



THE HOUSING CONTINUUM *(Image Source: CMHC)*



Housing and Homelessness Plan Update (2019-2023)

November 2019

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City of Greater Sudbury
Housing and Homelessness Plan Update 2019-2023

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1.0 Introduction

1.1 Provincial Context

1.1.1 The *Housing Services Act, 2011*

The City of Greater Sudbury (City) is designated as the Service Manager for the administration of a range of housing programs in the City, focusing on social and affordable housing segment. Service Managers are required by the *Housing Services Act, 2011* (HSA) to develop a ten (10) year plan to address housing and homelessness in its service area. The City adopted its initial Housing and Homelessness Plan (the Plan) in 2013, following consultation with local community members, service providers, and other stakeholders.

The HSA specifies that an assessment of current and future housing need in the local area is required to inform the identification of objectives and targets related to local housing and homelessness issues, which should be followed by a description of measures proposed to meet the objectives and targets, as well as the methods to measure progress.

Under the HSA, the areas of provincial interest include a system of housing and homelessness that:

- Is focused on achieving positive outcomes for individuals and families;

- Addresses the housing needs of individuals and families in order to help address other challenges they face;
- Has a role for non-profit housing corporations and non-profit housing cooperatives;
- Has a role for the private market in meeting housing needs;
- Provides for partnerships among governments and others in the community;
- Treats individuals and families with respect and dignity;
- Is co-ordinated with other community services;
- Is relevant to local circumstances;
- Allows for a range of housing options to meet a broad range of needs;
- Ensures appropriate accountability for public funding;
- Supports economic prosperity; and,
- Is delivered in a manner that promotes environmental sustainability and energy conservation.

Additionally, the Plan must address the housing needs of victims of domestic violence as well as the need for modified housing for persons with disabilities.

1.1.2 5-Year Review of Housing and Homelessness Plans

The HSA stipulates that, at least every five (5) years, Service Managers must review their Plans and make amendments as necessary. A review of the Plan provides an opportunity to re-engage the broader community, assess local needs and priorities, and identify potential strategies to achieve outcomes. The five (5) year review also offers an opportunity for Service Managers to ensure that their Plan continues to reflect the local housing and homelessness context and ensure consistency with the HSA and the revised policy statement from the Ministry of Municipal Affairs and Housing (Ministry).

The revised policy statement is based on the vision that every person in Ontario has an affordable, suitable, and adequate home to provide the foundation to secure employment, raise a family, and build strong communities. It establishes a goal of ending chronic homelessness by 2025. The revised policy statement highlighted the following directions to guide the Plan update:

- The homelessness issue should be approached with a Housing First philosophy, with strategies in place to reduce and prevent homelessness.
- The Plan should address a wide range of community needs, including seniors, Indigenous peoples, people with developmental disabilities, children and youth, LGBTQ2 youth, women, immigrants and refugees, persons released from custody or under community supervision, youth transitioning from the child welfare system, and Franco-Ontarians.

- The Plan should have specific strategies for engaging and providing housing services for Indigenous peoples, youth, people with disabilities, those with mental health needs and/or addictions, and victim of domestic violence.
- Housing and homelessness prevention service delivery should shift towards a client-centred, coordinated approach.
- Foster collaboration between Service Managers and community partners, including other service providers (e.g. NELHIN), non-profit housing providers, and the private sector. Engagement strategies should be tailored specifically to the partner.
- Improve the climate resiliency of the social and affordable housing stock.
- There should be targets established and approaches to measure progress.

1.2 Municipal Context

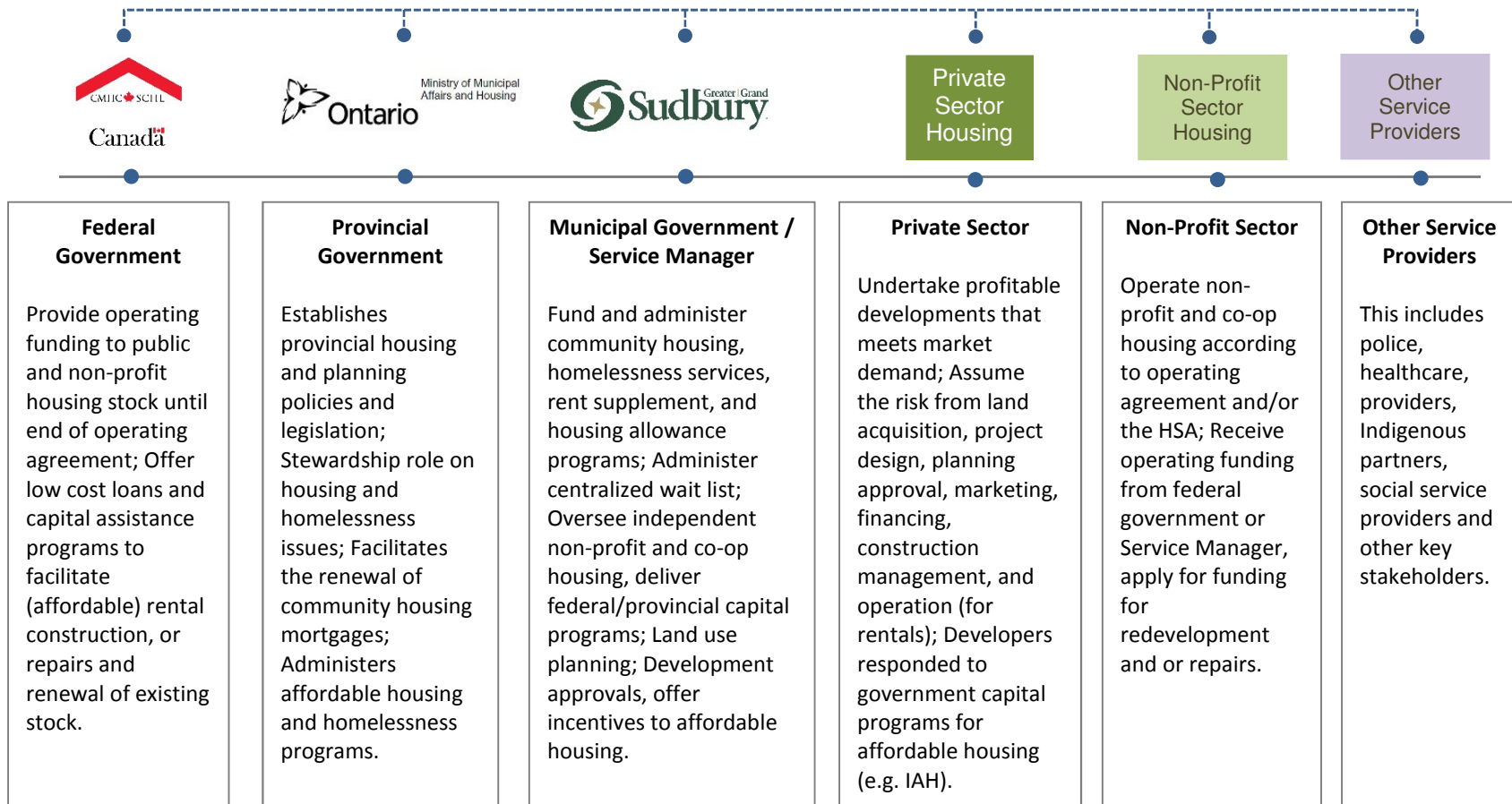
The Housing Services Division within the City is the Service Manager responsible for overseeing social and affordable housing in Greater Sudbury. However, the role of municipal government in the housing and homelessness sector goes beyond the obligation of a Service Manager. Municipalities can have a significant influence on the sector through land use planning, municipal infrastructure development, building regulation, economic planning, and human services delivery. The 2013 City of Greater Sudbury Plan is a result of a collaborative process between various City Divisions including Housing Services, Social Services, Leisure Services, Transit, Planning Services and Building Services. Following the 2013 Plan, these Divisions continued to work together towards delivering housing and homelessness programs, monitoring progress, and providing input for this Plan update. Since the 2013 Plan, these Divisions have made progress improving the housing and homelessness conditions in the community.

1.3 Other Important Players in Housing and Homelessness Sectors

With limited resources (financial or otherwise), it is increasingly important for the City to work closely with partners in addressing housing and homelessness issues. These partners include senior levels of government, the non-profit sector, other service agencies (e.g. the Local Health Integration Network), and the private sector. Over years, the City has established strong ties with these partners to explore opportunities and streamline service delivery. This work has laid the groundwork for future collaboration, which will realize the goals identified in the Plan.

The current system and key achievements from 2014-2019 by the City and their partners are summarized in **Section 5.0** of this document.

COLLABORATION



1.4 The 2013 Housing and Homelessness Plan

The City of Greater Sudbury introduced its initial Plan in November 2013. It was developed through a collaborative process between Planning Services, Social Services, Housing Services, as well as a public consultation process.

