

2. Action Plan

Section B: Targets and Other Estimates

Projections should be based on a three-year period ending no later than September 1, 2026.

1. Total number of housing units projected to be permitted without any support afforded by HAF. If this projection does not align with historical trends as provided in Section E: Historical Building Permit Issuances, use the comment box below to explain and provide supporting details or analysis.	30,357
Provide a breakdown by type of housing:	
1.1 Single detached homes	6,678
1.2 Multi-unit housing (in close proximity to rapid transit)	19,428
1.3 Multi-unit housing (missing middle)	3,339
1.4 Multi-unit housing (other)	912
Total:	30,357
2. Total number of housing units projected to be permitted with the support afforded by the HAF. This is referred to as the "HAF housing supply growth target."	37,315
Provide a breakdown by type of housing:	
2.1 Single detached homes	6,678
2.2 Multi-unit housing (in close proximity to rapid transit)	23,590
2.3 Multi-unit housing (missing middle)	4,412
2.4 Multi-unit housing (other)	2,635
Total:	37,315
Provide a breakdown by year of the HAF program:	
2.5 For the year ending September 1, 2024	11,961
2.6 For the year ending September 1, 2025	11,709
2.7 For the year ending September 1, 2026	13,645
Total:	37,315
3. Total number of "HAF incented units" (units projected with HAF minus units projected without HAF).	6,958
4. Percentage of affordable units projected to be permitted without any support afforded by HAF.	1.70 %
5. Percentage of affordable units projected to be permitted with the support afforded by HAF.	6.90 %
6. Total number of dwellings (i.e., current housing stock)	444,915
7. Projected average annual housing supply growth rate without HAF	2.27 %
8. Projected average annual housing supply growth rate with HAF	2.80 %
9. Projected increase in the housing supply growth rate	22.92 %

Comments

The above projections represent the City of Ottawa’s commitment to improving not just housing supply in the next three years, but also housing affordability. The 5.2% increase in the proportion of affordable units through HAF reflects the City’s many efforts to increase affordability. Two proposed initiatives in the enclosed Action Plan will either require or incentivize market developments to include affordable units (the Inclusionary Zoning and the Community Improvement Plan), while two more initiatives use HAF

funds directly for non-profit developments that would otherwise be unable to move forward (the Pipeline Strategy and potentially the City-Owned Lands Strategy).

The above projections further represent a significant shift in land use planning policy in Ottawa in the wake of the City’s New Official Plan, approved in November 2022. Empowered by bold new Official Plan policies, the City is perfectly positioned to bring equally bold zoning and procedural changes to meet its housing targets, a clear priority for this Council.

The HAF will empower the City of Ottawa to implement its Action Plan, create more units and increase affordability at an accelerated pace. Each of the projected net new units represented in our Action Plan are achievable with HAF.

The projections themselves are based on historic permit data, census data, as well as consultation with relevant stakeholders for specific initiatives. For this reason, the City of Ottawa is confident that its projections are attainable. When considering the total number of units that each initiative will incent, the City estimated to the year 2031.

The City also used a 100% average market rent (AMR) definition of affordability to prepare this application; however, each initiative that either incentivizes or funds affordable units may use a deeper level of affordability.

Section C: Initiatives

Initiative 1	Transit Oriented Zoning Amendments and Inclusionary Zoning
Initiative Type	Promoting high-density development without the need for rezoning (as-of-right zoning),

Description

This initiative will modify several provisions in the City’s Zoning By-law affecting lands in Protected Major Transit Station Areas, which are transit-oriented lands so designated in our Official Plan. These lands are within 800 metres walking distance on the pedestrian network of a major transit station. The City plans for walkability using distance measured on the pedestrian network, rather than a radial distance as a more accurate measure of relating to walking time. Combined with the Evolving Overlay designation in the Official Plan, which is an additional 150 metres from Protected Major Transit Station Areas, the City plans to increase zoning permissions 950 metres on the pedestrian network from transit stations equating to a 10 to 15 minute walk, being the typical limit that residents are willing to walk to a transit station.

Proposed zoning changes in this initiative include increasing the maximum building height to encourage high-density development, and reductions to parking requirements are being considered. This initiative also includes implementing inclusionary zoning to ensure that new developments include affordable options. In Ontario, inclusionary zoning is only permitted to apply in Protected Major Transit Station Areas and community planning permit areas, so this initiative represents a meaningful change to planning and development in transit-oriented areas with affordability impacts. Ottawa’s Protected Major Transit Station Areas exist along the existing and planned Light Rail Transit corridors.

The completion date for this initiative includes the implementation of inclusionary zoning, which is expected to occur approximately one year after the implementation of other transit-oriented zoning amendments.

The cost for this initiative includes an estimate of consulting fees and staff resources until the initiative is fully implemented. Ongoing administration of the inclusionary zoning portion of the initiative has not been estimated for this application.

Note that some start and completion dates in this initiative reflect Committee and Council meeting dates as the schedule currently exists. That schedule is subject to change.

Start Date	2023-05-18	Completion Date	2024-10-01	Estimated Costs	\$ 350,000
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Expected Results

Estimated number of permitted units the initiative will incent	5,989
Estimated number of permitted units the initiative will incent within the 3-year projection period	2,246

Other expected results
 By increasing density close to transit, we expect less reliance on personal vehicles in accordance with our Climate Change Master Plan. The latter portion of this initiative, inclusionary zoning, will increase the proportion of affordable units. In Ontario, Protected Major Transit Station areas are one of few geographies where inclusionary zoning is permitted to be implemented, so this initiative optimizes all available tools to increase housing supply and affordability near transit.

Evaluation Criteria

The following evaluation criteria will be used to assess the application.

This initiative supports the following objectives (select all that apply):

- Creating more supply of housing at an accelerated pace and enhancing certainty in the approvals and building process.
- Supporting the development of complete communities that are walkable consisting of appropriate residential density and a diverse mix of land uses providing access to a wide variety of amenities and services through public and active transportation.
- Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.
- Supporting the development of low-carbon and climate-resilient communities.

Explain how the initiative supports the area(s) selected

Housing Supply: By updating the City’s Zoning By-law for lands already designated for transit-oriented development the City is reducing the need for site-specific zoning by-law amendments and creating certainty in the development application process. Having zoning in place allows developers to move from conception to construction on an accelerated timeline, which saves costs.

Complete Communities: This initiative would encourage mixed-use, high-density development, creating complete communities for residents. The proposed zoning in transit station areas include broad permissions for non-residential uses that support the development of walkable, complete communities.

Affordable, Inclusive, Equitable and Diverse Communities: Implementing inclusionary zoning in these transit-oriented areas will ensure that a portion of all new units are set aside as affordable, creating more equitable and diverse communities. Further, housing needs are strongly connected with poverty and can worsen health inequities. Health housing is affordable, safe and accessible. Poor housing quality is associated with chronic illnesses, injuries, poor nutrition, and mental illnesses. Location of housing is also connected to other social determinants of health, such as social support and sense of community; this initiative will create more connected, mixed-use communities.

Climate Resilience: Buildings are the largest energy consumer in Ottawa and account for the largest share of greenhouse gases. This initiative helps advance the goal of planning a compact and connected Ottawa. Promoting compact urban built form with a mix of land uses and housing options ensures both energy efficient and sustainable land use patterns of development over the long term. The second highest source of

emissions in Ottawa come from transportation sources. The Official Plan prioritizes a shift to energy efficient transportation modes. The land use patterns resulting from this initiative will also support Ottawa’s transition to low carbon transportation options, including transit, walking and cycling.

