

Subject: City of Ottawa's Housing Accelerator Fund Use of Funds and Roadmap

File Number: ACS2024-PRE-EDP-0035

**Report to Planning and Housing Committee on 27 March 2024
and Council 3 April 2024**

Submitted on March 15, 2024 by David Wise, Director, Economic Development and Long Range Planning, Planning, Real Estate and Economic Development Department and

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Ward: Citywide

Objet: Fonds pour accélérer la construction de logements – Utilisation des fonds et feuille de route de la Ville d'Ottawa

Numéro de dossier: ACS2024-PRE-EDP-0035

**Rapport présenté au Comité de la planification et du logement le 27 mars 2024
et au Conseil le 3 avril 2024**

Soumis le 15 mars 2024 par David Wise, Directeur, Développement économique et planification à long terme, Services de la planification, des biens immobiliers et du développement économique et

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Quartier : À l'échelle de la ville

REPORT RECOMMENDATIONS

That Planning and Housing Committee recommend:

1. That Council approve the Housing Accelerator Fund (HAF) Spending Plan, which allocates 90 per cent of the HAF funding towards the Non-Profit Affordable Housing Pipeline Strategy (Initiative 6) and ten per cent towards the remaining nine Initiatives as outlined in this report to support the implementation of the HAF Action Plan, attached as Document 1; and
2. That Council delegate authority to the Director, Housing Services to allocate 90 per cent of what the City receives from all four advances of the Housing Accelerator Fund towards initiative 6, being the Non-Profit Affordable Housing Pipeline Strategy, through conditional capital contributions agreements with housing providers, with 90 per cent of the first three advances, being up to \$119 million, to be allocated in a manner that will best achieve the deliverables of the HAF, taking into consideration the recommended projects identified through the Request for Expression of Interest; and
3. That Council delegate authority to the General Manager, Planning, Real Estate and Economic Development, in consultation with the General Manager, Community and Social Services to allocate ten per cent of the HAF funding advances towards the remaining 9 Initiatives, and potential housing- and community-related infrastructure projects that are not included in the action plan, as eligible projects that will significantly contribute toward achieving HAF growth targets by the end of 2026; and
4. That Council delegate authority to the General Manager, Planning Real Estate and Economic Development and the General Manager, Community and Social Services to make minor adjustments to the Spending Plan allocations, to ensure funds are allocated in a manner that ensures targets can be met and funds are spent by the December 2027 deadline.

RECOMMANDATIONS DU RAPPORT

Que le Comité de la planification et du logement recommande ce qui suit :

1. Que le Conseil approuve le plan de dépenses du financement provenant du Fonds pour accélérer la construction de logements (FACL), qui alloue 90 pour cents de ces fonds à des organismes à but non lucratif dans le cadre de la stratégie de réserve de logements abordables (initiative 6), et les dix pour cents restants aux neuf autres initiatives, comme il est

expliqué dans le présent rapport, afin de faciliter la mise en œuvre du plan d'action associé au FACL, annexé comme document 1; et

2. Que le Conseil délègue au directeur, Services du logement le pouvoir d'allouer 90 pour cents des fonds que la Ville reçoit des quatre avances du FACL à l'initiative 6, à savoir la stratégie de réserve de logements abordables, par le biais d'ententes de contributions conditionnelles avec des fournisseurs de logements à but non lucratif, avec 90 pour cents des trois premières avances, jusqu'à concurrence de 119 millions de dollars, soient alloués de manière à réaliser le mieux possible les livrables associés au FACL, en tenant compte des projets recommandés à l'issue du processus de demande de déclarations d'intérêt; et
3. Que le Conseil délègue au directeur général, Planification, Immobilier et Développement économique le pouvoir d'allouer, en consultation avec la directrice générale, Services sociaux et communautaires, dix pour cents des avances de fonds du FACL aux neuf autres initiatives ainsi qu'à de potentiels projets de logement et d'infrastructure communautaires ne faisant pas partie du plan d'action, en tant que projets admissibles propres à contribuer de manière importante à l'atteinte des objectifs de croissance associés au FACL d'ici la fin de 2026; et
4. Que le Conseil délègue au directeur général, Planification, Immobilier et Développement économique et à la directrice générale, Services sociaux et communautaires le pouvoir d'apporter des modifications mineures aux allocations prévues dans le plan de dépenses, pour veiller à ce que les fonds soient distribués de manière à atteindre les cibles et utilisés avant l'échéance de décembre 2027.

EXECUTIVE SUMMARY

The City entered into a contribution agreement with CMHC on December 21, 2023, outlining the terms and conditions, action plan, and growth targets for the City's eligibility to access up to \$176.3 million through their Housing Accelerator Fund (HAF) program. CMHC will provide the funding in four equal advances of \$44 million each, where the City has already received the first advance by entering into a contribution agreement with CMHC, the second and third advance are conditional on progressing and achieving on our action plan, and the fourth advance is conditional on achieving our growth targets.

The contribution agreement also specifies how HAF funding can be used through four main categories: i) investments into our action plan; ii) investments in affordable

housing; iii) investments in housing-related infrastructure; and iv) investments in community-related infrastructure.

The Council approved action plan includes ten initiatives that collectively have the goal of stimulating additional building-permit submissions in the short-term and removing municipal barriers for more systemic changes in the long-term to increase housing supply. The focus of the action plan is an allocation of the majority of HAF funds into affordable housing construction by non-profit housing providers. The contribution agreement growth targets include over 37,500 new dwellings through building-permit issuance over the next three years (end of 2026), of which 5.5 per cent are to be affordable. Additional dwelling specific targets are also provided.

Achieving the HAF growth targets complements our Provincial housing pledge targets. The City's response to these targets is to set ourselves up for success by providing a regulatory environment that enables as many building-permit submissions as can be supported by the housing market.

The City will provide annual progress reports to CMHC on the implementation of our action plan and the number of building-permits issued. Staff will also provide these progress reports, along with any CMHC comments or feedback to Council. CMHC reserves the right to reduce or withhold an advance if they determine that the City is not in compliance with the conditions of funding at the time of the advance.

In alignment with these conditions and the Council approved action plan, staff recommend a spending plan that allocates 90 per cent of received HAF funding to affordable housing projects by non-profit housing providers, and ten per cent of the received HAF funding to the remaining action plan initiatives to best position the City to achieve our growth targets. As the action plan and growth targets are to be achieved by the end of 2026, being the next 32 months, staff also recommend delegated authority to select eligible non-profit housing providers to be supported through anticipated HAF funding, including the allocation of the first three advances, up to \$119 million, to occur no later than Q2 2024, and to allocate as needed within the remaining initiatives of the action plan.

