

Roadmap to End Homelessness Implementation Plan 2025-2030

Pillar 1: Prevention					
No.	Action Item	Description	Division(s)	Status	Target Completion Date
1.1, 1.2	Investment in Deep-Core Housing/Rent-Geared-to-Income/Affordable Housing	<p>Target: 800 units</p> <p>A strategy to increase the development of deep-core and affordable housing units across the community is needed. This strategy should include methods to increase participation from private developers in affordable housing incentives through both senior levels of government.</p>	Planning Services Housing Services	<p>In progress</p> <p>Sparks Street Affordable Housing Project – in December 2024, this project was completed providing 14 one-bedroom rent-geared-to-income units for seniors.</p> <p>Housing Accelerator Fund (HAF) – In January 2025, the City was approved for up to \$16 million through the Canada Housing and Mortgage Corporation (CMHC) Housing Accelerator Fund Round 2 to accelerate progress in housing development.</p> <p>Peace Tower – the Peace Tower Affordable Housing Project is anticipated to be completed by Q2 2026, which is anticipated to provide 38 one-bedroom units. In May 2025, this project was approved for approximately \$1M through the City's Affordable Housing Community Improvement Plan (AHCIP).</p> <p>Lorraine Street – anticipated to be completed in June 2025, this project will contain 40 one-bedroom transitional supportive housing units, supported by Health Sciences North's Lotus Program, through the Homelessness Addiction Recovery Treatment (HART) Hub three-year demonstration project.</p>	Ongoing Currently included in Housing & Homelessness Plan that Planning, Social, and Housing Services update on an annual basis.
	a) Development Charges Update		Planning Services Finance	Complete	Q2 2024

				<p>On July 1, 2024, the City's updated Development Charges By-law came into effect. In addition to the housing-related incentives that were in effect under the previous development charges by-law, the new by-law includes;</p> <ul style="list-style-type: none"> • A three-year freeze of development charges for single family dwellings; • A three-year moratorium on development charges for missing middle homes; • Exemption for affordable units within Affordable Housing Projects, as defined in the by-law; and • A 50% reduction for multi-unit buildings within nodes or along strategic corridors 	
	b) Land Banking Phase Two	The goal of the City's Land Banking Strategy is to accelerate the preparation and disposal of City-owned land that has been identified as suitable for the development of affordable housing in conjunction with the City's Affordable Housing Community Improvement Plan.	Planning Services	<p>In progress</p> <p>Land Banking, De-Risking and Strategic Collaboration is one of eight initiatives in the City's Housing Accelerator Fund (HAF) Action Plan.</p> <p>Through the de-risking process, geotechnical work and rezoning of certain City-owned properties will occur to prepare the lands for the development of a mix of market and affordable housing.</p> <p>The Land Banking Strategy will continue to be implemented following the completion of the HAF initiative phase.</p>	<p>HAF Initiative #2 – Q3 2025 – initiate external process for selected land banking sites</p> <p>Land Banking implementation – Ongoing</p>
	c) Updates to the	This initiative will enhance the City's existing Community	Planning Services	In progress	Q3 2025

	Affordable Housing CIP	Improvement Plan programs that support residential development, including the Affordable Housing CIP by combining the existing CIPs into a single CIP, the Greater Sudbury Community Improvement Plan (GSCIP) to facilitate quicker review, administration and promotion		Following the provision of the draft GSCIP earlier this year, staff are in the process of undertaking a public consultation on the strategy following direction from Council, with an updated GSCIP provided in Q3 2025.	
1.3	Rental Market	<p>An update to the Housing Needs Assessment (Supply and Demand Analysis) in 2024 identified an immediate need for 470 new rental units, with an average of an additional 113 rental units per year for the next 30 years, to achieve a healthy vacancy rate of 5%.</p> <p>*NOTE: housing supply data will be updated as new Housing Needs Assessment data becomes available. Updates will account for changes in growth projections, and account for newly constructed inventory and market conditions.</p>	Planning Services	<p>In progress</p> <p>In May 2025, the City established an Affordable Housing and Home Energy Concierge position as one of the eight action items of the HAF funding. This position will support parties to navigate the development process, support identification of incentive programs, and provide education and outreach to the community on available and upcoming opportunities.</p>	Ongoing

