

APPENDIX “A”

NORTHRIDGE GOLF CLUBHOUSE PROJECT STEERING COMMITTEE TERMS OF REFERENCE

1.0 BACKGROUND

Council has approved the construction of a new clubhouse at Northridge Golf Course. The Project (“Project”) will involve redevelopment and expansion of the parking lot, design and construction of a new clubhouse. With the adoption of this document, specific oversight has been assigned to the Northridge Golf Clubhouse Project Steering Committee, which reports to Committee of the Whole – Operations and Administration. The Chair, or designate, Northridge Golf Clubhouse Project Steering Committee shall also provide regular updates on the Project at meetings of the Accommodations Task Force.

2.0 ROLE OF THE STEERING COMMITTEE

The role of the Northridge Golf Clubhouse Project Steering Committee is to:

- a. ensure the project is aligned with the intended strategy;
- b. ensure the project makes good use of assets;
- c. assist with resolving strategic level issues and risks;
- d. make recommendations with respect to changes to the project with a high impact on timelines and budget;
- e. assess project progress and report on the project to Committee of the Whole – Operations and Administration, with the Chair, or designate, to provide regular updates on the Project at meetings of the Accommodations Task Force;
- f. review and provide input on final project deliverables;
- g. provide input into the project plan and key milestones;
- h. support staff to ensure the project meets financial goals and milestones;

- i. receive monthly project financial statements; and
- j. review and make recommendations regarding the clubhouse and parking lot design concepts.

3.0 RESPONSIBILITIES OF THE CHAIR

The Steering Committee Chair will be selected from its members, and will be the project sponsor.

3.1 The responsibilities of the Steering Committee Chair is as follows:

- a. Set the agenda for each meeting;
- b. Work with the clerk of the Steering Committee to ensure that agendas and supporting materials are delivered to members in advance of meetings;
- c. Check that the project is aligned with the organizational strategy as well as policies and directions across the corporation;
- d. Make the purpose of each meeting clear to the members;
- e. Clarify and summarize what is happening throughout the meeting, as required;
- f. Ensure the procedures of the Steering Committee are followed;
- g. Encourage broad participation from members in discussion; and
- h. Call meetings, as may be required.

4.0 RESPONSIBILITIES OF THE MEMBERS

Individual Steering Committee members have the following responsibilities:

- a. Understand the goals, objectives, and desired outcomes of the project;
- b. Understand and represent the interests of project stakeholders;
- c. Take a genuine interest in the project's outcomes and overall success;
- d. To communicate positively about the project;

- e. Check that the project team is making sensible financial decisions;
- f. Respond to issues, risks and proposed project changes;
- g. Check that the project is aligned with the organizational strategy as well as policies and directions across the corporation;
- h. Actively participate in meetings through attendance, discussion, and review of minutes, papers, and other Steering Committee documents;
- i. Support open discussion and debate, and encourage fellow Steering Committee members to voice their insights.

5.0 MEMBERSHIP

Membership on the Steering Committee is derived from members of City Council. The initial appointment of members to the Steering Committee was made by Council, and vacancies will be filled by Council through the Appointments Committee. The initial composition of the Steering Committee is:

Councillor Utley

Councillor Sless

Councillor Carpenter

Councillor Martin

6.0 PROCEDURES

Unless otherwise expressly stated in these Terms of Reference, the Steering Committee will be governed by the City's Procedural By-law, including as to matters of quorum, decision-making process, agendas, minutes, and reporting.

Steering Committee meetings will be ideally timed to be at key milestones. However, the Steering Committee may elect to meet on scheduled basis, or at the call of the Chair.