

#	Priority	Objectives	Completed in 2023	Planned for 2024
1	<p>There is a need to improve housing options across the housing continuum.</p>	<p>Improve and maintain the existing housing stock.</p> <p>Improve the accessibility of new housing and full utilization of existing housing stock.</p> <p>Increase the diversity of affordable housing options.</p> <p>Increase community acceptance of and provide consistent support for multi-residential housing.</p>	<p>One of the strategic objectives and goals of City Council is Housing. The goal reflects Council's desire to ensure all citizens, especially vulnerable populations, feel welcome and supported, have access to safe, affordable, and suitable housing options in the community.</p> <p>Council's goals are to:</p> <ul style="list-style-type: none"> • Expand affordable housing options • Revitalize and improve existing housing stock • Develop innovative solutions to support a range of housing choices, and • Foster supportive infrastructure that encourages community housing's goals. <p>Continued to administer the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI).</p> <p>Funding continued 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>Continued to work towards renewing the agreement with Native People of Sudbury Development Corporation to provide them with Rent Supplement funding to cover costs for units that are at the end of their operating agreements.</p> <p>OPHI continued to be utilized to address local housing priorities. Including affordability, repair,</p>	<p>One of the strategic objectives and goals of City Council is Housing. The goal reflects Council's desire to ensure all citizens, especially vulnerable populations, feel welcome and supported, have access to safe, affordable, and suitable housing options in the community.</p> <p>Council's goals are to:</p> <ul style="list-style-type: none"> • Expand affordable housing options • Revitalize and improve existing housing stock • Develop innovative solutions to support a range of housing choices, and • Foster supportive infrastructure that encourages community housing's goals. <p>Continue to administer the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI).</p> <p>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>Will 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 units that are at the end of their operating agreements.</p>

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			<p>and new construction.</p> <p>Asset Planner continued to be utilized to maintain a database of capital needs of the community housing stock. Housing Services staff continue to work with housing providers for implementation updates in the software to ensure capital needs are updated and addressed.</p> <p>The new e-permitting system 'Pronto' was launched to the public in summer 2023 and both Building Services and Technical Services were onboarded. The system will enable online submission of building permit applications and digitized workflows which will track and report on processing time. This project was funded in part through the Streamline Development Approvals Fund to support streamlining residential development applications.</p> <p>In February 2023, Council passed a resolution directing staff to develop a Housing Supply Strategy. This strategy will supplement and provide a cohesive framework for the work that CGS has been undertaking with respect to encouraging affordable and innovative forms of housing. The Housing Supply Strategy will take a holistic approach to looking at actions that can be taken along the entire housing continuum from homelessness to transitional and supportive housing to below market affordable housing as well as market housing with the goal of increasing the overall housing supply in the City to accommodate projected growth.</p>	<p>OPHI funding will continue to be utilized to address local housing priorities. Including affordability, repair, and new construction.</p> <p>Asset Planner will continue to be utilized to maintain a database of capital needs of the community housing stock. Housing Services staff continue to work with housing providers for implementation updates in the software to ensure capital needs are updated and addressed.</p> <p>Planning Services will be implementing Phase 1 of on-boarding to the Pronto e-permitting system, with a go-live launch of the platform planned for early 2025 to enable the electronic submission of Planning Act applications and digitized workflows.</p> <p>In January of 2024, a draft Housing Supply Strategy was presented to Council. The Strategy proposes a series of actions including updates to current initiatives and policies, as well as performance reporting and a governance model. The final Housing Supply Strategy is planned to be presented to Council for adoption in 2024.</p> <p>An updated Supply and Demand Analysis (Housing Needs Assessment) was completed in early 2024 projecting housing needs over the next 30 years to 2051.</p>