Answer the following questions in relation to the proposed initiative:

• Duration: How long will it take to complete/implement the initiative?
Within 2 years

[explain]
While the proposed zoning amendments to maximize the development potential of lands in Protected Major Transit Station Areas is expected to occur within the next few months, it will take a slightly longer period to fully implement inclusionary zoning. Regulatory requirements for inclusionary zoning and the need for an administrative framework extend the timeline for this component of the initiative to two years.

• Timeliness: How long will it take to start to achieve additional permitted units as a result of the initiative?
Within 1 year

[explain]
Once the first zoning amendments are in force and greater heights and densities are permitted as-of-right in Protected Major Transit Station Areas, applicants may submit development applications. This is expected to occur before inclusionary zoning is implemented, so the City expects to achieve additional permitted units through this initiative prior to its completion date.

• Supply Impact: The extent to which the initiative will improve housing and community outcomes.
High degree of improvement

[explain]
This initiative represents 32% of the projected net new permits over the lifetime of the HAF. Ottawa’s Official Plan designated Protected Major Transit Station Areas in November of 2022, so much of the development potential in these areas remains unrealized. The proposed zoning changes will unlock significant development opportunities near transit stations, and the inclusionary zoning provisions that follow will ensure a portion of all such development be affordable.

• System Impact: The extent to which the initiative increases stability and predictability in the housing system.
High degree of stability and predictability

[explain]
Of the 25 Protected Major Transit Station Areas in the Official Plan, this initiative focuses on 12 to be rezoned by Q4 2023 and represent transit locations across the downtown, inner urban, outer urban and suburban areas of the city. Being largely zoning changes, the effects of this initiative will be felt long after the life of the HAF, reshaping urban Ottawa around its rapid transit and bringing more density to where it is needed. The zoning changes will continue to incentivize building permits post-2026, when most of the additional development permissions will be realized at these locations.

Milestone 1	Engage Consultants to Study and Prepare Zoning Amendments
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Description
The City began work with an external consultant to help study and prepare the necessary zoning amendments to implement policies in the new Official Plan around Protected Major Transit Station Areas.

Start Date	2023-05-18	Completion Date	2023-10-25
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Milestone 2	Rezoning Transit Areas Report to Council
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Description
Staff will bring a report to Planning and Housing Committee and Council to implement changes to the Zoning

By-law permitting the development of housing with less need for site-specific zoning amendment applications. These amendments are expected to come into force immediately, allowing prospective proponents to proceed directly to site plan control and building permit stages. This does not include inclusionary zoning changes.			
Start Date	2023-10-25	Completion Date	2023-10-25
Milestone 3	Implementing Zoning in new Secondary Plan Areas		
<p>Description</p> <p>In association with the passage of two secondary plans for the Lincoln Fields and Pinecrest-Queensview Protected Major Transit Station Areas, Staff will bring a report to the Planning and Housing Committee and Council to rezone the lands in accordance with the new Secondary Plans and achieve greater density. As Secondary Plans are being prepared for these two areas, these zoning changes are proceeding to Council separately from other zoning amendments referred to in Milestone 2.</p>			
Start Date	2023-11-22	Completion Date	2023-11-22
Milestone 4	Prepare Requisite "Assessment Report" for Inclusionary Zoning		
<p>Description</p> <p>As required by Provincial legislation, the City will complete an Assessment Report, being a report on the feasibility of various inclusionary zoning scenarios; completion of this report will include a third party peer review. The conclusions of this report will help to inform the inclusionary zoning framework that is recommended by Staff.</p>			
Start Date	2023-07-01	Completion Date	2024-01-31
Milestone 5	Inclusionary Zoning Adoption and Implementation		
<p>Description</p> <p>Staff will bring zoning and official plan amendments to Council to implement inclusionary zoning with minimal transition period. The start and completion dates represent an estimated time frame for bringing forward these amendments.</p> <p>Preparing for implementation, including developing an administrative framework and public consultation, is expected to occur between Milestone 4 and Milestone 5.</p>			
Start Date	2024-07-01	Completion Date	2024-10-01
Initiative 2	Increasing Zoning Permissions to Allow for Multi-Unit Intensification		
Initiative Type	Encouraging Accessory Dwelling Units—a second smaller unit on the same property as a		
<p>Description</p> <p>This initiative will modify the provisions of the Zoning By-law to permit lots containing detached dwellings, semi-detached dwellings or rowhouse dwellings to have two additional dwelling units. Lots that are currently limited to one principal and one secondary unit will now be permitted one principal and two additional dwelling units for a total of three dwelling units and the City will remove or modify various other performance standards that are considered barriers to providing the two additional dwelling units.</p>			

Note that related changes to the Development Charges Act will mean that the City will collect fewer development charges for these additional units, but those are not accounted for in this Action Plan as a “cost” of the initiative. Rather, the cost for this initiative reflects the staff resources required to study and prepare this initiative up to implementation. The cost of implementation will be absorbed by the existing development review budget.

Note that some start and completion dates in this initiative reflect Committee and Council meeting dates as the schedule currently exists. That schedule is subject to change.

Start Date	2023-03-17	Completion Date	2023-11-22	Estimated Costs	\$ 23,333
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Expected Results

Estimated number of permitted units the initiative will incent	1,824
Estimated number of permitted units the initiative will incent within the 3-year projection period	684

Other expected results
 This initiative supports the development of affordable, inclusive, equitable and diverse communities by creating a mix of unit sizes and tenures in neighbourhoods. It will reduce barriers to gentle forms of intensification, make use of existing public works and provide a variety of housing options. In general, eliminating exclusionary zoning is tied to more walkable communities and fewer greenhouse gas emissions.

Evaluation Criteria

The following evaluation criteria will be used to assess the application.

This initiative supports the following objectives (select all that apply):

- Creating more supply of housing at an accelerated pace and enhancing certainty in the approvals and building process.
- Supporting the development of complete communities that are walkable consisting of appropriate residential density and a diverse mix of land uses providing access to a wide variety of amenities and services through public and active transportation.
- Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.
- Supporting the development of low-carbon and climate-resilient communities.

Explain how the initiative supports the area(s) selected
 Housing Supply: This initiative will reduce the need for minor variances or zoning amendments to create multi-unit housing on residential lots, speeding up the approval process. It will unlock greater development potential on 46% of urban residential land in Ottawa.

Complete Communities: This initiative will permit up to three units in a wide range of residential neighbourhoods, with fewer restrictions on the permitted configuration of said units on a residential lot. It will increase the diversity of available land uses by allowing a wider range of housing types and unit sizes, allowing for additional population in neighbourhoods to support a wide range of amenities.

Affordable, Inclusive, Equitable and Diverse Communities: Gentle intensification units will create greater housing choice in neighbourhoods and add to the supply of rental housing options, supporting more affordable, inclusive, equitable and diverse communities.

Climate Resiliency: Buildings are the largest energy consumer in Ottawa and account for the largest share of greenhouse gases. This initiative helps advance the goal of planning a compact and connected Ottawa. Promoting compact urban built form with a mix of land uses and housing options ensures both energy

efficient and sustainable land use patterns of development over the long term. The second highest source of emissions in Ottawa come from transportation sources. The Official Plan prioritizes a shift to energy efficient transportation modes. The land use patterns resulting from this initiative will also support Ottawa’s transition to low carbon transportation options, including transit, walking and cycling. Units created through this initiative will not be required to have parking, encouraging greater use of public transit or active transportation infrastructure. More generally, by allowing more neighbourhood intensification, the initiative makes better use of land that is already developed and serviced, so there will be less need for urban sprawl.

