

The total estimated costs to meet a functional end to homelessness in the City of Greater Sudbury is approximately \$350M, including:

- \$322M in capital and start-up costs
- \$13.6M annually in operating costs
- \$11M annually in additional rent supplements

Top Priorities:

Recommendation:	Description:	Estimated Cost:	KPI's:
3.1 Investments in Supportive Housing	<p>Develop 80 supportive housing unit spaces with 24/7 supports onsite that is deeply affordable for those individuals' experiencing homelessness with the most complex and often co-occurring needs to meet the current need.</p> <p>The collaboration between housing and health care services needs to be strengthened to plan, develop, and invest in housing with the right level of supports. Whenever possible, partnerships should be explored to develop a mix of supportive housing, rent-geared-to-income, and affordable housing developments.</p>	<p>2 x 40-unit supportive housing builds:</p> <ul style="list-style-type: none"> • \$28M in capital • \$2M/year for building operations/maintenance • \$960K/year for rent supplements • \$5M/year for program operations <p>Total project costs: \$36M for start-up plus continuous program costs</p> <p>Alternative option to purchase existing private rental stock and convert to supportive housing.</p> <p>Total project costs: expected to vary based on market factors.</p>	# of supportive housing units developed
1.1., 1.2. and 1.3 Investment in Deep Core Housing/Rent-Geared-to-Income (RGI)/Affordable Housing/Rental Market	1) To meet the current demand for deep-core housing need, a minimum of 956 units are needed (301 Low-End of Market (LEM) and 655 Rent-Geared-to-Income (RGI)). May be developed through partnerships with non-profits or internally administered by CGS.*	<p>1) 800 units needed (accounting for developments in supportive and transitional housing).</p> <ul style="list-style-type: none"> • \$280M for capital costs • \$600,000/year for building operations/maintenance • 9.6M/year for rent supplement costs <p>Total costs: \$290M for start-up plus continuous program costs</p>	<p># of deep-core housing units developed</p> <p># of rent-geared-to-income units developed</p> <p>Rental market vacancy rate in CGS</p>

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	<p>2) 470 units private market units are needed to meet a 5% vacancy rate in the City of Greater Sudbury, with an average of 66 additional units to be developed per year for the next 30 years to meet anticipated demand. Encourage private development to participate in affordable housing incentives through CMHC.*</p> <p>Mixed-income opportunities should be explored whenever possible (e.g., community housing, affordable, private market).</p> <p>*Recommendations determined through the CGS Planning Services Housing Supply and Demand Analysis.</p>	<p>2) N/a – completed through existing staffing complement.</p>	
<p>1.5. Expand CHPI Program Guidelines for Homelessness Prevention</p>	<p>Expand the CHPI program guidelines to be more flexible and allow for increased allocations for funding for low-income households to obtain or maintain housing based on current market demand, where the household can continue to meet rental costs in the future.</p> <p>In decision making, assess cost benefit of homelessness prevention versus emergency shelter use. Program requires immediate access to funds for all eligible households.</p>	<p>Increase program costs to meet current demand.</p> <p>Additional \$200,000/year with semi-annual assessment to City Council</p>	<p># of individuals supported with housing loss prevention</p>
<p>2.1, 3.3. and 3.5 24-hour Emergency Shelter Models, Transitioning Emergency Shelters, and Transitional Housing for Priority Populations</p>	<p>Purchase a purpose-built building to develop a 24-hour youth transitional housing program with emergency shelter beds for youth aged 16-24. Develop a Request for Proposal to seek an operator for the program.</p> <p>Transition the Elizabeth Fry Safe Harbour House Shelter program to a 24-hour model and transition five of the emergency shelter beds to transitional housing beds.</p> <p>Develop an Indigenous-led transitional housing program of up to 40 units. Implement a Request for Proposal to seek an Indigenous operator for the program.</p>	<p>Youth Program:</p> <ul style="list-style-type: none"> • Approximate value of capital - \$795,000 • \$200,000 for repairs, renovations and set up • 24/hour program costs - \$1.4M <p>Total project costs: \$2.4M for start-up plus continuous program costs</p> <p>Elizabeth Fry:</p> <ul style="list-style-type: none"> • \$700,000/year for program costs <p>Indigenous-led Program:</p> <ul style="list-style-type: none"> • \$14M for capital • \$2.5M/year for program costs 	<p>% of emergency shelters transitioned to a 24/7/365 model</p> <p>% of emergency shelters converted to transitional housing</p> <p># of transitional housing units developed</p>