1.4	Advocacy – Investment in Affordable Housing	Develop an advocacy strategy to advocate to upper levels of government to increase investments in the continued development of affordable housing.	Housing Services Social Services Planning Services	In progress Currently taking place on an ongoing basis through regular communication with senior levels of government.	Ongoing
1.5	Expand CHPI Program Guidelines	Expand flexibility of CHPI program guidelines 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.	Social Services	Not started	Q4 2025 – strategy development
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.	Social Services	Not started	Q1 2026 – strategy development
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.	Social Services Housing Services Housing Operations	In progress	Q4 2025
1.8	Housing Loss Prevention Strategy	The development of a Housing Loss	Social Services	In progress	Q1 2026

		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.	Housing Operations Housing Services		
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.	Social Services	In progress	Q1 2026
1.10	Strengthen Partnerships with Provincial Systems	Increase collaboration with provincial systems to support discharge planning from corrections, hospital, treatment, and child welfare.	Social Services	<p>In progress</p> <p>In 2023, the City of Greater Sudbury was selected as one of eight communities across Canada to participate in an Action Research Project on Chronic Homelessness (ARCH) project funded by the federal government. In Greater Sudbury, this project focuses on the development of strategies to strengthen pathways into housing from the children welfare system for Indigenous youth.</p> <p>Project funding, anticipated to end March 31, 2025, has been extended for an additional year to March 31, 2026, through continued advocacy. The City of</p>	Q1 2026 – strategy development

				Greater Sudbury is the only community of the eight originally funded projects to receive a full year extension.	
1.11	Communication 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.	Social Services Planning Services Communications & Engagement	In progress	Q4 2025 – strategy development
1.12	Advocacy – Social Assistance Rates	Develop 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.	Social Services	In progress Currently taking place on an ongoing basis through regular communication with senior levels of government.	Ongoing
1.13	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.	Social Services Corporate Security & By-law	In progress In September 2024, Housing Operations launched a comprehensive pest management initiative in partnership with Public Health Sudbury & Districts and an exterminator aimed at raising awareness, providing education and offering proactive solutions to housing residents about pest management.	Q4 2025 – strategy development
1.14	Adjustment to Rent Supplements	Collaborate with internal departments to review policies and procedures related to the administration of rent supplements to exceed CMHC Average Market Rent to address current	Social Services Housing Services	Complete	

		rental costs in the community.			
Pillar 2: Rapid Re-Housing					
No.	Action	Description	Division(s)	Status	Target Completion Date
2.1	24-hour Emergency Shelter Models	Explore opportunities to transition existing emergency shelter models to 24 hours, where applicable.	Social Services	In progress	Q4 2025 – strategy development
2.2	Strategy to Reduce Racism and Discrimination	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.	Social Services	In progress	Q4 2025 – strategy development and training
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.	Social Services	In progress The Sudbury Community Legal Clinic has partnered with the City of Greater Sudbury to implement and deliver an Identification Bank program, which provides persons experiencing homelessness a space to safely store and access their identification. The Identification Bank is anticipated to be established by Q4 2025.	Q4 2025
2.4	Develop a Formalized Rapid Re-housing program	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 rehousing supports. Examine the	Social Services	Not started	Q4 2025 – strategy development

