

Subject: Housing Innovation Task Force Report and Housing Acceleration Plan

File Number: ACS2025-SI-SPO-0002

Report to Joint Finance and Corporate Services Committee and Planning and Housing Committee on 1 October 2025

and Council 8 October 2025

Submitted on September 19, 2025 by Debbie Stewart, General Manager, Strategic Initiatives Department

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Ward: Citywide

Objet : Rapport du Groupe de travail sur l'innovation en matière de logement et sur le plan d'accélération de création de logements

Numéro de dossier : ACS2025-SI-SPO-0002

Rapport au Comité mixte des finances et des services organisationnels et de la planification et du logement, prévu le 1^{er} octobre 2025

et au Conseil le 8 octobre 2025

Soumis le 19 septembre 2025 par Debbie Stewart, Directrice Générale, Direction générale des initiatives stratégiques

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Quartier : À l'échelle de la ville

REPORT RECOMMENDATION(S)

That the joint Finance and Corporate Services and Planning and Housing Committee recommend Council:

- 1. Receive the Housing Innovation Task Force's report, attached as Document 1, for information.**
- 2. Approve the Housing Acceleration Plan, attached as Document 2, and described in this report.**
- 3. Approve the following recommendations to enable the implementation of the Housing Acceleration Plan:**
 - a. Suspend the use of the Community Benefits Charges By-law No 2022-307 for five (5) years from application approval to support housing starts.**
 - b. Authorize staff to return the funds collected to date under the Community Benefits Charge By-law**
 - c. Direct Staff that the payment of municipal development charges is due by the issuance of the first occupancy permit, limited to residential occupancies.**
 - d. Direct staff to review options to extend exemptions currently in place for developments of up to 10 units and report back to Planning and Housing Committee with proposed recommendations to amend the Site Plan Control By-law No. 2014-256, as described in this report.**
 - e. Defer the Building Code fee scheduled increases specific to Residential Occupancies, to be included in the 2026 Draft Operating Budget.**
 - f. Direct staff in the Planning, Development and Building Services, to amend the criteria for eligibility under the *Reimbursement Program for Development-Related Fees for Charitable or Non-Profit Organizations*, to include site plan planning and building permit fees for non-profit affordable housing projects, and delegate the implementation of these fee waivers to staff.**
 - g. Direct staff to review and implement pre-set building designs, developed and in use by others in Ontario, to allow for expedited**

building permits.

- h. **Update the Parkland First Policy, Delegation of Authority By-law and Parkland Dedication By-law to transfer authority from Recreation, Cultural and Facilities Services Department to the Planning, Development and Building Services Department to reflect staff changes and authorities outlined in this report.**
 - i. **Under section 3 (4) of By-law 2022-280 (Parkland Dedication) Council will waive the requirement for parkland dedication for a period of 18 months for “Office building conversion to residential apartments” and “small or adaptive developments”.**
 - j. **Despite section 3 (5) and 4 (3) of Bylaw 2022-280 (Parkland Dedication) Council will temporarily allow for the collection of Cash-in-Lieu of Parkland charges at occupancy, for 18-months, rather than building permit or subdivision approval.**
 - k. **Despite section 4 (4), Table 1, of Bylaw 2022-280 (Parkland Dedication) Council will temporarily allow Cash-in-Lieu of Parkland charges to be reduced to 5 per cent for 18-months for all projects less than 20 units in plans of subdivision prior to 2001 within the greenbelt.**
 - l. **Undertake a review of the delegated authority and Terms of Reference for the Committee of Adjustment and report back to Council by Q4, 2026**
 - m. **Develop a strategy to undertake a comprehensive review of Secondary Plans and report back to Council by end of Q1 2026**
 - n. **Undertake a comprehensive review of the Urban Design guidelines and report back to Council by end of Q4 2026**
 - o. **Undertake a review of the Development Application Study Policy (Information and Materials for Planning Applications (By-Law No. 2023-297) and report back to Council by end of Q1 2026**
4. **Direct the Mayor, on behalf of the City of Ottawa, write letters to the Federal and Provincial governments, the Prime Minister and the Minister of Housing, Infrastructure and Communities, and the Premier and the Minister of Municipal Affairs and Housing, to share a copy of this report and highlight the calls for support identified for both levels of government as**

outlined, including: sustainable and predictable funding for infrastructure, affordable housing, and transit, the transfer of land at no or low cost for residential development, improved environmental approval timelines, the removal of all interprovincial labour mobility restrictions, increased options for developing a local workforce of skilled trades

5. Direct staff to continue to engage the Housing Innovation Task Force throughout the implementation of the Housing Acceleration Plan.
6. Direct staff to report back on progress, assess the comprehensiveness of the Housing Acceleration Plan against current conditions, and propose updates as needed by May 2026.

RECOMMANDATION(S) DU RAPPORT

Que le Comité mixte des finances et des services organisationnels et de la planification du logement recommande au Council:

1. Reçoive le rapport du Groupe de travail sur l'innovation en matière de logement, annexé dans le document 1, à titre d'information;
2. D'approuver le plan d'accélération de création de logements, annexé dans le document 2 et décrit dans le présent rapport;
3. D'approuver les recommandations suivantes afin de permettre la mise en œuvre du plan d'accélération de création de logements:
 - a. Suspendre l'utilisation du Règlement municipal n° 2022-307 sur les redevances pour avantages communautaires pendant cinq (5) ans à partir de l'approbation de la demande afin de soutenir les mises en chantier;
 - b. Autoriser le personnel à rembourser les fonds perçus à ce jour en vertu du Règlement sur les redevances communautaires;
 - c. Indiquer au personnel que le paiement des redevances d'aménagement de la municipalité est exigible dès la délivrance du premier permis d'occupation, limité aux occupations résidentielles;
 - d. Demander au personnel d'examiner les options visant à prolonger les exemptions en vigueur pour les projets d'aménagement comprenant jusqu'à 10 logements et de faire rapport au Comité de la planification et

du logement avec les recommandations proposées visant à modifier le Règlement n° 2014-256 sur le plan d'implantation, tel qu'il est décrit dans le présent rapport;

- e. Reporter les augmentations prévues des droits du Code du bâtiment propres aux occupations résidentielles, qui seront comprises dans le budget préliminaire de fonctionnement de 2026;
- f. Demander au personnel des Services de planification, d'aménagement et du bâtiment de modifier les critères d'admissibilité dans le cadre du *Programme de remboursement des redevances d'aménagement pour les organismes de bienfaisance ou sans but lucratif* afin d'inclure les droits de permis d'aménagement et de construction pour les projets de logements abordables à but non lucratif et déléguer la mise en œuvre de ces exonérations de frais au personnel;
- g. Demander au personnel d'examiner et de mettre en œuvre les modèles de construction préétablis, élaborés et utilisés par d'autres villes en Ontario afin de permettre la délivrance accélérée de permis de construire;
- h. Mettre à jour la Politique priorisant les terrains à vocation de parc, le Règlement municipal sur la délégation des pouvoirs et le Règlement visant les terrains réservés à la création de parcs afin de transférer l'autorité des Services des loisirs, de la culture et des installations (SLCI) aux Services de la planification, de l'aménagement et du bâtiment (SPAB) afin de refléter les aruments de personnel et les pouvoirs décrits dans le présent rapport;
- i. En vertu de l'article 3 (4) du Règlement municipal n° 2022-280 (affectation de terrains à la création de parcs), le Conseil municipal renonce à l'obligation de dédier des terrains affectés à la création de parcs pendant une période de 18 mois pour les « conversions de bureaux en logements » et les « petits aménagements ou les aménagements adaptatifs »;
- j. Malgré les articles 3 (5) et 4 (3) du Règlement municipal 2022-280 (affectation de terrains à la création de parcs), le Conseil autorisera temporairement la perception des frais relatifs aux terrains à vocation de parc au moment de l'occupation pendant 18 mois plutôt qu'au

- moment de l'obtention des permis de construire ou de l'approbation du lotissement;
- k. **Malgré l'article 4, tableau 1, du Règlement 2022-280 (terrains réservés à la création de parcs), le Conseil autorisera temporairement de réduire à 5 % pendant 18 mois les frais relatifs aux terrains à vocation de parc pour tous les projets de moins de 20 logements dans les plans de lotissement datant d'avant 2001 qui sont situés dans la ceinture verte;**
 - l. **Entreprendre un examen des pouvoirs délégués et du mandat du Comité de dérogation et faire rapport au Conseil d'ici le quatrième trimestre de 2026;**
 - m. **Élaborer une stratégie visant à entreprendre un examen complet des plans secondaires et faire rapport au Conseil d'ici la fin du premier trimestre de 2026;**
 - n. **Entreprendre un examen complet des Lignes directrices de l'esthétique urbaine et faire rapport au Conseil d'ici la fin du quatrième trimestre de 2026;**
 - o. **Entreprendre un examen de la Politique d'étude des demandes d'aménagement (renseignements et documents pour les demandes d'aménagement (Règlement n° 2023-297) et faire rapport au Conseil d'ici la fin du premier trimestre 2026.**
4. **De demander que le maire, au nom de la Ville d'Ottawa, écrive des lettres aux gouvernements fédéral et provincial, au premier ministre et au ministre du Logement, de l'Infrastructure et des Collectivités, et au ministre des Affaires municipales et du Logement, afin de leur transmettre une copie du présent rapport et de souligner les demandes de soutien formulées à l'intention des deux ordres de gouvernement, notamment un financement durable et prévisible pour les infrastructures, le logement abordable et les transports en commun, le transfert de terrains à coût nul ou réduit pour les projets immobiliers résidentiels, l'amélioration des délais d'approbation environnementale, la suppression de toutes les restrictions interprovinciales en matière de mobilité de la main-d'œuvre, l'augmentation des options pour acquérir une main-d'œuvre locale composée d'ouvriers qualifiés, et la simplification de la certification des professionnels formés à l'étranger;**

- 5. De demander au personnel de continuer à faire appel au Groupe de travail sur l'innovation en matière de logement tout au long de la mise en œuvre du plan d'accélération de création de logements;**
- 6. De demander au personnel de rendre compte des progrès réalisés, d'évaluer l'exhaustivité du plan d'accélération de création de logements par rapport aux conditions actuelles et de proposer des mises à jour si nécessaire d'ici mai 2026.**

EXECUTIVE SUMMARY

Ottawa, like many cities, is facing a housing crisis on two fronts. Overall, housing affordability has declined significantly, for homeownership and rental. This is due to a persistent imbalance between undersupply and increasing demand for housing, made worse by the high costs of building homes. Secondly, for many households, the gap between the cost of housing and what they can afford has widened to the point where their housing situation is precarious, driving up the need for Affordable Housing. While the Affordable Housing sector faces the same challenges as all housing developers, the situation is worsened by the fact that few Affordable Housing providers have gained sufficient experience and scale to develop housing efficiently.

