

## **Finance and Corporate Services Committee**

### **Terms of Reference**

#### **MANDATE**

The Finance and Corporate Services Committee provides direction on strengthening financial and administrative practices, identifying corporate goals, and providing guidance on economic development issues. This committee is responsible for the City of Ottawa's high-level fiscal and management policy issues, including the development of the fiscal framework and corporate financial planning, overseeing the Operating and Capital Budgets, establishing a budget reporting framework, reviewing efficiency and investment reports, providing guidance on corporate performance measurement policies, and ensuring the financial sustainability of the Corporation. This committee also addresses all matters related to communications, public engagement, client service delivery channels, human resources, labour relations, purchasing, information technology, **cybersecurity**, real estate matters, asset management, the Office of the City Solicitor, and the Office of the City Clerk, including Accessibility and French Language Services.

#### **MEMBERSHIP**

Membership of the Finance and Corporate Services Committee shall consist of Members of Council appointed by Council, being the standing committee Chairs, and two members-at-large. The Mayor shall be the Chair of the Finance and Corporate Services Committee.

#### **GENERAL RESPONSIBILITIES**

The Finance and Corporate Services Committee shall:

1. Be responsible directly to Council for:
  - a. Those items emanating from the City Manager's Office and all City departments that fall within the mandate of this committee, including but not limited to:
    - i. The Finance and Corporate Services Department, excluding Fleet Services;
    - ii. The Office of the City Clerk;
    - iii. **The Office of the City Solicitor;**

- iv. Applicable services and branches of the Planning, Development and Building Services Department, on matters that relate to the mandate of this committee;
  - v. Applicable services and branches of Community and Social Services Department, on matters that relate to the mandate of this committee;
  - vi. Applicable services and branches of Infrastructure and Water Services Department, on matters that relate to the mandate of this committee;
  - vii. Applicable services and branches of the Recreation, Cultural and Facilities Services Department, on matters that relate to the mandate of this committee;
  - viii. **Applicable services and branches of the Strategic Initiatives Department, on matters that relate to the mandate of this committee;**
- b. All high-level fiscal policy and management items emanating from any City department;
  - c. Making recommendations with regards to the City's tax ratios;
  - d. Policies and reporting frameworks relative to performance measuring and municipal best practices;
  - e. Establishing and implementing the City's fiscal framework;
  - f. Developing and monitoring the City's Operating and Capital Budgets and establishing the annual budget consultation and approval process;
  - g. Advisory committees that are within the area of responsibility of the Finance and Corporate Services Committee, including the Accessibility Advisory Committee **and the French Language Services Advisory Committee**; and
  - h. Local boards, agencies and corporations that are created by, and report to, this committee.
2. Consider, for recommendation to Council, Operating and Capital Budget amendments pertaining to items within the committee mandate, and for budget issues of a corporate nature that are not specific to another standing committee's mandate, subject to the budgetary powers and duties assigned to the head of Council under the *Municipal Act, 2001* and associated regulations and any Council-approved budget process.

3. Make recommendations to Council on all matters connected with the implementation of the *Accessibility for Ontarians with Disabilities Act, 2005* standards and the City of Ottawa's accessibility plans.
4. Oversee and make recommendations to Council on the implementation of the City's Bilingualism Policy, including translation processes, client service delivery, language training and position designations.
5. Have responsibility and for all issues relating to economic development within the City of Ottawa and provide guidance to Economic Development Services.
6. Consult with the Agriculture and Rural Affairs Committee on issues having an effect on the City's rural residents and businesses or relating to items of interest for the agricultural and associated industries.
7. Receive reports from staff regarding the exercise of delegated authority in accordance with the *Delegation of Authority By-law* on items within the committee's mandate.
8. Address non-budgetary issues that affect the Corporation as a whole or that are cross-departmental, such as French Language Services and accessibility.
9. Provide direction and monitor the associated activities and implementation of programs and projects emanating from the City Manager's Office, excluding those within the mandate of other standing committees.
10. Receive delegations from the public, and hold public hearings as required by statute and Council.
11. Address all matters related to advisory committees on items that fall within the mandate of the committee and are in line with the established committee and City strategic plans.
12. Have the delegated authority to decide matters that are consistent with the application of federal and/or provincial statutes and/or regulations for matters within the committee's mandate.
13. Recommend to Council the City of Ottawa's participation in federal or provincial cost-sharing programs, grant proposals, or employment incentive programs for matters within the mandate of the committee.
14. Recommend to Council proposed by-laws that are under the committee's jurisdiction.
15. Supervise and control all matters relating to the official documents, records, vouchers, and securities of the City of Ottawa relating to the committee's mandate.

