



## REVISED AGENDA

### GREEN LINE COMMITTEE

December 17, 2019, 9:00 AM  
IN THE COUNCIL CHAMBER  
Members

Councillor S. Keating, Chair  
Councillor J. Davison, Vice-Chair  
Mayor N. Nenshi  
Councillor G. Carra  
Councillor D. Farrell  
Councillor J. Gondek  
Councillor W. Sutherland

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
  - 4.1 Minutes of the Regular Meeting of the Green Line Committee, 2019 November 15
5. CONSENT AGENDA
  - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
    - 5.1.1 Green Line City Shaping Public Gardens Work Plan - Deferral Request, GC2019-1595  
Request to be deferred to Q4 2020.
  - 5.2 BRIEFINGS  
None
6. POSTPONED REPORTS  
*(including related/supplemental reports)*  
None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Guiding Principles for Green Line Committee, GC2019-1591

REVISED

7.1.1 *Report 1: Guiding Principles for Green Line Committee, GC2019-1591*

REVISED

7.2 *Review of Stage 1 Alignment Options (Verbal) GC2019-1592*  
This will be a verbal presentation.

REVISED

7.3 *Technical and Risk Committee (TRC) Governance Review (Verbal) GC2019-1594*  
This will be a verbal presentation.

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS  
None

8.2 NOTICE(S) OF MOTION  
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES  
None

10.2 URGENT BUSINESS

11. ADJOURNMENT

Members of Council may participate remotely, if required.



**MINUTES**

**GREEN LINE COMMITTEE**

**November 15, 2019, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:** Councillor S. Keating, Chair  
Councillor J. Davison, Vice Chair  
Councillor G. Carra  
Councillor D. Farrell  
Councillor J. Gondek  
Councillor W. Sutherland  
Councillor J. Farkas  
Councillor E. Woolley

**ALSO PRESENT:** Deputy City Clerk T. Mowrey  
Recorder J. Palaschuk

1. CALL TO ORDER

Councillor Keating called the Meeting to order at 9:32 a.m.

2. OPENING REMARKS

Councillor Keating provided opening remarks.

3. CONFIRMATION OF AGENDA

**Moved by** Councillor Davison

That the Agenda for today's Meeting be amended by adding an item of Urgent Business 9.1, Draft Principles and Terms of Reference, GC2019-1504.

**MOTION CARRIED**

**Moved by** Councillor Davison

That the Agenda for today's Meeting be amended by adding an item of Urgent Business 9.2, Greenline Committee Meeting Dates, GC2019-1505.

**MOTION CARRIED**

**Moved by** Councillor Gondek

That the Agenda for today's Meeting be amended by adding an item of Urgent Business 9.3, Greenline Committee Membership, GC2019-1506.

**MOTION CARRIED**

**Moved by** Councillor Sutherland

That the Agenda for the 2019 November 15 Regular Meeting of the Green Line Committee be confirmed, **as amended**.

**MOTION CARRIED**

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Organizational Meeting of the Green Line Committee, 2019 October 28

**Moved by** Councillor Gondek

That the Minutes of the 2019 October 28 Organizational Meeting of the Green Line Committee be confirmed.

**MOTION CARRIED**

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Inaugural Green Line Committee Meeting Updates (Verbal) - GC2019-1440

Distributions with respect to Report GC2019-1440:

- A presentation entitled 'Green Line Committee Terms of Reference';
- A letter from LRT on the Green; and
- A letter from various downtown property owners.

**Moved by** Councillor Davison

That with respect to Verbal Report GC2019-1440, the following be approved:

That the Green Line Committee receive the Presentation, as distributed, for the Corporate Record.

Against: Councillor Gondek

**MOTION CARRIED**

**Moved by** Councillor Davison

That with respect to Verbal Report GC2019-1440, the following be approved:

That the distributions received at today's meeting be received for the Corporate Record and be forwarded on to Council.

Against: Councillor Woolley

**MOTION CARRIED**

**Moved by** Councillor Farkas

That members of the Public be allowed address the Green Line Committee with respect to Report GC2019-1440.

Councillor Woolley rose on a Question of Privilege with respect to previous Committee direction.

ROLL CALL VOTE

For: (2): Councillor Gondek, and Councillor Farkas

Against: (6): Councillor Keating, Councillor Davison, Councillor Carra, Councillor Farrell, Councillor Sutherland, and Councillor Woolley

**MOTION DEFEATED**

**Moved by** Councillor Sutherland

That members of the Public be allowed to address the Green Line Committee at the appropriate time.

Councillor Farkas rose on a Question of Privilege with respect to the conduct of Members of Committee.

**Moved by** Councillor Farrell

That Councillor Sutherland's proposed Motion be amended by deleting the words 'appropriate time' following the words 'Green Line Committee with respect to Report GC2019-1440 at the' and adding 'at the 2019 December meeting'.