The affordability of housing is a real and urgent challenge affecting everyone, from students to seniors to young families. Homeownership has become increasingly out of reach: the average resale price in Ottawa rose from roughly \$441,000 in 2019 to more than \$686,000 in August 2025, a 55 per cent increase. Renters are facing similar pressures: average asking rent for a 2-bedroom apartment in Ottawa (Ontario part of Ottawa-Gatineau CMA) was \$2,490 in the first quarter of 2025, a 27.3 per cent increase from the first quarter of 2019. The city's vacancy rate increased 44 per cent from 1.8 per cent in October 2019 to 2.6 per cent in October 2024, below the 3.0 per cent threshold of a balanced market, meaning there remains less choice for tenants.

Despite increased demand, housing starts are not keeping pace as rising costs of land, labour, materials, and borrowing have created a significant challenge to delivering housing in the current market. Add to this the compounding costs of municipal fees and charges, and projects are simply not viable; the industry is not building. Interventions are needed to support increasing supply and lowering costs to meet the housing needs of the community. While the Affordable Housing sector will benefit from many of the same interventions needed to stimulate market housing development, additional

measures are needed to support a strong and sustainable Affordable Housing sector in Ottawa.

Without action, these trends will erode the City's economic competitiveness and social well-being. Employers struggle to attract and retain workers if housing is not affordable or available. Housing instability also increases demand for health, social services and emergency services.

An emphasis on meeting housing needs is not new for the City. Housing is identified as a [strategic priority for the 2023-2026 Term of Council](#) and this priority has been advanced through a number of key initiatives. Despite the City's efforts, Ottawa needs a plan to build more homes as quickly as possible and set a path to support the continued growth of our community, projected to grow by more than 100,000 new households over the next ten years. Increasing the supply of new housing -- market, affordable non-profit and supportive -- is the most effective way to lower prices and help people find homes. Making progress on housing is essential to achieve the vision for Ottawa as a prosperous, sustainable, inclusive, and resilient city, and will help to attract and retain skilled talent, support local innovation, and position the city as a competitive destination for private sector investment.

On January 29, 2025, Council approved the establishment of the Housing Innovation Task Force (the Task Force) to evaluate ideas to advance housing projects and reduce approval times for development applications ([OCC2025-50-24](#)). The Task Force brought together representatives from the private sector, experts representing the development industry, and Ottawa Community Housing, to build consensus and advise City staff about new ways and innovative solutions to help build more housing, faster and more affordably.

The objectives of the Task Force were to provide ideas, advice and expertise to staff about new and innovative ways to:

- Expedite development approvals and streamline regulatory processes
- Identify and implement financial and policy incentives for housing and affordable housing development
- Facilitate the strategic use of publicly owned lands to increase housing supply and,

- Enhance collaboration with federal and provincial governments to support housing initiatives

The work of the Task Force resulted in 83 recommendations, of which 33 were prioritized by the Task Force based on their potential to have a high or medium impact on building more houses in the short term. The recommendations of the Task Force are intended to advise the City on potential strategies and incentives to promptly accelerate housing construction and reduce costs to make housing more affordable. The full list of Task Force recommendations are included in Document 1, Appendix A.

In addition to the Task Force recommendations, staff circulated open-ended surveys to the affordable housing and residential development sectors and undertook secondary research of leading practices to accelerate housing development. This research and analysis, combined with the Task Force recommendations, was used to develop a comprehensive Housing Acceleration Plan (the Acceleration Plan) to address this crisis, included as Document 2. When taken together, the actions outlined in the Acceleration Plan will fundamentally overhaul the City's approach to housing. It is an ambitious plan that goes far beyond continuous improvement, using every tool within the municipal toolbox to drive transformational change and clear the way for new homes to be constructed in the short term.

The Acceleration Plan is structured to deliver on five key objectives, outlined below, and targeted to areas where the City has the greatest control and influence.

1) Simplify the regulatory environment and expedite approvals processes

The housing system is complex and involves all levels of government, the private and non-profit sectors. To tackle the housing crisis, all actors in the system need to take meaningful action. Easing municipal regulations and streamlining approval processes is a low-cost, high-impact lever the City can use to unlock housing supply. Senior levels of government are calling on municipalities to do their part by identifying strategies for streamlining the planning, permitting, and servicing processes for new housing. They are also encouraging cities to support and promote the adoption of modern construction methods, with the broader goal of delivering more affordable, sustainable and resilient communities.

The Acceleration Plan aims to reduce delays, increase design flexibility, and lower costs for faster, more consistent outcomes.

Proposed actions in this key area focus on:

- Simplifying rules and guidelines that consider the impact on development costs and housing affordability and
- Optimizing legal agreements and streamlining the development review process

2) Evolve City culture to be housing development friendly

Accelerating housing delivery will require strong collaboration between the City, other levels of government, and the development industry. Addressing the current housing crisis calls for a fresh approach - one that embraces innovation, flexibility, and partnership to meet the urgent needs of our growing community.

Applying a housing lens to align policies, zoning regulations, and development controls can help ensure the City is maximizing possibilities for housing, and ensure City actions collectively support housing objectives, make approvals more efficient and maximize development opportunities.

Proposed actions in this key area focus on:

- Shifting from a process-oriented focus to a results-oriented and risk-based approach and
- Resolving conflicting policy priorities internally and in a timely manner

3) Introduce more flexibility in fees and charges

Rising costs of land, labour, materials, and borrowing have created a significant challenge to delivering housing in the current market. Add to this, general economic uncertainty driven by tariffs and anticipated Federal public sector job reductions have resulted in a lack of consumer confidence as household spending and residential investments slow. Between 2019 and 2025, housing construction costs in Ottawa have increased by approximately 30 per cent to 80 per cent, depending on building typology, according to data from the Altus Group. In contrast, figures from Statistics Canada show that median after-tax incomes in Ottawa rose by only about 7.5 per cent over a similar period. These factors are adding strain on the housing market which is more sensitive to cyclical fluctuations than overall consumer spending.

Failing to address housing supply shortages now will not only prolong the crisis but may also lead to increased housing prices due to unmet demand. The Canada Mortgage and Housing Corporation (CMHC) estimates that to restore 2019 affordability levels in the

market, housing starts need to be doubled. The Acceleration Plan aims to temporarily lower costs and improve cash-flow to enable housing to be built now rather than waiting for improved market conditions, and to incentivize the type of development we want to see in the city.

Proposed actions in this key area focus on:

- Suspending the Community Benefits Program for 5 years, and returning funds collected that have been held due to appeals and,
- Increasing flexibility in the timing of when fees and charges are collected and put a cap on increases until a comprehensive review can be done

4) Consolidate and strengthen capacity for Affordable Housing development

The affordable housing sector is facing a multifaceted crisis, driven by both general market pressures and the acute needs of vulnerable populations. Providers range from specialized supportive housing organizations to those with mixed rent models, operating within a fragmented landscape dominated by many small entities and few large ones. Development is increasingly constrained by high construction costs, interest rates, and tariffs, compounded by a lack of long-term, reliable funding and financing for both new builds and ongoing operations. Affordable housing development inefficiencies persist due to misaligned expertise, placing undue pressure on smaller non-profits to act as developers while underutilizing the capacity of larger non-profits and private sector partners.

Proposed actions in this key area focus on:

- Strategically making use of public lands and
- Proposing opportunities to consolidate affordable housing development and scale-up existing non-profit housing developments

5) Unlock urban intensification and Transit Oriented Development

The Acceleration Plan introduces new measures to support sustainable housing growth in urban areas, aligned with the policy direction of the Official Plan and the Climate Change Master Plan. Specific actions are proposed to support a rebalancing of uses downtown to include a larger residential presence, promoting missing middle and infill developments in urban areas, and accelerating residential growth at transit hubs and along major corridors. The Acceleration Plan also embraces industrialized housing

construction, such as modular housing, prefabricated components, and pre-approved templated designs as important tools to accelerate housing production.

In order to ensure new housing units are provided in a manner that make our existing neighbourhoods more livable, the Acceleration Plan enables greater gentle density and diverse typologies, opening the door to new housing options at a variety of price points and to different household sizes that contribute towards meeting the City's equity, climate and affordability objectives.

The Acceleration Plan also aims to accelerate the development of vibrant, walkable, mixed affordability transit-oriented neighborhoods, including in our downtown core. These transit-oriented developments maximize the City's investment in transit, and align with its density, climate change and affordable housing objectives.

Proposed actions in this key area focus on:

- Rebalancing uses in downtown, particularly in the central business district, by enabling more residential development
- Facilitating gentle density and diverse typologies, including modular housing and
- Reducing barriers to Transit Oriented Development

Recognizing the need for quick results, approximately 40 per cent of the actions identified in the Acceleration Plan will be implemented upon Council's approval of this report. A further approximately 41 per cent will be brought back for Council's consideration within this Term of Council. Document 2 includes detailed implementation timelines for each action in the Acceleration Plan.

Staff are recommending that the Housing Innovation Task Force continue to be engaged throughout the implementation of the Acceleration Plan to continue to offer staff feedback and industry perspective.

A progress report planned for May 2026 will provide Council with an update on the implementation of the Acceleration Plan, including a review of key actions, associated costs, and measurable impacts. It will also assess whether the Acceleration Plan remains aligned with current housing needs and priorities. Based on this review, staff may recommend adjustments or additional actions to ensure the Acceleration Plan continues to reduce barriers to housing, support economic development, and improve quality of life for Ottawa residents.

RÉSUMÉ

La ville d'Ottawa, comme beaucoup d'autres villes, est confrontée à une crise du logement sur deux fronts. Dans l'ensemble, l'accessibilité au logement a considérablement diminué, tant pour l'accession à la propriété que pour la location. Cela s'explique par un déséquilibre persistant entre l'offre insuffisante et la demande croissante de logements, aggravé par le coût élevé de la construction. Deuxièmement, pour de nombreux ménages, l'écart entre le coût du logement et ce qu'ils peuvent se permettre s'est creusé au point que leur situation en matière de logement est précaire, ce qui accroît le besoin de logements abordables. Si le secteur du logement abordable est confronté aux mêmes défis que les promoteurs immobiliers, la situation est aggravée par le fait que peu de fournisseurs de logements abordables ont acquis suffisamment d'expérience et d'ampleur pour développer efficacement des logements.