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			<p>The City’s Population Projections were updated using the 2021 Census information and will provide the City with the amount and type of housing anticipated over the next 30 years to 2051 to help guide policy development.</p> <p>In 2016, the CGS adopted policies that permit the development of Secondary Dwelling Units which were amended in 2020 to allow up to two secondary dwelling units on a lot containing a single detached dwelling, semi-detached dwelling, street townhouse or within an accessory structure – providing for one additional dwelling unit in the primary structure and one within an accessory structure. In 2023, 64 new Secondary Dwelling Units were registered in the Second Unit Registry.</p> <p>In the fall of 2021, CGS launched a Development Tracking Dashboard which monitors new development, including secondary dwelling units and new residential unit creation. In 2023, a total of 675 building permits were issued for new construction, additions and renovations resulting in the creation of new dwelling units. Permits were issued for 136 for single detached dwellings, 43 for semi-detached dwellings, 58 for row/townhomes, 207 for apartment dwellings and 160 long-term care beds,</p> <p>The City was assigned a Provincial Housing Target of 3,800 new housing starts by 2031. In 2023, the City exceeded the 2023 Target of 279 units and achieved 436 housing starts including 160 Long Term Care Beds.</p>	<p>An update to the policy framework for secondary dwelling units is planned to allow for up to 3 units within the primary structure (1 primary and 2 secondary) in alignment with Bill 23.</p> <p>On July 1, 2024, the new Development Charges By-law came into effect. The By-law includes several exemptions and reductions to encourage the development of both affordable and market housing.</p> <p>In January 2024, the Strategic Core Areas Community Improvement Plan (CIP) was updated to include a new program encourage multi-residential development along certain corridors, complementing the Nodes and Corridors Strategy. A consolidation of the Strategic Core Areas CIP, Brownfield Strategy and CIP, and Affordable Housing CIP is anticipated to occur in Q4 2024 to streamline the administration and promotion on the incentives programs, including those that support both market and affordable housing development.</p> <p>Nodes and Corridors Phase 2 proposes an amendment to the Official Plan to enable higher densities of development along the city’s main arterials to capitalize on existing hard infrastructure (roads, pipes, etc.) and soft infrastructure (transit, snow removal, recreation, fore protection, etc).</p>

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			<p>CGS approved 2 extensions of temporary zoning for Garden Suites. No new applications for Garden Suites were received.</p> <p>CGS processed 8 Site Plan applications for multi-residential development including: a proposal to construct a 3 storey building addition to increase bed capacity by 36 additional beds for a rehabilitation care facility; proposal to build 2 two storey 20 unit buildings, 1 two storey 12 unit and 1 two storey 11 unit buildings; proposal to construct 2 two storey 12 unit and 1 two storey 6 unit multiple dwelling buildings; proposal to construct a 347 unit apartment building in which 305 would be designated for low income seniors. The building is also proposed to contain 6,707 sq.ft. of medical offices and other support services; proposal to construct 113 row house dwelling units and a 4 storey apartment building; proposal to add 17 units to the existing 44 unit townhouse development; a proposal to add 30 Nursing Beds and 20 apartments to Finlandia Village Complex; and a proposal to construct 162 apartment units within five 3-storey buildings located on vacant land at the Hanmer Valley Shopping Centre site.</p> <p>There were 2 units created and applications for 8 additional units approved through the Strategic Core Areas Community Improvement Plan.</p> <p>CGS is collaborating with College Boreal and the Tiny Town Association to study the feasibility of tiny homes as a housing option in Northern Ontario. The project is funded by the Natural</p>	<p>A Roadmap to End Homelessness by 2030 Report will be presented to Council in May 2024 with recommendations to increase the stock of supportive and transitional housing as well as housing that provides for deep core need of rental subsidy. The Report will also provide a recommendation to create a communications strategy to address Not in My Backyard (NIMBY) challenges in the development of affordable housing within neighbourhoods.</p> <p>The Lorraine Street project is anticipated to be ready for occupancy in 2024. A communication strategy will be implemented to help educate the neighborhood about the project. At this location a 40 Unit transitional housing program will be operated by Health Sciences North under an ACTT team model, providing 16 hours of clinical care daily to persons who have experienced chronic homelessness and require additional supports to reach housing stability.</p>