RÉSUMÉ

Le 21 décembre 2023, la Ville a conclu avec la SCHL un accord de contribution énonçant les modalités, le plan d'action et les objectifs de croissance qui assureront l'admissibilité de la Ville à un financement pouvant aller jusqu'à 176,3 millions de dollars provenant du Fonds pour accélérer la construction de logements (FACL). La SCHL versera cette somme en quatre avances égales de 44 millions de dollars. La Ville a déjà reçu la première, qui lui a été versée à la signature de l'accord; les deuxième et

troisième versements sont conditionnels à la réalisation progressive du plan d'action; le quatrième est conditionnel à l'atteinte des objectifs de croissance.

L'accord de contribution précise aussi que les sommes du FACL peuvent être utilisées dans quatre grandes catégories: i) investissements dans notre plan d'action; ii) investissements dans le logement abordable; iii) investissements dans les infrastructures de logements; et iv) investissements dans les infrastructures communautaires.

Le plan d'action approuvé par le Conseil propose dix initiatives dont la visée commune est de faire augmenter le volume de demandes de permis de construire à court terme et d'éliminer les obstacles municipaux pour favoriser des changements systémiques à long terme, et ainsi accroître l'offre de logements. Le plan d'action consiste à allouer la majorité des sommes reçues du FACL à la construction de logements abordables par des organismes à but non lucratif. Selon les objectifs de croissance de l'accord de contribution, des permis devraient être délivrés pour la construction, au cours des trois prochaines années (jusqu'à la fin de 2026), de plus de 37 500 nouvelles habitations, dont 5,5 pour cents doivent être abordables. On retrouve aussi dans le plan des cibles supplémentaires propres aux habitations.

Les cibles de croissances associées au FACL complètent celles de la garantie du logement envers la province. Pour se donner les moyens de réussir, la Ville propose un cadre réglementaire qui lui permettra de traiter autant de demandes de permis que le marché du logement peut en accueillir.

La Ville présentera des rapports d'étape annuels à la SCHL sur la mise en œuvre du plan d'action et le nombre de permis de construire délivrés. Le personnel présentera aussi ces rapports ainsi que les commentaires de la SCHL au Conseil. La SCHL se réserve le droit de réduire ou de retenir une avance si elle détermine que la Ville ne respecte pas les conditions du financement au moment du versement.

En accord avec ces conditions et le plan d'action approuvé par le Conseil, le personnel recommande un plan de dépenses allouant 90 pour cents du financement reçu du FACL aux projets de logements abordables proposés par des organismes à but non lucratif, et les dix pour cents restant aux autres initiatives du plan d'action, afin de donner les moyens à la Ville d'atteindre ses objectifs de croissance. Puisque les cibles du plan d'action et de croissance doivent être atteintes d'ici la fin de 2026, soit dans 32 mois, le personnel recommande aussi de déléguer le pouvoir de choisir les fournisseurs de logements à but non lucratif admissibles qui pourront profiter du financement anticipé du FACL, et notamment celui d'allouer les trois premières avances, au plus 119 millions de dollars, qui seront versées au plus tard au deuxième

trimestre de 2024, et d'attribuer le reste des fonds selon les besoins aux autres initiatives du plan d'action.

BACKGROUND

The Federal Government announced the Housing Accelerator Fund in April 2022 as part of the Federal Budget. In March of 2023, CMHC began releasing information about the application process for municipalities to access HAF funding. The HAF's objective is to create more supply of housing at an accelerated pace and enhance certainty in the approvals and building process.

On July 12, 2023, Council approved the City's action plan¹ for its application to the HAF program. On December 21, 2023, our application was approved by CMHC, and a contribution agreement was executed between the City and CMHC. Ottawa is eligible for up to \$176,323,293 over the three-year program until the end of 2026.

DISCUSSION

The purpose of this report is to provide an allocation plan for up to \$176,323,293 that may be provided through the Housing Accelerator Fund. This plan will provide the best opportunity to ensure the City meets the requirements of the contribution agreement and is eligible for the full amount of its HAF allocation.

1. Contribution Agreement Summary

The City has entered into a contribution agreement with CMHC that describes the approved action plan from our application, the conditions of HAF funding, reporting requirements to CMHC, other general terms and conditions, eligibility for \$176,323,293 of HAF funding, and a schedule of four funding advancements (See Document 3).

1.1 City's Action Plan

The City's approved action plan sets out ten initiatives that the City will undertake and/or remove systemic barriers to housing supply and boost supply as warranted by other housing production factors:

1. Transit Oriented Zoning Amendments and Inclusionary Zoning
2. Increasing Zoning Permissions to Allow for Multi-Unit Intensification
3. Affordable Housing Community Improvement Plan
4. Office to Residential Conversion Pilot

¹ [City of Ottawa's Housing Accelerator Fund Application](#) (ACS2023-PRE-GEN-0007)

5. Accelerate Disposal and Preparation of City-owned Lands for Housing
6. Affordable Housing Pipeline Strategy
7. Streamlining Planning Approvals
8. New Comprehensive Zoning By-law and Digital Twin Tool
9. Development of an On-Site Stormwater Management Tool
10. Housing Needs Assessment

These are the same initiatives that Council approved on July 12, 2023, as part of the City's action plan for the HAF application. Each initiative is an individual project with differing scopes and timelines. Milestones are identified for each project and their progress and achievement will be the centre of annual reporting to CMHC. Further details on each initiative are provided in supporting document 1.

Four-dwelling permissions in the New Zoning By-law

A revision of note that CMHC made to the City's application is a four-dwelling permission within residential zones in initiative 9, the new comprehensive zoning by-law. This revision is consistent with CMHC's approach in approving HAF applications for other municipalities. The milestones for the new zoning by-law now include permitting 4 dwellings on existing lots within residential zones that have municipal water and wastewater services for consultation in drafts 1 and 2 (being milestones 3 and 4 of the initiative) of the new zoning by-law. The same revision was not made in milestone 4, being Council adoption of the new zoning by-law, however, CMHC reserves the right to reduce or withhold the third and fourth installments of the HAF funding (over \$88 million combined) if they determine that the City was not in compliance with the conditions of funding at the time of an advance.

