



Finance and Corporate Services Committee

Minutes

Meeting #: 34
Date: March 3, 2026
Time: 9:30 am
Location: Andrew S. Haydon Hall, 110 Laurier Avenue West, and by electronic participation

Present: Chair: Mayor Mark Sutcliffe, Vice-Chair: Councillor Catherine Kitts, Councillor Matt Luloff, Councillor Laura Dudas, Councillor Cathy Curry, Councillor Glen Gower, Councillor Tim Tierney, Councillor Rawlson King, Councillor Jeff Leiper, Councillor Riley Brockington, Councillor Shawn Menard, Councillor David Brown

1. Notices and meeting information for meeting participants and the public

Notices and meeting information are attached to the agenda and minutes, including: availability of simultaneous interpretation and accessibility accommodations; *in camera* meeting procedures; information items not subject to discussion; personal information disclaimer for correspondents and public speakers; notices regarding minutes; and remote participation details.

Accessible formats and communication supports are available, upon request.

Except where otherwise indicated, reports requiring Council consideration will be presented to Council on 11 March 2026 Finance and Corporate Services Committee Report 34.

The deadline to register by phone to speak, or submit written comments or visual presentations is 4 pm on Monday, 2 March 2026, and the deadline to register to speak by email is 8:30 am on Tuesday, 3 March 2026.

2. Declarations of Interest

No Declarations of Interest were filed.

3. Confirmation of Minutes

3.1 FCSC Minutes 33 – 3 February 2026

Carried

4. Responses to Inquiries

With the will of the committee, both Responses to inquiries were lifted for discussion.

4.1 FCSC-2025-03 - Real Estate Property Acquisitions

The following responded to questions:

- Debbie Stewart, General Manager, Strategic Initiatives Department.

4.2 OCC-2025-20 - Review of Procurement Practices

Vice-Chair C. Kitts introduced a Motion (FSCS 2026-34-01).

The following also responded to questions:

- Cyril Rogers, General Manager, Finance and Corporate Services Department (FCSD);
- Joanna Graham, Chief Procurement Officer, FCSD

Following discussion and questions of staff, the Committee carried the motion as presented.

Motion No. FCSC 2026-34-01

Moved by C. Kitts

WHEREAS Mayor Sutcliffe and his office have been engaging with members of the Ottawa and Eastern Ontario Building Trades Council (the Building Trades Council) over the last few months to strengthen the relationship and advance the interests of qualified, unionized labour at City Hall; and

WHEREAS the City of Ottawa invests approximately \$1.9 billion every year to build new infrastructure or renew existing infrastructure, which are all projects that generate economic and employment opportunities; and

WHEREAS the City has implemented a number of procurement policies and practices to ensure the best use of tax dollars in awarding these infrastructure contracts, including but not limited to, Sustainable Procurement Guidelines, a Supplier Code of Conduct, a Vendor Performance Management Program and Health & Safety Certifications, just to name a few; and

WHEREAS the Building Trades Council is composed of 20 trade unions and approximately 35,000 local union members that live, work and pay taxes in the Ottawa area; and

WHEREAS the Building Trades Council has requested that the City of Ottawa consider implementing a Fair Wage Policy similar to the one in place in Toronto; and

WHEREAS these 20 trade unions invest heavily in training, skills upgrades, health and safety training, and apprenticeships, which produce the next generation of qualified tradespeople to supply Ottawa's construction industry, thanks to properly indentured and registered apprentices who have signed an apprenticeship contract with their respective trade union or employer, as well as Skilled Trades Ontario; and

WHEREAS the trade unions operate 15 local training facilities assessed at over \$50 million, with annual training investments of \$20 million, made jointly by the unions and their contractor partners;

THEREFORE BE IT RESOLVED that Council direct staff to conduct a comprehensive review and feasibility assessment, including operational, legal and financial implications of other procurement practices and approaches that are in place in other Canadian municipalities, which include but are not limited to, a Fair Wage Policy, a Living Wage Policy, and a Community Benefits Agreement; and

BE IT FURTHER RESOLVED that staff leverage the Ottawa Paramedic Service West Deployment Facility and the Riverside South Library project to pilot innovative approaches that would maximize the use of local and equity denied labour, and ensure robust training and apprenticeship programs are built into the procurement processes; and