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			<p>Sciences and Engineering Research Council of Canada (NSERC) through the Mobile grant program and the College and Community Innovation programs. This 3-year applied research project will help design and build a tiny home prototype and evaluate its effectiveness as a sustainable, affordable, and eco-responsible housing option in Northern Ontario.</p> <p>FCM approved funding for undertaking Phase 2 (Program Design) of Greater Sudbury's Home Energy Retrofit Financing project. This phase is scheduled to be completed by the end of 2023.</p>	
2	<p>There is a need to improve housing access and affordability for low-income households.</p>	<p>Improve housing access and affordability for low-income households.</p>	<p>Due to an increase in the Canada-Ontario Housing Benefit (COHB) allocation, it is anticipated that Housing Services will be able to invest 100 additional households with housing assistance through a portable housing benefit (PHB).</p> <p>The Social Housing Apartment Rental Program (SHARP) is a temporary benefit that continued to be offered to eligible applicants on the centralized waitlist to offset the rental costs while in the private sector until they receive an offer of rent-geared-to-income (RGI) assistance.</p> <p>Housing Services conducted rent-geared-to-income (RGI) training sessions with property management staff to ensure compliance with legislation. In addition, Housing Services will be updating its RGI Calculation Guide for housing providers as well.</p>	<p>As of the date of this update, the Ministry of Municipal Affairs and Housing has not provided the notional allocation for COHB.</p> <p>The Social Housing Apartment Rental Program (SHARP) is a temporary benefit that will continue to be offered to eligible applicants on the centralized waitlist to offset the rental costs while in the private sector until they receive an offer of rent-geared-to-income (RGI) assistance. Housing Services will be conducting rent-geared-to-income (RGI) training sessions with property management staff to ensure compliance with legislation. In addition, Housing Services will be updating its RGI Calculation Guide for housing providers as well.</p> <p>Housing Services will maintain contact with both Provincial and Federal governments to ensure the community is appraised of future program and funding opportunities.</p>

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			<p>Housing Services maintained contact with both Provincial and Federal governments to ensure the community is appraised of future program and funding opportunities.</p>	<p>A Roadmap to End Homelessness by 2030 Report will be presented to Council in May 2024 with recommendations to increase the stock of supportive and transitional housing as well as housing that provides for deep core need of rental subsidy. A recommendation will also include advocacy for greater investment from upper levels of government and changes to rent supplement policies to be able to meet the current need.</p>
3	<p>There is a need to strengthen approaches to prevent homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing.</p>	<p>Ensure emergency accommodation is available when needed, but focus on transitioning to permanent housing.</p> <p>Address the needs of the most vulnerable populations of homeless.</p> <p>Stop discharging people into homelessness from key points of contact like hospitals and corrections.</p> <p>Address the need for additional education and awareness of community housing providers and landlords of available crisis services and supports for tenants with special needs.</p> <p>Promote Client-Centred, Coordinated access to</p>	<p>Substantial work on the Lorraine Street and Sparks Street projects were completed in 2023.</p> <p>The City has continued to partner with the Elizabeth Fry Society of Northeastern Ontario to operate a temporary ten bed low-barrier shelter for women and gender-diverse individuals.</p> <p>The City continued to partner with the Sudbury Action Centre for Youth to operate a temporary low-barrier shelter for youth (16-24). The shelter was in operation until March 18, 2024, when the Sudbury Action Centre closed its door permanently. Community partners continue to seek opportunities for establishing a permanent solution for emergency shelter for youth in the community.</p> <p>The City has continued to partner with Health Sciences North to improve outcomes with the ACTT 3 transitional housing program with supports for individuals experiencing chronic homelessness. This program provides for up to 13 high acuity individuals at a temporary location, with plans to move into the 40 unit Lorraine street build once completed. The program works within the Coordinated Access System by matching people on</p>	<p>The Lorraine Street project is anticipated to be ready for occupancy in 2024.</p> <p>The Sparks Street project was awarded to the successful proponent in March 2023 and design work is underway. Site work began in 2023 and occupancy is anticipated to be in 2024.</p> <p>A Roadmap to End Homelessness by 2030 Report will be presented to Council in May 2024. There were four key pillars presented to make homelessness rare, brief and non-recurring, as well as system level recommendations. With these pillars in mind, Appendix A – Roadmap Recommendations describes several objectives to address prevention, diversion, supportive housing solutions, and system coordination.</p> <p>Recommendations to strengthen approaches to prevent homelessness including changes to the CHPI homelessness prevention program to be able to meet current market demand, and increased collaboration with the Sudbury Community legal Clinic to support eviction prevention.</p>

