



REVISED AGENDA

GREEN LINE BOARD

July 23, 2021, 1:00 PM
ENGINEERING TRADITIONS

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:

Public are encouraged to follow Green Line Board meetings using the [live stream](#)

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 June 18
5. SAFETY MINUTE
6. CORRESPONDENCE
 - 6.1. Letter from Minister McIver - 2021 May 07 and Reply, GLB2021-1161

6.2. Letter from Ad Hoc Committee - 2021 May 07 and Reply, GLB2021-1162

7. CONSENT AGENDA

7.1. DEFERRALS AND PROCEDURAL REQUESTS
None

7.2. BRIEFINGS
None

8. ITEMS FROM GREEN LINE PROGRAM TEAM AND COMMITTEES

8.1. Green Line Program May 2021 Progress Report, GLB2021-1152

NEW MATERIAL

8.2. Whistleblower Policy - Supplementary Guidelines, GLB2021-1154

8.3. COMMITTEE REPORTS

8.3.1. Planning Committee Report (Verbal), GLB2021-1155

8.3.2. Budget and Risk Committee Report (Verbal), GLB2021-1156

8.3.3. Governance and HR Committee Report (Verbal), GLB2021-1157

8.3.4. Recruitment Committee Report (Verbal), GLB2021-1158

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM GREEN LINE PROGRAM TEAM AND COMMITTEES

10.1.1. Green Line Board Program May 2021 Progress Report, GLB2021-1159
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*.

Review By: 2036 July 23

10.1.2. Committee Reports (Verbal), GLB2021-1160
Held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

10.2. URGENT BUSINESS

11. ADJOURNMENT



**MINUTES
GREEN LINE BOARD**

**June 18, 2021, 1:00 PM
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)

ABSENT: City Manager D. Duckworth

ALSO PRESENT: General Manager M. Thompson (Remote Participation)
Legislative Coordinator M. A. Cario
Legislative Advisor L. Kearnes

1. CALL TO ORDER

Chair Fairbairn called the Meeting to order at 1:00 p.m.

ROLL CALL

Board Member Annesley, Board Member Beasley, Board Member Bourne, Board Member Cummings, Board Member Mahajan, Board Member Nelson, and Chair Fairbairn.

Absent for Roll Call:

Board Member McLeod and City Manager Duckworth

2. OPENING REMARKS AND LAND ACKNOWLEDGEMENT

Chair Fairbairn provided opening remarks and a traditional land acknowledgement.

3. CONFIRMATION OF AGENDA

Moved by Board Member Mahajan

That the Agenda for the 2021 June 18 Regular Meeting of the Green Line Board be confirmed, **as amended by removing Item 10.1.3 from the Agenda as there is no Procurement Update for this meeting.**

MOTION CARRIED

3.1 DECLARATIONS - CONFLICTS OF INTEREST

No conflicts of interest were declared.

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Green Line Board, 2021 May 28

Moved by Board Member Beasley

That the Minutes of the 2021 May 28 Regular Meeting of the Green Line Board be confirmed.

MOTION CARRIED

5. SAFETY MINUTE

A presentation was distributed with respect to the Safety Minute.

Board Member McLeod joined the Remote Meeting at 1:07 p.m.

6. CORRESPONDENCE

No correspondence was received.

7. CONSENT AGENDA

7.1 DEFERRALS AND PROCEDURAL REQUESTS

None

7.2 BRIEFINGS

None

8. ITEMS FROM GREEN LINE PROGRAM TEAM AND COMMITTEES

8.1 Green Line Program April 2021 Progress Report, GLB2021-0973

A presentation entitled "Green Line Board April Report" was distributed with respect to Report GLB2021-0973.

Moved by Board Member Mahajan

That with respect to Report GLB2021-0973, the following be approved:

That the Green Line Board receive Report GLB2021-0973 for the Corporate Record.

MOTION CARRIED

8.2 Taking Care of Business Update, GLB2021-0975

A presentation entitled "Business Support Program: June 2021" was distributed with respect to Report GLB2021-0975.

Moved by Board Member Beasley

That with respect to Report GLB2021-0975, the following be approved:

That the Green Line Board receive Report GLB2021-0975 for the Corporate Record.