Answer the following questions in relation to the proposed initiative:

- Duration: How long will it take to complete/implement the initiative?

Within 1 year

[explain]

The proposed zoning changes will proceed to Council within the year and are expected to be immediately in full force and effect.

- Timeliness: How long will it take to start to achieve additional permitted units as a result of the initiative?

Within 1 year

[explain]

Planning Staff at the City of Ottawa are aware of a general eagerness to build more additional units and optimize development potential of lands currently zoned at the lowest residential density. Such developments are not subject to site plan control, so they can proceed directly to the building permit stage once the zoning is in place. Therefore, the City is confident that the proposed zoning changes will be immediately utilized by developers, creating net new permitted units within the year.

- Supply Impact: The extent to which the initiative will improve housing and community outcomes.

High degree of improvement

[explain]

This initiative accounts for 10% of HAF incented units, including 64% of new missing middle units over the next three years. The initiative will improve housing and community outcomes by providing certainty with respect to what is permitted on urban residential lots throughout the entirety of the city. This includes permitting at least three units city-wide on lots that may have previously permitted two or fewer, but also will ensure more consistent zoning requirements on lots that already permit a range of housing typologies.

Given the nature of the new zoning permissions, specifically that it would permit three-unit dwellings across the city, we have projected that all new units will be "multi-unit, missing middle." Adding new missing middle housing to Ottawa’s supply is a key objective of our new Official Plan and will create a greater diversity of housing options, including rental options, throughout the city.

The City estimates that to 2031, this initiative will result in 1,824 dwelling units through building permits. However, this estimate is mostly based on development formats observed in the recent past. Combined with lot creation through consent to sever processes, this initiative will result in new development formats and processes that have not been observed before. Theoretically, this initiative will enable more than 500,000 additional dwellings as there are over 250,000 existing single-detached, semi-detached, and rowhouse dwellings as of December 31, 2022.

The City estimates that over the next three years, this initiative will result in 684 additional missing middle dwelling units through building permits. This amount is in addition to secondary dwelling development that will continue when this initiative has been completed. In other words, the development of secondary dwellings, such as basement suites, that would normally occur in absence of this initiative is not included within the 684 dwelling unit estimate.

<ul style="list-style-type: none"> System Impact: The extent to which the initiative increases stability and predictability in the housing system. <p>High degree of stability and predictability</p>					
<p>[explain]</p> <p>The initiative will result in permissions for three units on any fully serviced urban residential lot. Any lot that permits a single-detached, semi-detached, rowhouse dwelling will now permit up to three units on the same size of lot, increasing certainty with respect to zoning permissions for multi-unit “missing middle” housing in a range of neighbourhoods, and eliminating the need for zoning by-law amendments or minor variances to permit such desirable forms of housing.</p>					
Milestone 1		Public Engagement and Consultation			
<p>Description</p> <p>The City will consult with the public and other stakeholders on the proposed zoning amendments. The completion date represents the expected date that this matter would proceed to Planning and Housing Committee.</p>					
Start Date		2023-03-17		Completion Date	
				2023-11-15	
Milestone 2		Rezoning Report to Council			
<p>Description</p> <p>Staff will bring a report to Planning and Housing Committee and Council to implement changes to the Zoning By-law to allow for gentle intensification. The start and completion dates for this milestone are the same because we expect the amendments to come into full force and effect immediately.</p>					
Start Date		2023-11-22		Completion Date	
				2023-11-22	
Initiative 3		Affordable Housing Community Improvement Plan (AHCIP)			
Initiative Type		Promoting and allowing more housing types that serve vulnerable populations			
<p>Description</p> <p>This initiative uses the authority of section 28 of the Ontario Planning Act and section 365.1 of the Municipal Act to introduce a City-Wide, Affordable Housing Community Improvement Plan that provides financial offsets for residential developments that include affordable units. While participating in CIP programs is optional for builders, eligibility for financial offsets under the CIP may overlap with other programs and/or statutory benefits. The objective of this initiative is to offset the revenue losses associated with affordable units to support their increased delivery.</p> <p>The cost of this initiative includes staff resources as well as consulting fees up to implementation. Any cost of ongoing administration of the CIP or financial offsets provided have not been accounted for in this application.</p> <p>Note that some start and completion dates in this initiative reflect Committee and Council meeting dates as the schedule currently exists. That schedule is subject to change.</p>					
Start Date		2023-05-01		Completion Date	
				2023-11-30	
				Estimated Costs	
				\$ 113,000	
Expected Results					
Estimated number of permitted units the initiative will incent					0
Estimated number of permitted units the initiative will incent within the 3-year projection period					0

Other expected results
 The Affordable Housing CIP is not expected to incent permitted units, rather it is expected to incent developers to provide affordable units within new builds. The AHCIP is expected to incent around 31 affordable units per year, many of which will be missing middle units.

Evaluation Criteria

The following evaluation criteria will be used to assess the application.

This initiative supports the following objectives (select all that apply):

- Creating more supply of housing at an accelerated pace and enhancing certainty in the approvals and building process.
- Supporting the development of complete communities that are walkable consisting of appropriate residential density and a diverse mix of land uses providing access to a wide variety of amenities and services through public and active transportation.
- Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.
- Supporting the development of low-carbon and climate-resilient communities.

Explain how the initiative supports the area(s) selected
 Affordable, Inclusive, Equitable and Diverse Communities: The Affordable Housing CIP will incent the delivery of affordable units across the city, including existing neighbourhoods where exclusionary zoning is being eliminated, close to rapid transit, and close to existing amenities like libraries, community centres and parks. By not concentrating affordable units in one area, the AHCIP is supporting the development of affordable, inclusive, equitable and diverse communities, allowing households to live in their desired neighbourhood.

Climate Resiliency: Incentives provided through the AHCIP are municipal contributions and will encourage developers to leverage these contributions to apply to other programs, such as the CMHC National Housing Strategy programs. These affordable housing programs have higher energy efficiency eligibility requirements resulting in projects that support the development of climate-resilient communities. The intent is also to permit the stacking of incentives with the City’s Brownfield program to aid in the remediation and redevelopment of contaminated sites.

Answer the following questions in relation to the proposed initiative:

• Duration: How long will it take to complete/implement the initiative?
 Within 1 year

[explain]
 The AHCIP and Implementation By-law is anticipated to go to Council for consideration and approval by end of year.

• Timeliness: How long will it take to start to achieve additional permitted units as a result of the initiative?

[explain]
 Not Applicable. Additional permitted units are not anticipated. Instead, this initiative incents affordable rents for units proposed to be built.

