


DRAFT

City of Greater Sudbury
Housing Supply
Strategy

December 2023



A photograph of two women sitting at a table in a bright, modern office or cafe. The woman on the left has long white hair and is wearing a blue shirt. The woman on the right has dark hair and glasses, wearing a black jacket over an orange top. They are both looking at a laptop screen and smiling. The background shows large windows and modern lighting.

City of Greater Sudbury Housing Supply Strategy Draft

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Foreword

With the cost of living so high, creating opportunities to accommodate individuals and families throughout the housing continuum has never been more important.

While the City of Greater Sudbury plays an important leadership role in this process, it is a relatively small contributor to housing supply, and many elements of housing production are beyond its control.

For example, labour and material shortages and higher financing rates can increase construction costs, making development unfeasible. Likewise, higher borrowing costs reduce ownership demand and push would-be purchasers into the rental market.

There are many equally important contributors to housing production. For-profit developers represent by far the greatest contributor to the housing continuum in terms of unit production while not-for-profit organizations and co-operatives are responsible for fostering housing opportunities in the form of community and affordable housing projects. There are also many other partnering organizations who play an important role through the provision funding and expertise.

The Province of Ontario and the Government of Canada also play key roles in the production of all types of housing through the policies they set, whether it be tax relief or establishing development approval frameworks. They fund/ incent affordable and market rate housing projects through a variety of provincial programs and those administered through the Canada Mortgage

and Housing Corporation ("CMHC"), including the Housing Accelerator Fund.

Ambitious goals have been set – including a pledge to add 3,800 new homes within Greater Sudbury by 2031. Only by working collectively with all levels of government, the private sector, educational institutions, and not-for-profit organizations can this be achieved.

The Housing Supply Strategy will guide future decision making by building upon decades of hard work and establishing a new series of focus areas to leverage and realize future opportunities.

Executive Summary

The Housing Supply Strategy (the “HS Strategy”) builds upon the cumulative set of initiatives completed by the City of Greater Sudbury (the “City”) and its advisors with the goal of increasing housing options across the housing continuum. It sets a path forward for achieving Greater Sudbury’s housing target for the next 10 years and establishes a strategy to fill key gaps in the housing supply. The HS Strategy was developed to understand unique local market conditions, housing supply, demographics, income levels and other initiatives that have already been launched.

In 2023, the City completed a Housing Needs Assessment and an update to Population, Household and Employment Projections to 2051 to determine current and future housing needs in the City. These two key studies were preceded by numerous initiatives relevant to housing, including:

- Housing and Homelessness Plan (Updated Annually)
- Comparative Fiscal Impact Analysis of Growth Study (2016)
- Transportation Master Plan (2016)
- Water and Wastewater Master Plan (2018)
- Social Housing Revitalization Strategy (2018)
- Affordable Housing Strategy (2018)
- Review of Emergency Shelter Systems (2019)
- As-of-Right Commercial Zoning Review (2020) (Shopping Centre Commercial)
- Small and Tiny Homes Action Items Report (2020)
- Community Energy and Emissions Plan (2021)

- Residential Parking Report (2021)
- Employment Land Strategy (2022)
- Development Charges Background Study (2023 - underway)
- Community Climate Change Adaptation Plan (2023)
- As of Right Zoning Review (2023)
- Surplus Institutional Property Analysis (2023)

The HS Strategy builds on the foundational work by establishing focus areas with their own goals, objectives and actions to achieve the City’s housing target and address gaps across the housing continuum. The focus areas also establish targets and monitoring and governance frameworks. The Focus Areas, detailed in Section 6.0, are outlined as follows:

Recommended Focus Areas	
1	Housing Access – Housing Stability. Focuses on ensuring that systems are in place in the homelessness, emergency shelter and transitional housing portions of the housing continuum.
2	Housing Access – Community Housing. Focuses on ensuring that housing options are available for households who require social or supportive housing.
3	As-of-Right Policy – Secondary Dwelling Units. Focuses on updating the current secondary dwelling unit policy framework first adopted in 2016 (amended in 2020) to allow for missing middle housing in the form of additional dwelling units.

4	As-of-Right Policy – Institutional Zoning. Focuses on updating the current policy framework to allow for additional residential uses within the Institutional Zone.
5	As-of-Right Policy – Mixed Use. Focuses on increasing the supply of housing through mixed use development with residential components in commercial zones.
6	Strategy – Nodes and Corridors. Focuses on achieving medium and high density uses at transit-supportive densities in compact, pedestrian friendly built forms along major corridors.
7	Strategy – Downtown Master Plan. Focuses on reinforcing the function of Downtown through mixed use and adaptive reuse of commercial buildings.
8	Strategy – Residential Land Strategy. Focuses on ensuring an adequate availability of serviced residential lands and appropriate growth sequencing in line with the Water and Wastewater Master Plans and Transportation Master Plan.
9	Incentive – Community Improvement Plans. Focuses on incentivizing the creation of additional residential dwelling units, both market and affordable in strategic areas and parts of the housing continuum.
10	Incentive – Land Banking. Focuses on the creation of affordable housing units through reviewing, preparing and accumulating and disposing properties that are determined to be suitable for the development of affordable housing in conjunction with the AHCIP.
11	Process Improvement – Streamlining. Focuses on process improvements to streamline the approval of residential dwellings, including those projects funded through the Province's Streamline Development Approvals Fund.
12	Education and Outreach - Focuses on informing the public and development community of recent policy updates, initiatives that are underway and incentives available to support the creation of a range of housing options.

13	Strategic Alignment – Development Charges. Focuses on incentivizing the development of housing through exemptions and reductions to development charges targeting certain forms of development, strategic locations and prioritizing infrastructure investment.
14	Strategic Opportunities - Focuses on being prepared to pursue strategic partnerships and funding opportunities to achieve housing goals and targets.
15	Data and Targets - To provide performance reporting that enables Council to assess progress towards achieving housing targets.
16	Monitoring and Governance - Establishes a governance framework to monitor progress towards achieving the goals and objectives set out in each of the focus areas.
17	Strategic Collaboration - Actively engage and collaborate with post-secondary institutions, Provincial and Federal Governments, Industry and Labour to develop strategies to increase housing supply capacity and address coordination challenges and issues that are outside the municipal sphere of influence.

1.0 Introduction & Background

In early 2023, the City of Greater Sudbury Council (“City Council”) directed staff to undertake a Housing Supply Strategy (“HS Strategy”) outlining actions required to increase local housing supply in the near-term.

The HS Strategy outlines a series of focus areas and their related actions for increasing and enhancing the housing supply.

The HS Strategy is a living document to be updated regularly. It establishes a governance model and provides a path forward to increase housing supply through a combination of policy amendments, process improvements, incentives, education and outreach and monitoring. Guiding Growth through the Official Plan.

The Official Plan helps guide Greater Sudbury’s development and land use. It establishes long-term goals over a 20-year time frame, shapes policies and outlines development strategies.

It outlines key considerations related to growth, such as:

- siting of new housing and living areas, businesses, parks and open spaces and schools;
- identifying infrastructure needs (roads, water and wastewater and waste management services);
- maintaining rural area characteristics; and,
- protecting water resources, natural environment and cultural heritage.

The Official Plan must be consistent with the Planning Act. The Act requires that municipalities “have regard to” various matters of

provincial interest when exercising authority under the Act, including: the orderly development of safe and healthy communities; the protection of the financial and economic well-being of the Province and its municipalities; and, the appropriate location of growth and development.

The Provincial Policy Statement (PPS), states that healthy, liveable and safe communities are sustained by: promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term; and, promoting cost effective development patterns and standards to minimize land consumption and servicing costs. Section 3 of the Act requires that municipal decisions “be consistent with” the PPS.

The policy framework of the Official Plan aims to prevent land use conflicts, ensure efficient use of resources (including servicing capacity), create healthy and resilient communities, ensure there is sufficient land supply to meet future demand for employment and population growth.

The Official Plan recognizes that linking planning policy with the Long-Term Financial Plan establishes a more predictable and sustainable financial position for the City to ensure that services are adequately financed on an ongoing basis and that long-range objectives can be implemented. Inefficient sprawling growth introduces additional cost and risk to a municipality. Compact development also reduces the populations exposure and vulnerability to natural disasters.

Council regularly decides where growth should (and should not) occur, through decisions on Official Plan Amendments, Zoning By-law Amendments and Draft Plans of Subdivision. Similar decisions are also made by the City's Consent Official. The policies of the Official Plan provide a framework for assessing these applications with a view to achieving the long-term vision of the City. The HS Strategy is intended to work within the framework of the Official Plan and the Provincial Policy Statement.

1.1 Key Initiatives Have Already Been Completed

The HS Strategy has been structured to build upon key studies, policies, strategies, and other documents that have been completed, or are in the process of being updated, including:

- Housing and Homelessness Plan (Updated Annually)
- Transportation Master Plan (2016)
- Comparative Fiscal Impact Analysis of Growth Study (2016)
- Transportation Master Plan (2016)
- Water and Wastewater Master Plan (2018)
- Social Housing and Revitalization Strategy (2018)
- Affordable Housing Strategy (2018)
- Affordable Housing Community Improvement Plan (2018)
- Review of Emergency Shelter Systems (2019)
- As-of-Right Commercial Parking Standards and Shopping Centre Commercial Amendments (2020)
- Secondary Dwelling Units Amendment (2020)
- Small and Tiny Homes Action Items Report (2020)
- Land Banking Strategy (2020)
- Community Energy and Emissions Plan (2021)
- Residential Parking Report (2021)

- Employment Land Strategy (2022)
- Retirement Home, Long Term Care in Commercial Zones Amendment (2022)
- Community Climate Change Adaptation Plan (2023)
- Development Charges Background Study (initiated 2023)
- Population, Household and Employment Projections (2023)
- Housing Needs Assessment (Supply and Demand Analysis) (2023)
- As of Right Zoning Review (2023)
- Surplus Institutional Property Analysis (2023)

The Housing Supply Strategy concludes with the identification of key areas that will help the City focus its efforts to realize the objectives and findings of this earlier work, with the ultimate goal of providing an adequate and appropriate supply across the housing continuum.

1.2 Current Housing Supply

As identified in the Housing Needs Assessment completed in 2023, population growth and eroding affordability in the ownership market are driving rental demand across Greater Sudbury. This has been compounded by modest increases in the supply of new rental housing which has not kept pace with demand, causing low vacancies, long waitlists, and rising rents. The cost of borrowing has increased in 2023 due to the Bank of Canada's efforts to fight inflation, resulting in weaker demand for ownership housing. However, these circumstances will dissipate. Increased immigration targets and relaxed borrowing costs should fuel demand over the next decade, making the majority of rental and ownership housing less affordable to low- and moderate-income households.

Opportunities exist to close the gap between both affordability and supply in relation to a growing population and incomes growing at a far slower pace. To effectively cater to future residents, migrants, homeowners and/or renters it is imperative that all levels of government, including the City, provide avenues for the increase of housing supply to meet demand.

A well-established housing supply will provide incentive for private development of multi-unit infrastructure as well as commercial hubs to expand and further diversify the local market's job pool. Establishing a more diverse and growing employment sector will reinforce growth in the community in the future, including economic and job growth, as well as net population growth.

1.3 Immigration Trends

Annual immigration in Canada has increased significantly within the last several years due in part to the federal government's campaigns targeting multiple countries and specific occupations. As a result, there has been a continued strain on the housing supply in primary landing cities, and more recently in secondary and tertiary housing markets. The Government of Canada is striving to receive 500,000 immigrants annually by 2025. This is almost double the number for the five years leading up to the last census in 2021. Many of these newcomers will not be able to afford the cost of housing in larger urban centres, creating overflow demand into markets such as Greater Sudbury. The Population Projections confirm that much of Greater Sudbury's projected growth will be from immigration.

1.4 More Homes, Built Faster Act (Bill 23)

Bill 23, The More Homes, Built Faster Act ("MHBF Act") came into force in Q4 of 2022 and provides new legislation impacting a variety of housing issues, including a commitment by the Province of Ontario to build 1.5 million homes over the next 10 years to address the housing supply shortage.

The MHBF Act features several "gentle density" policies, including permission for up to three residential units per lot as of right in the form of garden houses, laneway suites and basement apartments with no unit size minimums. Such units would be exempt from development charges and parkland dedication fees.