Committee, by general consent, postponed Councillor Sutherland's motion, as follows, to be dealt in conjunction with item 9.1, Draft Principles and Terms of Reference, GC2019-1504:

"That members of the Public be allowed to address the Green Line Committee with respect to Report GC2019-1440 at the 2019 December 17 Regular Meeting."

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

9.1 Draft Principles and Terms of Reference, GC2019-1504

Distributions with respect to Report GC2019-1540:

- A document entitled 'Green Line LRT Project Committee Terms of Reference'; and
- A document entitled 'Green Line Committee Terms of Reference Amendments - Principles'.

**Moved by** Councillor Davison

That with respect to Report GC2019-1504, the following be approved:

The Green Line Committee recommend that Council approve the following principles for inclusion in the Green Line LRT Committee project terms of reference, as an appendix, as follows:

1. Provide business plans to Committee for the recommended option;
2. Considers best use of funds by delivering value to Calgarians with a lower life cycle cost;
3. Focuses on the best possible rider experience and ridership numbers;
4. Provide full costing plans to complete staging options;
5. Provides certainty of cash-flow to complete staging options;
6. Considers options to split the line, not crossing 7<sup>th</sup> Avenue SW;
7. Focuses on bringing lifecycle costs down; and
8. Continually review any BRT routes planned are accelerated in all options

Councillor Davison rose on a Question of Privilege with respect to the conduct of an individual Member of the Committee.

Councillor Woolley rose on a Question of Privilege in response to Councillor Davison.

Councillor Woolley rose on a Question of Privilege with respect to the conduct of a Member of the Committee.

The Chair responded to the Question of Privilege.

Councillor Carra rose on a Question of Privilege to apologize for interrupting a Member of the Committee.

Councillor Farkas rose on a Question of Privilege to request clarity from the Chair.

Councillor Gondek rose on a Question of Privilege to respond to the Chair.

**Moved by** Councillor Sutherland

That with respect to Report GB2019-1504, the following be approved:

That the Terms of Reference be amended by deleting all instances of 'principles' and replacing with 'recommendations'.

**Moved by** Councillor Farkas

That the Green Line Committee refer the Motion contained in Report GC2019-1504, including amendments, back to Administration to return to the 2019 December Regular Meeting of the Green Line Committee;

Against: Councillor Farrell and Councillor Woolley

**MOTION CARRIED**

9.2 Greenline Committee Meeting Dates (Verbal), GC2019-1505

**Moved by** Councillor Davison

That with respect to Verbal Report, GC2019-1505 the following be approved:

That the next Regular Meeting of the Green Line Committee scheduled to be held on 2019 December 17.

**MOTION CARRIED**

9.3 Committee Membership (Verbal), GC2019-1506

This item was withdrawn by general consent.

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

**Moved by** Councillor Davison

That this meeting adjourn at 12:05 p.m.

**MOTION CARRIED**

THE FOLLOWING ITEM HAS BEEN FORWARDED TO THE 2019 DECEMBER 16  
COMBINED MEETING OF COUNCIL:

CONSENT

- Inaugural Green Line Committee Meeting Updates (Verbal), GC2019-1440

The next Regular Meeting of the Green Line Committee is scheduled to be held 2019  
December 17 at 9:00 a.m.

CONFIRMED BY COMMITTEE ON

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CHAIR

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ACTING CITY CLERK

UNCONFIRMED

Transportation Report to  
Green Line Committee  
2017 December 17

ISC: UNRESTRICTED  
GC2019-1591

## Report 1: Guiding Principles for Green Line Committee

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### EXECUTIVE SUMMARY

Green Line is important to the future of Calgary and benefits all Calgarians. It represents a significant investment in our transportation network, in our communities, and the future of our city. Completion of the Green Line will bring high quality transit service to Calgary's southeast communities and increase transit capacity in North Central Calgary for generations to come.

A dedicated Green Line Committee was established to provide a forum to discuss Green Line project due diligence, risk management, reports, and recommendations. Establishing clear guiding principles for the Green Line Committee will help guide and direct the work of the committee.

#### ADMINISTRATION RECOMMENDATION:

1. Receive the amended Green Line Committee Terms of Reference – Appendix: Guiding Principles for the Committee
2. Direct the Green Line Committee to bring the Guiding Principles forward to Council for approval and inclusion into the Green Line Committee Terms of Reference as an appendix

### PREVIOUS COUNCIL DIRECTION / POLICY

At the 18 September 2019 SPC on Transportation & Transit, the Committee recommended that Council consider the creation of a sub-committee of Council, as a stand-alone committee, to review all matters related to the Green Line LRT Project.

At the 30 September 2019 Combined Meeting of Council, the Green Line LRT Project Committee ("Green Line Committee") was established and the Terms of Reference (C2019-1263, Attachment 1) for the new Green Line Committee was received and approved.