The 2013 Plan established a goal of ensuring that strategies are in place along the full housing continuum that facilitate citizen access to affordable housing. It identified six priority areas, and provided objectives, actions and measures for each priority area. The priority areas from the 2013 Plan are:

1. There is a need to improve housing options across the housing continuum (**Figure 1**).
2. There is a need to improve housing access and affordability for low income households.
3. There is a need to strengthen approaches to preventing homelessness, increase the diversity of emergency shelter options, and support individuals with multiple barriers in obtaining and maintaining their housing.
4. There is a need for additional supportive services coupled with permanent housing (both supportive housing and supports in private homes).
5. There is a need to improve co-ordination, collaboration and partnerships among a broad range of stakeholders.
6. There is a need to monitor and report on progress towards meeting the Housing and Homelessness Plan objectives and targets.

Figure 1
THE HOUSING CONTINUUM



Image Source: CMHC

2.0 Housing Needs Assessment

The housing needs assessment for this Plan update includes two major components:

- **Current and future housing demand analysis**, utilizing the 2016 Population Census data, Canada Mortgage and Housing Corporation's (CMHC) statistics and data, wait list data provided by the City, and homelessness enumeration data.
- **City of Greater Sudbury housing supply overview**, utilizing CMHC's housing starts and rental market survey data, the Canadian Real Estate Association's home resale data, NBLC's rental survey, as well as the community housing, non-profit housing, and shelter supply data provided by the City.

The needs assessment relies on the findings from the following recent studies:

- Housing Demand and Supply Analysis, background report to the Social Housing Revitalization Plan, completed by N. Barry Lyon Consultants in 2018.
- Homelessness in the City of Greater Sudbury, 2018 Enumeration completed by the Centre for Research in Social Justice and Policy at Laurentian University.
- Review of the Emergency Shelter System within the City of Greater Sudbury, completed by Vink Consulting in 2019.

The key findings are highlighted in the subsections to follow.

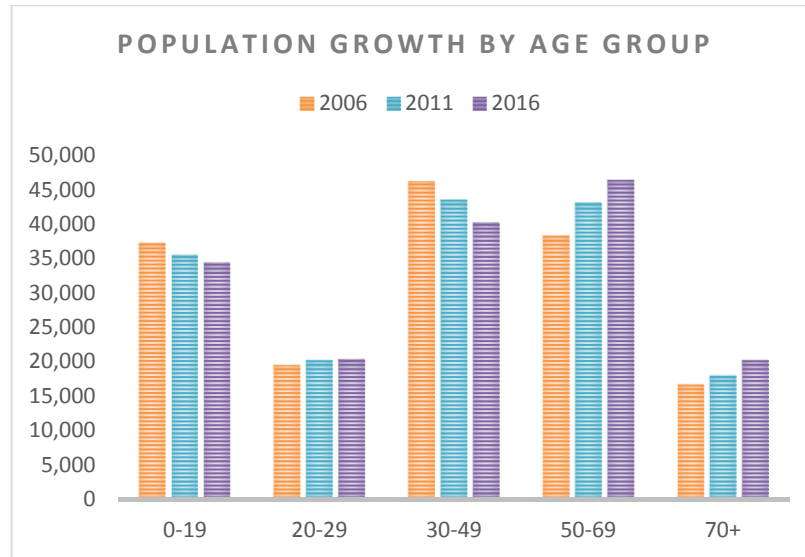
2.1 Current and Projected Housing Demand

The City of Greater Sudbury experienced strong population growth throughout the mid-20th century, due to the dominance of the natural resource industry in the City. As the industry began to retract in the 1980s, population growth began to slow and even decreased throughout the 1990s and 2000s. During this time, Greater Sudbury consistently had one of the highest unemployment rates in all of Canada. However, the City's economy has diversified and improved since this time, which has resulted in modest population/economic growth as well as an unemployment rate that has largely been below both the Canadian and Ontario average since 2009.

Modest population growth and an aging population

The City's population as of the 2016 Census was 161,531, which increased modestly by 1,257 people (0.8% increase) since 2011. This is well below the average growth rate reported for Ontario of 4.6% over this period. Between 2006 and 2016, the population has only increased by 2.3%.

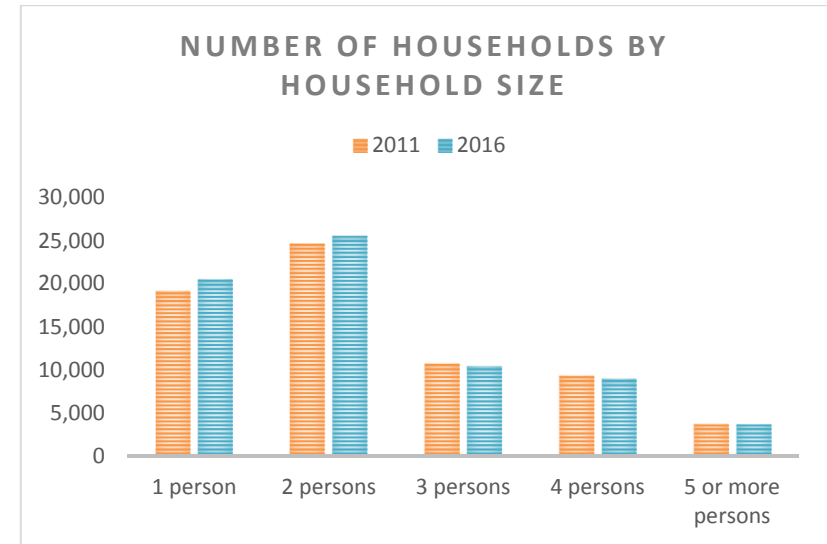
As **Figure 2** demonstrates, the population in Greater Sudbury is aging. While the total population increased by 3,675 between 2006 and 2016, the population over the age of 50 increased by 11,650 whereas the population under 50 decreased by 7,975 people.

Figure 2

Source: Statistics Canada Census Profile for Greater Sudbury

Small households are the majority and increasing

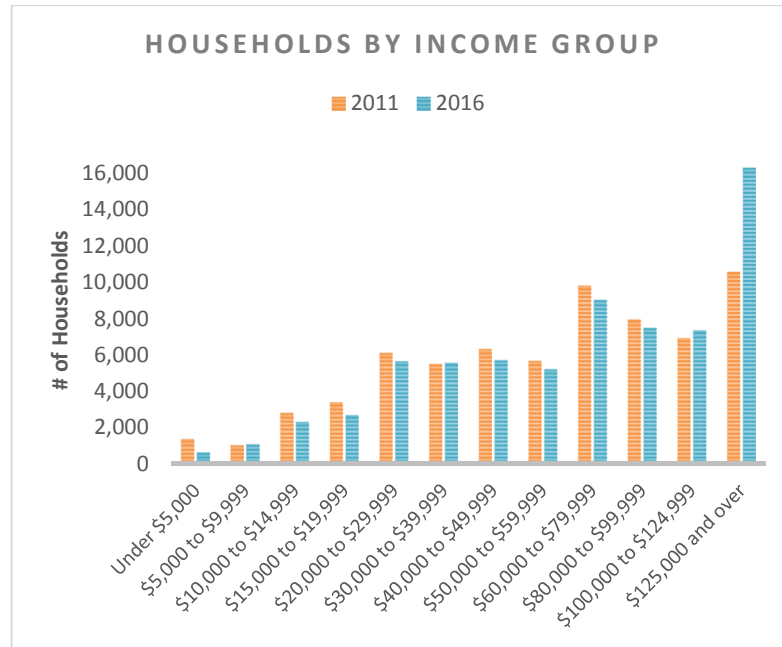
The number of households in the City increased by 2.3%, despite an overall population growth of just 0.8%. Between 2011 and 2016 a larger proportion of smaller households were formed (**Figure 3**), resulting in the average household size in the City decreasing from 2.4 persons per household in 2006 to 2.3 in 2016. Smaller household sizes will place increased demand for housing, despite modest population growth.

Figure 3

Source: Statistics Canada Census Profile for Greater Sudbury

Average household incomes are rising, but driven exclusively by higher income households

The average household income in Greater Sudbury was \$90,179 as reported by the 2016 census, which increased by 17% since the 2011 census (\$76,772) and 32% since the 2006 census (\$68,126). As **Figure 4** shows, this income growth is primarily driven by the growth in higher income households (>\$100,000). Therefore, while the total average income of all residents in the City has increased measurably over the past ten years, the situation for lower income households is not improving.