L'accessibilité au logement est un défi réel et urgent qui touche tout le monde, des étudiants aux personnes âgées en passant par les jeunes familles. L'accession à la propriété est devenue de plus en plus difficile : le prix moyen de revente à Ottawa est passé d'environ 441 000 \$ en 2019 à plus de 686 000 \$ en août 2025, soit une augmentation de 55 %. Les locataires sont confrontés à des pressions similaires : le loyer moyen demandé pour un appartement de deux chambres à Ottawa (partie ontarienne de la RMR d'Ottawa-Gatineau) était de 2 490 \$ au premier trimestre de 2025, soit une augmentation de 27,3 % par rapport au premier trimestre de 2019. Le taux d'inoccupation de la ville a augmenté de 44 %, passant de 1,8 % en octobre 2019 à 2,6 % en octobre 2024, soit un niveau inférieur au seuil de 3,0 % correspondant à un marché équilibré, ce qui signifie que les locataires ont moins de choix.

Malgré une demande accrue, les mises en chantier ne suivent pas le rythme, car la hausse des coûts des terrains, de la main-d'œuvre, des matériaux et des emprunts a créé un défi important pour la construction de logements sur le marché actuel. Si l'on ajoute à cela les coûts cumulés des redevances et des frais municipaux, les projets ne sont tout simplement pas viables et l'industrie ne construit pas. Des interventions sont nécessaires pour soutenir l'augmentation de l'offre et la réduction des coûts afin de répondre aux besoins de la collectivité en matière de logement. Bien que le secteur du logement abordable bénéficie des nombreuses interventions similaires à celles nécessaires pour stimuler le développement du marché immobilier, des mesures supplémentaires sont nécessaires pour soutenir un secteur du logement abordable solide et durable à Ottawa.

Sans intervention, ces tendances nuiront à la compétitivité économique et au bien-être social de la ville. Les employeurs ont du mal à attirer et à retenir les travailleurs si les logements ne sont pas abordables ou disponibles. L'instabilité du logement augmente également la demande en matière de santé, de services sociaux et de services d'urgence.

L'accent mis sur les besoins en logement n'est pas nouveau pour la Ville. Le logement est considéré comme [une priorité stratégique pour le mandat 2023-2026 du Conseil](#) et cette priorité a été mise de l'avant dans le cadre de plusieurs initiatives clés. Malgré les efforts de la Ville, Ottawa a besoin d'un plan pour construire plus de logements le plus rapidement possible et tracer la voie pour soutenir la croissance continue de notre collectivité, qui devrait accueillir plus de 100 000 nouveaux ménages au cours des dix prochaines années. Augmenter l'offre de nouveaux logements sur le marché, abordables à but non lucratif et avec services de soutien est le moyen le plus efficace de faire baisser les prix et d'aider les gens à trouver un logement. Il est essentiel de progresser dans le domaine du logement pour réaliser la vision d'Ottawa en tant que ville prospère, durable, inclusive et résiliente. Cela contribuera à attirer et à retenir des talents qualifiés, à soutenir l'innovation locale et à positionner la ville comme une destination compétitive pour les investissements du secteur privé.

Le 29 janvier 2025, le Conseil municipal a approuvé la création du Groupe de travail sur l'innovation en matière de logement (le Groupe de travail) afin d'évaluer les idées visant à faire avancer les projets de logement et à réduire les délais d'approbation des demandes d'aménagement ([OCC2025-50-24](#)). Le groupe de travail a réuni des représentants du secteur privé, des experts représentant l'industrie de l'aménagement et Logement communautaire d'Ottawa, afin de parvenir à un consensus et de conseiller le personnel municipal sur de nouvelles méthodes et des solutions innovantes pour aider à construire plus de logements, plus rapidement et à un coût plus abordable.

Les objectifs du groupe de travail étaient de fournir des idées, des conseils et une expertise au personnel municipal sur des moyens nouveaux et innovants pour :

- Accélérer les approbations d'aménagement et rationaliser les processus réglementaires
- Recenser et mettre en œuvre des incitations financières et politiques pour l'aménagement de logements et de logements abordables
- Faciliter l'utilisation stratégique des terrains publics afin d'augmenter l'offre de logements

- Renforcer la collaboration avec les gouvernements fédéral et provincial afin de soutenir les initiatives en matière de logement

Les travaux du groupe de travail ont donné lieu à 83 recommandations, dont 33 ont été mises en priorité par le Groupe de travail selon leur potentiel d'avoir un impact élevé ou moyen sur la construction d'un plus grand nombre de logements à court terme. Les recommandations du groupe de travail visent à conseiller la Ville sur les stratégies et les mesures incitatives potentielles permettant d'accélérer rapidement la construction de logements et de réduire les coûts afin de rendre le logement plus abordable. La liste complète des recommandations du groupe de travail figure dans le document 1, annexe A.

En plus des recommandations du groupe de travail, le personnel a distribué des sondages ouverts aux secteurs du logement abordable et du développement résidentiel et a entrepris des recherches secondaires sur les pratiques exemplaires visant à accélérer l'aménagement du logement. Ces recherches et analyses, combinées aux recommandations du groupe de travail, ont servi à élaborer un plan global d'accélération de création de logements (le Plan d'accélération) pour faire face à cette crise, inclus dans le document 2. Prises dans leur ensemble, les mesures décrites dans le plan d'accélération de création de logements vont fondamentalement refonder l'approche de la Ville en matière de logement. Il s'agit d'un plan ambitieux qui va bien au-delà de l'amélioration continue, utilisant tous les outils à la disposition de la municipalité pour susciter un changement transformationnel et ouvrir la voie à la construction de nouveaux logements à court terme.

Le plan d'accélération pour la création de logements est structuré de manière à atteindre cinq objectifs clés, décrits ci-dessous, et cible les domaines dans lesquels la Ville exerce le plus grand contrôle et la plus grande.

1. Simplifier le cadre réglementaire et accélérer les processus d'approbation.

Le système de logement est complexe et implique tous les niveaux de gouvernement, ainsi que les secteurs privé et à but non lucratif. Pour faire face à la crise du logement, tous les acteurs du système doivent prendre des mesures significatives.

L'assouplissement des règlements municipaux et la rationalisation des processus d'approbation constituent un levier peu coûteux et très efficace que la Ville peut utiliser pour débloquer l'offre de logements. Les instances gouvernementales supérieures demandent aux municipalités de définir des stratégies visant à rationaliser les

processus de planification, de délivrance de permis et de viabilisation pour les nouveaux logements. Elles encouragent également les villes à soutenir et à promouvoir l'adoption de méthodes de construction modernes, dans le but plus large de créer des communautés plus abordables, durables et résilientes.

Le Plan d'accélération vise à réduire les retards, à accroître la souplesse de conception et à diminuer les coûts afin d'obtenir des résultats plus rapides et plus constants.

Les mesures proposées dans ce domaine clé sont axées sur :

- la simplification des règles et des lignes directrices moins nombreuses et plus souples qui tiennent compte de l'impact sur les coûts de l'aménagement et l'accessibilité du logement
- l'optimisation des accords juridiques et la rationalisation du processus d'examen des projets de développement

2. Faire évoluer la culture de la Ville pour favoriser le développement du logement.

Pour accélérer l'offre de logements, il faudra une collaboration étroite entre la Ville, les autres ordres de gouvernement et le secteur du développement immobilier. Pour faire face à la crise actuelle du logement, il faut adopter une nouvelle approche, qui privilégie l'innovation, la flexibilité et le partenariat afin de répondre aux besoins urgents de notre collectivité en pleine croissance.

En adoptant une perspective axée sur le logement pour harmoniser les politiques, les règlements de zonage et les contrôles en matière d'aménagement, la Ville peut maximiser les possibilités de logement et veiller à ce que ses actions soutiennent collectivement les objectifs en matière de logement, rendent les approbations plus efficaces et maximisent les possibilités d'aménagement.

Les mesures proposées dans ce domaine clé sont axées sur :

- le passage d'une orientation axée sur les processus à une approche axée sur les résultats et sur les risques
- la résolution des conflits entre les priorités politiques à l'interne et de manière opportune

3. Adopter plus de flexibilité dans les frais et redevances

La hausse des coûts du terrain, de la main-d'œuvre, des matériaux et des emprunts a créé un défi important pour la construction de logements sur le marché actuel. À cela s'ajoute l'incertitude économique générale causée par les droits de douane et les réductions prévues d'emplois dans le secteur public fédéral, qui ont entraîné une perte de confiance des consommateurs et un ralentissement des dépenses des ménages et des investissements résidentiels. Entre 2019 et 2025, les coûts de construction de logements à Ottawa ont augmenté d'environ 30 % à 80 %, selon le type de bâtiment, selon les données du groupe Altus. En revanche, les chiffres de Statistique Canada montrent que le revenu médian après impôt à Ottawa n'a augmenté que d'environ 7,5 % au cours d'une période similaire. Ces facteurs exercent une pression supplémentaire sur le marché immobilier, qui est plus sensible aux fluctuations cycliques que les dépenses de consommation globales.

Ne pas remédier dès maintenant à la pénurie de logements ne fera pas que prolonger la crise, mais pourrait également entraîner une hausse des prix immobiliers en raison d'une demande non satisfaite. La Société canadienne d'hypothèques et de logement (SCHL) estime que pour rétablir les niveaux d'accessibilité de 2019 sur le marché, il faudrait doubler le nombre de mises en chantier. Le plan d'accélération vise à réduire temporairement les coûts et à améliorer les flux de trésorerie afin de permettre la construction de logements dès maintenant plutôt que d'attendre une amélioration des conditions du marché, et à encourager le type de développement que nous souhaitons voir dans la ville.

