

## Appendix A: Housing Supply Strategy Implementation Plan and Progress Tracking

|  | No. | Action Item                          | Description   | Division(s)   | Status      | Target Completion               |
|--|-----|--------------------------------------|---|---|-------------|---------------------------------|
| <b>Focus Area: Housing Access – Housing Stability</b><br>Focuses on ensuring that systems are in place in the homelessness, emergency shelter and transitional housing portions of the housing continuum.                    |     |                                      |   |   |             |                                 |
| <b>1</b>   | 1.1 | Roadmap to End Homelessness          | The Roadmap to End Homelessness by 2030 provide a series of recommendations to reach a functional end to homelessness in Greater Sudbury by 2030                      | Social Services   | Complete    | Adopted May 28, 2024            |
| <b>2</b>   | 1.2 | 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. | Social Services<br>Housing Services<br>Housing Operations | Not Started | Q4, 2025 – Strategy Development |
| <b>Focus Area: Housing Access – Community Housing</b><br>Focuses on ensuring that housing options are available for households who require social or supportive housing.   |     |                                      |   |   |             |                                 |
| <b>3</b>   | 2.1 | Lorraine Street Transitional Housing | Under construction  | Housing Services  | Underway    | Q4, 2025                        |
| <b>4</b>   | 2.2 | Sparks Street Community Housing      | 14-unit community housing project geared to seniors.  | Housing Services<br>Housing Operations                    | Complete    | Q1, 2025                        |
| <b>5</b>   | 2.3 | Housing Loss Prevention Strategy     | To remove barriers and implement processes that support easier access to housing and increase support to tenants within these units.                                  | Housing Services<br>Housing Operations<br>Social Services | Not Started | Q4, 2025 – Strategy Development |
| <b>Focus Area 3: As-of-Right Policy – Additional Dwelling Units (ADUs)</b><br>Focuses on updating the secondary dwelling unit policy framework to allow for missing middle housing in the form of additional dwelling units. |     |                                      |   |   |             |                                 |
| <b>6</b>   | 3.1 | Official Plan Amendments - ADUs      | To allow for up to 3 units per lot as-of-right  | Planning Services   | Complete    | October 22, 2024                |

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| 7   | 3.2 | Zoning By-law Amendments -ADUs  | To allow for up to 3 units per lot as-of-right   | Planning Services                      | Complete | October 22, 2024   |
| 8   | 3.3 | Guide and Resources -ADUs   | To be updated and posted once amendments are in effect.  | Planning Services<br>Building Services | Complete | Must be updated to be consistent with 4 Units As-of-Right Amendments |
| 9   | 3.4 | Official Plan and Zoning By-law Amendments to allow 4 Units As-of-Right | To introduce a policy framework for up to 4 units per lot as-of-right  | Planning Services                      | Complete | Q1, 2025 – in effect   |
| Focus Area 4: As-of-Right Policy – Institutional Zoning |     |   |  |  |          |  |
| 10  | 4.1 | Zoning By-law Amendment – Institutional As-of-Right                     | To allow to medium density residential uses on institutionally zoned land  | Planning Services                      | Complete | Q1, 2025   |
| Focus Area 5: As-of-Right Policy – Mixed Use            |     |   |  |  |          |  |
| 11  | 5.1 | Residential Uses in Commercial Zones                                    | Zoning By-law amendments to remove barriers to mixed-use in commercial zones. Specifically to remove the cap on number of units.                           | Planning Services                      | Complete | Q1, 2025   |
| 12  | 5.2 | Greater Sudbury Housing Corporation development                         | To review options for allowing Greater Sudbury Housing Corporation development on all City-owned lands.  | Planning Services                      | Underway | Q3, 2025   |
| 13  | 5.3 | Ongoing Review of As-of-Right Zoning Amendments                         | It is anticipated that review of the zoning by-law with respect to “housing as-of-right” provisions will be ongoing, including review of parking standards | Planning Services                      | Underway | Q2, 2026 - Ongoing   |
| 14  | 5.4 | BuildingIN Project  | BuildingIN helps municipalities increase housing supply through low-rise multi-unit infill development.  | Planning Services                      | Underway | Q2, 2026   |