Figure 4

Source: Statistics Canada Census Profile for Greater Sudbury

Modest population growth and continued population aging to 2041

The City retained Hemson Consulting to complete population and household projections in 2018. Hemson has forecasted that population growth in Greater Sudbury will continue to be modest looking forward to 2046. Overall, the population is expected to increase by only 6,860 people (4.1% total) between 2016 and 2046. Population growth is projected to grow more rapidly between 2016 and 2026 and begin to slow significantly after this point. This is largely due to an aging population, modest economic growth expectations, and low forecasted immigration levels. Specifically,

the population is forecasted to increase by approximately 4,300 people between 2016 and 2031, but only 2,600 people between 2031 and 2046.

A closer look at the population projections reveals that the population is projected to continue to age. The City expects that all age groups under the age of 65 will decrease between 2016 and 2046 by approximately 3,150 people. The most significant decrease is expected for those between the age of 50 and 65 over this period. On the other hand, the population over the age of 65 is projected to increase by over 10,000 people. If the projections are accurate, nearly 23% of the City will be over the age of 65 by 2041, which compares to only 17% as of the 2016 census.

Modest new housing demand to 2041

Modest population growth will have significant implications on future housing demand. Modest population growth to 2046 will result in a corresponding modest demand for new housing construction. Additionally, household characteristics will also have an impact on the demand for new housing, as discussed below:

- Household sizes are shrinking across the Province of Ontario due to an aging population as well as other demographic changes such as families having fewer children and overall declining birth rates.
- Hemson Consulting has therefore forecasted that the average household size in Greater Sudbury will decrease from an average of 2.32 persons per household (PPH) as of 2016 to 2.22 PPH by 2041.
- The total number of new households to be formed between 2016 and 2046 is forecasted to be 6,040, averaging

approximately 200 new homes each year over the forecast period (**Figure 5**). Similar to the population projections, the number of new homes forecasted each year declines looking forward, from an average of 382 new homes per year between 2016 and 2021 to a low of only 70 new homes per year between 2041 and 2046. Over half of new home construction is forecasted within the City of Sudbury.

- While the near term market demand remains relatively consistent with recent trends, modest demand for new housing will have implications on private sector investment to 2046.

Figure 5

Forecast Total Occupied Households Growth, 2016 - 2046 City of Greater Sudbury by Former Local Municipality							
	2016-21	2021-26	2026-31	2031-36	2036-41	2041-46	2016-46
Sudbury	1,010	720	550	470	260	180	3,190
Capreol	10	10	10	10	0	10	50
Nickel Centre	190	140	100	90	50	30	600
Onaping Falls	20	20	10	10	0	10	70
Rayside Balfour	100	60	60	40	20	20	300
Walden	170	120	90	80	50	30	540
Valley East	300	210	160	140	70	50	930
Rural	110	90	60	50	30	20	360
City of Greater Sudbury	1,910	1,370	1,040	890	480	350	6,040
Average Annual # of New Homes	382	274	208	178	96	70	201
<i>Source: City of Greater Sudbury</i>							

2.2 Housing Affordability and Households in Core Housing Need

Housing is unaffordable for 1 in every 9 owner households and 1 in every 2.5 rental households

As of the 2016 Census, the City contains roughly 68,975 dwelling units occupied by usual residents. Approximately 14,855 homes (21% of all households) were spending 30% or more of their income on shelter costs. This is slightly down from 2011, when 22.5% of households (15,260) were spending 30% or more of their income on shelter costs.

Of all homes in the City, 66% are owned and 34% are rented.

- Of all owned households, approximately 11.5% (5,218 households) are spending more than 30% of gross household income on shelter costs.
- Of the renter households, nearly 41% (9,683 households) are spending 30% or more of their gross household income on shelter costs.

The above data indicates that it is far more likely for a renter to exceed 30% of gross household income on shelter costs than it is for a homeowner. This is not surprising given the lower incomes observed for renters relative to homeowners. In Greater Sudbury the average household income of a homeowner in 2011 was \$93,408 whereas the average income of a rental household was only \$41,484.

10% of households are in core housing need; and the majority of them are small renter households

CMHC has further sorted and assessed this data and completed a core housing need analysis for municipalities across Ontario, which was last completed in 2011. The data provides a more detailed breakdown of those identified as being in core housing need, which is defined by CMHC as:

“A household is in core housing need if its housing does not meet one or more standards for housing adequacy (repair), suitability (crowding), or affordability and if it would have to spend 30 per cent or more of its before-tax income to pay the median rent (including utilities) of appropriately sized alternative local market housing. Adequate housing does not require any major repairs, according to residents. Suitable housing has enough bedrooms for the size and make-up of resident households. Affordable housing costs less than 30 per cent of before-tax household income”.

CMHC’s 2011 core housing need data suggests the following:

- The number of households in core housing need is approximately 6,480, around 10% of the total households in the City. In 2006 there were 6,315 households in core housing need.
- Homeowners make up approximately 24% of all the households in core housing need, representing approximately 1,565 households.

- The remaining 76% of households in core housing need are rental households. These 4,915 rental households in core housing need account for 24% of all rental households in the community. Approximately 90% of all rental households are in core housing need because of the affordability definition, not the adequacy or suitability definition.
- Assessing the characteristics of the 4,915 rental households in core housing need, the vast majority would likely be seeking a smaller unit. One person households account for half of the total and an additional 10% households are a couple without children.

Rental households with children, persons with activity limitations, lone parents, and Indigenous are more likely to be in core housing need

CMHC's data suggests that a higher than average proportion of households in core housing need belong to the following groups:

- Rental households in general, especially rental households aged 45 to 54;
- Rental households with at least one child less than 18 years old;
- Rental households with a person with activity limitation;
- Lone parent households, for both owner and rental households; and,
- Indigenous rental households.

2.3 Affordable Housing Waitlist in the City of Greater Sudbury

The Number of households on the waitlist has decreased slightly in recent years

The number of households on the affordable housing waitlist has fluctuated since 2011 (**Figure 6**), but has generally showed a declining trend in recent years. In 2011, the wait list contained approximately 1,980 households and has fluctuated between 2,100 and 2,225 from 2012 to 2015. Over half of the households on the waitlist are recipients of Ontario Works and Ontario Disability Support Program and nearly half of them have no dependants.

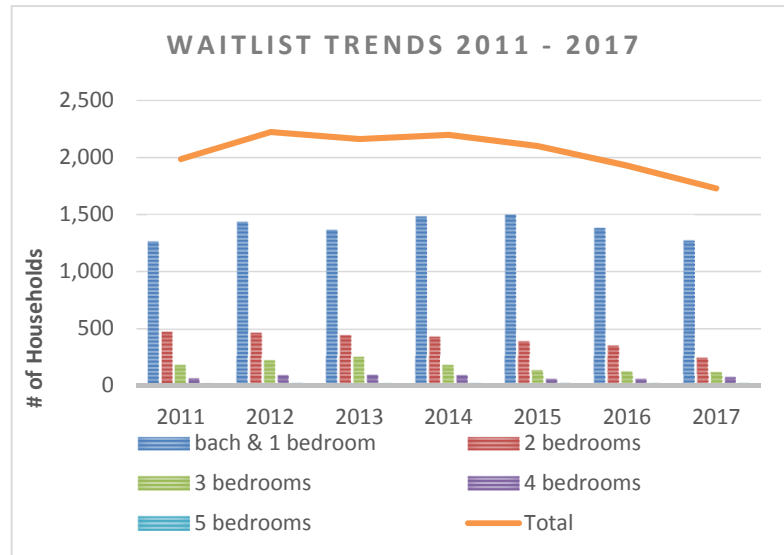
Affordable housing demand is dominated by a need for one-bedroom units

One bedroom units have been the most in demand affordable housing type by a large margin since 2011 (**Figure 6**). Demand for two and three-bedroom units has decreased over this period, while demand for four and five-bedrooms units have remained relatively low but stable. Between 2011 and 2017, the waitlist has decreased by 255 households, primarily due to a decrease in demand for two and three-bedroom units. Demand for one-bedroom and four and five-bedroom units has remained strong.