The MHBF Act also reduces development fees by ensuring that affordable units, select housing units and non-profit housing developments are exempt from municipal development charges,

parkland dedication levies and community benefits charges. Other forms of rental construction are to have between 15 and 25 percent reductions in their development charges and conservation authority fees and development permits have been temporarily frozen.

The MHBF Act also reduces the speed at which smaller scale projects can be approved by exempting projects with fewer than 10 units from the site plan control process. The number of tiers in the planning approvals process has been reduced to one – with lower/ single tier municipalities assuming the approval role. Other notable time saving measures include, among others, the removal of public meeting requirements for draft plan of subdivision applications.

Amendments to the Conservation Authorities Act could potentially permit development in areas that were previously prohibited because of regulations.

As part of the MHBF Act, the Ministry of Municipal Affairs and Housing has established a housing target for the City of 3,800 units by 2031.



2.0 Understanding the Housing Continuum

An important element in the HS Strategy is supporting Greater Sudbury's housing continuum, defined as the range of housing/shelter options and tenures available in a community segmented by levels of affordability. As shown in Figure 1, they include:

1. Homelessness/ On-Street
2. Emergency Shelters
3. Supportive Housing
4. Community Housing
5. Affordable Housing
6. Affordable Home Ownership
7. Market Rental
8. Market Ownership

The housing needs assessment conducted in 2023 highlights the spectrum of need across a variety of demographic characteristics and income levels. This helps to prioritize effective means of delivering housing to those in need at each point in the continuum.



2.1 Responsibilities & Community Partners

An overarching goal of the City is to encourage the movement of individuals through the continuum. This has many benefits from a societal perspective.

Not surprisingly, the City's responsibilities across the housing continuum are wide ranging. This includes the creation and fostering of policies, funding and operation of emergency shelters, the provision of rent geared to income units in transitional and community housing, offering developer and

individual incentives for affordable housing and in some cases developer incentives for other forms of market rental and ownership housing to increase supply. The City also plays a role in setting the development standards through policy documents like the Official Plan and technical provisions through the Zoning By-law. Decisions related to prioritizing investments in infrastructure improvements to support development must be balanced with increased costs to tax payers. Often, these responsibilities are shared by way of collaboration with community partners, including private sector builders, local investors, third-party consultants and municipalities.

Many elements of housing production are beyond the control of the City. For example, labour and material shortages can increase construction costs making development unfeasible. As well, residential demand can be reduced when borrowing costs increase. Much of the world's federal banking regulators are currently fighting the effects of inflation through increases in their overnight lending rates which has, in turn, forced lenders to increase the mortgage rates they are willing to offer on housing purchases.

For-profit developers represent by far the greatest contributor to the housing continuum in terms of unit production. For their part, developers are responsible for understanding the financial obligations of projects that fall under their market/ tenure expertise and delivering them in a manner that ensures customer satisfaction, regulatory requirements are satisfied and that rates of return are achieved. Developers have a role in ensuring that development applications and drawings are consistent with City and provincial standards to ensure that applications are processed expeditiously.

Not-for-profit organizations and co-operatives are responsible for fostering housing opportunities in the form of community and affordable housing projects through collaboration with developers, the City and other partnering organizations.

The Province and the Government of Canada play an important role in the production of all types of housing through the policies they set. For example, the Government of Canada has recently announced that it will be removing the general sales tax on the construction of rental housing – which should significantly improve the feasibility of rental housing production.

The Province establishes the development approval framework through the Planning Act, Building Code Act, and other legislation including the Conservation Authorities Act, Provincial Policy Statement, etc. Municipalities are required to implement provincial legislation and make decisions that are consistent with the applicable Codes and Acts.

The federal government currently funds/ incents affordable housing projects across the country through a variety of programs administered through the Canada Mortgage and Housing Corporation ("CMHC"). Among others, these include the National Housing Co-Investment Fund and Rental Construction Financing Initiative. Most recently, the Housing Accelerator Fund should have similar results to produce both ownership and rental housing for municipalities that receive funding.

The goal of becoming a net-zero community by 2050, as detailed in the City's Community Energy and Emissions Plan is also not fully within the City's control. The City does not have requirements or regulations to ensure that all new buildings are

net-zero or that all old buildings are retrofitted, however, there may be incentives to encourage more energy efficient homes, which in turn, make them more affordable to maintain.

The following section highlights several conditions that can impact the City's ability to achieve the Municipal Housing Pledge by 2031:

Build Out of Approved Lots: Progress of approved units to construction is largely dependent on developers acting on their existing development approvals. At present, there are approximately 6,300 residential units approved through draft plan approved plans of subdivision and site plans, but not yet built.

Changing Legislative Environment and Provincial Role in Approvals: Changing legislation, for example Bill 23, More Homes Built Faster Act, 2022, which amended the Planning Act, Development Charges Act, Conservation Authorities Act, Municipal Act, etc., combined with the Provincial oversight of some types of approvals can impact the momentum of private municipal development and infrastructure projects.

Build Out of New and Improved Infrastructure: Ensuring the timing of infrastructure aligns with the need for servicing growth is dependent on the consistent and timely inflow of development charges to reduce pressures on municipal capital budgets.

Shortage of Trades: Availability of skilled trades in the Greater Sudbury Area and the need for colleges, universities and apprenticeship programs, and professional organizations to promote careers in the development field.

State of the Economy: Increasing interest rates and inflation impact the housing market and the economy including market fluctuations and affecting conditions that influence developers' business cases.

2.2 Development Review Process

Residential development approvals follow a clear procedure that ensures not only regulatory compliance and adheres to the Official Plan's direction for the City, but also safety considerations and public input. For every project that is delivered, there is a considerable amount of review by the City and other government agencies to ensure compliance with Official Plan policies, zoning by-law provisions, design reference manuals and the Ontario Building Code, among many other technical and regulatory requirements.

In 2016, the City introduced a new Pre-Consultation Process known as SPART (Sudbury Planning Application Review Team). Several City divisions along with external agencies provide review and commentary on development applications excluding minor variances and consents, including:

- Housing Services
- Economic Development
- Building Services
- Engineering Services
- Environmental Services
- Planning Services
- Infrastructure Capital Planning
- Linear Infrastructure Services
- Water/Wastewater Services
- Conservation Sudbury

- Greater Sudbury Utilities

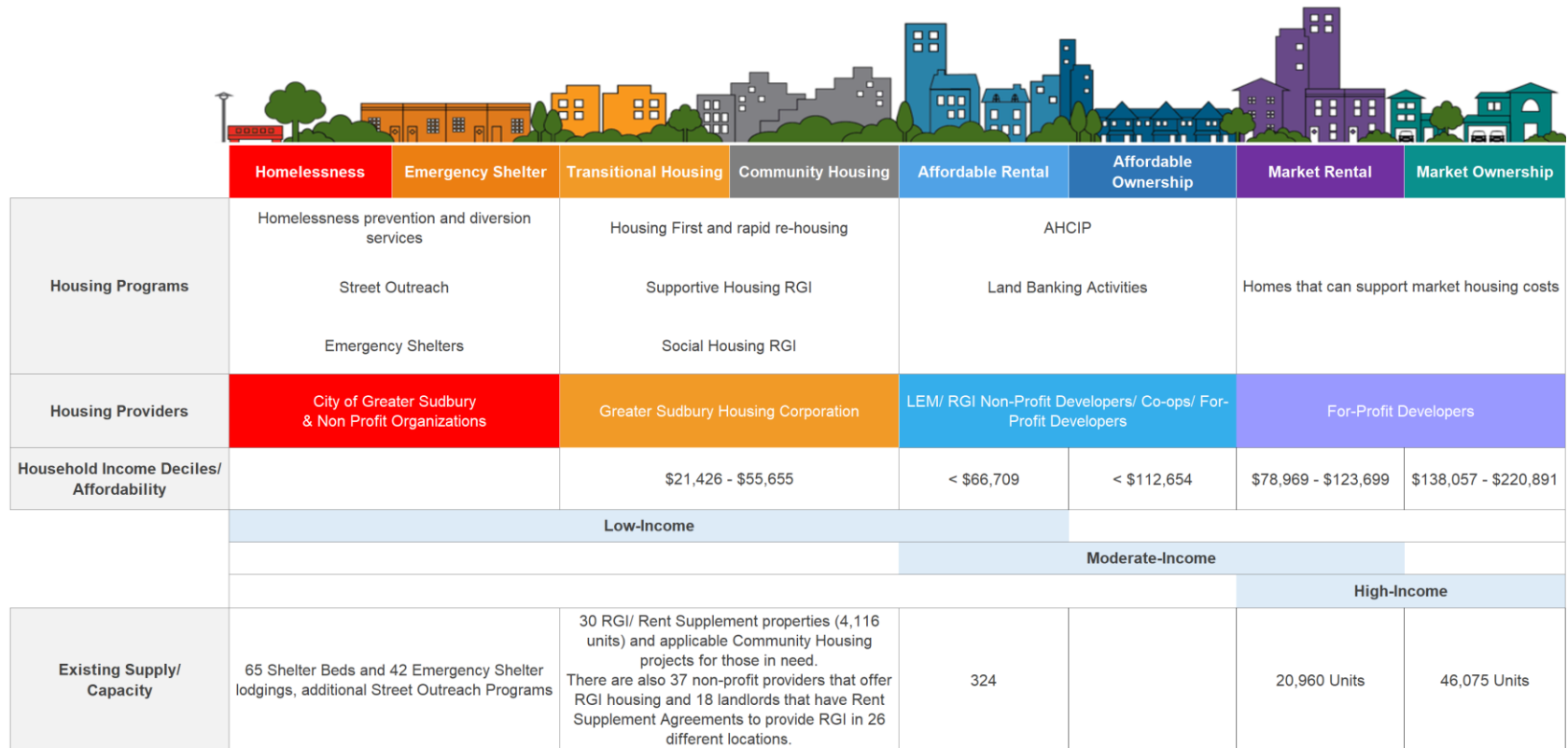
Applicants are provided with a formal memorandum of understanding on their proposal including specific guidance on what would be required as part of a complete application which reduces uncertainty increases the speed with which a formal application can be processed.

For some Planning Act applications, such as Zoning By-law Amendments, additional layers of public and City oversight are provided. These include consultation and statutory public meetings, and ultimately approval decisions from the Planning Committee and City Council, or in the case of an appeal, the Ontario Land Tribunal.

Other forms of non-market housing and shelter projects often originate at the City division level as ideas under the umbrella of affordable housing strategies that have been endorsed by City Council. Once options for funding are evaluated, and the feasibility confirmed, delivery options are assessed, often involving partnerships between the City, builders, non-profits and other levels of government.



Figure 1



3.0 Recent Initiatives

The City has made significant strides over the past decade, adopting important policy frameworks and action plans. As these initiatives have layered on top earlier work, the foundations of a housing strategy have emerged. This section summarizes important initiatives that have already been undertaken and implemented, setting the stage for future initiatives.

3.1 Housing and Homelessness Plan

The Housing and Homelessness Plan was adopted by City Council on November 1st, 2013, with additional updates occurring in 2015. The Housing and Homelessness Plan is updated on an annual basis, with more comprehensive reviews occurring every five years.

The Housing and Homelessness Plan identified the following priority areas:

- Improving housing options across the housing continuum;
- Improving housing access and affordability for low-income individuals and families;
- Strengthening approaches to preventing homelessness, including increasing the diversity of emergency shelter options and supporting individuals with multiple barriers to obtaining and maintaining housing;
- Adding support services;
- Adding permanent housing options;

- Improving co-ordination, collaboration and partnerships among a broad range of community partners to address local needs; and,
- Monitoring and reporting on progress towards meeting the community's housing and homelessness objectives and targets.

Homelessness Prevention Programs

The City has followed through on a number of important initiatives following the adoption of the Housing and Homelessness Plan in 2013, including:

- **Adding/ Improving Homeless Shelters**
 - Safe Harbour House for women and gender diverse people, Off the Street Shelter, SACY Youth Warming Centre and Shelter Beds, and Cedar Place Women's and Family Shelter
- **Adding Resource Centres**
 - In addition to providing household needs (i.e., food, shower facilities), a resource centre has been added to the Samaritan Centre, including internet, computer and phone services.
- **Street Outreach**
 - Under the program, City staff patrol streets to provide a range of services to aid the homeless.

