Roadmap to End Homelessness Annual Report

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Report Summary

This report and presentation provides an update on the Roadmap to End Homelessness by 2030.

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

This report aligns with Council's Strategic Plan in the areas of Housing and Creating a Healthier and More Vibrant Community. This report also aligns with the Population Health Priorities of Indigenous Youth, Mental Health, Housing, and Healthy Streets. This report has no relationship to the Community Energy and Emissions Plan.

Financial Implications

There are no financial implications associated with this report.

Background

On May 28, 2024, through Council Resolution CC2024-130, Council approved the Roadmap to End Homelessness as the City's official plan to prevent, address, and achieve a functional end to homelessness by 2030.

The Roadmap to End Homelessness identified 26 action items within four strategic pillars:

Pillar 1 - Homelessness is rare (prevention)
Pillar 2 - Homelessness is brief (rapid re-housing/diversion)
Pillar 3 - Homelessness is non-recurring (supportive housing and wrap-around services)
Pillar 4 - System-level recommendations

In December 2024, City staff provided a Progress Report to Council on the first six months of the implementation of the Roadmap to End Homelessness. This Annual Report provides an update on progress since the December report, including updates on the implementation of initiatives and system planning efforts to support strategic alignment of investments.

System Planning

Since approval of the Roadmap to End Homelessness in May 2024, significant efforts have been undertaken to set a strong foundation for system management and planning. As the Service System Manager (SSM) for housing and homelessness services in Greater Sudbury, the City of Greater Sudbury is responsible for system management which includes local strategy development, program delivery and coordination, funding allocation and accountability, community engagement and partnerships, and data collection and reporting to facilitate seamless service delivery.

The Roadmap to End Homelessness supports local system planning efforts through the development of a strategy to achieve functional zero by 2030. A key theme identified through this strategy was the need to transition current investments in homelessness services from passive services (e.g., warming centres, outreach, and emergency shelters) that manage homelessness, to active services, which include prevention services, affordable housing, and housing first supports. A report provided to Community and Emergency Services Committee in April 2025 identified that investments in homelessness services for the 2025/2026 fiscal year is $10,670,246 with 76% of the budget invested in passive services and 24% invested in active services.

As identified in the April report, staff will be conducting a service system review to identify opportunities to shift investments from passive to active services and improve the existing service system to achieve outcomes identified in the Roadmap to End Homelessness. This service system review includes mapping the current system along the housing continuum, recognizing the importance of understanding the relationship between emergency responses and housing options and supports, and the identification of gaps in the system, through stakeholder engagement, that require attention. An investment strategy will be presented to Community and Emergency Services Committee in the Fall to support investments in these initiatives and outcomes of the service system review.

Coordinated Access

Active engagement of community stakeholders and partners through committees, planning groups, and workshops is a key component to establishing a strong system. In January 2025, staff and community partners in the housing and homelessness sector participated in a full-day workshop aimed at improving our Coordinated Access System process. The current system, implemented in July 2021, was reviewed and opportunities for improvement were identified due to the changing landscape of the sector and population served.

Through this workshop, strategies were developed to support improvements to the matching process from the By-Name List to available housing resources in the community. Key updates to this process include updating prioritization criteria for housing resources (training and launch target for Q4 2025) and the implementation of a case conferencing table (the Community Homelessness Action Table (CHAT)) to collaborate with community partners on challenges identified within an individual's housing journey. The existing matching table (the Partners in Action Towards Housing (PATH) table) will continue to ensure vacancies for housing supports are filled as soon as they become available based on program eligibility and prioritization criteria. These improvements support the Roadmap to End Homelessness by increasing successful exits from the homelessness system. Appendix A includes a recent update from our partner, Canadian Alliance to End Homelessness – Built for Zero, to the Housing First Steering Committee demonstrating efforts to transform our homelessness system.

Progress Update

The following section provides updates on initiatives identified within the four key pillars of the plan.

Pillar 1 – Homelessness is rare (prevention)

Action items within this pillar include the development of housing across the continuum, including deep-core,

affordable, and rental market housing, with additional strategies to increase housing affordability. The development of affordable housing is key to supporting the transition from emergency and temporary support responses to active longer-term solutions. The development of affordable housing requires funding and support from all of three level of government.

Key updates within this pillar since December 2024 include:
- Development of Deep-Core/Rent-Geared-to-Income Housing (Action Item 1.1):
    - Sparks Street Affordable Housing Project – this project was completed in December 2024, which provides 14 one-bedroom rent-geared to income units for seniors.
- Development of Affordable Housing (Action Item 1.2):
    - Housing Accelerator Fund – in January 2025, the City was approved for up to $16 million through the Canada Mortgage and Housing Corporation (CMHC) Housing Accelerator Fund (HAF) Round 2. A list of Housing Accelerator Fund action items are provided on the City's website.
    - Peace Tower Affordable Housing Project – the anticipated completion date for this project is Q2 2026, providing 38 one-bedroom affordable units. In May 2025, this project received a contribution of approximately $1M through the City's Affordable Housing Community Improvement Plan (AHCIP), to incentivize affordable housing development.
    - Lorraine Street – completed in June 2025, this project includes 40 transitional supportive housing units, which will be supported by Health Sciences North's Lotus program as part of the Homelessness Addiction Recovery Treatment (HART) Hub three-year demonstration project through the Ministry of Health.

Pillar 2 – Homelessness is brief (rapid re-housing/diversion)

This pillar includes recommendations to transition existing emergency shelters to 24-hour models and establish additional housing support programs to accelerate exits out of homelessness.