MOTION CARRIED

8.3 COMMITTEE REPORTS

8.3.1 Planning Committee Report (Verbal), GLB2021-0970

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

8.3.2 Budget and Risk Committee Report (Verbal), GLB2021-0971

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

8.3.3 Governance and HR Committee Report (Verbal), GLB2021-0972

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

8.3.4 Recruitment Committee Report (Verbal), GLB2021-0974

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

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

Moved by Board Member McLeod

That pursuant to Sections 17 (Disclosure harmful to personal privacy), 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*, Committee now move into Closed Meeting at 2:12 p.m., in Virnetta Anderson Hall, to discuss confidential matters with respect to the following Items:

- 10.1.1. Green Line Board Program April 2021 Progress Report - GLB2021-1016
- 10.1.2. Governance Audit Report - GLB2021-0977
- 10.1.4. Committee Reports (Verbal) - GLB2021-0979
- 10.1.5. CEO Position (Verbal) - GLB2021-0980

MOTION CARRIED

Committee reconvened in public meeting at 3:47 p.m. with Chair Fairbairn in the Chair.

Moved by Board Member Beasley

That the Green Line Board rise and report.

MOTION CARRIED

ROLL CALL

Board Member Annesley, Board Member Beasley, Board Member Bourne, Board Member Cummings, Board Member Mahajan, Board Member McLeod, Board Member Nelson, and Chair Fairbairn

Absent from Roll Call: City Manager Duckworth.

10.1 ITEMS FROM GREEN LINE PROGRAM TEAM AND COMMITTEES

10.1.1 Green Line Board Program April 2021 Progress Report, GLB2021-1016

A clerical correction was noted on the Report Number by replacing the Report Number "GLB2021-0973" with Report Number "GLB2021-1016".

Administration in attendance with respect to Report GLB2021-1016:

Clerks: M. A. Cario and L. Kearnes. Law: S. Saunders. Advice: M. Thompson, W. Tynan, D. Ewing, S. Quayle, K. Mahmud, and M. Smith.

A confidential presentation was distributed with respect to Report GLB2021-1016.

Moved by Board Member Nelson

That with respect to Report GLB2021-1016, the following be approved:

That the Green Line Board:

1. Receive Report GLB2021-1016 for the Corporate Record; and
2. Direct that Report GLB2021-1016 and the Closed Meeting presentation and discussion be 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* to be reviewed by 2036 May.

MOTION CARRIED

10.1.2 Governance Audit Report, GLB2021-0977

Administration in attendance with respect to Report GLB2021-0977:

Clerks: M. A. Cario and L. Kearnes. Law: S. Saunders. Advice: M. Thompson, W. Tynan, D. Ewing, S. Quayle, K. Mahmud, and M. Smith.

A confidential presentation was distributed with respect to Report GLB2021-0977.

Moved by Board Member Mahajan

That with respect to Report GLB2021-0977, the following be approved:

That the Green Line Board:

1. Receive Report GLB2021-0977 for the Corporate Record;

2. Direct that Report GLB2021-0977 be held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* until such time as the Report is released by the Audit Committee; and,
3. Direct that the Closed Meeting presentation and discussion be held confidential pursuant to Sections 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* to be reviewed by 2036 May.

MOTION CARRIED

10.1.3 Procurement Update, GLB2021-0978

This Item was removed from the Agenda.

10.1.4 Committee Reports (Verbal), GLB2021-0979

Administration in attendance with respect to Report GLB2021-0979:

Clerks: M. A. Cario and L. Kearnes. Law: S. Saunders. Advice: M. Thompson, W. Tynan, D. Ewing, S. Quayle, K. Mahmud, and M. Smith.

A confidential presentation was distributed with respect to Report GLB2021-0979.

Moved by Board Member McLeod

That with respect to Report GLB2021-0979, the following be approved:

That the Green Line Board direct that the Closed Meeting discussion and presentation be held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* to be reviewed by 2036 June.

MOTION CARRIED

10.1.5 CEO Position (Verbal), GLB2021-0980

Administration in attendance with respect to Report GLB2021-0980:

Clerks: M. A. Cario and L. Kearnes. Law: S. Saunders. Advice: K. Mahmud.

A confidential presentation was distributed with respect to Report GLB2021-0980.

Moved by Board Member McLeod

That with respect to Report GLB2021-0980, the following be approved:

That the Green Line Board:

1. Direct the Chair of the Green Line Board and Chair of the Green Line Board Governance and Human Resources Committee to negotiate, finalize and oversee the execution of a contract with the individual

taking the position of Chief Executive Officer of the Green Line Phase 1.

2. Direct that the Closed Meeting discussion and presentation be held confidential pursuant to Section 17 (Personal information) of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

By General Consent, Green Line Board adjourned this meeting at 3:54 p.m.

