The Ottawa Hospital New Campus Engagement Group
Terms of Reference

Mandate

The Ottawa Hospital New Campus Engagement Group (the "Campus Engagement Group" or CEG) is a deliberative body that will help foster informed dialogue and consolidate views throughout the various planning stages for the new campus. In particular, the CEG will consider values-based issues related to the campus' design and recommend "win-win" solutions that will help ensure its successful integration into the community.

- The CEG will serve as a clearing house for information and ideas and a mechanism to process, refine and consolidate findings from across the engagement process.
- On key issues, the CEG will present recommendations to The Ottawa Hospital's Board of Governors that incorporate findings from other public input streams in the engagement process. Where possible, it will seek to interact with these streams to help shape and inform their exchanges. For example, the CEG might respond to the findings from a town hall or social media exchange. For their part, participants in town halls or social media discussions will be encouraged to comment on views advanced by the CEG. The overall goal is thus to create an open and informed exchange of ideas between different engagement streams within the process. In the end, however, the CEG will be responsible for consolidating these views and providing The Ottawa Hospital (TOH) with recommendations.
- The CEG's deliberations will be guided by an overarching set of design principles that will be defined at the start of the process. These principles will articulate the norms and goals that will guide development of the campus. They will serve as a lens through which all design decisions related to the site plan and the campus facilities will be viewed and made.
- The CEG's composition will reflect the range of community and institutional interests at stake. Each group member must be willing to rise above advocacy for the specific goals of his/her organization and to work toward fair and reasonable accommodation of all interests in the process.
- TOH's official engagement plan will provide a roadmap for the process, which the CEG will use to help plan its activities. In addition, the co-chairs (see below) will consult regularly with TOH officials to ensure the CEG's activities are aligned with the planning stages for the new campus.

Governance

The Campus Engagement Group (CEG) will be led by two co-chairs, who will be appointed by and report to The Ottawa Hospital's (TOH's) Board of Governors, through the board's Master Planning Committee. The two co-chairs will include:

1. A respected individual from a key community interest organization whose skill and experience in committee leadership is widely recognized.

2. TOH's Chief Engagement Steward.

The co-chairs will guide the CEG in the realization of its mandate. They will be responsible for convening and presiding over meetings, developing meeting agendas, reporting to TOH's Board of Governors on the CEG's activities, and speaking with the media about the group's role in the process and findings.

Membership

The Ottawa Hospital's (TOH's) Board of Governors will appoint the members of the Campus Engagement Group (CEG). (See "The Ottawa Hospital New Campus Engagement Group Selection Criteria.")

Members will have a demonstrated ability to:

- Work collaboratively with colleagues who have different and sometimes competing views and interests, and to fairly balance advocacy with collaboration.

- Engage in complex policy discussions, supported by analysis and evidence, and to communicate the results in succinct and accessible language.

- Effectively represent one of the key public interest areas related to the development of the new campus, such as the environment, heritage, the recreational use of hospital land, the well-being of neighbouring communities, Indigenous Peoples, economic development, accessibility, or scientific and medical research and education.

The CEG will also:

- Include members from several other categories, including "citizens at large," patient advisors, and "institutional stakeholders," such as TOH, the National Capital Commission and the City of Ottawa.

- Include about 20 members. This ensures key interests will be represented, while also being mindful of best practices, which set the optimal size for deliberative groups at 20 to 25 members. Beyond this, their effectiveness diminishes.

- Play a key role in helping to ensure stability and continuity throughout the engagement process. To achieve this, CEG members will be expected to serve approximately three years.

In addition, members:

- May not be replaced by substitutes at meetings, except as permitted by the co-chairs.
- May use the official language of their choice.

Responsibilities

- The Campus Engagement Group (CEG) will meet on a regular basis.
- The co-chairs will propose a meeting schedule and will convene special meetings, as needed.
- One of the CEG's first tasks will be to establish "ground rules" to guide members' comportment in meetings and deliberations. The CEG will also establish rules for other key matters, such as voting on recommendations, establishing quorum, and the circumstances for calling special meetings.
- Generally, the CEG's meetings will be used to review progress on important issues, consider how and where the CEG's involvement in the process can best add value to these discussions, and engage in its own discussions to work toward fair and balanced recommendations on key issues.
- Since most members will be spokespersons for larger constituencies and networks, they will be expected to engage with these communities, keep them informed on project developments and the CEG's deliberations, and gather feedback from them, which they will then bring back to the group. They will also help raise awareness concerning opportunities for the broader public to participate in the process and provide input.
- At the same time, confidentiality on some aspects of the discussions may be required to ensure the integrity of the deliberations. Under the direction of the co-chairs, the CEG will define rules regarding confidentiality and transparency.
- The CEG's findings and recommendations will be disseminated through public reports to The Ottawa Hospital's Board of Governors. Minutes of the group meetings will also be made public.

- The CEG may establish subcommittees and/or special committees to carry out special tasks.

Administrative Support and Expert Advice

The Campus Engagement Group (CEG) co-chairs will be supported by a small secretariat from The Ottawa Hospital (TOH), as well as third-party engagement experts (to be engaged by TOH) who will advise on the CEG's role in the process and assist the co-chairs in planning meetings and conducting deliberations, say, by providing facilitation services. The CEG will also benefit from presentations and materials that it may request from TOH's Capital Planning Committee and the expert consultants on the campus design team (such as architects and land-use planners).