There may be instances where despite the zoning by-law permission, other practical factors such as but not limited to lot size, configuration, slope, presence of floodplain and other natural hazard, and setbacks and other performance provision requirements, four dwellings on an existing lot may not be feasible. Staff is of the opinion that consultation on the four-dwelling permissions within residential zones is appropriate throughout the new zoning by-law process and can communicate any issues of note to CMHC through the annual progress reports, as detailed in section 1.4 below.

1.2 Growth Targets

The Housing Accelerator Fund seeks to boost housing supply in the short-term by establishing growth targets over the next three years to the end of 2026, and over the

long-term by removing systemic barriers. The City's action plan of ten initiatives relates to both short-term and long-term HAF objectives, some that staff project will result in additional building-permits over the next three years, and some that are more systemic in nature and/or have a completion date well into the next three years so will not yield additional permits by the end of 2026, such as the new zoning by-law.

The contribution agreement includes total dwelling growth targets and additional dwelling specific targets for Ottawa over the next three years to the end of 2026 that represents issued building-permits that will occur, including those that would be issued without any support from HAF, and those that are anticipated to materialize due to HAF stimulus in the short-term. In total, the HAF agreement commits the City to the building-permit issuance for the following categories over the three years of the HAF agreement, by December 1, 2026:

Housing Supply Growth Targets, with and without HAF Support	
Total Housing Supply Target	Jan 2024 to Dec 2026
Total, all dwelling types	37,586 dwellings
Additional Dwelling Specific Targets	
Multi-Units ² in proximity to Transit	23,590 dwellings
Missing Middle ³ Housing Units	4,680 dwellings
Multi-Units outside of transit areas ⁴	2,638 dwellings
Single-family detached	6,678 dwellings
Additional Affordable Housing Target	
% affordable dwellings	5.5% overall
Affordable dwellings	2,067 dwellings

This represents a growth target for the development industry to submit approximately 12,500 dwellings per year through building-permits or over 37,500 dwellings over the next three years. Throughout 2022, the City issued building-permits for 12,649

² Multi-units refers to any form of housing with more than one dwelling unit.

³ Missing Middle refers to ground oriented housing between single-detached and mid-rise apartments, including garden suites, secondary suites, duplexes, triplexes, fourplexes, row houses, courtyard housing, low-rise apartments.

⁴ Multi-units outside of transit areas refers to all multi-unit housing excluding missing middle and multi-unit housing in close proximity to rapid transit.

dwellings, the most ever issued in a calendar year. For 2023, the City issued building-permits for 9,210 dwellings, providing a two-year annual average of 10,930 building-permits. The growth target is a 14 per cent annual increase in the number of dwellings issued building-permits over the most recent two-year average. While the health of the housing market largely determines the number of building-permit submissions, the City's HAF Action Plan intends to stimulate shovel-ready affordable housing projects and remove as many municipal barriers as possible.

The HAF agreement also commits 5.5 per cent of the total housing target to be delivered as affordable dwellings, equivalent to 2,067 affordable dwellings over the three-year period. While this will largely be delivered through Initiative 6: Affordable Housing Pipeline Strategy through non-profit housing partners, market-oriented housing providers through Initiative 3: Affordable Housing Community Improvement Plan may also qualify if the City can demonstrate those building-permits have achieved the affordability threshold.

The HAF funding formula allocates the maximum funding amount to building permits issued for affordable housing. To maximize the number of building-permits eligible for this maximum amount, "affordable" is defined as up to Average Market Rent (AMR). Even though AMR is typically affordable to moderate income households, as a threshold, lower rents affordable to lower income households are also eligible. This strategy maximizes eligible HAF funding, thereby increasing the number of affordable dwellings to be supported through HAF. The Affordable Housing Pipeline Initiative will deliver new units with rents set at AMR and less.

Relationship to Municipal Housing Pledge

The HAF growth targets and municipal housing pledge use different metrics with the former measuring building-permit issuance and the latter measuring CMHC housing starts with supplemental information. Most of the difference between building-permits and CMHC starts is timing; building-permits happen sooner in the development process whereas CMHC starts occur later when construction begins. While there are some building-permits that are not included by CMHC as starts, most of the issued building-permits will eventually be captured by CMHC as a start.

Program	HAF	Housing Pledge Targets	2022-2023 2-yr avg	
Metric \ Year	Building Permits	CMHC Starts + Other	Building Permits	CMHC Starts + Other
2024	12,500	12,583	10,930	10,768
2025	12,500	15,100		
2026	12,500	17,617		

However, the HAF growth targets and the municipal housing pledge targets have a common objective: increase as much of the housing supply as possible through the City's role in the housing market. Achieving the HAF growth targets will also contribute to our housing pledge targets. Ottawa's HAF action plan and municipal housing pledge align to provide a regulatory environment to enable as many building-permit submissions as can be supported by the housing market.

1.4 Payment Schedules and Conditions

Ottawa will be eligible for up to \$176,323,293 over the three-year program, provided through the following installments:

Installment	Date	Amount	Conditional achievement
1 st Advance	Received	\$44,080,823.25	Contribution Agreement
2 nd Advance	by March 31, 2025	\$44,080,823.25	Action Plan Progress
3 rd Advance	by March 31, 2026	\$44,080,823.25	Action Plan Achievement
4 th Advance	by March 31, 2027	\$44,080,823.25	Growth Targets Achievement

The first advance of \$44 million from CMHC has already been received by the City as part of the execution of the contribution agreement.

The issuance of the second and third advances are based upon the City providing progress reports to CMHC on the implementation and achievement of the milestones in the City's action plan.

The issuance of the fourth advance is conditional upon the number of dwellings issued building-permits from the growth targets. CMHC has confirmed that this final payment is

based on an evaluation of whether the City made all reasonable efforts to achieve its commitments vis-à-vis the overall housing market, and the Minister will retain the right to advance the final payment either in full, pro-rate it to the growth targets, or withhold it entirely.

1.4 Reporting to CMHC

The City is required to report to CMHC through prescribed reporting forms on the annual progress of our action plan, issued building-permits, and use of HAF funding by January 20 starting in 2025. After submission to CMHC, the City must make progress reports publicly available, no more than one year from date of submission. Staff recommend that a copy of the submitted progress reports, including any CMHC comments or feedback, be provided to Council through an information previously distributed memorandum. The City will also provide CMHC with two updates per year on any capital projects funded in whole or part through HAF. To ensure the City’s compliance with the contribution agreement, a signed attestation document must be submitted to CMHC within 6 months of the date of execution and alongside the progress report thereafter.

