



REVISED AGENDA

GREEN LINE BOARD

April 9, 2021, 1:00 PM
IN THE VIRNETTA ANDERSON HALL

Members

Board Member D. Fairbairn, Chair
Board Member I. Bourne, Vice-Chair
Board Member J. Annesley
Board Member L. Beasley
Board Member F. Cummings
Board Member B. Mahajan
Board Member P. McLeod
Board Member M. Nelson
City Manager D. Duckworth

SPECIAL NOTES:

SPECIAL NOTES:

Public are encouraged to follow Green Line Board meetings using the live stream
www.calgary.ca/watchlive
Board Members will be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS AND LAND ACKNOWLEDGEMENT
3. CONFIRMATION OF AGENDA
 - 3.1. DECLARATIONS - CONFLICTS OF INTEREST
4. CONFIRMATION OF MINUTES
 - 4.1. *Minutes of the Regular Meeting of the Green Line Board, 2021 March 08*

NEW MATERIAL

5. **CORRESPONDENCE, GLB2021-0573**

6. **CONSENT AGENDA**

6.1. DEFERRALS AND PROCEDURAL REQUESTS
None

6.2. BRIEFINGS
None

7. **ITEMS FROM GREEN LINE PROGRAM TEAM AND COMMITTEES**

NEW MATERIAL

7.1. *Green Line Program February 2021 Progress Report, GLB2021-0544*

7.2. COMMITTEE REPORTS

7.2.1. Planning Committee Report (Verbal), GLB2021-0547

7.2.2. Budget and Risk Committee Report (Verbal), GLB2021-0548

7.2.3. Governance and HR Committee Report (Verbal), GLB2021-0549

7.2.4. Recruitment Committee Report (Verbal), GLB2021-0550

8. **URGENT BUSINESS**

9. **CONFIDENTIAL ITEMS**

9.1. ITEMS FROM GREEN LINE PROGRAM TEAM AND COMMITTEES

NEW MATERIAL

9.1.1. *Green Line Bylaw Review, GLB2021-0551*
Held confidential pursuant to Sections 24 (Advice from officials) and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

NEW MATERIAL

9.1.2. *Green Line Board Program February 2021 Progress Report, GLB2021-0552*
Held confidential pursuant to Sections 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

- 9.1.3. Provincial Review and Procurement Update (Verbal), GLB2021-0553
Held confidential pursuant to Sections 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.
- 9.1.4. Committee Reports (Verbal), GLB2021-0554
Held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

9.2. URGENT BUSINESS

10. ADJOURNMENT



**MINUTES
GREEN LINE BOARD**

**March 8, 2021, 11:00 AM
IN THE VIRNETTA ANDERSON HALL**

PRESENT:

Board Member D. Fairbairn, Chair (Remote Participation)
Board Member I. Bourne, Vice-Chair (Remote Participation)
Board Member J. Annesley (Remote Participation)
Board Member L. Beasley (Remote Participation)
Board Member F. Cummings (Remote Participation)
Board Member B. Mahajan (Remote Participation)
Board Member P. McLeod (Remote Participation)
Board Member M. Nelson (Remote Participation)
City Manager D. Duckworth (Remote Participation)

ALSO PRESENT:

General Manager M. Thompson (Remote Participation)
Legislative Coordinator M. A. Cario
Legislative Advisor A. de Grood

1. CALL TO ORDER

Chair Fairbairn called the Meeting to order at 11:01 a.m.

2. OPENING REMARKS

Chair Fairbairn provided opening remarks, a traditional land acknowledgement, and an acknowledgement for International Women's Day.

ROLL CALL:

Board Member Annesley, Board Member Beasley, Board Member Bourne, Board Member Cummings, Board Member Mahajan, Board Member McLeod, Board Member Nelson, Chair Fairbairn, and City Manager Duckworth.

3. CONFIRMATION OF AGENDA

Moved by Board Member Beasley

That the Agenda for the 2021 March 08 Regular Meeting of the Green Line Board be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Green Line Board, 2021 February 18

Moved by Board Member Mahajan

That the Minutes of the 2021 February 18 Regular Meeting of the Green Line Board be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

None

6. ITEMS FROM GREEN LINE PROGRAM TEAM AND BOARD MEETINGS

6.1 Construction Management of Segment 2 Utility Relocation Project Request for Proposals (Verbal), GLB2021-0357

A presentation entitled "Green Line Project Construction Management of Segment 2 Utility Relocation Project" was distributed with respect to Report GLB2021-0357.

