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**2021 Canada Games  
Capital Infrastructure Initiatives  
Steering Committee**

**TERMS OF REFERENCE**

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FEBRUARY 10, 2020

## **1. Background/Context:**

A number of capital infrastructure construction / renovation initiatives are proceeding for the 2021 Canada Games in the Niagara Region (the “Games”) that will continue to serve Ontario and the region following the conclusion of the Games.

The largest of these initiatives is the construction of Canada Games Park.

The Canada Games Park initiative received approval in principle for provincial and federal funding contributions under the Investing in Canada Infrastructure Program by way of a Transfer Payment Agreement to be executed between Her Majesty the Queen in right of Ontario as represented by the Minister of Heritage, Sport, Tourism and Culture Industries (the “Province”) and the 2021 Canada Games Host Society Inc. (the “Recipient”)(the “Agreement”).

Ontario Infrastructure and Lands Corporation (“Infrastructure Ontario”) will be acting as an advisor to the Ministry of Heritage, Sport, Tourism and Culture Industries (“MHSTCI”).

The Recipient has projected \$110 million in estimated costs to implement all of the initiatives. Up to a maximum of \$58 million toward Canada Games Park is to be funded under the Agreement.

The 2021 Canada Summer Games Capital Infrastructure Initiatives Steering Committee (“Committee”) is established in accordance with these terms of reference (the “Terms of Reference”) as a forum for information sharing and discussion of the progress of all capital infrastructure construction / renovation initiatives for the 2021 Canada Games, with a focus on Canada Games Park (i.e. the “Project” under the Agreement).

The Committee will include representatives from MHSTCI, the Ministry of Infrastructure (“MOI”), Infrastructure Ontario, the Recipient and the Regional Municipality of Niagara (“the Region”).

## **2. Mandate & Scope:**

In accordance with the Terms of Reference, the mandate of the Committee is to:

- Provide a forum for information sharing and discussion of the progress of the capital infrastructure construction / renovation initiatives for the Games, with a focus on the Canada Games Park initiative, including:
  1. Scope
  2. Construction / renovation schedule and budget
  3. Risk management strategies
  4. Analysis, results and reporting

The Committee is not a decision-making forum.

### **3. Roles and Responsibilities of the Committee:**

The Committee members will:

- Participate and attend meetings to support information sharing between MHSTCI, MOI, Infrastructure Ontario, the Region and the Recipient
- Discuss the progress of the initiatives and any issues or concerns and potential ways to resolve them
- Provide input on agenda items
- Identify future agenda items

### **4. General**

#### **Chair of the Committee**

- The Assistant Deputy Minister, Sport, Recreation & Community Programs Division, MHSTCI is the Chair of the Committee.

#### **Members**

The Committee members are as follows:

- Assistant Deputy Minister, Sport, Recreation & Community Programs Division of MHSTCI (member and Chair)
- Assistant Deputy Minister, Infrastructure Policy Division, MOI
- Senior Vice President, Public Works Portfolio, Infrastructure Ontario
- Chair of the Board of Directors of the Recipient (the “Chair of the Recipient”)
- Manager, Legacy and Infrastructure of the Recipient
- Chief Administrative Officer of the Region

#### **Additional**

- Guests may be invited to attend at the request of a member and at the discretion of the Chair of the Committee.
- Please note: In order to ensure the effectiveness of the group, members are discouraged from sending delegates in their place.

## **Frequency of Meetings**

- Committee meetings will be held monthly beginning in March 2020 and will be held bi-weekly as major milestones of the initiatives approach.

## **Location of Meetings**

- 777 Bay Street, 18th Floor  
Toronto, Ontario M7A 1S5
- A telephone conference call option will also be available.

## **Term of Committee Mandate**

- The Committee's mandate will expire on the start date of the Games unless otherwise agreed to by the Committee members.

## **5. Resources and Protocols:**

- Staff from MHSTCI will provide coordination and support for the Committee, including: soliciting and drafting agenda items, recording and disseminating meeting minutes and follow-up on action items.
- The Chair of the Recipient will submit progress report submissions (the form and content of which is to be determined by the Province) to the Chair of the Committee prior to each meeting. For greater clarity, the progress reports required by the Committee are distinct and in addition to any reporting requirement of the Recipient under the Agreement.
- Infrastructure Ontario will provide advisory report submissions on behalf of MHSTCI to the Chair of the Committee prior to each meeting.
- Any proposed agenda items should be provided to the Chair of the Committee for consideration five business days in advance of the meeting.
- Agenda and meeting materials will be distributed to Committee members by MHSTCI staff 48 hours before each meeting.
- The Terms of Reference and the requirements thereunder do not in any way replace or diminish the rights and obligations to be held by the Province and the Recipient under the Agreement.

## **6. Committee Chair Contact:**

Steve Harlow  
Assistant Deputy Minister  
Sport, Recreation and Community Programs Division  
Ministry of Heritage, Sport, Tourism and Culture Industries  
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## **7. Confidentiality**

- Subject to any applicable laws, (i) discussions and deliberations of the Committee are not to be shared publicly, and (ii) reports shared with the Committee remain the property of the owner organization and are not to be disclosed publicly without the permission of the owner.