

**1. FINANCE AND ECONOMIC DEVELOPMENT COMMITTEE TERMS OF
REFERENCE**

**MANDAT DU COMITÉ DES FINANCES ET DU DÉVELOPPEMENT
ÉCONOMIQUE**

COMMITTEE RECOMMENDATION

That Council approve its Terms of Reference, as outlined in this report and attached at Document 1.

RECOMMANDATION DU COMITÉ

Que le Conseil approuve son mandat, tel qu'il est exposé dans le présent rapport et joint en tant que document 1.

DOCUMENTATION/DOCUMENTATION

1. City Clerk and Solicitor's report, dated 31 January 2019
(ACS2019-CCS-GEN-0008).

Rapport du Greffier municipal et avocat général, daté le 31 janvier 2019
(ACS2019-CCS-GEN-0008).

2. Extract of draft Minutes, Finance and Economic Development Committee,
12 February 2019.

Extrait de l'ébauche du procès-verbal, Comité des finances et du développement économique, le 12 février 2019.

**Report to
Rapport au:**

**Finance and Economic Development Committee
Comité des finances et du développement économique
12 February 2019 / 12 février 2019**

**and Council
et au Conseil
27 February 2019 / 27 février 2019**

**Submitted on January 31, 2019
Soumis le 31 janvier 2019**

**Submitted by
Soumis par:
M. Rick O'Connor, City Clerk and Solicitor / Greffier et avocat général**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2019-CCS-GEN-0008

SUBJECT: Finance and Economic Development Committee Terms of Reference

OBJET: Mandat du Comité des finances et du développement économique

REPORT RECOMMENDATION

That the Finance and Economic Development Committee recommend Council approve its Terms of Reference, as outlined in this report and attached at Document 1.

RECOMMANDATION DU RAPPORT

Que le Comité des finances et du développement économique recommande au Conseil d'approuver son mandat, tel qu'il est exposé dans le présent rapport et joint en tant que document 1.

BACKGROUND

At its meeting of December 5, 2018, Ottawa City Council considered a report titled 2018-2022 Council Governance Review (ACS2018-CCS-GEN-0028). In approving this report, Council approved "That the revised Terms of Reference for Standing Committees, Sub-Committees and the Transit Commission be submitted in draft form to the respective Committees/Commission at their first meeting in 2019 for consideration and recommendation to Council for approval."

Accordingly, this report is presented to the Finance and Economic Development Committee (FEDC) for its consideration and approval.

With respect to changes specific to FEDC Terms of Reference, the 2018-2022 Council Governance Review report recommended the following:

- That the Terms of Reference for the IT Sub-Committee be amended to formalize the Sub-Committee's budget approval process, as described in this report
- The elimination of the Member Services Sub-Committee

With the elimination of the Member Services Sub-Committee, FEDC now has the authority regarding the review of all issues relating to elected representatives.

Specifically, this includes authority with respect to the review of the following matters:

- the overall operations of the offices of the Councillors;
- expenditures by Councillors, including the administering of their global budgets;
- entitlement of Councillors to City facilities and resources for the performance of their duties; and
- personnel matters, including Councillors' office staff and the general performance of the Councillors in their duties.

The Terms of Reference have been updated to reflect that, through Council's approval of the Stage 1 (Confederation Line) and Stage 2 LRT projects, Finance and Economic Development Committee has primary carriage of these projects, with the Transportation Committee and the Transit Commission retaining specific mandates.

Other minor amendments are recommended by departmental staff to reflect the City's current organizational structure, nomenclature and operational processes.

DISCUSSION

The Terms of Reference have been revised by the City Clerk and Solicitor's Office to incorporate the above changes approved by City Council. The draft revised Terms of Reference for the Finance and Economic Development Committee are attached at Document 1, with proposed changes underlined for ease of reference.

RURAL IMPLICATIONS

There are no specific rural implications associated with this report.

CONSULTATION

As part of the preparation for the 2018-2022 Council Governance Review report, the City Clerk and Solicitor consulted with elected representatives, citizen members of Committees of Council, Chairs and Vice-Chairs of Advisory Committees, the extended Senior Leadership Team, as well as staff in the City Clerk's Branch, Legal Services and the City Manager's Office who work most closely with the legislative process.

The public was notified of this report through the meeting advertisement in community newspapers and on Ottawa.ca, and the publication of the agenda. Public delegations may be received by the Committee.

COMMENTS BY THE WARD COUNCILLOR(S)

This is a city-wide report.

LEGAL IMPLICATIONS

There are no legal impediments to approving the recommendation contained in this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with this report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications associated with this report.

TERM OF COUNCIL PRIORITIES

This report supports the Term of Council Priority related to the existing Governance, Planning and Decision Making.

SUPPORTING DOCUMENTATION

Document 1 - Draft 2018 – 2022 Finance and Economic Development Committee
Terms of Reference (proposed changes are underlined for ease of
reference)

DISPOSITION

Upon approval of the report by Council, the Terms of Reference will become the mandate and governing authority for the Finance and Economic Development Committee to be implemented by the City Clerk's office.