The City will complete a Housing Needs Assessment report in Q1 2025, being the 10th initiative in our action plan, and which is also required by the Province as part of the update to the Ten Year Housing and Homelessness Plan. Conducting a needs assessment will provide an opportunity to reflect on our local housing and homelessness context, including changes that have taken place since the last assessment was completed in 2019. This will include consultations with internal and external partners to inform changes, gaps, and challenges residents face in assessing the housing options and support services they need. The needs assessment will review and consider the changing landscape in areas such as population, demographics, economic characteristics, and rental market, as well as the housing and homelessness service system including demand, capacity, and needs. In addition to HAF, the needs assessment will inform recommendations on key strategies and actions to be included in the Ten Year Housing and Homelessness Plan. Staff anticipate sharing the results of the Housing Needs Assessment to members of Council by Q1 2025 when it is also due to CMHC in keeping with requirements of the HAF agreement.

HAF Reporting Schedule

Deadline	Submission
June 21, 2024	To CMHC

	<ul style="list-style-type: none"> • Submission of Signed Attestation
January 20, 2025	<p>To CMHC</p> <ul style="list-style-type: none"> • Submission of Signed Attestation • 1st Progress Report on Commitments • Report on Permit Data • Use of Funds Report
March 1, 2025	<p>To CMHC</p> <ul style="list-style-type: none"> • Housing Needs Assessment
March 21, 2025	<p>To City Council after CMHC completes their review</p> <ul style="list-style-type: none"> • Copy of 1st Progress Report • Copy of Permit Data Report • Copy of Use of Funds Report • CMHC Comments or Feedback
January 20, 2026	<p>To CMHC</p> <ul style="list-style-type: none"> • Submission of Signed Attestation • 2nd Progress Report on Commitments • Report on Permit Data • Use of Funds Report
March 20, 2026	<p>To City Council after CMHC completes their review</p> <ul style="list-style-type: none"> • Copy of 2nd Progress Report • Copy of Permit Data Report • Copy of Use of Funds Report • CMHC Comments or Feedback
January 20, 2027	<p>To CMHC</p>

	<ul style="list-style-type: none"> • Submission of Signed Attestation • 3rd Progress Report on Commitments • Report on Permit Data • Use of Funds Report
March 19, 2027	<p>To City Council after CMHC completes their review</p> <ul style="list-style-type: none"> • Copy of 3rd Progress Report • Copy of Permit Data Report • Copy of Use of Funds Report • CMHC Comments or Feedback
March 20, 2028	<p>To CMHC</p> <ul style="list-style-type: none"> • Use of Funds Report
May 19, 2028	<p>To City Council after CMHC completes their review</p> <ul style="list-style-type: none"> • Copy of Use of Funds Report

2. Housing Accelerator Fund Spending Plan

The HAF program and contribution agreement outline what HAF funding can be used for:

1. Investments in HAF action plan
 - Any of the ten initiatives within our action plan (supporting document 1)
2. Investments in affordable housing
 - Construction of affordable housing
 - Repair or modernization of affordable housing
 - Land or building acquisition for affordable housing
3. Investments in housing-related infrastructure
 - Drinking water infrastructure that supports housing
 - Solid waste management that supports housing

- Public transit that supports housing
 - Community energy systems that support housing
 - Disaster mitigation that supports housing
 - Brownfield redevelopment that supports housing
 - Broadband and connectivity that supports housing
 - Capacity building that supports housing
 - Site preparation for housing developments
4. Investments in community-related infrastructure that supports housing
- Local roads and bridges that support housing
 - Sidewalks, lighting, bicycle lanes that support housing
 - Firehalls that support housing
 - Landscaping and green space that support housing

HAF funding cannot be used to directly subsidize a residential development project, for example a proposed apartment building, even if building-permits will be submitted by the end of 2026, unless those investments directly relate to affordable housing as per above. All HAF funding must be spent by December 21, 2027, with any unspent portions returned to CMHC.

As per the contribution agreement, the provision of HAF funding is based on achieving our action plan and growth targets by the end of 2026. The HAF Action Plan that Council adopted on July 12, 2023, focusses primarily on using funding for the construction of affordable housing. Therefore, to fund the construction of affordable housing and achieve our action plan milestones and growth targets, staff recommends a spending plan with the following framework:

1. Allocate the majority of HAF funding to affordable housing through conditional contribution agreements with non-profit housing providers, and
2. Allocate the remaining HAF funding to implement the action plan to maximize the City's role in achieving our growth targets.

The provision of affordable housing occurs through both non-profit and market-oriented housing providers. The action plan and recommended spending plan propose the following investments and initiative to these providers of affordable housing.

Non-Profit Affordable Housing Providers

The majority of HAF funding through direct investments for affordable housing projects are directed to non-profit housing providers through Initiative 6: the Affordable Housing Pipeline Strategy and further details on project eligibility are discussed in section 2.1 below. Initiative 5: Accelerate Disposal and Preparation of City-owned Lands for Housing also proposes the provision of surplus municipal lands to non-profit housing providers for future affordable housing projects and further details are provided in section 2.2 below.

Market-Oriented Affordable Housing Providers

The remaining portion of received HAF funding includes indirect investments for affordable housing projects directed to market-oriented housing providers through initiative three, the Affordable Housing Community Improvement Plan and further details are provided in section 2.2 below.

Spending Plan Allocation

A significant increase in affordable housing building-permits is required to maximize our eligible funding envelope of \$176 million in the HAF program. To significantly increase the required affordable housing building-permits over the next three years, staff recommends allocating approximately 90 per cent of the HAF funding to non-profit housing providers through initiative six: the Affordable Housing Pipeline Strategy; and, ten per cent to the remainder of the action plan to improve efficiencies for residential development approvals that puts the City in a better position to achieve our growth targets for the 4th advance of \$44 million.

The HAF spending plan is summarised as follows:

	Allocation	HAF Spending
Total Eligible Amount	100%	\$ 176,323,293
Affordable Housing Pipeline Strategy	90%	\$ 158,690,964
Remaining Action Plan	10%	\$ 17,632,329

Should CMHC withhold or reduce the amount in any of their future advances, the proposed spending plan is based on an allocation of 90 per cent to the Affordable Housing Pipeline Strategy and ten per cent to the remaining initiatives in the action plan from the total funding received from CMHC.