- **Encampment Response Strategy**
 - Ongoing strategy aimed at addressing encampments within the city.
- **Community Homelessness Prevention Initiative**
 - Rental assistance program aimed to help low-income households and persons for a maximum period of 24 months.
- **Housing First Model**
 - Service delivery for housing with no pre-requisites with the goal of securing safe and secure housing for those in need.
- **Extreme Cold Weather Alert**
 - Additional alerts for severe weather and storms to coordinate efforts to bring the homeless indoors and away from dangerous elements.
- **Coordinated Access System**
 - A system of matching those who are homeless with a level of housing that supports their needs.
- **By-Name List**
 - Compiles a list of active homeless citizens to keep track of the number of homeless people and how many were housed.
- **HIFIS**
 - Web-based system that connects service providers to better understand homelessness in the City with real time data.

Other Housing Programs

Other housing programs that have their origins in the Housing and Homelessness Plan include community housing initiatives (SHARP/ Portable Housing Benefit) and rent geared to income initiatives that offer rental assistance.

3.2 Secondary Units

In 2016 Council amended the Zoning By-law to permit secondary dwelling units in single, semi-detached, row and street townhouse dwellings or buildings accessory to them, subject to specific provisions as set out in the By-law. On July 12, 2016, City Council approved amendments to the Official Plan and Zoning By-law 2010-100Z. Both policy documents were updated in 2020 to permit up to two Secondary Dwelling Units on a property containing a single-detached, semi-detached, row or street townhouse, for a total of up to 3 dwelling units. A secondary dwelling unit is a separate living space with a kitchen, bathroom, and bedroom(s) that can be occupied by the owner or family members or rented,

Further updates to the Secondary Dwelling Unit policy framework are planned to align with Bill 23, More Homes Built Faster Act, 2022. Under the new framework up to 2 secondary dwelling units will be allowed within the primary dwelling (for a total of 3 dwelling units) on a parcel of “urban residential land”. Additionally, the As-of-Right Zoning Review recommended amendments relating gross floor area ratios and height of accessory structures to facilitate their construction.



3.3 Comparative Fiscal Impact Analysis of Growth Study (Hemson) - 2016

The Comparative Fiscal Impact Analysis of Growth Study (the “Cost of Growth Study”) was prepared in 2016 and assessed the financial implications associated with land use planning decisions to permit new development. Data across various sources was analyzed to determine net costs to the City.

The Cost of Growth Study’s findings include, among others, that there is financial capacity within development projects to support additional development fees to offset servicing costs. This ability to offset costs diminishes in more distant areas of the City. The study identifies an infrastructure funding gap for certain services which will need to be rectified to meet specific asset replacement schedules. The study encouraged more high-density

developments in urban areas, larger apartment units suitable for families, and growth in areas with existing capacity. The study found that new multi-residential development within the built boundary is net positive, with new development in Sudbury being the most cost-effective form of development when compared to a city-wide average. New development in the rural area is the least cost effective form of development when compared to the same average.

3.4 Transportation Master Plan (WSP and MMM Group)– 2016

In 2016, the Transportation Master Plan (Transportation Study Report) was updated. It proposes a sustainable transportation network for pedestrians, cyclists and vehicles that accommodates projected demand for the City of Greater Sudbury to the year 2031. The report highlights the proposed policy on “complete streets” that are accessible to all users, regardless of their mode of transportation. Complete streets and the associated compact neighbourhoods help with climate action, equity and affordability by providing means to live comfortably either within walking distance to amenities or in close proximity to cycling or transit routes.

The three main principles guiding the development of the future transportation network are:

Healthy communities with on- and off-road networks that facilitate active transportation, such as cycling and walking, and that consist of ‘Complete Streets’ that are designed and constructed and maintained to support all users and all modes of transportation.

Sustainability based on integrated transportation and land use planning that minimizes the use of private automobiles and, in particular, the number of single-occupant vehicle trips; and Economic Vitality associated with reduced congestion on roads so that people and freight can access destinations with limited delay.

The Transportation Master Plan is the basis for the Nodes and Corridors Strategy. Higher frequency of transit, along with servicing capacity, support more density and mixed use within nodes and along key corridors.

3.5 Water and Wastewater Master Plan (WSP) - 2018

In 2018, the City of Greater Sudbury retained WSP to undertake the Water and Wastewater Master Plan (Master Plan) to identify long term replacements and or expansion to the water and wastewater servicing networks in the city. The City's Master Plan defines the water and wastewater infrastructure required to service existing and future development to 2041. The report is designed to provide context for managing public resources to provide safety and growth for the community at a sustainable rate.

The Master Plan outlines actionable items for the review and procurement of wastewater and water related infrastructure including but not limited to evaluation criteria, population servicing, water demand, fire flow criteria, wastewater generation identification, treatment capacity, pumping and storage capacity, collection capacity, and cost estimation associated with this research and implementation. The Water and Wastewater Master Plan demonstrates how climate change can adversely affect

residents and provides recommendations to reduce the risk of flooding, sanitary sewer backflow and other events that can be costly and affect affordability. It also provides justification for increasing intensification within the Built Boundary and provides guidance for Development Charge eligible infrastructure projects that support growth.

3.6 Social Housing Revitalization Strategy (NBLC) - 2018

In 2018, NBLC delivered a strategy (the "SHR Strategy") detailing best practices and potential strategies relating to the renewal and revitalizing of the City's aging social housing stock. The SHR Strategy identified pressure points and potential solutions for areas in need, the current supply and utility provided by community housing developments, an understanding of the City's role in the housing continuum and a Strategic Asset Management Rationalization to allow for the comparison of assets within the municipality's portfolio.

The findings of the strategy included actionable items, including the sale of assets, establishing funding envelopes for new housing, a redevelopment/ pre-planning program, prioritization of capital needs and an RGI unit replacement strategy.



Lighthouse Cooperative

3.7 Affordable Housing Strategy & Affordable Housing Community Improvement Plan - 2018

The City's Affordable Housing Strategy was completed in 2018 as a key deliverable in City Council's Corporate Strategic Plan (2015-2018). It resulted in five core action items, including:

- **Action Item 1** - Development of an Affordable Housing Community Improvement Plan (AHCIP), including locational criteria, design criteria, financial incentives, provide the City the ability to acquire, prepare and dispose of property for affordable housing, requirements for units to meet affordable housing definitions, and use of the Social Housing Capital Reserve Fund as a funding source for the AHCIP.

- **Action Item 2** - Investigate options for parkland disposal and the use of surplus municipal land.
- **Action Item 3** - Investigate amendments to the Zoning By-law 2010-100Z to be more flexible and encourage affordable housing development across the housing continuum;
- **Action Item 4** - Designate a single point of contact for affordable housing and develop a consolidated affordable housing webpage;
- **Action Item 5** - Investigate changes to Development Charges By-law 2014-151 (as amended by By-law 2016-120) to ensure that affordable housing criteria align with any Federal or Provincial funding programs as part of the scheduled review in 2018-2019.

Since City Council adopted Affordable Housing Strategy and the Affordable Housing Community Improvement Plan in 2018, the following key actions have been undertaken to facilitate the development of affordable and attainable housing options:

- Amendments the Official Plan and Zoning By-law to permit secondary dwelling units (2016 & 2020);
- Development charges exemptions and reductions (2019);
- Preparation of the Nodes and Corridors Strategy (2020);
- Preparation of the Affordable Housing Land Banking Strategy (2020);
- Approval of Zoning By-law Amendments to lower parking requirements for secondary dwelling units (2021); and
- Approval of Zoning By-law Amendments to permit multi-residential, long-term care and retirement homes as permitted uses in all Commercial Zones (except for C1

and C7) and lower parking requirements for these uses along GOVA routes (2021).

3.8 Review of the Emergency Shelter System within the City of Greater Sudbury - 2019 (Vink Consulting)

In 2018 Vink Consulting conducted a review of the City's emergency shelter system, resulting in a series of actions to reduce and prevent homelessness while increasing the efficiency of the shelter system. The review included shelter system best practices and funding arrangements review in other municipalities, identified service gaps and priority populations, strategies to ensure people in housing crisis are quickly placed into the most appropriate service, a shelter rightsizing analysis and identified opportunities for the provision of preventative/ diversion support and housing support services within an integrated system.

3.9 Housing and Homelessness Plan Update - 2020

The City reviewed the Housing and Homelessness Plan in 2020 as a part of the Long-Term Affordable Housing Strategy Update.

This update included a revised and updated list of priority areas to address the changing areas in need in the given community. The update identified that there was a need to:

1. improve housing options across the housing continuum.
2. improve housing access and affordability for low-income households.
3. strengthen approaches to preventing homelessness, increase the diversity of emergency shelter options and

support individuals with multiple barriers in obtaining and maintaining their housing.

4. provided additional supportive services coupled with permanent housing (both supportive housing and supports in private homes).
5. improve co-ordination, collaboration and partnerships among a broad range of community partners.
6. Prepare an Indigenous Housing and Homelessness Strategy in the Community; and
7. monitor and report on progress towards meeting the Housing and Homelessness Plan objectives and targets.

The Housing and Homelessness Plan is reviewed by City Council on an annual basis and any updates are submitted to the Minister of Municipal Affairs and Housing, as required by provincial legislation. This was done most recently in 2023. Each update is intended to provide City Council with new initiatives, incentives, or programs that should be considered and to ensure that requirements for each initiative can be and are met prior to implementation.

3.10 Shopping Centre Commercial Zone (C5) Report - 2020

On December 14, 2020, amendments to Zoning By-law 2010-100Z were recommended to implement findings and recommendations of the Commercial Parking Study relating to proposed parking ratios for residential uses, and to permit additional medium and high-density residential uses Commercial Shopping Centre (C5) Zone. Specifically, these included multi-residential uses, long-term care facilities and retirement homes. Further amendments were made to commercial zones to permit retirement homes and long-term care facilities as-of-right.

Additional amendments were made in 2022, to clarify that long-term care facilities and retirement home are permitted in the General Commercial (C2) Zone, Limited General Commercial (C3) Zone, Office Commercial (C4) Zone and Downtown Commercial (C6) Zone.

3.11 Small and Tiny Homes Report - 2020

The Small and Tiny Homes Report details a list of action items to implement and build on the current policy framework and further enable the development of small and alternative forms of housing to improve the diversity of housing stock both in form and with respect to affordability.

As part of the 2021 Work Plan City Council adopted the following action items:

- **Action Item 1** – Complete an Education and Outreach Program, including a User Guide for Small and Tiny Homes and alternative forms of housing.
- **Action Item 2** – Review potential amendments to the Zoning By-law to facilitate tiny home development and report back with findings and recommendations.
- **Action Item 3** – Conduct an internal review of potential barriers to tiny home development, and demand for various forms and report back with findings and recommendations.
- **Action Item 4** – complete a demand analysis that will assess the form(s) of development most desired by residents looking for alternative forms of affordable housing.
- **Action Item 5** – develop an Expression of Interest (EOI) process for an affordable housing land bank site, through

the AHCIP (Affordable Housing Community Improvement Plan).

- **Action Item 6** – Investigate amendments to the density maximums set out in the Official Plan and report back with findings and recommendations.

3.12 Community Energy and Emissions Plan (CEEP) - 2021

CEEP was adopted by the City Council on May 28th, 2019, providing a long-term plan aimed at reducing carbon emissions and pollution in Greater Sudbury. It is a direct result of City Council's Climate Emergency declaration in May of 2019 which committed to a path toward net-zero emissions by 2050. Several initiatives to reduce carbon are already underway including policies which support more compact communities, efficient buildings, wastewater, low carbon transportation, local energy generation and more.

The first goal of the CEEP is to create compact, complete communities through infill developments, decreasing dwelling size through an increase in multi-family buildings, and increasing building type mix. The second and third goals of the CEEP refer to increasing the energy efficiency of new and existing buildings.

3.13 Residential Parking Report - 2021

The City reviewed its residential parking standards in 2021, which resulted in the adoption of a Zoning By-law Amendment to allow required parking to be in the front yard and lower residential parking ratios for multiple dwellings in the R2-3 and C5 zones to 1 space per dwelling unit.

3.14 ADU Search Tool - 2022

In 2022, the City with ADUsearch began developing a tool that will make it easier for property owners, policymakers, and planners to determine where it is feasible to build accessory dwelling units (also known as Secondary Dwelling Units). The tool was piloted in the City of Windsor and ADUsearch has received additional funding to expand the project to several municipalities across Canada.

