent homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and	<p>Ensure emergency accommodation is available when needed, but focus on transitioning to permanent housing.</p> <p>Address the needs of the most vulnerable populations of homeless.</p> <p>Stop discharging people into</p>	<p>Ministry of Municipal Affairs and Housing's approval for Phase II of Home for Good was completed to allow the proponent to move forward with the project.</p> <p>Renovations at 200 Larch Street were completed in 2020 with a location for the residential Harm Reduction Home. There are now 12 residents who are currently residing at the Harm Reduction Home.</p>	<p>Phase II of the Home for Good program has now received zoning approval and stakeholders will be working in partnership with CGS staff to develop and prepare record of site plan and building permits.</p> <p>A business case for the creation of transitional housing with wrap around services targeted to house and support homeless individuals with mental health and addictions was approved by Council.</p>

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	maintaining their housing.	<p>homelessness from key points of contact like hospitals and corrections.</p> <p>Address the need for additional education and awareness of community housing providers and landlords of available crisis services and supports for tenants with special needs.</p> <p>Promote Client Centred, Coordinated access to housing and homelessness prevention services.</p>	<p>Renovations for the Out of the Cold low barrier shelter operated by Canadian Mental Health Association, as well as a downtown Sudbury Nurse Practitioner Clinic.</p> <p>The City continued to work towards the implementation of a Coordinated Access System along with community partners, which will prioritize and support people experiencing homelessness to be connected to the appropriate type of housing with support.</p> <p>In 2020, a policy and procedure manual was developed to outline processes for the Coordinated Access System, and was approved by the Housing First Steering Committee. Data Sharing Agreements were also signed by participating agencies.</p> <p>In 2020, the Sudbury Action Centre for Youth (SACY) began operating a temporary Youth Warming Centre and Shelter for youth aged 16-24 with four shelter beds, and space for 10 youth in the warming centre. The Warming Centre and Shelter will operate until April 30th, 2022.</p> <p>To strengthen approaches to prevent homelessness, the City conducted a program evaluation of the local Community Homelessness Prevention Initiative (CHPI) program to identify barriers to accessing the program and areas for improvement.</p> <p>In response to the COVID pandemic, additional services were put in place for people experiencing</p>	<p>The Coordinated Access System for the homelessness population is planned to launch in Summer 2021. The Coordinated Access System policy and procedure manual will be posted on the City of Greater Sudbury website to increase transparency of internal processes.</p> <p>The City will continue to work towards implementing suggestions to improve the CHPI program as determined by the CHPI program evaluation.</p>

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			homelessness including daytime and overnight warming centres.	
4	There is a need for additional supportive services coupled with permanent housing (both supportive housing and supports in private homes).	<p>Ensure the supports are available for individuals to achieve and maintain housing stability.</p> <p>Ensure adequate permanent housing linked with supports.</p> <p>Reduce barriers to accessing housing, services and supports.</p>	<p>The Ontario Aboriginal Housing Services has added services in Sudbury through their Indigenous Supportive Housing Program, which includes a housing allowance and housing case management support.</p> <p>In 2020, Greater Sudbury Housing Operations (GSHO) partnered with the Sudbury-Manitoulin Canadian Mental Health Association (CMHA) to deliver a Housing Case Manager who provided support for individuals with goals, and to provide wellness checks regarding how they were dealing COVID-19. A summary of these services includes:</p> <ul style="list-style-type: none"> • 23 tenants supported through case management • 2 tenants with Landlord Tenant Board (LTB) notices were referred. 1 accepted services and their tenancy was preserved. • 24 brief services provided • 573 direct contacts (in-person or telephone) with individuals on caseloads • 12 groups with a total of 124 participants <p>The Housing Case Manager program at 720 Bruce Ave. provides case management services to support individuals to maintain their tenancy. Housing Case Managers provide support to tenants in achieving their goals, particularity in the area of wellness strategies, maintaining their living environment, activities of daily living skill</p>	<p>Housing Services will continue to seek opportunities to partner with the Ontario Aboriginal Housing Services.</p> <p>In 2021, GSHO will continue to collaborate with community partners to deliver these programs and services. In addition, completion of the brochure in 2021 for all new tenants of the building will be developed to educate tenants on the services that are offered with this program. If tenants are interested they can complete a referral to the program immediately.</p>

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			<p>development and social interactions to reduce crisis, hospitalization, eviction and homelessness.</p> <p>In addition, GSHO partnered with Sudbury-Manitoulin CMHA, Northern Initiative for Social Action and the Elizabeth Fry Society for a proposal named “720 Bruce Women’s Community Project”. The goal of this program was to address gender based violence and provide an opportunity for women, two spirited, Trans and non-binary individuals to develop a sense of community, improve self-efficacy, and reduce isolation through mutual support. Planned activities included providing a healthy meal and a series of art based activities addressing gender based violence and building knowledge/skills of participants. Topics include safety planning, healthy relationship building, communication, self-esteem/self-image, anger management, etc.</p>	
5	There is a need to improve co-ordination, collaboration and partnerships among a broad range of stakeholders.	Improve effectiveness of the local housing system by increasing coordination, collaboration and partnerships among a broad range of stakeholders involved in housing.	<p>The City conducted a Homelessness Consultation in 2020 to gather feedback from the community to address gaps in services for the homeless population. Feedback from the consultation included a variety of suggestions to improve co-ordination, collaboration and partnerships among stakeholders.</p> <p>The City, with community partners in the homelessness serving sector, continued to work towards the implementation of a Coordinated Access System and the Homeless Individuals and Families Information System (HIFIS 4.0), a web based database that will provide better access to community wide data and reporting.</p>	<p>The City, in response to Council direction, will work to implement community recommendations from the Homelessness Consultation.</p> <p>Coordinated Access System training and launch is planned for summer 2021.</p> <p>HIFIS 4.0 was launched in March 2021 among four (4) service providers: Salvation Army Cedar Place, Canadian Mental Health Association – Sudbury/Manitoulin Off the Street Shelter, the Homelessness Network, and the Sudbury Action Centre for Youth, Youth Shelter.</p>