At the 15 November 2019 Green Line Committee meeting, a proposal was made to add guiding principles as an appendix to the Green Line Committee Terms of Reference. Work on refining the guiding principles was referred to Administration and Administration was directed to report back at the December committee meeting.

### BACKGROUND

In June 2017, Council approved **Green Line's long-term vision** - *A transit service that improves mobility in communities in north and southeast Calgary connecting people and places and enhancing the quality of life in the city.*

To enable success of the project through coordinated decision making, a stand-alone committee of Council was established to consider all Green Line LRT Project-related reports except for reports falling within the mandate of the SPC on Utilities and Corporate Services and the Audit Committee.

A Terms of Reference was developed to outline the governance, membership and mandate of the Green Line Committee. To further define the roles and responsibilities of the Green Line

Transportation Report to  
Green Line Committee  
2017 December 17

ISC: UNRESTRICTED  
GC2019-1591

## **Report 1: Guiding Principles for Green Line Committee**

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Committee, well-defined guiding principles that reflect the vision, mission, strategic interests and core values of the Committee are needed.

Following a motion by Councillor Davison to add guiding principles as an appendix to the Green Line Committee Terms of Reference, analysis concerning the content of the guiding principles was discussed by Green Line Committee members. Work to further develop and refine the guiding principles was deferred to Administration. Final recommended guiding principles for the Green Line Committee are presented in Green Line Committee Terms of Reference - Appendix: Guiding Principles (Attachment 1).

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

As the Green Line LRT Project progresses, the need for coordinated and transparent decision making is critical. The approved Terms of Reference for the Green Line Committee speak to governance, membership, and mandate of the Green Line Committee, however additional guiding principles that define the broad philosophy, strategic interests and values of the committee will serve greater transparency and cohesion.

The guiding principles strive to balance the delivery of social, environmental and community benefits that are the cornerstone of the project vision with the economic and financial constraints of the project budget. They also serve to provide the necessary governance, direction and understanding of the execution risks that are required to ensure project success.

### **Stakeholder Engagement, Research and Communication**

N/A

### **Strategic Alignment**

Following the structure of other dedicated committees for major corporate projects such as the Event Centre, having specific Guiding Principles for the committee is aligned and consistent with this established practice.

### **Social, Environmental, Economic (External)**

The social, environmental and economic benefits and impacts of the Green Line project would be further realized with strong governance that supports the successful delivery of the project.

### **Financial Capacity**

N/A

### ***Current and Future Operating Budget:***

N/A

### ***Current and Future Capital Budget:***

N/A

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GC2019-1591

## **Report 1: Guiding Principles for Green Line Committee**

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### **Risk Assessment**

All projects have inherent risks, many of which stem from a lack of clear direction and consensus among decision makers. A project with the magnitude and importance as the Green Line, has immense impact on the entire corporation, thus having strong governance, a clear vision and solid guiding principles is critically important to the success of the project.

### **REASON FOR RECOMMENDATION:**

Having sound governance guided by well-defined and agreed upon guiding principles and a Committee operating under clear and commonly understood core values will help ensure the successful delivery of the Green Line project.

### **ATTACHMENT(S)**

1. Attachment 1 – Green Line Committee Terms of Reference - Appendix: Guiding Principles



## **Green Line Committee Terms of Reference – Appendix**

### **The Green Line Committee has the following Guiding Principles and Goals (DRAFT):**

1. Guide the Green Line project in achieving the Project Vision and Outcomes for Calgarians.
2. Promote fiscal responsibility so that the Green Line project optimizes costs to residents and businesses, considers life cycle costs and demonstrates value for money.
3. Consider and respect public input received with the continued objective of being responsive to community values and concerns.
4. Maintain accountability by following project management best practices.
5. Focus governance and oversight on the following project goals:
  - a) Safety – achieve industry standards in protecting employee and public safety
  - b) Stakeholders - effective and responsive communication and outreach with affected stakeholders
  - c) Regulatory - compliance with all permits, laws and regulations
  - d) Environment - minimize environmental impacts arising from construction and operation of the system
  - e) Schedule - deliver project on target to meet in-service date expected by public, stakeholders and funding partners
  - f) Cost – deliver project within the approved control budget
  - g) Risk - support the creation of a risk aware, commercially and technically competent delivery team

***Green Line Project Vision:*** *A transit service that improves mobility in communities in north and southeast Calgary, connecting people and places and enhancing the quality of life in the city.*

### ***Outcomes for Calgarians***

1. *A transit service that improves mobility by providing a frequent, reliable, and affordable service.*
2. *Contributes to an efficient transportation network that promotes transportation choice and reduces congestion, travel times and greenhouse gases.*
3. *Enhance connectivity between people and places including connections to the broader transit network.*
4. *Create a positive transportation experience – safe, accessible, comfortable and convenient.*
5. *Contribute positively to urban realm, community development and revitalization.*
6. *Contribute to the vitality of businesses in the community.*
7. *Protect the environment by enhancing City's environmental stewardship.*