3.15 The Strategic Core Areas CIP – 2022

In June 2022 City Council approved the adoption of the new Strategic Core Areas CIP (“SCACIP”) to replace the current Downtown Sudbury CIP and Town Centre CIP. Through the review process it was determined that the cost of creating new residential units was greater than what the market would support and a doubling for the per door grant was supported to offset the upfront costs of unit creation (from \$10/square foot to \$20/square foot). In December 2023 Council approved an amendment to the SCACIP to introduce a new TIEG program applicable on strategic corridors for multi-residential development, including long term care facilities and retirement homes. A by-law is proposed to be brought forward in Q1, 2024 to enact the amendment.

3.16 Community Climate Change Adaptation Plan - 2023

The Community Climate Change Adaptation Plan (CCCAP) was adopted by the City in 2023. The CCCAP is aimed at building climate resilience in Greater Sudbury’s social, economic, built, and natural systems. The CCCAP recommends 17 objectives that are tied to the strategy themes of Built Environment, Natural

Environment, Local Economy, Cultural and Social Cohesion, Community Health and Well-Being, and Enabling Actions. The Actions include those that are principally under the municipality’s control, such as replacing and enhancing stormwater infrastructure, developing an Urban Forest Master Plan and maintaining current cooling and warming centres and emergency evacuation centres. Extreme weather events can impact vulnerable populations and residential homes.

3.17 Housing Needs Assessment – 2023

The Housing Needs Assessment (Supply and Demand Analysis) was prepared by NBLC in 2023, and included an overview of the supply characteristics of various housing types and tenures across the housing continuum. The Assessment featured an income decile analysis to understand relative affordability for each housing type and tenure. Additional information regarding the Assessment is provided in Section 4.0.

3.18 Surplus School Site Analysis - 2023

In 2023, the City retained NBLC to conduct a best practice review and prepare a municipal strategy for utilizing surplus institutional properties for housing and community services. The review and analysis highlighted substantive benefits to the community in placing these lands into more productive use and outlined a framework for a municipal action plan. It is recommended that Greater Sudbury play a supportive role in creating a policy framework that enable reuse/redevelopment of surplus schools, but not be directly involved in the acquisition and re-development of school sites with existing structures.

3.19 Population Projections Report/ Development Charges Background Study – 2023

Updated long-range population projections and the Development Charges Background Report were prepared by Hemson Consulting for the City in 2023. Details regarding the forecasts are provided in Section 4.0. The Development Charges background study is ongoing, with a new By-law to be presented in 2024.

3.20 Housing As-of-Right Zoning Review – 2023

The Review provides a summary of potential policy amendments to facilitate housing creation and increase the City's housing supply under five (5) themes: Mixed Use Development, Residential Uses on Institutional Lands, Secondary Dwelling Units, Minimum Density Requirements and Affordable Housing. As-of-Right Zoning serves to bring housing supply to market by eliminating the need for a rezoning or minor variance process in certain situations. Staff are currently developing an implementation plan to initiate amendments to the Official Plan and Zoning By-law to allow for additional as-of-right housing provisions.

4.0 Reconciling Housing Needs & Population Growth

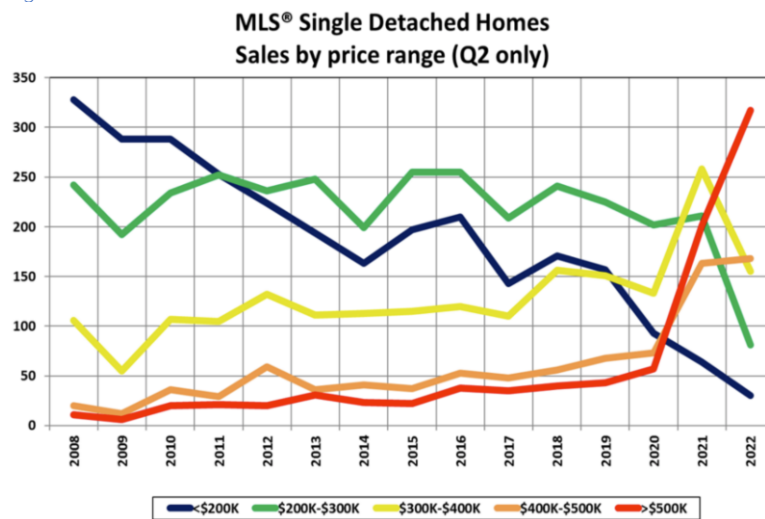
4.1 Key Findings of the Housing Needs Assessment

The Housing Needs Assessment provides background information and research with respect to affordability thresholds throughout the housing continuum, highlighting affordability concerns in the city's housing market. Key findings include:

- While incomes have been increasing, the increase is primarily attributed to growth among high-income households.
- Owner households earn almost twice as much as renter households (\$112,037 compared to \$46,886).
- Renter households are far more likely to be in core housing need (i.e., living in unaffordable, unsuitable, and/or inadequate housing), particularly for older and senior households, lone-parents, one-person households, immigrant households, and households with activity limitations.
- In the ownership market, resale pricing (Figure 2) has been increasing rapidly in recent years and is quickly becoming out of reach for many middle-income households. New housing development focuses on large single-detached homes that primarily target upper-middle and high-income households.
- While townhomes are becoming a more common development choice for builders, single-detached homes remain the predominant housing typology delivered. Other affordable ownership options such as condominium apartments have been non-existent.
- Population growth, limited supply of new rental housing and eroding affordability in the ownership market are driving rental demand across Greater Sudbury, resulting in low vacancy, strong increases in rental rates, long waitlists, and rising rents.
- As a result, the vast majority of rental and ownership housing is becoming unaffordable to low- and moderate-income households.
- The City also has a significant wait list for community housing of nearly 850 households. Demand for community housing (i.e., RGI), and particularly one-bedroom units, is expected to remain strong given deteriorating affordability levels and the current wait list composition. Many households may wait over four years prior to being housed in the City's community housing stock.
- There is also sizeable demand for low-end-of-market and rental housing at a proportion of the CMHC's average market rent ("AMR").
- Greater Sudbury is expected to continue to grow looking forward to 2046, with the majority of growth expected in low-rise forms and within the former City of Sudbury (i.e., Sudbury Community). It will be vital that the City ensures the housing supply is able to meet the current unmet demand as well as the needs of future residents.

- o The report recommends that the City find ways to encourage more rental housing broadly across the housing continuum and levels of affordability (e.g., RGI to market-rates). This includes encouraging a greater supply of ownership housing in the form of townhomes, semi-detached units and condominium apartments.

Figure 2



4.2 Income Decile Analysis

An income decile analysis was performed to estimate the maximum purchase price and monthly rents that each decile could afford to pay based on the Provincial Policy Statement's (the "PPS's") definition of affordable housing.

The Provincial Policy Statement (PPS) provides the following definitions of affordable housing. Under the PPS, affordable ownership housing is defined as the least expensive of:

- o housing for which the purchase price results in annual accommodation costs which do not exceed 30% of gross annual household income for households below the 6th income decile; or,
- o housing for which the purchase price is at least 10% below the average purchase price of a resale unit within the regional market area.

Affordable Rental Housing is defined in the PPS as the least expensive of:

- o a unit for which the rent does not exceed 30% of gross annual household income below the 6th income decile; or
- o a unit for which the rent is at or below the average market rent of a unit in the regional market area.

As shown in Tables 1 and 2, the analysis determined units to be affordable to purchase at a price of just over \$368,000 and to rent at a lease rate of \$1,668 per month.

Table 1

Household Incomes by Decile, Greater Sudbury			
Income Group	Decile Group	All Households Income (2022 estimate)*	Renter Income (2022 estimate)*
Low Income	1st	\$29,820	\$21,426
	2nd	\$45,945	\$28,716
	3rd	\$60,966	\$37,551
Moderate Income	4th	\$75,655	\$45,945
	5th	\$92,774	\$55,665
	6th	\$112,654	\$66,709
High Income	7th	\$138,057	\$78,969
	8th	\$168,982	\$97,192
	9th	\$220,891	\$123,699

*Incomes based on 2021 Census of Canada, inflated using CPI (Ontario) to estimate 2022 incomes.

Table 2

Affordability Thresholds, Greater Sudbury			
Income Group	Decile Group	All Households Income (2022 estimate)*	Affordable Purchase Price**
Low Income	1st	\$29,820	\$97,546
	2nd	\$45,945	\$150,293
	3rd	\$60,966	\$199,428
Moderate Income	4th	\$75,655	\$247,478
	5th	\$92,774	\$303,477
	6th	\$112,654	\$368,508
High Income	7th	\$138,057	\$451,603
	8th	\$168,982	\$555,178
	9th	\$220,891	\$732,755

*Incomes based on 2021 Census of Canada, inflated using Consumer Price Index (Ontario) to estimate 2022 incomes.
 **Assumes shelter costs do not exceed 30% of gross household income. Accommodation costs include mortgage (25 years, 6.5% fixed 5-year rate, minimum 5% down payment, 1.38% property tax payment, 4.0% CMHC mortgage insurance).
 Source: Provincial Policy Statement.

Limiting Factor and Greater Sudbury Affordable Purchase Price Threshold

range of 150 to 200 units per year for the past five years while rental units have been sporadic with only one year exceeding 100 completed units.

As illustrated in Figure 4, most housing completions (~82%) in Greater Sudbury have been ownership tenure since 2001. However, rental activity has accelerated in recent years, accounting for 30% of housing activity since 2011.

4.3 Housing Completion Trends

Housing completions in Greater Sudbury, as monitored by CMHC, have been trending downward since 2011 when 600 homes were completed, to an average of 225 homes over the past five years. CMHC data and permit data may not exactly match the CMHC completion data due to differences in definitions, lag time between building permit issuance and the unit being complete. CMHC starts and completions include dwelling units places on new, permanent foundations only and do not account for conversions or alterations within an existing structure that could result in new units. While single-detached homes have historically accounted for most new housing completions in Greater Sudbury, the proportion of semi-detached, row, and apartment completions has risen in recent years (Figure 3).

From a tenure perspective, ownership housing completions have greatly outpaced those for rental units in recent years (Figure 4). The completion of ownership units has typically been in the

Figure 3

Greater Sudbury Housing Completions by Housing Type (CMHC)

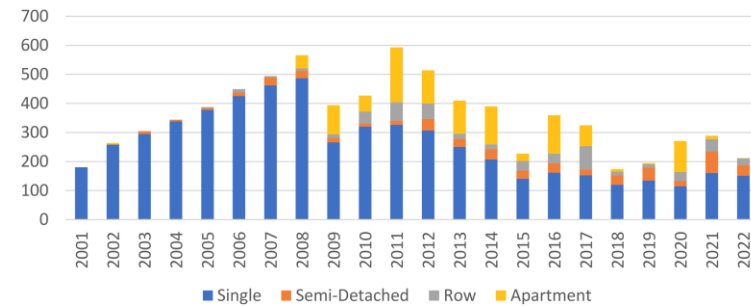
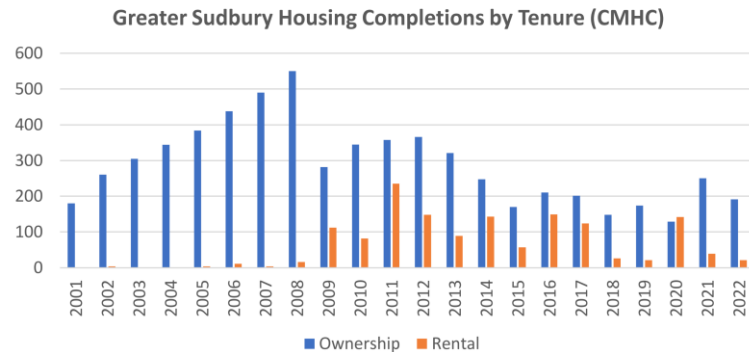


Figure 4



4.4 Population Projections

The 2023 Population Forecast prepared by Hemson identified three population growth scenarios for the City, including:

- A **low scenario** which reflects a return to pre-pandemic thinking of live-work dynamics and the level of international migration not being as robust as current trends would suggest. This scenario is based on the following assumptions:
 - Historical averages (2001-2021).
 - Ministry of Finance projections
 - No recent build activity.
 - Migration remains neutral.
 - Aging population is not replaced.
 - Construction remains stagnant.
 - Adds nearly 12,500 permanent residents, 7,100 new occupied households and 8,000 jobs over the next 30 years.