Document 1

FINANCE AND ECONOMIC DEVELOPMENT COMMITTEE

Terms of Reference

The Finance and Economic Development 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 and establishing a budget reporting framework, reviewing efficiency and investment reports, providing guidance on corporate performance measurement policies, ensuring the financial sustainability of the Corporation, and overseeing the City's audit functions. This Committee also addresses all matters related to communications, public engagement, client service delivery channels, accessibility, human resources, labour relations, bilingualism policies and French Language Services, purchasing, information technology, legal services, the Clerk's Office, and real estate matters .

MEMBERSHIP

Membership of the Finance and Economic Development Committee shall consist of Members of Council approved by Council, **being the Standing Committee Chairs, the Chair of the Transit Commission, the Deputy Mayors and one member-at-large** . The Mayor shall be the Chair of the Finance and Economic Development Committee.

GENERAL RESPONSIBILITIES

The Finance and Economic Development 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
 - i. the City Clerk and Solicitor's Office
 - ii. the Corporate Services Department, **excluding Fleet Services**

- iii. the Service Innovation and Performance Department
 - iv. Economic Development Services within the Planning, Infrastructure and Economic Development Department
 - 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 Economic Development Committee;
 - h. The Information Technology Sub-Committee and any other Sub-committees as decided by the Committee; and
 - i. Local boards, agencies and corporations that are created by, and report to, this Committee.
2. Subsequent to the approval of the budget, oversee and make recommendations to Council on all operating and capital budget issues 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.
3. Recommend a long-term Corporate Strategic Plan to Council to guide Council policy decisions.
4. 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 Plan.

5. 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.
6. Have responsibility and for all issues relating to economic development within the City of Ottawa, and provide guidance to Economic Development Services.
7. Consult with the Agricultural 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.
8. Receive reports from staff regarding the exercise of delegated authority (By-law 2018-397) on items within the Committee's mandate.
9. Address non-budgetary issues that affect the Corporation as a whole or that are cross-departmental, such as French Language Services.
10. 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.
11. Review and recommend to Council the recommendations submitted by the Commemorative Naming Committee with respect to commemorative naming of City facilities within the Committee's mandate.
12. Receive delegations from the public, and hold public hearings as required by statute and Council.
13. 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 Corporate Strategic Plans.
14. Have the delegated authority to decide matters that are consistent with the application of federal and/or provincial statutes and/or regulations.
15. Recommend to Council, the City of Ottawa's participation in federal or provincial cost-sharing programs or employment incentive programs for matters within the mandate of the Committee.

16. Review and recommend to Council revisions to the Finance and Economic Development Committee Terms of Reference, as required.
17. Recommend to Council proposed by-laws that are under the Committee's jurisdiction.
18. Supervise and control all matters relating to the books, documents, records, vouchers and securities of the City of Ottawa.
19. 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.
20. Consider, report and recommend to Council on the creation of public/private partnerships to support the delivery of City programs that fall within the mandate.
21. Recommend to Council all Council appointments to external committees, boards and commissions that are not completed through the Nominating Committee of Council and that are not within the mandate of another Standing Committee.
22. 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).
23. Approve Councillors' travel and attendance at all annual conferences such as OGRA, ROMA, AFMO, AMO, FCM and other conferences that do not fall within the mandate of other Standing Committees.
24. **Responsible for the review of all issues relating to elected representatives, specifically:**
 - a. **the overall operations of the offices of the Councillors;**
 - 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 the Councillors in their duties.**

SPECIFIC RESPONSIBILITIES

The Finance and Economic Development 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, review and approve all high-level operating and capital budget adjustments pertaining to items within the Committee mandate or that are not addressed by other Standing Committees or local boards.
4. 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

5. Review and make recommendations to Council on all matters associated with the Corporate rates policies, tax ratios and administration and reserve funds.
6. 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.
7. Receive and make recommendations to Council on the Operating Status reports, Investment Reports and 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 *Purchasing By-law*.

Communications and Organizational Development

12. Oversee and make recommendations to Council on the City's communications goals, strategies and methods for providing timely and accurate information to residents.
13. 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.
14. Oversee and make recommendations to Council on all matters related to ~~E-~~ **Media, specifically** the function of the Ottawa.ca web site and any online service tools.
15. Ensure that all client services are provided in a clear, efficient and accessible manner..
16. Receive and review reports on the City's administration of vital statistics, including death registrations, marriage licenses and civil ceremonies, in accordance with the Vital Statistics Act.
17. Review and make recommendations to Council on Corporate Administrative Policy Frameworks.
18. Identify and make recommendations to Council on rectifying overlaps and duplications of programs.
19. Receive, review and make recommendations to Council on all matters related to the Corporate Service Excellence Plan and initiatives.

20. Receive, review and make recommendations to Council on Client Survey Results.
21. Monitor and make recommendations to Council on the establishment and implementation of the City's City Strategic Plan.
22. Monitor and make recommendations to Council on the establishment and implementation of the City's Performance Measurement policies and reporting framework.

