

Appendix 4.2 - Project Steering Committee Terms of Reference Template

A Project Steering Committee (the Committee) will be in place to provide advice and issue resolution to the Project Manager and the Project Team. The Committee will meet monthly, or at the discretion of the Chair to address emergent issues that require the Committee's consideration, and at significant milestones. The mandate of the Committee follows:

- Provide advice and feedback on scope, schedule, cost and quality concerns, or guidance on program priorities, that arise during the planning, design and implementation of the project;
- Provide the Project Manager with the Owner's requirements concerning decisions that may impact scope or programmatic outcomes;
- Provide issue resolution on other matters referred to the Committee by the Project Manager and Project Team;
- Facilitate project approvals at key milestones; for example, project charter, functional program, schematic design, design development, etc.;
- Ensure the Project Manager is provided with all resources necessary to complete the project, including the assignment of staff resources to the Project Team;
- Provide the Project Manager and Project Team with advice and direction where appropriate concerning site priorities (for renovation/upgrade projects or where multiple projects occur at a single site);
- Provide feedback to the Project Director and Project Manager on site selection for property acquisitions in support of the project;
- Facilitate communications between major internal and external stakeholders, including site partners, ensuring that all necessary agreements are in place, and oversee the implementation of the communications plan;
- Working with the Chair, establish stakeholder committees as appropriate, including Terms of Reference, membership and objectives for the committee(s);
- Approve specific cross-organizational project related policies;
- Ensure that the project develops a financial model for the facility management (operating) costs that is consistent with the operating financial objectives for the project;
- Ensure that project decision making takes into account the potential impact on program operating costs;
- Resolve issues and provide direction concerning user group decisions during all phases; and,
- Ensure that all decisions are recorded and communicated to stakeholders.

Committee Membership will include:

- Alberta Infrastructure (INFRA) Project Director (Chair);
- Alberta Health Services (AHS) Zone Medical Director (or designate);
- AHS Zone Senior Vice-President
- AHS Site Lead
- AHS Zone Vice President/Executive Director Capital Management;
- AHS Zone Clinical Liaison;
- AHS Director Planning & Design Services;
- INFRA Project Manager;
- Alberta Health (HEALTH) Facilities Planning;
- INFRA and AHS Communications;
- AHS Contracting, Procurement and Supply Management Equipment Planner;
- AHS IT Planner;
- AHS Facilities Maintenance and Engineering (Site or Facility); and
- Any other individuals, including User Groups, at the discretion of the Chair.

Note 1: The Committee should refer to higher authority those financial or programmatic decisions that fall outside of the approval authority of the Committee members. Such decisions could be referred as appropriate to the Vice President of Capital Management and Government Integration (AHS); the Executive Director of the Health Facilities Branch (INFRA); and the Executive Director of the Health Facilities Planning Branch (HEALTH). Each organization may elect to bring the matter forward to the Joint Operations Committee for discussion and/or resolution, as appropriate.

Note 2: The Committee should consider whether the INFRA Project Director will act as Chair or whether a Co-Chair arrangement is more appropriate due to the nature of the project. The Chair(s) will also need to consider the provision of administrative support to the Committee.

Note 3: The Chair, in consultation with committee members, may authorize additional staff from AHS, HEALTH, and INFRA. It is likely that participation on the Committee may change over the life of the project.