- Total population grows to 182,700 people, 78,600 households, and 87,300 jobs in 2051.
- A **reference scenario** which represents a sustained number of migrants (international and inter-provincial). These new residents will only reside in the City if there are suitable housing types, opportunities for employment and access to essential services.
 - Hemson forecast based on 2021 Census release, including: population, age structure by sex, households, housing units, labour force, place of work employment, period of construction data, commuting patterns and age of household maintained.
 - Considers recent building activity.
 - Net migration is positive and housing shifts to slightly higher density ground related units.
 - Population expected to grow by 18,300 with 10,330 occupied homes in 2051 with an average growth rate of 0.3% for population and 0.5% for household growth.
 - A large portion of the population growth will be pushed by federal migrants as that value has increased dramatically in recent years and over time the diffusion of new migrants will occur.
 - Total population grows to 188,510, 81,860 households and 90,750 jobs in 2051.
- A **high scenario** which increases the share of the population represented by young adults and adds to the economic outlook of the reference scenario by

incorporating influences from investment in the Ring of Fire area.

- Assumes increase in net in migration.
- Young adults occupy a larger share of population than under reference scenario.
- Considers all employment investments plus Ring of Fire investments.
- 30,000 permanent residents, 11,600 new occupied households, and over 18,000 jobs in 30 years.
- Grows to a population of 200,000 with 83,100 occupied households, and 97,500 jobs by 2051.

4.5 Affordable Housing Definition

Affordable Ownership, as per the Provincial Policy Statement, is defined as the least expensive of:

- Housing, for which mortgage costs do not exceed 30% of gross household income for households below the 6th income decile or
- Housing which is 10% below the average resale home.

The current affordable purchase price is **\$368,508** for a resale home.

Affordable rental housing is the least expensive of:

- Housing with a rental rate not exceeding 30% of gross household income below the 6th income decile (the 6th income decile represents the threshold between moderate- and high-income groups which in Greater Sudbury is \$112,500) or

- Housing that is rented at or below the average market rent in the region.

Slight adjustment to the affordable rents presented in the report have been made by CGS's Community Development Department and are set out below (rents not exceeding 30% of household income):

\$1,030 – Bachelor

\$1,134 – One Bedroom

\$1,329 – Two Bedroom

\$1,472 – Three Bedroom

*on September 28, 2023, the Province introduced Bill 134, the Affordable Homes and Good Jobs Act, which proposed a new definition of "affordable" for the purposes of exemptions from development charges. City staff will continue to monitor proposed legislative changes.

4.6 Housing Target

The Province of Ontario has set a goal of achieving 1.5 million new homes by the end of 2031. On August 21, 2023, the Provincial Government announced the Building Faster Fund and assigned housing targets to 21 additional municipalities including Greater Sudbury (housing targets were assigned to the 29 fastest growing municipalities in Ontario in October 2022).

Greater Sudbury's target is 3,800 new homes by 2031.

Using the release date of the Housing Affordability Task Force Report in 2022 as the starting point, this would mean that Greater Sudbury would have to create 380 new homes per year to the end of 2031 to achieve the Provincial target.

5.0 Public Consultation

On February 7, 2023, City Council directed staff to develop a Housing Supply Strategy. To seek feedback on the proposed content of the HS Strategy a survey was conducted through the Housing Supply Strategy Over To You webpage, as well as a phone survey conducted by Oraclepoll. Consultations were conducted with the Housing First Steering Committee, as well as the Sudbury Home Builders Association. These consultations were supplemented by one-on-one conversations with interested parties and email outreach to a wide range of agencies and organizations.

The objective of the Housing First Steering Committee is to provide governance and leadership to the housing and homelessness response system. Membership includes representation from the John Howard Society, Homelessness Network, Elizabeth Fry Society, Salvation Army, Centre de Sante Communautaire du Grand Sudbury, Ontario Aboriginal Housing Services, Nogdawindamin Family and Community Services, Monarch Recovery Services, United Way Northeast, N'Swakamok Native Friendship Centre, YWCA Geneva House, Sudbury Action Centre for Youth, Kina Gbezhgomi Child and Family Services, Health Sciences North as well as City of Greater Sudbury staff from Housing Services, Housing Operations and Social Services.

Invitations to participate in the online consultation through the Over To You page were also extended to the Greater Sudbury Development Corporation (GSDC), Development Liaison Advisory Committee (DLAC) and a broad range of other community groups.

What we Heard

The on-line survey and community consultations focused on a series of questions relating to the proposed content of the HS Strategy, opportunities and barriers to increasing housing supply, roles of the City and development community in housing supply, and the type of housing most needed. 409 individual participants visited the page at least once, with 240 visiting multiple project pages or downloading related documents. The Over To You Survey was completed by 92 engaged visitors who provided detailed feedback on the proposed Strategy.

Some of the major themes that emerged include:

- Support: service navigation, skills training, revamp Landlord and Tenant Board, preserving tenancies, gaps in support
- Positive Promotion: education and outreach, addressing NIMBYism, partnerships
- Financial: funding, grants for first time home buyers, lowering property tax, fund renovation programs
- Protect Affordable Units: quality of private rentals, focus on middle-income not just low-income
- Centralized Information: related to the development process, incentives, programs and data

- Housing Type: options for seniors, indigenous housing, multi-generational housing
- Development: length of time for approvals, focus on smaller homes, parking requirements, use of vacant property, modular builds, clear guidelines for developers, climate change/energy efficiency

The Oracle Poll surveyed 600 respondents, with the phone survey focused on housing needs and demand, with the goal of confirming trends projected through recent studies and determining factors that most influence those preferences to inform policies and incentives. Key findings include:

Housing Preference:

- desire for single detached dwellings remains strong
- notably, preference for apartments increased when asked about desired dwelling type projecting out ten years. The primary reason cited for why they have not yet moved was lack of availability or inventory in their price or size range

Major factors influencing the decision to move to a new residence in order of decreasing importance include:

- affordability
- need to reduce housing costs
- change in household size
- neighborhood desirability
- health reasons, and
- commute time

Feedback received touched on all parts of the housing continuum from homelessness and supports required to maintain tenancies, to maintaining affordability to addressing factors that influence the ability to construct residential units. A common theme overarching feedback received on all parts of the housing continuum was communication and centralized information.

Phase 2 Consultation

A second Phase of Consultation will take place in early 2024 to seek feedback on the Draft Proposed HS Strategy. Consultation will include engagement through the Housing Supply Strategy Over to You page, as well as consultation sessions community groups including the Housing First Steering Committee, Sudbury Home Builders Association.

Consultation will be ongoing through the Education and Outreach Strategy to be developed as per Focus Area #11 as well as Focus Area #15 – Monitoring and Governance.

6.0 Housing Strategy Focus Areas

The following is a recommended set of focus areas to realize the objectives and goals of City Council has adopted through relevant reports and analyses.

Focus Areas	
1	Housing Access – Housing Stability
2	Housing Access – Community Housing
3	As-of-Right Policy – Secondary Dwelling Units
4	As-of-Right Policy – Institutional Zoning
5	As-of-Right Policy – Mixed Use
6	Strategy – Nodes and Corridors
7	Strategy – Downtown Master Plan
8	Strategy – Residential Land Strategy
9	Incentive – Community Improvement Plans
10	Incentive – Land Banking
11	Process Improvement – Streamlining

12	Education and Outreach
13	Strategic Alignment – Development Charges Review
14	Strategic Opportunities
15	Data and Targets
16	Monitoring and Governance
17	Strategic Collaboration

Focus Area 1: Housing Access – -Housing Stability	
Description	<p>Focus Area 1 reflects Council’s desire to ensure that all citizens, especially vulnerable populations, feel welcome and supported and have access to safe, affordable, and suitable housing options.</p> <p>This focus area also has a climate equity lens that considers those most impacted by emergencies, including climate-related events such as heat waves and flooding.</p>
Goal and Actions	<p>Goal: To ensure that systems are in place in the homelessness, emergency shelter and transitional housing portions of the housing continuum.</p> <p>Action 1: The City will continue to partner the with Elizabeth Fry Society of Northeastern Ontario to operate a temporary low-barrier shelter for women and gender-diverse individuals.</p> <p>Action 2: The City will continue to partner with the Sudbury Action Centre for Youth to operate a temporary low-barrier shelter for youth (16-24)</p> <p>Action 3: The City will continue to partner with Health Sciences North to improve outcomes with the ACTT 3 transitional housing program with supports for individuals experiencing chronic homelessness. The program collaborates with the Coordinated Access System by matching people on the By-Name List to vacancies in the program and monitors key outcomes.</p>

	<p>Action 4: Client Navigators within Social Services will continue to build the partnership with Housing Services, Housing Operations and community partners to strengthen the approaches to prevent homelessness and support individuals with multiple barriers in obtaining and maintaining their housing.</p> <p>Action 5: The City will continue to work with community partners to improve co-ordination and collaboration in the homelessness sector through the Co-ordinated Access System/By-Name List and use of HIFIS 4.0. The City will continue to work to onboard new partners to these initiatives wherever possible.</p> <p>Action 6: Develop Strategy to End Homelessness in Greater Sudbury by 2030.</p>
Timing	As per Council resolution CC2023-239, the Strategy to End Homelessness will be presented to Council by the end of Q1, 2024. Implementation of the current initiatives will be on-going.
Supply/System Impact	The Housing Stability Focus Area aims to ensure that there are systems and partnerships in place on the lower income portion of the housing continuum to support vulnerable populations, including unsheltered and unhoused residents.

Focus Area 2: Housing Access – Community Housing	
Description	<p>Focus Area 2 aims to ensure that all current and future residents, including those who require social or supportive housing, have access to housing options that meet their needs at all stages of life, and that are attainable at all income levels.</p> <p>The goals and objectives of this focus area reflect the actions outlined in the City's Housing and Homelessness Plan, which is updated annually.</p>
Goal and Actions	<p>Goal: To ensure that there is an appropriate supply of transitional and supportive housing in Greater Sudbury.</p> <p>Action 1: Continue to administer the Canada-Ontario Community Housing Initiative (COCHI), including agreement with Native People of Sudbury Development Corporations (NPSDC) & Ontario Priorities Housing Initiative (OPHI).</p> <p>Action 2: Continue to implement the recommendations of the Social Housing Revitalization Strategy.</p> <p>Action 3: 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>Action 4: Continue to work towards renewing the agreement with Native People of Sudbury Development Corporation to provide them with Rent Supplement funding to cover costs for</p>

	<p>units that are at the end of their operating agreements.</p> <p>Action 5: Continue to use Asset Planner to maintain a database of capital needs of the community housing stock.</p> <p>Action 6: Continue to administer the Social Housing Apartment Rental Program (SHARP), a temporary benefit offered to eligible applicants on the centralized waitlist to offset rental costs in the private sector until they receive an offer of rent-gear-to-income (RGI) assistance.</p> <p>Action 7: Continue to partner with Community Safety to facilitate Community Paramedicine services within various community housing projects.</p> <p>Action 8: Complete construction and begin operation of the 40-unit affordable housing project on Lorraine Street, funded through the Federal Rapid Housing Initiative.</p> <p>Action 9: Complete construction and begin operation of the 14-unit affordable housing project on Sparks Street development, funded through the Federal Lands Initiative.</p> <p>Action 8: Investigate energy efficiency options to reduce energy costs and increase affordability as part of the repair and renewal of Community Housing.</p>
Timing	<p>The Housing and Homelessness Plan is updated annually, with comprehensive reviews occurring every five years.</p>

**Supply/System
Impact**

Community Housing maintains and manages the waitlist for rent-geared-to-income units according to rules set out by the Province of Ontario. Objectives and actions support the maintenance, repair and renewal of community housing.

Focus Area 3: As-of-Right Zoning - Secondary Dwelling Units

Description

Focus Area 3 proposes an update to the current secondary dwelling unit policies and regulations to align them with the new additional dwelling unit provisions in Bill 23. The update would also propose amendments to provisions that have triggered to requirement for minor variance applications or been limiting factors to the development of secondary dwelling units under the current policy framework.

