A vision for Ottawa

Mark Sutcliffe's plan to keeping our city moving forward, together

See my record — Read my plan

Four years ago, Ottawa was struggling. Between the convoy, the LRT Inquiry, and the cost of living challenges facing families, our city was under intense pressure. I wasn't planning to go into politics, but I felt a responsibility to my city to try to put Ottawa back on the right path. So I ran for Mayor and after a long campaign with 13 other candidates, I was elected with a strong mandate to bring change to City Hall.

It has been an incredible honour and privilege to serve the people of Ottawa for the past four years. I am deeply grateful for your trust. And I firmly believe that we have turned a corner and are moving Ottawa forward.

We've made record investments into police, public transit, affordable housing, and more. We've kept taxes lower than any other major city in Canada and found a quarter of a billion dollars in savings and efficiencies. We've taken major steps to bring vibrancy to the downtown and ByWard Market, and seen significant increases in visitor traffic and new investments in restaurants, hotels, and performing arts spaces. We've nearly doubled investments into roads and sidewalks and substantially increased overall infrastructure investments. We've secured billions of dollars of funding commitments from other levels of government.

Thanks to all our hard work, leadership, and collaboration, a few months ago Ottawa was rated the most liveable major city in Canada by the Globe and Mail. Our plan is working.

But the job is not done. We still have a lot of work to do.

Like other cities, we continue to face significant challenges including mental illness, the toxic drug crisis, and homelessness. With inflation, tariffs, federal job reductions, and economic uncertainty, we are also facing economic uncertainty.

And our city is set to grow rapidly in the coming decades. Provincial projections estimate Ottawa's population will increase by 500,000 in the next 25 years. We must prepare for that growth to ensure we have the housing, roads and sidewalks, public transit, emergency services, and other infrastructure required to support that growth. We must invest now to prepare for our future.

This moment calls for more than just election slogans and random ideas. It requires a serious, comprehensive plan to strengthen our local economy, protect affordability, and improve our quality of life.

My comprehensive platform is designed to do exactly that. My plan is balanced, affordable, and ambitious. It's designed to tackle our current challenges and prepare Ottawa for the future. It's a plan that is serious, responsible, and focused on your priorities. It's a plan that leaves no one behind.

This plan establishes a vision for Ottawa for the next 25 years. It's a vision for a growing city, a strong and thriving economy, the best quality of life in Canada, and a city that is safe, reliable, and affordable.

Elections are not just about who has the best plan. They are also about who can be trusted to lead city council and bring the community together to implement the plan. For the past four years, I got everyone working together and I kept my promises. My commitment to the people of Ottawa is to do the same for the next four years.

Let's keep working together. Let's keep moving Ottawa forward, together.



— Mark Sutcliffe

Search the Platform

My record on...

Transit

- **Secured a $4 billion transit investment from the province**
    - I secured a $4 billion deal to "upload" the LRT that once completed, will be the single largest transit infrastructure investment in Ottawa's history. This will help Ottawa strengthen our transit infrastructure.
- **Purchase of 500 new buses**

    - I led Council in funding the purchase of 500 new buses and Para Transpo buses. Most of these buses are zero-emissions buses that have proven to be more reliable and will save taxpayers on fuel costs in the long run.
- **Successfully launched 2 new LRT lines**
    - Under my leadership, our city successfully launched 2 new LRT lines connecting the south end of our city with the rest of our network.
- **Increased transit investment by roughly 30%**
    - Over the last 4 years, I increased transit investment by roughly 30%, and over the last 2 years, I increased transit investments at a greater rate than any other peer municipality in Canada.
- **Bus service reliability is at its highest level in nearly 7 years**.
    - Thanks to increased investments, city data shows bus service reliability is performing at its best level in nearly 7 years. This is proof that the investments I made are working and that transit is turning a corner in Ottawa.

Rural Ottawa

- **Doubled funding for rural infrastructure priorities**
    - I led the effort to ensure that rural infrastructure was better funded, including by doubling funding for roads and ditches.
- **Ended the "rain tax"**
    - I replaced the "rain tax" with a lower "ditching" levy that is re-invested directly into rural infrastructure.
- **Upgraded our police and paramedic services**
    - By enhancing dispatching and rolling out district policing models, I have made sure that we are more closely serving rural communities.
- **Established a rural lead in every City department**
    - As an outcome of the Rural Summit, I made sure that rural interests are always top of mind by having a dedicated lead in every part of the municipal government.
- **Created a streamlined approach for minor rezoning**
    - Cutting red tape and is more efficient for rural residents.
- **Advanced free drop-in recreation programs at all rural community centres**
    - I worked to increase free drop in options to help with affordability and promote greater access to these great programs.
- **Launched a new rural economic development strategy**
    - Through this new strategy that I advanced, we are positioning Ottawa's rural communities right at the heart of our city's economy.

Public Safety

- **Hired 340 more police officers and paramedics**
    - I increased Ottawa's first responder capacity substantially over and above the 2022 baseline.

- **Dramatically decreased "level zero" events by almost 99%**
    - I made investments that have virtually eliminated events where no ambulance is available.
- **Expanded full-time firefighter service coverage**
    - By bringing full time firefighter coverage to more parts of Ottawa, I am keeping our communities safer.
- **Increased police funding**
    - In the 2026 budget, I increased police funding by more than any other budget in Ottawa's history.
- **Introduced and substantially expanded alternative response programs**
    - Alternative response can help manage complex cases more effectively and compassionately while freeing up police resources for where they are most needed. That's why I expanded programs such as ANCHOR.
- **Increased security investments in the ByWard Market**
    - I have advanced a number of initiatives to restore public safety to the Market, including opening the new Neighbourhood Operations Centre, investing in private security solutions, and supporting the downtown Community Outreach, Response and Engagement (CORE) Safety Plan.
- **Advanced the south-end police facility**
    - I championed this facility so that the Ottawa Police Service can more effectively serve Barrhaven, Manotick, Riverside South, and other communities in Ottawa's south end.
- **Introduced and expanded a community policing model**
    - I am proud to have worked with the OPS to advance a regular and consistent presence of police in all parts of Ottawa.

Homelessness

- **Increased funding into affordable and supportive housing by more than 250%**
    - I prioritized substantial increases in funding for affordable and supportive housing compared to the 2018-2022 term of Council.
- **Doubled the speed at which we're building supportive housing**
    - I allocated a $5 million downpayment to the new Supportive Housing Fund and established a clear path to fund supportive housing.
- **Secured a $400 million deal with the federal government**
    - I worked with Prime Minister Carney to secure a first-of-its-kind deal to build 3,000 new affordable and mixed income homes in Ottawa, including a significant number of affordable and supportive units.
- **Launched Canada's most ambitious Housing Action Plan**
    - My Housing Action Plan includes major efforts to the affordable sector by unlocking public land for housing.
- **Updated Ottawa's 10-year housing and homelessness plan**
    - I advanced this effort to focus the City's efforts squarely on tackling homelessness head on.
- **Established the Housing and Homelessness Leadership Table**

    - I got the City and all sector partners working together to tackle this crisis.
- **Established the Health, Housing and Homelessness Action Table**
    - I advanced integrated solutions between sectors.
- **Eliminated the need for use of community centres as transitional housing overflow space**
    - I invested in better solutions for individuals and families facing homelessness.
- **Acquired and opened a new property on O'Connor Street**
    - I worked with Council to purchase this building to house families transitioning to permanent housing.
- **Advanced the conversion of office buildings into more housing**
    - I advanced office to residential conversions to help meet the needs of low income residents and families.
- **Supported acquisitions by Ottawa Community Housing**
    - Working with OCH, I advanced the acquisition of affordable rental housing as long-term public assets and keep people housed.
- **Established the Champions Table**
    - I created this advisory and action round table to end youth homelessness.

Affordability

Ottawa residents are facing rising costs for food, gas, and the necessities. For the past four years, while other members of council have been demanding huge tax increases, I have worked hard to fight rising costs and make Ottawa more affordable for everyone.

- **Maintained the lowest tax increase of any major Canadian city**
    - I kept taxes low, even lower than the rate of inflation.
- **Reduced recreation fees at city facilities**
    - I advanced fee reductions to make more affordable for families and residents to enjoy our amenities.
- **Identified a quarter of a billion dollars of savings and efficiencies**
    - I led the effort to find $252 million of savings and efficiencies, resulting in savings of $500 for a typical household.
- **Saved small businesses $3,700 per year**
    - By maintaining the small business tax reduction, I helped keep our city affordable for small businesses.
- **Improved Ottawa's fiscal transparency and accountability**
    - The budgets I've advanced as Mayor have made Ottawa one of the top-performing municipalities in Canada, according to the C.D. Howe Institute.
- **Reduced New Home Costs**
    - I reduced fees and development charges for new homes.
- **Invested in food security**
    - To combat the high cost of groceries, I increased funding for food security by 15% in 2026.
- **Negotiated over $5 billion in provincial and federal funding for Ottawa**

- I successfully negotiated major funding agreements with both the provincial and federal governments.

Francophone Issues

- **Significant increase in French-language recreation programs**
  - I increased this funding by 6% last year and 17% so far this year.This includes a 41% increase in French-language summer camps since 2024, creating more than 1,400 additional spaces.
- **Proclaimed 2028 the Year of the Francophonie in Ottawa**
  - I advanced this effort to support and promote Ottawa's Francophone Community.
- **Created a new Program Manager position dedicated to the French-language Services Division**
  - I did this to improve the coordination, quality, and accessibility of municipal services in French.
- **Introduced an active offer of French-language services with clear identification of bilingual staff**
  - I implemented this change across municipal facilities to better serve Francophones.
- **Expanded French-language services at Invest Ottawa**
  - By championing this change, I helped position Invest Ottawa to better serve Francophone entrepreneurs.
- **Celebrated Flag Day, the Month of the Francophonie**
  - I was proud to launch the Franco-Ontarian Festival at City Hall.
- **As part of Ottawa's 200th anniversary, celebrated Bytown's first Francophone mayor, J.B. Turgeon (1853)**
  - I unveiled his portrait alongside those of Ottawa's other mayors.
- **Established Francophone breakfasts**
  - I set this regular engagement with the Regroupement des gens d'affaires de la capitale nationale (RGA).
- **Funding for major community initiatives:**
  - Funding for Maison Marie-Louise in Vanier
  - Funding for the new MIFO in Orléans
  - Funding for the Maison de la Francophonie in the west end
  - Funding for La Nouvelle Scène
  - Committed as a partner to the new CSC Vanier community hub at 250 Montréal Road
- **Raising the Profile of the Francophonie on the International Stage**
  - I led efforts to bring the 2028 Francophonie Summit to Ottawa and joined the International Association of Francophone Mayors (AIMF)

Environment

- **More than $1.1 billion invested into climate initiatives**

    - I made historic investments to help reduce the impact of severe weather and build stronger communities.
- **$96 million allocated for infrastructure**
    - I was the first Mayor in Ottawa's history to apply a climate lens to infrastructure investments to help mitigate and improve resilience against climate change in Budget 2026.
- **Advanced the Green Fleet Strategy**
    - I worked with Council to put the City on a path to full fleet decarbonization.
- **Purchased 500 new buses**
    - I moved forward on purchasing new buses, including a fleet of state-of-the-art zero-emmissions buses and their electric charging infrastructure.
- **City emissions are down 26%**
    - I have made meaningful progress on reducing emissions at the City. And, per-capita emissions are down 19%, compared to the 2012 baseline.
- **Invested more than $100 million into building retrofits and renewals**
    - I made strong investments to revitalize these assets, make them more energy efficient, and improve their usability for residents.
- **Advanced urban swimmability**
    - I worked with Ville de Gatineau to advance urban swimmability in the Ottawa Region; Ottawa and Gatineau are set to co-host the next Swimmable Cities Summit in 2027.
- **Launched the Mayor's Roundtable on Environment**
    - I brought key stakeholders and environmental leaders together to advance shared solutions on the environment.
- **Invested into adding emergency generators and generator hook ups at more city facilities**
    - I made sure that the City was doing a better job at providing refuge during emergencies such as ice storms, flooding, and other major weather events.
- **Advanced the installation of over 200 public EV chargers**
    - And I secured funding for a further 59.
- **Leveraged partnerships with Hydro Ottawa**
    - I made use of municipal facilities, such as City Hall, to install rooftop solar infrastructure.

Housing

Over the last four years, I have led the City in taking significant steps to stimulate more housing construction in Ottawa. In my Housing Action Plan, I set the target of being the most housing-friendly city in Canada and promised to say YES to housing. I created a Housing Innovation Task Force and advanced a new Zoning By-Law to make it easier, faster, and more affordable to build in Ottawa. While housing starts have declined across Ontario, they're on the rise in Ottawa because of these efforts. With Ottawa's population projected to grow by 500,000 people in the next 25 years, we must do more.

