

## **Purpose**

The report brings forward recommendations related to the Social Housing Revitalization Plan that Housing Services and Housing Operations have developed in consultation with N. Barry Lyon Consultants Limited.

## **Executive Summary**

The City of Greater Sudbury Social Housing Revitalization Plan contains a series of recommendations to address the key challenges identified within the Revitalization Plan as it relates to the local housing corporation's stock, as well as issues related to the supply and demand as identified by the Social Housing Registry Waitlist.

## **Background**

At the Community Services meeting on June 19, 2017, resolution CS2017-14 approved the development of a Social Housing Portfolio and Capital Financing Plan (Revitalization Plan) to bring forward to Council in 2019.

The City of Greater Sudbury's (City) Housing and Homelessness Plan (the Plan) ensures strategies approved by Council in 2013 are in place along the full housing continuum which facilitates citizen access to affordable housing.

The Revitalization Plan supports or aligns with the Plan with the following goals and primary objectives:

- update the information currently available regarding the physical condition of the social housing stock;
- increase the number of rent-geared-to-income and affordable housing units in the City;
- determine practical and feasible financing options for implementing the plan objectives including selling, purchasing or leveraging Greater Sudbury Housing Corporation (GSHC) properties;
- offer a wider range of housing options to fill identified gaps across the housing continuum and address local need;
- ensure housing communities are safe, healthy, age-friendly, and inclusive;
- ensure all social housing properties are sustainable – environmentally, economically and socially;

- address the key priority areas, goals and objectives of the City's Corporate Strategic Plan, the City's Housing and Homelessness Plan, the GSHC Strategic Plan, and other City policies related to social/affordable housing;
- provide an environmental scan of the physical condition of the local non-profit housing portfolio based on building condition assessments completed by the social housing providers; and
- identify threats, opportunities, and risks for the City related to the end of operating agreements with non-profit providers.

## **Revitalization**

Contract CDD17-195, RFP for the Social Housing Portfolio Revitalization Plan was awarded to N Barry Lyon Consultants Limited.

Multiple background reports have been prepared after the research and consultation processes were completed.

They are as follows:

- End of Operating & Legislative Requirements Background Report (Appendix B - End of Operating & Legislative Requirements Background Report)
- Housing Demand & Supply Analysis Background Report (Appendix C - Housing Demand & Supply Analysis Background Report)
- Stakeholder Consultation Summary (Appendix D - Stakeholder Consultation Summary)
- Social Housing Revitalization Best Practices Background Report (Appendix E - Social Housing Revitalization Best Practices Background Report)
- GSHC Real Estate Portfolio Analysis Background Report (Appendix F - GSHC Real Estate Portfolio Analysis Background Report)
- Portfolio Rationalization Analysis (Appendix G - Portfolio Rationalization Analysis)
- Base Case Analysis – Operating & Capital Subsidy Projection (Appendix H - Base Case Analysis – Operating & Capital Subsidy Projection)

The culmination of the above mentioned reports as well as the consultations that have been completed over the past year and a half have formed the final report entitled City of Greater Sudbury Social Housing Revitalization Plan (Appendix A – City of Greater Sudbury Social Housing Revitalization Plan).

Appendices B through H are available in the Correspondence For Information Only Section of the Agenda.

A review of the Housing Services entire portfolio's building envelopes was completed in 2018 and all data has been compiled and stored in Amaresco Asset Planner software. Housing Services staff and all social housing property managers have the capacity to access this data to determine their capital needs.

The Revitalization Plan outlines short, midterm and long term actions that will require Council's support.

### **Recommendations**

In order to offset the capital needs to better align the supply and demand of social housing units and ensure that the existing social housing portfolio is sustainable; Housing Services is recommending the following actions:

1. The sale of scattered units to be sold at tenant turnover at market prices. As units begin to turnover, place them on the market. Revenue to be placed in Social Housing Capital Reserve Fund.
2. The sale of scattered units through the Affordable Home Ownership Program. Establish a homeownership program that offers down payment assistance to qualifying low income households. Existing tenants would receive first offerings.
3. Council could consider making an annual financial contribution to the Social Housing Capital Reserve Fund.
4. Develop a detailed redevelopment plan. Engage with a consultant to undertake a redevelopment plan based on Council's recommendations.
5. Develop a Strategic Capital Plan by undertaking a capital strategic plan that considers the asset revitalization analysis completed in order to implement multi-year capital planning.
6. Work with senior levels of government to ensure that any funding available through various programs has been considered.

### **Next Steps**

Upon approval of recommendations, staff will prepare a detailed revitalization plan and capital plan for Council's consideration in Q4 of 2019.

### **Resources Cited**

Community Services Meeting, June 19, 2017,

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1152>