Les mesures proposées dans ce domaine clé sont axées sur :

- Suspendre le Programme des avantages communautaires pendant 5 ans et restitution des fonds collectés qui ont été retenus en raison d'appels
- Accroître la souplesse dans le calendrier de perception des frais et des redevances et plafonner les augmentations jusqu'à ce qu'un examen complet puisse être effectué

4. Consolider et renforcer la capacité pour l'aménagement de logements abordables

Le secteur du logement abordable est confronté à une crise multiforme, alimentée à la fois par les pressions générales du marché et les besoins urgents des populations vulnérables. Les fournisseurs varient entre organismes avec service de soutien

spécialisés et ceux qui proposent des modèles de loyers mixtes, œuvrant dans un paysage fragmenté dominé par de nombreuses petites entités et quelques grandes. Le développement est de plus en plus contraint par les coûts élevés de la construction, les taux d'intérêt et les droits de douane, auxquels s'ajoute un manque de financement fiable à long terme pour les nouvelles constructions et les activités en cours. Les inefficacités dans l'aménagement de logements abordables persistent en raison d'un manque d'adéquation des compétences, ce qui exerce une pression excessive sur les petits organismes à but non lucratif pour qu'ils agissent en tant que promoteurs, tout en sous-utilisant les capacités des grands organismes à but non lucratif et des partenaires du secteur privé.

Les mesures proposées dans ce domaine clé sont axées sur :

- Utilisation stratégique des terrains publics
- Proposition de possibilités pour consolider l'aménagement de logements abordables et développer des projets immobiliers à but non lucratif existants

5. Déverrouiller l'intensification urbaine et l'aménagement axé sur les transports en commun

Le plan d'accélération a instauré de nouvelles mesures visant à soutenir la croissance durable du logement dans les zones urbaines, conformément à l'orientation politique du plan officiel et du plan directeur sur les changements climatiques. Des mesures spécifiques sont proposées pour soutenir le rééquilibrage des utilisations du centre-ville afin d'y inclure une plus grande présence résidentielle, promouvoir les développements intermédiaires et intercalaires dans les zones urbaines, et accélérer la croissance résidentielle dans les pôles de transport et le long des principaux couloirs. Le plan d'accélération englobe également la construction de logements industrialisés, tels que les logements modulaires, les composants préfabriqués et les modèles préapprouvés, qui constituent des outils importants pour accélérer la production de logements.

Afin de garantir que les nouveaux logements soient construits de manière à rendre nos quartiers actuels plus agréables à vivre, le plan d'accélération favorise une densité modérée et une diversité des types de logements, ouvrant la voie à de nouvelles options de logement à différents prix et pour différentes tailles de ménages, ce qui contribue à atteindre les objectifs de la Ville en matière d'équité, de climat et d'accessibilité financière.

Le plan d'accélération vise également à accélérer le développement de quartiers dynamiques, praticables à pied, mixtes et abordables, axés sur les transports en commun, y compris dans le centre-ville. Ces aménagements axés sur les transports en commun maximisent les investissements de la Ville dans les transports en commun et sont en accord avec les objectifs de densité, de changement climatique et de logements abordables.

Les mesures proposées dans ce domaine clé sont axées sur :

- Rééquilibrer les utilisations dans le centre-ville, en particulier dans le quartier central des affaires, en favorisant davantage l'aménagement résidentiel
- Faciliter une densité modérée et des typologies diversifiées, y compris le logement modulaire
- Réduire les obstacles au développement axé sur les transports en commun

Conscients de la nécessité d'obtenir des résultats rapides, environ 25 % des mesures établies dans le Plan d'accélération seront mises en œuvre dès l'approbation du présent rapport par le Conseil. Environ 50 % des mesures supplémentaires seront soumises à l'examen du Conseil au cours du présent mandat. Le document 2 comprend les calendriers détaillés de mise en œuvre de chaque mesure du Plan d'accélération.

BACKGROUND

On January 29, 2025 Ottawa City Council approved motion [OCC2025-50-24](#) directing staff to establish a specialized, staff-led Task Force to discuss and evaluate new ideas and innovative solutions to help the City advance housing projects and reduce approval times for development applications and to report back to a joint meeting of the Finance and Corporate Services and Planning and Housing Committees.

The objectives of the Task Force were to provide ideas, advice and expertise to staff about new and innovative ways to:

- Expedite development approvals and streamline regulatory processes
- Identify and implement financial and policy incentives for housing and affordable housing development.
- Facilitate the strategic use of publicly owned lands to increase housing supply

- Enhance collaboration with federal and provincial governments to support housing initiatives

In keeping with the best practices identified by Associate Chief Justice Marrocco's Transparency and the Public Trust: Report of the Collingwood Judicial Inquiry, recommendations 112 and 180, the report of the Housing Innovation Taskforce is attached, as Document 1, in its entirety for City Council's review and consideration.

The motion to establish the Task Force further directed staff to develop a new dashboard aimed at providing Council and the public with information on development applications, including, average time to approve applications, number of approvals completed, and number of homes issued a building permit. The Housing Approvals Dashboard, launched [July 3, 2025](#), is the result of this Council direction.

The Housing Approvals Dashboard provides information per quarter on the broader market-based housing, including approvals and dwellings issued building permits through the Planning, Development and Building Services Department. The dashboard also provides Canada Mortgage and Housing Corporation (CMHC) housing construction information, commonly referred to as "housing starts".

DISCUSSION

Current Housing Situation in Ottawa

Canada's housing market is in a period of crisis, and Ottawa is not immune. The housing crisis is driven by a persistent imbalance between chronic undersupply and unrelenting demand. Between 2006 and 2021, Ottawa's population grew by 25.3 per cent, outpacing Toronto and Hamilton¹. This rapid growth has exceeded housing supply, especially for affordable and family-sized units, and driven up prices. As housing costs rise, lower-cost rental and ownership options have declined, leaving more households facing financial strain and displacement pressures. For those with the lowest incomes, affordability challenges increase the likelihood of precarious housing situations, overcrowding, and, in some cases, entry into homelessness.

The affordability of housing is a real and urgent challenge affecting everyone, from students to seniors to young families. Homeownership has become increasingly out of reach: the average resale price in Ottawa rose from \$441,000 in August 2019 to more

¹ Statistics Canada. Table 17-10-0152-01. Population estimates, July 1, by census division, 2021 boundaries

than \$686,000 in August 2025, a 55 per cent increase². Renters are facing similar pressures:³ Average asking rent for a 2-bedroom apartment in Ottawa (Ontario part of Ottawa-Gatineau CMA) was \$2,490 in the first quarter of 2025, a 27.3 per cent increase from the first quarter of 2019⁴. Unlike most large census metropolitan areas, average asking rents in Ottawa increased in the first quarter of 2025 relative to the year prior, with a 2.1 per cent year-over-year increase. This means that rental affordability continues to worsen in Ottawa. The city's vacancy rate increased 44 per cent from 1.8 per cent in October 2019 to 2.6 per cent in October 2024, below the 3.0 per cent threshold of a balanced market, meaning there remains less choice for tenants⁵.

The Canada Mortgage and Housing Corporation (CMHC) estimates that to restore 2019 affordability levels in the market, housing starts need to be doubled. Without a substantial increase in new housing units—across all types and income levels—the structural imbalance between supply and demand is expected to worsen, contributing to continued upward pressure on home prices and rental rates.

Despite the pressing need to increase supply, housing starts in Ottawa have declined by 32.5 per cent between 2022 and 2024, reaching the lowest level since 2016⁶. This is due to the high cost of building in the current market. Home building costs include land prices, escalating construction costs (labour and materials), borrowing costs and fees through the municipal building approval process. The result is that sale and rental prices would need to be set at unaffordably high rates in order to make projects viable.

Without action, these trends will erode the City's economic competitiveness and social well-being. Employers struggle to attract and retain workers if housing is not affordable or available. Housing instability also increases demand for health, social services and emergency services.

An emphasis on meeting housing needs is not new for the City. Housing is identified as a strategic focus for the 2023-2026 Term of Council and this priority has been advanced through a number of key initiatives. This includes the implementation of the [new Official Plan](#) throughout 2023, the completion of [the Housing Needs Assessment](#), the approval of the [Housing Accelerator Funding spending plan](#), [Affordable Housing Pipeline Strategy](#) and the Municipal Land Strategy, the approval of [the Affordable Housing](#)

² Ottawa Real Estate Board, News Release for August 2019 and August 2025.

³ CMHC, Rental Market Survey for 2019 and 2024, Ottawa CMA.

⁴ Statistics Canada. (2020). *Average asking rents for two-bedroom apartments, by census metropolitan area*. Statcan.gc.ca. <https://www150.statcan.gc.ca/n1/daily-quotidien/250625/cg-b001-eng.htm>

⁵ Ibid.

⁶ CMHC Housing Starts and Completions Survey for 2022 and 2024, Ottawa Census Division.

[Community Improvement Plan](#), and the work currently underway to finalize [the new Zoning By-Law](#) and to undertake the mid-point review of the [10-Year Housing and Homelessness Plan](#).

Despite the recent efforts the City has made, Ottawa needs a plan to build more homes as quickly as possible and set a path to support the continued growth of our community, projected to grow by more than 100,000 new households over the next ten years. Increasing the supply of new housing -- market, affordable non-profit and supportive -- is the most effective way to lower prices and help people find homes. Making progress on housing is essential to achieve the vision for Ottawa as a prosperous, sustainable, inclusive, and resilient city, and will help to attract and retain skilled talent, support local innovation, and position the city as a competitive destination for private sector investment.

Recognizing that housing production is a system in which all players have a role to play, the federal and provincial governments have sought to incentivize municipalities to do their part in addressing the housing crisis. The federal government has provided funding through the Housing Accelerator Fund (HAF) to enable municipalities to address issues of underproduction. The provincial government has established the Building Faster Fund (BFF) to support housing-enabling infrastructure. Both senior levels of government have tied access to funding to results.

The federal government uses building permits as the primary indicator of HAF eligibility and has established a target of 37,600 permits issued by 2026, in addition to annual targets. The City did not achieve the annual targets in 2023 and 2024 and is on track to miss the target for 2025 as well (the city has achieved 42% of the annual target to date).

The province uses CMHC housing starts as the primary indicator for BFF eligibility, which is when a dwelling or a building containing multiple dwellings has been visually verified by CMHC surveyors as starting construction through the pouring of a foundation. This occurs after dwellings have received planning approval by a municipality and after building permits have been issued. The Province has given Ottawa a target of 151,000 housing starts by 2031, including annual targets, which were achieved in 2022 and 2023; however, Ottawa's housing starts lagged in 2024.

Easing municipal regulations and streamlining approval processes are actions within the City's control that can support the achievement of HAF targets. While the ability of the City to influence housing starts in current market conditions is limited, there are actions the City can take. Municipalities are well positioned to increase shovel-ready projects by

streamlining development approvals, investing in supportive infrastructure, creating flexibility in fees, and aligning land use policies with housing needs.