2.1 Affordable Housing Pipeline Strategy

The Affordable Housing Pipeline Strategy is based on the recognition that there are thousands of affordable units planned by non-profit housing providers on lands that are development ready for housing but are waiting in the “pipeline” until the requisite capital funds to support these developments are obtained. Given Council’s priority of providing more affordable and supportive housing, the eligibility to fund affordable housing construction with HAF, and the objective of maximizing the City’s total eligible funding envelope through HAF, this initiative receives the majority of the City’s HAF allocation to projects by non-profit housing providers in this pipeline.

With the aim of maximizing the number of affordable housing permits issued by the end of this year, on January 29th, Housing Services released a Request for Expressions of Interest (REOI) to identify projects that will support the City’s HAF housing targets and will advance the objectives of the City’s Ten Year Housing and Homelessness Plan. The REOI intends to provide capital funding to selected projects by non-profit housing providers that will proceed to the building-permit and construction stage by December 21, 2024. Additionally, to maintain a steady stream of pipeline projects that are advancing to a permit-ready state, the REOI will allocate pre-development funding to selected projects by non-profit housing providers that could achieve building-permit issuance by the end of 2026.

This REOI for construction and pre-development funding was limited to non-profit housing providers that have previously responded to City funding opportunities or have been working closely with the City to progress their development projects to shovel-readiness. These projects were identified in Documents 2 and 4 of the City’s 2023-2026 Affordable Housing Capital Strategy Report ([ACS2023-CSS-GEN-011](#)) and were approved by Council as being the projects that would be prioritized for new funding. This list of twenty-five eligible non-profit affordable housing projects consisting of nearly 2,000 units is attached as supporting document 2.

The REOI closed on February 26, 2023, and 21 submissions were received. An evaluation committee will review and rank the submissions based on project design, cost and affordability of units, and project readiness for construction. Staff recommend that the first three advances of HAF, including 90 per cent of 2024, 2025 and 2026 funds, up to \$119 million be allocated by the Director, Housing Services no later than Q2 2024 by way of contribution agreements with non-profit pipeline projects that will best achieve the deliverables of the HAF, taking into consideration the recommended projects identified through the REOI. This will allow more projects to advance toward permit issuance as soon as possible, given the HAF deadline for permit issuance by the end of 2026. Year 1, 2 and 3 HAF funds will be committed in 2024 through contribution

agreements, but milestone payments for construction of the projects will be phased to ensure annual expenditures do not exceed \$39.6 million each year.

When the circumstances affecting the City's fourth HAF advance are better understood, consideration will be given to issuing a further procurement(s) to offer funding to additional non-profit housing projects that can achieve permit issuance by the HAF deadline of December 2026.

2.2 Remaining Action Plan

The remaining initiatives in the action plan (supporting document 1) have the goal of stimulating additional building-permits in the short-term and/or creating systemic change to remove barriers for potential housing supply in the longer-term. With the fourth and final advance of the HAF funding tied to dwellings through building-permits by the end of 2026, allocating a small portion of HAF will put the City in a better position to issue the targeted building-permits and thus accessing up to \$44 million in the final advance to fund additional affordable housing units. Up to \$17,632,329 received from HAF will be allocated to the following initiatives as determined by the General Manager of Planning, Real Estate, and Economic Development in consultation with the General Manager of Community and Social Services for those initiatives that have an affordable housing component. The remaining action plan initiatives include:

Initiative 1: Transit Oriented Zoning Amendments and Inclusionary Zoning

Initiative 2: Increasing Zoning Permissions to Allow for Multi-Unit Intensification

Initiative 3: Affordable Housing Community Improvement Plan

Initiative 4: Office to Residential Conversion Pilot

Initiative 5: Accelerate Disposal and Preparation of City-owned Lands for Housing

Initiative 7: Streamlining Planning Approvals

Initiative 8: New Comprehensive Zoning By-law and Digital Twin Tool

Initiative 9: Development of an On-Site Stormwater Management Tool

Initiative 10: Housing Needs Assessment

The following sub-sections provide a brief description of each initiative from the action plan and what the remaining HAF funds will support.

Initiative 1: Transit Oriented Zoning Amendments and Inclusionary Zoning

This initiative will focus on a review of existing barriers and what the City can do to

remove obstacles for approvals within Hubs, Protected Major Transit Station Areas (PMTSAs), and along Corridors. The review will include development approval projects that have at least zoning approvals in place and how to accelerate site plan approval and/or building-permit submission. HAF funding will support resources through additional staff and/or consulting fees.

Two secondary plans, Pinecrest-Queensview and Lincoln Fields, are on-track for Council approval by Q2 2024. These secondary plans will also include proposed zoning around the future transit stations to be development-ready. HAF funding may be required for consulting fees to assist with drafting the implementing zoning around the transit stations concurrent with secondary plan approval.

With regards to inclusionary zoning, an assessment report on the feasibility of various inclusionary zoning scenarios along with a third-party peer review is required. This report will then help determine the required official plan and zoning by-law amendments, and an administrative framework to implement inclusionary zoning. Bill 23 proposed changes for inclusionary zoning however no further updates have been received from the Province on when the legislation will be introduced. City staff continue to consult with Ministry of Municipal Affairs and Housing staff on when the Province will introduce the required legislation. HAF funding will support resources (staff or consulting) for the development of the assessment report, a peer review, required official plan and zoning by-law amendments, and an administrative framework.

Initiative 2: Increasing Zoning Permissions to Allow for Multi-Unit Intensification

On October 11, 2023, Council passed By-law 2023-435 by amending the current zoning by-law to allow for multi-unit intensification by permitting up to three dwellings on a residential zoned lot with municipal water and wastewater services. Other performance standards that are considered barriers to providing the additional dwellings were removed or modified. Additional funding will support a consultants' review of remaining challenges for missing middle dwellings and what barriers can be removed through the building-permit process.

Initiative 3: Affordable Housing Community Improvement Plan

This initiative introduces a city-wide community improvement plan, as per Section 28 of the *Planning Act* and Section 365.1 of the *Municipal Act*, to provide financial incentives for market-oriented residential developments that include affordable units. Providing financial incentives to offset revenue losses with affordable prices or rents in new construction will support a greater distribution within the housing market spectrum. For the development of this initiative, HAF funding will support staff and consulting resources to advance and administer the program from the point of Council approval,

currently targeting April 2024 through implementation for the duration of HAF, when the program is proposed to be reviewed.