The next Regular Meeting of the Green Line Board is scheduled to be held on 2021 July 23 at 1:00 p.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK



ALBERTA
TRANSPORTATION

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

May 5, 2021

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:

As the collaborative work to resolve the outstanding recommendations from the LRT Review nears conclusion, I am aware that recommendations will be brought to the Green Line Project Board (the Board) in the near future for consideration.

Provincial approval only occurs through the detailed Business Case that Calgary will submit in the coming weeks. While I cannot provide approval prior to that, it appears that the recommendations the Board will consider for a functional line from Shepard to Eau Claire, along with the related procurement strategy that will allow for pricing of the line, address the main concerns identified in the review.

As you know, upon approval of a Business Case, the grant agreement would then be amended. In light of the need for the full provincial contribution for the functional line, the Province will require City Council's confirmation of the revised cost estimate, and acknowledgement that the City is responsible for any funding shortfall or cost overruns as part of the agreement, as the Provincial contribution will not be increased. Given Alberta's current fiscal situation, the Province is not willing to consider any future request for the Green Line beyond this significant investment of \$1.53 billion.

I am pleased to hear that the board sought advice from independent cost and risk assessment experts. I anticipate this information will serve the Board well in its mandate to manage the project and the available funding going forward.

/2

Don Fairbairn
Page 2



ALBERTA
TRANSPORTATION

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

As you know, I have long been an advocate for the LRT system in Calgary, both during my tenure on Calgary City Council and in my position as Minister of Transportation. As such, I look forward to receiving the revised Business Case, encompassing all of the details underpinning the recommendations, for final consideration and approval.

Please accept my appreciation, once again, for the concerted effort made by the City of Calgary, in partnership with my department, to advance this work through the remaining approvals.

Sincerely,

A handwritten signature in black ink, appearing to read "Ric McIver".

Ric McIver
Minister

Astins, Amanda

Subject: fr. GL Chair - Green Line Project

-----Original Message-----

From: Don Fairbairn <don@dcfconsulting.ca>
Sent: Friday, May 7, 2021 4:54 PM
To: 'TRANS Minister' <Transportation.Minister@gov.ab.ca>
Subject: RE: Green Line Project

Dear Minister Mclver,

Thank-you for your May 5, 2021 letter.

I appreciate your staff's efforts to engage in the collaborative effort that has addressed the main concerns identified in the provincial review of the Green Line project. The Green Line Board will consider as soon as possible recommendations regarding procurement of the project scope from Shepard to Eau Claire. Immediately thereafter, we intend to present to City Council a request for their acknowledgement of the matters addressed in your letter.

I look forward to submitting, before the end of May, the final Business Case for approval and settling the grant agreement as required to confirm the terms and conditions of the full provincial contribution.

Thank you for your continued commitment to the Green Line project and thank-you to your staff for their significant commitment to our joint efforts over the past months.

Don Fairbairn
Chair,
Green Line Board

-----Original Message-----

From: TRANS Minister <Transportation.Minister@gov.ab.ca>
Sent: Friday, May 7, 2021 3:30 PM
To: don@dcfconsulting.ca
Subject: Green Line Project

Good afternoon Mr. Fairbairn,

On behalf of Honourable Ric Mclver, Minister of Alberta Transportation please see attached his letter regarding the Green Line project.

Please note that the original signed letter will follow in the mail.

Best regards,

Office of the Minister
Alberta Transportation

Classification: Protected A

Friday May 7, 2021

Delivered by email

His Worship Naheed Nenshi, Mayor of Calgary

Don Fairbairn, Chair, Calgary Green Line Board

Dear Mayor Nenshi and Mr. Fairbairn,

RE: Green Line Options

We are writing in recognition of the very significant challenges you face in planning and designing a Green Line LRT project such that it will produce a legacy of benefits for the people of Calgary in a way that doesn't put the City's future at risk as a result of capital and operating cost overruns. We support the creation of a Green Line that ultimately connects the thriving family communities of south and north Calgary with the cultural hub and business heart of the City, and we recognize that you are making crucial decisions in the context of a significantly weakened tax base, high downtown vacancies, large and growing federal and provincial deficits and uncertainty about commuting behaviours in a post-pandemic world. Just in the past few weeks, concerns about very significant cost inflation have added a further risk. We appreciate the seriousness with which you are evaluating all options in light of these challenging and dramatically changed circumstances.

We are writing today to detail an actionable and sensible surface-and-elevated alternative (the "Alternative Plan") that achieves greater benefits for the people of Calgary with much less risk and at significantly lower costs than the City's existing plan. We have attached maps that show the feasibility of this option.