- **Advanced Canada's most ambitious housing plan**

    - Through my Housing Action Plan, Ottawa is cutting red tape and costs, leveraging public land to enable affordable housing, unlocking urban and transit-oriented development, and shifting the culture at city hall.
- **Eliminated cumbersome process to speed up housing**
    - I cut thirteen time-consuming studies that slowed down the housing process, and reduced the scope of a further thirteen.
- **Cut costs on new homes**
    - I advanced efforts to remove, reduce, or defer several municipal fees and costs on new homes, saving first time buyers thousands of dollars on a new home.
- **Advanced Canada's most forward-looking zoning by-law**
    - The new approach to zoning that I advanced makes it much easier to build where it makes most sense to do so: near transit, in areas that already have an urban character, and in places where infrastructure is ready to support more housing.
- **Said "YES" to housing**
    - I've led City Council in saying "YES" to more than 75,000 new homes for construction. Ottawa is now approving new homes faster than builders can build them.
- **Secured hundreds of millions of funding for housing**
    - I'm working with other levels of government to secure investments that will cut housing costs even further, including through the Development Charge Reduction Program and the Build Canada Homes deal that's already investing $400 million into building affordable and mixed income homes.
- **Built more affordable homes**
    - I increased investment into affordable and supportive housing by more than 250% compared to the last term of Council.
- **Bucking the provincial trend on housing starts**
    - In 2025, most of Ontario saw a decline in housing starts. But as a result of my work with City Council, in Ottawa, our starts were up 38% last year. They are up a further 8% this year.
- **Built a quarter of all of Ontario's new rental units**
    - Due to our efforts, 25% of all rentals built in Ontario last year were built right here in Ottawa - despite Ottawa representing only 7% of the provincial population.
- **Got prices under control**
    - The measures I have advanced are working; house prices in Ottawa are down from their 2022 peak and average rent prices have started to decline, too.

Infrastructure

- **Increased infrastructure investment by 44%**
    - I advanced much-needed investments to restore the foundation of our city's infrastructure.
- **Nearly doubled investments into roads and sidewalks**

    - I increased these investments to address congestion and improve walkability.
- **Created a Long Range Financial Plan**
    - My Long Range Financial Plan creates more predictability for budgets today and in the future.
- **Passed the Infrastructure and Transportation Master Plans**
    - I led the effort to fund hundreds of infrastructure and roads projects. This sets out a strong roadmap to build for the future.
- **Invested in more than 100 new parks and playgrounds**
    - I made strong investments into creating more vibrant communities and neighborhoods.
- **Invested in dozens of new sports facilities, the new Riverside South Recreation Facility**
    - The new facilities I advanced will make it easier for citizens to access municipal recreation programs.
- **Invested in upgrades to existing facilities, such as the Bob MacQuarrie Rec Complex, François Dupuis Park, Alexander Community Centre, and Larry Robinson Arena**
    - By revitalizing current facilities, I am working to ensure that they can provide more modern services and programs.
- **Fully funded improvements to critical infrastructure**
    - I put forward strong funding plans to fund critical infrastructure such as water and waste water infrastructure.
- **Secured billions of dollars in investments from the federal and provincial governments**
    - Major infrastructure investments that I advanced as Mayor include the LRT upload, the Development Charge Reduction Program, support for ROPEC through the Build Communities Strong Fund, and much more.

Economy

For the past four years, I've been focused on attracting investment, creating tens of thousands of new jobs, supporting small business, partnering with the City of Gatineau on economic opportunities, increasing direct flights to Ottawa, and bringing more visitors and events to the capital, including Ironman Canada and the World Junior Hockey Championships.

- **Launched the Defense Innovation Task Force and strategy**
    - My Defense Innovation Task Force and strategy will fuel innovation and create opportunities for Ottawa businesses.
- **Signed the first-ever Economic Cooperation Agreement with Gatineau**
    - This agreement I signed will create growth opportunities that will benefit both of our communities.
- **Established the Mayor's Economic Council in response to the threats of tariffs**

    - I have brought together all economic development stakeholders around the same table.
- **Advanced Canada's most ambitious Zoning By-law**
    - The Zoning By-law that I passed will enable growth and opportunity in every part of Ottawa.
- **I worked with tourism leaders to attract direct flights from Ottawa to a dozen international destinations**
    - I helped make destinations like London, Paris, Mexico and Costa Rica more open to Ottawa residents.
- **Attracted large-scale events**
    - By working with partners, I helped bring events like the World Junior Hockey Championships, World Wheelchair Basketball, IronMan, etc.) and secured future events (In-Cyber, Sommet de la Francophonie).
- **Advanced a Byward Market Revitalization Plan**
    - Alongside a Downtown Revitalization Framework and Action Plan, I am working to enhance safety, vibrancy, and economic activity in our core.
- **Supported the creation and funding of the ACE District + Arts Corridor**
    - I promoted Ottawa's arts exhibits, experiences, culture and entertainment sectors.
- **Invested $1.9M in cultural events**
    - To celebrate Ottawa 200, like Nuit Blanche and Pique, I made strong investments.
- **Successfully launched Metcalfe Plaza and the Street Seats program in 2025 and 2026**
    - I revitalized spaces and promoted family activities, community meetups, and pop-ups.
- **Advanced private security in the Byward Market**
    - I moved safety forward with this $1 million commitment.
- **Launched the new $1-million Major Festival Fund in partnership with Ottawa Tourism**
    - This fund that I launched is developing, promoting and attracting festivals in Ottawa.
- **Supported the ByWard Square Pilot**
    - This pilot that I advanced created space for live music and family gatherings.
- **Advanced the Vacant Storefront Temporary Activation and Animation Program pilot on Bank Street**
    - I helped businesses and property owners transform empty ground-floor retail spaces into temporary creative hubs, pop-up shops, and community venues

My plan for…

Fighting For Affordability

- **Keep taxes low, again**
    - In 2022 I promised to keep tax increases as low as possible. I kept my promise. For the past four years, Ottawa had the lowest tax increases of any major city in Canada - even lower than the rate of inflation. **I will renew my promise and keep taxes as low as possible, including a tax limit of 2-2.5% for the first two years.**
- **Introduce a multi-year budget**
    - By advancing a multi-year budget, I will increase predictability and reliability for residents and business owners and allow for more strategic long-term investment decisions.
- **Attract even more provincial and federal investment**
    - Building on my record of successfully negotiating more than $5 billion of funding agreements with the federal and provincial governments, I will continue to secure critical investments from other levels of government to reduce the burden on local taxpayers for transit, roads and sidewalks, infrastructure, housing, and more.
- **Find more savings and efficiencies**
    - I've led the City in finding $252 million in savings and efficiencies. Over the next four years, I will find another $250 million in savings through the following measures:
        - **Maintain a hiring freeze:** For all positions that are not frontline or priority positions for a period of at least two years.
        - **Freeze general operating spending:** No new tax dollars will be spent on general administration and operation; general operating spending will only increase as assessment growth increases. All other new operating spending must require a saving or efficiency to be identified elsewhere in the corporation.
        - **An expanded program review:** Continue and expand ongoing program review efforts, including by working with City staff and independent third party experts to undertake an exhaustive review of our budget, to transparently drive deep, meaningful savings without affecting the core investments that matter most.
- **Conduct a peer comparison of spending:** Undertake a benchmarking exercise to compare the costs of various investments made by the City against similar investments from peer municipalities to identify opportunities for savings. This will ensure Ottawa residents get the best prices possible for our investments into programs, services, and infrastructure.
- **Reduce monthly transit pass to $95**
    - I will dramatically lower the price of a monthly transit pass from $138.50 to $95 in order to make life more affordable for residents and welcome riders back to transit. This will save regular transit customers over $500 per year, and will represent the lowest transit pass price of any major city in Canada.
- **Freeze recreation fees for seniors and families**
    - I will freeze recreation fees for Ottawa seniors and families for at least one year, and keep any future increases below the rate of inflation.
- **Build 10,000 affordable homes this decade**

    - I will secure the funding necessary to build a total of 10,000 affordable, supportive, and transitional housing units in Ottawa by 2030, when compared to 2020 levels.
- **Continue to support food security**
    - Following a 15% increase to the food security budget this year, I will partner with the Ottawa Food Bank and other agencies, and increase dedicated municipal funding to address food security by a further 10%.
- **Property tax deferral for families, seniors, and workers**
    - I will expand property tax relief so that individuals who experience challenging life events such as a job loss, a death in the family, or downsizing seniors can defer 1 year of property taxes, interest free. I will also permit property owners to apply for the same, on behalf of renters, so long as the full benefit is provided to the renter.
- **Property tax deferral for new and established small businesses**
    - I will allow new businesses to defer property taxes interest-free in their first year of operation and existing businesses to do the same for a year during periods of significant economic pressure on the business. Where businesses rent rather than own their space, I will permit property owners to apply for the same, on behalf of commercial tenants, so long as the full benefit is provided to the commercial tenant.
- **No new fees or charges on new homes**
    - I will freeze all municipally-imposed costs on new housing, including permitting fees, rezoning, variances, official plan amendments, development charges, and more.

> "Mark Sutcliffe has a plan for a more affordable Ottawa. He will keep taxes low and find $250 million in savings at City Hall. He's done it before and has helped get Ottawa in a better, more affordable state and he will continue to do so for the residents of Ottawa. We do not have the luxury of being naïve. Experience matters more than slogans. Mark has a record you can trust and a solid plan for Ottawa's future."

— The Honourable John R. Baird, P.C.

> "People want to know that their tax dollars are being spent wisely and that they're seeing results in their communities. Mark Sutcliffe has shown that it's possible to keep taxes low while investing in safer neighbourhoods, better roads and the infrastructure Ottawa needs. That balance matters to families and businesses, and it's the kind of approach Ottawa needs going forward."

— The Honourable Lisa Raitt, P.C.

Building A Stronger Local Economy

Ottawa's economy is facing many risks and threats, including federal job reductions, US tariffs, inflation, and overall economic uncertainty. Drawing on more than 30 years experience as an entrepreneur and as the former chair of the Ottawa Board of Trade, I will build on the progress I have made over the last 4 years to make Ottawa's local economy even stronger and more resilient. My plan is built around several key themes:

Strengthening and diversifying our local economy

- **Fully implement the Defence Innovation Strategy**
    - Working with all economic development partners, including Invest Ottawa and Ville de Gatineau, I will implement the Defence Innovation Strategy to bring major investments in defence technology and cybersecurity to Ottawa, create thousands of jobs, and further diversify our local economy. This builds on our success to date, including the new Defence Aerospace hanger at the Ottawa Airport, a $90 million investment that supported 150 direct jobs. It also includes my ongoing efforts to attract the Defence, Security, and Resilience Bank (DSRB) to be located in Ottawa-Gatineau.
- **Launch a 2027 Investment Summit**
    - In partnership with the Board of Trade, Invest Ottawa and the RGA, I will host an Ottawa-Gatineau investment summit in 2027 to secure national and international investments in our region. Building on Prime Minister Carney's investment summit in September, we know the world is watching and wants to invest in Canada. This is a significant opportunity for our region, and we must ensure that Ottawa gets a piece of the action.
- **Free Trade with Gatineau**
    - With many local businesses suffering from new US tariffs, we must make it easier for them to sell their products in Canada - including just across the river into Quebec. I will work with the Mayor of Gatineau, as well as federal and provincial governments, to implement the economic cooperation agreement signed earlier this summer to create one economic zone within the National Capital Region. I will work to eliminate trade and talent barriers between the two cities, so that Ottawa-Gatineau becomes a special economic zone with free trade. And we will collaborate on bringing more investment, talent, companies, visitors, and events to Ottawa-Gatineau.
- **Shop local, procure local**
    - I will continue to support local businesses through a coordinated marketing strategy to encourage residents to shop local. I will continue to review the City's procurement practices to ensure that, wherever possible, we are buying local and buying Canadian.
- **Increase direct flights to Ottawa**
    - Since 2022, I have worked with local tourism and airport officials to attract more direct flights to Ottawa, including Paris, London, Costa Rica and several US destinations. I will continue to work with the Ottawa Airport and Ottawa Tourism to stimulate tourism and economic development by increasing air access to Ottawa.
- **Support more film and television production in Ottawa**

    - Working with the Ottawa Film Office, I will explore and advance new facilities to support film and television production, including options like a sound stage, green-screen, or post-production services to respond to the needs of sector partners and catalyze future production opportunities in Ottawa.
- **Attract more national and international events and visitors**
    - Ottawa is setting records for visitors this year and has attracted several new major events. Building on that success, I will attract more national and international events and visitors to the nation's capital through the Major Events Strategy. Working with Ottawa Tourism and other partners, I will bring more one-time and recurring sports, cultural, music, and business events to the city.

"Ottawa's economy is facing real challenges. Federal job reductions, U.S. tariffs and economic uncertainty are affecting local businesses and families. Mark Sutcliffe has put forward a clear plan to support small businesses, strengthen our main streets and attract new investment to Ottawa. His focus on economic diversification, good local jobs and a strong business environment will help Ottawa navigate the challenges ahead."

