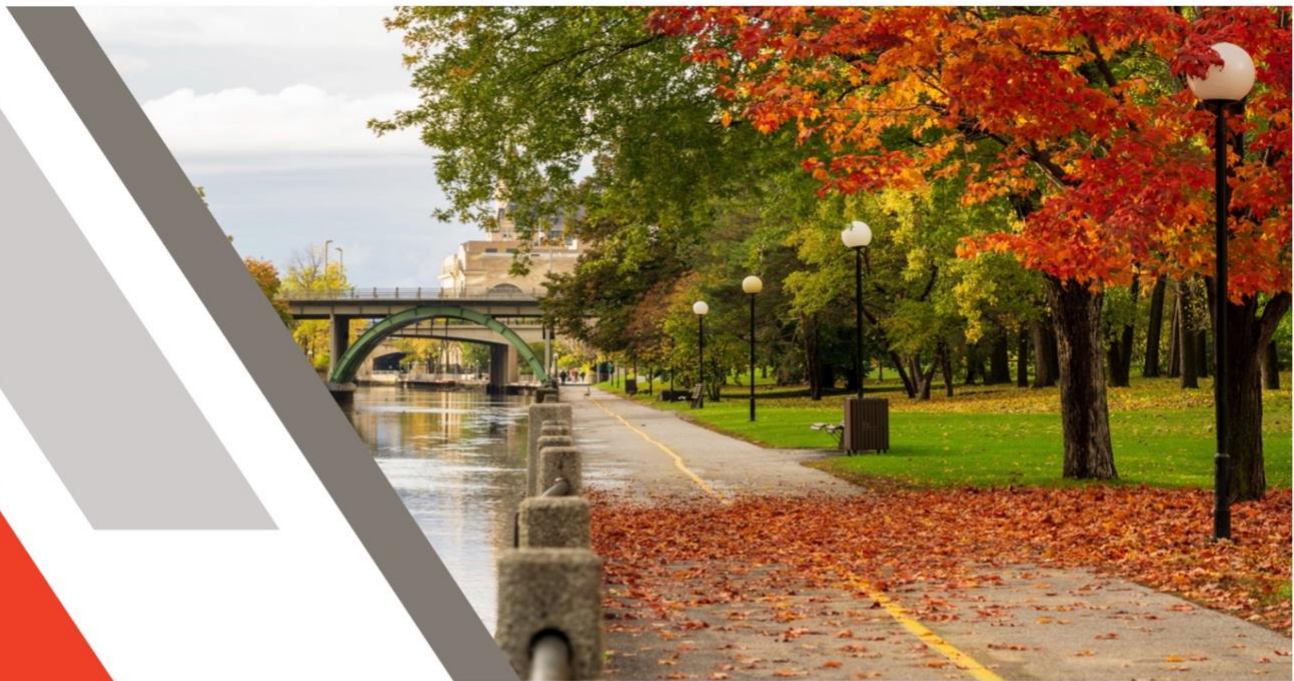


# PREPARING TO PROSPER

Action Champions Step Up at  
Ottawa Climate-Economy  
Opportunities Summit



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## **Preparing to Prosper:**

# **Action Champions Step Up at Ottawa Climate-Economy Opportunities Summit**

A shared interest in tackling Ottawa’s housing supply and affordability challenges through a climate lens brought together 85 of the community’s key leaders, implementers and innovators to begin plotting a course to a prosperous, low-carbon future.

The *Ottawa Climate-Economy Opportunities Summit*, hosted at Bayview Yards on October 9 by the Ottawa Climate Action Fund (OCAF), opened a conversation on five ambitious but achievable action opportunities, each of them with the potential to:

- Drive down **greenhouse gas** emissions;
- Expand the local supply of **affordable housing**;
- Be **scalable** beyond the initial demonstration projects;
- Be **quick and practical** to implement.

By the end of a full day of deliberation, participants had begun fleshing out the essential details of each action opportunity—moving beyond a discussion *what* each opportunity would entail and *why* it mattered to look at *how* it could be implemented, *who* should be at the table in the weeks and months ahead, and *how quickly* they could get it done.

## **A Climate Call to Action: Prevent, Prepare, Prosper**

Following words of welcome from Elder Verna McGregor of the First Nation Algonquin community of Kitigan Zibi Anishinabeg, OCAF Executive Director Steve Winkelman set the stage for a full day of discussion and deliberation.

“We’re here because we know that responding to climate change isn’t optional,” he told participants. “Reducing our greenhouse gas emissions and preparing for the impacts of climate change is essential for our economic well-being.”