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			<p>Developments for the Coordinated Access System in 2020 included the development of a Process Guide outlining processes and policies for the system, and approval of the Process Guide by the Housing First Steering Committee. Data Sharing Agreements were also signed by participating agencies.</p> <p>HIFIS 4.0 developments in 2020 included developing training materials, which included processes and policies, and signing Data Sharing Agreements with participating agencies.</p>	
6	There is a need for an Indigenous Housing and Homelessness Strategy in the community	<p>In accordance with Indigenous treaty rights in Canada and the calls to action of the truth and reconciliation commission, partner with the Native People of Sudbury Development Corporation (NPSDC) and Indigenous social service providers across a diversity of sectors to develop an Indigenous housing policy and a more inclusive housing and homelessness plan for the City.</p> <p>Develop ongoing cultural education and training for housing and homelessness service providers that</p>	The items identified in the previous year's report are still planned to be completed in 2021.	<p>Continue to participate in Indigenous working group meetings towards the finalization of an Indigenous Housing and Homelessness Strategy for Greater Sudbury.</p> <p>Work with research community to identify the present gaps in services to Indigenous people in Sudbury that contribute to Indigenous homelessness.</p> <p>Develop and deliver cultural education and training for housing and homelessness service providers that document effective strategies for working with Indigenous peoples.</p> <p>Prioritize and ensure the preservation of existing Urban Native Housing program units within the city.</p>

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		<p>document effective strategies for working with Indigenous peoples</p> <p>Establish a working group with representatives from NPSDC and Indigenous social services providers in the City to collaboratively plan and develop an Indigenous Housing and Homelessness Strategy for Greater Sudbury.</p> <p>Identify the present gaps in services to Indigenous people in Sudbury that contribute to Indigenous homelessness.</p>		
7	There is a need to monitor and report on progress towards meeting the Housing and Homelessness Plan objectives and targets.	Monitor, analyze and respond to information about the local housing and homelessness situation	<p>The 2019 Report Card on Homelessness was released publicly in summer 2020.</p> <p>The City, with community partners in the homelessness serving sector, continued to work towards the implementation of a Coordinated Access System and the Homeless Individuals and Families Information System (HIFIS 4.0), a web based database that will provide better access to community wide data and reporting.</p> <p>Developments for the Coordinated Access System in 2020 included the development of a Process Guide outlining processes and policies for the system, and approval of the Process Guide by the Housing First Steering Committee. Data Sharing</p>	<p>The 2020 Report Card on Homelessness will be released publicly in summer 2021.</p> <p>The City, with community partners within the homelessness serving sector, will launch the Coordinated Access System and onboard a new web based data base called Homeless Individuals and Families Information System (HIFIS 4.0) which will provide better access to community wide data and reporting.</p> <p>Implementing the updated Housing and Homelessness Plan with the seven (7) Priorities that was endorsed by Council and approved by the Ministry of Municipal Affairs and Housing.</p>

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			<p>Agreements were also signed by participating agencies.</p> <p>HIFIS 4.0 developments in 2020 included developing training materials, which included processes and policies, and signing Data Sharing Agreements with participating agencies.</p> <p>Implementing the updated Housing and Homelessness Plan with the seven (7) Priorities that was endorsed by Council and approved by the Ministry of Municipal Affairs and Housing.</p> <p>Housing Services is reporting on:</p> <ul style="list-style-type: none"> • 338 households who were placed annually from the Community Housing Registry Wait List • The number of community housing units per 1,000 households was 58.36 • the community housing administration operating cost per community housing unit was \$312.86 • the community housing operating cost (administration) was \$6425.72 • the total number of households receiving housing allowance • the total number of rent supplement units within the service area <p>Housing Services was able to successfully implement major legislative changes as it relates to rent-geared-to-income calculations, tenant safety, and improving wait times on the centralized wait list.</p> <p>Housing Services staff developed a new Rent-Geared-to-Income Guide that has been utilized by</p>	<p>Housing Services will report on:</p> <ul style="list-style-type: none"> • the number of persons who were placed annually from the Community Housing Registry Wait List • the number of community housing units per 1,000 households • the community housing administration operating cost per community housing unit • the community housing operating cost (administration) • the total number of households receiving housing allowance • the total number of rent supplement units within the service area <p>Housing Services will continue to monitor and enact legislative amendments as necessary.</p>

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			Housing Providers and assists them to navigate through the new rent/housing charge calculations for households in receipt of rent-geared-to-income subsidy.	