The Alternative Plan would see the creation of a City Hall Central Transit Hub (Attachment "A") with the Green Line entering downtown on an elevated track from the new Event Centre (4th Street SE), over the CP tracks and into downtown, immediately adjacent to the new Platform Innovation Centre and 9th Avenue Parkade. This same elevated track could accommodate a pedestrian walkway that links downtown to the Event Centre and surrounding development. Attachment "B" (Green Line LRT Options North from City Hall Central Transit Hub) shows the efficiency of building north, across the Bow River and using Edmonton Trail (or Centre Street North) as the conduit for trains to and from the north, when the time comes to proceed with this extension. Attachment "C" shows the south extension to Seton. We have also enclosed a perspective (Attachment "D") that shows the southwest ground view of the segment of line between the Event Centre and downtown.

The Alternative Plan has several compelling benefits including:

- Major reduction in cost. Tunneling is estimated to cost, on a per kilometre basis, at least four times as much as a surface/elevated track. The currently proposed tunnel option from 4th Street SE to 7th Avenue SW (underneath 2nd Street SW) is estimated to cost about \$2 Billion, plus added 'over budget' risk. In the Alternative Plan, the elevated line from the Event Centre (4th Street SE) to the City Hall Hub (which is both shorter and avoids costly tunnels) would cost about \$200 Million, saving about \$1.8 Billion.
- Significant reduction in risk. As we described in our [Op-Ed of April 3, 2021](#) the entire tunnel route carries a clear risk of dramatic cost overruns. On the planned route under 2nd Street there is thought to be a water-saturated, pre-glacial valley about 40 metres deep running southeast. In addition, the basic feature of downtown Calgary's sub-surface is water. It is built on waterlogged gravel, silts and clay and subject to severe flooding, as we all remember too well. Attempting tunnels in such geology is not just expensive, it is risky. The Alternative Plan avoids this risk entirely.
- The entire south leg of the Green Line (City Hall Central Transit Hub to Seton) can be built within the existing budget. Given the cost savings and risk reductions described above, the City would be able to confidently build the Green Line well within its existing \$5.5 Billion capital budget. This would both protect taxpayers and allow for funding of extensions to the north (including possibly the airport) and other vital infrastructure. Another exciting benefit of the Alternative Plan is that it allows the line to be extended, within the current \$5.5 Billion capital budget, to the growth corridor which includes the eight growing communities to the south of Shepard. This includes the South Health Campus which employs in excess 5,000 people and many patients. Furthermore, we understand the annual operating budget for the Green Line to be \$80 Million per year, of which 50% of the revenue is intended to come from ridership. Extending this line south would dramatically increase ridership revenue and protect the City's operating budget for other important priorities.
- Avoiding years of downtown disruption. The current plan to tear up 2nd Street SW to build tunnels will result in years of disruption to downtown businesses, residents and workers at a time when our downtown is already suffering. The Alternative Plan avoids this disruption entirely while also seamlessly connecting and supporting the cultural and entertainment hub just to the east of the downtown core with the growing communities of the south and then to those of the north. The Alternative Plan complements recent and planned development including the East Village, Arts Commons, BMO Centre expansion and the Event Centre and acknowledges that the City's downtown 'centre of gravity' is moving east.
- Improving the rider experience. Grade-level and elevated stations have natural visibility and safety advantages and improve the experience for LRT riders. The Alternative Plan could involve a design competition for the City Hall Hub that would

result in a world-class station that connects seamlessly with the iconic Central Library and redeveloped municipal buildings.

- Protecting Prince's Island Park. The current plan envisions a rail overpass that bisects Prince's Island Park, permanently casting a shadow and planting concrete supports through one of the City's most beautiful recreational and natural features. The Alternative Plan avoids blighting this important natural outdoor gathering place.
- Creating more local jobs, sooner. A little-understood problem with the existing tunnel plan is that the complexity of the engineering, specialized skills and equipment require contracts going to international engineering firms, sending jobs and money abroad. The Alternative Plan can be built with Calgary-based engineering and construction talent, creating more jobs for Calgarians, and doing so sooner.
- Making sure the Green Line can go ahead. The uncertainty and risk associated with the current "tunnel plan" is causing extra planning costs, delays, loss of confidence and political controversy that put the project at risk. The Alternative Plan, by reducing cost and risk, can help save the Green Line by allowing the City to move ahead with confidence. It would help secure federal and provincial funding by building confidence with our federal and provincial partners that Calgary has its house in order and is capable of delivering this immense project on time and on budget.