The reality of climate change makes it essential to **prevent** greenhouse gas emissions through energy efficiency, renewable energy development, sustainable transport, and urban densification, Winkelman said, while **preparing** our community for wetter, warmer, wilder, smokier conditions with more frequent and severe freeze-thaw cycles.



“But if we get this right, this is also where we **prosper**,” he said. “There’s a huge economic opportunity in climate response and the energy transition—for Ottawa businesses, investors, and residents.” The elements of that opportunity include:

- Green jobs and investment;
- Delivering the affordable housing Ottawa needs to attract and retain a 21st century work force;
- Designing low-carbon, resilient communities that work for everyone.

Most people can’t define a net-zero home, even though they recognize that it sounds green, Winkelman said. “But they won’t hesitate if you ask them whether they want to keep the lights on, the heat on, our businesses running, and our loved ones safe in the next heat wave, derecho, ice storm, or grid failure.” That understanding was a starting point of the Summit’s combined focus on housing affordability, climate, and economy, all part of OCAF’s effort to connect a climate agenda to the intersecting issues and opportunities on the local agenda.

“OCAF has been pleased to see the City of Ottawa identify climate change, housing, and economy as strategically linked priorities,” Winkelman told participants. “OCAF strongly agrees with that framing. So today, our job is to look at how to accelerate progress and scale up results on all three of those priorities by addressing them in tandem.”

*OCAF is grateful to Summit Co-Chairs Mary Rowe, President and CEO of the Canadian Urban Institute, and Chris Henderson, President of Lumos Energy, for their guidance and active support, before and during the event—and to the outstanding Steering Committee and Sounding Board members who made the Summit possible.*

# Action Opportunities: Getting from There to Here

OCAF began work on the Summit with a clear directive: the event would only be worth holding if it moved beyond talk.

To meet that objective, the Summit agenda started out from the city's top economic priorities – downtown revitalization, affordable housing, 21st century jobs, and a growing, thriving tech sector. Those intersecting challenges set the initial context for a set of Summit action items designed to drive [Carbon Down and Community Up](#) by simultaneously reducing climate pollution, keeping households safe and businesses thriving through the next severe storm or heat wave, and increasing the local supply of affordable housing.

Through the late spring and early summer, OCAF convened three community Sounding Boards involving about three dozen local business, finance, technology, and civil society leaders to develop the five action opportunities. Then a group of volunteer champions honed those discussions into a series of five-minute pitches for presentation to the opening plenary of the Summit.

The opportunities included:

1. **Public Land for New Housing:** Identifying parcels of surplus land that can be deployed quickly to deliver more affordable, low-carbon/net-zero new housing;
2. **Reno-Protection:** Public-private collaboration to acquire older apartment buildings for deep energy retrofits while permanently protecting their affordability;
3. **Gentle Density Accelerator:** Discovering [how to house more people on under-utilized residential lots](#) while tackling neighbourhoods' carbon footprint;
4. **Energy Resilience Districts:** Looking beyond the building at how technology can deliver deep energy efficiency, onsite renewable power, energy storage, and district energy solutions in new developments;
5. **Ottawa's Green Pipeline:** Bringing together the investment opportunities, investors, finance mechanisms, and matchmaking services to accelerate delivery of low-carbon, more affordable housing supply.

By the end of the day, participants had discussed the potential and obstacles for each of the five opportunities and begun roughing out next steps. The discussions are summarized in more detail beginning on p. 5 of this report, but these are some of the highlights:



By Spring 2025, participants agreed to assess the feasibility of an energy resilience district in the Kanata Business Park and map out the opportunity, available resources, and local trades capacity for a gentle density accelerator.

Another team will work with investors, tenants, and communities to develop a business case for acquiring and protecting affordable housing after deep energy retrofits have been done.



As part of the government’s housing strategy, the National Capital Commission is exploring how underutilized NCC lands can be identified and more quickly brought to market to deliver much-needed housing, with affordability and low-carbon/net-zero design considerations factored in.

And OCAF will reprise the convening role that made the Summit possible, bringing together a circle of potential investors and investment aggregators to begin building a bigger, wider pipeline of green projects across the city.

In the weeks after the Summit wrapped up, those conversations continued, with follow-up plans taking shape for the majority of the five ideas.

## A Head-Nod from Senior Economic Leaders

During the Summit, the five action opportunities received a powerful vote of confidence from a panel of four senior economic leaders representing the Ottawa Board of Trade, the City of Ottawa, the Kanata North Business Association (KNBA), and Invest Ottawa.