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		<p>housing and homelessness prevention services.</p>	<p>the By-Name List to vacancies in the program and monitors key outcomes.</p> <p>Increased staffing compliment of Client navigators within Social Services have continued 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. Navigators support people in encampments and emergency shelters to navigate the system into housing and be document ready by assisting with getting identification income tax returns, applying for social assistance, applying for community housing and supporting the move in process. Navigators also work closely with housing operations to identify and support tenants who may be at risk of eviction or losing their subsidy by supporting with arrears, annual review documents, and other social issues.</p>	<p>The Lorraine Street project is anticipated to be ready for occupancy in 2024. A communication strategy will be implemented to help educate the neighborhood about the project.</p> <p>The City will continue to partner with the Elizabeth Fry Society of Northeastern Ontario to operate a low-barrier shelter for women and gender-diverse individuals. Funding will be continued until March 31, 2025.</p> <p>Community partners continue to seek opportunities for establishing a permanent solution for emergency shelter for youth. Although the closure of the Sudbury Action Centre for Youth in March 2024 left a gap in services, there is an opportunity to create new community partnerships and programs.</p> <p>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. The participants in the program continue to be amongst the most vulnerable/ highest need in the community.</p> <p>The team of Client navigators within Social Services continues to grow and build new partnerships throughout the community. The partnerships between Housing Services and Housing Operations continues to evolve with</p>

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				<p>procedures enabling smoother lines of communication.</p> <p>The By-Name List will continue to provide data to inform resource allocation in the community. The Coordinated Access System is updating how available service resources are distributed to better address the needs of people experiencing homelessness.</p>
4	<p>There is a need for additional supportive services coupled with permanent housing (both supportive housing and supports in private homes).</p>	<p>Ensure the supports are available for individuals to achieve and maintain housing stability.</p> <p>Ensure adequate permanent housing linked with supports.</p> <p>Reduce barriers to accessing housing, services and supports.</p>	<p>Housing Services continued to partner with Community Safety to facilitate Community Paramedicine services within various community housing projects.</p>	<p>Housing Services will continue to partner with Community Safety to facilitate Community Paramedicine services within various community housing projects.</p> <p>A Roadmap to End Homelessness by 2030 Report will be presented to Council in May 2024 with recommendations to increase the stock of supportive and transitional housing as well as housing that provides for deep core need of rental subsidy.</p> <p>Client Navigators from social services will be providing wrap around supports to persons who have been housed in community housing units from the By Name List and are known to have high acuity but do not have the support of a housing case manager.</p>
5	<p>There is a need to improve co-ordination, collaboration and partnerships among a</p>	<p>Improve effectiveness of the local housing system by increasing coordination, collaboration and partnerships</p>	<p>The City continued to work with community partners to improve co-ordination and collaboration in the homelessness sector through the Coordinated Access System/By Name List and use of HIFIS 4.0.</p>	<p>For better alignment with communities across Canada who receive Reaching Home funding from the federal government, data for the By-Name List and Coordinated Access will now be</p>

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	broad range of stakeholders.	among a broad range of stakeholders involved in housing.	<p>The City continues to work to improve the effectiveness of Homelessness Assessment Review Team (HART) through the By Name list with oversight from the Housing First Steering Committee.</p> <p>Client Navigators continued to build partnerships and coordination of services for people who are homeless or at risk of homelessness with a broader range of stakeholders.</p>	<p>drawn from the Homeless Individuals and Families Information System (HIFIS). This update will replace the procedures that have been in place since the inception of the By-Name List in 2021 and allow for greater coordination amongst existing community partners. The City will continue to work to onboard new partners whenever possible.</p> <p>Client Navigators will continue to build partnerships and coordination of services for people who are homeless or at risk of homelessness with a broader range of stakeholders.</p> <p>Social Services will be able to form new community partnerships as a result of additional funding from the federal government for a winter unsheltered homelessness response. Along with the existing services, new community partners facilitated the opening of warming spaces, both overnight and extended hours during the day.</p>
6	There is a need for an Indigenous Housing and Homelessness Strategy in the community	In accordance with Indigenous treaty rights in Canada and the calls to action of the truth and reconciliation commission, partner with the Native People of Sudbury Development Corporation (NPSDC) and Indigenous social service providers across a diversity of	Housing Services worked with NPSDC to preserve existing Urban Native Housing units by providing Canada-Ontario Community Housing Initiative (COCHI) Rent Supplement monies to allow rents to be based on income, and COCHI capital monies to help repair the existing housing stock.	Prioritize and ensure the preservation of existing Urban Native Housing program units within Sudbury. NPSDC will negotiate with the City of Greater Sudbury Housing Services to obtain Canada-Ontario Community Housing Initiative (COCHI) Rent Supplement monies which will allow for the corporation to continue providing rents based on income for units where mortgages mature and the original operating agreements expire. Three projects currently fall into this