Moved by Board Member McLeod

That with respect to Verbal Report GLB2021-0357, the following be approved:

That the Green Line Board receive the presentation for the Corporate Record.

MOTION CARRIED

6.2 COMMITTEE REPORTS

6.2.1 Planning Committee Report (Verbal), GLB2021-0358

Board Member Beasley provided a verbal update and was thanked by the Board.

6.2.2 Budget and Risk Committee Report (Verbal), GLB2021-0359

Board Member Bourne provided a verbal update and was thanked by the Board.

6.2.3 Governance and HR Committee Report (Verbal), GLB2021-0360

Board Member Nelson provided a verbal update and was thanked by the Board.

6.2.4 Recruitment Committee Report (Verbal), GLB2021-0361

Board Member Nelson provided a verbal update and was thanked by the Board.

7. URGENT BUSINESS

None

8. CONFIDENTIAL ITEMS**Moved by Board Member Bourne**

That pursuant to Sections 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body) and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, Committee now move into Closed Meeting at 11:57 a.m. on 2021 March 08, in the Virnetta Anderson Hall, to discuss confidential matters with respect to the following items:

- 8.1.1 Procurement Update - Evaluation Results and Recommendations for Construction Management of Segment 2 Utility Relocation Project Request for Proposals (Verbal), GLB2021-0363
- 8.1.2 Procurement Update - Segment 1 / Shephard Phase DBF (Verbal), GLB2021-0364
- 8.1.3 Committee Reports (Verbal), GLB2021-0365

MOTION CARRIED

Board reconvened in Public Meeting at 1:26 p.m. with Chair Fairbairn in the Chair (Remotely).

Moved by Board Member Beasley

That the Green Line Board rise and report

MOTION CARRIED

8.1 ITEMS FROM GREEN LINE PROGRAM TEAM AND BOARD MEETINGS

- 8.1.1 Procurement Update - Evaluation Results and Recommendations for Construction Management of Segment 2 Utility Relocation Project Request for Proposals (Verbal), GLB2021-0363

Administration in attendance during the Closed Meeting discussions with respect to Report GLB2021-0363:

Clerks: M.A. Cario and A. Degrood. Law: M.A. Bendfeld. Advice: M. Thompson, L. Adamo, D. Ewing, K. Mahmud, S. McMullen, M. Smith, and W. Tynan.

A confidential presentation was distributed with respect to Verbal Report GLB2021-0363.

Moved by Board Member Cummings

That with respect to Verbal Report GLB2021-0363, the following be approved:

That the Green Line Board:

1. Approve the Confidential Recommendations contained in the Confidential presentation.
2. Direct that the Confidential presentation and Closed Meeting discussions be held confidential pursuant to Sections 24 (Advice from

officials), 25 (Harmful to economic and other interests of a public body) and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act* to be reviewed by 2036 March 8; and

3. Direct that the Recommendations be held confidential pursuant to Sections 24 (Advice from officials), and 25 (Harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* for a period of one year.

MOTION CARRIED

8.1.2 Procurement Update - Segment 1 / Shephard Phase DBF (Verbal), GLB2021-0364

Administration in attendance during the Closed Meeting discussions with respect to Report GLB2021-0364:

Clerks: M.A. Cario and A. Degrood. Law: M.A. Bendfeld. Advice: M. Thompson, L. Adamo, D. Ewing, K. Mahmud, S. McMullen, M. Smith, and W. Tynan.

A confidential presentation was distributed with respect to Verbal Report GLB2021-0364.

Moved by Board Member McLeod

That with respect to Verbal Report GLB2021-0364, the following be approved:

That the Green Line Board direct that the Confidential presentation and Closed Meeting discussions be held confidential pursuant to Sections 24 (Advice from officials) and 25 (Harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2036 March 08.

MOTION CARRIED

8.1.3 Committee Reports (Verbal), GLB2021-0365

Administration in attendance with respect to Report GLB2021-0365:

Clerks: M.A. Cario and A. Degrood. Law: M.A. Bendfeld. Advice: M. Thompson, L. Adamo, D. Ewing, K. Mahmud, S. McMullen, M. Smith, and W. Tynan.