— The Honourable John Manley, P.C., C.C.

Creating strong local jobs, strengthening the economy in suburbs and rural Ottawa

- **Establish an Eastern Economic Council and special economic district in Orléans**
    - The expansion of the LRT into Orléans creates a new opportunity to stimulate economic growth and create jobs in eastern Ottawa. I will establish an Eastern Economic Council consisting of the east-end city councillors, Invest Ottawa, BIAs, and other economic partners to develop a strategy to grow the economy and create more employment opportunities in the east end. This strategy will include establishing a special economic district around the Orléans Town Centre to facilitate investment and growth.
- **Launch a plan for Barrhaven's downtown**
    - Working closely with local councillors, I will strike a group of business and community leaders that will plan for the creation of a vibrant town centre in Barrhaven, anchored on the future LRT station and civic centre site. It will include a mix of new public spaces and amenities, new housing, and robust commercial and employment opportunities.
- **Support a new Kanata North Tech Park Development Corporation**
    - Kanata North is Canada's largest technology park and has been designated as a special economic district by the City. The Kanata North Business Association (KNBA) has been driving economic growth and activity with limited resources. I will work with the new corporation, the KNBA and the business community to leverage the existing success of the tech park and available lands to attract more commercial and residential investment,

deliver the necessary infrastructure to support this growth, and create thousands of new jobs.

- **Protect employment lands in Riverside South**
    - Through the next update of the Official Plan, I will preserve and expand employment lands in Riverside South, to ensure that as this part of our city continues to grow, we can attract more local employment opportunities as well as more residents.
- **New and expanded BIAs**
    - Ottawa's Business Improvement Areas have made extraordinary progress in the past four years, strengthening their neighbourhoods, supporting small businesses, and winning national and international awards for their work. I will work with the BIAs to expand their coverage areas and introduce new BIAs where appropriate throughout the city. We will also look at funding options to support their events and other activities that drive economic growth.
- **Create a Village Main Street Rehabilitation Program**
    - Attractive main streets support local businesses, tourism, and community pride. I will launch a Main Street Beautification and Heritage Rehabilitation Program modelled on the success of other rural villages in Ontario whereby communities and businesses can apply for funding to restore storefronts, improve sidewalks, add lighting and landscaping, add flags and posters representing community heritage, introduce flower pots, and advance other features that enhance communities' sense of pride.
- **More jobs and businesses closer to home**
    - I will direct economic development staff to develop a plan to support and stimulate the employment, commercial, and economic development opportunities in outer urban and suburban communities so there are more jobs closer to home for Ottawa residents. This could include zoning tools and other measures. This will include the creation of a Suburban Business Improvement Strategy, through which I will direct economic development staff to develop a plan to invigorate the working, shopping, and entertainment options in suburban communities.
- **Create a Main Streets and Small Business Office**
    - I will re-allocate and train existing staff to establish a dedicated small business and BIAs support team as a single point of contact to navigate all issues that might otherwise impede small businesses, such as permits, licensing, zoning, and other issues. Offer proactive help, issue resolution, and guidance to ensure that businesses in Ottawa can focus on creating jobs, selling products, and delivering services to residents.
- **Streamline temporary use and event permitting**
    - I will fast-track our temporary use and event permitting process and make it more predictable with clear timelines and reduced hurdles for pop-up shops, sidewalk patios/outdoor dining expansions, seasonal markets, food trucks, and special events.
- **Fair Wage Policy**

    - I will implement a fair wage policy in 2027 that prioritizes skilled, local labour, that ensures apprenticeships are a key part of city-building, and that guarantees that workers are paid well for the work that they do on municipally-procured projects. This policy will be designed by labour and industry leaders working collaboratively on a task force that I will establish.
- **Workforce Development Plan**
    - I will work with the Building Trades Council on a Workforce Development Plan to provide apprenticeship opportunities to Ottawa residents, especially communities that are underrepresented in the skilled trades.

"Mark Sutcliffe understands what it takes to build a strong local economy. He has made economic growth, job creation and attracting new investment priorities for Ottawa, particularly in technology and defence. I've been proud to work with Mark on these issues, and I know how important it is to have a mayor who is focused on creating opportunities for businesses, workers and families. Ottawa has tremendous potential, and Mark is committed to making the most of it."

— Hon. Jenna Sudds

Revitalizing downtown and the ByWard Market

- **Complete the ByWard Market Action Plan**
    - With the 200th anniversary of the ByWard Market approaching, I introduced the ByWard Market Action Plan to revitalize the historic heart of our city. Working with the ByWard Market District Authority, residents, and business owners, I will implement the action plan, renovate and refurbish major properties in the Market, and bring new attractions to the area.
- **A strong and vibrant downtown Ottawa**
    - Ottawa's economy depends on a strong and vibrant downtown. I will continue to implement the downtown revitalization plan to support bringing 40,000 new residents, 50,000 new jobs, and hundreds of new businesses to downtown Ottawa. I will also continue to support and expand revitalization through programs like Street Seats, the Metcalfe Plaza, and the Arts Corridor.
- **A safer downtown**
    - Through my public safety plan, I will advance a Downtown Safety Plan, supported by increases to policing, alternative response, and new response teams. I will activate the Emergency Coordination Centre to bring together all departments, agencies, stakeholders, and different levels of government to address the challenges facing our downtown as a public safety emergency. I will also institute a response guarantee to protect small businesses. Read More.
- **Addressing homelessness and addictions**
    - Through my plan to end homelessness in Ottawa, I will move social challenges off our streets and into appropriate affordable and supportive housing. Read more.

- **Expand the mandate and funding for the Ottawa Art Gallery**
    - In recent years, the Ottawa Art Gallery has played a key role in animating and revitalizing the ByWard Market and our downtown streets, through initiatives like the Arts Corridor and the creation of the ACE District. Given its leadership and expanded mandate, I will increase the OAG's base funding by $200,000 per year, so this cherished institution can continue to thrive as a leader in the cultural sector, as well as a key player in downtown revitalization.
- **Fix the vacant-storefront problem on main streets:**
    - To address mainstreet vacancy issues, I will:
        - **Establish a pop-up/short-term-lease matchmaking program:** Connect landlords sitting on empty units with new entrepreneurs on low-risk short-term leases.
        - **Develop a storefront-improvement grant**: Leverage BIAs to create and execute on a grant program for improving and revitalizing mainstreet businesses.
        - **Public art on mainstreets:** Leverage existing public art budgets to create temporary displays on mainstreet storefronts that are vacant, helping animate our communities while keeping those businesses attractive to potential commercial tenants.
        - **Fast-track approvals on vacant buildings:** Create a streamlined rezoning and approvals approach for any applications that will convert vacant buildings into new commercial, employment, or residential buildings in our communities.

"Mark Sutcliffe has made the revitalization of downtown and the ByWard Market a priority, and we are seeing incredible progress, with visitor numbers reaching their highest levels in years. I've valued working with Mark on this, and I believe it's important to keep that momentum going. There's more to do, and I'm looking forward to seeing what we can accomplish together in the next term."

— Hon. Yasir Naqvi

Protecting affordability for small businesses and their customers

- **Keep taxes low, again**
    - By keeping taxes low, small businesses have more money to invest in growing and creating jobs. And families, seniors, and young people can keep more of their money to shop and invest in their own priorities. A government that lives within its means while investing strongly in what matters most can help foster a strong economy. To that end, I will renew the promise I kept from 2022 and keep taxes as low as possible, including a tax limit of 2-2.5% for the first two years.
- **Maintain the small business tax reduction**

    - In my first term, I saved small businesses $3,700 per year on average by maintaining a small business tax reduction. I will continue this reduction through my second term.
- **Permanently eliminate patio fees**
    - Following on the successful pilot this summer, I will end the practice of collecting fees for patios, parkettes, and cafe seating areas, saving small businesses and their customers roughly half a million dollars annually while increasing the vibrancy of our communities.
- **Property tax deferral for new and established small businesses**
    - I will allow new businesses to defer property taxes interest-free in their first year of operation and existing businesses to do the same for a year during periods of significant economic pressure on the business. Where businesses rent rather than own their space, I will permit property owners to apply for the same, on behalf of commercial tenants, so long as the full benefit is provided to the commercial tenant.
- **End-to-end review of costs and fees**
    - I will conduct an end-to-end review of costs and fees facing businesses and residents with the goal of shrinking the quantity and burden of fees that the City imposes, including fees that impact daily life.
- **Improve taxi affordability and efficiency**
    - Work with taxi drivers to review existing policies with the goal of making it easier, more efficient, and more affordable to do business, including by reducing the plate transfer cost by 90 percent.

Improving quality of life to attract talent, visitors, and events

- **Improve transportation**
    - Traffic has a big impact on productivity and the movement of goods throughout our city. Through my $10-billion infrastructure plan, I will expand existing arterial roads, improve traffic flow, and work with the provincial government to introduce a ring road to Ottawa.
- **Moving transit forward**
    - I will secure billions of dollars of provincial funding and reinvest it into new rapid transit lines, get started on Stage 3 of LRT to Kanata, Stittsville, and Barrhaven, and cut the price of a monthly transit pass to $95, saving regular transit users more than $500 a year.
- **Protect Ottawa's quality of life**
    - Our greatest economic asset is our quality of life, which was ranked #1 in Canada by the Globe and Mail. It's what brings and keeps talented people in our city. I will protect and enhance Ottawa's quality of life through historic investments in parks and recreation, public safety, and public transit, all while keeping life affordable.
- **Develop incentives for youth employment**
    - To help give young people in Ottawa an easier start, I will work with existing employment agencies, large employers, BIAs, and other partners to develop

an incentive program for employers who create opportunities for young people in our city.

- **Improve cell service**
  - Leveraging existing municipal facilities and land, I will secure agreements with telecom companies to provide better cell service across Ottawa, especially where there are gaps in rural and suburban Ottawa, generating revenue for the City and better service for residents.

Moving Transit Forward

As your Mayor, I will secure billions of dollars of provincial funding and reinvest it into new rapid transit lines, get started on Stage 3 of LRT to Kanata, Stittsville, and Barrhaven, and cut the price of a monthly transit pass to $95, saving regular transit users more than $500 a year.

Build More Transit Infrastructure

- **Finalize a $4 billion upload dividend for Ottawa**
  - I will complete the upload of the LRT and invest the $4 billion upload dividend from the province back into our transit system.
- **Start Phase 3 of the LRT to Kanata, Stittsville, and Barrhaven**
  - In close cooperation with the province and federal government, I will work right away on Phase 3 of the LRT to Kanata, Stittsville, and Barrhaven.
- **Advance new Bus Rapid Transit / Bus Lane projects**
  - I will immediately advance a large number of new Bus Rapid Transit and Continuous Bus Lane projects. This represents more than $1.3 billion worth of expedited transit investments (See the plan details section for locations)
- **Increase transit oriented residential, commercial, and employment development**
  - I will leverage air rights and real estate at Park and Rides to increase transit oriented residential, commercial, and employment development, returning funds into transit investments, including expansions of Park and Ride facilities. (See the plan details section for transit oriented development locations across the city)

Make Transit More Affordable

- **Cut the price of a monthly transit pass by 30% down to $95/month**
  - To make transit more affordable for commuters I will cut the price of a monthly adult pass to $95, making Ottawa the most affordable big city in Canada for monthly pass holders. This will save a frequent rider more than $500 per year.
- **Make occasional transit better**
  - For short trips and occasional transit use, I'll put a $10 daily price cap in place and significantly extend the transfer window for commuters.

- **Create Major Employer Pass Program**
    - Building on the UPass program, I will negotiate a Major Employer Pass Program, including bulk pass purchasing for federal employees, to make it easier to choose transit.
- **Lock-in free transit for youth during the summer and on evenings and weekends**
    - I will make the current temporary measures permanent, so that youth can ride transit for free during the summer and on evenings and weekends

Better Busing

- **Reintroduce express routes in the east, west and south**
    - From key locations in the east, west and south, I will reintroduce reliable express service for suburban neighbourhoods. (See the plan details section for proposed locations)
- **Buy more buses to keep boosting service reliability**
    - I will purchase 200 more buses by 2030 to finish the job of revitalizing our fleet and keep boosting service reliability
- **Hire 250 new drivers and mechanics**
    - We need more skilled trades and drivers to keep transit running smoothly and consistently. I will hire the drivers and mechanics to do just that.
- **Improve ParaTranspo**
    - I will reduce fares and tighten the fare-cap to make it more affordable. Increase the ParaTranspo Fleet and dispatch options to reach residents more predictably. I will also better align ParaTranspo with the LRT making connected trips easier. Create options for same day booking
- **Lock-in longer term orders to get better deals on buses**
    - I will set-up long-term order cycles that lock in lower prices for the future and reduce supply chain disruption risks.