The Housing Innovation Task Force

The Housing Innovation Task Force was formed in April 2025 and brought together city staff, representatives from the private sector and experts representing the housing development industry. The Task Force is uniquely positioned to provide perspective on actions the City can take to reduce barriers to convert approvals to housing starts.

To ensure broad representation of the development industry, staff engaged both the Greater Ottawa Home Builders' Association (GOHBA) and the Building Owners & Managers Association (BOMA) to provide representatives for the Task Force.

Membership included a representative from Ottawa Community Housing Corporation to ensure the City's interests in building more affordable housing were represented. And, also included representation from Canada Lands Company for opportunities to explore the strategic use of publicly owned lands to increase housing supply.

The Task Force was co-chaired by Brendan McGuinty, chair of the Ottawa Board of Trade, and Debbie Stewart, General Manager, City of Ottawa Strategic Initiatives Department. The members of the Task Force are:

- Barry Hobin, Hobin Architecture Inc.
- Cliff Youdale, Ottawa Community Housing Corporation
- Jennifer Arbuckle, Building Owners and Managers Association
- Kevin Murphy, Mattamy Homes
- Mary Jarvis, Canada Lands Company
- Melissa Côté, Taggart Group
- Miguel Tremblay, Fotenn Planning
- Murray Chown, Novatech Engineering Consultants
- Neil Malhotra, Claridge Homes

The Task Force met in-person five times between April and September 2025 and provided a forum for industry to share with City staff the challenges and barriers facing

housing development. Over the course of their meetings, the Task Force identified actions the City, other levels of government, and industry can take to reduce barriers and support the delivery of more housing.

The Task Force was supported by a meeting facilitator from Global Resolutions, and by Dillon Consulting Limited who attended all meetings, conducted research, served as the Task Force's rapporteurs.

An internal working group of City staff was formed with representation from Planning, Development and Building Services; Legal Services; Recreation, Cultural and Facility Services; Finance and Corporate Services; Infrastructure and Water Services; and Strategic Initiatives. The internal working group met regularly to review and assess the work of the Task Force, identify solutions to challenges, and exploring best practices from other municipalities.

Following the first meeting of the Task Force in April 2025, an electronic open-ended survey was distributed to invite the broader development community to provide feedback on the barriers, opportunities and ideas for actions that could be taken. The survey was distributed to the Greater Ottawa Home Builders' Association (GOHBA), the Building Owners & Managers Association (BOMA) and not-for-profit housing providers to help ensure a wide range of experience and insight. The survey received 20 responses which were provided to the Task Force for consideration in the development of their recommendations.

To further support The Task Force in the development of their recommendations, Dillon Consulting Limited conducted research comparing three major Canadian cities that have been identified as leaders in reforms encouraging housing development: Halifax, Edmonton, and London.

This research included a desktop analysis and one-hour interviews with staff from the three identified municipalities. The research was focused on identifying tools and policies to enable faster housing starts, funding and financial incentives, strategies that did not work out, upcoming strategies to be investigated or implemented, resulting changes in housing typologies, and resulting changes in housing affordability.

Recommendations of the Housing Innovation Task Force

The work of the Task Force resulted in 83 recommendations, of these 33 were prioritized based on their potential, to have high or medium impact on building more houses in the short term, from the perspective of the Task Force.

The recommendations are intended to advise the City on potential strategies and incentives to promptly accelerate housing construction and reduce costs to make housing more affordable to meet the needs of the community. The full list of Task Force recommendations are included in Document 1, Appendix A.

The Task Force focused on areas where the city has control and can make a difference. Their recommendations fall into three primary themes: costs, processes and culture. Costs were identified as the greatest priority.

The Task Force recognized that the challenges facing housing development in Ottawa are not for the City to solve alone, and that there must be significant support from the other levels of government. As a result, the Task Force included recommendations encouraging the continued advocacy to both the provincial and federal governments for: funding affordable housing, including for capital investments and operations; sustainable funding for infrastructure; funding transit; and the transfer of land at no or low cost for residential development.

It is the view of the Task Force that if implemented, their recommendations will unlock projects that are already approved but not currently viable and significantly accelerate projects in the pipeline.

Additional inputs considered

In addition to the recommendations from the Task Force, staff also considered the results of best practices research conducted with other levels of government and other municipalities, input from the internal staff working group established to support the Task Force, and submissions or proposals received from Members of Council, the Greater Ottawa Home Builders Association (GOHBA), and the non-profit and affordable housing sector. In total, approximately 150 recommended actions were received and considered. The recommended actions were assessed to identify actionable pathways for implementation and, where applicable, integration into existing processes or initiatives already underway.

The Housing Acceleration Plan

This report provides a comprehensive Acceleration Plan to address the housing crisis. When taken together, the actions outlined in the Acceleration Plan will fundamentally overhaul the City's approach to housing. It is an ambitious plan that goes far beyond continuous improvement, using every tool within our municipal power to drive

transformational change and clear the way for new homes to be constructed in the short term.

The Acceleration Plan is tailor-made to address the specific challenges facing the city, while maintaining a holistic, balanced view that considers all aspects of city-building. As noted above, Ottawa is facing a housing crisis on two fronts. Overall, housing affordability has declined significantly, for homeownership and rental. This is due to a persistent imbalance between undersupply and increasing demand for housing, made worse by the high costs of building homes. Secondly, for many households, the gap between the cost of housing and what they can afford has widened to the point where their housing situation is precarious, driving up the need for Affordable Housing. While the Affordable Housing sector faces the same challenges as all housing developers, the situation is worsened by the fact that few Affordable Housing providers have not gained sufficient experience and scale to develop housing efficiently.

Ottawa is also a complex city with unique features, including its size, geographic diversity, and the role of the Federal Government as a predominate employer, especially in the downtown core, and National Capital Commission as a significant landowner. Ottawa's downtown in particular has struggled to regain momentum since the pandemic and increasing residential density is key to its revitalization.

Interventions are needed to support increasing supply and lowering costs to meet the housing needs of the community. While the Affordable Housing sector will benefit from many of the same interventions needed to stimulate market housing development, additional measures are needed to support a strong and sustainable Affordable Housing sector in Ottawa

The Acceleration Plan is structured to deliver on the following five key objectives, targeted to areas where the City has the greatest control and influence:

- 1) Simplify the regulatory environment and expedite approvals processes
- 2) Evolving City culture to be housing development friendly
- 3) Introduce more flexibility in fees and charges
- 4) Consolidate and strengthen capacity for Affordable Housing development
- 5) Unlock urban intensification and Transit Oriented Development

While each of the five objectives include distinct actions, they are designed to work together as part of a cohesive strategy. Collectively, they aim to accelerate all forms of housing development, with a particular focus on affordable and urban options.

Stimulating market-driven supply alone is not sufficient to benefit the most vulnerable individuals and families in the City. The gap between the most affordable rents that the private market can offer and the rents that lower income household can afford is too wide for a supply driven response to “flow down” to these households. This means that Ottawa will continue to see increases in economic evictions and homelessness.

Conversely, focusing solely on affordable housing without tackling broader systemic barriers to supply will result in more households falling into need. A concerted effort to unlock significant new housing supply is required, otherwise any affordability gains will be quickly eroded by consumer demand that will once again drive-up prices.

Directing growth toward urban areas is also essential to avoid increased sprawl and to manage infrastructure, transit, and service costs sustainably.

Simplify the regulatory environment and expedite approvals processes

Easing municipal regulations and streamlining approval processes is a low-cost, high-impact lever the City can use to unlock housing supply. Simplifying the regulatory environment and expediting approval processes will support all housing development, whether market housing or affordable housing.

Through establishing fewer and more flexible rules and guidelines that consider the impact on development costs and streamlining legal agreements and the development review process, the Acceleration Plan aims to reduce delays, increase design flexibility, and lower costs for faster, more consistent outcomes.

Senior levels of government are calling on municipalities to identify strategies for streamlining the planning, permitting, and servicing processes for new housing. They are also encouraging cities to support and promote the adoption of modern construction methods, with the broader goal of delivering more affordable and resilient communities.

The Acceleration Plan, Document 2 of this report, includes the full list of actions staff are proposing to meet this objective. Proposed actions focus on:

- Simplifying rules and guidelines that consider the impact on development costs and housing affordability, through actions including:

- Amending the Site Plan Control By-law to extend exemptions currently in place for developments less than 10 units
 - Undertaking a comprehensive review of the Urban Design Guidelines to eliminate barriers and increase flexibility
 - Streamlining tree conservation guidelines and amending the timing of tree permit issuance and,
 - Developing a strategy to undertake a comprehensive review of Secondary Plans.
- Optimize legal agreements and streamline the development review process, through actions including:
 - Undertaking a comprehensive review of the Development Application Study Policy (Information and Materials for Planning Applications By-law (No. 2023-297) for opportunities to increase flexibility
 - Engaging the industry to identify common deficiencies in application materials to support the industry in improving the quality of their submissions and
 - Increasing the capacity in Legal Services, expanding the use of scoped site plan agreements and letters of undertaking, and developing streamlined templated legal agreements.

Recommendations 3d, 3l, 3m, 3n, and 3o of this report seek authority to immediately advance actions 2, 5, 6, 11, and 13 of the Acceleration Plan, see the recommendations summary below for a description of this recommendation.

Evolving City culture to be housing development friendly

Accelerating housing delivery will require strong collaboration between the City, other levels of government, and the development industry. City staff are committed to implementing Council's policies and processes with dedication and integrity, nevertheless, to address the current housing crisis policies, processes and perspectives must evolve. Addressing the current housing crisis calls for a fresh approach—one that embraces innovation, flexibility, and partnership to meet the urgent needs of our growing community.

Applying a housing lens to align policies, zoning regulations, and development controls can help ensure the City is maximizing possibilities for housing, and ensure City actions collectively support housing objectives, make approvals more efficient and maximize development opportunities. This includes providing a balanced, risk-based approach that increases flexibility where risks are low but maintains necessary oversight to protect the public interest, such as in the case of ensuring sufficient infrastructure capacity.

By placing housing as a central priority and actively addressing conflicting policy objectives, the Acceleration Plan seeks to build a shared understanding of goals and foster a shift toward collaborative, solution-focused, and outcomes-driven approaches.

The impact of these actions will be to reduce delays, improve the customer experience through the development approval process, and increase trust and predictability for market housing developers, affordable housing developers and public sector developers alike.