Initiative 4: Office to Residential Conversion Pilot

On November 8, 2023, Council adopted a suite of City initiatives⁵ to streamline office-to-residential conversions, including the passing of By-law 2024-89, being a zoning omnibus amendment that includes implementation of provisions that increase flexibility for office to residential conversions. However, Council also adopted a recommendation for staff to explore, with developers and landowners, the potential impact of additional financial incentives on the feasibility of projects. A separate information-previously-distributed document will be shared with Council to that effect.

HAF funding will support potential future resources (staff or consulting) to advance the analysis of additional financial incentives, other incentives for office-to-residential conversions, will shorten implementation, and potentially increase building-permits by the end of 2026. However, use of HAF funds is still limited to the four eligible categories listed in section 2 above.

Initiative 5: Accelerate Disposal and Preparation of City-owned Lands for Housing

This initiative refocuses and intends to expedite the active disposal of surplus City-owned lands for affordable housing development and proactive City-initiated rezoning as necessary. Although PRED through the Corporate Real Estate Office (CREO) administers the City's portfolio of surplus municipally-owned land, the disposal process will propose that a first option be provided to Housing Services for the purpose of preparing the land for transfer to a non-profit housing provider for new affordable housing construction. To complete the due diligence on the land, including preparation of studies, requires the allocation of additional resources to this City Land for Affordable Housing initiative. Resources (staff and consulting) may be required by both Housing Services (CSSD) and the Corporate Real Estate Office (PRED).

Initiative 7: Streamlining Planning Approvals

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. Additional staff resources within PRED will decrease application commenting time periods, allow for delegated authority to staff for certain planning applications, such as minor zoning by-law amendments, that will decrease application processing timelines with the aim of positioning more projects to be building-

⁵ Office-to-Residential Conversion Report ([ACS2023-PRE-GEN-0010](#))

permit ready by the end of 2026.

Initiative 8: New Comprehensive Zoning By-law and Digital Twin Tool

This initiative is the rewrite of the City’s Zoning By-law to implement the City’s new Official Plan. The new Zoning By-law 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 new Zoning By-law is currently funded as an eligible development charge (DC) background study. Due to Bill 23, the next DC By-law will no longer collect a charge to fund the new Zoning By-law. HAF funding will be used to replace what would have been collected from DCs to continue development of the new Zoning By-law that includes staff resources, consulting fees, and public consultations. The Digital Twin may also require additional resources to assist in enhancing and visualizing zoning and regulatory processes.

Initiative 9: Development of On-Site Stormwater Management Tool

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 ten or few residential dwellings.

HAF funding will support resources (staff or consulting) to develop a technical how-to guide, a dedicated website, and integration with the City’s application tracking system for on-site stormwater management in the above small-scale infill projects.

Initiative 10: Housing Needs Assessment

A Housing Needs Assessment report is required to identify the number of households in core and severe core housing need, key areas of housing need across the housing spectrum, and the total number of dwellings required to meet current and anticipated housing needs for at least the next five years. This will be completed alongside the upcoming Ten Year Housing and Homelessness Plan refresh that is expected to commence in Q2 2024, pending Provincial guidelines.

HAF funding will support resources (staff or consulting) to develop the Housing Needs Assessment report by Q1 2025.

Potential Other HAF-eligible Spending

In the short-term, opportunities may arise to invest in housing-related and community-related infrastructure, consistent with eligible use of HAF funding in section

2 of this report, that may significantly increase the submission of building-permits by the end of 2026. Including these potential opportunities within the allocation of the \$17,632,329 total will provide administrative efficiencies to advance these projects over the next 36-months.

Supporting Resources

Implementation of any of the above items in the action plan or housing- and community-related infrastructure may require supporting resources (staff or consulting), such as but not limited to financial and legal assistance. If required for timely implementation to increase building-permit submissions by the end of 2026, these resources are considered part of the action plan or HAF-eligible infrastructure and can also be supported through HAF funding.

3. Alternative Spending Plan Options

As described in section 2, the agreement with CMHC limits what HAF funding can be spent on. The Council adopted action plan also foresees the majority of HAF funding to be directed to the significant construction of affordable housing. Within this framework, the following alternative spending plan options were considered:

1. Allocate 100 per cent to affordable housing
2. Allocate 90 per cent to affordable housing and 10 per cent to housing- and community-related infrastructure

Both situations generate a similar result: risk in achieving the growth targets through issued building-permits that could impact the fourth and final advance of \$44 million. The recommended spending plan allocates 90 per cent, or up to \$158.69 million on affordable housing if we receive the fourth and final advance of \$44 million.

Allocating 100 per cent of received HAF to affordable housing increases the risk of not achieving our growth targets. In such a situation the City will receive \$132.24 million towards affordable housing, forgoing the fourth and final advance of \$44 million, being \$26.45 million less towards affordable housing than the recommended spending plan.

Allocating 90 per cent to affordable housing and ten per cent to housing- and community-related infrastructure instead of the action plan increases the risk of not achieving our growth targets. In such a situation, the City will receive \$119.02 million towards affordable housing, forgoing the fourth and final advance of \$44 million, being \$39.67 million less towards affordable housing than the recommended spending plan.

The table below summarizes a comparison of the recommended spending plan that best positions the City to achieve our growth targets, with the two alternative options

that risk not achieving our growth targets, measured by received funding for affordable housing.

Comparison of Spending Options for Affordable Housing	Recommended Spending Plan	100% Affordable Housing option	10% to infrastructure option
Affordable Housing allocation (%)	90%	100%	90%
Advance 1: Action Plan Achievement	\$ 39,672,741	\$ 44,080,823	\$ 39,672,741
Advance 2: Action Plan Achievement	\$ 39,672,741	\$ 44,080,823	\$ 39,672,741
Advance 3: Action Plan Achievement	\$ 39,672,741	\$ 44,080,823	\$ 39,672,741
Advance 4: Growth Targets Achievement	\$ 39,672,741	\$ -	\$ -
Total Received for Affordable Housing	\$ 158,690,964	\$ 132,242,470	\$ 119,018,223
Total Received for Remaining Action Plan	\$ 17,632,329	\$ 0	\$ 0
Grand Total Received	\$ 176,323,293	\$ 132,242,470	\$ 119,018,223

The contribution agreement structures the payment advances to be conditional on achieving both of our action plan and growth targets. These conditions promote a spending plan that best positions the City to achieve our growth targets as well as our action plan.