Since the adoption of the current secondary dwelling unit provisions in 2016, there have been 188 secondary dwelling units registered as of April 17, 2023. Most secondary units (82%) are built on parcels of urban residential land with municipal sewer and water services and located within built boundary. The largest proportion are installed on the basement of an existing primary dwelling, with the next largest group being purpose-built primary dwellings with secondary units. 15% of secondary dwelling units are in a detached accessory building with a higher proportion of those units being in rural areas.

The policy framework would be updated to allow for additional dwelling units (tertiary units) and consideration of community trends, instances where minor variances have repeatedly been required (e.g., height of accessory structures), clarification of terminology in the zoning by-law to ensure ease of interpretation, and locational

	<p>considerations in relation to the provincial definition of parcels of urban residential land.</p> <p>This focus area will support the development of compact, complete communities that offer walkability, appropriate residential density and a diverse mix of land uses.</p>
Goal and Actions	<p>Goal: Encourage the creation of missing middle housing in the form of secondary dwelling units.</p> <p>Action 1: Update the official plan policy framework to allow for additional secondary dwelling unit creation.</p> <p>Action 2: Update zoning by-law provisions to allow for additional secondary dwelling unit creation.</p> <p>Action 3: Update guides and resources to reflect the new policy framework.</p> <p>Action 4: Develop education and outreach strategy to inform the public and development community of the updated policies.</p>
Timing	<p>The zoning by-law amendments to implement this initiative are to be initiated in 2023, with implementation occurring in 2024.</p>
Supply/System Impact	<p>The impact of this initiative will be seen through the increase in secondary and tertiary dwelling units, which aligns with CEEP goals for more compact communities and will help encourage more sustainable transportation and healthy community initiatives.</p>

Focus Area 4: As-of-Right Zoning - Institutional Zoning

Description

Focus Area 4 amends the Official Plan and Zoning By-law to introduce an Institutional Zone Category allowing low and medium density residential uses as-of-right. This focus area will allow smaller scale, multi-unit housing to be built in existing neighbourhoods, introducing a diversity of housing types within areas that have existing servicing capacity and access to transit.

In 2022, the City funded the development of a report through the Province's Streamline Development Approvals' Fund that identified opportunities for additional 'as-of-right' residential land use permissions. The findings and recommendations were informed by comparable municipal precedents, internal consultation and external consultation. In recent years, surplus institutional lands (e.g. surplus elementary school sites), have been acquired by developers for conversion to residential uses. Under the current policy framework, this type of conversion requires rezoning, which increases risk, delays and costs.

Further, the City completed a "Best Practices and Municipal Strategy for Utilizing Surplus School Properties for Housing and Community Services" study. The impetus for the review was three-fold and directly relates to the As-of-Right Zoning Review: 1) availability of surplus schools resulting from school board revitalizations projects, 2) the former provincial government's promotion of community hubs and 3) the need for increased housing supply. It is recommended that the City play a supportive role in the redevelopment of surplus school sites.

Goal and Actions

Goal: Increase the number of residential dwelling units being created by allowing "as-of-right" residential development on Institutionally zoned land.

Action 1: Develop a policy framework to allow low and medium density residential uses "as-of-right" on institutionally zoned land.

Action 2: Amend the Zoning by-law to allow low and medium density residential uses "as-of-right" on institutionally zoned land.

Timing

The zoning by-law amendments to implement this initiative is proposed to be initiated in 2023, with implementation occurring in 2024.

Supply/System Impact

Several elementary schools have recently been or are anticipated to be soon declared surplus. This initiative is anticipated to have a large and immediate impact on the creation of new dwelling units. It is recognized that the ability to readily re-develop institutional lands for residential uses will have a significant and positive impact on the supply of housing.

Amendments would consider all institutional lands, recognizing that there are many benefits and opportunities associated with these sites which are often centrally located and highly accessible.

Focus Area 5: As-of-Right Zoning - Mixed Use

Description	<p>Focus Area 5 aims to increase the supply of housing through mixed use development with residential components in commercial zones. This focus area will also seek to allow a broader range of housing typologies along commercial corridors, including multi-residential, and row houses. Additionally, a broader range of housing typologies should be permitted in the R2 zone, including town and row dwellings.</p> <p>The proposed amendments would build on the recommendations of the “Housing As-of-Right” report funded through the Province’s Streamline Development Approvals Fund. In particular, the amendments would focus on removing a current Special Provision that limits multiple dwellings to a maximum of 30 dwelling units per building or a net residential density of 60 units per hectare, which limits residential development potential. Proposed amendments will provide flexibility in how mixed-use development can be achieved in mixed-use commercial areas, town centres and corridors.</p> <p>Proposed amendments will also align with the City’s Nodes and Corridors Strategy to ensure investment that complements transit and active transportation along corridors and refocuses lower density residential development to adjacent neighbourhoods.</p> <p>This initiative will support increased housing development near employment opportunities, retail and commercial businesses, and community service facilities. This will help to support compact, complete communities that</p>
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	are walkable and provide a high level of transit access. The amendments would help meet goals 7 and 8 of the Community Energy and Emissions Plan (CEEP), which are to increase transit mode share to 25% by 2050, and active mobility transportation mode share of 25% by 2050, respectively.
Goal and Actions	<p>Goal: The goal of this initiative is to increase the number of residential units in commercial zones and along major corridors to increase the mix of uses.</p> <p>Action 1: Develop a policy framework to allow for additional residential uses “as-of-right” in commercial zones and on major commercial corridors.</p> <p>Action 2: Amend the Zoning By-law to allow for additional residential uses “as-of-right” in commercial zones and on major commercial corridors.</p> <p>Action 3: Amend the Zoning By-law to clarify permissions for Greater Sudbury Housing Corporation developments on all City-owned lands.</p> <p>Action 4: Ongoing review of opportunities for “As-of-Right” Zoning amendments.</p>
Timing	The Zoning By-law amendments to implement this initiative are proposed to be initiated in 2023, with implementation occurring in 2024.
Supply/System Impact	Allowing a broader range of mixed-use development along major corridors and transit routes as-of-right will increase certainty in the development approvals process and support increased housing delivery long-term.

Focus Area 6: Strategy - Nodes and Corridors

<p>Description</p>	<p>Phase Two of the City's Nodes and Corridors Strategy proposed an amendment to the Official Plan that would redesignate most of the City's main arterials to achieve medium and high density uses at transit-supportive densities in compact, pedestrian friendly built forms.</p> <p>In 2016, the City of Greater Sudbury endorsed a Nodes and Corridors Strategy. Phase 1 of the Strategy introduced a new policy framework for the LaSalle Corridor within the Official Plan. Phase 2 of the Nodes and Corridors Strategy is supported by the findings of several recent studies and initiatives undertaken, including the following:</p> <ul style="list-style-type: none"> • Ensuring sufficient services land and commercial land is available for the foreseeable planning horizon (25 years); • More housing of different type is needed to satisfy local demand; • A transformation of Greater Sudbury Transit, one that designated the key corridors and connection points where the City should focus development and infrastructure <p>This Strategy also aligns with the goals of the Community Energy & Emissions Plan (CEEP). Specifically, the amendment would help achieve compact, complete communities through infill developments, decreasing dwelling size through an increase in multi-family dwellings, and increasing building type mix (Goal 1). The amendment would also help meet goals 7 and 8 of the CEEP, which are to increase transit mode share to 25% by 2050, and active mobility transportation mode share of 35% by 2050,</p>
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	<p>respectively.</p>
<p>Goal and Actions</p>	<p>Goal: The goal of Phase 2 of the Nodes and Corridors Strategy, consisting of an OPA, is to speed up investment along the corridors and refocusing lower density residential development to adjacent neighbourhoods.</p> <p>Action 1: To re-designate most of the City's main arterials to achieve medium and high density uses at transit supportive densities in compact, pedestrian friendly built form.</p> <p>Action 2: To re-designate areas where there is a currently a mix of uses, smaller lot sizes, cross streets and sidewalks to "Secondary Community Nodes"</p> <p>Action 3: To amend density provisions to allow high density residential uses within the Downtown, Regional Corridors, Secondary Community Nodes and Regional Centres.</p>
<p>Timing</p>	<p>This initiative will begin with an amendment to the Official Plan anticipated to be brought forward for Council consideration by the end of Q2 2024.</p>
<p>Supply/System Impact</p>	<p>Allowing higher density development along major corridors and transit routes as-of-right will increase certainty in the development approvals process and support increased housing delivery long-term.</p>

Focus Area 7: Strategy - Downtown Master Plan

Description

The Downtown Master Plan (DMP) was endorsed by Council in 2012 and is scheduled to undergo a 10-year review. The focus of the review, including that of the private sector and community, will be determined as part of public consultation.

Most of the Downtown Master Plan projects and policy initiatives identified in the 10-year implementation plan have been completed, while others are still progressing. Several initiatives that have been recently commissioned, including the "Downtown Parking Study" and the "Strategic Public Realm Improvements" projects will lay the groundwork for the update to the Downtown Master Plan. Council has also directed staff to work with the Laurentian School of Architecture on amendments to the Official Plan and Downtown Master Plan emanating from the Sudbury 2050 design competition which sought urban design ideas to create a 2020 vision for Sudbury's urban core in 2050.

Residential development in the Downtown has expanded since the implementation of the DMP in 2012, including the addition of a Residential Incentive Program to the Downtown CIP (now Strategic Core Areas CIP), but there is still additional work to be completed to achieve the target of between 3,000 and 5,000 residents Downtown.

This Downtown Master Plan will support increased housing development in the Downtown near employment opportunities,

retail and commercial business, and community services and facilities. This will reinforce the function of Downtown neighbourhoods as complete communities that are walkable and provide a high level of transit access.

Goal and Actions

Goal: Update the Downtown Master Plan to encourage mixed-use development and revitalization of the Downtown.

Action 1: Revitalize Downtown Sudbury with public investment that supports and leverages private investment.

Action 2: Update list of potential policy changes that could encourage development Downtown.

Action 3: Investigate whether municipal service delivery (waste disposal, snow clearance, public washrooms, etc) and infrastructure (water and wastewater servicing capacity, power/hydro) are aligned with the vision for Downtown Sudbury.

Timing

The timeframe for completion is approximately 24 months, to be completed in 2025.

Supply/System Impact

This focus area would have longer-term positive impacts on housing supply in the Downtown.

Focus Area 8: Strategy – Residential Land Strategy

Description

The Residential Land Strategy will build on the recently completed Population, Household and Employment Projections as well as the Housing Needs Assessment (Supply and demand Analysis). The Strategy will identify constraints and barriers to housing development, analyzing opportunities, and limited in the designated land supply and provide a strategy that will help meet the needs of Greater Sudbury. The Strategy will focus on the sustainable and efficient use of land in alignment with the City’s climate action plans (CEEP and CCCAP) and the Comparative Fiscal Impact of Growth Report. Development of the Strategy will occur in line with the Water and Wastewater Master Plan and the Transportation Master Plan. It will position Greater Sudbury to align infrastructure planning (water, wastewater, roads, active transportation, storm water) with current designated land supply and existing Planning Act approvals.

The Residential Land Strategy should also address a high growth scenario should a mega industry project occur. While there is some appeal to the ability to draw workers from all over the region, a labor force further from the site will be harder for local employees to compete for. Continuing to promote housing development in the area with a focus on a wide variety of housing options, tenure options and price points reflect the diverse workforce requirements of major industrial projects.

Goal and Actions

Goal: Develop a Residential Land Strategy to align the supply of zoned and designated residential land with required servicing.

Action 1: Ensure a sufficient residential land supply with adequate servicing is available to meet the requirements of the Provincial Policy Statement and the Provincially assigned Housing Target.

Action 2: Ensure that the Residential Land Strategy has considered land requirements to accommodate the impact of a large-scale project, should one arise, in relation to forecasted growth scenarios.

Timing

Prepare and submit a Business Case in 2024 for 2025 Budget.

Supply/System Impact

This focus area would have longer-term positive impacts on housing supply by ensuring alignment between designated residential land supply and the servicing required to support development.

Focus Area 9: Incentive- Community Improvement Plans

Focus Area 9 evaluates the programs and funding opportunities for the creation of housing in the City's Community Improvement Plans. In particular, this initiative seeks to implement a program to incentivize multi-residential development along major corridors through the Strategic Core Areas CIP and targeting parts of the housing continuum where supply is needed. Should Greater Sudbury be successful in its application to the Federal Housing Accelerator Fund, a funding boost to the housing related CIP programs is anticipated, A marketing strategy will be developed to encourage application to the CIPs.