As of October 2017, there were 1,720 households on the affordable housing waitlist in the City of Greater Sudbury. Of this total, approximately 22% are already housed by an affordable/community housing provider and are seeking a transfer. However, the vast majority of these households (1,342 households) are not currently housed by an affordable/community

housing provider and are therefore either living in unaffordable conditions, are homeless, are living in a temporary arrangement, or some other problematic situation. Some characteristics of the wait list are as follows:

Figure 6

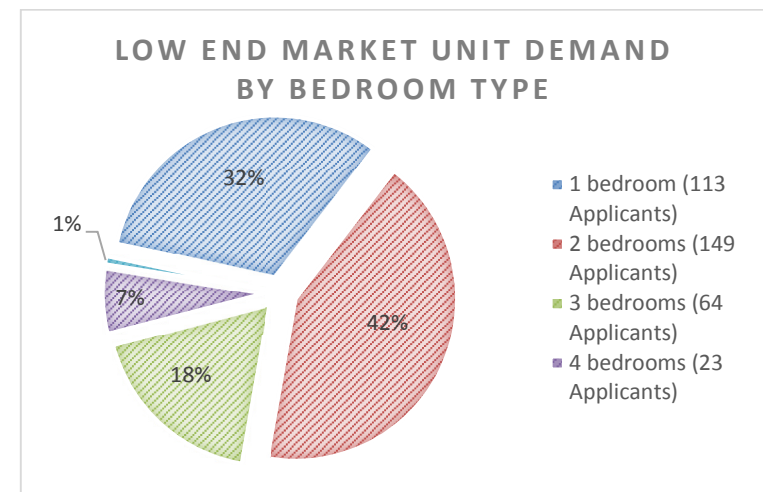
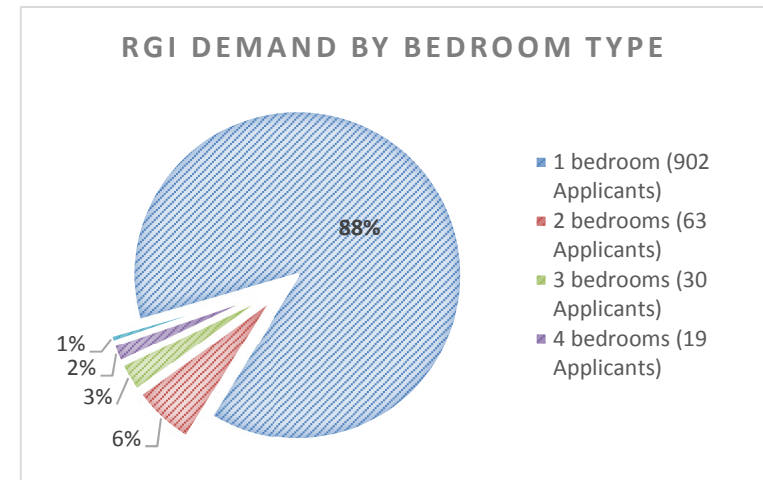


Source: City of Greater Sudbury Community Housing Wait List Data (October 2017)

- 78% of the waitlist is seeking Rent-Geared-to-Income (RGI) housing, with the remaining households looking for an affordable low end market unit.
- 88% of households on the waitlist for RGI housing are seeking a one-bedroom unit (**Figure 7**). This results in significant gaps in supply and demand, as one-bedroom units account for only 40% of the total RGI supply.
- As illustrated by **Figure 7**, the demand profiles of those looking for low end market housing is more evenly distributed across

bedroom types, with approximately 74% of these households seeking a one or two-bedroom unit.

Figure 7 – Households on Waitlist by Unit Type



Source: City of Greater Sudbury Community Housing Wait List Data (October 2017)

RGI housing has significant wait times, especially for one-bedroom units

The wait time estimated for an RGI one-bedroom unit is approximately 4.4 to 6.5 years, due to the large number of households on the waitlist and limited supply. Households looking for larger units (large apartments and townhomes) generally face a shorter wait time, from less than one year to less than two years.

Scattered housing accommodates longer wait times, typically between 1.5 to 4 years. This is due to the popularity of this housing type, despite the lower number of total households seeking larger RGI homes.

Wait times are long across all unit types for low end market units and modified units due to limited supply

While the wait list for low end market units is much lower than RGI, the wait times for units are longer. This appears to be due to the fact that there are fewer low end market units in the portfolio and also because these units experience lower turnover than the RGI portfolio.

Unlike the RGI portfolio, the wait times for the low end market units are consistently longer for all bedroom and unit types. In general, wait times average is between 4 and 7 years.

Also due to lower supply, the wait time for modified units is generally between 2 years and 5 years.

2.4 Homelessness in the City of Greater Sudbury

In 2018, the City of Greater Sudbury Social Services Division retained the Centre for Research in Social Justice and Policy at Laurentian University to conduct a local enumeration of people experiencing homelessness. This enumeration study identified a total number of 2,178 homeless persons or persons at risk of homelessness in the City of Greater Sudbury. This includes 1,954 adults (90%) and 224 dependent children (10%) under the age of 18. The total homelessness population consists of the following groups:

- Absolute homelessness (581 persons, 27% of total);
- Hidden homelessness¹ (734 persons, 34% of total); and,
- Persons at risk of homelessness (863 persons, 40% of total).

Within the homeless population, about 10% are young people up to 24 years, 34.7% are women, 14% are self-identified as LGBTQ2, and 4% are people with backgrounds involving military service.

The homeless population tend to be single, income support recipient, and experience health issues. A large proportion of them have been in the child welfare system. The presence of Indigenous people in homeless population is disproportionately high

Few people who are absolutely homeless or living with hidden homelessness have partners, other adults or children with them.

A substantial number of people indicated that they have health issues, the most prevalent issue being addictions or substance use.

¹ Persons who stay at someone else's home (e.g. couch surfing)

Close to more than a third in each of absolute homelessness, hidden homelessness, and at-risk homelessness had been in the child welfare system, including foster care or a group home. On average, these individuals who had been in the child welfare system became homeless in less than a year.

A large proportion of the homeless population receive income supports from social assistance (Ontario Works) or Ontario Disability Support Program.

Indigenous people comprised 42.5% of the homelessness survey sample, although they were only 9.4% of the population of the City as of the 2016 Population Census. Among those who were absolutely homeless, Indigenous people constitute over a third of this subsample. They are also the largest subgroup amongst those who were living with hidden homelessness, and they make up a third of those who were at risk of homelessness.

Top 5 reasons for homelessness were addictions, job loss, inability to pay rent or mortgage, unsafe housing conditions, or conflict with spouse or partners

These five reasons were also given most frequently by people living with hidden homelessness or at risk of homelessness. Illness or a medical condition was also cited by many people living with hidden homelessness and absolute homelessness.

It was more common for homeless people to experience three or more episodes of homelessness than to be homeless continuously for six (6) months or more.

2.5 City of Greater Sudbury Housing Supply Overview

2.5.1 Market Ownership Housing Supply

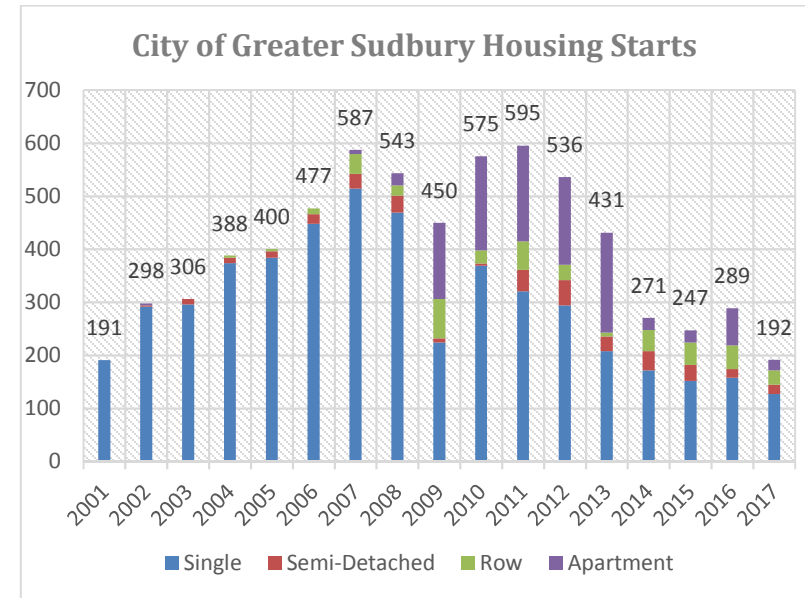
Housing market activity in the City generally follows local population and economic trends, as well as broader factors such as mortgage rates and policy changes (e.g. mortgage stress test). Over the past ten (10) years, the City's population and employment base has increased modestly, which supports modest housing development.

Between 2001 and 2017, the City averaged approximately 400 new homes each year. However, since 2012, annual housing starts have been declining, averaging only 250 new homes each year over this period.

Between 2001 and 2008, new housing activity was supplied almost exclusively through single and semi-detached homes. Over the past decade however, the new housing market has begun to diversify as illustrated by **Figure 8**. While single detached homes are still the majority among all housing starts, the volume has declined with townhomes and apartments beginning to capture a larger share of the total housing activity. These building types tend to be more affordable than detached homes and therefore offer a broader range of housing options to a larger number of households across the City's income spectrum.

Homes resold in the City are generally much more affordable than new homes. In 2017, the median price for new detached homes was \$505,000, while the median price for detached resale homes was only \$250,000.

Figure 8



Source: CMHC

2.5.2 Market Rental Housing Supply

The City has approximately 12,959 purpose-built rental units in 2018 as reported by CMHC. Between 2013 and 2018, the purpose-built rental universe expanded by 619 units.