The Acceleration Plan, Document 2 of this report, includes the full list of actions staff are proposing to meet this objective. Proposed actions focus on:

- Shifting from a process-oriented focus to a results-oriented and risk-based approach, through actions including:
 - Providing tools and guidance to empower staff to apply a risk-based approach to parks policies, minor deviations from engineering standards, and other technical guidance based on past practices and
 - Proactively resolving conflicts to reduce the need to go to the Ontario Land Tribunal
- Resolving conflicting policy priorities internally and in a timely manner, through actions including:
 - Undertaking an end-to-end review of the development approval process for various types of development and
 - Adjusting reporting structure and streamlining park planning review

Recommendation 3h of this report seeks authority to immediately advance action 18 of the Acceleration Plan, see the summary of recommendations below for a description of this recommendation.

Introduce more flexibility in fees and charges

Rising costs of land, labor, materials, and borrowing have created a significant challenge to delivering housing in the current market. Between 2019 and 2025, housing construction costs in Ottawa have increased by approximately 30 per cent to 80 per cent, depending on building typology. Mid-rise and high-rise multi-residential buildings have experienced the most significant cost escalations. These figures are based on comparative cost data published by Altus Group in its 2019 and 2025 Canadian Cost Guides⁷⁸. In contrast, figures from Statistics Canada show that median after-tax incomes in Ottawa rose by only about 7.5 per cent over a similar period.

Add to this, general economic uncertainty driven by tariffs and anticipated Federal public sector job reductions have resulted in a lack of consumer confidence as household spending and residential investments slow. These factors are adding strain on the housing market which is more sensitive to cyclical fluctuations than overall consumer spending.

Failing to address housing supply shortages now will not only prolong the crisis but may also lead to increased housing prices due to unmet demand. Demand pressures are such that even modest improvements in affordability tend to trigger a surge in buyer activity, which in turn places renewed upward pressure on prices. This cyclical dynamic highlights the critical need for significantly increased and sustained housing supply in order to achieve a more balanced and stable market.

The Canada Mortgage and Housing Corporation (CMHC) estimates that to restore 2019 affordability levels in the market, housing starts need to be doubled⁹. The Acceleration Plan aims to temporarily lower costs and improve cash-flow to enable housing to be built now rather than waiting for improved market conditions.

In addition, incentivizing housing construction will have numerous ancillary benefits for the economy at large with significant job creation throughout the construction value chain and related industries.

The Acceleration Plan includes several proposed measures aimed at reducing the overall development cost burden to help encourage housing supply growth during this

⁷ Altus Group. (2019). 2019 Canadian Cost Guide. In <https://www.altusgroup.com/featured-insights/canadian-cost-guide>. Altus Group Limited.

⁸ Altus Group. (2025). 2025 Canadian Cost Guide. In <https://www.altusgroup.com/featured-insights/canadian-cost-guide>. Altus Group Limited.

⁹ CMHC, Rental Market Survey for 2019, Ottawa CMA.

period of economic uncertainty. While these measures are intended to support all forms of development, they are primarily focused on stimulating growth in strategic areas where the City wants to see increased density—particularly in urban, transit-oriented locations. This targeted approach is designed not only to boost overall housing supply, but also to generate broader benefits such as increased transit ridership, more efficient use of infrastructure, and a stronger alignment with the City’s Affordable Housing objectives

The Acceleration Plan, Document 2 of this report, includes the full list of actions staff are proposing to meet this objective. Proposed actions focus on:

- Increasing flexibility in fees and charges through actions including:
 - Deferring the Building Code fee scheduled increases specific to Residential Occupancies, to be included in the 2026 Draft Operating Budget
 - Suspend the use of the Community Benefit Charge By-law for 5 years from date of application approval
 - Deferring the collection of Development Charges until occupancy and undertaking a Development Charge Structure Review
 - Deferring the collection of Cash-in-lieu of Parkland charges until occupancy for 18-months and undertaking a comprehensive review of the Cash-in-lieu of Parkland policy

Recommendations 3a, 3b, 3c, 3e, 3j, and 3k of this report seek authority to immediately advance actions 21, 22, 23, 24, and 25 of the Acceleration Plan, see the summary of recommendations below for a description of this recommendation.

Consolidate and strengthen capacity for Affordable Housing development

The affordable housing sector is facing a multifaceted crisis, driven by both general market pressures and the acute needs of vulnerable populations. Providers range from specialized supportive housing organizations to those with mixed rent models, operating within a fragmented landscape dominated by many small entities and few large ones.

Affordable housing development is increasingly constrained by high construction costs, interest rates, and tariffs, compounded by a lack of long-term, reliable funding and financing for both new builds and ongoing operations.

Federal programs remain primarily loan-based, offering limited support for deeply affordable housing. Rigid rent structures capped at Average Market Rent (AMR) further restrict financial flexibility, underscoring the need for more adaptable rent models to enable new development. Non-profit ownership offers relative affordability over time, but the sector struggles to produce new housing at the scale and speed required.

Affordable housing development inefficiencies persist due to misaligned expertise, placing undue pressure on smaller non-profits to act as developers while underutilizing the capacity of larger non-profits and private sector partners. Aligning with the upcoming federal Build Canada Homes initiative presents a key opportunity to improve coordination and address these systemic challenges.

To address these barriers in affordable housing development, including high costs, provider capacity, and limited financial flexibility, the Acceleration Plan includes a suite of coordinated actions to proactively prepare City-owned lands for affordable housing development with an aim to reduce timelines and costs once sites are transferred to a non-profit housing provider.

The Acceleration Plan includes actions to consolidate affordable housing development expertise and scale up non-profit housing developments through identifying an efficient public developer model that leverages the strengths of existing entities, and to create flexibility in funding calls (including streamlining application requirements) and Municipal Capital Facility eligibility to enable more diverse rent structures that will improve project viability to get units built.

In addition to supporting market housing development, the actions proposed above to streamline the regulatory environment and expedite approvals processes, and introduce more flexibility in fees and charges, will also support non-profit growth and long-term affordable housing sustainability accelerating the supply and delivery of affordable housing.

Proactive site preparation on public lands and permitting residential uses on institutional lands will significantly reduce development timelines and costs and ensure a pipeline of lands available for housing. Financial viability of new non-profit affordable housing projects will be improved through flexible funding calls, Municipal Capital Facility designation, and waiver of fees.

Consolidating development expertise under a public developer model will strengthen coordination to efficiently scale the development of affordable housing by strategically aligning local needs, competencies, and resources. Strengthening non-profit capacity

through support for intensification, portfolio expansion, and innovative financial tools can unlock new funding streams and reduce reliance on traditional funding sources.

Finally, non-profit ownership, flexible rent models, and municipal support mechanisms to stabilize operations and mitigate financial risk will help ensure long-term affordability and sustainability of affordable housing.

The Acceleration Plan, Document 2 of this report, includes the full list of actions staff are proposing to meet this objective. Proposed actions focus on:

- Strategically making use of public lands, through actions including:
 - Proactively undertaking design and site preparation activities on City lands to support affordable housing development; and,
 - Creating a 10-year housing roadmap for City-owned lands.
- Proposing opportunities to consolidate affordable housing development and scale-up existing non-profit housing developments, through actions including:
 - Waiving planning and building permit fees for non-profit affordable housing projects
 - Introducing flexibility in affordable housing calls for proposal and in the eligibility criteria for the Municipal Capital Facility designation
 - As part of the Zoning By-Law Review, proactively permitting residential uses on church and institutional lands and,
 - Enabling intensification on existing non-profit housing sites and exploring innovative financial tools to unlock portfolio expansion for long-term sustainability.

Recommendation 3f of this report seeks authority to immediately advance action 31 of the Acceleration Plan, see the summary of recommendations below for a description of this recommendation.

Unlock urban intensification and Transit Oriented Development

The Acceleration Plan introduces new measures to support sustainable housing growth in urban areas, aligned with the policy direction of the Official Plan and the Climate Change Master Plan. Specific actions are proposed to support a rebalancing of uses downtown to include a larger residential presence, promoting missing middle and infill developments in urban areas, and accelerating residential growth at transit hubs and

along major corridors. The Acceleration Plan also embraces industrialized housing construction, such as modular housing, prefabricated components, and pre-approved templated designs as important tools to accelerate housing production.

The Acceleration Plan includes a suite of coordinated actions aimed at increasing residential density downtown. This includes partnerships with the Federal Government and its Agencies to strategically identify and prepare lands for residential development and to create financial flexibility to incentivize office-to-residential conversions, as well as a more comprehensive review of policies and incentives to support residential development in the downtown core.

In order to ensure new housing units are provided in a manner that makes our existing neighbourhoods more livable in alignment with the City's Official Plan, the Acceleration Plan prioritizes greater gentle density and diverse building typologies, opening the door to new housing options at a variety of price points and to different household sizes that contribute towards meeting the City's equity, climate and affordability lenses.

This includes expanding the use of pre-approved templated designs for building permit review and eliminating zoning barriers to prefabricated and modular housing methods. These methods have the potential to reduce costs, construction time and emissions significantly compared to traditional building approaches; however, without tackling regulatory and financial obstacles, these technologies won't scale or deliver meaningful cost savings.

Although primarily located inside the urban boundary, these diverse typologies happen throughout the City enriching our existing neighbourhoods, giving new residents the opportunity to choose where and how they want to live according to their household needs, not just where they can afford.

In alignment with the Official Plan, the Acceleration Plan aims make it easier to build mixed-use communities and housing around transit, accelerating the development of vibrant, walkable, mixed affordability transit-oriented neighborhoods. These transit-oriented developments maximize the City's investment in transit, and align with its density, climate change and affordable housing objectives.

The Acceleration Plan, Document 2 of this report, includes the full list of actions staff are proposing to meet this objective. Proposed actions focus on:

- Rebalancing uses in downtown, particularly in the central business district, by enabling more residential development, through actions including:

- Waiving Cash-in-Lieu of Parkland charges for office-to-residential conversions for an 18-month period; and,
- Recommending regulatory changes and financial incentives to support downtown revitalization.
- Facilitating gentle density and diverse typologies, through actions including:
 - Introducing the use of pre-set building designs to allow for expedited building permits
 - Introducing Additional Residential Unit and Missing Middle accelerator programs
 - Waiving Cash-in-Lieu of Parkland charges for small or adaptive developments for an 18-month period, and
 - Through the new Zoning Bylaw, permit increased height, where appropriate to achieve gentle density and to better support modular housing.
- Reducing barriers to Transit Oriented Development, through actions including:
 - Capping Cash-in-Lieu of Parkland charges at 10 per cent for hubs and major corridors for an 18-month period
 - Creating development scenarios for City lands and proactively undertaking site preparations of public lands along transit hubs and major corridors; and
 - Through the new Zoning Bylaw, increasing maximum height to support intensification in hubs and along major corridors.

