Homelessness System Planning Update

Presented To:	Community and Emergency Services Committee
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Type:	Correspondence for Information Only
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Report Summary

This report provides information regarding the system planning efforts to support the implementation of the Roadmap to End Homelessness, which includes transitioning services from emergency response to long-term solutions.

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

This report supports the City of Greater Sudbury Strategic Plan in alignment with the Housing objective, and goal 4.1 "Expand Affordable and Attainable Housing Options" by strengthening local partnerships to address vulnerable populations and improving the homelessness service system to transition focus from emergency services to long-term solutions for homelessness.

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

Financial Implications

There are no financial implications associated with this report. Following the service review, business cases may be brought forward for consideration to address gaps in the homelessness system identified through community consultation, in alignment with the Roadmap to End Homelessness and the City's budget process.

Background

On May 28, 2024, the City of Greater Sudbury approved the Roadmap to End Homelessness by 2030 as the City's official plan to prevent, address, and end homelessness in Greater Sudbury, by 2030. The Roadmap to End Homelessness includes 26 recommendations to reach functional zero homelessness by 2030, through a housing first approach. Recommendations of the Roadmap were organized within four strategic pillars; Homelessness is rare (prevention), Homelessness is brief (paid re-housing/diversion), Homelessness is non-recuring (supportive housing and wrap-around services) and System Level Recommendations.

A key component of the Roadmap to End Homelessness is the transition from investments in passive services (e.g., warming centers, outreach, emergency shelters) that manage homelessness, moving to active services, which include prevention services, affordable housing, and housing first supports, that support an end to homelessness. Without a continued shift towards active services, a bottleneck of individuals entering homelessness is created, with a lack of opportunities to become housed and exit the homelessness system. The Roadmap to End Homelessness identified the need for investments in active services including housing of all types across the housing continuum (e.g., affordable, rent-geared-to-income, supportive, transitional, private market) and transitioning portions of existing emergency shelter models to transitional housing.

To facilitate recommendations, and associated investments, of the Roadmap, toward long-term solutions to end homelessness, a system review of current investments in the homelessness system is needed. For the 2025/2026 fiscal year, investments from all levels of government in homelessness services are $10,670,246 which includes investments in the following categories:
- Homelessness prevention - 7% ($688,449)
- Emergency shelter solutions – 45% ($4,810,798)
- Housing assistance – 17% ($1,827,256)
- Community outreach and support services – 31% ($3,343,743)

In 2025/2026, investments in passive services are anticipated to comprise 76% of homelessness investments, with the remaining 24% invested in active services.

To ensure alignment of funding that supports recommendations of the Roadmap, and to achieve a shift in expenditure toward active services, in May 2025, staff will collaborate with community partners to complete a service review. This review intends to determine program impact, highlighting where programs are well aligned and effective, also looking to identify service gaps and opportunities for further transitioning of investments in programs across the housing continuum, to support priorities identified in the Roadmap to End Homelessness. Collaboration with community partners for this work will assist in providing fulsome system analysis and ensuring priority setting moving forward.

The service review will include two components:
1. Community Consultation – consultation with community partners and key stakeholders to identify the effectiveness and areas for improvement in existing services in the homelessness sector.
2. Data Review – an in-depth review of existing homelessness service data will be conducted to review service levels and the impact of programs on addressing homelessness.
3. Strategy Development- an analysis of findings will take place, with a focus on identifying areas of improvement. Areas of opportunity will be socialized with partners, informing system updates for inclusion in the 2026-2027 budget process.

Next Steps

City staff will review the results and prepare an investment strategy to support the key priorities in the Roadmap to End Homelessness in alignment with the City's budget process.

Resources Cited

Council Report - December 10, 2024 - Roadmap to End Homelessness Update

City Council Meeting - May 28, 2024 - Roadmap to End Homelessness by 2030