In October 2018, CMHC reported that average monthly rent in the City is \$987. Rental rates are also correlated to year of construction: rents at projects constructed before 1960 are the most affordable, averaging \$785 per month. Units constructed between 1960 and 1999 averaged around \$1,000 per month, while units constructed after the year 2000 averaged nearly \$1,500 per month.

Since 2013, the vacancy rate of apartment units has risen above a healthy rate of 3%, peaking at 5.3% in 2016. In 2017 and 2018, the vacancy rate decreased to 4.5% and 2.6% respectively. CMHC notes that the rising rental demand, as suggested by the decrease in vacancy between 2017 and 2018, could be attributed to the increasing number of international students as well as rising homeownership costs.

In 2018, the vacancy rate is the highest for rental units constructed before 1960 (5.4%), despite that these units appear to be the most affordable. This could be due to the fact that many of these units are lower quality and may not be desirable to most households.

The 2018 vacancy rate for units constructed after the year 2000 is also relatively high at 3.5%, which is likely due to the high rents that are charged at these buildings, which can be comparable to the cost of a mortgage in the City. The vacancy rate of units constructed between 1960 and 1999 is the lowest at 1.7%, indicating strong demand and limited availability for these units.

In addition to the purpose-built rental market, the secondary rental market (e.g. basement apartment, structures with fewer than 3 units) is fairly sizable in the City. These secondary market rentals are estimated to accommodate about half of the renter households in the City.

2.5.3 Permanent Affordable Housing Supply

The City of Greater Sudbury currently has 4,799 social and affordable housing within its funding and administrative envelope. These units include:

- 1,848 community housing units owned and managed by the City. These units are all rent-geared-to-income (RGI), which offers the deepest level of affordability.
- 694 units are long term Rent Supplement units: these units are not “brick-and-mortar”. Rather they are RGI units in private rental market buildings, with landlords being subsidized by the City.
- 1,880 units were developed between 1960 and 1990 and owned by non-profit and co-op housing providers. Within this category, 1,149 units are RGI and the remaining 731 units are low end market.
- 297 units are affordable housing projects developed by non-profit and for-profit developers after the year 2000, with capital funding provided by senior levels of government. These units are mostly affordable at or below 80% of CMHC’s reported average market rent.
- Housing Services offers 17 portable housing benefits and 63 housing allowances through provincial funding.

The community housing stock owned by the City contains the largest supply of RGI units in the City. These units offer the deepest level of affordability among the permanent housing segment, however they also experience a string of issues related to aging infrastructure and underfunded capital repairs, a mismatch between supply and demand, and accessibility issues. If the status quo remains, the future funding requirement could be substantial. In 2017, the City initiated a Social Housing Revitalization Plan to optimize and revitalize this housing stock. Informed by a housing demand analysis, the plan lays out the road map to revitalize this housing supply:

- **Near-Term Actions:**

- Dispose of units that no longer service the core needs of the portfolio. Utilize the capital raised to expand and renew housing at other locations.
- 159 Louis Street is recommended as the first redevelopment community, design and planning work should commence in the near-term.
- Implement a Strategic Capital Planning approach to begin revitalizing housing projects to be retained over the long-term.

- **Mid-Term Actions:**

- Begin the revitalization of 159 Louis Street. New stock should be designed with energy efficient features and mixed income model to improve self-sufficiency and social outcomes. The unit mix design should be informed by the RGI demand assessment and waitlist data.
- Begin addressing the capital backlog and overall capital needs of the portfolio.

- **Long-Term Actions:**

- Begin planning for the other GSHC properties in need of revitalization.

Upon completion of the reconfiguration the City will have 72 year-round shelter beds, including:

- 30 beds for adults;
- 26 beds for women and families; and,
- 16 beds for youth.

2.5.4 Shelters and Temporary Housing Supply

The City is currently reconfiguring its shelter supply as most of the shelters have been operating below capacity for most months of the year.

3.0 Public Consultation

Since the 2013 Plan, the City of Greater Sudbury has had multiple consultation sessions with the public regarding housing and homelessness. In this Plan update, some key findings from the following consultation sessions are highlighted:

- Opportunities to comment on the Plan were offered to housing providers;
- Interactive sessions with key stakeholders was conducted by City staff;
- The Over to You webpage established by the City to collect input for the Housing and Homelessness Plan Update; and
- Population Health Forum.

High level themes are summarized as follows:

- The six (6) key priority areas identified in the 2013 Plan should continue to provide overarching direction for housing and homelessness related to policy making and program delivery in the City, with one additional priority area added with regards to supporting the Indigenous peoples.
- There is a need to expand the supply of housing across the entire housing continuum, especially the affordable stock. Existing market rental stock in the City is largely in substandard conditions.
 - The need for one-bedroom units and housing for seniors were repeatedly raised.
 - City to work with non-profit organizations such as Habitat for Humanity to deliver housing of all types.

- There is a need to renovate and improve the quality of the existing community housing stock.
- There is a need to address accessibility issues with the current community housing portfolio.
- Offer mortgage and/or down payment assistance to help people move away from community housing.
- Community housing and social service delivery should be linked, especially for the homeless population.
- Partnerships with organizations such as the Canadian Mental Health Association is needed to provide support services.
- Desegregating the community housing stock should be a priority. This can be achieved through increasing portable housing benefits and locating new affordable housing in mixed-income communities.
- There is a need for a year-round men's shelter that clients feel safe to access, with proper support services such as overdose prevention/addiction treatment and mental health services.
- Shelters should have low barriers and proper supports.
 - There is a need for programs that focus on homelessness prevention.
 - There is a need for long-term youth homelessness supports for those who left the shelter system.
 - There should be a well-coordinated approach to deliver support services to avoid duplicate, scattered and hidden support services.

4.0 Greater Sudbury Official Plan Housing Targets

Section 17.3 of The City of Greater Sudbury's Official Plan has established general housing targets for the City. These targets include the following:

The following are general guidelines for annual housing targets.

Consistent with policies established by this Plan, a suggested mix of housing types could be comprised of 50–60% single detached dwellings, 15% semi-detached and row housing, and 25-35% apartment dwellings.

In order to maintain a balance of ownership and rental housing, a tenure mix of 70% ownership and 30% rental is also proposed.

Ideally, 25% of all new dwellings should meet the definition of affordable housing. The affordable housing component is based upon the definition established under the Provincial Policy Statement.

The Housing Supply and Demand Analysis referenced in this document offers some additional insights:

- The ownership market is likely to remain affordable to the majority of households looking forward.
- There is a need to expand the supply of affordable rental housing in the City. This includes RGI, Low End Market, and affordable housing that conforms to the Provincial Policy Statement.
- There is a need to realign the RGI supply with current and projected demand, specifically the need for additional one-bedroom units, mixed-income buildings/communities, and improved building and living conditions.
- Improve the accessibility of affordable housing across the City. As the City's population continues to age, the need for modified housing will increase.
- Stronger demand for affordable rental housing is noted within downtown Sudbury, New Sudbury, and the South End relative to the outlying communities.
- There is a need to improve the quality of the community housing stock and the older purpose-built rental supply.
- The private market is unlikely to solve the affordable rental issue on their own. Revitalization of existing community housing properties should be investigated in addition to offering incentives and land to the private sector.

5.0 Strategic Framework

The Housing and Homelessness Plan Update 2019-2023 builds upon the achievements between 2014 and 2019. It is formulated around seven priority areas. The Plan lays out the objectives to achieve under each priority area to address the housing and homelessness issues identified in the needs assessment and recommends 43 key actions for the next five (5) years. The objectives and key actions in this Plan Update are developed based on the following guiding principles as was informed by the work completed, lessons learned, and public input over the past five (5) years:

- Employ a Housing First approach;
- Focus on a wide range of needs; and,
- Foster collaboration and coordinated service delivery between all stakeholders.

The Housing and Homelessness Plan Update 2019-2013 includes the following seven (7) priority areas:

1. There is a need to improve housing options across the housing continuum.
2. There is a need to improve housing access and affordability for low income households.
3. There is a need to strengthen approaches to preventing homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing.

4. There is a need for additional supportive services coupled with permanent housing (both supportive housing and supports in private homes).
5. There is a need to improve co-ordination, collaboration and partnerships among a broad range of stakeholders.
6. There is a need for an Indigenous Housing and Homelessness Strategy in the community.
7. There is a need to monitor and report on progress towards meeting the Housing and Homelessness Plan objectives and targets.

In the subsections to follow, the seven priority areas are presented along with the key housing achievements that the City made over the course of the last strategy. Objectives under each priority area are also listed, along with the key actions to achieve them, as well as the target outcome and performance measuring indicators.