Description

The Strategic Core Areas CIP provides seven incentive programs to stimulate development and redevelopment in the Downtown and town centres. The Tax Increment Equivalent Grant Program, Planning and Building Fee Rebate Program, Feasibility Grant Program and Residential Incentive Program (Per-door grant) can be accessed to support residential development in strategic core areas.

The Affordable Housing CIP was approved by Council in 2018 to facilitate development of more affordable housing units in locations where they will benefit from proximity to public and private facilities and services as well as maximize the use of existing infrastructure.

Goal and Actions

Goal: Incentivize the creation of additional residential dwelling units, both market and affordable.
 Action 1: Add a new program to the Strategic Core Areas CIP that would incentivize the creation of multi-residential units along major corridors.
 Action 2: Increase funding to the Strategic Core Areas CIP (HAF dependent)
 Action 3: Increase funding to the Affordable Housing CIP (HAF dependent)

Timing

It is anticipated that the required amendments to the CIPs would be initiated in Q3 2023 and be in effect by Q1 2024.

Supply/System Impact

It is anticipated that the initiative would have a large and immediate impact on the creation of new dwelling units.

Community Improvement Plans also achieve the following benefits: revitalize strategic areas, create and retain employment opportunities, grow the municipal assessment base, grow municipal property tax revenue, repair and intensify the existing urban fabric with compatible projects, take advantage of existing infrastructure, enhance the quality of the public realm and increase energy efficiency and climate readiness,

This focus area would support the development of a range of housing within areas that are walkable and provide access to a wide variety of amenities and services as well as supporting the development of affordable housing.

Focus Area 10: Incentive - Land Banking Strategy

Description

Focus Area 10 establishes a process to prepare and dispose of City-owned land that has been identified as suitable for the development of affordable housing in conjunction with the City's Affordable Housing Community Improvement Plan. The land banking strategy will increase the provision of affordable housing units through disposal of City-owned land assets and support reinvestment to make efficient use of existing City infrastructure, amenities and services. The Land Banking Strategy will explore partnerships with third parties to create affordable housing.

In 2018, Greater Sudbury undertook Phase 1 of the Land Banking Strategy that establishes a framework for the evaluation and inventory of surplus municipally owned properties. The Strategy defines roles of Council and City departments that will be involved in the process. The Affordable Housing CIP and Land Banking Strategy allow the City to ensure that sites are appropriately zoned and held until such time as Federal or Provincial grants become available, at which time the City could dispose of the land at or below fair market value and combine a land contribution with incentives offered through the AHCIIP and exemptions for Development Charges subject to entering into an Affordable Housing Agreement with the City.

Phase 2 of the Land Banking Strategy would establish a process for disposal of municipal land selected for land banking in conjunction with the Affordable Housing CIP.

Goal and Actions

Goal: To facilitate the creation of affordable housing by engaging with private developers and non-profits with an agreement to develop affordable housing on City-owned lands.

Action 1: Prepare lands selected for Land Banking as required (e.g., rezoning).

Action 2: Declare selected lands surplus to municipal needs.

Action 3: Initiate public process (Expression of Interest) for disposal of selected Land Banking sites.

Action 4: Review and maintain inventory of municipal land suitable Land Banking.

Action 5: Review Parkland Disposal By-law with a view to facilitating the Land Banking process.

Timing

Site preparation, including re-zoning where required, would occur in early 2024. It is anticipated that the proposal process would occur in late 2024.

Supply/System Impact

The impact of the initiative will be seen through increasing the supply of affordable housing, specifically targeting the identified gap in the supply of purpose-built rental units.

Providing land along with other incentives increases the financial viability of affordable housing projects which often require various funding sources to construct and operate over the long term. These infill projects will maximize the use of existing infrastructure and contribute to vibrancy in established neighbourhoods.

Focus Area 1 1: Streamlining Initiatives	
Description	<p>The streamlining of the application process will remove barriers to housing supply and accelerate the growth of supply.</p> <p>The overall streamlining project (funded through the Province's Development Streamline Approvals Fund (SDAF)) included several initiatives to accelerate the development approvals process in support of the creation of new dwellings.</p> <p>Streamline funding was also used to improve data application and workflow by automating parcel fabric and linear infrastructure updates to ensure it is current, accurate and complete to respond to development applications. Digitization of historical building permit, development and property files for access through the City's e-permitting system.</p> <p>Phase 1 of the City's e-permitting system implemented which enabled Building Permit Applications, was funded through the SDAF. The launch of the service (Phase 1) which provides a developer and citizen portal is now live for Building Services applications. Phase 2 of the development of the e-permitting system will include electronic submission of Planning Applications.</p> <p>Additional streamlining initiatives, including housing supply dashboards are anticipated to be initiated and completed in the short term. Note that there are other streamline and</p>

	process related initiated not funded through the SDAF that "streamline" operations.
Goal and Actions	<p>Goal: Implement process improvements to streamline the approval of residential dwellings.</p> <p>Action 1: Review and update the SPART process.</p> <p>Action 2: Implement Pronto Phase 2 and 3 for Planning Services and Conservation Sudbury.</p> <p>Action 3: Continue to utilize Asset Planner to monitoring Community Housing stock.</p> <p>Action 4: Delegation of certain approvals to staff.</p> <p>Action 5: Removal of public meeting requirements for draft plan of subdivision applications.</p> <p>Action 6: Complete LEAN review of Development Approvals.</p> <p>Action 7: Create a one-portal information hub of resources for developers.</p>
Timing	Ongoing. Phase 2 of the e-permitting system, which will automate the submission of Planning applications is scheduled to commence in 2024. Phase 3 of Pronto will occur in 2025. The development of a land supply dashboard began in 2023 and is anticipated to be completed by Q3 2023.
Supply/System Impact	This initiative will not have a direct impact on the number of units created but will have a long-term impact on the speed at which applications are processed.

Focus Area 12: Education and Outreach	
Description	<p>Focus Area 12 establishes an education and outreach strategy to inform the public and the development community of recent policy updates, as well as initiatives that are underway, that support the creation of a range of housing options. The strategy will demonstrate diversity, equity and inclusion principles with a goal of building awareness and capacity of all community partners.</p> <p>This initiative will support the development of affordable, inclusive, equitable and diverse communities by creating a strategy that both seeks feedback and input from a wide range of community partners and provides information about current policy and initiatives.</p> <p>Energy efficient homes are more affordable with lower costs and climate resilient homes help reduce financial burdens in events such as flooding. There is direct alignment with CCCAP Actions to develop web-based tools, programs and policies to make home more resilient to future climate conditions.</p>
Goal and Actions	<p>Goal: To inform the public and development community of recent policy updates, initiatives that are underway and incentives available to support the creation of a range of housing options.</p> <p>Action 1: Develop a comprehensive Education and Outreach Strategy.</p>

<p>Action 2: Implement the Education and Outreach Strategy.</p> <p>Action 3: Continue and expand on outreach with post-secondary institutions currently occurring through the Economic Development Division.</p> <p>Action 4: Develop and deliver cultural education and training for the Mayor, City Councillors, Managers and staff as well as for housing and homelessness service providers that document effective strategies for working with Indigenous peoples.</p> <p>Action 5: Establish and participate in a working group with representatives from NPSDC and Indigenous social service providers in the City to collaboratively plan and develop an Indigenous Housing and Homelessness Strategy for Greater Sudbury.</p> <p>Action 6: Identify gaps in services to Indigenous people in Sudbury that contribute to Indigenous homelessness.</p> <p>Action 7: Continue the Housing First Steering Committee.</p> <p>Action 8: Continue to release the Report Card on Homelessness Annually.</p> <p>Action 9: Continue to release the Housing Services Annual Report.</p> <p>Action 10: Continue to release Green Living publications and Earth Care Minute video segments.</p>

	<p>Action 11: Communicate about incentives available through local utilities.</p> <p>Action 12: Develop a Housing Report Card as detailed in Focus Area #14.</p>
Timing	<p>Outreach and consultation to inform the development of the Housing Supply Strategy will occur in 2023 and Q1 & Q2 of 2024. A long-term Education & Outreach Program will be finalized as part of the Housing Supply Strategy anticipated to be approved in late Q2 2024.</p>
Supply/System Impact	<p>Inclusion of input from a broad and diverse range of community partners will ensure a broad range of housing options are considered in future policy updates. Education on policy options for the creation of a broad range of housing and incentives available will support accelerated housing development and positively impact supply.</p>

Focus Area 13: Strategic Alignment - Development Charges Review

Description	<p>The Development Charges Review will be informed by the Population, Household and Employment Projections which were completed in 2023 to update the City's long-term growth forecast. Current exemptions and reductions to support the creation of housing and affordable housing will be reviewed.</p> <p>The 2019 Development Charges By-law provides several exemptions or reductions that support residential development, including:</p> <ul style="list-style-type: none"> • Development in strategic areas (Downtown and certain town centres); • Affordable housing projects that meet certain criteria; • Garden suites when removed within 10 years; • Secondary dwelling units as defined in the Zoning By-law; • A 50% reduction in DC's for Multi-Unit Residential Building constructed within certain Nodes and Corridors; • Reduction for Small Dwellings as defined in the By-law; • Additional intensification of existing housing as defined in the by-law; <p>Recently, changes were made to the Development Charges Act through Bill 23, More Homes Built Faster Act, 2022, which provide for exemptions and discounts of more affordable housing types. The update to the Development Charges By-law must include those additional amendments which include</p>
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	<p>exemptions for non-profit housing and a new definition for affordable housing.</p> <p>Providing certainty regarding funding and constructing offsite infrastructure will help accelerate housing development in established areas and support revitalization with the provision of a mix of land uses, dwelling types and other amenities.</p>
Goal and Actions	<p>Goal: Incentivize the development of housing through exemptions and reductions to development charges targeting certain forms of development and in strategic locations.</p> <p>Action 1: Review DC eligible project list to ensure strategic alignment with residential development likely to occur or dependent on DC eligible infrastructure upgrades.</p> <p>Action 2: Review DC exemptions and reductions to ensure strategic alignment with housing priorities.</p>
Timing	<p>Work is underway and anticipated to be completed by June 2024 when the current Development Charges By-law expires.</p>
Supply/System Impact	<p>This initiative will help improve the stability and predictability of future housing supply. The City will have a better understanding of the funding and timing of growth costs needed to support development in both greenfield and established areas.</p>

Focus Area 14: Strategic Opportunities

Description

Funding and other development opportunities occasionally present themselves either as partnerships with developers and non-profit organizations or as funding programs at the provincial and federal levels. The City intends to continue acting on these opportunities as they arise.

Goal and Actions

Goal: To pursue funding opportunities as they arise to achieve the housing goals and objectives of this strategy or previously adopted foundational strategies.

Action 1: Housing Services will maintain contact with both Provincial and Federal governments to ensure the community is apprised of future program and funding opportunities for Community Housing.

Action 2: Analyze options to implement regulations governing home sharing and short-term rental accommodations as per Council resolution CC2023-205

Action 3: Apply to CMHC's Housing Accelerator Fund (complete)

Action 4: Monitor program parameters as established for the Province's Build Faster Fund

Action 5: Review the City's multi-residential tax rate, in response to the need to facilitate the creation of new multi residential development. .

Action 6: Keep apprised of available funding programs, such as those offered by Enbridge to

support retrofit of existing dwelling, aging in place and energy efficiency.

Action 7: Monitor land supply with a view to providing an appropriate range of lands designated for employment and lands designated for residential use.

Action 8: Review urban design guidelines, heritage standards, parking standards, parkland requirements and urban forestry practices to ensure they align with priority of creating housing opportunities for a range of housing forms.

Action 9: Undertake necessary steps to ensure that properties in the City's affordable housing land bank are shovel ready to react quickly to new opportunities.

Action 10: Undertake review of options for temporary workforce accommodation.

Action 11: Undertake housing and streamlining recommendations of the Future Ready Development Services Committee.

Timing

2024 – ongoing

Supply/System Impact

Opportunities may significantly increase housing supply across the continuum and make effective use of available municipal funding.

Focus Area 15: Data and Targets

Description

The City of Greater Sudbury uses several Dashboards and report cards to communicate information on the City's housing supply across the continuum. To supplement existing means of reporting, a consolidated report on Housing supply/capacity, land supply, progress towards meeting the Provincially assigned housing target and progress updates on key housing projects will be prepared quarterly.