> "The people who operate and maintain Ottawa's transit system know what it takes to keep the city moving. We need enough buses, drivers and mechanics to deliver reliable service, and frontline workers need a voice in improving the system.
>
> That's why I'm encouraged by Mark Sutcliffe's plan to add 200 buses, hire 250 more drivers and mechanics, and bring union members into a working group to help improve transit. Investing in the people who keep the system running is essential to delivering more reliable service for everyone."

— Noah Vineberg, President, Amalgamated Transit Union (ATU) Local 279

Riders First

- **Enhance cleanliness standards**

    - I will hire more dedicated cleaning staff and advance more aggressive cleaning schedules.
- **Ensure safety**
    - I will increase the number of special constables and working with province to expand their purview.
- **Improve accessibility standards**
    - I will make sure elevators, escalators, doors, and all other parts of our stations and transit systems are fully accessible to all riders.
- **Improve Communications**
    - I will undertake a full review of, fix, and compare our communications practices with peer transit systems to make sure riders are better informed about how to best use the system.

> "Having accessible transit should mean being able to get to work, meet up with friends, or go across the city without wondering if the system will fail you along the way. For anyone who relies on a fully functioning system, knowing you won't be stranded by a broken elevator or left waiting on unreliable service can make or break your day. I am glad Mark Sutcliffe is focusing on these critical, practical fixes because everyone in Ottawa deserves a transit system they can actually rely on with confidence."

— "Super" Kyle Humphrey, Accessibility Advocate

Boost Accountability

- **Introduce a Transit Network Working Group**
    - I will bring together Members of Council, OC Transpo staff, and union members with the goal of advancing resident and operator feedback to identify opportunities to improve system reliability and efficiency.
- **Create a better feedback system**
    - I will improve how residents can provide feedback so that communities have a greater say in helping shape the routes that serve them.
- **Develop apprenticeship programs**
    - I will create and invest in an apprenticeship program to reliably expand the number of maintenance workers and operators while giving good jobs to young people in Ottawa.

Plan details

These measures will significantly enhance the long-term reliability, efficiency, affordability, and financial stability of Ottawa's Transit system. They will also substantially improve riders' experiences with the system, whether they ride every day or occasionally. This plan builds upon a record of significant accomplishment for transit and moves forward on the promise of a transit system that riders and residents deserve and expect.

At its core, funding for these investments will be primarily driven by the province's commitment to upload the LRT - a $4 billion investment into Ottawa's transit system. Using both this investment and the ability to remove the LRT from the DC Background Study, new debt can be sustainably undertaken to be funded over the 10 year period of the Background Study via new growth-related revenues.

Though the promises outlined in this plan fit within the fiscal framework provided by the LRT upload to the province, further analysis and due diligence have been undertaken to confirm that the plan is affordable more broadly. For instance, conservative assumptions regarding price elasticity, combined with expected potential ridership trends given current ridership levels as compared to historic ridership levels, suggest that monthly pass price reductions will result in increased ridership in a manner that substantially reduces the net cost of this policy.

Phase 3 LRT expansion to Kanata, Stittsville, and Barrhaven is intended to be funded fully by other levels of government, an estimated $8.3 billion investment. While this represents new investments from the province and federal government, the LRT Upload announcement made by Premier Ford in 2025, reaffirmed by Minister Sarkaria in 2026, will help advance this phase 3 expansion.

To further enhance the financial viability of this plan and OC Transpo operations, further opportunities for Transit Oriented Development (TOD) on Park and Ride properties and other OC Transpo properties will be explored with the goal of funding both park and ride expansions that go beyond the expansions contemplated in the 2025 TMP and further enhancing capital and operating revenue sustainability for OC Transpo. The plan also includes a review of advertising strategies with the goal of increasing advertising revenue, again to raise revenue and reduce fare or levy pressures.

- **Bus Rapid Transit and Continuous Bus Lane projects**:
    - Baseline-Heron Transitway (Algonquin College to Billings Bridge)
    - Cumberland Transitway (Blair Road to Esprit Drive)
    - Kanata North Transitway (Eagleson-March Station to Terry Fox)
    - Southwest Transitway (Barrhaven Centre Station to Kilbirnie Station)
    - Carling Avenue Continuous Bus Lane (Lincoln Fields Station to Sherwood Drive)
    - Blair Road Continuous Bus Lane (Blair Station to Cumberland Transitway)
- **Increasing transit-oriented development (TOD) at:**
    - Terry Fox, Eagleson, Algonquin, Nepean Woods, Greenboro, Place d'Orléans, and exploration of TOD at other facilities, as well as expansions of Park and Ride facilities across Ottawa, including Chapel Hill, Leitrim, Bowesville, and new park and rides at Fernbank, Hazeldean, Palladium, Kilbirnie, etc.
- **Reintroduce express routes:**
    - Millennium and Chapel Hill Park and Rides to the LRT
    - Fallowfield Park and Ride to Tunney's Pasture Station
    - Carleton University to the Kanata North Tech Park
    - Findlay Creek to Hurdman Station

Note: this list reflects some examples of projects committed to under this plan but is not necessarily the entire list of projects that will be advanced under this plan.

Building Our Infrastructure

Ottawa is projected to grow by 500,000 people in the next 25 years. I will keep moving Ottawa forward by making historic investments with a $10 billion plan to further improve roads, tackle congestion, aging infrastructure, housing shortages, and add public amenities, to build a stronger Ottawa for all.

Historic new infrastructure funding

- **$10-billion infrastructure plan**
  - My plan will prioritize funding for infrastructure that keeps traffic and transit moving, ensures resiliency against flooding and extreme weather, preserves and enhances community assets including parks and recreation centres, and enables and supports growth, particularly in urban areas near transit.
- **Make Ottawa more flood-resilient**
  - I will prioritize infrastructure investments in communities where flood risks are present, moving quickly to upgrade infrastructure to improve resilience against future extreme weather events.
- **I will expand the application of a climate lens for infrastructure investments**
  - Over the next four years, $500 million is prioritized for investments in infrastructure that make our communities stronger in the face of extreme weather, such as the heavy rain events that caused flooding. This will include upgraded storm sewers, ditch enhancements, and more. Priority will be given to addressing infrastructure gaps in flood-prone communities as guided by expert recommendations.
- **Infrastructure before homes**
  - Before communities are built, I will ensure infrastructure like roundabouts, traffic lights, and sidewalks are constructed prior to residents moving in. I will ensure that the infrastructure is built prior to homes being built by leveraging front ending agreements.

> "Residents want roads that are in good shape, intersections that work and less time stuck in traffic. Mark Sutcliffe's plan to invest $500 million in roads and fix Ottawa's 50 worst intersections is about making a real difference in people's daily lives. I'm encouraged by his vision and proud to support a plan that looks after our communities today and prepares them for tomorrow."

— Tim Tierney, City Councillor Beacon Hill-Cyrville

> "Barrhaven is growing, and residents need roads, recreation facilities and transportation options that keep up. Mark Sutcliffe's $10-billion

infrastructure plan includes building the new Barrhaven Civic Centre and improvements to key roads like Greenbank. I'm encouraged by his vision and proud to support a plan that invests in our growing community and the families who call it home."

— David Hill, City Councillor Barrhaven West

"Residents in Orléans want to spend less time sitting in traffic and more time with their families. I'm pleased to see Mark Sutcliffe's plan includes much-needed improvements to key east-end roads like Brian Coburn, Renaud, Navan and Mer Bleue, alongside important investments in transit. I'm encouraged by his vision and support his commitment to making sure our infrastructure keeps pace with our growing communities."

— Catherine Kitts, City Councillor Orléans South-Navan

Better roads and transportation

- **Invest in infrastructure that reduces congestion**
  - I will advance priority transportation infrastructure projects that ease traffic. This will include new roads, widening existing arteries, and adding new traffic signals and roundabouts. Projects include:
  - **Road widenings, extensions, and new roads:** Brian Coburn — Renaud Road — Navan Road — Terry Fox — Stittsville Main — Carp Road — Robert Grant to Palladium — Earl Armstrong — The Airport Parkway — Greenbank Road — Prince of Wales — Blackburn Hamlet Bypass — And many more
  - **Roundabouts, traffic lights, and other Intersection modifications:** Terry Fox and Eagleson — Old Richmond and Fallowfield — Bank and Hunt Club — Fallowfield and Prince of Wales — Hawthrone and Walkley — Flewellyn and Shea — Cambrian Road and Borrisokane Road — Barnsdale and Greenbank — Mer Bleue and Navan — Terry Fox and Cope — Othello at Smyth and Russell — Eagleson and Flewellyn — And many more.
- **Fast, frequent, full pothole maintenance:**
  - I will direct staff to develop an overhauled approach to pothole management that establishes greater speed, frequency, and comprehensiveness in the City's management of potholes. I will also explore increasing the City's deployment of Python 5000 pothole patchers.
- **Fix Ottawa's 50 worst intersections**
  - Through analysis and community consultation, I will identify Ottawa's worst intersections and will fix the 50 worst.
- **Half a billion for improving and restoring our roads**
  - I will invest $500 million by 2030 to develop 1,000 kilometres of new or resurfaced traffic lanes, inclusive of new roads, widenings, and restoration work to ensure commutes are safe, fast, and frustration-free. This includes a $50-million increase in rural road funding, compared to the 2022-2026 term of Council.

- **Local Roads Strategy**
    - Roads in many local communities and former municipalities, such as Nepean, are more than 20 years old. I will develop a dedicated funding stream for improving aging local roads throughout rural, urban, and suburban Ottawa.
- **Half a billion for improving and restoring our roads**
    - I will invest $500 million by 2030 to develop 1,000 kilometres of new or resurfaced traffic lanes, inclusive of new roads, widenings, and restoration work to ensure commutes are safe, fast, and frustration-free. This includes a $50-million increase in rural road funding, compared to the 2022-2026 term of Council.
- **Advance the Ring Road**
    - I will work with the provincial government to move forward quickly on the Ring Road, creating the conditions to remove trucks from Manotick and surrounding communities, as well as lower congestion on the 417 and truck traffic in the downtown core.
- **Ottawa's most ambitious transit plan**
    - I will work with the federal and provincial governments to advance major investments, such as the $4 billion upload of the LRT and the start of LRT Phase 3 to Kanata, Stittsville, and Barrhaven. I will also prioritize $1.3 billion of expedited new bus rapid transit or dedicated bus lane projects.
- **Prioritize children through active transportation investments**
    - I will ensure that funding is shifted toward "missing links" in our network for sidewalks and multi-use pathways that are used as routes for kids to get to school, such as the sidewalk on Church Street in North Gower.
- **Redevelop the intersection of Rideau Street and Sussex Drive**
    - Ottawa should have a downtown core that reflects the greatness of Canada. By addressing intersections and nodes that hinder this key area, we can bring a true national capital experience closer to visitors, residents and commuters. I will advance the redevelopment of Rideau Street and Sussex Drive by rationalizing traffic flow, promoting pedestrian accessibility and prioritizing public safety.
- **Better procurement for infrastructure**
    - I will modernize and undertake a full reform of infrastructure procurement and planning to deliver infrastructure more quickly and thoughtfully. We will examine how much infrastructure costs in Ottawa compared to other municipalities to ensure that we are getting the best value for money possible on our investments.

More Parks and Recreation Centres

- **Restoring or replacing aging rec centres, arenas, and facility assets**
    - Over the next 10 years, I will advance over $400 million worth of renewal work across all our city recreational facilities, representing roughly 6,000 projects.
- **Create 150 new parks**

    - I will fund this effort through a mix of parkland dedication and unlocked cash in-lieu of parkland. New parks will include a mix of new dog parks, new central / district parks, parkettes and urban “third spaces”, fully revitalized parks in existing communities, new parks in communities with fewer existing amenities
- **Build new community centres and recreation complexes**
    - I will ensure that funding is provided or construction is started on at least four new community or recreation complexes, with at least one located in every region of the city, including the Barrhaven Civic Centre, a new facility at Confederation Heights, and a new facility in Vanier.
- **Create a new Parks and Recreation Committee**
    - To advance this new strategy, I will create a new Parks and Recreation Committee of Council, ensuring that capital, operating, and planning decisions regarding City parks and recreational centres are properly considered, coordinated, and consulted on with members of the community.

Plan details

The $10-billion infrastructure plan

I will fully close Ottawa’s infrastructure deficit with a new and comprehensive $10-billion infrastructure plan. The plan will be funded through a combination of sources, including rate revenue (such as water and wastewater bills), growth revenue (such as development charges), tax revenue, investment from other levels of government, underutilized debt capacity, and reinvested savings and efficiencies.

I will ensure we receive our fair share of infrastructure investment from other levels of government, as I have successfully done in my first term. I will find another $250 million in savings and efficiencies over the next four years, as I did over the last four years. These measures allow us to invest without asking local families to pay more.

The fiscal responsibility and stewardship I championed in my first term has resulted in Ottawa maintaining one of the lowest debt servicing to property-tax ratios among Canada's largest municipalities. Our financial outlook is the equivalent of having a $54,000 mortgage on a $500,000 home. We own much more than we owe.