• Supply Impact: The extent to which the initiative will improve housing and community outcomes.
 Medium degree of improvement

[explain] If the CIP programs are attractive to developers, the initiative will result in a medium degree of improvement. It is expected to incent the delivery of around 31 affordable units per year, many of which will be missing middle units. This represents 4% of affordable units incented by HAF.			
<ul style="list-style-type: none"> System Impact: The extent to which the initiative increases stability and predictability in the housing system. Medium degree of stability and predictability 			
[explain] The programs and associated incentives will be fixed, apply city-wide, and will run well beyond the HAF timeframe. This provides predictability for developers as they incorporate incentives into their project proformas. The programs will also incentivize a variety of affordable housing options across different neighbourhoods, both urban and rural.			
Milestone 1	CIP and By-law Development		
Description The project team will draft the AHCIP and its Implementation By-law. Staff will also prepare a report for consideration by Committee and Council.			
Start Date	2023-05-01	Completion Date	2023-11-30
Milestone 2	CIP Implementation		
Description The City will open and advertise an intake window for incentive programs. This milestone will conclude once the City is able to tie an incented affordable housing unit to a permit issued; as such, a full year is given to this milestone.			
Start Date	2023-12-01	Completion Date	2024-12-01
Milestone 3	CIP Monitoring		
Description Staff will undertake ongoing monitoring of the initiative after it has been implemented, which will include feedback from housing providers. Updates and/or improvements to the AHCIP will be made, as required. No completion date is provided for this milestone, as the AHCIP will be continually monitored and improved to meet its stated objectives. There is no planned expiry of the AHCIP.			
Start Date	2024-12-02	Completion Date	
Initiative 4	Office to Residential Conversion Pilot		
Initiative Type	Implementing incentives, costing or fee structures, for example density bonusing, to enc		
Description This initiative will create a streamlined process for owners wishing to convert their vacant office space to residential units. As the Nation’s capital, with many office buildings owned or leased by the Federal Government, some of which are proposed to be disposed of or not renewed, Ottawa is uniquely situated to			

optimize development potential of office spaces where appropriate.

The initiative includes proactive zoning amendments to address common issues with conversion, changes to the site plan control process where the exterior of the building is not changing, among other considerations. With a quicker, less expensive conversion process, this initiative will increase the financial viability of office-to-residential conversions, incentivizing more conversions over the next few years.

The full cost of this initiative remains unknown; for example, it is only through feasibility analyses and direction from Council that we will know whether financial offsets need to be offered to ensure financial viability of conversions, and the value of those offsets. The cost indicated below represents staff’s efforts to implement this initiative over 9 months, from the start date to the completion date. The cost of implementation is estimated to be absorbed by existing development review resources.

Note that some start and completion dates in this initiative reflect Committee and Council meeting dates as the schedule currently exists. That schedule is subject to change.

Start Date	2023-04-20	Completion Date	2023-11-22	Estimated Costs	\$ 50,000
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Expected Results

Estimated number of permitted units the initiative will incent	824
Estimated number of permitted units the initiative will incent within the 3-year projection period	309

Other expected results
 This initiative will not only create new units, but it will also help to revitalize parts of the City that are not experiencing the density that they are planned for. In the parts of Ottawa that rely heavily on office uses, conversions to residential can support local retailers and events. Conversions themselves are an efficient use of materials, land and resources.

Evaluation Criteria

The following evaluation criteria will be used to assess the application.

This initiative supports the following objectives (select all that apply):

- Creating more supply of housing at an accelerated pace and enhancing certainty in the approvals and building process.
- Supporting the development of complete communities that are walkable consisting of appropriate residential density and a diverse mix of land uses providing access to a wide variety of amenities and services through public and active transportation.
- Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.
- Supporting the development of low-carbon and climate-resilient communities.

Explain how the initiative supports the area(s) selected
 Housing Supply: This initiative will make it easier for owners to convert vacant office space to residential units by streamlining the process, reducing documentation that is not useful, and working with owners to resolve issues around site servicing and site remediation. This will accelerate conversions and incentivize more conversions over time.

Affordable, Inclusive, Equitable and Diverse Communities: Affordable housing options will be explored through the development of the pilot, with preliminary conversations with industry agreeing that the possibility of adding affordable housing could be feasible assuming that the process for zoning and site plan control is streamlined. Conversions that occur within a Protected Major Transit Station area could also be

<p>subject to inclusionary zoning, once implemented per Initiative 1.</p> <p>Climate Resiliency: Conversions can be an effective way of adding density while reducing and possibly eliminating the amount of construction waste going into landfill, which therefore advances the City’s sustainable design goals and targets.</p>			
<p>Answer the following questions in relation to the proposed initiative:</p>			
<ul style="list-style-type: none"> • Duration: How long will it take to complete/implement the initiative? Within 1 year 			
<p>[explain] The City will propose a strategy for conversions within the year, which should take immediate effect.</p>			
<ul style="list-style-type: none"> • Timeliness: How long will it take to start to achieve additional permitted units as a result of the initiative? Within 2 years 			
<p>[explain] Potential proponents are expected to act quickly and utilize the new strategy, as vacant office space is expensive to hold; however, a Record of Site Condition from the Province and site plan approval will be required, despite the latter being significantly streamlined. As a result, we expect first permits for office conversions through this initiative to be achieved within two years.</p>			
<ul style="list-style-type: none"> • Supply Impact: The extent to which the initiative will improve housing and community outcomes. Medium degree of improvement 			
<p>[explain] The initiative contributes almost 5% of total HAF incented units, all of which are in multi-unit typologies. We further expect that all of the units through this initiative in the next three years will be near rapid transit. Depending on the nature of the efficiencies and incentives provided through this initiative, there is additional opportunity in Ottawa specifically, with the availability of federally-owned office spaces, to achieve more units during and after the timeframe of the HAF.</p>			
<ul style="list-style-type: none"> • System Impact: The extent to which the initiative increases stability and predictability in the housing system. Medium degree of stability and predictability 			
<p>[explain] Ensuring that a conversion strategy is in place will create more opportunities for housing development long after the period of the HAF. It is a city-wide initiative that will encourage office space owners to consider conversion to residential where their space is underutilized.</p> <p>The focus of this strategy is to improve feasibility of a conversion from office to residential uses. The City can help reduce costs by creating procedural efficiencies and eliminating barriers, and this initiative proposes to do both. Amendments to site plan control will require proponents to produce fewer studies, and zoning amendments will reduce the need for site-specific amendments to enable the conversion. Taken together, these will improve project timelines which, particularly if partnered with other financial offsets, will increase the feasibility of conversion.</p>			
Milestone 1	Office to Residential Conversions Strategy Stakeholder Engagement		
<p>Description Staff will consult with industry stakeholders on common barriers to conversions to ensure that the proposed strategy creates real and meaningful efficiencies that will accelerate conversions.</p>			
Start Date	2023-05-01	Completion Date	2023-11-22

Milestone 2	Office to Residential Conversions Strategy Approved by Council				
<p>Description</p> <p>Staff will bring a report to with the proposed Conversion Strategy, which may include by-law or procedural amendments.</p>					
Start Date	2023-11-22	Completion Date	2023-11-22		
Initiative 5	Accelerate Disposal and Preparation of City-owned Lands for Housing				
Initiative Type	Create a process for the disposal of city-owned land assets for the development of afford				
<p>Description</p> <p>This initiative involves swift identification and preparation of City-owned lands considered appropriate for residential development. This includes lands that do not face meaningful environmental constraints, policy delays, and may be developed in a short time period. The initiative is an intentional refocus on housing development, actively disposing of lands suitable for housing and proactively rezoning them, as necessary.</p> <p>The cost for this initiative reflects an estimation of staff resources to prepare this initiative to implementation. It does not include any additional funding that may be provided to non-profit developers or the cost of any required studies necessary to support a rezoning application.</p> <p>Note that some start and completion dates in this initiative reflect Committee and Council meeting dates as the schedule currently exists. That schedule is subject to change.</p>					
Start Date	2023-03-22	Completion Date	2024-02-01	Estimated Costs	\$ 150,000
Expected Results					
Estimated number of permitted units the initiative will incent					726
Estimated number of permitted units the initiative will incent within the 3-year projection period					151
<p>Other expected results</p> <p>This initiative will also yield new affordable units, either directly or indirectly. Where parcels of City-owned lands are not transferred to non-profit housing providers, purchasers are required to provide affordable housing units or cash-in lieu to help fund the City’s affordable housing programs.</p>					
Evaluation Criteria					
The following evaluation criteria will be used to assess the application.					
This initiative supports the following objectives (select all that apply):					
<input checked="" type="checkbox"/> Creating more supply of housing at an accelerated pace and enhancing certainty in the approvals and building process.					
<input checked="" type="checkbox"/> Supporting the development of complete communities that are walkable consisting of appropriate residential density and a diverse mix of land uses providing access to a wide variety of amenities and services through public and active transportation.					

- Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.
- Supporting the development of low-carbon and climate-resilient communities.

Explain how the initiative supports the area(s) selected

Housing Supply: This initiative represents a new, concerted effort to prioritize residential development on current surplus City-owned land. The City recognizes that several of its lands have development potential in accordance with the new Official Plan. By identifying lands already suited for housing (i.e., no significant environmental constraints) and proactively rezoning those lands to optimize their development potential, this initiative accelerates development while maintaining transparency in the planning process.

Complete Communities: City-owned lands are themselves diverse, offering a variety of development potentials. This initiative would consider the site context and zone for residential or mixed-use development to contribute to the larger community.

Affordable, Inclusive, Equitable and Diverse Communities: Lands developed through this initiative will either be developed by a non-profit housing provider, adding to the supply of supportive and affordable housing, or by a for-profit developer with obligations to provide affordable units or cash-in lieu. As such, accelerating development on City owned lands will directly add to the supply of affordable housing units, supporting the development of affordable, inclusive, equitable and diverse communities.

Climate Resiliency: The City's real estate office currently imposes sustainable design criteria as part of the RFP disposals process such that the new units are required to fulfill certain energy efficiency performance targets and climate resilient measures.

Answer the following questions in relation to the proposed initiative:

- **Duration:** How long will it take to complete/implement the initiative?

Within 1 year

[explain]

This initiative will prepare criteria to evaluate the appropriateness of lands for residential development and an updated process to dispose of them. It includes an ongoing evaluation of City-owned lands and preparing for their release over time.

- **Timeliness:** How long will it take to start to achieve additional permitted units as a result of the initiative?

Within 2 years

[explain]

Once the first round of lands are deemed surplus, they will be sold/transferred to non-profit housing providers or developers, go through planning approvals for (re)development and finally, permit approvals.

- **Supply Impact:** The extent to which the initiative will improve housing and community outcomes.

High degree of improvement

[explain]

Municipal land is a valuable and limited commodity that will significantly contribute to housing supply. Accelerating processes to release lands for housing will reduce barriers to development. During the HAF timeframe, this initiative represents 2% of units permitted and 6% of affordable units incented by HAF. In the more medium- to long-term, thousands of units, a proportion of which will be affordable, will be permitted.

- **System Impact:** The extent to which the initiative increases stability and predictability in the housing system.

High degree of stability and predictability

[explain] The intent is to be proactive in prioritizing lands for residential development and earmarking those appropriate for affordable housing. Identifying these lands will result in a more predictable and ongoing process to utilize vacant lands to meet the City’s housing targets. This initiative’s impact beyond the HAF timeframe will result in thousands of new homes across Ottawa.			
Milestone 1	Disposal Strategy Development and Council Approval		
Description Staff will review existing City lands and prepare criteria to determine appropriateness of residential development. A disposal strategy will also including consulting with the sector, specifically non-profit housing providers, on existing and upcoming land needs. Staff will also earmark lands for residential and affordable development, and identify timing of release of land. Staff will report to Committee and Council to consider an update to procedures for the disposal and preparation of City-owned lands for housing.			
Start Date	2023-03-22	Completion Date	2024-02-01
Milestone 2	Implementation		
Description Staff will bring a report to Council to pre-zone land to be ‘shovel ready’ and dispose of such lands for non-profit and for-profit developers. This milestone is to conclude once the City can tie the first permitted units to the initiative. A full year has been given to account for site plan control and permit application processes.			
Start Date	2024-02-02	Completion Date	2025-02-01
Milestone 3	Monitoring		
Description Ongoing monitoring of the initiative will be undertaken after implementation, including feedback from housing providers. Improvements to the strategy will be made, as required. No completion date is provided for this milestone because the City will continually monitor and improve as needed to meet this initiative's stated objectives.			
Start Date	2025-02-02	Completion Date	
Initiative 6	Affordable Housing Pipeline Strategy		
Initiative Type	Promoting and allowing more housing types that serve vulnerable populations		
Description This initiative aims to streamline the process used to assess and manage affordable housing projects in the development pipeline and will include intake, assessment, prioritization, and assignment of an anticipated funding timeframe for affordable housing projects seeking capital funding. This initiative will focus on addressing the number of non-profit housing developments prepared to proceed, but-for capital funding availability, and will help reduce the backlog of supportive and affordable housing developments. HAF funds are proposed to be used to partially fund projects in the Pipeline which, once partially funded and further advanced, are better positioned to receive additional funding from other sources, such as CMHC, the City or the Province. As the HAF is stackable with other funding, the City will be able to better leverage other			

sources of funding as they become available to advance more projects.

The cost indicated below includes only the cost estimate of staff resources to create the strategy and associated procedural documents, not the estimated expenditure of HAF funds or other funding.

Start Date	2023-09-01	Completion Date	2024-06-01	Estimated Costs	\$ 28,000
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Expected Results

Estimated number of permitted units the initiative will incent	1,827
Estimated number of permitted units the initiative will incent within the 3-year projection period	1,741

Other expected results
 This initiative will directly result in the accelerated development of affordable housing units, contributing to the development of complete communities.

Evaluation Criteria

The following evaluation criteria will be used to assess the application.

This initiative supports the following objectives (select all that apply):

- Creating more supply of housing at an accelerated pace and enhancing certainty in the approvals and building process.
- Supporting the development of complete communities that are walkable consisting of appropriate residential density and a diverse mix of land uses providing access to a wide variety of amenities and services through public and active transportation.
- Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.
- Supporting the development of low-carbon and climate-resilient communities.

Explain how the initiative supports the area(s) selected

Housing Supply: This initiative will directly result in the prompt development of affordable housing. Currently, the City faces capital funding limitations that mean several housing developments, which have all other permissions in place, are delayed at a time when affordable and supportive housing is needed.

Complete Communities: Consideration will be given for affordable housing sites that are near transit and are within a complete community, or an area building towards a complete and walkable community, as part of the pipeline prioritization strategy.

Affordable, Inclusive, Equitable and Diverse Communities: This initiative as well as the application of HAF funding towards affordable housing building starts will contribute towards the city’s goal that at least 20% of all new housing starts be affordable. Housing affects physical, mental and social health and well-being, and it is a key determinant of health. Safe and affordable housing, such as that enabled through this initiative, is important for addressing many health challenges.

Climate Resiliency: Consideration will be given to projects proposing features that contribute to climate resiliency and environmental conservation as part of the pipeline initiative. As affordable housing projects seek funding/financing from government programs, such as CMHC NHS programs, energy eligibility standards are typically well above minimum code requirements. For this reason, non-profit affordable housing providers continue to lead the way in sustainable building design in Ottawa.