Current Data reported through Report Cards:

The Report Card on Homelessness, released annually, includes:

- Number of people added to the By-Name List
- Number of people who were chronically homeless
- The active number of homeless
- Number of people who moved into housing
- Number of people who returned to homelessness from housing

The Housing Services Report:

- Number of persons placed annually from the Community Housing Registry Wait List
- Number of Community Housing units per 1,000
- Community Housing administration operating cost per community housing unit

- Community housing operating cost (administration)
- Total number of households receiving housing allowance
- Total number of rent supplement units within the service area

Currently Available Dashboards:

Development Dashboard, includes:

- Housing Target Progress
- Total permits issued by year, by type (residential, ICI, secondary dwelling unit)
- Value of permits

Demographics Dashboard, includes:

- Population
- Households and families
- Income
- Housing
- Education and Labour, etc.

Dashboard Under Development:

Land Supply/Developable Lots Dashboard, includes:

- Vacant legal lots of record (designated within Built Boundary)
- Developable Lots (vacant properties within the Settlement Area, but outside the Built Boundary)
- Vacant Rural Lot (properties outside the Settlement Area)
- Data available in Area (ha) and potential units

<p>Goal and Actions</p>	<p>Goal: To provide performance reporting that enables Council to assess progress towards achieving housing targets.</p> <p>Action 1: Provide a consolidated quarterly report on key housing data, including progress towards meeting housing target.</p> <p>Action 2: Continue to develop annual reports on the homeless population reporting.</p> <p>Action 3: Continue to develop annual reports on the monitor community housing portfolio.</p> <p>Action 4: Develop on-line portal for resources related to the development process. A land supply dashboard is currently under development and will be tool to display to potential developers where approved developments are located.</p>
<p>Timing</p>	<p>2024 - ongoing</p>
<p>Supply/System Impact</p>	<p>Data and targets will assist in monitoring progress towards achieving housing targets. It will measure supply and system impact of actions undertaken in other Focus Areas.</p>

Focus Area 16: Monitoring and Governance	
Description	<p>An Internal Housing Leads Team and an External Housing Advisory Panel are proposed to be established to govern the Housing Supply Strategy and monitor progress towards implementing the identified objectives and action and monitor progress towards meeting the Provincial Housing Target of 3,800 residential units by 2031.</p> <p>The City will undertake a review of key initiatives, policy changes, and progress made towards housing supply goals every five years to ensure they are calibrated to the community as it evolves.</p>
Goal and Actions	<p>Goal: Establish collaborative oversight for implementation of the Housing Supply Strategy.</p> <p>Action 1; Establish an Internal Housing Leads Team consisting of staff members from divisions involved in the delivery of housing.</p> <p>Action 2: Establish an External Housing Advisory Panel with a membership of 20, including the chair and vice-chair representing a wide a diverse range of people with lived experience, industry experts, non-profit housing providers, landlords, post-secondary institutions, service providers, indigenous representation, older adult representation, etc.</p> <p>Action 3: undertake comprehensive review of the Housing Supply Strategy every 5 years.</p>

Timing	<p>Internal Housing Leads Committee to meet quarterly to review progress and as needed to review funding applications, land banking circulations and administer any funds received.</p> <p>External Housing Advisory Panel to host annual community housing summit and bi-annually to review progress towards meeting housing targets.</p>
Supply/System Impact	<p>The impact that this area will have on the housing supply system will ensure that all other appropriate actions continue to be effective for the community.</p>

Focus Area 17: Strategic Collaboration	
Description	<p>Actively engage and collaborate with post-secondary institutions, Provincial and Federal Governments, Industry, labor and the non-profit sector to develop strategies to increase housing supply capacity and address coordination challenges and issues that are outside the municipal sphere of influence.</p> <p>Several critical needs must be addressed to ensure a sufficient and adequate housing supply is developed, including coordination amongst all community partners, ensuring there is sufficient labour, materials, equipment, land, infrastructure and capital to be able to build needed homes, viability for for-profit builders and developers, more productive and innovative building methods, a regulatory environment the balances allowing housing to be built with minimal delays while producing them safely, protecting the environment and creating complete communities, and addressing non-market housing needs.</p>
Goal and Actions	<p>Goal: To collaborate with external agencies and other levels of government to coordinate actions to address housing supply that are outside of the purview of the municipality.</p> <p>Action 1: Lobby senior levels of government to increase funding for skilled trades.</p> <p>Action 2: Engage with post-secondary institutions on solutions for student housing</p> <p>Action 3: Engage with post-secondary institutions to prioritize skilled trades.</p>

	<p>Action 4: Call upon the Federal government to provide equitable affordable housing funding in Ontario.</p> <p>Action 5: Call upon the Provincial and Federal governments to modernize the Building Code and other policies to remove any barriers to affordable construction and to ensure meaningful implementation.</p> <p>Action 6: Call upon other levels of government to provide provincial and federal funding to pilot projects that create innovative pathways to homeownerships, for Black, Indigenous, and marginalized people and first-generation homeowners.</p> <p>Action 7: Call upon other levels of government to provide provincial and federal loan guarantees for purpose-built rental, affordable rental and affordable ownership projects.</p> <p>Action 8: Call upon the Provincial government to implement relevant recommendations of the Housing Affordability Task Force.</p>
Timing	Ongoing
Supply/System Impact	Strengthening community networks will lead to greater collaboration and coordination in implementing the Housing Supply Strategy



Glossary of Terms

Term	Definition
Accessibility	<p>Accessibility refers to the manner in which housing is designed, constructed or modified (such as through repair/renovation/renewal or modification of a home), to enable independent living for persons with diverse abilities. Accessibility is achieved through design, but also by adding features that make a home more accessible, such as modified cabinetry, furniture, space, shelves and cupboards, or even electronic devices that improve the overall ability to function in a home.</p>
Affordability Depth	<p>The level of rent or payment charges to the household relative to the average market costs based on income decile.</p>
Affordability Gap	<p>The difference between the cost of constructing a housing unit based on fair market value and the cost a household can afford to pay based on their income.</p>
Affordability Thresholds	<p>A maximum level or rate of rent or purchase price based on household or renter income.</p>
Average Market Rent (AMR)	<p>Means the average monthly rent by unit type as determine in the annual survey of rents for the prior calendar year published by the Canada Mortgage and Housing Corporation.</p>
Community Housing	<p>An umbrella term that typically refers to either housing that is owned and operated by non-profit housing corporations and housing co-operatives , or housing owned by provincial, territorial or municipal governments (formerly Social Housing).</p>
Core Housing Need	<p>A household is on core housing need if its housing does not meet one or more of the adequacy, suitability or affordability standards and it would have to spend more than 30% or more of its before-tax income to pay the median rent (including utility costs) of alternative local market housing that meets all three standards:</p> <p>Acceptable housing: housing that is adequate in condition, suitable in size, and affordable.</p> <p>Adequate Housing: Does not require any major repairs, according to residents. Major repairs include those to defective plumbing or electrical wiring, or structural repairs to walls, floors or ceilings.</p> <p>Suitable: Suitable housing has enough bedrooms for the size and make-up of resident households, according to guidelines outlined in National Occupancy Standards (NOS). For examples, enough bedrooms based on NOS means one bedroom for each cohabitating adult couple, one for unattached household members 18 years of age and over and one for each same-sex pair of children under age 18. A household of one individual can occupy a bachelor unit (i.e. unit with no bedroom).</p>

Emergency Housing (Shelter)	<p>emergency Housing is defined as facilities providing temporary, short-term accommodation for homeless individuals and families. This may or may not include other services such as food, clothing or counselling. Emergency housing is short-term accommodation for people who are homeless or in crisis.</p> <p>Shelters and hostels are two common examples of emergency housing. There also may be smaller religious or community-based organizations that provide emergency housing.</p>
Gentle Density	An approach to urban development, focusing on slightly increasing the number and variety of home in existing single-detached home neighbourhoods.
High Density Housing	High density housing is only permitted in the community of Sudbury. All housing types, excluding single detached dwellings, are permitted in high density residential areas to a maximum net density of 150 units per hectare. Densities in the Downtown may exceed this maximum, as set out in the Zoning By-law.
High Income Households	Household with incomes above \$138,057 or renter income of \$78,969.
Homelessness	Homelessness describes the situation of an individual, family or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.
Housing Continuum	The housing continuum is a range of housing types available in a community, from emergency shelters to home ownership.
Housing Completions	The stage at which all the proposed construction work on a dwelling unit has been performed.
Housing Needs Assessment	A Housing Needs Assessment synthesizes data on the supply, demand, issues, gaps and solutions that can be used to make strategic decisions related to the housing market and is often the basis for housing policy decisions.
Income Decile	In a distribution of personal or household income, the deciles are 9 income figures that divide the population into 10 equal parts, each one representing 10% of the total.
Low Density Housing	Permits single detached dwellings, semi-detached dwellings, duplexes, and townhouses to a maximum net density of 36 units per hectare.
Low End of Market	LEM units are supplied through Non-Profit and Co-operative housing providers and typically rent at 60% of Average Market Rent (AMR).
Low Income Households	Households below the 3 rd income decile, with a total household income below \$60,966, or \$37,551 for renter income.
Medium Density Housing	In medium density development, all low density housing forms are permitted, including small apartment buildings no more than five storeys in height to a maximum net density of 90 units per hectare.
Moderate Income Households	Households between the 4 th and 6 th income decile (household income between \$75,655 and \$112,654 or \$66,709 and \$45,945 for renters).
Middle Income Households	Households with incomes above Low and Moderate, but below High Income Households.

Missing Middle	Refers to building typologies that contain a higher density than a single family house and a lower density than a mid-rise building.
Mixed Income Housing	Mixed-income housing is any type of housing development (rent or owned) that includes a range of income levels among its residents, including low, moderate and/or higher incomes.
Mixed-Use Development	Mixed-use development is the development of land or in a building with two or more different uses, such as residential, office and retail. Mixed-use can occur vertically within a building or horizontally on a site.
Purpose Built Rental	Housing built specifically for long-term rental accommodation instead of selling individual condo units.
Rent-Geared to Income	RGI or subsidized housing, is made available by municipalities to make rent affordable for households as set out in the Housing Services Act, 2011.
Supportive Housing	Supportive housing is housing that provides a physical environment that is specifically designed to be safe, secure, enabling and home-like, with support services such as social services, provision of meals, housekeeping and social and recreational activities, in order to maximize residents' independence, privacy and dignity.
Sustainable Housing	Housing designed, built and operated using techniques, materials and technologies that result in houses that are highly energy efficient, make efficient use of resources, have low environmental impact, are healthy to live in, are affordable, and produce as much energy as they consume on an annual basis.
Transitional Housing	Housing that is intended to offer a supportive living environment for its residents, including offering them the experience, tools, knowledge and opportunities for social and skill development to become more independent. It is considered an intermediate step between emergency shelter and supportive housing, and has limits on how long an individual or family can stay. Stays are typically between three months and three years.
Transit-oriented development	Transit-oriented development is an approach to development that focuses land uses around a transit station (node) or within a transit corridor. Typically, it is characterized by: a mix of land uses, moderate to high density development, pedestrian orientation/connectivity, transportation choices, reducing parking, high quality design.
Urban (residential) intensification	Urban (residential) intensification (or densification) encourages the development of property, site or area at a higher density than currently exists, through development, redevelopment, infill and expansion or conversion of existing buildings. The form and level of intensification will differ, based on the specific characteristics such as location, history, community strengths and preferences.
Vulnerable Populations	Vulnerable populations are considered to be those who have multiple barriers to achieving or maintaining housing due to challenges such as poverty, health and mental health issues, trauma, newcomer settlement challenges amongst others.
Wait list	CGS maintains a wait list for rent-geared to income units according to rules set out by the Province of Ontario in the Housing Services Act, 2011.

Acronyms

AHCIP – Affordable Housing Community Improvement Plan

CCCAP – Community Climate Change Adaption Plan

CMHC – Canada Mortgage and Housing Corporation

CEEP – Community Energy and Emissions Plan

DMP – Downtown Master Plan

HAF – Housing Accelerator Fund

MHBF Act – More Homes, Built Faster Act (Bill 23)

MMAH – Ministry of Municipal Affairs and Housing

SPART – Sudbury Planning Application Review Team