“At the Ottawa Board of Trade, we know that city building must be sustainable, affordable, and inclusive,” said President and CEO Sueling Ching. “The way forward is through radical collaboration amongst the private, public, and non-profit sectors. Events like the *Ottawa Climate-Economy Opportunities Summit* provide an opportunity to actively take part in this collaboration and to use the outcomes of the day to build up Ottawa.”

“The City of Ottawa’s new Economic Development Strategy and Action Plan integrates the importance of climate change,” said Sheilagh Doherty, the City’s Interim Director of Economic Development Services. “Environmental sustainability is one of the guiding principles in the strategy, and we fully appreciate both the need and the opportunity for

concrete action at the intersection between climate change mitigation and local economic development.”

“The City of Ottawa recognizes Kanata North as a key economic generator and has designated the Kanata North Research Park as a Special Economic District,” said KNBA Executive Director Kelly Daize. “This provides the opportunity to rethink how we solve real-world problems with real-world impacts. That’s why we’re collaborating with OCAF to explore the opportunity for the park to be a Clean Energy Resilience District where technology can deliver deep energy efficiency, onsite renewable power, and energy storage.”

“Ottawa’s cleantech sector is an innovation powerhouse, driving progress towards a sustainable future,” said Invest Ottawa President and CEO Sonya Shorey. “Together, we can harness these strengths to create a stronger, more sustainable economy, community, and world for generations.”

## Building Momentum, Solidifying Networks

Participants spent most of their day at the Summit attending small group discussions on each of the five action opportunities.

- Immediately after the opening pitches, the breakout groups heard more from the champions about *what* each action opportunity was about and *why* it mattered.
- In the second round, they began drilling down to the mechanics of *how* the opportunities could be implemented and the obstacles that would have to be addressed to bring them off the page and into reality.
- The final round of discussion groups looked at *who* could get the work done and *when* it could be completed, with several of the action opportunities securing specific follow-up commitments from champions or other participants.

Here’s a short summary of the ground they covered.

### Public Lands for New Housing

**Champion: Katie Paris, Director, Building LeBreton and Real Estate Transactions, National Capital Commission**

The Canada Lands Corporation has already engaged in some disposals of surplus federal lands, including the former CFB Rockcliffe, Tunney’s Pasture, and the Booth Street complex, said action opportunity champion Katie Paris of the National Capital

Commission. Now, the NCC has reached a “breakthrough moment”, with more disposals on the horizon and an institutional willingness to streamline the process.

Different sites could be designated for housing or a wider mix of uses, and the NCC would expect to receive fair market value for properties that are “very ready” for private development, Paris said. She stressed that the federal government would neither own the buildings nor operate the housing in the event that land leases took place.



*Photo: National Capital Commission*

The federal government recognizes that there’s a cost to deep

sustainability and affordability, she told participants. Through Canada's Public Land Bank, the NCC is open to receiving input on community benefits, such as setting sustainability and affordability standards for upcoming disposals or long-term leases.

Paris asked the group to consider whether a federal framework could serve as a meaningful accelerator for land disposals, with the NCC keeping the City of Ottawa informed as a “good neighbour” but not pausing its own process to go through a more granular sequence of municipal approvals. A participant said City staff has a mandate to streamline approvals for affordable housing projects and is currently working on a half-dozen land disposals of its own.

A participant said federal programs to support delivery of affordable housing could be paired or stacked with other incentives available from other levels of government, adding that “we are seeing that transition to affordable housing”.

Another participant expressed concern that a process of streamlining could just become an open door for developers who haven’t delivered affordable housing in the past. They asked how federal land leases or disposals would meet affordability requirements without setting lease criteria for social or non-profit housing. Paris said the NCC wouldn’t be able to address all concerns single-handedly, but would be gathering and encouraging feedback on what it will take to encourage affordability.

Other participants stressed that affordability must extend to family-size units as well as smaller apartments, with adequate green space nearby, and that units must be affordable to operate as well as to rent or buy. Paris said the NCC is mandating a 15% quota for three-bedroom units at LeBreton Flats, even though that’s a “huge ask” in today’s market.



Participants suggested better models for affordable housing delivery from Brazil, Singapore, Denmark, Sweden, and the United Kingdom. Some called for a better balance between private developers' focus on maximizing profits and an emphasis on community via mixed uses, nearby amenities, 15-minute neighbourhoods, and overall livability.

"Everyone wants a grocery store," one participant said.

In the course of the discussion, participants considered the relative merits of accelerated land disposals and different leasing methods for federal lands, with Paris noting that long-term leases could run as long as 66 to 99 years. She referred to a site near the Hurdman Transitway station that might be suitable for mixed-use development, including schools, parks, and community and institutional uses, as long as developers had clarity on what they were bidding on and the City was prepared to provide water, sewer, and other services.