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| <b>Focus Area 6: Strategy – Nodes and Corridors</b><br>Focuses on achieving medium and high density uses at transit-supportive densities in compact, pedestrian friendly built forms along major corridors. |     |   |  |                   |          |   |
| <b>15</b>   | 6.1 | Official Plan Amendment for Corridors                 | 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. | Planning Services | Complete | August 13, 2024   |
| <b>16</b>   | 6.2 | Official Plan Amendment for Secondary Community Nodes | Re-designate areas where there is currently a mix of uses, smaller lots sizes, cross streets and sidewalks to "Secondary Community Node"                           | Planning Services | Complete | August 13, 2024   |
| <b>Focus Area 7: Strategy - Downtown Master Plan.</b><br>Focuses on reinforcing the function of Downtown through mixed use and adaptive reuse of commercial buildings.                                      |     |   |  |                   |          |   |
| <b>17</b>   | 7.1 | Invest in Downtown                                    | Revitalize Downtown Sudbury with public investment that supports and leverages private investment  | Planning Services | Underway | Q4, 2025  |
|   | 7.2 | Policy Changes to Support Downtown                    | Update list of potential policy changes that could encourage development Downtown  | Planning Services | Underway | Q4, 2025  |
|   | 7.3 | Service Delivery Downtown                             | Investigate whether municipal service delivery and infrastructure are aligned with the vision for downtown.  | Planning Services | Underway | Q4, 2025 (collectively 7.1, 7.2 and 7.3 are one action – complete update of Downtown Master Plan) |
| <b>Focus Area 8: Strategy – Residential Land Strategy</b><br>Focuses on ensuring adequate availability of serviced lands and appropriate growth sequencing.   |     |   |  |                   |          |   |
| <b>18</b>   | 8.1 | Residential Land Supply Strategy                      | The completion of a Residential Land Supply Strategy is Initiative #7 of the Greater Sudbury's Housing Accelerator Fund Action Plan.                               | Planning Services | Underway | Q3, 2025  |

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|  | 8.2  | Undertake Study                 | The goal of the strategy is to align the supply of zoned and designated residential land with required water and wastewater servicing, aligned with the City's updated Water-Wastewater Master Plan (underway). | Planning Services                                    | Underway | Q3, 2025   |
| <b>Focus Area 9: Incentive – Community Improvement Plans (CIPs)</b><br>Focuses on incentivizing the creation of additional residential dwelling units, both market and affordable.   |      |                                 |   |  |          |  |
| <b>19</b>  | 9.1  | Corridor TIEG Program           | A new program was added to the Strategic Core Areas CIP to incentivize the creation of multi-residential units along major corridors.   | Planning Services                                    | Complete | January 2024   |
| <b>20</b>  | 9.2  | Consolidation of Existing CIPs  | A review updated and consolidation of the existing CIPs.....  | Planning Services                                    | Underway | Q3, 2025   |
| <b>Focus Area 10: Incentive – Land Banking</b><br>Focuses on the creation of affordable housing units through reviewing, preparing and accumulating properties that are determined to be suitable for the development of a mix of market and affordable housing in conjunction with the Affordable Housing CIP |      |                                 |   |  |          |  |
| <b>21</b>  | 10.1 | Preparation of Lands            | Prepare selected lands for Land Banking as required (e.g. rezoning)   | Planning Services<br>Real Estate                     | Complete | Q1-4, 2024   |
|  | 10.2 | Declare Lands Surplus           | Declare selected lands surplus to municipal needs.  | Planning Services<br>Real Estate                     | Complete | Q3-4, 2024   |
|  | 10.3 | Initiate Public Process         | Initiate public process (Expression of Interest) for disposal of selected Land Banking Sites  | Planning Services<br>Real Estate                     | Underway | Q3, 2025   |
|  | 10.4 | Maintain Inventory              | Review and maintain inventory of municipal land suitable for Land Banking.  | Planning Services<br>Real Estate                     | Underway | Ongoing  |
|  | 10.5 | Review Parkland Disposal By-law | Review Parkland Disposal By-law with a view to facilitating the Land Banking process  | Planning Services<br>Real Estate<br>Leisure Services | Underway | (collectively, Actions 10.1-10.5) comprise the City's Land Banking Strategy) |