This stewardship puts Ottawa in a strong position to use some debt capacity to advance critical infrastructure spending.

Infrastructure before homes

These agreements would see the City pay for and construct infrastructure for new communities, with the City to be reimbursed by future development charges. These agreements do not result in additional costs but do ensure that infrastructure is built

quickly, both enabling new housing and ensuring that new communities or growing communities have their infrastructure needs satisfied before growth occurs.

Restoring or replacing aging rec centres, arenas, and facility assets

Through the $10-billion infrastructure plan, I will rapidly expedite the speed at which this renewal work is undertaken so that a full municipal renewal is completed by 2033.

We will also explore new revenue sources to help offset debt costs, including naming rights, advertising strategies on both municipal sites and through by-law changes that permit digital signage in more locations city-wide subject to municipal fees, and mixed-use redevelopment on sites that can support it while retaining or enhancing existing community uses.

Making Ottawa Safer

If re-elected as Mayor, I will increase emergency response capacity, ensure our police, firefighters, and paramedics are equipped to do their jobs, and I will increase investment in compassionate solutions, all with a responsible, comprehensive plan to build on progress made, to protect communities and preserve our quality of life.

Making all of Ottawa safer

- **Hire 350 more police officers, firefighters, and paramedics**
  - I will provide funding to hire 200 more police officers, equip the police service with body cameras, and ensure safety in communities across Ottawa. Hire 100 more paramedics and 50 more firefighters to increase service and reduce response times.
- **Allocate police resources to priority areas**
  - I will work with the police board to ensure adequate resources are allocated to protecting and enhancing community safety, including: guns and gangs, illicit drug trade, intimate partner violence, and hate crimes.
- **Create a public dashboard to measure progress**
  - Create a public dashboard reporting on the key performance indicators on public safety, holding all parts of the public safety strategy to account.
- **Advance sustainable funding for frontline officers**
  - I will work with the police board to increase the annual budget to support community policing, while tying increases to specific frontline service outcomes. The police service will be asked to commit to clear KPIs that demonstrate its success in tackling the public safety challenges facing our communities.
- **Achieve savings and efficiencies to reinvest in frontline policing**
  - I will work with the police board to find savings and efficiencies within the service that can be reinvested into frontline services.
- **Expand community policing**

    - I will fully implement the district policing model so that officers are present throughout the community and are not pulled consistently to challenges in other neighbourhoods.
- **Faster response for paramedics**
    - I will work with the province to explore the creation of municipal offload centres for ambulances so that patients can receive triaged treatment more quickly, our emergency rooms are less full, and more ambulance and paramedic resources are available to support the community.
- **Introduce more special constables in hospitals:**
    - I will expand the role for special constables in hospitals so that police officers can return to the community rather than staying with individuals in crisis at hospitals
- **Increase wellness support for all first responders**
    - Working with the police, fire, and paramedic services, I will implement a tri-service wellness program to support our emergency personnel.
- **Improve the health, safety, and working conditions of our firefighters**
    - To support and protect our emergency firefighters, I will invest in health and safety measures along with better equipment and working conditions.
- **Review firefighter staffing levels**
    - In addition to hiring 50 additional fire fighters, I will ensure that all station staffing levels are meeting the needs of their communities.

> "Mark Sutcliffe is the leader who knows how to keep Ottawa safe. He understands the importance of public safety and what it takes to deliver results. It's time for Ottawa to once again get behind his vision for a safer city. Mark is prepared to lead, and he has a serious plan to get the job done."

— Charles Bordeleau

> "After looking at what all the candidates have to offer, there is one who stands out for his leadership and the seriousness of his plan to advance public safety in Ottawa: Mark Sutcliffe. Public safety takes sound judgment, clear priorities and a commitment to getting results. Mark has demonstrated the leadership Ottawa needs to keep moving forward on this important issue."

— Vern White

Making neighbourhoods safer for children, families, and seniors

- **Expand Neighbourhood Watch programs**
    - Building on the success of existing Neighbourhood Watch programs, such as Cardinal Creek in Orleans, I will allocate up to two police positions to further support existing programs and implement an expansion of Neighbourhood Watch programs across the city.
- **Support increased engagement with youth in schools**

    - I will work with the police board and local school boards to build on a reestablished presence for community police officers in schools, to build relationships and trust and support youth.
- **Fight to restore Automated Speed Enforcement**
    - I will continue to advocate to the province for a reinstatement of Automated Speed Enforcement in school zones. In the meantime, I will direct City staff to gather speed data in school zones so that police officers are able to focus on areas with the highest rate of speeding and deploy traffic enforcement.
- **Increase effort to fight all forms of hatred**
    - Every resident of Ottawa deserves to be safe and to feel safe regardless of their race, religious beliefs, or sexual orientation. Working with community leaders, including the Mayor's Faith Leaders Council, I will expand the work of the City of Kindness initiative to fight anti-Black racism, antisemitism, Islamaphobia, anti-2SLGBTQIA+ hatred, and all other forms of hatred in Ottawa.
- **Fight human trafficking**
    - I will create a Task Force on Human Trafficking, bringing together community groups, advocates, police, and other levels of government to develop a comprehensive approach to addressing human trafficking.
- **Increase safety on public transit**
    - I will strengthen the role of special constables to enforce public safety and remove drugs on transit and in public areas that are within range of transit stations.
- **Conduct a safety audit of parks**
    - I will conduct a safety audit of Ottawa's parks to identify opportunities for better lighting, patrols, and cleaning service standards in parks where this will have a public safety benefit.
- **Increase cleaning, lighting and cameras**
    - I will increase deployment of cleaning crews to support higher cleanliness and sanitation standards, especially in high-traffic areas, add monitored CCTV cameras and extra public lighting in selected locations that experience a higher frequency of crime.

Treating the crisis as an emergency

- **Activate the Emergency Coordination Centre to address the toxic drug, mental health, and homelessness crisis**
    - We must treat the crisis as an emergency. I will activate the Emergency Coordination Centre, under my direction as Mayor, to coordinate across departments, agencies, and different levels of government for a period of four to six months.
- **Appoint a Downtown Safety Czar**
    - While the ECC is activated, I will appoint an experienced individual to lead and coordinate all of the solutions being delivered by a wide range of providers, and to sustain and enhance the Downtown Safety Plan.
- **Engage stakeholders through an Emergency Task Force**

    - I will task the Downtown Safety Czar to lead an emergency task force to implement the downtown safety plan. The task force will be made up of community stakeholders including social service providers and community health centres, business and community leaders, the tourism sector, housing and homelessness advocates, BIAs, and independent experts to ensure that the response meets the needs of the entire community.
- **Expand response teams to serve the most affected areas**
    - Building on existing models like CORE, I will coordinate all forms of response (ANCHOR, police, paramedics, community organizations, and volunteer initiatives) to run regular and on-demand patrols in the most affected communities to support those in crisis and connect them with resources, and to support residents and small business owners.
- **Double investment in alternative response**
    - I will double investment into the City's alternative response programs (such as ANCHOR, the Mobile Crisis Response Team, the Crisis Intervention Team) by 2030, allowing expansion to more communities in need.
- **Launch a mental health and addiction wellness strategy**
    - I will partner with the Royal Ottawa Mental Health Centre and supportive housing partners to deploy their expertise in building immediate and long-term solutions for the mental health and addiction crisis. Informed by experts and data, this strategy will review and consider all options, including those being deployed in other communities, such as: adding more treatment options, expanding daytime programming, imposing mandatory care in specific cases, increasing investment in supportive housing, and more.
- **Move immediately to clear encampments**
    - I will direct staff to remove any encampment throughout Ottawa within 2-5 days of being identified by residents.
- **Increase service to support for small businesses**
    - I will ask the OPS to allocate resources to a Retail Theft Team to respond to increased shoplifting and other crimes that affect small businesses, supporting a service guarantee for small businesses so that socially disruptive activities are addressed quickly and professionally.
- **No needles in communities**
    - I will expand investment into programs such as the Needle Hunters to ensure that there are more designated cleaning crews focused on safely and quickly removing needles, drug paraphernalia, and other byproducts of the addictions crisis.
- **Advocate for tougher penalties for drug dealers**
    - I will work with federal and provincial partners to explore much stronger penalties for the people who prey on the most vulnerable members of society by selling them life-altering toxic drugs. Additionally, advocate for tougher penalties on violent offenders so they aren't quickly released on bail back into the community.
- **Revoke business licenses for pill mills**
    - By changing business licensing rules, I will go after businesses that are handing out drugs in communities like Chinatown, Centertown and

Lowertown. Further, I will report these individuals to medical licensing authorities.

- **Clean up problem properties**
    - Where there are properties with significant social disorder on site and where owners are unable to address those issues, I will increase fines for landlords and explore the purchase or expropriation of those properties so that they can be cleaned out and repurposed.
- **Introduce Justice Centres**
    - Building on the examples in other Ontario municipalities that have cut recidivism rates in half, I will advance the creation of Justice Centres to connect first-time criminal offenders with social supports so that, after they serve their sentence, they are less likely to return to crime.

Plan details

Public safety is a critical part of Ottawa's quality of life. As our city grows, like many cities across Canada, we are facing increasingly complex challenges. That includes the issues arising from the toxic drug supply, mental illness, increased petty crime, car thefts, speeding and aggressive driving, and increased hate crimes.

We must work together to ensure that our communities are safer. The causes are complicated and the solutions are not simple. We must have a responsible, comprehensive plan to protect communities and preserve our quality of life.

A safer community means

- Everyone feels safe in their community, including in downtown Ottawa
- Children are safe travelling to and from school
- Hiring more police, paramedics, firefighters
- Faster response times and frontline personnel in every community
- Treating the toxic drug and mental health crisis as a community emergency

Everyone deserves to feel safe no matter where they are in Ottawa. Our neighbours who are struggling with mental illness or addiction need compassionate, dignified support to bring them out of crisis. We need both increased emergency response capacity and increased investment in compassionate solutions.

Safe communities are also those where police, firefighters, and paramedics are readily available and equipped to do their jobs, to deliver their life-saving services when and where they are needed. The men and women who keep us safe need to be fully supported.

We must continue the work of making our city safer. It requires a smart plan, a steady hand, and a leader who has a proven track record of investing in a safer city.

Achieve savings and efficiencies to reinvest in frontline policing

Work with the police board to find savings and efficiencies within the service that can be reinvested into frontline services.

To increase police funding substantially, we must also do so responsibly. This means asking the police service to do what the rest of the city has done: to find savings and efficiencies so that new investments can be driven most effectively toward frontline officers.

For instance, we will insist through the budget that administrative tasks be consolidated within the City of Ottawa. Where possible, OPS administrative tasks that remain in-house should be shifted from uniformed officers to non-uniformed professionals. We will encourage the OPS to engage external consultants to support a program review aimed at identifying savings and efficiencies. Additionally, tasks currently undertaken by the OPS that can be accomplished by other professionals, such as alternative response or special traffic constables, will be shifted to those other professionals to reduce overtime and other costs and increase officer availability for matters where their training, expertise, and professionalism are most valuable.

Every dollar that is saved through these measures will remain within the OPS to invest into better resourcing for frontline police services.

Improve the health, safety, and working conditions of our firefighters

To support and protect our emergency firefighters, invest in health and safety measures along with better equipment and working conditions.

Ensure proper staffing and equipment for the decontamination truck team, so they can deploy on-scene to clean firefighters' equipment, give them fresh gear and get them ready for the next call. Install washers and dryers in all stations so firefighters don't bring contaminants home to their families. Assess all fire stations to ensure that appropriate ventilation is present in all stations to ensure firefighter safety from toxic contaminants on bunker gear; ensure that all contaminated bunker gear is appropriately and professionally laundered.

Activate the Emergency Coordination Centre to address the toxic drug, mental health, and homelessness crisis

We must treat the crisis as an emergency. The first step is to activate the Emergency Coordination Centre, under the direction of the Mayor, to coordinate across departments, agencies, and different levels of government for a period of four to six months.

Through the ECC, the City of Ottawa will have a coordinated, all encompassing and 24/7 dedicated effort toward cleaning up our streets and keeping our communities safe. The ECC will be tasked with executing the aspects of the public safety plan that pertain to the toxic drug, mental health, and homelessness crisis.

Ending Homelessness

Every resident of Ottawa deserves a safe place to call home. In September 2025, I brought the community together around a historic pledge: to end youth homelessness in Ottawa by 2030. Building on this progress I will invest significantly in supportive housing and affordable housing, and expand the mandate of Ottawa Community Housing to put Ottawa on a path to ending homelessness once and for all.