Answer the following questions in relation to the proposed initiative:

<ul style="list-style-type: none"> • Duration: How long will it take to complete/implement the initiative? Within 1 year 			
[explain] The City anticipates that the pipeline initiative will take approximately 6 months to complete, with ongoing monitoring of the initiative occurring regularly thereafter.			
<ul style="list-style-type: none"> • Timeliness: How long will it take to start to achieve additional permitted units as a result of the initiative? Within 1 year 			
[explain] The City expects additional permitted units will be achieved within a few months of the pipeline initiative completion, with an anticipated average of 575 additional permitted units or more being achieved each year of the 3-year HAF program.			
<ul style="list-style-type: none"> • Supply Impact: The extent to which the initiative will improve housing and community outcomes. High degree of improvement 			
[explain] This initiative is anticipated to deliver approximately 1750 new affordable housing starts over the next three years. It is anticipated that households who will eventually occupy these units will be households in core housing need, drawn mainly from the city’s Centralized Waiting List. During the HAF timeframe, this initiative represents 25% of all units permitted and 84% of affordable units incented by HAF.			
<ul style="list-style-type: none"> • System Impact: The extent to which the initiative increases stability and predictability in the housing system. High degree of stability and predictability 			
[explain] This initiative will create a clear and predictable process which will enhance our not-for-profit housing partners certainty on funding timing and therefore allow them to make informed decisions when moving through the pre-development and approvals process. HAF funding will also serve to support a significant number of affordable housing units.			
Milestone 1	Project Kickoff, Development, and Council Approval		
Description Staff will outline goals and objectives, a workplan, staff resources, consultation plans etc. at this early stage. Once the research is undertaken, the necessary consultation and analysis is conducted, and an implementation strategy is created, a report to Council for consideration and approval will conclude this phase.			
Start Date	2023-09-01	Completion Date	2024-03-01
Milestone 2	Implementation		
Description Projects will begin to be selected and funded based on the approved pipeline strategy. This phase will conclude once the first permits are issued as a result of this initiative.			
Start Date	2024-03-01	Completion Date	2024-06-01
Milestone 3	Monitoring		

<p>Description Ongoing monitoring of the initiative will be undertaken after implementation, including feedback from housing providers. Improvements to the strategy will be made, as required. As this initiative relies on HAF funding, the completion date is estimated to be approximately 6 months after the deadline by which the City must have spent all of its HAF funds.</p>					
Start Date	2024-06-01	Completion Date	2028-02-28		
Initiative 7	Streamlining Planning Approvals				
Initiative Type	Implementing new/enhanced processes or systems such as case management, e-permit				
<p>Description This initiative involves systemic changes to the planning approvals process to expedite approvals of zoning by-law amendments and site plan control applications, and related Official Plan Amendments. It will apply to all such development applications that are submitted to the City, both residential and non-residential. Changes include additional staffing, shorter commenting time periods both internally and externally, more delegated authority to staff for certain planning applications, and more frequent meetings of Planning and Housing Committee and Council to ensure that applications can be approved more quickly.</p> <p>Implementing this initiative includes hiring additional staff, which is included in the cost of the initiative. The cost herein reflects hiring additional staff until the end of 2023. Beginning in 2024, the total ongoing cost for the staff resources expected to be funded through planning application fees will be \$4.45 million per year.</p> <p>Note that some start and completion dates in this initiative reflect Committee and Council meeting dates as the schedule currently exists. That schedule is subject to change.</p>					
Start Date	2023-06-14	Completion Date	2023-12-13	Estimated Costs	\$ 1,112,500
Expected Results					
Estimated number of permitted units the initiative will incent					2,898
Estimated number of permitted units the initiative will incent within the 3-year projection period					1,758
<p>Other expected results This initiative will create additional certainty for applicants.</p>					
Evaluation Criteria					
The following evaluation criteria will be used to assess the application.					
This initiative supports the following objectives (select all that apply):					
<input checked="" type="checkbox"/> Creating more supply of housing at an accelerated pace and enhancing certainty in the approvals and building process.					
<input type="checkbox"/> Supporting the development of complete communities that are walkable consisting of appropriate residential density and a diverse mix of land uses providing access to a wide variety of amenities and services through public and active transportation.					
<input type="checkbox"/> Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.					

<input type="checkbox"/> Supporting the development of low-carbon and climate-resilient communities.			
Explain how the initiative supports the area(s) selected Housing Supply: This initiative is designed to process and approve development applications at a quicker pace. The specific changes proposed through the initiative will improve predictability for applicants.			
Answer the following questions in relation to the proposed initiative:			
<ul style="list-style-type: none"> Duration: How long will it take to complete/implement the initiative? Within 1 year 			
[explain] Many of the process changes that form this initiative will commence on July 1, 2023, while others will commence before the end of 2023.			
<ul style="list-style-type: none"> Timeliness: How long will it take to start to achieve additional permitted units as a result of the initiative? Within 1 year 			
[explain] Once all streamlining efforts in effect by the end of the year, we expect that new development applications, specifically certain zoning by-law amendment applications, will be approved at a quicker rate, resulting in net new permits for the time period of the HAF.			
<ul style="list-style-type: none"> Supply Impact: The extent to which the initiative will improve housing and community outcomes. High degree of improvement 			
[explain] The new permitted units achieved through this initiative are a direct result of new efficiencies being created. This initiative accounts for 25% of the projected net new permitted units. Since this initiative applies City-wide and to all zoning and site plan applications, the new permits cover all housing types. Our projection assumes that 25% of zoning amendments that will be made subject to delegated authority through this initiative will be advanced at a quicker pace.			
<ul style="list-style-type: none"> System Impact: The extent to which the initiative increases stability and predictability in the housing system. High degree of stability and predictability 			
[explain] This initiative creates a more predictable development approval process that could decrease costs. It will carry forward beyond the life of the HAF and we suspect that as Staff and applicants gain experience with the new process over time, the efficiencies will become greater. A significant driver of the net new units for this initiative is the proposed shift to delegated authority for certain zoning by-law amendments.			
Milestone 1	Finances for Streamlining Secured from Council		
Description The streamlining process involves a number of staff resourcing challenges, so Council will be asked to allocate additional funds to the Planning, Real Estate and Economic Development department for additional staff.			
Start Date	2023-06-14	Completion Date	2023-06-14

