

Real Estate and Capital Strategy Committee
A Sub-Committee of the Finance and Audit Committee
Terms of Reference

Role & Responsibility	<p>Role</p> <p>To provide advice, expertise and professional guidance to ensure that UHN buildings and facilities support the long term goals of the organization, patient and staff safety, enhanced patient and staff experience, viability and best use of current properties and space. This Committee also provides guidance to ensure that all major capital projects, over \$50M, meet the three key criteria of success – quality, timeliness and cost effectiveness. The Real Estate and Capital Strategy Committee Reports to the Finance and Audit Committee.</p> <p>Responsibilities</p> <ol style="list-style-type: none"> 1. Provide direction, guidance and advice on real estate strategy and related capital and retail strategies; infrastructure and facilities revitalization; all building projects with a monetary value greater than \$50 M or those with a significant impact to UHN property holdings. 2. Provide oversight on capital strategies. 3. Provide direction, guidance and advice on infrastructure, deferred maintenance and facilities revitalization. 4. Optimize opportunities for effectiveness and certainty for project deliverables of scope and function, capital and operating costs, schedule, quality, communication and risk. 5. Provide strategic direction, guidance and advice on approaches to funding agencies for major capital projects. 6. Make recommendations to facilitate management’s regular updates to the Finance and Audit Committee.
Membership and Voting	<p>Independent Trustees (Voting)</p> <ul style="list-style-type: none"> • Doug McGregor (Chair) • Peter Menkes • Barbara Stymiest <p>Ex-Officio Trustees (Voting)</p> <ul style="list-style-type: none"> • Dr. Kevin Smith, President & CEO, UHN <p>Other (Voting)</p> <ul style="list-style-type: none"> • Edward Sonshine, CEO, RioCan • Daniel Greenglass, Chief Financial Officer, Brennan Custom Homes and Director, Toronto General & Western Hospital Foundation <p>Ex-Officio (Non-Voting)</p> <ul style="list-style-type: none"> • Larry Baldachin, Executive Vice President and Chief Business Officer, UHN • Darlene Dasent, Vice President & Chief Financial Officer, UHN • Ron Swail, Vice President, Facilities Management – Planning, Redevelopment & Operations (FM-PRO), UHN • Mike Nader, Executive Vice President and Chief Operating Officer, UHN • Brad Wouters, Executive Vice President, Science and Research, UHN • Ian McDermott, Planning & Integration, Facilities Management – Planning, Redevelopment & Operations (FM-PRO), UHN • UHN subject matter experts as required

Chair	Appointed by the Finance and Audit Committee – Doug McGregor (June 2018 – June 2019)
Frequency of Meetings and Manner of Call	Meetings will be held quarterly or as necessary at the call of the Chair
Quorum	Forty percent (40%) of Voting Members, or 3 Voting Members, one of whom must be a Trustee of the Board.
Resources	Vice President, Facilities Management – Planning, Redevelopment & Operations (FM-PRO), UHN (Ron Swail) Vice President & Chief Financial Officer, UHN (Darlene Dasent)
Reporting	To the Finance and Audit Committee
Date of Last Review	November 2017