- **Set Ottawa on a clear path to ending homelessness**
    - Building on the model established to end youth homelessness, I will bring together all key partners and engage the Emergency Coordination Centre to create and launch a plan to end homelessness in Ottawa. Working together, we will make it easier for individuals facing homelessness to navigate the system, access the services they need, and transition out of the shelter system quickly. We will avoid more people losing housing. And we will take a holistic approach to homelessness, toxic drugs, and the associated public safety challenges.
- **Fulfill the commitment to end youth homelessness by 2030**
    - I will continue to partner with community agencies on shelter diversion, dedicated non-shelter spaces for youth, and proactive approaches developed through the Youth Homelessness Champions Table, to fully end chronic youth homelessness in Ottawa within four years.
- **Build 650 new supportive housing units in the next five years**
    - I will dramatically accelerate funding to build 650 new supportive housing units in the next five years. In addition, I will work with the provincial government to secure operating funding for all new supportive units. I will engage federal partners including Build Canada Homes to secure more supportive and affordable housing funding after the current agreement is completed. And I will continue gathering non-government and private sector partners to build the supportive housing needed to meaningfully reduce homelessness in the city.
- **Complete the construction of 10,000 new affordable homes this decade**
    - I will secure funding from federal, provincial, municipal, and private sources to build a total of 10,000 new affordable, supportive, or transitional units by 2030, when compared to 2020 levels. Building on work that has already begun this term of council, this represents an increase of about 50% of overall affordable housing when compared to 2020 levels.
- **Strengthen and expand the role, mandate, resources, and authority of Ottawa Community Housing**
    - Ottawa is very fortunate to have the best community housing agency in Canada. Ottawa Community Housing already builds and manages two-thirds of community and affordable housing in the city, and has assembled a significant development pipeline. I will expand and strengthen the mandate of OCH to significantly increase its impact and deliver faster results for people in our city.

        - **Explore assuming OCH debts:** City-owned affordable housing is core infrastructure. I will explore the costs and benefits associated with assuming OCH debt servicing to enable them to allocate more investment to building new homes and improving existing ones.
        - **Eliminate RFPs for OCH:** I will cut red tape for Ottawa Community Housing by allowing OCH to work directly with other affordable housing sector partners, managing the full administration of municipally-initiated affordable and supportive housing development.
        - **Embed Build Ottawa inside OCH:** Build Ottawa is a municipal service corporation, owned by the City, that is responsible for the sale and development of municipal-owned properties with the express goal of developing more affordable housing. I will reorganize their duties and under Ottawa Community Housing to substantially speed up the process and reduce the cost of public land development.
- **Make it easier to build affordable housing on municipal land**
    - Building on the affordable housing debt pilot, I will explore alternative financial arrangements to make it easier to build on municipal land.
    - Arrangements could include ideas such as Credit-Tenant Lease Arrangements that leverage the City's investment-grade credit rating to access institutional capital, which lends at a lower rate and does not carry the same equity requirements, to fund more affordable housing at a lower cost to taxpayers.
- **End reliance on hotels and motels for families facing homelessness**
    - Building on the launch of the new property on O'Connor Street, I will end the use of hotels and motels for temporary housing, and ensure that every family is placed in proper transitional housing with appropriate facilities while waiting for a permanent affordable housing option.
- **Secure housing solutions for homeless and low-income families**
    - I will expand the City's Affordable Housing Community Improvement Plan by introducing an enhanced Tax Increment Equivalent Grant targeted at incentivizing and developing a greater number of affordable 3-bedroom units for low-income families. I will also further support OCH's efforts to acquire existing affordable family sized homes to create more options for families.
- **Advance affordable home ownership**
    - Working with partners including Habitat for Humanity and Ottawa Community Housing, I will develop an Affordable Home Ownership strategy with the goal of shifting families in affordable rental units along the housing continuum and into homes they can own. This will free up affordable rental space for those who most need them while helping low and modest income families achieve the dream of home ownership
- **Implement a mental health and addiction action plan**
    - I will partner with the Royal Ottawa Mental Health Centre and supportive housing partners to deploy their expertise in building immediate and long-term solutions for the mental health, homelessness, and addictions crisis. Informed by experts and data, this strategy will review and consider all

options, including those already being deployed in Ottawa and elsewhere, such as:
    - Adding more treatment options
    - Expanding daytime programming
    - Imposing mandatory care in specific cases
    - Increasing investment in supportive housing
    - Increasing on-site supports that keep people better and more stably housed
- **Develop a "continuum of care" approach to homelessness**
    - Building on the success of the HART Hubs, I will work with the province to secure funding for a HART Hub 2.0. Leveraging our partnership with the Royal and ongoing development of supportive and affordable homes on Byng Drive, create a 24/7, low-barrier Campus of Care hub delivering integrated, trauma-informed health and social services to support individuals with high-acuity substance use and mental health needs to stabilize and transition toward housing.
- **Healthcare for the unhoused**
    - Working in close collaboration with the province, housing providers, and healthcare providers, I will bridge the gap between shelters and healthcare systems by bringing healthcare resources and clinical care directly to transitional housing spaces.

> "Ending homelessness takes more than good intentions. It takes a real plan and a commitment to getting homes built and supports in place. Mark Sutcliffe is putting forward a concrete plan to accelerate supportive housing and help more people find a stable place to call home. I've seen how much having a home and the right support can change someone's life. That's why this work matters so much, and why I support Mark's commitment to ending homelessness in Ottawa."

— Mark MacAulay, MA, CCC, RP, President and CEO, Ottawa Salus

Campus of Care

Over the past year, I have been working with partners and experts in the field to develop the Campus of Care (also known as HART Hub 2.0). This facility will be a one-stop center for care, helping individuals experiencing unsheltered homelessness, addiction, mental health and primary care needs navigate the system and connect them with support right on site at the Royal Ottawa's property on Byng Drive.

This recovery community will be adjacent to medical care and other services. This will rapidly resolve practical barriers and connect people to health, treatment, housing and social services for stability, closing an existing service gap in Ottawa. The campus of care will provide over 150 units in deep collaboration with the existing system and partners that have been at the table planning for over a year.

This model advances the following objectives, all in one facility:

- Low barrier stabilization: Provide 24/7 low-barrier 'one-stop' access to health, social and housing services for people with complex needs, in one location – including spaces for pets and couples.
- Safe space: A safe location for outreach, police and paramedics to refer individuals, based on active acceptance, offering an alternative to hospitals or existing day program services in the downtown core, which do not offer the same breadth of stabilization services for complex needs.
- Treatment: Strengthen connections to health, housing, and addiction and mental health treatment services through trust-based and trauma informed engagement.
- Housing: Onsite access to acute care and transitional beds with a gateway to supportive housing beds (by referral).
- Primary care: To establish a neighbourhood-based primary care platform that focuses on community attachment to primary care and also attaches a defined population to comprehensive, team-based care, for individuals with complex health and social needs, including those transitioning from crisis-oriented services.

Housing

Innovate More, Build More

- **Reconvene the Housing Innovation Task Force**
  - In 2025, the Housing Innovation Task Force helped develop Canada's most forward-looking Housing Action Plan, putting Ottawa on a path to becoming the most housing-friendly city in Canada. To build on this nation-leading effort, I will reconvene the Housing Innovation Task Force to continue its work. With an expanded membership, the Housing Innovation Task Force will be tasked with reviewing and measuring the results of the 53 recommendations approved in 2025, and recommending new options to streamline and accelerate housing approvals.
- **Approve 75,000 New Homes in Ottawa**
  - The city has approved 75,000 new homes over the last four years. Building on that progress, I will support the approval of at least 75,000 additional homes by 2030, tracked by permissions granted through zoning, variances, and Official Plan Amendments as well as building permits issued.
- **10,000 New Affordable or Non-Market Homes**
  - Using a mix of federal, provincial, and private funding sources, I will build 10,000 new affordable, supportive, or transitional units by 2030 – an increase of 50% of our overall stock compared to when I first took office.
- **Create strategic community building incentives**
  - I will create "opportunity zones" by reducing municipal fees on new buildings where doing so will spur on the kind of development that we need as a City. When the Development Charge Reduction Program expires, I will also shift how development charges are collected and applied, ensuring that

suburban development is paying for all the services needed for growth and urban infill development is better encouraged by cutting DCs downtown.

- **Simplifying and cutting red tape in the Official Plan**
    - In our next update of the city's Official Plan, I will direct staff to work with the Housing Innovation Task Force to review all Official Plan policies with a "housing first" lens, ensuring that we are cutting red tape and making it easier to build more homes faster, and more affordably.
- **Explore AI to speed up approvals**
    - I will add AI experts to the Housing Innovation Task Force and consult with other municipalities that are using AI as part of the development review process, looking to integrate new technology in a way that speeds up approvals and reduces planning overhead, while maintaining a rigorous, human-led review and approval process.
- **Increase planning resource capacity**
    - I will make use of private sector planners to expedite planning files so that they are not stuck on desks or delaying projects.
- **Make it easier to build near rapid transit**
    - I will ask the Housing Innovation Task Force (HTIF) to identify opportunities to increase density in urban areas and on land near rapid transit.
- **Improve the consultation process**
    - Currently, the City's consultation process is difficult for renters, families, and young people to participate in. I will task the HITF to develop strategies that ensure that our consultation process is easier to navigate, more accessible, and more constructive in soliciting community feedback.
- **Pilot innovative ways to pay for infrastructure**
    - A major development challenge is project financing for new infrastructure to support development. By working with the federal and provincial governments, I will explore options advancing public-backed loans and creative financial instruments, such as Credit-Tenant Lease arrangements, for moving forward on public infrastructure that enables development, with those loans to be repaid by future growth revenue.
- **Create more options for buildings that work**
    - One reason why apartments are expensive is because of rules that set a maximum size for each floor of a building. These strict requirements force builders to build taller, skinnier buildings that are more expensive to build, and therefore more expensive for apartment owners and renters. I will explore loosening these requirements where it will make housing more affordable.

« J'ai travaillé en étroite collaboration avec Mark Sutcliffe et j'ai pu constater personnellement comment il parvient à rallier les différents paliers de gouvernement autour d'un objectif commun. Son plan en matière de logement s'appuie sur des progrès concrets, notamment un partenariat fédéral de 400 millions de dollars visant la construction de 3 000 logements à Ottawa. Mark sait très bien que derrière chaque chiffre relatif au logement se trouve une personne ou une famille ayant besoin d'un chez-soi. J'ai toute

confiance en Mark pour poursuivre ce travail exigeant, mobiliser les partenaires et faire en sorte que davantage de logements soient construits pour les résidents d'Ottawa. »

— L'hon. Mona Fortier

Under Mark's leadership, Ottawa has made progress in several important areas. I am particularly encouraged by his work to support funding the construction of more Ottawa Community Housing units during the next term of Council. Mark engages in thoughtful debate about our city's future and the actions needed to move Ottawa forward.

— Mathieu Fleury

Use Public Land for Public Good

- **Build housing on key municipal properties**
  - I will launch competitions to design and redevelop several significant City-owned properties to create a vibrant, walkable, amenity-rich communities with a mix of accessible market and affordable non-market housing with the goal of getting shovels in the ground within two years. Examples of properties that could be developed include:
    - Bayview Yards
    - Moodie Station (in coordination with the NCC / federal government)
    - Public Works Yard at Tweedle and Jeanne-d'arc
    - 160 Lees Avenue
    - Hurdman Station
- **Build housing on Park-and-Ride sites**
  - I will increase transit-oriented development, including residential, commercial, and employment-related projects, through leveraging the air rights at city Park-and-Rides. Reinvest the funds generated from these developments into more and better public transit and expanded Park-and-Ride facilities.
- **Expand the Municipal Land Acquisition Strategy**
  - I will acquire a larger land portfolio for the City, and, using zoning and planning tools, I will convert those lands into developable properties to return value to taxpayers and improve affordable and mixed-income housing opportunities for residents.

Improve Developer Accountability

- **Ensure savings are passed on to buyers**
  - I will ensure the development industry passes on all savings introduced by the City or other levels of government to first time buyers and that these savings are clearly outlined in the Agreement of Purchase and Sale on new homes. If the development industry refuses to adopt this practice voluntarily,

I will suspend all cost savings measures for developers that are currently implemented by the City.

- **End the practice of sitting on approvals**
    - I will explore options to improve the accountability of developers who have approval to build new homes, but are not doing so for speculative purposes, by exploring options to revoke or amend building permits, zoning permissions, plans of subdivision, site plan control applications, or servicing capacity.

Protecting Our Environment

As mayor, I will continue to prioritize investments to protect neighbourhoods from flooding and extreme weather, strengthen climate resilience, and continue to protect Ottawa's natural spaces.