Milestone 2	Report to Council on Streamlining Process		
<p>Description</p> <p>Staff will bring a report to Council with several recommendations which, when taken together, will create a streamlined process for zoning by-law amendment and site plan control applications.</p>			
Start Date	2023-06-14	Completion Date	2023-06-14
Milestone 3	Implementation of Streamlining Process, Part 1		
<p>Description</p> <p>Staff in the City’s Planning, Real Estate and Economic Development department will begin operating under the streamlined process, save for a final component requiring additional Council authority (Milestone 4).</p>			
Start Date	2023-07-01	Completion Date	2023-07-01
Milestone 4	Report to Council on Further Streamlining		
<p>Description</p> <p>Staff will proceed to Council with an Official Plan Amendment that will further streamline the development review process by delegating additional planning decisions to staff.</p>			
Start Date	2023-12-13	Completion Date	2023-12-13
Initiative 8	New Comprehensive Zoning By-law and Digital Twin Tool		
Initiative Type	Promoting high-density development without the need for rezoning (as-of-right zoning),		
<p>Description</p> <p>This initiative is the complete rewriting of the City’s Zoning By-law to implement the City’s New Official Plan which was approved by the Ontario Minister of Municipal Affairs and Housing on November 4, 2022. It is a generational opportunity to implement expansive policy changes and create a new framework for planning in Ottawa with a renewed focus on the housing emergency and the climate crisis. It will include sweeping changes to Ottawa’s zoning fundamentals, including a shift to form-based zoning, a reimagining of parking minimums, and a focus on creating complete, mixed-use communities. Building off the changes that will precede it, the New Comprehensive Zoning By-law will contain more permissive zones to ensure a variety of land uses in and around residential neighbourhoods, fostering the creation of 15-minute neighbourhoods over time.</p> <p>The New Comprehensive Zoning By-law also includes the partnering of innovations in digital technology with the urban landscape, from buildings and roads to trees and hydrants, to create a Digital Twin of the city. The Digital Twin is an immersive experience that allows the exploration of different development scenarios, simulations, and solutions to visualize impacts of draft regulations. Its 3D environment helps define the right conditions for high-quality, human scale urban design that creates a sense of place that contributes to the quality of life as neighbourhoods continue to intensify. The Digital Twin also benefits public consultation by showing dynamic context beyond what traditional 2D plans and perspective drawings can offer. Residents will</p>			

no longer have to guess on how a proposed building will look from their property, instead they will see a realistic view from their property and how it fits within any point along the streetscape.

The cost of this initiative includes capital costs associated with developing the new comprehensive Zoning By-law and support for development of the Digital Twin with respect to enhancing zoning and regulatory processes. These costs represents staff resources, public consultation efforts and consulting fees. The completion date represents the date that the new zoning by-law is expected to go to Council for final approval, as per the Council approved workplan timelines.

Start Date	2023-03-06	Completion Date	2025-11-30	Estimated Costs	\$ 8,296,000
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Expected Results

Estimated number of permitted units the initiative will incent	14,292
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Estimated number of permitted units the initiative will incent within the 3-year projection period	0
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Other expected results
 The project timeline generally precludes the issuance of new building permits within the HAF period. However, the long-term impacts of this initiative and the shift that it represents to land-use planning in Ottawa cannot be understated. This initiative will unlock development potential city-wide, advance the City’s climate mitigation efforts and create a more equitable city. It will make intensification and introducing complementary land uses where they are needed quicker and more affordable.

Evaluation Criteria

The following evaluation criteria will be used to assess the application.

This initiative supports the following objectives (select all that apply):

- Creating more supply of housing at an accelerated pace and enhancing certainty in the approvals and building process.
- Supporting the development of complete communities that are walkable consisting of appropriate residential density and a diverse mix of land uses providing access to a wide variety of amenities and services through public and active transportation.
- Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.
- Supporting the development of low-carbon and climate-resilient communities.

Explain how the initiative supports the area(s) selected

Housing Supply: The new zoning by-law is intended to create more permissive zones with regard to density, building envelope and land uses, which will reduce the need for zoning by-law amendments and minor variances. This will allow more owners to build at an accelerated pace, proceeding right to the building permit stage rather than obtain lengthy and expensive planning approvals.

Complete Communities: The new Zoning By-law implements 15-Minute Neighbourhood policies in Ottawa’s Official Plan, which include permitting a wide range of land uses to foster the development of complete, walkable communities.

Affordable, Inclusive, Equitable and Diverse Communities: Typological distinctions are one of the means by which existing zoning restricts the provision of housing across the spectrum; a form-based approach will eliminate many of these friction points. Over time, the new Zoning By-law is expected to encourage a greater diversity of housing types city-wide, achieving greater socio-economic inclusion.

Climate Resiliency: The new Zoning By-law takes direction from bold climate resiliency and climate mitigation

policies in the new Official Plan. Specific attention will be given to preserving and creating greenspaces, preserving trees, and green building forms. Further, multi-unit forms are more environmentally friendly, as they take less energy to heat and cool. The City is also prioritizing active and public transportation options, furthering the development of 15-Minute Neighbourhoods, to reduce reliance on personal vehicles and land area used for parking.

Answer the following questions in relation to the proposed initiative:

• Duration: How long will it take to complete/implement the initiative?
Over 2 years

[explain]
The Council-approved timeline for this initiative suggests that a final by-law will be approved by Council in November 2025.

• Timeliness: How long will it take to start to achieve additional permitted units as a result of the initiative?
Over 2 years

[explain]
Further to the above timeline, additional units are not expected from this initiative for over two years.

• Supply Impact: The extent to which the initiative will improve housing and community outcomes.
High degree of improvement

[explain]
While no new units are expected during the timeframe of the HAF, the new Zoning By-law will unlock the development potential of lands city-wide, enabling nearly 15,000 to the year 2031 in a variety of typologies. Critically, this initiative will also enable other land uses that form part of the housing spectrum, such as shelters, group homes and residential care facilities.

• System Impact: The extent to which the initiative increases stability and predictability in the housing system.
High degree of stability and predictability

[explain]
The new Zoning By-law is being written to be efficient, effective and equitable. With a new set of planning priorities in the new Official Plan, the new Zoning By-law aims to make Ottawa the most liveable city in North America. The new by-law will be simpler to read, use and enforce, it will be more permissive and allow strategic co-location of complementary uses, it will create 15-Minute Neighbourhoods, and it will create a healthier built environment for all residents to enjoy.

Milestone 1	Publication of Discussion Papers and Consultation
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Description
The City will launch its communications and engagement plan with the publication of several discussion papers detailing proposed attitudes and strategies going into drafting the new Zoning By-law.

Start Date	2023-03-06	Completion Date	2024-02-28
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Milestone 2	Release First Draft of Zoning By-law and Continue Consultation
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Description
Staff will report to Committees and Council on the first draft of the new Zoning By-law and release same for continued stakeholder engagement. This includes the first draft of the zoning by-law visualized through the

Digital Twin environment. Revisions to the by-law will be made in response to comments from the public, Council and other stakeholders.			
Start Date	2024-02-28	Completion Date	2025-01-31
Milestone 3			
Release Second Draft of Zoning By-law			
Description Staff will report to Committees and Council on the second draft of the new Zoning By-law and release same for continued stakeholder engagement. This includes the second draft of the zoning by-law through the Digital Twin environment. Revisions to the by-law will be made in response to comments from the public, Council and other stakeholders.			
Start Date	2025-02-01	Completion Date	2025-10-31
Milestone 4			
Council Adoption of New Zoning By-law			
Description Staff will report to Committees and Council on the final draft of the new Zoning By-law and release same for comment. This includes the third iteration of the zoning by-law through the Digital Twin environment, with 3D visualizing capabilities to be available internally.			
Start Date	2025-11-01	Completion Date	2025-12-20
Initiative 9			
Development of an On-Site Stormwater Management Tool			
Initiative Type	Promoting infill developments (adding new units to existing communities) with increased		
Description This initiative involves the creation of a “best-practice”-type guide to advance new multi-unit intensification permissions by addressing on-site stormwater management issues that are no longer subject to a site plan control process, specifically for missing middle typologies containing 10 or fewer residential units. By establishing these practices on a more general level, rather than for each application, the City will permit more dwellings through intensification even where off-site stormwater management infrastructure may need upgrades. The initiative will include guidelines for how to manage stormwater on-site, and may include certain financial offsets to ensure that on-site stormwater management does not make multi-unit intensification financially non-viable. The number of additional residential units attributed to this initiative is minor, particularly in comparison to the zoning changes described in initiative two (Multi-Unit Intensification) that seek to permit those units as-of-right; however, this initiative is a critical step to unlocking those missing middle forms while preserving landscaped areas and optimizing existing municipal stormwater infrastructure. The two initiatives are complementary but do not need to proceed in tandem. This initiative is in its infancy, so the cost represents only an estimation of staff resources to take the initiative from inception to completion. Potential financial offsets for on-site stormwater management are not included, as they have not yet been studied or endorsed by Council. Similarly, the completion date is estimated to be 14 months from the start date; as indicated in the milestones below, this allows time for study, consultation and a report to Council with specific recommendations.			