BE IT FURTHER RESOLVED that staff report back to Council by Q1 2027 with the results of the comprehensive review of other

procurement approaches in place in other Canadian municipalities, along with proposed changes to the Procurement Bylaw to ensure there is maximum community benefit being generated in Ottawa; and

BE IT FURTHER RESOLVED that as part of this review, staff explore the feasibility of potential options to mitigate development charge impacts on facilities that support the training of skilled trades professionals and are recognized as Training Delivery Agents by the Ministry of Labour, Immigration, Training and Skills Development, including consideration of existing or alternative policy mechanisms.

Carried

5. Community and Social Services Department

5.1 Advancing Indigenous Relations in the City of Ottawa

File No. ACS2026-CSS-GEN-005 - Citywide

The following staff responded to questions:

- Clara Freire, General Manager, Community Services Department

Following discussion and questions of staff, the Committee Carried the report recommendation as presented.

Report recommendation(s)

That the Finance and Corporate Services Committee recommend that Council receive this report for information and approve the path forward for Indigenous Relations for the City of Ottawa, as outlined in the report.

Carried

6. Finance and Corporate Services Department

6.1 2025 Statement of Remuneration, Benefits and Expenses Paid to Members of Council and Council Appointees

File No. ACS2026-FCS-FSP-0001 - Citywide

Report recommendation(s)

That the Finance and Corporate Services Committee and Council receive this report for information.

Received

6.2 Report on 2026 Budget Expenses Pursuant to Ontario Regulation 284/09

File No. ACS2026-FCS-FIN-0005 - Citywide

Report recommendation(s)

That the Finance and Corporate Services Committee recommend that Council:

1. **Adopt this report in accordance with Ontario Regulation 284/09.**
2. **Approve that the Chief Financial Officer (CFO) / City Treasurer be delegated the authority to adjust the accrual budget to include any budget changes approved by Council as part of the final adopted budget, and to include the accrual budget presentation within the City of Ottawa's final adopted 2026 budget book, for information purposes.**

Carried

7. Infrastructure and Water Services Department

7.1 Project Delivery and Cost Estimating Guidelines Update

File No. ACS2026-IWS-AM-002 - Citywide

Report recommendation(s)

That the Finance and Corporate Services Committee recommend Council approve:

1. **The updated Project Delivery Review and Cost Estimating Guidelines, as outlined in this report and attached as Appendix A.**
2. **Delegating authority to the General Manager, Infrastructure and Water Services, and the Director, Asset Management individually, to make and approve technical amendments to the Project Delivery and Cost Estimating Guidelines, as described in this report.**

Carried

8. Legal Services

8.1 Comprehensive Legal Services Report for the Period July 1 to December 31, 2025

File No. ACS2026-LEG-GEN-0001 - Citywide

Report recommendation(s)

That the Finance and Corporate Services Committee recommend that Council receive this report for information.

Received

9. Office of the City Clerk

9.1 City representation and delegate attendance at municipal conferences and tradeshow in 2026

File No. ACS2026-OCC-GEN-0005 - Citywide

Report Recommendation(s)

That the Finance and Corporate Services Committee approve the following Members of Council attend the Federation of Canadian Municipalities (FCM) Annual Conference and Trade Show, to be held June 4 to June 7, 2026, in Edmonton, Alberta, in addition to Councillor Dudas, the City's representative to FCM, and Councillor Tierney, the First Vice-President of FCM:

- **Councillor Carr**
- **Councillor Curry**

- Councillor King
- Councillor Kitts
- Councillor Skalski

Carried

9.2 Update on the 2026 Municipal Elections and amendments to election-related by-laws

File No. ACS2026-OCC-GEN-0002 - City-wide

Report recommendation(s)

That the Finance and Corporate Services Committee recommend that City Council:

1. **Receive this update on the 2026 Municipal Elections for information;**
2. **Approve and enact a By-Law to Authorize the Use of an Alternative Voting Method, attached as Document 1, to authorize the use of a special mail-in ballot that does not require electors to attend a voting place in order to vote in accordance with Section 42 of the Municipal Election Act, 1996, for the 2026 Municipal Elections and any by-elections that may occur during the 2026-2030 Term of Council, as described in this report;**
3. **Approve housekeeping amendments to the Contribution Rebate Program By-law (By-law No. 2022-76) as described in this report and as attached in Document 3; and**
4. **Approve the establishment of the 2026-2030 Election Compliance Audit Committee, as described in this report and including:**
 - a. **The Terms of Reference for the Election Compliance Audit Committee as outlined in Document 4;**
 - b. **Delegating the authority to appoint the members of the Election Compliance Audit Committee to the Selection Panel made up of the City Clerk, the Auditor General, and the Integrity Commissioner; and**

- c. **Exempting the Election Compliance Audit Committee from Subsections B.1, 2, 3, and 5 of the Appointment Policy – Council-Appointed Public Members of Committees, Boards, and other External Authorities.**

Carried

9.3 Status Update – Finance and Corporate Services Committee Inquiries and Motions for the period ending 20 February 2026

File No. ACS2026-OCC-CCS-0020 - Citywide

Report recommendation(s)

That the Finance and Corporate Services Committee receive this report for information.

Received

10. Planning, Development and Building Services Department

10.1 Brownfield Grant Application – 299 City Centre Avenue

File No. ACS2026-PDB-PS-0019 - Somerset (14)

Report recommendation(s)

That Finance and Corporate Services Committee recommend Council:

1. **Approve the application submitted by Taggart (City Centre) Ltd., owner of the property at 299 City Centre Avenue, for Rehabilitation Grant under the Brownfield Redevelopment Community Improvement Plan (2024), not to exceed a total of \$2,642,250 million for which the grant payment period will be phased over a maximum of twenty years of development, subject to the establishment of, and in accordance with, the terms and conditions of the Brownfield Redevelopment Grant Agreement.**
2. **Delegate the authority to the General Manager, Planning, Development and Building Services Department, to execute a Brownfield Redevelopment Grant Agreement with Taggart (City Centre) Ltd., establishing the terms and conditions governing the payment of the grant for the redevelopment of**

299 City Centre Avenue, to the satisfaction of the General Manager, Planning, Development and Building Services Department, the City Solicitor and the Chief Financial Officer.

Carried

Carried with Councillor S. Menard dissenting.

11. Strategic Initiatives Department

11.1 Advancing the ByWard Market: A Revitalization Framework and Coordinated Redevelopment Program

File No. ACS2026-SI-ED-0001 - Rideau-Vanier (12)

Debbie Stewart, General Manager, Strategic Initiatives Department (SI), Sheilagh Doherty, Director, Economic Development, SI, Amanda Mullins, Manager, ByWard Market Strategic Projects(T), SI and Will McDonald, Director, Strategic Projects Office, SI, provided a presentation. A copy of the slide presentation is filed with the Office of the City Clerk.

The following members of the public spoke before the Committee and provided comments:

- Justin Westlake Hughes*
- Brian Lahey and Todd Brown, The Properties Group Management*
- Catherine Callary, Vice President, Destination Development, Ottawa Tourism
- Victoria Williston, Executive Director and Sandy Smallwood, Chair, ByWard Market District Authority (BMDA)
- Warren H. Waters*
- Tara Shannon, Executive Director, Ottawa Festival Network
- Josiah Frith, Vice-Chair Lowertown Community Association*
- Alexandra Badzak, Executive Director &CEO, Ottawa Art Gallery
- Melanie Brulée, Executive Director, Ottawa Music Industry Coalition (OMIC)
- Andrew Lumsden
- Andrew Fay, Executive Director, Ottawa School of Art

- Cassandra Ossthoorn, Arts Ottawa[* Individuals / groups marked with an asterisk above either provided comments in writing or by e-mail; all submissions and presentations are held on file with the Office of the City Clerk.]

Written Submissions

1. Letter sent 2 March 2026 from S. Grenier
2. Letter sent 2 March 2026 from Andrew Peck, Executive Director, Downtown Rideau BIA
3. Letter sent 2 March 2026 from Bill Sioulas, Golpro Holdings Inc.