A Resilient Ottawa

- **Building infrastructure and resiliency**
    - I will expand the application of a climate lens for infrastructure investments, so that over the next four years, $500 million is prioritized for investments in infrastructure that make our communities stronger in the face of climate change. This will include upgraded storm sewers, ditch enhancements, energy infrastructure upgrades, improved community cooling, and more.
- **Addressing flooding in flood-prone communities**
    - In response to recent floods and other recent extreme weather events, I will prioritize infrastructure investments in communities where flood risks are present, moving quickly to upgrade infrastructure and ensure climate resilience against future extreme weather events. These investments will be guided by expert recommendations. I will direct staff to work with insurance providers to ensure that the improvements are resulting in lower premiums for customers.
- **Ensuring service continuity in every ward**
    - Building on our existing work in this area, I will make a one-time investment of $500,000 to install electric transfer switches in key community facilities across the city, so every ward has at least one facility that can connect into a generator and act as a safe community-gathering point during or following extreme weather events.
- **Improving Better Homes Ottawa**
    - I will reform Better Homes Ottawa to allow lower minimum loans and lower interest rates for energy efficiency retrofits and climate adaptation, including home upgrades that help improve resiliency against extreme weather.
- **Incentives for sump pumps, wells, ditches, and septic systems**
    - I will expand loan and grant programs to benefit property owners who need to upgrade infrastructure such as sump pumps, wells, ditches, and septic systems.

- **Creating new neighbourhood climate resiliency grants**
    - I will create a new grant program for upgrading climate resiliency, with projects to be identified and advanced by community partners.

Improving tree planting

- **Better planting cooperation and coordination**
    - I will improve the city's approach to tree planting by leveraging community groups, AI, and Forestry staff to identify ideal candidates for planting trees of various sizes on public property
- **Tax rebate for tree planting**
    - I will introduce a pilot program that offers a property tax rebate for residents who plant mature trees on their own property outside of established public programs.
- **Protecting trees and nature in new communities**
    - I will create flexible rules around parkland dedication, cash in-lieu, and other fees so that developers who preserve or enhance existing trees and natural features can reduce their overall development costs.

Joint approach with Hydro Ottawa

- **Facility revitalization and retrofit strategy**
    - Working in close cooperation with Hydro Ottawa, I will advance a strategy for reviewing, retrofitting, upgrading, and replacing City facilities with a plan to invest $400 million over the next 10 years to improve our facilities, particularly when doing so reduces long term costs.
- **Expand district heating**
    - I will seek new opportunities to use district heating systems for new communities through a District Heating Strategy that is co-developed and endorsed by Hydro Ottawa.
- **Advance renewable generation and storage**
    - Building on our strong record of advancing renewable energy, I will develop an integrated approach to zoning, approvals, consultation, and IESO procurements that is coordinated with Hydro Ottawa and the province that makes it easier for projects to proceed in lands that are pre-approved and designated for energy generation.
- **Solar-ready incentives**
    - Working with Hydro Ottawa, I will explore opportunities to integrate solar projects into new housing developments, with net costs covered out of future rates from the benefiting properties.
- **Cool pavement pilot**
    - I will advance a pilot project in a high-heat, low tree cover area to explore the impacts of temperature reduction on community comfort and wellbeing.
- **Improving food waste diversion**
    - To reduce emissions and waste going to landfills, I will direct staff to enter into a purchase agreement for composters, heavily discounting the upfront

costs to residents, business owners, and building owners to integrate these composters into their waste diversion efforts. The City will also create a program for collecting the nutrient-rich soil generated from these new composters to be applied to community gardens and other re-use facilities across Ottawa.

Reducing City Emissions

- **Expedite the Green Fleet Strategy**
  - I will find opportunities to complete the Green Fleet Strategy in 2035, rather than 2040, to reduce corporate emissions more quickly and begin saving money more quickly on fuel and maintenance costs.
- **Advance new Bus Rapid Transit / Bus Lane projects**
  - As discussed in my transit platform, I will advance a large number of new Bus Rapid Transit and Continuous Bus Lane projects. This represents more than $1.3 billion worth of expedited transit investments.
- **Start Phase 3 of the LRT to Kanata, Stittsville, and Barrhaven**
  - As discussed in my transit platform and in close cooperation with the provincial and federal governments, I will start work immediately on Phase 3 of the LRT to Kanata, Stittsville, and Barrhaven.
- **Buy more buses to keep boosting service reliability**
  - As discussed in my transit platform, I will purchase 200 more buses by 2030 to finish the job of revitalizing our fleet and keep boosting service reliability

Protecting our greenspace and agricultural lands

- **Improve Official Plan protections**
  - Through the next update of our Official Plan, and in close cooperation with key stakeholders such as the National Capital Commission, I will enshrine greater protections for ecologically valuable lands, including community greenspace such as the Poet's Path, agricultural lands, wetlands, and natural heritage areas.
- **Seek updated wetland designations**
  - Working with community partners, I will direct staff to assess and seek opportunities to update wetland designations so that we are preserving more wetlands and better protecting our local ecology.
- **Continue Acquisitions of natural heritage lands**
  - Working with partners such as the NCC, I will double overall investments into the acquisition, preservation, and enhancement of natural heritage lands and ecologically sensitive lands.

Moving Forward For Rural Ottawa

I have been and will continue to be a Mayor for all of Ottawa. This means listening to rural communities and advancing their interests. To that end, I will accelerate and increase both

funding and autonomy for rural communities, ensuring rural residents have a stronger hand in shaping the decisions that impact their daily lives.

- **Dedicated Infrastructure Funding for Rural Ottawa**
  - I will ensure that all road and traffic infrastructure funding for rural Ottawa is separated from city-wide funding with the projects voted on at the Agriculture and Rural Affairs Committee (ARAC).
- **Increase Rural Road Funding by $50 million**
  - I will ensure that rural road funding is substantially increased and dedicate half of this increase to local roads in village neighbourhoods.
- **Establish a US Tariff Response Working Group**
  - I will establish a US Tariff Response Working Group, consisting of members representing key sectors, including agriculture and the rural economy, to develop measures to protect farmers and rural businesses in the face of economic disruption brought about by US tariffs.
- **Double the Ditching Program AGAIN**
  - Properly maintained ditches prevent flooding of fields, driveways, and basements, protect crops, and keep rural roads safer and more passable after heavy rain or spring melt. So, I will once again double ditching investments. [Details]
- **Make the Rural Summit a permanent initiative**
  - For rural residents, farmers, villages, and City staff, I will make sure the Rural Summit is a permanent initiative. The summit will enable rural voices to shape the local priorities, budgets, and policies that matter most to them.
- **Redeploy Ottawa Police Service Officers to Rural Areas**
  - I will work with OPS to permanently increase dedicated rural policing resources to address rural needs.
- **Hire 100 More Paramedics Toward Improving Rural Response Times by 25%**
  - I will hire more paramedics and develop a Rural Paramedic Response Strategy to reduce average rural paramedic wait times by 25%.
- **Create a Village Main Street Rehabilitation Program**
  - Attractive main streets support local businesses, tourism, and community pride. I will make sure rural villages have their main streets rehabilitated.
- **Make Canada Day & Rural Fair Permits Free**
  - I will remove a financial barrier to these events so communities can continue traditional events that bring neighbours together and strengthen rural identity without extra costs.
- **Make it Easier to Start or Expand Rural Businesses**
  - I will amend zoning rules and permissions in villages and expand permissions for on-farm diversified uses to make it easier to start or expand a business.
- **Permanently Increase the Rural Community Building Grant Program to $500,000 Per Year**
  - By increasing this grant, I will ensure that rural associations, halls, and groups can access reliable funding to improve community facilities, host events, and strengthen local connections year after year.

- **Make the Farm Waste Item Limit Exemption Permanent**
    - I will make sure farmers can continue disposing of legitimate agricultural waste without artificial limits or extra fees, reducing costs and supporting the viability of working farms.
- **Expand Rural Client Service Centres**
    - I will keep all existing Township Halls open and establish a new Client Service Centre in the Navan-Cumberland area. I will also extend hours at rural facilities from 8:00 a.m. to 8:00 p.m. on open days.
- **Prevent the over-intensification of Rural Ottawa**
    - Using planning tools, I will prevent village suburbanization and over-intensification, instead focusing development in parts of Ottawa that can better accommodate it: namely, urban areas with existing infrastructure and close access to transit.
- **Advance the Ring Road**
    - This idea has been talked about for 30 years, but progress has been too slow. I started advancing this discussion with the province this term and will take the next steps to move this important project forward. By building a ring road, we can create the conditions to remove trucks from Manotick and surrounding communities as well as lower congestion on the 417 and truck traffic in the downtown core.

Plan details

For too long, Ottawa's rural communities were left sidelined on the key decisions that impacted them. Rural villages and communities had policies, like the ditch tax, imposed on them by a City Hall that was not attuned to their needs or interests. The tax dollars of rural residents were invested in infrastructure elsewhere in the city that they themselves never benefited from. They had their share of decision-making authority diluted through amalgamation. They lacked the ability to meaningfully shape the decisions that matter to them.

What follows are some additional details regarding some elements of the plan.

Dedicated Infrastructure Funding for Rural Ottawa

This will increase local decision-making in rural communities so investment decisions are made based on local, rural priorities. It guarantees rural roads and other transportation infrastructure projects receive dedicated funding instead of competing against city-wide projects, giving rural residents their fair share of investments.

Increase Rural Road Funding by $50 million

This is on top of current funding levels, over the term. Eighty percent of the City of Ottawa's geography is rural, and the rural road network comprises 40% of all roads in the city. Unlike urban areas, where a single road upgrade can benefit a large share of the local

population, our 26 villages are spread across hundreds of kilometres and can easily be overlooked. We will create a dedicated Rural Road Fund with an additional $50 million for rural roads over the term, above and beyond our regular tax-supported roads budget.

Double the Ditching Program AGAIN

To build on our record of doubling ditching investments, we will once again double the annual budget and work for roadside ditching and drainage during the 2026-2030 term of Council.

Redeploy Ottawa Police Service Officers to Rural Areas

Policing Kinburn, Metcalfe, Yorks Corners, and similar communities is fundamentally different from the ByWard Market or Westboro. This dedicated resourcing will mean faster response times, officers who know the rural landscape, and a visible presence in our communities to improve safety and build trust across Ottawa's vast countryside.

Hire 100 More Paramedics and Improve Rural Response Times by 25%

In medical emergencies every minute counts. Shorter response times will save lives and give rural families the same peace of mind urban residents already expect. We will 100 more paramedics city-wide, and develop a Rural Paramedic Response Strategy that leverages this increased capacity to substantially reduce rural response times in particular.

Create a Village Main Street Rehabilitation Program

We will launch a Main Street Beautification and Heritage Rehabilitation Program modelled on the success of other rural villages in Ontario whereby communities and businesses can apply for funding to restore storefronts, improve sidewalks, add lighting and landscaping, add flags and posters representing community heritage, introduce flower pots, and advance other features that enhance communities' sense of pride.

Expand Rural Client Service Centres

Rural residents deserve to have convenient, extended access to City services closer to home instead of having to travel long distances into the urban core. We will keep all existing Township Halls open and establish a new Client Service Centre in the Navan-Cumberland area. We will also extend hours at rural facilities from 8:00 a.m. to 8:00 p.m. on open days (adding 600 hours at existing sites plus 2,400 hours at the new centre for a combined 4,200 extra rural service hours).

What rural Ottawa leaders are saying about my plan

> "This plan is an absolute game-changer for rural Ottawa. I have long argued that rural communities need their fair share of both investments and

decision-making authority. On both scores, Mayor Sutcliffe's plan moves rural Ottawa forward in a truly meaningful way. I fully endorse this plan and the vision that Mark Sutcliffe has for revitalizing rural Ottawa"

— Councillor David Brown

"Rural villages like Notre-Dame-des-Champs, Navan, and Sarsfield have different needs than people in suburban or urban Ottawa. They deserve to have investments in infrastructure and services that reflect those different needs. I am glad that Mayor Sutcliffe's plan does just that and puts rural Ottawa in a position to better shape its own future."

— Councillor Catherine Kitts

"Residents of Osgoode Ward often remind me that, far too often, they feel like City Hall isn't focused on their priorities. I am pleased to see their priorities strongly reflected in the Mayor's plan and am fully supportive of putting rural residents back in the driver's seat for their own investments and priorities."

— Councillor Isabelle Skalski

"When I compare Orleans to communities like Cumberland or the rural residents of Cambrian Heights or Beckett's Creek, the priorities are different. Cumberland Village has felt left out of the conversation since amalgamation, but that started to turn around four years ago. I am confident that communities like Cumberland will continue to see the recognition and attention that they deserve under the approach advanced by the Mayor's plan."

— Councillor Matt Luloff

"I am pleased to see this plan as it aligns closely with priorities for rural Ottawa that I've strongly advocated for, including a continuation of the rural summit so that rural voices can continue to shape rural decisions as well as dedicated funding for rural roads and ditches. I am especially pleased to see a strong commitment to protecting villages like Carp from over-intensification. I will continue to advocate for ideas that chart a strong path forward for our rural communities."