Moved by Board Member Mahajan

That with respect to Verbal Report GLB2021-0365, the following be approved:

That the Green Line Board direct that the Closed Meeting discussions be held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

8.2 URGENT BUSINESS

None

9. ADJOURNMENT

By General Consent, Green Line Board adjourned this meeting at 1:30 p.m.

The next Regular Meeting of the Green Line Board is scheduled to be held 2021 April 09 at 1:00 p.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

UNCONFIRMED



ALBERTA
TRANSPORTATION

*Office of the Minister
Deputy Government House Leader
MLA, Calgary-Hays*

March 15, 2021

AR 84903

Mr. Don Fairbairn
Chair
Calgary Green Line Board
c/o City of Calgary
P.O. Box 2100, Station M
Calgary, AB T2P 2M5

Dear Mr. Fairbairn:

Further to my December 14, 2021 letter, I would like to acknowledge the ongoing collaboration between my department and City staff to resolve the outstanding recommendations from the LRT Review.

I am pleased at the progress being made on the review of the Greenline project. I know that meetings between the City of Calgary and my department happen frequently each week and I appreciate your dedication to maintain the positive momentum on this important project.

I have supported LRT construction since I first ran for City Council in 1998. During the 2019 election we committed to maintain funding for Edmonton and Calgary's LRT projects, and after the election, our government legislated \$1.53 billion for the Green Line LRT in Budget 2019. We strongly support the goals of LRT construction in Calgary and smart infrastructure investments that will create jobs and promote economic growth.

Our goal is and always has been ensuring that Calgarians and all Albertans get value for their \$1.53 billion investment. I am grateful to the officials who are working hard to make the Green Line into a project that works for the Calgarians who will use it, as well as the taxpayers who will fund it.

Sincerely,

Ric McIver
Minister



March 25, 2021

Hon. Ric Mclver
Minister of Transportation
320 Legislature Building
10800 – 97 Avenue
Edmonton, Alberta T5K 2B6

Dear Minister Mclver,

Thank you very much for your letter on March 15, 2021 acknowledging the extensive work and collaboration between your department and the Green Line project team. We are encouraged by and appreciate the efforts of your officials and we appreciate your support of our collaborative efforts and your long-time support for LRT development as an investment in the future prosperity of Calgary and the province.

Since the Green Line Board was announced on January 14, 2021, we have been focused on understanding and closely scrutinizing all aspects of the Green Line LRT Project. The Board takes the responsibilities delegated to us by the City of Calgary seriously and is committed to our Council approved mandate.

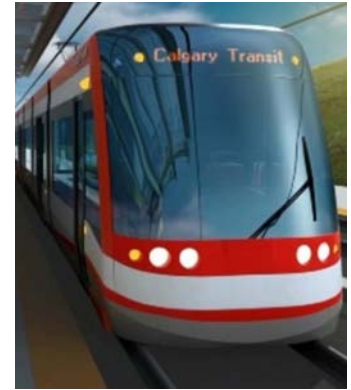
Over the past few months there has been considerable progress towards addressing the recommendations on project structure, cost and risk concerns brought forward through the provincial review. The Board is aware though that agreement on a procurement and contracting strategy remains a key outstanding item. We hope you share our confidence that, with our teams working together, we will be able to deliver results that are both attractive to the market and deliver value for taxpayers.

The path forward for Green Line relies on aligning all funding partners. Thank you for your continued commitment to Green Line and, on behalf of the Board and the project team, we look forward to continuing to advance this critical project.

Sincerely,

A handwritten signature in black ink, which appears to read "Don Fairbairn", is shown on a light grey background.

Don Fairbairn
Executive Chair
Green Line Board



Green Line LRT

Green Line Program February 2021 Progress Report



Green Line Program February 2021 Progress Report

1 Executive Summary

Project Status Dashboard

	Overall Program	Enabling Works	LRVs	Segment 1	Segment 2	Owner Activities	Comments
Health & Safety							
Environmental			N/A				Continue to focus on Segment 2 requirements.
Stakeholder Relations			N/A				Overall red due to effect of Provincial Review.
Schedule				N/A	N/A		Overall red due to unknown timeline of the provincial review. Segment 1 & 2 schedule unknown until completion of provincial review.
Cost				N/A	N/A		Overall red due to unknown costs of current delay, updated costs to be calculated following completion of review. Segment 1 & 2 costs are N/A awaiting completion of review.
Quality				N/A	N/A		Segment 1 and 2 will be updated once the construction DBF's are under construction.