5.1 Priority Area 1: There is a need to improve housing options across the housing continuum

Objective 1: Improve and maintain the existing housing stock

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. The City assisted 11 community housing providers to complete energy efficiency renovations with the Social Housing Improvement Program (SHIP).
2. The Canada-Ontario Community Housing Initiative (COCHI) funding and Ontario Priorities Housing Initiative (OPHI) funding are being provided to address affordability, repairs, and new construction of housing. Contractors who are completing repairs are encouraged to use energy saving products or systems.
3. City staff have access to building condition software for the community housing portfolio. This strengthens staff's capacity to identify capital needs and respond to capital funding opportunities from senior levels of government in a timely manner.
4. The City completed a Social Housing Revitalization Plan to revitalize and optimize its community housing portfolio.

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Develop a community strategy to educate and improve energy efficiency and compliance with safety and property maintenance standards.	Increased community awareness of standards leading to better maintained energy efficient properties.	Strategy in place.
2. Devote a portion of future senior government housing funding towards rental housing repair & energy efficiency	Revitalized affordable rental stock	Number of rental properties improved; Energy savings.
3. Implement Social Housing Revitalization Plan to address declining senior government funding and increasing project costs.	Community housing portfolio is managed and revitalized according to the Revitalization Plan.	Number of units disposed; Funding secured to carry out the Revitalization Plan.
4. Provide ongoing training and support for non-profit housing providers regarding governance, sustainability, asset management, revitalization, energy conservation, risk management and financial planning.	Affordable housing portfolio well managed & maintained. Tenants satisfied with accommodations.	Fewer projects in difficulty. Tenant satisfaction surveys.

Priority Area 1: There is a need to improve housing options across the housing continuum

Objective 2: Improve the accessibility of new housing and full utilization of existing housing stock

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Continue to work with community based accessibility organizations to disseminate information about the need for modified housing.	Developers & builders incorporating modified design into their projects.	Increase in the number of modified units in private sector.
2. Devote a portion of future senior government affordable housing funding allocations to incorporate accessibility, energy efficiency & mobility modifications.	Affordable housing projects & programs include modified units.	Number of modified units developed.
3. Incorporate design related accessibility, energy efficiency & mobility in the revitalization of the existing community housing stock.	Revitalization/redevelopment projects include modified units.	Number of modified units developed.
4. The City will actively pursue federal funding opportunities to implement the Revitalization Plan, and ensure that future housing meets the federal program's high level of energy efficiency and accessibility standards.	Federal low cost loan and/or contributions secured New units funded are energy efficient, and include some modified units.	Number of projects funded Number of units built/revitalized.
5. Collaborate with housing providers & support service agencies to distribute information on modified units in community housing.	Households in need of modified units aware of projects, units.	Modified units occupied by households in need of modified units.

Priority Area 1: There is a need to improve housing options across the housing continuum

Objective 3: Increase the diversity of affordable housing options

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. Adoption of an Affordable Housing Strategy and the Affordable Housing Community Improvement Plan (AHCIP) in July 2018. The AHCIP will facilitate the development of more affordable housing units at appropriate locations by offering incentives.
2. Zoning By-law amendments were made to reduce parking for affordable housing developments, permit shared housing in certain areas, and introduced a new residential zone with reduced lot frontage and lot area which encourages denser development.
3. Development Charges (DCs) exemptions for affordable housing projects, small residential units and for the enlargement of an existing unit, create one or two additional dwelling units in a single or semi or other residential buildings.
4. Implemented policies to permit and encourage the creation and registration of Second Units.

KEY ACTIONS (2019-2023)

1. Communicate and build support & partnerships for the Plans' housing priorities in the private sector and economic development circles.
2. Work with stakeholders to disseminate information on the range and variation of seniors' housing needs.
3. Continue the review of existing policy around surplus municipal land ensuring that surplus municipal properties are made available for affordable housing where appropriate.

OUTCOME

Better community awareness of community needs.

More housing options for seniors.

Policy in place to support the development of affordable housing with publicly owned land.

MEASURE

Number of partnerships created.

Materials distributed to stakeholders.

Appropriate municipal lands made available for affordable housing projects.

Priority Area 1: There is a need to improve housing options across the housing continuum

Objective 4: Increase community acceptance of and provide consistent support for multi-residential housing

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. The City is offering a 50% reduction of DCs for multi-unit residential buildings at locations along certain nodes and corridors.
2. Zoning By-law amendments were made to reduce parking for affordable housing developments, permit shared housing in certain areas, introduce a new zone which encourages dense development.
3. Zoning By-law amendments were made to reduce parking requirements by 25% for Affordable Housing Development, subject to an agreement with the City.

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Working with the public and local stakeholders, promote benefits of multi-residential housing.	Better public understanding of the need and benefits of multi-residential developments.	Number of multi-residential units created and/or number of Planning Act applications approved for multi-residential units annually.

5.2 Priority Area 2: There is a need to improve housing access and affordability for low income households

Objective 1: Improve housing access and affordability for low income households

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. Housing Services has been the central access point for all households to make application for subsidized housing.
2. Housing Services offers services in both English and French which aligns with the large francophone population in the community.
3. The Housing Service Registry base eligibility on three provincial criteria and do not provide preference from any culture that makes application.
4. Housing Services partners with Native People of Sudbury Development Corporation (NPSDC) on housing households on waitlist and filling vacant units.
5. Housing Service is delivering a Portable Housing Benefit Pilot Project giving priority to eligible senior households seeking a one-bedroom unit.

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Devote the majority of future senior government affordable funding allocations for new affordable housing projects.	Low income & vulnerable households have more affordable housing choices.	Number of projects developed.
2. Devote a portion of future senior government housing funding towards rent supplement programs.	Low income & vulnerable households provided more affordable housing choices.	Number of rent supplement units acquired and/or retained.
3. Work with local support agencies to distribute information on accessing affordable housing.	Support agencies better able to inform clients regarding affordable housing options.	Affordable housing access information in place.
4. Advocate for senior government funding, programs and legislation changes to help local providers better respond to local housing needs (i.e. sustained operating & capital funding, revitalization program, energy upgrades).	Community housing providers better able to respond to local needs.	Number of new programs & initiatives accessed by local providers.

5.3 Priority Area 3: There is a need to strengthen approaches to prevent homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing

Objective 1: Ensure emergency accommodation is available when needed, but focus on transitioning to permanent housing

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. The City retained Vink Consulting to conduct a review of the emergency shelter system within the City in 2018. The review is part of the City's efforts to establish a homelessness system where supports are in place to prevent homelessness, emergency shelter is provided when required, and clients are connected to permanent, appropriate, stable housing as quickly as possible. The study recommended approaches to update the shelter model to support effective shelter services. It also recommended the City to right-size and re-profile the shelter system to fit the proposed changes, and implement an equitable funding model. The City's shelter system is under transition, informed by the findings of this report.
2. All emergency shelter programs are in the process of transitioning to a low barrier and housing focused model which is consistent with a Housing First Approach. This allows easier access to shelters and ensures people who stay at shelters are quickly connected to the supports and services that will help them move to safe, appropriate permanent housing.
3. The City funds a Housing First program operated by a partnership of service providers called the Homelessness Network. Housing First is a recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional supports and services as needed. The Homelessness Network revised its model in 2016 to better meet fidelity to the Housing First principles. This Network has assisted the most vulnerable population including people experiencing chronic homelessness, mental health issues, physical disabilities and addictions.
4. Provincial Home for Good funds have provided up to 20 Housing Allowances to support persons participating in the Housing First program to access permanent housing within the private market.
5. Housing Services received the Provincial Home for Good funding for renovation at 200 Larch St. Programs such as the Canadian Mental Health Association Sudbury/Manitoulin (CMHA S/M) Harm Reduction Home Program, the City's Off the Street Low Barrier Emergency Shelter Program and Nurse Practitioner Clinic, are types of programming that will be offered at 200 Larch St. The

second floor will host a fifteen bed congregate care residential managed alcohol program. Residents can access support services that are offered in the same building.

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. As a ten (10) year goal, with increases in permanent affordable housing stock and monitoring or shelter usage, work over time to gradually retire some of the capacity of the emergency shelters and re-direct funding to support individuals and families in transition to and maintain permanent housing.	Decrease in shelter usage. Decrease in length of stay in shelter. Decrease in number of repeat shelter stays.	Number of persons using shelter. Number of shelter bed nights provided. Number of repeat shelter visits.
2. Develop and implement a diversion program that helps people experiencing a housing crisis quickly identify and access safe alternatives to emergency shelter.	Successful diversion program in place providing a one stop information counter on assistance available to people experiencing a housing crisis.	Number of persons turned away from emergency shelter.