16. Conduct, on behalf of Council, all public meetings or hearings required by provincial legislation except those meetings or hearings specifically delegated by Council to other committees of Council.
17. Consider, report and recommend to Council on the creation of public/private partnerships to support the delivery of City programs.
18. Recommend to Council appointments to external committees, boards and commissions that are not completed through the Nominating Committee of Council, are within Council's authority, and that are not within the mandate of another standing committee.
19. Review of all issues relating to elected representatives, specifically:
  - a. The overall operations of Councillors' offices;
  - b. Expenditures by Councillors, including the administering of their global budgets;
  - c. Entitlement of Councillors to City facilities and resources for the performance of their duties; and
  - d. Personnel matters, including Councillors' office staff and the general performance of Councillors in their duties.
20. Receive, review, and make recommendations to Council on matters related to the City's Comprehensive Asset Management framework.
21. Receive, review, and make recommendations to Council on matters related to corporate accommodations, city administrative facilities and facilities matters that are not specific to the mandate of another standing committee.
22. Liaise with other levels of government on all matters related to the mandate of this committee, and inter-governmental relations on issues of interest to the municipality, and for all matters that are not specific to the mandate of another standing committee.

## **SPECIFIC RESPONSIBILITIES**

The Finance and Corporate Services Committee shall:

### **Budget**

1. Oversee and develop the City's annual Operating and Capital Budgets.
2. Recommend to Council a budget process that allows for public consultation, comprehensive review of budget items, transparency, and accountability.

3. Subsequent to the approval of the budget, subject to the budgetary powers and duties assigned to the head of Council under the *Municipal Act, 2001* and associated regulations and any Council-approved budget process:
  - a. Review and approve all high-level operating and capital budget adjustments pertaining to items **from all City departments** within the committee mandate or that are not addressed by other standing committees or local boards.
  - b. Subsequent to the approval of the budget, identify for Council any additional funding requirements or budget adjustments, including reserves that cannot be accommodated through the use of existing capital or operating sources.

### **Financial planning, operations and sustainability**

4. Review and make recommendations to Council on all matters associated with the Corporate rates policies, tax ratios and administration and reserve funds.
5. Review and make recommendations to Council on all matters associated with the ~~City's Long Range Financial Plan~~, Fiscal Framework, and the overall establishment and implementation of Corporate financial management and sustainability principles.
6. **Review and make recommendations to Council on all matters and reports associated with all current and future Long Range Financial Plans.**
7. Receive and make recommendations to Council on **all financial reporting, including:**
  - a. Operating and Capital Budget status reports;
  - b. **Capital Budget adjustments and closure of capital projects reports;**
  - c. Investment reports;
  - d. **Write offs for uncollectible taxes and revenue accounts reports, including OC Transpo customer accounts and uncollectible water utility customer accounts; and**
  - e. Efficiency reports.
8. Monitor all matters connected with high-level expenditure, revenue and investment, and make recommendations to Council where necessary.
9. Receive and make recommendations to Council on investment and debt policies.

10. Oversee and make recommendations to Council on all matters pertaining to the City's day-to-day transactional processes, including payroll, bill payments and collections, purchasing card resolutions, and permit fee processing.