LEGEND*:	On Plan		At Risk		Off Plan		Not Started		Not Applicable	N/A
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*Definition of legend for the dashboard in Appendix 1



Green Line Program February 2021 Progress Report

Overall - Work with the province to address the recommendations brought forward through their project review continues to progress. The teams are working collaboratively to address many of the items raised including alignment, ridership, the impact of COVID, constructability, costs and risk. Confidential market sounding with 24 builder/designers, tunnel companies and lenders has begun and will be concluded in March 2021.

The downtown utility relocation Construction Manager RFP has closed, and evaluation has begun. A recommendation will be brought forward to the Green Line Board in March 2021. LRV procurement is underway and the Segment 1 LRT RFP remains paused.

Segment 2 Functional Plan design, planning and engagement continues for the Beltline, Downtown/Eau Claire, Bow River Bridge and Centre Street.

Health & Safety – The Project is on plan with safety management system compliance. There is a minor lag in mandatory training for safety excellence certification due to in-person training risks (pandemic precautions) for first aid and leadership. Review of contractor site specific safety plans prior to commencement of field work and maintaining monthly safety inspections and Green Line Joint OH&S inspection and meetings are all on track.

Environmental - Work continued this month on the development of a Segment 1 and Segment 2 life of project budget and work plan; contaminated sites risk and potential remediation activities pre-construction; and the continuation of specific multi-disciplinary baseline environmental activities for Segment 2.

Stakeholder Relations - The uncertainty by the provincial review continues to impact stakeholders. There is both a lack of confidence in the project and lack of clarity in schedules and timelines (when will construction begin, when will my community or business be impacted, when will Green Line be built).

Schedule - Procurement strategy and contracting is a key driver for the schedule and remains an outstanding item with the province. The team continues to work with the Province through their review.

Cost - The Program cost estimate is currently under revision. Segment 1 procurement is currently paused. Segment 2 and Owner Activities are undergoing estimate updates and work is underway to evaluate the risks associated with the delayed schedule as well as the current escalation being experienced due to COVID 19.

Quality - The focus for the Overall Program has been ensuring quality requirements are included in the final documentation for Segment 2 Enabling Works CM Utilities Relocation. The Program Quality Management Plan will be issued for review in advance of the Program Management Plan. Quality Management is supporting closeout of Segment 1 Enabling works records and development of Segment 2 CM Utilities project quality management plan.



Green Line Program February 2021 Progress Report

Financial Summary

Category	Total Committed Costs	Expenditures Project to Date	Expenditures Project to Date Previous Month	Expenditures for 2021 to Date	2021 Spending Plan
Owner's Costs	\$ 55,138,205	\$ 53,771,089	\$ 52,561,237	\$ 2,063,556	TBD
Land	\$ 219,128,885	\$ 219,066,461	\$ 219,077,426	\$ 1,222,166	TBD
Design & Engineering	\$ 275,776,219	\$ 212,021,542	\$ 209,098,564	\$ 5,721,168	TBD
Construction	\$ 161,662,719	\$ 143,357,839	\$ 140,932,794	\$ 1,698,914	TBD
TOTAL	\$ 711,706,028	\$ 628,216,931	\$ 621,670,021	\$ 10,705,804	TBD

Owner's Costs: Include City of Calgary Staff Time, Communications, Software, and General Corporate Overheads and Inter-Business Unit costs.

Design & Engineering: Includes all Owner's Engineer costs as well as general Project Consultants.

Construction: Includes Enabling Works.

Committed Costs present issues PO values only for design & engineering/construction. Land and Owner's costs are incurred to date only.

2021 Green Line Forecast is in progress.

Milestone Schedule

Milestone schedule to be included after completion of provincial review.

Risk Management

Project currently has a high amount of risk and uncertainty and below are some of the primary risk items for the program right now. There is a detailed risk register and risk management strategies that are regularly reviewed and updated by the team.

- Finalization of the provincial review which will confirm the funding, updates to the funding agreement and the path forward.
- Vacancies within the leadership team and recruitment is underway to fill these positions.
- Competitive pressure in the marketplace in Canada creates limited available capacity for the expertise required. Procurement strategies are under development to address this risk.
- Time delays and anticipated cost escalation result in increased budget pressure. Further refinement of cost estimates and risk understanding is underway to address these risks.