FINANCIAL IMPLICATIONS

The City is eligible for up to \$176,323,293.00 in 4 equal installments per the Housing Accelerator Fund Contribution Agreement with CMHC. The first installment of \$44,080,823.25 was received following execution of the agreement and allocated to an interest bearing account (830740 CMHC Housing Accelerator). The second and third advance are conditional on progressing and achieving on our action plan, and the fourth advance is conditional on achieving growth targets. Capital accounts for eligible projects will be setup and funding allocated as spending occurs. Annual reporting will be

completed on progress of our action plan, issued building-permits, and use of HAF funding.

LEGAL IMPLICATIONS

There are no legal impediments to adopting the recommendations in this report.

COMMENTS BY THE WARD COUNCILLOR(S)

This is a City-wide report – not applicable.

ADVISORY COMMITTEE(S) COMMENTS

N/A

CONSULTATION

The development of the Council approved action plan and the City's initial application included consultation with Ottawa Community Housing and the Affordable Housing Working Group to receive feedback on the proposed initiatives in the action plan containing an affordable housing component. The team also considered the key findings in the Scaling Up Non-Profit Housing in Ottawa report.

Department and Service Area heads, project managers of the 10 initiatives in the action plan, along with staff from Finance and Legal were consulted on the spending plan and recommendation for delegation of authority.

ASSET MANAGEMENT IMPLICATIONS

The implementation of the Comprehensive Asset Management program enables the City to effectively manage existing and new infrastructure to maximize benefits, reduce risk, and provide safe and reliable levels of service to community users. This is done in a socially, culturally, environmentally, and economically conscious manner.

The asset management implication of accelerated intensification of housing is pressure on the capacity of the local supporting infrastructure. In accordance with the CAM objectives, this requires study by the City to identify upgrades to existing infrastructure assets or the acquisition of new infrastructure assets to provide continued levels of service.

When the City commits to the acquisition of new assets, consideration must also be given to the City's commitment to fund future operations, maintenance and renewal costs. It must also account for future depreciation when reviewing long term financial sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value and lifecycle costing of the acquired assets being taken

on by the City.

DELEGATION OF AUTHORITY IMPLICATIONS

City staff are requesting Delegated Authority in the following ways:

1. The Director, Housing Services allocate 90 per cent of the first three advances from CMHC towards Initiative 6, Affordable Housing Pipeline Strategy for non-profit housing providers, by way of conditional contribution agreements, in a manner that will best achieve the deliverables, taking into consideration the recommended projects identified through the Request for Expression of Interest; and
2. The General Manager, Planning, Real Estate and Economic Development, in consultation with the General Manager, Community and Social Services to allocate ten per cent of the HAF funding advances towards the remaining nine initiatives, and potential housing- and community-related infrastructure projects that are not included in the action plan, as HAF-eligible projects that will significantly contribute toward achieving HAF growth targets by the end of 2026.
3. The General Manager, Planning Real Estate and Economic Development and the General Manager, Community and Social Services to make minor adjustments to the Spending Plan allocations, to ensure funds are allocated in a manner that ensures targets can be met and funds are spent by the December 2027 deadline.

Updates on these items will be provided to Council as laid out in Section 1.4 HAF Reporting Schedule.

ECONOMIC IMPLICATIONS

The spending plan recommends allocating up to \$176 million from the HAF to stimulate the residential construction industry. In the short-term this investment targets over 37,500 new residential building-permits in the next three years that will translate to construction and related-jobs to approximately 2030 as projects are completed and occupied. Over the longer-term, the systemic changes will allow for this momentum to continue should strong housing market fundamentals remain in place.

RISK MANAGEMENT IMPLICATIONS

Two main risks are identified and explained in the report, being the achievement of our action plan and the achievement of our growth targets. Each of the initiatives in the action plan include milestones that were identified with the best information known at the time of development. The spending plan recommendations include an allocation of

received funding to maximize the City's role in achieving our growth targets. Section 1.4 of this report provides a reporting schedule on the progress of our action plan and growth targets.

TERM OF COUNCIL PRIORITIES

This project helps to address the following Term of Council Priorities:

- A City that is more affordable housing and is more livable for all.

SUPPORTING DOCUMENTATION

Document 1 – Summary of HAF Action Plan

Document 2 – Non-Profit Affordable Housing Pipeline and Priority Projects

Document 3 – City of Ottawa HAF Contribution Agreement

DISPOSITION

Staff from PRED, CSSD and Finance will continue to provide the required updates to CMHC to ensure compliance with the contribution agreement.

Document 1- Summary of HAF Action Plan

Initiative	Description	Milestone(s)
1. Transit Oriented Zoning Amendments and Inclusionary Zoning:	<p>This initiative includes (a) rezoning around Protected Major Transit Station Areas (PMTSAs) that was accelerated due to Bill 23; (b) rezoning lands within the Queensway Terrace and Lincoln Fields Secondary Plan areas; and (c) inclusionary zoning. All three components were already in progress by the City. Due to the number of lands covered by this initiative, their development potential in the New Official Plan and the project timeline, this initiative is estimated to capture a significant amount of dwellings through building-permits over the next three years.</p>	<ol style="list-style-type: none"> 1) Engage Consultants to Study and Prepare Zoning Amendments 2) Rezoning Transit Areas Report to Council 3) Implementing Zoning in new Secondary Plan Areas 4) Prepare Requisite "Assessment Report" for Inclusionary Zoning 5) Inclusionary Zoning Adoption and Implementation 6) Completion: Q4 2024
2. Increasing Zoning Permissions to Allow for Multi-Unit Intensification	<p>This initiative includes the City's response to Bill 23's permissions for "gentle intensification", being allowing up to two additional dwelling units on residential properties with public services. Given that this is a city-wide amendment and includes common building typologies, this initiative is estimated to capture a significant amount of infill dwellings through</p>	<ol style="list-style-type: none"> 1) Rezoning Report to Council 2) Public Engagement and Consultation 3) Completion: Q4 2023

