TERMS OF REFERENCE COMPLIANCE – COMMITTEE WORK PLAN
KHSC BOARD REDEVELOPMENT SPECIAL
2026-27

Committee Chairs Planning Session Discussed: August 26, 2026
Redevelopment Special Committee Endorsed: September 28, 2026
KHSC Board of Directors Approved: October 26, 2026

		Month	**MRP(s)**	**September**	**November**	**March**	**June**
		Date		**28th**	**30th**	**8th**	**7th**
		Board Reporting		**October 26 Board**	**December 14 Board**	**March 22 Board**	**June 21 Board**
		Focus		**Q1 & Orientation / Work Plan**	**Q2**	**Q3** **HSAA/MSAA, QIP 2026-27**	**Q4**
	Terms of Reference Requirements						
1.0 General Responsibilities	1.1	**Recommend** an annual work plan to the Board based on the committee terms of reference	Anand	Review and endorse draft committee work plan as part of Committee orientation including review of committee ToR			Final executed work plan provided with year-end committee report
	1.2	Present a year-end **report to the Board**	Anand				Finalize year-end committee report and **recommend to June Board** & ensure report captures the committee's achievements
	1.3	Annually review, confirm, and **recommend** revisions to the Board policies for which the committee has oversight	Anand	Review Redevelopment oversight policies as part of committee orientation	As required	As required	Updated/revised policies to Governance for **recommendation to June Board** (if applicable)
	1.4	Ensure principle based decision-making guides all committee discussions and decision-making	Multiple	Opening Value Statement	Opening Value Statement	Opening Value Statement	Opening Value Statement
	1.5	**Update the Board** on committee activities from most recent meeting Most recent approved committee minutes **provided to the Board**	Hendry Bailey	To October Board	To December Board	To March Board	To June Board
	1.6	Other duties as assigned by the Board from time to time	Multiple	As required	As required	As required	As required

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2.0 Major Redevelopment Project Oversight	2.1	Support the Board by providing oversight and making recommendations on key governance-level decisions required to advance major building redevelopment projects that further the capital renewal requirements of the Corporation	Anand	Receive redevelopment reports as required Review and recommend Redevelopment Oversight Framework	Receive redevelopment reports as required	Receive redevelopment reports as required	Receive redevelopment reports as required
	2.2	Support management by receiving and reviewing timely reporting and providing governance level direction regarding all major building redevelopment projects that further the capital renewal requirements, including: procurement approach, project status, schedule, budget, funding, safety, risk issues including disputes occupancy planning, patient care impacts, communication and stakeholder relations, project scope changes, environmental issues, work quality and QC plan results, existing facility/operations impact, and account payments and lien status.	Anand	Receive update on work plan and timelines from management Receive reporting consistent with the Board Redevelopment Oversight Framework	Receive budget discussions and financial planning report Receive reporting consistent with the Board Redevelopment Oversight Framework	Receive update on work plan and timelines from management Receive reporting consistent with the Board Redevelopment Oversight Framework	TBD Receive reporting consistent with the Board Redevelopment Oversight Framework
	2.3	Regularly report to the Board on material risk issues, recommend mitigation strategies and new opportunities as they relate to major building redevelopment projects	Anand	Monitor project risks against Board-approved risk thresholds and escalate material issues to the Board as appropriate.	Monitor project risks against Board-approved risk thresholds and escalate material issues to the Board as appropriate.	Monitor project risks against Board-approved risk thresholds and escalate material issues to the Board as appropriate.	Monitor project risks against Board-approved risk thresholds and escalate material issues to the Board as appropriate.
	2.4	Consider stakeholder implications as related to the major building redevelopment projects, including, Partnership Council, government relations, local share requirements and the role of the Foundation, relationship with Queen's University, etc.	Pichora	Receive government relations update Receive update on other stakeholders as needed Receive update on local share and UHKF relationship	Receive government relations update Receive update on other stakeholders as needed	Receive government relations update Receive update on other stakeholders as needed Receive update on UHKF local share funding to support redevelopment	Receive government relations update Receive update on other stakeholders as needed

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Board Reporting Requirements	Board Reports due at CEO's Office Board mailing date Board meeting date	Bailey	October 16 October 19 October 26	December 4 December 7 December 14	March 12 March 15 March 22	June 11 June 14 June 21