While the federal government has authority to determine zoning and permitting on lands that it owns, she added, a successful project would still depend on close coordination to make sure those services were provided. A participant cited the Tunney's Pasture development as an example of a slower negotiation where the Canada Lands Corporation wanted to transfer the site to the City. The group discussed different pathways for respecting the "good neighbour" relationship and making it work in practice, while opening the door to innovations that might be new for Ottawa but have been tested and proven elsewhere. Paris pointed to several local projects where that's already happening—including calculations of the 40-year life cycle cost of carbon.

A participant said she was hearing no disagreement that new developments on public lands must be purpose-built, but it will be important to keep non-profit and social housing at the centre of that purpose. "We don't need more expensive condos in this city," she said, adding that "subsidizing developers' profits" will be an important risk to avoid through the disposal process.

The group debated whether affordability is primarily about enabling more households to own a home and build wealth, or solving the housing crisis for people who can't afford anything at all—particularly when renting is the only and often the preferred option for many. Participants acknowledged the significant range in types of affordable housing needed, from housing for those on deeply low income through to middle-income households.

Discussion turned to whether land disposals are a moment of opportunity for the federal government to mandate new and better approaches to affordability and sustainability, particularly in light of the short timeline for implementing a disposals plan.

**The group agreed to the following next steps toward making public lands available for new housing.**

Target Date	Key Steps	Lead	Supports
February 2025	Engagement with Indigenous nations, homebuilders, social housing providers, community	Federal partners and OCAF	
February 2025	Build task force	Federal partners and OCAF	Targeted sectors & expertise
Spring 2025	What we heard, ideas, design for next stage	Federal partners and OCAF	Input from steps 1 & 2
Fall 2025	Request for Information	Federal partners and OCAF	Input from step 3

## Reno-Protection

**Champions: Paige Waldock, Toolbox+ Director, Cahdco; Mike Bulthuis, Executive Director, Ottawa Community Land Trust**



A Reno-Protection initiative would keep rental housing affordable after it has been protected under non-profit ownership (acquired from private ownership) and has undergone badly-needed deep energy retrofits, said action opportunity champions Paige Waldock of Cahdco and Mike Bulthuis of the Ottawa Community Land Trust.

A significant share of the affordable rental stock in Ottawa is at or past the point where it is due for major renovations, and the most affordable units are generally in the worst condition. But too often, tenants know where the story ends. Without systems and structures to keep those units affordable, occupants are too often “renovicted” before the work is complete. So the benefits of healthier, more energy-efficient housing go to subsequent owners or renters, and a necessary effort to reduce emissions and boost climate resilience in apartment buildings makes the affordability crisis worse.

Standard definitions of affordability are an essential part of the discussion, Waldock and Bulthuis told participants. Housing is considered affordable when occupants spend no more than 30% of their income to live there (decades ago, the threshold was 25%), while funding programs often determine affordability as 80% of the average rent among all apartments within the community (that is, CMHC’s Average Market Rent). In Ottawa, those

calculations translate to a targeted average market rent of \$1,300 to \$1,400 per month for a two-bedroom apartment (approximately 80% of the average rent across the entire community's rental universe), but while the going rate for available units these days is closer to \$2,400.

All of these factors demonstrate the need for a community investment fund to purchase loans or mortgages from willing vendors, pay them off over time, and steadily build a revenue stream that can be recycled into a portfolio of other properties to expand the local supply of affordable, quality housing.

Further development of this initiative would have to address a series of operational issues. Discussion focused on mechanisms to:

- Move toward a single financing mechanism for multiple acquisitions that will each have their own unique characteristics;
- Establish a structure to lock affordability into the legal title to a property;
- Build operating income and leverage as the portfolio grows;
- Protect pre-existing rents and allow gradual turnover to bring revenue up to a minimum 80% of the affordability threshold;
- Address high and volatile utility costs to ensure that units are affordable to occupy, not just affordable to rent;
- Establish an ambitious energy and climate lens through a high-performance development standard;
- Enable non-profits to move quickly enough to take advantage of market opportunities before they're snatched up by conventional buyers;
- Ensure support for applicants throughout the process, not just the application stage, but through understanding the environmental targets and strategies that could be implemented.

Some relevant targets already exist, participants noted: City programs specify 70% emission reductions and 30% energy reductions, while EnviroCentre's energy retrofit initiatives aim for 80% emission and 40% energy reductions. A couple of group members stressed the value of aiming for deep retrofits, even if they don't materialize on a first project, and having the "right conversations" to build knowledge and support for more ambitious targets.