Within this pillar, staff are currently working with the Sudbury Community Legal Clinic to implement and deliver an Identification Bank program (Action Item 2.3). This program will provide persons experiencing homelessness a space to safely store and access their identification to facilitate the completion of required documentation for housing. The Identification Bank is anticipated to be established by Q4 2025.

Pillar 3 – Homelessness is non-recurring (supportive housing and wrap-around services)

Recommendations within this pillar include investments in additional supportive housing programs including programs for priority populations; converting emergency shelter programs to transitional housing; and strengthening community engagement in social housing programs.

Key updates within this pillar include:
- Supportive Housing (Action Item 3.1) – as outlined under pillar 1, 40 transitional supportive housing units will be provided at Lorraine Street through provincial HART Hub funding.
- Transitioning Emergency Shelter Models (Action Item 3.3) - in March 2025, the Elizabeth Fry Society was supported with operational changes and operating funding by staff and the Community Advisory Board (CAB), who provides advice for the federal Reaching Home program locally. The agency will transition six of the emergency shelter spaces to transitional beds with 24-hour supports, anticipated to begin operating in June 2025. Given this transition, the capacity of the emergency shelter program will be reduced from 26 beds to 15 beds.

Pillar 4- System-level Recommendations

This pillar included recommendations to strengthen the existing system of services through system management.

Key updates within this pillar include:
- Health, Housing and Homelessness Planning and Strategy Table (Action Item 4.1) - Following the

approval of the updated Community Safety and Well-being Plan (CSWB) for Greater Sudbury in May 2025, which outlines the updated CSWB Committee structure, it is anticipated the Planning and Strategy Table will act as an Action Table within the updated structure to align CSWB and Roadmap to End Homelessness initiatives and outcomes.

- Lived Experience Advisory Group (Action Item 4.2) - in March 2025, staff initiated an Expression of Interest (EOI) for the Administration of a Lived Experience Advisory Group on Homelessness to determine interest from organizations. The Advisory Group is anticipated to provide feedback on the implementation of initiatives outlined in the Roadmap to End Homelessness to ensure a person-centered approach throughout the homelessness system. Next steps for this initiative are currently under development.

The Roadmap to End Homelessness Implementation Plan (Appendix B) includes a complete list of initiatives detailed in the strategy including status updates and anticipated timelines for completion.

Outcome Measurement and System Performance

The Roadmap to End Homelessness identified a number of key outcomes including:

1. **Reduction in the number of people experiencing homelessness** – including individuals new to homelessness, returns from housing, and an overall reduction in homelessness.
2. **Housing Stability** – ability to maintain housing long-term and prevent re-entries into homelessness.
3. **Employment Rates** – achievement of employment outcomes through participation in housing stability programs.
4. **Health Outcomes –** reduction of health systems utilization and an increase in health outcomes through housing support programs.
5. **Program Utilization and Efficiency –** length of time experiencing homelessness is reduced through participation in programs and housing placements are successful long-term.

To support the measurement of these outcomes, an evaluation framework was developed which included a number of key metrics (Appendix C). Several of these metrics are provided in the Report Card on Homelessness (Appendix D) and the By-Name List data report for 2024 (Appendix E). A focus for 2025/2026 will be to enhance evaluation strategies to improve data collection throughout the system. This will enable a comprehensive measurement approach for outcomes identified above, with outcomes reported in the 2026 Annual Report.

Progress Toward Functional Zero

As of May 2024, when the Roadmap to End Homelessness was approved, the number of individuals experiencing homelessness on the By-Name List was 242. As of May 30, 2025, this number has increased to 322, representing a 33% increase in the population experiencing homelessness in Greater Sudbury.

A number of trends continue to impact the ability to reduce homelessness locally, including low vacancy rates for housing across the housing continuum and the ongoing opioid and mental health crisis in Greater Sudbury. A number of these challenges affecting the unhoused population were identified through the Point in Time Count Report provided to Community Services Committee in May 2025. Efforts continue to work collaboratively with community partners in the health, housing, and homelessness sectors through a community-based approach to addressing these challenges and to support overall community well-being.

Next Steps

Key priorities for Q3 and Q4 2025 include the following initiatives:
- Implementation of the HART Hub in partnership with key stakeholders
- Development of a strategy to reduce discrimination and racism
- Continue an internal policy review to ensure policy alignment within programs

- Creation of an investment strategy to identify system gaps and inform system planning
- Development of a communications strategy to address NIMBY-ism (not-in-my-backyard) and accelerate the development of housing
- Enhancing the Roadmap to End Homelessness evaluation framework to ensure comprehensive data collection, outcome measurement, and reporting

Staff will provide an update to the Community and Emergency Services Committee in fall 2025 on the investment strategy to support the implementation of Roadmap to End Homeless initiatives. A Progress Report on the implementation of the Roadmap to End Homelessness will be provided to Council in December 2025.

Resources Cited

Council Report - May 27, 2025 - Community Safety and Well-being Plan

Community and Emergency Services Committee - May 21, 2025 - 2024 Point in Time Count

Finance and Administration Report - May 20, 2025 - AHCIP Peace Tower Project

Community and Emergency Services Committee - April 23, 2025 - Safe Harbour House Update

Community and Emergency Services Committee - April 23, 2025 - Homelessness System Planning Update

Finance and Administration Report - January 18, 2025 - 2025 Community Improvement Plan Review

Council Report - December 10, 2024 - Roadmap to End Homelessness by 2030 Update

Council Report - December 10, 2024 - Housing Supply Strategy Update

Council Report - August 13, 2024 - CMHC Housing Accelerator Fund – Round 2

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

Finance and Administration Report - May 22, 2024 - Development Charges By-Law