— Councillor Clarke Kelly

For Francophones

- **Hold a Francophone Forum at City Hall in spring 2027**

    - I will work in partnership with ACFO Ottawa to bring the Francophone community together, prepare to host the 2028 Francophonie Summit, and create a lasting legacy for the community.
- **Create a $500,000 funding program dedicated to activities surrounding the 2028 Francophonie Summit**
    - I will make 2028 a year of celebration and the beginning of a new chapter for the Francophonie in Ottawa.
- **Seize the economic opportunity presented by the Summit**
    - I will use the Summit to strengthen bilingualism and attract Francophone visitors from around the world.
- **Work with the 2001 Jeux de la Francophonie Legacy Committee**
    - Through working with this Committee, I will ensure the success of the programming and legacy of the Year of the Francophonie.
- **Work with community partners to better plan the delivery of French-language services and programs**
    - I will work to optimize our resources, avoid duplication, and meet the needs of residents across the city.
- **Increase bilingual recreation**
    - I will work with the school boards to increase the hiring of bilingual recreation leaders and lifeguards by 5% each year.
- **Increase the Francophone cohort in the City's leadership training program**
    - I will develop the next generation of Francophone leaders at the City by increasing the cohort by 33%, from 375 to 500 participants per year.
- **Undertake a review of the implementation of the Bilingualism Policy and Bilingualism By-law**
    - I will advance the first review of these policies since they were first adopted in 2001 as part of municipal amalgamation.
- **Work with CSC Vanier to advance the community hub at 250 Montréal Road**
    - In addition, I will work with our partners to develop a financial model with a municipal contribution for the facility.
- **Review the translation services budget to optimize the use of artificial intelligence**
    - I will ensure that this review reinvests all savings into French-language recreation programs.

« J'ai consacré une grande partie de ma vie à défendre les droits des francophones et à faire en sorte que notre communauté puisse s'épanouir en français. Je sais que cela demande plus que des paroles : il faut de l'engagement et des gestes concrets. Mark Sutcliffe pose ces gestes. Son plan pour la francophonie, notamment en vue du Sommet de la Francophonie de 2028, est une occasion de faire rayonner notre communauté et de laisser un héritage durable aux générations futures. Je suis heureuse de voir cet engagement envers notre francophonie. »

— Madeleine Meilleur, ancienne ministre des Affaires francophones de l'Ontario et ancienne procureure générale de l'Ontario

Stronger Communities

- **Free rec passes for cancer patients:**
    - Research shows that regular exercise can benefit cancer patients while they are undergoing treatment. I will launch a pilot program to provide free annual rec passes to patients undergoing cancer treatment living in Ottawa, and will work with Ottawa Public Health and other healthcare providers, including local hospitals, to improve communication with patients so that they are aware of the programs available to them.
- **Increase the availability of cricket:**
    - Cricket is one of the fastest growing sports in Ottawa. I will finish the construction of the 10 fields that are currently underway, and advance another 10 in Ottawa, 5 of which would be professional-sized fields and 5 would be recreational.
- **Improve planning approach for faith institutions:**
    - I will amend the Official Plan to make it easier for faith institutions, such as churches, mosques, synagogues, temples, halls, and gurdwaras, to build in all parts of Ottawa. I will ensure that the planning department has a lead on faith institution files to help advance these files. I will eliminate on-property parking maximums for faith institutions and will adjust rules to make it easier and more streamlined for religious institutions to navigate planning approvals throughout Ottawa.
- **Curbside waste support for group homes:**
    - Group homes that service people with disabilities often have larger amounts of waste than typical homes. In recognition of this, I will provide free yellow bags to group homes serving individuals with developmental disabilities.
- **Implement the Primary Care Action Plan:**
    - Even though health care is a provincial responsibility, the shortage of family doctors has a significant impact on our local economy and our ability to attract the best talent to Ottawa. I will follow through on the Primary Care Action Plan introduced last year to attract and retain more family doctors and nurse practitioners in Ottawa. The creation of the Primary Care Ambassador facilitates coordination and engagement across the system, and work is underway for the establishment of a Health Hub in Stittsville. I will target the recruitment of 100 more primary care providers in Ottawa.

For Families, Seniors, and Youth

- **Better service and safer intersections for seniors**
    - As our city continues to grow, and as we continue to digitize services and streamline how we work, we must make sure seniors are not left behind. To do this, I will:
        - Create a separate option on 3-1-1 for seniors, so that seniors needing assistance on any municipal issue are connected directly with a

person who is trained specifically to help seniors with common requests.
        - Ensure that infrastructure investments in our communities are well-tailored to the needs of seniors by advancing extra public benches and additional crosswalk improvements in proximity to retirement homes and in naturally occurring retirement communities.

Mark understands the city. He cares about the community, including families, seniors, and the most vulnerable, and has set an ambitious goal of ending youth homelessness. In a time of global uncertainty and political polarization, Mark has everyone working together on a plan to move Ottawa forward and make it even better.

— Jackie Holzman Mayor of Ottawa, 1991–1997

- **End the swimming lesson shortage:**
    - I will address the shortages and registration challenges facing swimming lessons with the following measures:
        - **Permit early registration access for Ottawa residents** by prohibiting non-Ottawa residents from accessing registration for at least the first 48 hours after registration opens. This will open up at least 5,000 more swim lesson spots for children in Ottawa over the next 10 years.
        - **Leverage private facilities** by partnering with private pools during their off hours. This will expand the number of swim lesson spaces available for families.
        - **Expand opportunities for outdoor swimming lessons:** Assess ways to improve outdoor swimming facilities and their suitability for lessons. Where conditions and safety requirements permit, outdoor locations could accommodate some adult and teen lessons, freeing up more spaces for young children to learn in the controlled indoor environments they need.
        - **Make registration easier and more predictable:** Review the entire swimming lesson registration process, including practices used by other municipalities, to identify ways to improve the experience for families.
- **Improve park availability by extending park lighting:**
    - Currently, many parks and fields in Ottawa don't turn on their lights until late in the year, tied with hockey or skating in the winter. As a result, practices and games in the fall need to start earlier in order to accommodate the earlier sunsets. To address this, I will direct staff to turn on our park lights earlier in the fall to allow field sports to be played into the evening, even as the days are shorter.
- **Washrooms in field houses:**
    - Many washrooms at field houses are not open on weekends when baseball games or tournaments are being played. I will make sure these facilities are

open on weekends when games or tournaments are booked to support families making use of our sports fields. I will ensure that cleaning crews support this expanded schedule.

- **Improving the vibrancy of our parks and public spaces:**
  - I will allow food carts, stands, trucks, and other food vendors to operate more easily in City parks and on other City-owned land.
- **Integrate accessibility standards into every aspect of city-building:**
  - I will put Ottawa on a path to becoming the most accessible city in Canada through the following measures:
  - I will set a Gold Standard of Accessibility for all new City facilities. That standard will be similar to the standard provided by independent organizations, such as the Rick Hansen Foundation, to ensure access is for all regardless of age, need, or ability. I will integrate this approach into all municipal projects by surveying and assessing existing facilities, establishing a pre-construction guide for designing municipal projects, certifying new facilities, and prioritizing accessibility retrofits.
  - I will develop a strategic plan to systematically assess the accessibility of all municipal spaces, including parks, rec centres, libraries, paths, and more, auditing the City from an accessibility standpoint and developing a road map for renewing all facilities to a higher accessibility standard.
  - I will create an Accessibility Map of Ottawa to outline what routes, facilities, parks, and non-municipal buildings are most friendly to individuals with diverse accessibility needs
  - I will task staff with conducting "Stroller Tests" on municipal spaces across Ottawa to improve accessibility for young families.
  - I will have staff trained to be better equipped to understand and address accessibility needs in City facilities from design through to operation. This will include training for frontline staff, project managers, and key decision-makers on the Senior Leadership Team.
  - I will purchase new park and recreational amenities for residents with disabilities, including:
    - 15 new water wheelchairs for indoor pools in Ottawa
    - New shower benches for pools to better accommodate clients at indoor pools so they can sit in the shower areas
    - Specialized gentle angle stairs to facilitate access to outdoor pools
  - I will develop and expand after-school programs for children that require support for participation so that children with different needs are just as included in the programs that are offered to all Ottawa children.
  - Working in consultation with the sight loss community, I will develop a strategy to remove existing barriers to public transit for those who are blind, partially sighted, or Deafblind, and ensure accessibility in all future public transit infrastructure investments.
- **Supporting our Veterans:**
  - I will work with the federal government to ensure housing availability for veterans as a priority population and to ensure that there is adequate housing to support the growth of both the Canadian Armed Forces and the

defence sector more broadly in Ottawa. I will also coordinate with Ottawa Public Health to improve the quality and availability of dedicated mental health support for veterans.

- **Develop a Youth Strategy:**
  - I will bring together organizations that serve youth to launch an integrated strategy that ensures all children in Ottawa have a more equitable start in life, an easier path forward in their communities, and a clearer path toward employment in Ottawa. This will include:
    - Using public facilities to provide space for non-profit community organizations offering youth programming in parts of our city that are underserved, such as the Boys and Girls Club.
    - Creating a Youth Sports Tournament Plan to attract more kids' sports tournaments and competitions to Ottawa so that parents do not have to travel as far as often for sports. This will be supported by Ottawa's Municipal Accommodation Tax and rate reductions for tournaments that use municipal facilities and will be accomplished by working with Ottawa Tourism to grow its great work in this space.
    - Connecting and integrating anti-hate and City of Kindness initiatives into schools and faith institutions by working with school boards and faith leaders.
    - Working with existing employment agencies, large employers, BIAs, and other partners to develop an incentive program for employers who create opportunities for young people in our city.
    - Making permanent the current pilot programs for youth transit so that young people can ride for free during the summer and on evenings and weekends.
- **Making it easier to raise a family:**
  - According to the Globe and Mail, Ottawa is Canada's most livable city. One reason for this is that Ottawa is such a great place to raise a family. I will ensure that we maintain and enhance the quality of life for families by advancing the following policies:
    - Establish dedicated parking for expecting mothers and families with young children at City facilities and explore establishing a requirement for dedicated family parking on newly built private facilities above a certain size.
    - Work with the federal and provincial governments to improve the availability of childcare spaces in Ottawa, including by creating a dedicated staff role at the City responsible for supporting the creation of new licensed home-care and daycare facilities and by exploring financial relief options, including Development Charge reductions, for childcare facilities in Ottawa.
    - Further expand free play options for families at City rec facilities.
    - Engage partners like Ottawa Tourism, BIAs, and community associations to develop a Children's Calendar App that shares with families all the different activities available throughout Ottawa for kids and families to enjoy.

        - Improve availability of breast feeding locations throughout municipal facilities and ensure that all municipal facilities with dedicated spaces for breast feeding are clearly and accessibly listed on municipal webpages.
        - Explore a pilot of drop-in childcare to help families do things like medical appointments, job interviews, etc.
        - Approve 75,000 new homes over the next four years, advance work on an Affordable Home Ownership Strategy, and expand the City's Affordable Housing Community Improvement Plan by introducing an enhanced Tax Increment Equivalent Grant targeted at incentivizing and developing a greater number of affordable 3-bedroom units.

Focussed, Accountable Government

Getting the basics right and reducing frustration in dealing with the City

- **New technology for infrastructure maintenance:**
    - Using satellite and LiDAR technology, I will direct staff to develop a full ditch inventory across Ottawa, particularly in rural Ottawa, to assess condition and proactively advance repair and reinstatement work. I will also explore using this technology to advance proactive pipe repair work to reduce pipe and watermain breaks and to better assess road condition, reduce reliance on costly consultants, speed up resurfacing, and better prioritize areas that are most in need of repair.
- **Digital Innovation in Government and Information Technology Subcommittee:**
    - I will establish a subcommittee of the Finance and Corporate Services Committee to explore ways to expedite the digitization of government services through leveraging AI and other novel technologies. Subcommittee membership will include public board members from Ottawa's tech community.
- **Improved service standards for 3-1-1:**
    - I will end the long list of call prompts, instead relying on voice recognition to triage requests more quickly.
- **Permit more car sharing:**
    - I will remove permit caps on car sharing systems to better respond to market demand, allowing more residents to access car sharing and increasing permit revenue to the city.
- **Full digitization:**
    - I will continue ongoing digitization efforts so that all documents submitted to every department be accepted in a digital format.
- **Red tape reduction:**
    - I will conduct a regulatory review to set the baseline for the regulations that are on the books. With that baseline in hand, I will open a red tape reporting portal through which residents and businesses can easily report duplicative, unnecessary, unclear, or burdensome regulation. I will institute a City-wide

red tape reduction policy that will make it so that for every new regulation added, an equivalent amount of regulation must be removed.

- **Plain language review:**
    - I will clean up and simplify language pertaining to permitting, licensing, regulation, and more. To support this effort, I will leverage AI to review current policies and regulations to make sure clear, plain language is used so that residents and businesses have an easier time navigating rules and regulations.
- **Harmonize construction standards:**
    - I will ensure that Ottawa's construction standards are aligned with provincial standards to save money and reduce bureaucratic overlap.

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