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|           | Focus Area 11: Process Improvement – Streamlining |  |  |  |             |          |
| <b>22</b> | 11.1  | Pre-Consultation Process Update              | Review and update the SPART (pre-consultation) process   | Planning Services  | Underway    | Ongoing  |
| <b>23</b> | 11.2  | E-permitting Implementation                  | Implement Pronto Phase 2 and 3 for Planning Services and Conservation Sudbury  | Planning Services<br>Building Services<br>IT                                     | Underway    | Q3, 2025 |
| <b>24</b> | 11.3  | Delegation of Certain Approvals              | Delegation of certain planning approvals to staff as permitted under the Planning Act and regulations  | Planning Services  | Complete    | Q2, 2024 |
| <b>25</b> | 11.4  | Subdivision Approval Streamlining            | Removal of public hearing requirements for draft plan of subdivision applications  | Planning Services  | Complete    | Q4, 2024 |
| <b>26</b> | 11.5  | LEAN review                                  | Complete LEAN review of the Development Approvals Section  | Planning Services  | Complete    | Q2, 2024 |
| <b>27</b> | 11.6  | One-Portal Hub for Developers                | Create a One-Portal Hub of resources for developers  | Planning Services  | Not Started | Q4, 2025 |
|           | Focus Area 12: Education and Outreach             |  |  |  |             |          |
| <b>28</b> | 12.1  | Education and Outreach Strategy              | To be developed in coordination with action 11.1 of the Roadmap to End Homelessness.   | Planning Services<br>Social Services<br>Communications & Engagement              | Underway    | Q3, 2025 |
| <b>29</b> | 12.2  | Housing Supply Strategy Website              | Development of a consolidated Housing Supply Strategy website.   | Planning Services<br>Communications  | Complete    | Q1, 2025 |
| <b>30</b> | 12.3  | Cultural Education and Training              | Aligned with Priority #6 of the Housing and Homelessness Plan  | Native People of Sudbury<br>Development Corporation (NPSDC)                      | Not Started | Q4, 2025 |
| <b>31</b> | 12.4  | Indigenous Housing and Homelessness Strategy | Aligned with Priority #6 of the Housing and Homelessness Plan, a working group is planned to be established to collaboratively plan and development an Indigenous Housing and Homelessness Strategy for Greater Sudbury. | NPSDC<br>Indigenous Social Service Providers<br>Working Group<br>Composition TBD | Not Started | Q4, 2025 |

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| <b>Focus Area 13: Strategic Alignment – Development Charges</b><br>Focusses on incentivizing the development of housing through exemptions and reductions to development charges targeting certain forms of development and in strategic locations and prioritizing infrastructure investment |      |   |   |   |             |              |
| <b>32</b>   | 13.1 | Development Charges By-law  | The new development charges by-law implements several housing related DC exemptions and reductions, in addition to those that were available through the previous Development Charges By-law. | Finance<br>Planning Services<br>Building Services | Complete    | July 1, 2024 |
| <b>Focus Area 14: Strategic Opportunities</b><br>Focuses on being prepared to pursue strategic partnerships and funding opportunities to achieve housing goals and targets.   |      |   |   |   |             |              |
| <b>33</b>   | 14.1 | Short-term Rental Accommodations                                    | Analyze options regarding short-term rental accommodation   | By-law Services<br>Planning Services              | Complete    |              |
| <b>34</b>   | 14.2 | Multi-Residential Tax Rate  | Review City's Multi-Residential Tax Rate as identified in the Future-Ready Development Committee Recommendation 50.   | CAO/General<br>Manager of<br>Corporate Services   | Not Started | TBD          |
| <b>35</b>   | 14.3 | Review City Standards   | Review urban design guidelines, heritage standards, parking standards, parkland requirements and urban forestry practices for alignment with housing policy.                                  | Planning Services                                 | Underway    | Q4, 2025     |
| <b>36</b>   | 14.4 | Temporary Workforce Accommodation for newcomers and skilled workers | Call to Action 45 of the Future-Ready Development Committee<br>Review of housing options through current work plan.   | Planning Services                                 | Underway    | Q3, 2025     |
| <b>Focus Area 15: Data and Targets</b><br>To provide performance reporting that enables Council to assess progress towards achieving housing targets.   |      |   |   |   |             |              |
| <b>37</b>   | 15.1 | Quarterly Reports   | Develop a quarterly report on key housing data  | Planning Services                                 | Complete    | Ongoing      |
| <b>38</b>   | 15.2 | On-line Portal  | Develop an on-line portal for resources related to the development process.   | Planning Services                                 | Not Started | Q3, 2025     |
| <b>Focus Area 16: Monitoring and Governance</b><br>Establishes a governance framework to monitor progress towards achieving the goals and objectives set out in each of the focus areas.  |      |   |   |   |             |              |
| <b>39</b>   | 16.1 | Internal Housing Leads Team   | Establish an Internal Housing Leads Team consisting of staff  | Planning Services<br>Housing Services             | Complete    | Ongoing      |

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|  |      |                                 | members from divisions involved in the delivery of housing.  | Social Services<br>Building Services   |          |          |
| <b>40</b>  | 16.2 | External Housing Advisory Panel | Develop a Terms of Reference for an External Housing Advisory Panel.   | Planning Services  | Underway | Q3, 2025 |
| Focus Area 17: Strategic Collaboration<br>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. |      |                                 |  |  |          |          |
| <b>41</b>  | 17.1 | Advocacy Strategy               | Develop a Terms of Reference for an Advocacy Strategy in alignment with the recommendation of the Roadmap to End Homelessness. | Housing Services<br>Social Services<br>Planning Services<br>Housing Operations | Underway | Q4, 2025 |

| Status       | Action Item Count |
|--------------|-------------------|
| Completed    | 15                |
| Underway     | 20                |
| Not Started  | 7                 |
| <b>Total</b> | <b>41</b>         |