Priority Area 3: There is a need to strengthen approaches to prevent homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing

Objective 2: Address the needs of the most vulnerable population of homeless

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. Housing Services created an Urgent Status within its Centralized Waitlist. This status is given to the most vulnerable population including persons who are living on the street or in substandard housing, persons using emergency shelter system and persons removed from provincial institutions.
2. The Off the Street low barrier shelter will move from a seasonal model to a year-round model and provide housing focused shelter for adults who may have experienced chronic homelessness.
3. A service provider will provide a low barrier, housing focused youth shelter for youth aged 16 to 24 years. Partnership with other youth services will be encouraged to focus on youth homelessness prevention and support.
4. A Managed Alcohol Program was created with the Provincial Home for Good program with a site donated by the City. The final project will include a 15 bed harm reduction program, 30 bed emergency shelter program and a Nurse Practitioner Clinic. The facility will have space for community programs that services vulnerable persons, with funding from the NELHIN, Ministry of Housing and Municipal Affairs, and Federal Reaching Home.

KEY ACTIONS (2019-2023)

1. Prioritize the most vulnerable for rehousing, case management, and homelessness prevention, particularly those who may be chronically homeless and/or with multiple barriers to housing, including those interacting with health care, Children's Aid Society and addictions treatment.
2. Develop a Coordinated Access System that prioritizes people experiencing chronic homelessness for housing supports services, and then help to match them to available housing focused interventions.

OUTCOME

Less persons experiencing chronic and episodic homelessness.

Most vulnerable population of homeless have access to services.

Individuals and families with multiple barriers receive support they require.

MEASURE

Decrease in number of homeless (point in time count)

Number of persons who are homeless that move to emergency shelter

Number of persons who are homeless that move to transitional housing

Number of persons who are homeless that move to permanent housing

Number of persons who move from emergency shelter to long term housing

Number of households at risk of homelessness that are stabilized

Decrease in number of shelter uses.

Priority Area 3: There is a need to strengthen approaches to prevent homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing

Objective 3: Stop discharging people into homelessness from key points of contact like hospitals and corrections

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. A housing strategy in partnership with the City's Housing Services, Health Sciences North and Canadian Mental Health Association Sudbury-Manitoulin was developed in 2017. The focus was facilitating community discharges of stabilized mental health patients currently in hospital. It was determined that there was an opportunity to access community housing stock to assist with the increasing mental health housing shortage and create a flow within the health care system by providing housing to mental health patients who remain in hospital due to the absence of available housing.
2. Housing Services assesses eligibility for Urgent Status at the request of the applicant and this process aligns with the request to partner with Health Science North. Support services are provided by CMHA S/M once applicant is housed. This collaborative model is supported by a coordinated care approach facilitated by the Health Science North's Health Links team in partnership with community service providers. This approach ensures that a person-centred transition plan would be in place, providing all tenants with the supports they require to live independently.

KEY ACTIONS (2019-2023)

1. In collaboration with community stakeholders, develop a structured process that plans for the safe and successful transition of individuals from other institutions such as correction agencies.

OUTCOME

Better aligned supports for persons being discharged from hospitals and corrections.

MEASURE

Co-ordinated Plan in place utilized by all agencies.

Decrease number of shelter uses coming from institutions.

Priority Area 3: There is a need to strengthen approaches to prevent homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing

Objective 4: Address the need for additional educational and awareness of community housing providers and landlords of available crisis services and supports for tenants with special needs

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Increase capacity of the community housing sector and private landlords to respond to client needs by providing educational materials, training and professional development to community housing providers and private landlords on available services and supports for tenants in crisis and tenants with complex needs.	Up to date directory available to service providers and service users. Providers able to direct households to service agencies.	Detailed directory in place. Number of community housing and private sector landlords trained and in receipt of training and materials. Number of households at risk of homelessness that are stabilized.

Priority Area 3: There is a need to strengthen approaches to prevent homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing

Objective 5: Promote Client Centred, Coordinated access to housing and homelessness prevention services

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. The City entered into a five (5) year funding agreement under Federal Reaching Home: Canada's Homelessness Strategy to implement a coordinated access system by April 1, 2022. A coordinated access system is the process by which individuals and families who are experiencing homelessness or at-risk of homelessness are directed to community-level access points where trained workers use a common assessment tool to evaluate the individual or family needs, prioritize them for housing support services, and then help to match them to available housing-focused interventions.
2. The City, under the leadership of the Community Advisory Board and the Housing First Steering Committee, has started the development of a Coordinated Access System. This system is being developed in partnership with the Indigenous Community Advisory Board to ensure culturally appropriate access to a coordinated system.

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Under Reaching Home, the City will transition to an outcome-based approach and publicly report on community-wide outcomes related to homelessness through the annual Community Progress Report.	Chronic homelessness in the community is reduced (by 50% by 2027-2028)	Reduction in chronically homeless population.
	Homelessness in the community is reduced overall, and for priority populations (i.e. individuals who identify as Indigenous).	Reduction of homelessness, especially among the priority populations.
	New inflows into homelessness are reduced.	Number of new inflows into homelessness.
	Returns to homelessness from housing are reduced.	Number of returns to homelessness from housing.

5.4 Priority Area 4: There is a need for additional support services coupled with permanent housing (both supportive housing and supports in private homes)

Objective 1: Ensure the supports are available for individuals to achieve and maintain housing stability

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. The Provincial Home for Good program provided capital funding for the construction of 38 affordable housing units. The goal of the proposed Home for Good apartment building is to decrease hospital stays/visits, and assist individuals in finding permanent housing; increase supportive housing options for individuals returning/remaining in the community, and maintain stabilized affordable housing.
2. Housing Services has partnered with the Canadian Mental Health Association Sudbury/Manitoulin, and Health Sciences North with the goal of sharing space at 200 Larch Street to provide high quality services to those that are homeless or living in poverty that may have mental health or substance abuse issues. This collaborative/co-location model is being developed in order to share current resources to provide comprehensive client care to those most in need. It is the goal of the partnership to effectively utilize opportunities created in order to provide a higher quality of service to each of the respective target populations while not only maintaining the state of current services offered, but also by enhancing services through a collaborative model that is ultimately taking a more holistic approach to all of the client's needs.

KEY ACTIONS (2019-2023)

1. Collaborate with support agencies and housing providers to expand life skills training/mentoring to encourage successful tenancies for vulnerable populations (i.e. victims of domestic violence, seniors).

OUTCOME

Services available and provided in a timely fashion so that tenancies are maintained.

MEASURE

Number of agencies and providers participating.

Number of supports and services provided to households at risk of homelessness that are not related to the provision of accommodation but supports positive housing outcomes.

Priority Area 4: There is a need for additional support services coupled with permanent housing (both supportive housing and supports in private homes)

Objective 2: Ensure adequate permanent housing linked with supports

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. The City has partnered with the Northeast Local Health Integration Network (NELHIN), CMHA S/M, and Greater Sudbury Housing Operations to host the Transitional Community Support Worker Program (TCSP). The partners have identified the need for Mental Health supports in community housing buildings in the community. The program provides services by meeting individuals in their homes or in the community, who are having challenges maintaining their housing, are at risk of losing their housing, or need additional support services to maintain their wellness.
2. The City and the NELHIN together fund a Community Paramedicine program in seven community housing complexes within the City's portfolio. The program has expanded the healthcare role for developing and delivering programs that proactively prevents unmet healthcare needs in the community thus reducing unnecessary 911 calls, emergency room visits and hospital admissions. Paramedics visit the community housing complexes regularly and have effectively lowered 911 calls by 31% in 2018. All risk factor discoveries lead to Paramedic interventions such as education, coaching strategies for better health and safety, referrals to community agencies for unmet needs, and notification of primary care practitioner, pharmacist or other relevant care agency.

KEY ACTIONS (2019-2023)

1. Support investments in permanent housing linked with supports and collaborate with agencies and senior government ministries to increase the supply of supportive housing targeting seniors and other vulnerable populations.

OUTCOME

Options available for households in need of supports & housing assistance.

MEASURE

Number of housing opportunities linked with supports.

Priority Area 4: There is a need for additional support services coupled with permanent housing (both supportive housing and supports in private homes)

Objective 3: Reduce barriers to accessing housing, services and supports

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. The City has established key strategies, such as the Population Health Strategy and the Social Housing Revitalization Plan that will be supported by moving forward with Human Services Integration. Integrated human services are a system of services which are effectively coordinated, seamless and tailored to the needs of people so that they can maximize their potential, enhance their quality of life and contribute to the community.