The following also responded to questions:

- Debbie Stewart, General Manager, Strategic Initiatives Department (SI);
- Cyril Rogers, General Manager, Finance and Corporate Services (FCSD),
- Sheilagh Doherty, Director, Economic Development, SI,
- Michael Starchuk, Colliers Project Leaders,

Following discussion and questions of staff, the Committee carried the report as presented.

Report Recommendation(s)

That Finance and Corporate Services Committee recommend Council:

1. **Approve the ByWard Market revitalization framework and action plan, and direct staff to seek required funding sources for foundational actions, as described in this report.**
2. **Approve the ByWard Market public realm redevelopment program and its objectives, and direct staff to implement its priority actions, as described in this report, and including as follows:**
 - a. **Approve the increase in capital budget authority of \$2.7 million, funded by the Citywide Capital Reserve and repaid from the Municipal Accommodation Tax Tourism Reserve, to implement the design phase of 55 ByWard Market Square and the tenant transition plan;**

- b. **Approve the capital budget authority of \$4.5 million, funded by the Citywide Capital Reserve and repaid from the Municipal Accommodation Tax Tourism Reserve, to implement the design phase of the York Street Plaza;**
 - c. **Approve the capital budget authority of \$200 thousand, funded by the Parking Reserve, to implement a parking replacement and access strategy**
 - d. **Direct staff to undertake an options analysis for 70 Clarence Street, including options to:**
 - i. **Develop a destination building concept, including a competitive process to identify qualified operating, tenant, and delivery partners, residential integration analysis; and**
 - ii. **Maintain a parking facility at the site;**
 - e. **Direct staff to explore partnership, sponsorship, philanthropic and other funding opportunities and propose a financing model;**
3. **Direct staff to report back to the Finance and Corporate Services Committee and Council in 2027, as described in this report, and including as follows:**
- a. **The results of the options analysis for 70 Clarence Street and recommended next steps;**
 - b. **An update on the design of 55 ByWard Market Square and York Street Plaza**
 - c. **A recommended parking and access strategy for the ByWard Market;**
 - d. **A recommended financing model for the redevelopment program;**
 - e. **A recommended project sequencing schedule;**
4. **Delegate authority to the General Manager, Strategic Initiatives to negotiate, finalize and execute all agreements and deliverables required to support the ByWard Market**

revitalization framework and redevelopment program, as outlined in this report.

Carried

11.2 Acquisition of 377 O'Connor Street: Transitional Housing for Families

File No. ACS2026-SI-HSI-0002 - Somerset (14)

Clara Freire, General Manager, Community and Social Services Department (CSSD), Kale Brown, Director, Housing, CSSD and Lucy Xu, Director, Housing Solutions, Real Estate and Investment, Strategic Initiatives provided a presentation. A copy of the slide presentation is filed with the Office of the City Clerk.

The following members of the public spoke before the Committee and provided comments:

- Mary Huang, Centretown Community Association

The following also responded to questions:

- Kale Brown, Director, Housing, CSSD and
- Lucy Xu, Director, Housing Solutions, Real Estate and Investment, Strategic Initiatives

Following discussion and questions of staff, the Committee carried the report as presented.

Report recommendation(s)

That the Finance and Corporate Services Committee recommend City Council:

1. **Approve the acquisition as described in the report for the purchase of the fee simple interest in lands and premises known municipally as 377 O'Connor Street, shown as Parcel 1 on Document 1 attached, from the Albert/O'Connor Properties GP Inc. for \$45,000,000 plus applicable taxes and closing costs estimated at \$2,000,000.**
2. **Delegate authority to the General Manager, Strategic Initiatives to enter into, conclude, execute, amend, and implement on behalf of the City, the Purchase Agreement for the acquisition of 377 O'Connor Street as described in this report.**

Carried

12. In Camera Items

There were no *in camera* items.

13. Notices of Motions (For Consideration at Subsequent Meeting)

There were no Notices of Motion.

14. Inquiries

There were no Inquiries.

15. Other Business

There was no other business.

16. Adjournment

Next Meeting

Tuesday 7 April 2026

The meeting adjourned at 1:44 pm.

Original signed by M. Aston,
Committee Coordinator

Original signed by Mayor M.
Sutcliffe, Chair