A participant suggested two potential sources of investment dollars for a Reno-Protection initiative—charitable foundations with a declared interest in housing, affordability, and impact investing, and the large pool of capital sitting in local RRSPs and TFSAs. One mechanism for freeing up personal retirement funds would be to offer bonds in which those savings could be invested.

Another group member said the need to address the crossover between affordability, climate, and energy extends beyond land trusts. Across the affordable housing sector, he said, all other considerations are secondary to the cost of renting.

Participants stressed the need to get funding in place for potential non-profit buyers before specific opportunities present themselves, with one group member citing a successful non-profit housing acquisition model in Montreal. A participant identified a community investment bank that is trying to speed up the process of providing high-leverage, non-cash acquisition loans, contrasting that effort with the 13-month wait and “insane legal bill” that non-profits can face from more conventional financing sources.

A participant suggested a tiered approach to energy retrofits, where non-profit providers approach an “incredibly lengthy and expensive” process with the goal of pushing energy efficiency and emission reductions as far as they feasibly can with any particular building. Another group member said the initial steps in that direction should include pre-acquisition and front-end work to set high energy and emission standards, understanding the longer-term value of the asset, planning and maximizing building efficiency, and preventing costly errors.

The group discussed the pros and cons of including for-profit units in a Reno-Protection initiative to allow faster scale-up. In that event, some participants said the program would need better tenant protection measures and stronger enforcement to ensure affordability and prevent evictions. Others urged a longer-term, 20- to 50-year vision centred on non-profits, or other developers whose interests were not limited to maximizing profit, along with a tiered approach where some occupants pay higher rents or housing charges if they can.

**The group agreed to the following next steps toward developing and introducing a Reno-Protection initiative.**

Target Date	Key Steps	Lead	Supports
February 2025	Define outcomes and program, develop business case	TBD with working group	OCAF, City of Ottawa and CMHC, financing & housing providers, OCLT, Cahdco, ACORN, CHTC, EnviroCentre
February 2025	Identify investors and funders, engage with tenants and community	TBD with working group	As above
Spring 2025	Identify test case, pilot project	TBC by steps 1 & 2 (housing provider)	OCAF
Fall 2025	Move forward with project	TBD by steps 1 & 2 (housing provider, technical support)	OCAF

## Gentle Density Accelerator

**Champions: Teagan Yaremchuk, Grants Manager, Ottawa Climate Action Fund; Anthony Leaning, Principal, CSV Architects**

Participants opened the Gentle Density Accelerator discussion by listing major obstacles to the idea, including backlogged approvals due to slow zoning and permitting processes, a limited number of verified contractors, poor access to financing, owners’ concerns about damage and privacy,



shifting perceptions of the landlord-tenant relationship due to the COVID-19 pandemic, and fears about neighbours’ reactions after a project goes to committee. Discussion focused on landlord-tenant board backlogs, availability of parking, concerns for tenant safety (CO2 issues with basement units), and lack of infrastructure in neighbourhoods that are newly densified.

Elder Verna McGregor urged the group to “begin with the end in mind”, pointing to the opportunity to turn single-family homes into multigenerational housing that supports family-based social networks and eventually makes housing available to younger generations. Group discussion pointed to uncertainties about where different forms of



gentle density are currently permitted, and how that might change with a new zoning bylaw under provincial Bill 23 that commits Ottawa to allow up to four units per lot.

One participant remarked that “in theory, everyone should want this,” adding that a gentle density accelerator helps owners cover mortgage costs, gives aspiring renters more choice, allows cities to maximize the use of existing infrastructure, and aligns with the federal government’s interest in sustainability. Others stressed the role of gentle density in encouraging multigenerational housing that in turn makes communities stronger and more vibrant.

But the participant added that Ottawa’s approach to rezoning makes it impractical for developers to look at projects with fewer than 60 units and cited Vancouver as a community with more flexible rules. They stressed the need to “break down the frictions” that get in the way of coach houses and other, smaller forms of gentle density. Even Ottawa Community Housing, whose mandate includes efforts to tackle greenhouse gas emissions and make better use of underutilized land, focuses on projects on the larger end of the gentle density spectrum.

A couple of group members said gentle density would become more prominent with the right regulations, incentives, and sense of urgency—even in an affordability crisis, one participant said, the main reason for slow uptake is the lack of any sense that we have to get it done. Another participant warned against pushing people into “unsafe” basement space when they can’t afford other accommodation.

Leaning cited OCAF’s work on the [Fill It First](#) concept, which envisions a concierge service to help homeowners navigate each step of adding additional units to a property. Most supportive housing is located in 30- or 40-unit buildings, he said, but a concierge service could open the door to private accommodation, supplied two or three units at a time.