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		<p>sectors to develop an Indigenous housing policy and a more inclusive housing and homelessness plan for the City.</p> <p>Develop ongoing cultural education and training for housing and homelessness service providers that document effective strategies for working with Indigenous peoples</p> <p>Establish a working group with representatives from NPSDC and Indigenous social services providers in the City to collaboratively plan and develop an Indigenous Housing and Homelessness Strategy for Greater Sudbury.</p> <p>Identify the present gaps in services to Indigenous people in Sudbury that contribute to Indigenous homelessness.</p>		<p>category, and another, the corporation’s senior citizen’s building, will be in this category in October 2024.</p> <p>COCHI capital monies will also be sought to assist with repairs required to maintain the aging housing portfolio in good condition.</p> <p>The above is in accordance with Ministry of Housing instructions which require communities to prioritize and ensure the preservation of existing Urban Native Housing units.</p> <p>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>Establish working group with representatives from NPSDC and Indigenous social services providers in the City to collaboratively plan and develop an Indigenous Housing and Homelessness Strategy for Greater Sudbury.</p> <p>Identify the present gaps in services to Indigenous people in Sudbury that contribute to Indigenous homelessness.</p>

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7	<p>There is a need to monitor and report on progress towards meeting the Housing and Homelessness Plan objectives and targets.</p>	<p>Monitor, analyze and respond to information about the local housing and homelessness situation</p>	<p>Housing Services reported on:</p> <ul style="list-style-type: none"> • the number of persons who were placed annually from the Community Housing Registry Wait List • the number of community housing units per 1,000 households • the community housing administration operating cost per community housing unit • the community housing operating cost (administration) • the total number of households receiving housing allowance • the total number of rent supplement units within the service area <p>Housing Services will continue to monitor and enact legislative amendments as necessary.</p> <p>The 2022 Report Card on Homelessness was released publicly in 2023. Data from the By Name list was reported, including:</p> <ul style="list-style-type: none"> • number of people added to the By name list in 2022 • number of people who were chronically homeless • active number of homeless at December 31st 2022. • number of people who moved into housing • number of people who returned to homelessness from housing <p>The City continued to use data collected through the Coordinated Access System/By Name List and HIFIS 4.0 to identify gaps in the homelessness sector and determine areas for improvement.</p>	<p>Housing Services will report on:</p> <ul style="list-style-type: none"> • the number of persons who were placed annually from the Community Housing Registry Wait List • the number of community housing units per 1,000 households • the community housing administration operating cost per community housing unit • the community housing operating cost (administration) • the total number of households receiving housing allowance • the total number of rent supplement units within the service area <p>Housing Services will continue to monitor and enact legislative amendments as necessary.</p> <p>The Roadmap to End Homelessness presented four key pillars. They are to make homelessness rare, brief and non-recurring, as well as system level recommendations. With these pillars in mind, Appendix A – Roadmap Recommendations describes several objectives with associated KPIs to measure progress. Priorities include:</p> <ul style="list-style-type: none"> • investments in supportive housing • investments in deep-core affordable housing • expanding the CHPI program • 24-hour emergency shelters/ transitional housing • Health, Homelessness and Housing Integrated Planning and Operations table • supporting Indigenous health and well-being

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			<p>Progress on key outcomes was monitored and reported on such as:</p> <ul style="list-style-type: none"> • Chronic Homelessness is reduced • Homelessness is reduced overall and for specific populations • New inflows into homelessness are reduced • Returns to homelessness are reduced <p>In October 2023, the City was recognized by Built for Zero Canada for being the 12th community in Canada to achieve Basic Quality Coordinated Access. A quality Coordinated Access system is transparent, accessible, effective, and efficient at identifying, assessing, prioritizing, and matching people experiencing homelessness to housing solutions as quickly as possible. It is considered one of the essential elements for having a local system that is 'built for zero' and designed to end homelessness.</p> <p>A monthly data overview is prepared in order to monitor the progress of inflow to and outflow from the homelessness system.</p>	<p>The 2023 Report Card on Homelessness will be released publicly in summer 2024. Data from the By-Name List will be reported, with a comparison to the 2022 results. It will continue to report on key outcomes as identified by the federal government.</p> <p>The Community Homelessness Report is a Reaching Home reporting tool that is submitted to Infrastructure Canada annually. It gives a year-over-year picture of the state of homelessness. This report will continue to be posted on the City's website.</p>