Staffing and Personnel

23. Recommend to Council any contract extensions or contract changes for the City Manager and the City Auditor General.
24. Recommend to Council the amalgamation, creation and elimination of departments where it is deemed advisable.
25. 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 delegation of authority has been lifted:

26. Make recommendations to Council on the acquisition or purchase of lands and buildings required for any purpose of the City of Ottawa and in accordance with the provision of the *Delegation of Authority By-law*;
27. Recommend to Council the acquisition of property, including limited interests therein, such as easements, rights of way, mortgages, leases and licenses, where the cost of such property exceeds \$500,000; and
28. In accordance with the provision of the *Disposal Policy and By-law*, 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. Recommend to Council disposals over \$500,000.

Legal Services

29. Receive briefings on litigious matters involving the City of Ottawa that do not fall within the jurisdiction of another Standing Committee;
30. Give direction to the City Clerk and 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;

City Clerk's Office

31. Monitor and make recommendations to Council on all Clerk's Office functions, including matters pertaining to the Office of Protocol, Printing Services, Mail Services, Access to Information and Privacy, Information Management, and Archives and Municipal Elections procedures.
32. 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

33. The Finance and Economic Development 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

34. The Finance and Economic Development 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 City's People Plan and its key goals;
 - 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;

Economic Development

35. Have general responsibility for economic development in the urban and suburban areas of the City of Ottawa.
36. Receive advice from, and liaise with economic development stakeholders such as Ottawa Tourism, Ottawa International Airport Authority, Business Improvement Areas, Chambers of Commerce, Boards of Trade, Academic Institutions, local real estate development community, Invest Ottawa, and the Film and Television Committee.
37. Liaise with other levels of government and the business community regarding economic development issues.
38. Encourage the creation of initiatives to support the implementation of the City of Ottawa's Economic Development Strategy.

Community Lands Development Corporation

39. Oversee and make recommendations to Council on items brought forward by the Community Lands Development Corporation that do not fall within the jurisdiction of another Standing Committee.

Information Technology Sub-Committee

40. Oversee and make recommendations to Council on items brought forward by the Information Technology. The Information Technology Sub-Committee is responsible for the review of all issues relating to information technology,, in accordance with their Terms of Reference, and including:

- 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

41. The Information Technology Sub-Committee shall report directly to Council as part of the City's annual budget process.

- ~~f. action items resulting from the quarterly reports from the Information Technology Services Branch regarding the progress of current projects, including costs, effectiveness and return on investment.~~

~~Member Services Sub-Committee~~

~~41. The Members Services Sub-Committee is responsible for the review of all issues relating to elected representatives, specifically:~~

- ~~a. the overall operations of the offices of the Councillors;~~
- ~~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 the Councillors in their duties.~~

Debentures

41. The Finance and Economic Development Committee shall be delegated the authority to make final decisions with respect to the following matters to the extent that the authority has not already been delegated:

- a. the authority to enact debenture by-laws to authorize the issuance of debentures where the project debt authority has been approved by Council and the Treasurer has proceeded with one or more debt issues pursuant to Section 15 or proceeded with one or more bank loans, or entered into bank loan agreements, interest rate exchange agreements, or bond forward agreements pursuant to section 16 as they apply to debt issues as further described in Schedule "A" of By-law No. 2016-369, the Delegation of Authority By-law.
- b. the authority to enact temporary borrowing by-laws for current operations in accordance with section 407 of the *Municipal Act, 2001* to authorize short term borrowing for the purpose of meeting current expenditures in any year until such time as the taxes are collected and other revenues are received and to authorize any one or more members of the Finance and Economic Development Committee to do all things and execute any loan or other agreements required to give effect to any temporary borrowing;
- c. the authority to enact the required by-law(s) to enter into new arrangements with CDS Clearing and Depository Services Inc. ("CDS") to ensure that CDS accepts new debenture issues and maintains existing City debentures in the CDS system and to authorize any one or more members of the Finance and Economic Development Committee to do all things and execute all documents, instruments and agreements in order to make these arrangements effective;
- d. the authority to enact a by-law authorizing the City to issue replacement debenture certificates if and when required, to replace defaced, lost, mysteriously or unexplainably missing, stolen, destroyed or in other instances

- such as dematerialized debenture certificates on such terms and conditions considered appropriate including a bond of indemnity as a condition of issuing replacement debenture certificates;
- e. the City Clerk and the Head of Council or presiding officer at the meeting at which the by-law(s) are passed are required to sign temporary borrowing by-laws and confirmation by-laws at FEDCO pursuant to Subsection 249(1)(b) of the *Municipal Act, 2001*, and also in accordance with the Procedure By-law.

Light Rail Transit (LRT) Project

42. **As approved by Council, the Finance and Economic Development Committee shall have oversight and report to Council on all matters related to the Stage 1 and 2 LRT projects, excluding those assigned by Council to other Standing Committees and the Transit Commission, including procurement, contract award, and construction progress.**

Reporting

The Finance and Economic Development Committee shall report to Council regarding the exercise of its delegated authority as part of the Disposition to Council