Discussion turned to development of a playbook for implementing a gentle density accelerator, with necessary policy changes, access to experts and contractors, legal support, and easy access to information emerging as key elements. One participant suggested a Doors Open Ottawa-style tour of the various gentle density options to help people experience the units and see themselves in the picture.

Group members stressed the need for effective marketing of such a service to attract program participants, grounded in a form of “tactical urbanism” that works toward a “yes” on promising innovations. Several participants suggested a series of pilot projects to better understand the obstacles to gentle density, combined with incentives for initiatives that are already under way in different parts of the city.

A participant suggested a roundtable process involving all relevant City departments and external stakeholders, with supports to break down silos, pinpoint issues, and propose

solutions. A couple of participants said the demand for a gentle density accelerator will ultimately come from consumers. Others said the City can either be an enabler or a barrier to the process of identifying suitable housing types, sorting out the demographics, and designing marketing campaigns to gauge and maximize public interest.

Participants discussed the likelihood that users would willingly pay for a concierge service that brought them savings and revenue, the possibility of waiving municipal charges for home conversions that deliver deeply affordable, energy-efficient housing, and the need to streamline approval processes.

**The group agreed to the following next steps toward developing and introducing a Gentle Density Accelerator.**

Target Date	Key Steps	Lead	Supports
February 2025	Map the opportunity and existing resource	Field Partners, OCAF	OREB, GOHBA, Building In
February 2025	Concierge framework: Internal city team, external facilitator	OCAF	City of Ottawa, EnviroCentre
Spring 2025	Identify potential sites & design options	EnviroCentre? OCAF?	GOHBA, Building In
Fall 2025	Secure funds for pilot project	OCAF & partners	CMHC and other financing

## Energy Resilience Districts

**Champion: Steve Winkelman, Executive Director, Ottawa Climate Action Fund**



Steve Winkelman framed the opportunity to “integrate and concentrate beyond-the-building energy solutions at specific sites to keep the lights and heat on, carbon down, and business humming—no matter the weather or state of the power grid.”

Kelly Daize, Executive Director of the Kanata North Business Association, noted that the City of Ottawa has designated the Kanata North tech park as a special economic district. She traced the immediate opportunity to help local tech leaders like Nokia and Ericsson achieve their net-zero emissions targets by transforming the Kanata Business Park into an energy resilience district. She described the site as an “economic crown jewel

that needs to happen now,” an opportunity for Canada’s biggest tech park to position the nation’s capital as a clean technology leader and set an example for other communities.

Winkelman pointed to growing concern about the tech park’s ability to meet escalating demand for power supply and reliability as it expands. Daize and a City representative both agreed the concern was timely, particularly in light of the ambitious expansion plan for the park. Winkelman said that focus could create an exciting opportunity to help define what’s “special” about the special economic district from an energy perspective, noting that Nokia’s new data centre will only be able to use 15% of the significant heat it generates and will have to vent the rest. A real estate developer at the park said there may be uses for that waste heat—and a chance to work with the City to accelerate permitting for a conduit under the street to tap into the opportunity.

Participants discussed projects involving large energy-using districts like the Zibi development, Tunney’s Pasture, the Woodroffe Campus of Algonquin College, and the National Research Council’s Blair Road campus, any or all of which could offer useful experience and insights for Kanata. A group member said the combination of a local power grid and deep energy retrofits could be a practical, scalable solution for the new development, while another suggested looking for “cracks in the regulatory system” that could help open the door to a full-fledged energy resilience district that supplied both thermal and electrical energy. A participant identified the [wastewater energy transfer project](#) in Markham, Ontario, as an example of using current pipeline technology to deliver clean heating and cooling, and a similar project under way at [LeBreton Flats](#).

Another participant cited a tech company in Kanata that is already considering solar panels to meet 25% of its power demand, but would benefit from an energy resilience district if it helped reduce a \$2-million annual power bill. Another key question is how best to optimize use of a \$30-million, 10-MW storage battery that Nokia is planning for the site but will be dormant most of the time.

Winkelman said Cisco Systems Canada's Kanata plant makes ice at night to help cool its onsite labs during the day—saving money and cutting GHG emissions and raised the possibility of feeding a similar system with available energy from Nokia’s battery. He also wondered about the potential to tap Canada’s number one resource—cold—to cool data centres with a snow field or trough that could be “charged” in winter, then used as a heat sink.