Recommendations 3g and 3i of this report seek authority to immediately advance actions 39, 45, and 48 of the Acceleration Plan, see the summary of recommendations below for a description of these recommendation.

Implementation Timelines

Recognizing the need for quick results, approximately 40 per cent of the actions identified in the Acceleration Plan will be implemented upon Council's approval of this report and its recommendations. A further approximately 41 per cent will be brought

back for Council's consideration during this Term of Council. Document 2 includes detailed implementation timelines for each action in the Acceleration Plan.

Staff are recommending that the Housing Innovation Task Force continue to be engaged throughout the implementation of the Acceleration Plan to continue to offer staff feedback and industry perspective.

A progress report planned for May 2026 will provide Council with an update on the implementation of the Acceleration Plan, including a review of key actions, associated costs, and measurable impacts. It will also assess whether the Acceleration Plan remain aligned with current housing needs and priorities. Based on this review, staff may recommend adjustments or additional actions to ensure the Acceleration Plan continue to reduce barriers to housing, support economic development, and improve quality of life for Ottawa residents.

Summary of Recommendations

Recommendation 1 acknowledges the receipt of the Housing Innovation Task Force's report and its recommendations, attached as Document 1.

Recommendation 2 recommends Council approve the Acceleration Plan, attached as Document 2. The Acceleration Plan is the staff response to the recommendations from the Housing Innovation Task Force report and the additional inputs.

Recommendations 3a enacts a temporary suspension of the Community Benefits Charges By-Law (NO. 2022-307) to support housing starts by reducing costs. The temporary suspension would be for five (5) years from the date of application approval. Enacted in 2022, the Community Benefits Charge is a 4 per cent charge based on land value for residential developments with 5 or more and 10 or more dwelling units and is currently in appeal.

Recommendation 3b enables the Community Benefits Charges received to date to be refunded to the applicants. Since its inception, the City has collected \$1,594,710 for ten developments. To date, no funds have been spent.

Recommendation 3c directs staff to update the Development Charge By-law (No. 2024-218) to amend the due date for payment to the issuance of the first building code payment, limited to new residential units.

Recommendation 3d grants staff the authority to consider exemptions to the Site Plan Control By-Law for applications for developments greater than 10 units. The City's Site

Control By-law (No. 2014-256) currently allows for developments of 10 units or less to be exempt from City Plan Control as directed by the Planning Act. Staff will review the Site Plan Control By-law and associated by-laws and policies to consider exempting applications greater than 10 units. Following the review, staff will report back their findings to the Planning and Housing Committee with recommended amendments to the Site Control By-law to extend the Site Plan exemptions to developments greater than 10 units, where feasible.

Recommendation 3e recommends deferring a proposed 6.75 per cent building permit fee increase on residential building permits for 2026, for new Residential Occupancies. The increase was approved in the 2025 budget and forecasted increases to 2031, to be reviewed annually, to achieve a revenue stabilization reserve of 1.5 times Building Code operating expenses. These increases were identified to replenish the revenue stabilization reserve fund following two consecutive years of reserve drawdowns in 2023 and 2024, for a combined total of \$7.374 million. The recommendation would freeze residential building permit fees for one year and allow for an assessment to be completed prior to the 2027 Draft Budget to consider whether fees could be frozen for 2027 as well.

Recommendation 3f directs staff in Planning, Development and Building Services to review criteria for waiving planning and building fees for non-profit housing projects and utilizing the Reimbursement Program for Development-Related Fees for Charitable or Non-Profit Organizations to offset the cost impacts of those waivers.

Recommendation 3g directs staff to review already approved pre-set building designs, including Additional Residential Units (ARUs) in use by other municipalities in Ontario, including Toronto, Whitby and St. Catharines, as well as organizations such as the Canada Mortgage and Housing Corporation, or developed by the private sector. Following review and approval by staff, designs that can be applied locally and selected designs will be made available for public use, enabling expedited building permits for those projects.

Recommendation 3h provides direction to update specific policies in order to align delegated authority with the transfer of Parks Planners from Recreation, Cultural and Facilities Services to Planning, Development and Building Services. It also seeks approval of a revised [Parkland First Policy](#). The revised policy shifts authority to the General Manager of Planning, Development and Building Services and provides updated language meant to allow for more site-specific flexibility while still prioritizing land over cash. The provided direction will also allow for the Delegation of Authority By-

Law, namely Schedule E and I to be updated to reflect the change in authority over parkland dedication within the development review process.

Recommendations 3i, 3j, and 3k seek updates the Parkland Dedication By-law (No. 2022-280) to defer the collection of Cash-in-lieu of Parkland until occupancy for an 18-month period, waiving the requirement for parkland dedication for office building conversion to residential apartments and small or adaptive developments for 18-months, and the reduction of Cash-in-Lieu of Parkland for all projects less than 20 units in plans of subdivision prior to 2001 within the greenbelt for an 18-month period.

Recommendation 3l directs staff within Planning, Development and Building Services to look at the delegated authority of items that go to the Committee of Adjustment as well as the Terms of Reference and report back to Council in coordination with the Governance Report for the next term of Council. The intent is that any potential recommendations from the review could inform changes that would take effect prior to the appointment of the 2026-2030 Term of Council Committee of Adjustment.

Recommendation 3m directs staff to report back to Council with a strategy on undertaking a comprehensive review of Secondary Plans. The review will cover existing plans as well as the scope of plans currently under development and future plans.

Recommendation 3n directs staff to undertake a review of Urban Design guidelines. As per the Housing Innovation Task Force recommendations, this comprehensive review will include a look at window streets in new subdivisions and noise attenuation requirements for mid-rise developments

Recommendation 3o directs staff to undertake a review of the Development Application Study Policy (Information and Materials for Planning Applications By-law (No. 2023-297) and report back to Committee and Council with the results and recommendations, as applicable.

Recommendation 4 recommends the Mayor, on behalf of the City, write letters to the Federal and Provincial governments to share a copy of this report and highlight the calls for support identified for both levels governments.

The support identified for the Federal government, to be shared through letters to the Prime Minister and the Minister of Housing, Infrastructure and Communities, includes:

- Sustainable and predictable funding, including capital investments and operations, for infrastructure, affordable housing, and transit
- The transfer of land at no or low cost for residential development and,

- The removal of all interprovincial labour mobility restrictions.

The support identified for the Provincial government, to be shared through letters to the Premier and the Minister of Municipal Affairs and Housing, includes:

- Sustainable and predictable funding, including capital investments and operations, for infrastructure, affordable housing, and transit
- Improved environmental approval timelines and,
- Increased options for developing a local workforce of skilled trades professionals and streamlined certification for foreign-trained professionals.

Recommendation 5 recommends that staff be directed to continue to engage the Housing Innovation Task Force throughout the implementation of the Acceleration Plan to offer feedback and industry perspective to staff. The Task Force provided positive feedback on the process, the creation of a positive and productive environment over the course of their meetings and expressed a desire to continue to be engaged.

Recommendation 6 recommends that staff be directed to report back on the Acceleration Plan within this Term of Council, by the end of May 2026. The progress report will include a review of key actions, associated costs, and measurable impacts. It will also assess whether the Acceleration Plan remains aligned with current housing needs and priorities. Based on this review, staff may recommend adjustments or additional actions to ensure the Acceleration Plan continues to reduce barriers to housing, support economic development, and improve quality of life for Ottawa residents.

Economic Feasibility Modeling Sub-Group

In recognition of the challenging economic environment and the desire to assess the recommendations being proposed, the Task Force created a sub-group of members, called the Economic Feasibility Modeling Sub-group.

Led by Bloomberg Associates, the aim of this sub-group is to explore what makes a housing project financially viable through the creation of an Ottawa-specific model that will allow for testing scenarios, based on housing typology.

The modeling will be used to assess the impact of the cost and process recommendations on project viability across different development typologies. The modeling will also be used to assess the cost of the recommendations to the City.

The results of this work will be included in the reports brought back to Council for its

consideration in line with the implementation timelines identified in the Acceleration Plan.

FINANCIAL IMPLICATIONS

Housing Acceleration Plan: There are no direct financial implications at this time with respect to actions with future implementations. Associated financial implications will be included in the reports back to Council, as applicable. Actions currently underway are completed within existing resources. Immediate actions and associated financial implications are detailed below.

Suspending the Community Benefits Charges By-Law for five years will suspend all revenue the City would otherwise receive, has received to date, as well as in-kind contributions. The charge was intended to support projects identified in the Community Benefits Charges Capital Program List (ACS2024-PDB-GEN-0005), where total related costs were estimated at \$31 million.

To date the City has received \$1,594,710 in Community Benefit Charges. These funds, plus any additional funds received up to Council approval and interest accrued to date will be refunded within 60 days from Council approval. The interest will be allocated on a pro-rata basis based on the value and date received.

The financial implication associated with deferring Development Charges to occupancy is the carrying cost of deferring the charges for 24 months, which is the estimated average time between building permit issuance to first occupancy.

There are no direct financial implications to the City for extending exemptions developments of up to 10 units as the exemptions have been in place since 2022. In 2020 and 2021 the City received \$137,500 and \$206,952 respectively for Site Plan Control applications with 10 units or less (Bill 109 Implementation Phase 2 Report ACS2023-PRE-GEN-0004).

The Building Code Services User Fees deferral, specific to Residential Occupancies, with the exception of Hotels and Motels, will be included in the 2026 Draft Operating Budget. The revenue loss to Building Code Services is estimated at \$1,300,000 based on applications received in the last year and a projected 6.75 per cent 2026 increase over 2025. Building Code Services sets building permit fees, as directed in the Building Code Act, to fully recover the costs of servicing building permits and of enforcing the Act and Building Code. To assist in managing revenue variations, the Building Code Act provides for the establishment of reserve funds. The associated revenue loss will impact

the Building Code Revenue Stabilization Reserve and the target to replenish the reserve.

The Reimbursement Program for Development-Related Fees for Charitable or Non-Profit Organizations has a budget of \$50,000. Amending the criteria to include non-profit affordable housing projects may increase the volume of grant applications. The volume will be reviewed annually to determine if additional funds are required for the program, to be brought forward through the annual budget process, subject to funding.

The parks planning staff involved in the development review process and associated budget will be realigned from Recreation, Cultural and Facility Services to Planning, Development and Building Services.