## **Purchasing**

11. Recommend to Council the approval of contracts or purchase orders based on conditions deemed fit in accordance with the provisions of the *Procurement By-law*.
12. **Receive semi-annual procurement reporting for all departments in accordance with the *Procurement By-law*.**

## **Communications and organizational development**

13. Oversee and make recommendations to Council on the City's communications goals, strategies and methods for providing timely and accurate information to residents.
14. Receive and review reports on the level of service provided by the 3-1-1 Contact Centre and the Client Service Centres and recommend to Council methods for improvement.
15. Oversee and make recommendations to Council on all matters related to the function of the ottawa.ca website and any online service tools.
16. Ensure that all client services are provided in a clear, efficient and accessible manner.
17. Receive and review reports on the City's administration of vital statistics, including death registrations, marriage licences and civil ceremonies, in accordance with the *Vital Statistics Act*.
18. Review and make recommendations to Council on Corporate Administrative Policy Frameworks.
19. Identify and make recommendations to Council on rectifying overlaps and duplications of programs.
20. Receive, review and make recommendations to Council on all matters related to Corporate Service Excellence Plans and initiatives.
21. Receive, review and make recommendations to Council on Client Survey Results.
22. Monitor and make recommendations to Council on the establishment and implementation of the City Strategic Plan to guide Council policy decisions.

23. Monitor and make recommendations to Council on the establishment and implementation of the City's performance measurement policies and reporting framework.

### **Staffing and personnel**

24. Recommend to Council any contract extensions or contract changes for the City Manager and the City Auditor General, subject to legislation or any Council-approved policy or by-law.
25. Recommend to Council the amalgamation, creation and elimination of departments where it is deemed advisable subject to legislation or any Council-approved policy or by-law.
26. Recommend to Council the salaries of all officers and managers and employees not governed by the terms of a collective agreement.

### **Corporate Real estate**

~~Where delegated authority has been lifted:~~

27. Make recommendations to Council on the acquisition or purchase of lands and **buildings in the urban and suburban areas** required for any purpose of the City of Ottawa and in accordance with the provisions of the *Delegation of Authority By-law*.
28. Recommend to Council the acquisition of property, including limited interests therein, such as easements, rights of way, mortgages, leases and licenses, **in the urban and suburban areas** where the cost of such property exceeds \$500,000 **delegated authority limits and in accordance with the provisions of the Acquisition of Real Property Policy**.
29. In accordance with the provisions of the *Disposal of Real Property Policy*, authorize the sale or other disposition of land, including determination of the compensation to be paid therefore, provided that such sale price does not exceed \$500,000 **delegated authority limits**.

### **Legal Services**

30. Receive briefings on litigious matters involving the City of Ottawa that do not fall within the jurisdiction of another standing committee.
31. Give direction to the City Solicitor on litigation in which the City of Ottawa is a party or potential party where it is consistent with current Council direction or policy.

## **Office of the City Clerk**

32. Monitor and make recommendations to Council on all functions of the Office of the City Clerk, including matters pertaining to the Office of Protocol, Legislative Services, French Language Services and Municipal Elections, Council and Committee Services, and Governance, Elected Officials and Business Support Services.
33. Review and make recommendations to Council on the City's legislative processes, including the Council and committee meeting schedules, the *Procedure By-law*, and overall governance matters.

## **Labour relations**

34. The Finance and Corporate Services Committee (or a sub-committee appointed by the committee) shall have jurisdiction regarding the review of all issues relating to labour relations, specifically to:
  - a. Act as the official bargaining agent of the City of Ottawa in all negotiations with representatives of City employees, particularly pertaining to collective agreements between the City of Ottawa and unions and associations representing its employees (exclusive of the OC Transpo unions), and make recommendations to Council. The committee may delegate its bargaining and negotiation powers, however, the committee has the authority to direct staff on the parameters of the negotiations and no final agreement resulting from such a delegation shall be binding until it is approved by committee and Council; and
  - b. Receive updates on the progress of collective bargaining where staff have been delegated the authority to negotiate agreements.