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	Staff recommend implementing supportive transitional housing programs prior to exploring opportunities to implement 24-hour shelter programs.	<ul style="list-style-type: none"> \$1M/year for building maintenance \$480,000/year for rent supplement Total project costs: \$18M for start-up plus continuous program costs	
4.1 Health, Homelessness and Housing Integrated Planning and Operations Table	<p>Recommendations from the Community Consultation included the development of a Health, Homelessness and Housing Integrated Planning and Operations Table, including representatives from the homelessness, housing, and health sectors and police.</p> <p>The intersection between health services, housing and homelessness is more prevalent than it ever has been historically and requires coordinated approaches, integrated policy development and provincial advocacy.</p>	<p>N/a – completed through existing staffing complement.</p> <p>Staff will begin the development of the table including a Terms of Reference and membership.</p>	N/a
4.3. Support Indigenous Healing and Well Being	<p>1) Invest in Indigenous-led housing programs.</p> <p>2) Support Indigenous-led agencies in their homelessness planning</p> <p>3) Embed culturally appropriate services throughout the homelessness-serving sector. For example, provide on-site cultural programming within programs, hire elders within programs, require staff training on Indigenous awareness for all services providers, and create positive partnerships with Indigenous-led agencies.</p>	<p>1) To be brought forward through business case as projects come forward to the City for review</p> <p>2) N/a - completed through existing staffing complement</p> <p>3) To be determined through annual budget review</p>	<p># of Indigenous-led housing programs developed</p> <p>% of staff who have received Indigenous cultural competency training</p>

Internal City Services:

Recommendation:	Description:	Estimated Cost:	KPI's:
1.7 Internal Policy Review	Complete a review of policies across relevant internal departments to ensure policy alignment to best support individuals within the housing and homelessness system.	N/a – completed through existing staffing complement	N/A
1.8 Housing Loss Prevention Strategy	The development of a Housing Loss Prevention Strategy is needed in collaboration between housing services, housing operations and social services departments, to remove barriers and implement processes that support easier access to housing and increase support to tenants within these units.	Costs dependent on scope of review and strategy	N/A

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2.4. Develop a Formalized Rapid Re-Housing Program	<p>A formalized Rapid Re-Housing Program should be implemented to connect with individuals as soon as they enter the homelessness system and provide them with rapid re-housing supports.</p> <p>Examine the existing use of bridge housing as part of a rapid re-housing response.</p>	<p>N/a – completed through existing staffing complement.</p> <p>Option to review as part of the existing bridge housing program.</p>	# of individuals supported to become housed through rapid re-housing efforts
3.4. Strengthen Community Engagement Approaches within Sudbury’s Community Housing units	Following recommendations from the “Think Big, Act Together” report, strategies for community engagement approaches that will allow community housing residents to thrive should be implemented.	Costs to be determined based on scope of implementation	# of engagement opportunities created for community housing tenants
1.11. Communications Strategy – NIMBY-ism	Develop a communications campaign to increase public awareness of the benefits of supportive and transitional housing programs and address the stigma associated with these programs.	Costs subject to consultation with internal communications department	# of communications materials developed and distributed to address NIMBY-ism
1.2. a) Development Charges Updates	<p>Planning Services - The current reduction for multi-residential development along corridors is proposed to be amended to remove the requirement for property to have frontage on the corridor and the requirements that reductions only apply to that portion of the building within the 100m setback in alignment with the Strategic Core Areas CIP multi-residential TIEG program.</p> <p>The Affordable Housing exemption is proposed to be amended for more flexibility for projects that are subject to a funding agreement with the City or CMHC</p>	N/a – completed through existing staffing complement	N/A
1.2. b) Land Banking Phase Two	Planning Services - Phase Two will involve site preparation, including rezoning where required and de-risking sites that have been identified as suitable for the development of affordable housing in conjunction with the Affordable Housing Community Improvement Plan	Business case for 2025 regarding shovel readiness of sites	N/A
1.2. c) Updates to the Affordable Housing Improvement Plan	Update the Affordable Housing CIP to include considerations for mixed-use buildings and tiering of incentives based on the percentage of affordable units provided.	N/a – completed through existing staffing complement	# of affordable housing units developed through the AHCIP