The 69 units that are projected to be incented during the three-year projection period were excluded from our calculation of funding in Section F.

Start Date	2023-05-02	Completion Date	2024-07-01	Estimated Costs	\$ 81,667
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Expected Results

Estimated number of permitted units the initiative will incent	184
Estimated number of permitted units the initiative will incent within the 3-year projection period	69

Other expected results
 The purpose of this initiative is to unlock more urban parcels for missing middle infill, but it is also intended to relieve pressure on existing municipal infrastructure and incentivize increased landscaped area and tree retention. Greener communities help mitigate the urban heat island effect, which creates a safer environment for vulnerable populations, as well as contribute to biodiversity and a reduction of greenhouse gases.

Evaluation Criteria

The following evaluation criteria will be used to assess the application.

This initiative supports the following objectives (select all that apply):

- Creating more supply of housing at an accelerated pace and enhancing certainty in the approvals and building process.
- Supporting the development of complete communities that are walkable consisting of appropriate residential density and a diverse mix of land uses providing access to a wide variety of amenities and services through public and active transportation.
- Supporting the development of affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum.
- Supporting the development of low-carbon and climate-resilient communities.

Explain how the initiative supports the area(s) selected

Housing Supply: This initiative will unlock urban land for residential intensification, enabling greater density City-wide. The best-practice guide that forms part of this initiative will further streamline development applications and improve predictability for applicants.

Complete Communities: As this initiative supports the kind of development permitted by our second initiative, Multi-Unit Intensification, it will increase the diversity of housing types and unit sizes, allowing for additional population in neighbourhoods to support a wide range of amenities. This will result in more walkable communities overall.

Affordable, Inclusive, Equitable and Diverse Communities: This initiative directly enables development of more housing choice city-wide in the missing middle form. This will further diversify existing communities by adding more rental options and improving affordability.

Climate Resiliency: This initiative helps advance the goal of planning a more compact and connected Ottawa. As mentioned above, the initiative is also expected to incentivize more landscaped area and retention of mature trees which mitigate the urban heat island effect and reduce greenhouse gases.

Answer the following questions in relation to the proposed initiative:

- Duration: How long will it take to complete/implement the initiative?
 Within 2 years

<p>[explain] Ottawa’s draft Infrastructure Master Plan (IMP), proceeding this Fall, directs that such a tool be prepared. Staff are well-positioned to advance this initiative expeditiously.</p>			
<ul style="list-style-type: none"> • Timeliness: How long will it take to start to achieve additional permitted units as a result of the initiative? Within 2 years 			
<p>[explain] With an estimated 14-month timeline to implement the initiative, we expect additional permitted units within two years of this application.</p>			
<ul style="list-style-type: none"> • Supply Impact: The extent to which the initiative will improve housing and community outcomes. Medium degree of improvement 			
<p>[explain] This initiative accounts for less than 1% of HAF-incented units, and all units would be missing middle forms. However, this initiative will help, over time, achieve the projections attributed to Initiative 2, Multi-Unit Intensification.</p>			
<ul style="list-style-type: none"> • System Impact: The extent to which the initiative increases stability and predictability in the housing system. High degree of stability and predictability 			
<p>[explain] This initiative is proposed to apply city-wide but would particularly benefit the 46% of urban residential land currently zoned for only detached dwellings (R1 zoning).</p> <p>Creating new solutions for on-site stormwater management is expected to provide relief to the City’s existing infrastructure that will benefit infrastructure planning well beyond the HAF timeframe. Further, the initiative will incentivize green solutions to stormwater management which have long-term benefits in climate mitigation and resiliency.</p>			
Milestone 1	Study Viability of On-Site Stormwater Solutions		
<p>Description The City will study various options for on-site stormwater management solutions, the cost of same, and any impact on development feasibility. Staff will also study various planning tools to determine which is going to be most effective at encouraging uptake of on-site stormwater management. A study, or report, will be prepared documenting a recommended approach. This exercise will be completed alongside the new Infrastructure Master Plan, which is expected to proceed to Council in the Fall.</p>			
Start Date	2023-05-02	Completion Date	2023-10-01
Milestone 2	Consult with Industry Stakeholders on Recommended Approach		
<p>Description The City will release information publicly on its intent to implement on-site stormwater management solutions and consult with the public and industry stakeholders on that information. Consultation is necessary to ensure that any solution proposed by the City is viable and achieves its stated objectives.</p>			
Start Date	2023-05-02	Completion Date	2024-06-01
Milestone 3	Report to Council on Recommended Approach and Implementation Measures		

Description
 Staff will bring a report to Council outlining the recommended approach to on-site stormwater management for residential infill, the outcomes of consultation, and the necessary by-law, guideline, or procedural changes needed to implement that approach.

The start and completion dates are the same and represent a possible Council meeting date that is closest to the 10-month completion date provided above. Should zoning changes form part of the recommended solution, the completion date does not account for an appeal period.

Start Date	2024-07-01	Completion Date	2024-07-01
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Section D: Housing Needs Assessment

The applicant is expected to complete or update a housing needs assessment report to support its efforts to accelerate the supply of housing. This report is required in support of the request for the third annual advance. Applicants that have recently, within two years of the 2022 federal budget announcement (April 7, 2022), completed or updated their housing needs assessment can request that this requirement be waived. If there is no reoccurring scheduled review date on this existing housing needs assessment report, there remains a requirement to add a reoccurring scheduled review date in support of the request for the third annual advance.

Select the appropriate option below:

- The applicant has recently, within two years of the 2022 federal budget announcement (April 7, 2022), completed a housing needs assessment report and there is a reoccurring scheduled review date already included in the report. The applicant is requesting that the housing needs assessment requirement be waived. If this option is selected, please submit the most recent housing needs assessment report with the application.
- The applicant has recently, within two years of the 2022 federal budget announcement (April 7, 2022), completed a housing needs assessment report, but it will need to be updated to include a reoccurring scheduled review date. The applicant will add a reoccurring scheduled review date in support of the request for the third annual advance.
- The applicant does not have a housing needs assessment report. The applicant will complete one and include a reoccurring scheduled review date in the report. This will be completed in support of the request for the third annual advance.

3. Other information

Section E: Historical Building Permit Issuances

Summarize the number of net new units permitted for residential buildings over the prescribed reporting period and associated number of permits issued (i.e., the new construction permit/first permit issued only).

	Number of Units Permitted	Associated Number of Permits Issued
For the year ending December 31, 2022	12,057	2,841
For the year ending December 31, 2021	10,961	3,868
For the year ending December 31, 2020	11,335	3,595
For the year ending December 31, 2019	9,114	3,449
For the year ending December 31, 2018	7,337	3,147