		existing use of bridge housing as part of a rapid rehousing response.			
Pillar 3: Supports					
No.	Action	Description	Division(s)	Status	Target Completion Date
3.1	Supportive Housing	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. Whenever possible, partnerships should be explored to develop a mix of supportive housing, rent-g geared-to-income, and affordable housing development.	Social Services Housing Services Planning Services	In progress Through the Ministry of Health's Homelessness Addiction Recovery Treatment (HART) Hub funding for a three-year demonstration project, the completed transitional supportive housing build on Lorraine Street will provide supportive housing to 40 individuals experiencing chronic homelessness with complex needs. Supportive Housing will be provided by Health Sciences North's Lotus Program.	Q4 2025 – strategy development
3.2	Advocacy – Investment in Supportive Housing	Develop an advocacy strategy to advocate to the provincial and federal levels of government to increase investments in supportive housing programs.	Social Services Housing Services	In progress Currently taking place on an ongoing basis through regular communication with senior levels of government.	Ongoing
3.3	Transitioning Emergency Shelter Models	Transition the Elizabeth Fry Safe Harbour House Shelter program to a 24/hour model and transition five of the	Social Services	In progress As of June 1, 2025, the Elizabeth Fry Society Safe Harbour House emergency shelter transitioned six shelter beds to transitional beds with	Q2 2025 – Elizabeth Fry transition Q4 2025 – review of options for additional transitions

		emergency shelter beds to transitional housing beds. Explore opportunities for additional transitions.		24-hour supports. In October 2024, the City in partnership with the Elizabeth Fry Society submitted a funding application under the Ministry of Children, Community and Social Services (MCCSS) – Ontario’s Action Plan to End Gender-Based Violence to support the transition of a portion of emergency shelter beds to transitional housing. In April 2025, staff were notified this funding application was unsuccessful.	
3.4	Strengthen Community Engagement Approaches within 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.	Various departments	In progress Restorative Justice partnered with Live Love Louder and residents to develop and paint inclusive murals in the lobbies at 1960 Paris Street in 2024. This program is being expanded to Bruce Street in 2025.	Q4 2027 – strategy development In alignment with Community Safety & Well-being Plan.
3.5	Transitional Housing for Priority Populations				
	a) Indigenous-led Housing	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.	Social Services	In progress	Q1 2026 – strategy development
	b) Youth Housing	Development of a youth transitional housing model for youth aged 16-24.	Social Services	In progress In January 2025, the City partnered with the Children’s Aid Society of the Districts of Sudbury and Manitoulin (CASDSM) to submit a funding application to Health Canada under the	Q1 2026 – strategy development

				Youth Mental Health Fund (YMHF) for the operation of seven transitional housing spaces for youth. The result of this application is pending at the time of writing this report. Discussions continue with youth serving organizations regarding program options for future consideration.	
	c) Other Priority Populations	Explore transitional housing options for other priority populations including seniors, women fleeing violence, and newcomers.	Social Services	In progress	Q1 2026 – strategy development
Pillar 4: System-level					
No.	Action	Description	Division(s)	Status	Target Completion Date
4.1	Health, Homelessness and Housing Planning and Operations Table	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.	Social Services Housing Operations Housing Services Planning Services Corporate Security & By-law	In progress 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 Table will act as an Action Table within the updated structure to align CSWB and Roadmap to End Homelessness initiatives and outcomes.	Q3 2025 In alignment with Community Safety & Well-being Plan.
4.2	Lived Experience Advisory Group	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	Social Services Purchasing	In progress 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 will support the implementation of initiatives outlined in the Roadmap to End Homelessness to ensure a person-centered approach	Q4 2025

		be administered and facilitated by an external organization.		throughout the homelessness system. Next steps for this initiative are currently under development.	
4.3	Support Indigenous Healing and Well-being	1) Invest in Indigenous-led housing programs. 2) Support Indigenous-led agencies in their homelessness planning 3) Embed culturally appropriate services throughout the homelessness-serving sector.	Social Services	In progress	Q2 2026 – strategy development
4.4	Workforce Strategy	Develop a workforce strategy to attract and retain skilled staff in the social services sector.	Social Services	Not started	Q1 2026 – strategy development
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.	Social Services	In progress In January 2025, 40 staff participated in a two-day Trauma Informed Care (TIC) training to support service delivery and increase trust when delivering services to vulnerable populations. Representatives attending the training included staff from CGS Children and Social Services, Housing Operations, and community organizations. Staff are currently developing next steps following this training to support further continuous improvement efforts related to trauma informed approaches.	Q1 2026 – strategy development

Status	Action Items
Complete	2
In progress	20
Not started	4
Total	26