He floated the idea of an [OEB Innovation Sandbox](#)-type approach that would treat the whole tech park campus as functionally behind-the-meter, as a way to explore, learn, innovate and inform future policy to maximize onsite generation and minimize investment needs in new substations, generation, and transmission and distribution infrastructure. He

also cited the “cross-collaboration approach” at Zibi, in which Ottawa and Gatineau both participated, as a useful model for tech industry stakeholders in the Kanata Business Park.

One participant suggested getting early input on zoning provisions that could be one of the biggest barriers to success, and a City of Ottawa staff member said staff could help bring together the necessary planning expertise. The group agreed that a successful project would also depend on input and support from both Enbridge and Hydro Ottawa.

The group identified the need for **an order-of-magnitude energy and cost study** for the site to assess current and projected energy demand (thermal and electric), efficiency potential, solar generation potential, storage potential (thermal and electric), and associated costs. All agreed that the study must:

- Move quickly, with completion by February 14;
- Include energy companies, KNBA tech companies, and real estate companies to ensure technical rigour, practicality, and buy-in;
- Be produced by a respected consultant.

OCAF and Enbridge both indicated they may be able to financially support the study.

Participants listed a series of next steps, including:

- Determining who will lead, manage, or support various elements of the undertaking;
- Exploring how best to coordinate the range of actors from energy, tech, and real estate companies at the Kanata North tech park;
- Forming a “tiger team” of stakeholders to contribute expertise and map the opportunity;
- Clarifying legal and regulatory requirements, including any opportunities for flexibility and emphasizing the “specialness” of the special economic district;
- Exploring potential funding sources for technical studies and system development;
- Identifying businesses in the Kanata Business Park with net-zero commitments and determining their target dates;
- Exploring how European- and Canadian-based companies can collaborate to achieve shared emission reduction and energy transition goals, building on proven experience that European firms can already tap into from their home countries;
- Maximizing the unique opportunity to keep the entire business park and its high demand for electricity off the main provincial grid, including potential uses for district energy and ice storage;
- Clarifying the potential role of conventional energy or renewable natural gas;
- Determining how the Kanata Business Park can supply renewable energy to power green transportation to and from the area.

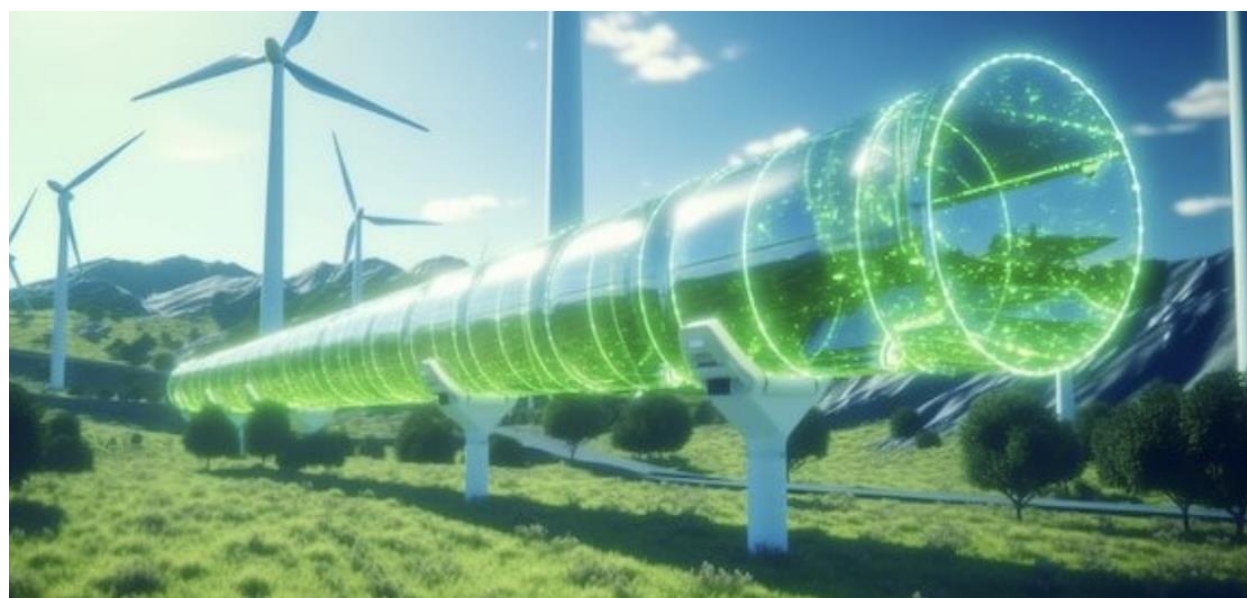
**The group agreed to the following next steps toward establishing an Energy Resilience District.**