Green Line Program February 2021 Progress Report

- Continued delays in moving the program forward has eroded stakeholder confidence. Green Line is in regular communication with stakeholders to provide updated information as it becomes available.

Project Highlights

Project	Summary of Status this Month	Next Month
Overall Program	Work with the province to address the recommendations brought forward through their project review continues to progress. The review is creating uncertainty which is impacting many aspects of the project.	Work with the province to resolve outstanding items raised during their review.
Enabling Works	<p>Segment 1: Projects are on track for completion by July 2021 with project closeout underway where applicable.</p> <p>Segment 2: Preparation for Downtown Utilities relocations underway.</p>	<p>Segment 1: Finalize next steps for 78th Avenue Overpass construction.</p> <p>Segment 2: Utility Relocations CM contract negotiations with highest rated proponent.</p>
LRV	The LRV procurement is proceeding as scheduled, with award of a contract planned in the fall of 2021.	Proceed as per schedule.
Segment 1	Segment 1 is currently paused so that the City can work collaboratively with the Province to address concerns raised.	Work to complete provincial review.
Segment 2	Completing remaining work on the functional design and updating the functional report. Engagement with stakeholders continued.	The concept design for the interface of the Green Line and the river's edge in Eau Claire will be progressed.
Owners Activities	Work is underway to recruit for key positions including CEO, COO, Delivery Director and Technical Director. Board set-up activities continue in support of all Committees and the Board itself.	Recruitment to continue for key positions.



Green Line Program February 2021 Progress Report

Appendix 1 –Dashboard Legends

Executive Summary

	On Plan	At Risk	Off Plan
Health and Safety	<p>Zero (Lost Time Injury) LTIs or</p> <p>Scheduled monthly site inspections completed with < 2 missed or</p> <p>Joint OH&S committee meetings and inspections on track or</p> <p>Green Line COR Internal Maintenance Audit completed with minor findings or</p> <p>All mandatory training complete</p>	<p>One LTI or</p> <p>≤5 scheduled site inspection not completed or</p> <p>Missed a Joint OH&S committee meeting or inspection or</p> <p>Green Line COR Internal Maintenance Audit completed with major findings or</p> <p><90% mandatory training not completed</p>	<p>More than one LTI or</p> <p>>5 scheduled site inspections not completed or</p> <p>Multiple Joint OH&S committee meetings or inspection not completed or</p> <p>Green Line COR Internal Maintenance Audit failed or</p> <p>Less than 75% mandatory training complete</p>
Environmental	<p>Overall environmental requirements are progressing as defined and work plans and budgets are being accurately managed</p>	<p>Specific environmental management subjects are being addressed and progressing; reliance on other project disciplines, information and inputs to complete the work may cause temporary delays</p>	<p>Failing to meet contractually required environmental obligations causing delays and complications for the Contractor and/or Owner</p>
Stakeholder Relations	<p>Minimal risk of reputational damage or</p> <p>Localized stakeholder issues</p>	<p>Moderate risk of reputational damage or</p> <p>Multiple stakeholder issues that require urgent action</p>	<p>Severe risk of reputational damage or</p> <p>Major risk with funding partners</p>
Schedule	<p>SPI (Schedule Performance Index) ≥ 1.0 or</p>	<p>SPI 0.9-0.99 or</p>	<p>SPI <0.9 or</p>



Green Line Program February 2021 Progress Report

	No change to critical activities/milestones	Delay of critical milestones by less than 4 weeks	Critical activities delayed by more than 4 weeks
Cost	Cost Performance Index (CPI) ≥ 1.0 or Costs forecast within the budget excluding retained contingency	CPI 0.95-0.99 or Costs forecast to be over budget and <30% retained contingency	CPI < 0.95 or Cost forecast to be > budget + 30 % retained contingency
Quality	Quality requirements adequate/defined or in progress or Audits performed per plan with no/minor findings or NCR identification and resolution are with expectations	Quality requirements not adequate/defined in at least one area or Audits performed per plan with one or more major findings or NCR identification and resolution are not trending downward	Quality requirements not adequate/defined in multiple areas or Audits not performed or performed with many major findings or Significant non-conformance with contract terms