	building-permits in the next three years.	
3. Affordable Housing Community Improvement Plan (AHCIP)	An Affordable Housing CIP would be a City-wide tool offering financial incentives to deliver affordable units. While no new dwelling units are expected to result from this CIP, it is expected to increase the proportion of new affordable housing units within the next three years, which makes the City eligible for the affordable housing “bonus” in the HAF funding structure	<ol style="list-style-type: none"> 1) CIP and By-law Development 2) CIP Implementation 3) Completion: Q4 2024
4. Office to Residential Conversion Pilot	This initiative recently arose from Motion 2023-08/04 and the Mayor’s Housing Action Plan. After consultation with the industry, staff estimates that with the right process and efficiencies in place, there was sufficient enthusiasm for conversions within the next three years to meaningfully contribute to HAF funding eligibility. Staff will bring forward further details regarding the efficiencies and/or financial offsets of the pilot program to Council in Q4 2023.	<ol style="list-style-type: none"> 1) Office to Residential Conversions Strategy Approved by Council 2) Office to Residential Conversions Strategy Stakeholder Engagement 3) Implementation of Zoning Requirements 4) Completion: Q2 2024
5. Accelerate Disposal and Preparation of City-owned Lands for Housing	While the City regularly disposes of surplus lands in accordance with its Affordable Housing Land and Funding Policy (Housing Services), and the Disposal of Real Property Policy (CREO), a focus on lands that are	<ol style="list-style-type: none"> 1) Disposal Strategy Development and Council Approval 2) Implementation

	<p>appropriate and ready for residential development comes from the Mayor’s Housing Action Plan and, more recently, the Council-received Scaling Up Non-Profit Housing in Ottawa (“SUSHI”) report. This initiative focuses on housing by accelerating the disposal process, particularly where lands are ready for housing (i.e., zoned appropriately, not contaminated, etc.). Where City-owned lands are sold or transferred to a non-profit housing provider, staff may suggest the allocation of HAF funds to help finance affordable housing projects that are otherwise ready to commence over the next three years.</p>	<p>3) Completion: Q1 2025</p>
<p>6. Affordable Housing Pipeline Strategy</p>	<p>This initiative begins with an understanding that there are thousands of affordable units planned by non-profit housing providers on lands that are ready for housing, but they are waiting in the “pipeline” until the requisite capital funds to support those developments are obtained. The HAF is a rare and meaningful source of funds and given Council’s priority of providing more affordable and supportive housing, this initiative proposes to allocate a majority of the HAF to projects in the pipeline.</p>	<p>1) Project Kickoff, Development, and Council Approval</p> <p>2) Implementation</p> <p>3) Completion: Q4 2024</p>
<p>7. Streamlining Planning Approvals</p>	<p>This initiative includes the procedural changes considered as part of the Bill 109 Phase 2 report by Council on June 14, 2023. Since it applies to all zoning by-law amendment and site plan control applications received by</p>	<p>1) Finances for Streamlining Secured from Council</p>

	<p>the City, it expands the breadth of our action plan. In theory, an increase in building-permits would be proportional to the increase in planning approvals that is achieved over the same period due to the improved timeline; in practice, Staff's projections are modest as we will need to monitor success over the first year.</p>	<ol style="list-style-type: none"> 2) Report to Council on Streamlining Process 3) Delegated Authority to Staff for Minor Zoning By-law Amendments 4) Completion: Q4 2024
<p>8. New Comprehensive Zoning By-law and Digital Twin Tool</p>	<p>This initiative is included in the action plan outside of the top seven for at least three reasons. First, it would not be helpful in our top seven because it is not likely to yield new permits within the next three years due to the timing of being in full force and effect by September 1, 2026. Second, being such a meaningful change to land use planning in Ottawa, the New Zoning By-law advances all of the HAF objectives; including it in our action plan helps our application "score" better in CMHC's rubric. Lastly, including it outside of our top seven means that it is eligible to receive HAF funds in the event that additional resources are needed to keep the project on track.</p>	<ol style="list-style-type: none"> 1) Publication of Discussion Papers and Consultation 2) Council receives 1st draft, including 4 units as-of-right citywide to initiate consultation throughout 2024 3) Council receives 2nd draft, including 4 units as-of-right citywide to initiate consultation to the end of summer 2025 4) Council Adoption of New Zoning By-law 5) Completion: Q4 2024
<p>9. Development of an On-Site Stormwater Management Tool</p>	<p>This initiative involves the creation of a "best-practice"-type guide for infill development with 10 or less dwellings that are exempt from site plan control by facilitating options to address on-</p>	<ol style="list-style-type: none"> 1) Study Viability of On-Site Stormwater Solutions 2) Consult with Industry

	<p>site stormwater management. It was not included in our top seven because (1) estimating net new building-permits separate from initiative two is challenging; and (2) monitoring directly related building-permits will be difficult; Staff are not prepared to represent that it will be completed, implemented, and utilized within the next three years without it appearing in a Council-approved workplan.</p>	<p>Stakeholders on Recommended Approach</p> <p>3) Report to Council on Recommended Approach and Implementation Measures</p> <p>4) Completion: Q3 2024</p>
<p>10. Housing Needs Assessment</p>	<p>This is a requirement of the HAF funding, to deliver a revised and up to date housing needs assessment by March, 2025</p>	<p>1) Housing Needs Assessment</p> <p>2) Completion: Q1 2025</p>

Document 2 –Non-Profit Affordable Housing Pipeline and Priority Projects

Non-Profit Housing Provider	Project Address
Shepherds of Good Hope	1083 Merivale Road
Wigwamen Incorporated	2040 Arrowsmith Drive
City – Integrated Transition to Housing	Kilborn Avenue
OCHC	933 Gladstone Avenue Ph1
OCHC	214-226 Somerset Street East
Interval House	Ward 10
Ellwood House	2262 Braeside Drive
Ottawa Salus	56 Capilano Drive
St Patrick's Home	2865 Riverside Drive
Rideau Non-profit Housing	5581 Doctor Leach Drive
Better Living Co-op	1360 Ogilvie Road
Tamir Foundation	881 Broadview Avenue
Julian of Norwich	8 Withrow Avenue
Youth Services Bureau	2895 Riverside Drive
Dalhousie Co-op	Cambridge Street
ACB Resource Centre	610 Donald Street
Ottawa Community Land Trust	Varied
CCOC	171 Armstrong Street
CCOC	212-216 Carruthers Avenue
CCOC	287-293 Loretta Avenue South
CCOC	82 Putman Avenue
OCHC	Gladstone Village Ph2
OCHC	3380 Jockvale Road Ph2
OCHC	Rochester Heights Ph3
OCHC	200-201 Friel Street
OCHC	3405 Uplands Drive/Shearwater Court