Target Date	Key Steps	Lead	Supports
February 2025	Thermal and electrical energy study, financial, conceptual design, best practices review, legal and regulatory, Nokia heat study	OCAF, Hydro Ottawa*, KNBA Innovator Group, Main+Main	KNBA Innovator Group, Enbridge, OCAF, wider working group
February 2025	Nokia conduit decision	Main+Main, Nokia	City legal
Spring 2025	Implementation planning, funding and financing, MOU?		IESO?
Fall 2025	Papering a deal? Shovels in the ground?		
* Confirmed post-Summit			

## Green Pipeline

**Champion: Chris Henderson, President, Lumos Energy**

Before and during the Summit, the challenge of building Ottawa’s Green Pipeline for more affordable, low-carbon housing investments emerged as an essential action opportunity in its own right, and a crosscutting priority for anything else that OCAF and its community partners set out to achieve. Participants laid out an ambitious vision and timeline for assembling the resources and supports to maximize local opportunity and results in the transition off carbon.





Funding, scalability, local capacity, predictability of outcomes, regulatory constraints, and engagement across the full gamut of stakeholders quickly emerged as key challenges to be addressed by a Green Pipeline initiative. The group identified a number of pathways for getting major initiatives under way, including Property Assessed Clean Energy (PACE) financing, cleantech tax credits, and a wider mix of capital sources, to be deployed through large-scale projects with distinct risk profiles that emphasize the link between health and housing.

For many of the challenges ahead, participants also saw corresponding opportunities to maximize community engagement and take good advantage of building performance standards, supported by an integrated platform that brings investors and opportunities together. The discussion spotlighted innovation as a key condition for success, making it easier to line up funding, attract interest, and build partnerships.

Key steps along the way will include:

- Stakeholder engagement to get people onboard, identify champions, and match supply with demand;
- Community engagement and marketing addressed to homeowners and the future low-carbon work force;
- A sharp focus on running the numbers and confirming the math for any project;
- Offtake, power purchase, and energy performance agreements to get buyers in place.

While the process of building Ottawa's Green Pipeline will take time, focus, and ingenuity, the rewards will be worth the effort. Participants painted a picture of a successful, thriving, low-carbon community where houses are built better, people are healthier, the population is better distributed, emissions are down, environmental and social impacts are under control, and households and businesses are better protected from climate risk. They envisioned an ecosystem of projects that are self-sustaining, replicable, and compelling to a widening network of stakeholders and practitioners.

The group cautioned against:

- Expanding Ottawa's urban boundary;
- Insisting on perfection and losing momentum rather than getting on with the job;
- Allowing an excess of community engagement to obstruct the outcomes the community needs;
- Losing ground in periods of political risk or changing policies and philosophies.

**The group agreed to the following next steps to build Ottawa’s Green Pipeline.**

<b>Target Date</b>	<b>Key Steps</b>	<b>Lead</b>	<b>Supports</b>
February 2025	Network of capital providers; outreach through Invest Ottawa and OBOT; detailed terms from capital sources; sharable climate economy capital web description	OCAF convenes circle of capital players, potential aggregators (eg. Welch & Co., Deloitte)	OREC, OCAF, VanCity, CIB, Hydro Ottawa, FCM, Efficiency Capital, Efficiency Canada, Eco-Efficiency Consulting, Foundations (impact investing) ++
Spring 2025	Call for proponents/projects seeking capital; short project summaries; project summary “teaser” template with input from capital players	Summit participants	As above
Fall 2025	Matching proponents/projects with capital players; MOU or Climate Opportunities Understanding (COU) development; financing; public profile	TBC	Circle of capital players; project leads and proponents

## Just the End of the Beginning

From the moment OCAF began laying the groundwork for the *Ottawa Climate-Economy Opportunities Summit*, our Board, Summit Steering Committee, and staff team knew two things:

- The process could only work if it earned buy-in from a wide mix of community stakeholders; and
- A successful day onsite wouldn't be the end, just the end of the beginning of a process for delivering on Ottawa's goals for emission reductions, climate protection, affordable housing, and a thriving economy.

We're grateful to Summit participants for taking up that challenge and embracing a convening role for OCAF in translating the discussion into action and results.

In the month after we all gathered at Bayview Yards, different champions and working groups began digging into the ambitious to-do list that will be the Summit's most obvious lasting legacy. That effort continues. In the months ahead, OCAF will work with a wide network of partners to make Ottawa a more prosperous community with more affordable, lower-carbon housing—to attract and retain the future work force, while preparing for the climate change impacts that are already under way and increasing.