## **Human resources, equity and diversity**

35. The Finance and Corporate Services Committee (or a sub-committee appointed by the committee) shall have jurisdiction regarding the review of all issues relating to human resources, specifically to:
  - a. Make recommendations to Council on the Human Resources Plans and their key goals; and
  - b. Review and make recommendations to Council on matters related to corporate human resource policies affecting the City's employee base. including compensation, performance management, training and development, recruitment, retention, retirement, employment equity and diversity initiatives, wellness and health and safety.



36. The Finance and Corporate Services Committee shall oversee and make recommendations to Council on the implementation of the Women and Gender Equity Strategy, City of Ottawa Reconciliation Action Plan, Anti-Racism Strategy, and Corporate Diversity and Inclusion Plan.

### **Economic development**

37. Have general responsibility for economic development in the urban and suburban areas of the City of Ottawa, and consult with the Agriculture and Rural Affairs Committee on issues having an effect on the City's rural residents and businesses.
38. Receive advice from and liaise with economic development stakeholders such as Ottawa Tourism, Invest Ottawa, Ottawa Board of Trade, Regroupement des gens d'affaires, Ottawa International Airport Authority, Ottawa Coalition of Business Improvement Areas, Ottawa Film Office, and post-secondary institutions.
39. Liaise with other levels of government and the business community regarding economic development issues.
40. Encourage the creation of initiatives to support the implementation of the City of Ottawa's Economic Development Strategy.

### **Information technology**

41. Oversee and make recommendations to Council on all issues relating to information technology, including but not limited to:
- a. Large-scale investments in information technology for use within the Corporation;
  - b. Policy and projects directly related to information technology;
  - c. Recommendations and direction regarding stakeholder consultations and investment strategies;
  - d. Project proposals, including costs and return on investment;
  - e. Availability of new technologies in the industry and opportunities to enhance existing technologies;
  - f. Investigate information technology products and services, including Smart City initiatives to provide improved access to City services by the public, enhanced connectivity throughout the city, and an economy that is strengthened by leveraging available and emerging technologies and products; and
  - g. Public Wi-Fi initiatives.

## **Cybersecurity**

- 42. Provide oversight for cybersecurity through consideration of reports related to strategy and implementation.**
- 43. Consider matters relating to corporate-wide information security, digital risk, and cybersecurity risk management programs and services in accordance with applicable laws, regulations, guidelines and City-wide strategies, including:**
  - a. Ensure that the City's cybersecurity safeguards are aligned with the Ontario Cyber Security Framework.**
  - b. Ensure that City's cybersecurity incident response, business continuity, and critical infrastructure protection are provided in accordance with the *Emergency Management and Civil Protection Act*.**
- 44. Ensure that the City's safeguards to protect personal information are aligned with the *Municipal Freedom of Information and Protection of Privacy Act* and the *Personal Health Information Protection Act*.**

## **Light Rail Transit (LRT) project**

45. As approved by Council, the Finance and Corporate Services Committee shall have oversight and report to Council on all matters related to the Stage 1 and 2 Light Rail Transit projects, excluding those assigned by Council to other standing committees, ~~the Transit Commission and the Light Rail Sub-Committee~~, including procurement and contract award.

## **Other specific responsibilities**

46. Review and recommend to Council revisions to the Finance and Corporate Services Committee Terms of Reference, as required.
47. Review and make recommendations to Council regarding applicable matters under the Commemorative Naming Policy relating to commemorative naming of City facilities within the committee's mandate (such as City administration buildings).
48. Recommend to Council all Council representation on, and membership in, organizations such as Association française des municipalités de l'Ontario (AFMO), Association of Municipalities of Ontario (AMO), and the Federation of Canadian Municipalities (FCM) that are not completed through the Nominating Committee of Council.

49. Approve Councillors' travel and attendance at annual conferences such as The Ontario Good Roads Association (Good Roads), the Rural Ontario Municipal Association, AFMO, AMO, FCM and other conferences that do not fall within the mandate of other standing committees, as required.

## **REPORTING RELATIONSHIPS**

The Finance and Corporate Services Committee shall report to Council regarding the exercise of its delegated authority as part of the Disposition to Council.