Deferring the collection of Cash-in-lieu of Parkland until occupancy for an 18-month period, waiving the requirement for parkland dedication for office building conversion to residential apartments, small or adaptive developments, the reduction for all projects less than 20 units in plans of subdivision prior to 2001 within the greenbelt, and capping the charge to 10 per cent (from 15 per cent) for hubs and major corridors will result in less conveyance of parkland, cash-in-lieu of conveyance of parkland, or a combination of conveyance of land and cash-in-lieu of conveyance of parkland. Cash-in-lieu of Parkland are currently under appeal and funds received since the appeal have not been spent since September 2022 to date.

LEGAL IMPLICATIONS

The recommendations in this staff report provide for:

- (a) Amendments to Council by-laws
- (b) Revisions to City policies and procedures and
- (c) Directions for further study and review

There are no legal impediments to the adoption of the recommendations in this report authorizing these amendments, revisions and directions.

With respect to the Community Benefits Charges by-law, payments required under that by-law are being suspended for five years from application approval, provided a building permit is obtained. The by-law is not being repealed. Council will need to determine prior to August 2027 whether to continue with the by-law or permit it to expire by operation of the *Planning Act*.

COMMENTS BY THE WARD COUNCILLOR(S)

This is a city-wide report.

CONSULTATION

To ensure broad representation of the development industry, staff engaged both the Greater Ottawa Home Builders' Association (GOHBA) and the Building Owners & Managers Association (BOMA) to provide representatives to sit on the Task Force.

An electronic open-ended survey was distributed to invite the broader development community to provide feedback on the barriers, opportunities and ideas for actions that could be taken. The survey was distributed to GOHBA, BOMA, and not-for-profit housing providers to help ensure a wide range of experience and insight. The survey received 20 responses which were provided to the Task Force for consideration in the development of their recommendations and to staff for the development of the Acceleration Plan.

ACCESSIBILITY IMPACTS

All applicable accessibility standards will be adhered to through the implementation of the Acceleration Plan.

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.

The Infrastructure Master Plan (IMP) describes how drinking water, wastewater and stormwater services are planned to support growth described in the Official Plan. The intensification goals in the Official Plan informed the IMP so it includes specific policies, programs and plans for intensification, prioritized inside the urban area especially in the vicinity of transit. The Transportation Master Plan also aligns with the Official Plan as the blueprint for the future of all modes of transportation. Council's approval of these Master Plans supports the recommendations in this report.

CLIMATE IMPLICATIONS

The Housing Acceleration Plan presents opportunities to advance the City's climate change objectives and align with the policy directions of the Official Plan.

Modular and Prefabricated Construction

Modular and prefabricated construction methods can contribute to reducing the environmental impact of new housing development. Off-site fabrication significantly reduces construction waste, shortens timelines, and limits on-site disruption, thereby lowering associated emissions and improving air quality. These methods also allow for more consistent integration of energy-efficient design, materials, and building systems at the outset, thus precluding the need for costly retrofits in the future.

Sustainable Growth and Intensification

Urban intensification contributes to the City's climate mitigation goals. The Official Plan emphasizes sustainable land use patterns that make efficient use of land, infrastructure, and public services. The Acceleration Plan will reinforce the City's intensification targets through innovative housing solutions within the urban boundary. Concentrating growth in existing serviced areas reduces automobile dependence, increases the viability of transit and active transportation, and lowers per-capita emissions. These outcomes align with the actions recommended in the Energy Evolution Strategy and contribute to cost-effective infrastructure management.

DELEGATION OF AUTHORITY IMPLICATIONS

Updates required to delegation of authority have been outlined within the recommendations of the report. Any subsequent delegation of authority implications will be identified through the implementation of individual actions within the Acceleration Plan.

ECONOMIC IMPLICATIONS

Advancing the Housing Acceleration Plan will have positive and measurable economic impacts for Ottawa. Increasing the supply and affordability of housing directly supports talent attraction and retention, which is a strategic priority of the City's Economic Development Strategy and Action Plan. Employers across key sectors have identified housing costs and availability as barriers to recruiting and keeping skilled workers. Addressing these pressures will support long-term growth of these in these sectors, help retain a diverse workforce and strengthen Ottawa's competitiveness relative to other Canadian and North American cities.

By stimulating construction activity during a period of broader economic uncertainty, the Plan will also generate immediate economic benefits through job creation in the building trades and related industries. Moreover, greater housing affordability reduces the risk of displacement and reinforces Ottawa's reputation as a sustainable and inclusive city.

Together, these measures will accelerate much needed housing starts, enhance Ottawa's overall economic resilience, and improve the city's investment climate and capacity to innovate.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications resulting from the recommendations in this report.

INDIGENOUS, GENDER AND EQUITY IMPLICATIONS

There are no anticipated indigenous, gender and equity implications. Further consideration will be provided for all actions included in the Acceleration Plan, when being advanced or implemented.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications resulting from the recommendations in this report.

RURAL IMPLICATIONS

This is a city-wide report, there are no specific rural implications anticipated.

TECHNOLOGY IMPLICATIONS

There are no anticipated technology implications. Subsequent technology implications will be identified through the implementation of individual actions within the Action Plan.

TERM OF COUNCIL PRIORITIES

This report supports the following Council Strategic Priority: A city that has affordable housing and is more liveable for all. Specifically, the Housing Acceleration Plan supports the following strategic objective: increase housing supply and support intensification.

SUPPORTING DOCUMENTATION

Document 1: Removing Barriers, Opening Doors: The Recommendations Report of the Ottawa Housing Innovation Task Force

Document 2: Housing Acceleration Plan

Document 3: Revised Parkland First Policy

DISPOSITION

The Strategic Initiatives Department will work with the Planning, Development and Building Services Department, Legal Services, the Recreation, Cultural and Facilities Services Department, the Finance and Corporate Services Department, and the Infrastructure and Water Services Department to implement Council decisions arising from this report.

**Note: A Minor correction was made to this report further to the City Clerk's Delegated Authority, as set out in Schedule C, Section 8 of Delegation of Authority By-Law 2024-265 to correct the numbering bullets under the French Recommendation 3.*

SUPPORTING DOCUMENTATION

DOCUMENT 3 – Revised Parkland First Policy

Parkland First Policy

Approved by: City Council

Approval date: August 31, 2022

Effective date: August 31, 2022

Revision approved by:

Revision / review date:

Policy statement

In order to increase parkland provision, where sites subject to development or redevelopment applications are also subject to the City's *Parkland Dedication By-law*, the City will, as a first priority in the development review process, request the dedication of parkland over Cash in Lieu of Parkland (CILP).

Purpose

The purpose of this policy is to increase the availability of parkland as per the Parks and Recreation Facilities Master Plan (2021).

Application

This policy applies to all development and redevelopment sites subject to the City's *Parkland Dedication By-law*.

This policy applies primarily to staff from the Planning, Development and Building Services_Real Estate and Economic Development department (PDBS) and Recreation Cultural and Facilities Services department (RCFS).

Policy requirements

Staff should prioritize land over CILP.

Prime consideration for PDBS requesting land dedication instead of CILP will occur when:

- The provision rate of parkland is lower than 2 hectares per 1,000 people, as demonstrated in Map 2 of the Parks and Recreational Facilities Master Plan (2021), and as amended and / or updated from time to time

On development or redevelopment sites that generate a minimum of 400m² of parkland, PDBS, at its discretion, may require the maximum amount of parkland permitted as specified by the *Parkland Dedication By-law*. The land dedicated as parkland will meet the requirements of the *Parkland Dedication By-law* and Park Development Manual, to the satisfaction of PDBS in consultation with RCFS.

On development or redevelopment sites that generate less than 400m² of parkland, PDBS will generally take CILP. However, where such sites abut an existing or planned municipally owned park, or municipally owned greenspace, land, or a combination of land and CILP may instead be taken. In such cases, the dedicated land will meet the requirements of the *Parkland Dedication By-law* and Park Development Manual, to the satisfaction of PDBS in consultation with RCFS.

In all cases, the decision of requesting land dedication over CILP, resides within the purview of PDBS in consultation with RCFS.

City departments will work in a coordinated manner to increase acquisition of parkland to:

- Achieve the targets established in the Parks and Recreation Facilities Master Plan, as approved by Council
- Implement Official Plan Policy 4.4.1.2 b, which prioritizes the acquisition of land.

Responsibilities

Staff from Planning, Development and Building Services must:

- Consult RCFS on Parks and Recreation Facilities Master Plan needs in the vicinity of an application
- Include a Parks Planner in all pre-consultation and planning application meetings
- Circulate all planning applications, supporting information and relevant information to the Parks Planner
- Circulate draft and final Delegated Authority Reports to the Parks Planner
- Determine whether the parcel of land, that is the subject of development or redevelopment, meets the minimum criteria for municipal parkland as per the *Parkland Dedication Bylaw* and Park Development Manual
- Inform the assigned Planner from PDBS and the applicant of the parkland dedication requirements.

- The General Manager of PDBS may, at their discretion, request land, CILP, or a combination of land and CILP.
- Inform RCFS of the final recommendation (land/cash) so that new project planning may commence.

The Parks Planner will approve the location, size and orientation of the park, as informed by the Park Development Manual, the site conditions and proposed development.

Monitoring/Contraventions

All reports to Council and its Standing Committees, as applicable, to the Committee of Adjustment, and delegated authority reports, shall include a statement regarding compliance with this policy.

References

[Park Development Manual](#)

Legislative and administrative authorities

[City of Ottawa Official Plan \(2021\)](#)

[City of Ottawa Parks and Recreation Facilities Master Plan \(2021\)](#)

[City of Ottawa Parkland Dedication By-law \(By-law No. 2022-280\)](#)

[Planning Act](#)

Definitions

Parkland – A City-owned property that includes land acquired through the development review process under the provisions set out in the *Parkland Dedication By-law*, and lands that are expropriated or purchased by the City for park or recreation purposes. Parkland may be developed to include community buildings, soft and hard surfaces, and active recreational facilities such as play structures, water play and sports fields.

Parkland Dedication By-law – A by-law permitted under Ontario’s *Planning Act*, which allows municipalities to require developers to contribute land for parks and / or Cash in Lieu of Parkland (CILP) as part of the municipal approval process for land development and redevelopment.

Enquiries

For more information on this policy, contact:

For RCFS enquiries

Manager, Parks and Facilities Planning
Recreation, Cultural and Facilities Services
City of Ottawa

For PDBS enquiries

Manager, Development Review
Planning, Development and Building Services
City of Ottawa

Appendices

None.