Partner with Community:

Recommendation:	Description:	Estimated Cost:	KPI's:
4.2. Lived Experience Advisory Group ("Nothing About Us Without Us")	Through the Community Consultation, the development of an Advisory Group of people with lived experience to advise on homelessness system planning was recommended. This Advisory Group would be administered and facilitated by an external Indigenous-led organization.	\$20,000/year - costs for administration, facilitation and honorariums for participants	# of individuals with lived experience participating in the Advisory Group
1.6 Rent Bank	Explore opportunities to establish a Rent Bank for low-to-mid-income earners as a repayable loan to support housing loss prevention for a short-time period.	\$100,000/year	# of individuals accessing the rent bank program
1.9 Legal Clinic – Eviction Prevention	Increase collaboration with the Community Legal Clinic to support information exchange and eviction prevention within community housing and private market rental accommodations.	Subject to agreements and budget with Community Legal Clinic	# of tenancies saved through partnership with Community Legal Clinic
4.3. Workforce Strategy	Develop a workforce strategy to attract and retain skilled staff in the social services sector.	N/a – completed through existing staffing complement	# of agencies reporting increased recruitment/retention rates of staff within their agency
1.10 Strengthen partnerships with provincial systems	Increase collaboration with provincial systems to support discharge planning from corrections, hospital, treatment, and child welfare.	N/a – completed through existing staffing complement	N/A
1.14 Strengthen partnerships with other sectors to improve housing conditions	Increase collaboration with law enforcement, by-law, and public health to address issues such as hoarding, pest control, and poor building conditions.	N/a – completed through existing staffing complement	N/A
2.2. Strategy to Reduce Discrimination and Racism	As a recommendation from the Community Consultation, a strategy to reduce racism and discrimination among the BIPOC community (Black, Indigenous, and Other People of Colour) is needed. Public procurement for consultant to complete project.	Consultant fees	
2.3. Identification Bank	A partnership with the Community Legal Clinic should be established to create an Identification Bank where individuals can safely store their ID to complete applications required for housing and other provincially funded supports.	Subject to agreements and budget with Community Legal Clinic	# of individuals experiencing homelessness accessing the ID bank

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4.5. Trauma-informed Approach	Provide additional training opportunities to internal staff and service delivery partners on trauma-informed approaches to service delivery to increase engagement with individuals experiencing homelessness and those who are at-risk.	\$15,000/year for facilitation fees	# of training sessions provided on trauma-informed approaches % of staff within the sector who have received related training
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Advocacy:

Recommendation:	Description:	Estimated Cost:	KPI's:
1.12 Advocacy – Social Assistance Rates	From the Community Consultation, community partners strongly recommended the development of an advocacy strategy to advocate to the Provincial Government for improvements to income supports (OW and ODSP) to keep pace with inflation across the province.	N/a – completed through existing staffing complement	N/A
1.14. Advocacy – Regulation Changes for Rent Supplements	<p>Develop an advocacy strategy to advocate to the Provincial Government for regulation changes to rent supplement policies. The current policy outlines that rent supplements provided to individuals cannot exceed the average market rent as determined by CMHC.</p> <p>Recommended that a legal review be undertaken to determine whether additional rent supplements can be provided to meet current market rent trends.</p>	Possible costs involved following review.	N/A
1.4. and 3.2. Advocacy - Increased Investment in Affordable and Supportive Housing	<p>Develop an advocacy strategy to advocate to the Provincial and Federal levels of Government to increase investments in supportive housing programs and the continued development of affordable housing.</p> <p>This recommendation aligns with recommendation 4.1., the development of a Health, Housing and Homelessness Planning and Operations Table, to support advocacy on priority items impacting these sectors, including investments in affordable and supportive housing.</p>	N/a – completed through existing staffing complement	N/a