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Collaborate with community organizations to support anti-discrimination education and opportunities to work with private sector landlords, housing providers and other community groups to disseminate information and human rights as they relate to housing.	Both landlords and tenants aware of their rights & responsibilities.	Feedback through community consultation process.
2. Support enhanced access to programs by collaborating with housing providers and community service providers to improve outreach.	Improved co-ordination between agencies and housing providers.	Client and provider survey or consultations.
3. Support community outreach and education efforts to help tenants and landlords learn about their rights and responsibilities.	Tenants & landlords more knowledgeable about their rights & responsibilities.	Feedback through community consultation process.
4. Advocate with senior levels of government for more capital and operating funding for the development and on-going operation of supportive housing projects.	More affordable housing choices for supportive housing clients.	Number of new supportive housing projects developed.

5.5 Priority Area 5: There is a need to improve co-ordination, collaboration and partnerships among a broad range of stakeholders

Objective 1: Improve effectiveness of the local housing system by increasing coordination, collaboration, and partnerships among a broad range of stakeholders involving housing

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. The City has been engaging the private and non-profit sector in constructing new affordable housing projects with the Federal-Provincial Investment in Affordable program funding, including the 33-unit Cedarbrook Senior Apartments in Lively constructed in 2015, and the 65-unit project at 1351 Paris Street in Sudbury constructed in 2018.
2. The City formed a Health and Housing Working Group comprised of staff from the Planning Services, Housing Services and Social Services. This group prepared the updated Affordable Housing Strategy, which included the introduction of the Affordable Housing CIP. The CIP secured municipal funding of \$1,000,000 and is intended to be coordinated with related Provincial and Federal Programs. This will be used to encourage affordable housing development by the private and non-profit sectors.
3. Housing Services maintains a document library that can be accessed by all non-profit housing providers. This library contains Ministry notifications, policies and procedures, local rules, as well as letter templates and various other forms. Housing Services also offers training to all housing providers once or twice a year on various relevant topics. Program Administrators attend Board meetings to build stronger working relationships with the Board members and Property Managers. Monthly board packages are submitted to and reviewed by the Program Administrators and provide a platform for ongoing communication, risk mitigation, addressing compliance issues as well as identifying areas in which housing providers may need assistance in the form of training, legislation updates, capital needs or simply working as a resource for the community housing projects.
4. The City's Housing Services operates a web-based building condition software platform that provides non-profit housing providers and the Service Manager with a capital planning tool to better understand the physical condition of buildings. This results in making informed decisions about capital expenditures. Current information on building conditions positions Housing Services to take full advantage of funding from senior levels of government as it relates to upgrading capital facilities. A review of all housing providers offering modified units was undertaken in order to further populate the list of capital assets as it relates to modified units. The software offers advanced decision-making capabilities to assist users in making strategic capital investments while also providing operational benefits.

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Facilitate connection, discussions and systems planning between stakeholders in housing, social services and health (including the City, housing providers, support service providers, the hospital and the NELHIN).	Co-ordinated approach applied to community housing and homelessness issues.	Number of agencies and providers participating.
2. Advocate for ongoing Federal & Provincial participation in the housing sector to provide programs and funding awards creating and sustaining affordable housing.	More senior government programs and funding available to meet local affordable housing needs.	Number of senior government programs and amount of funding accessed to meet needs.
3. Build community support by increasing public awareness about housing needs and the benefits of homelessness services and affordable housing.	Community support for housing and homelessness initiatives.	Community survey.
4. Create opportunity for community partners and stakeholders to network, identify priorities and goals, and work collaboratively on solutions to ending homelessness.	Best practices shared and implemented.	Number of opportunities and events.
5. Engage key stakeholders to play a greater role in meeting community homelessness needs.	Increased community participation.	Number of key stakeholders and community partners participating in initiatives.
6. Engage the development community through the City's Development Liaison Advisory Panel. This Panel will bring together key development and construction industry interests (developers, construction associations, development consultants and approval authorities) for the purpose of maintaining and improving the development/construction environment within the City.	Development industry is familiar with the future housing needs in Greater Sudbury and will continue to supply appropriate housing.	Number of new housing suitable for the population trend supplied.

5.6 Priority Area 6: There is a need for an Indigenous Housing and Homelessness Strategy in the community

Priority Area 6 is a newly added direction in this Plan Update. Indigenous people are significantly over-represented in the homeless population in Sudbury. In a recent 2018 study, Indigenous people in Sudbury were found to make up almost half of the homeless population (42.5%), while accounting for only 9.4% of the general population.² This same study pointed to the long-standing nature of this social reality and the interrelated contributing factors, namely: challenges with addictions, job loss, inability to pay rent or mortgage, unsafe housing conditions, and conflict with spouse or partner. These five reasons were also given most frequently by people living with hidden homelessness or at risk of homelessness.

In working to address Indigenous homelessness in Sudbury in a collaborative, multi-sectoral approach with local Indigenous /non-Indigenous social service organizations, that a working group be established to develop a specific Indigenous Housing and Homelessness Strategy in accordance with Indigenous treaty rights in Canada and the Calls to Action of the Truth and Reconciliation Commission.

The City of Greater Sudbury will continue to collaborate with Indigenous organizations to ensure access to community housing and homelessness prevention services for Indigenous households living off-reserve.

² Homelessness in the City of Greater Sudbury: 2018 Enumeration Report prepared for the City of Greater Sudbury June 2018 Carol Kauppi, Ph.D.,

Henri Pallard, LL.B., Doct., Emily Faries, Ph.D., Phyllis Montgomery, Ph.D., Michael Hankard, Ph.D.

Priority Area 6: There is a need for an Indigenous Housing and Homelessness Strategy in the community

Objective 1: In accordance with Indigenous treaty rights in Canada and the calls to action of the truth and reconciliation commission, partner with the Native People of Sudbury Development Corporation (NPSDC) and Indigenous social service providers across a diversity of sectors to develop an Indigenous housing policy and a more inclusive housing and homelessness plan for the city

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. Housing Services partners with Native People of Sudbury Development Corporation (NPSDC) on housing households on waitlist and filling vacant units.

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Establish a working group with representatives from NPSDC and Indigenous social services providers in the City to collaboratively plan and develop an Indigenous Housing and Homelessness Strategy for Greater Sudbury.	Improved coordination and collaboration between the City and NPSDC and Indigenous social services providers, particularly in terms of working to ensure that the federal government meets its treaty obligations to provide ongoing subsidies for urban housing for Indigenous persons.	Improved housing conditions for Indigenous persons living in Greater Sudbury.
2. Identify the present gaps in services to Indigenous people in Sudbury that contribute to Indigenous homelessness.	An enhanced understanding of the prevailing challenges and required social supports necessary to address Indigenous homelessness in Sudbury.	An increase in the number of Housing units accessible to Indigenous people in Sudbury.

Priority Area 6: There is a need for an Indigenous Housing and Homelessness Strategy in the community

Objective 2: Develop ongoing cultural education and training for housing and homelessness service providers that document effective strategies for working with Indigenous peoples.

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Implement cultural sensitivity training for key community stakeholders on the history and culture of Indigenous peoples.	Improved relations between Indigenous and non-Indigenous persons, and improved outcomes for Indigenous persons in need of affordable housing in Greater Sudbury.	An overall reduction in the number of Indigenous people experiencing homelessness in Sudbury.

5.7 Priority Area 7: There is a need to monitor and report on progress towards meeting the Housing and Homelessness Plan objectives and targets

Objective 1: Monitor, analyze and respond to information about the local housing and homelessness situation

CURRENT SYSTEM AND KEY ACHIEVEMENTS 2014-2019

1. Housing Services reports annually on Investment in Affordable Housing Program and community housing portfolio.
2. An annual report card is prepared on homelessness issues.

KEY ACTIONS (2019-2023)

KEY ACTIONS (2019-2023)	OUTCOME	MEASURE
1. Annually evaluate and report on progress towards fulfilling the Housing and Homelessness Plan objectives.	Community is aware of the status of housing and homelessness issues and progress made in achieving local objectives.	Data publicly reported.
2. In conjunction with the completion of the Official Plan update, fully review the Housing and Homelessness Plan objectives and the Housing First Strategy. Based on review of the local housing market and consultations with stakeholders, identify gaps in programs, services and supports. Revise the Official Plan, the Housing and Homelessness Plan & Strategy to address identified gaps as required.	Housing and Homelessness Plan and the Housing First Strategy updated in conjunction with Official Plan thus facilitating a co-ordinated and consistent community response to local needs.	Review and update Plans every 5 years.
3. Work with the Provincial government on the establishment of provincial housing and homelessness indicators. Participate in provincial reporting as well.	Provincial measures implemented and reported.	Provincial measures.
4. Improved data integrity to measure community level outcomes. The City will implement the HIFIS 4.0 web-based system to improve data collection from homelessness service providers. The community-level data will be used to assess outcomes and evaluate homelessness system performance, and over time will provide a better understanding of what is working well and where adjustments need to be made.	Streamlined data collection method across service providers. Improved data quality.	Consistency in data format. Completeness of data.