We offer this Alternative Plan in good faith, as a viable and responsible solution to the challenges, risks and uncertainties associated with the current tunnel plan. Some of the factors that have amplified the risk have arisen since the original tunnel plan was developed. We sincerely hope you will take those changed circumstances into account and give this proposal the consideration we believe it deserves.

As always, we would be pleased to meet and discuss any questions or comments you may have.

Yours truly,



James K. Gray and Barry Lester, P. Eng.

On behalf of the Ad Hoc Citizens' Committee

Copies:

Members of Calgary City Council

Members of Green Line Board

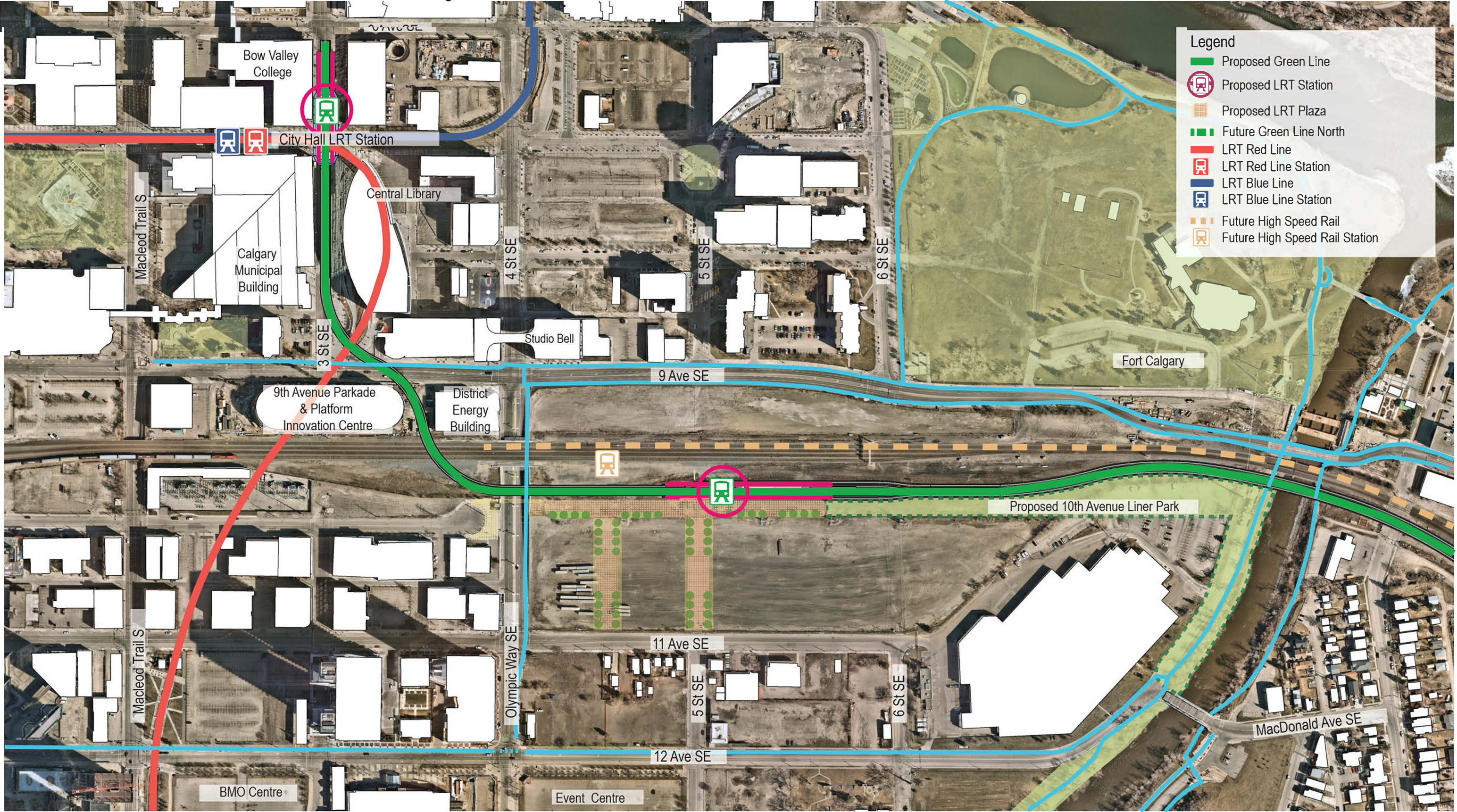
Michael Thompson, General Manager Green Line

Honourable Ric McIver, Minister of Transportation

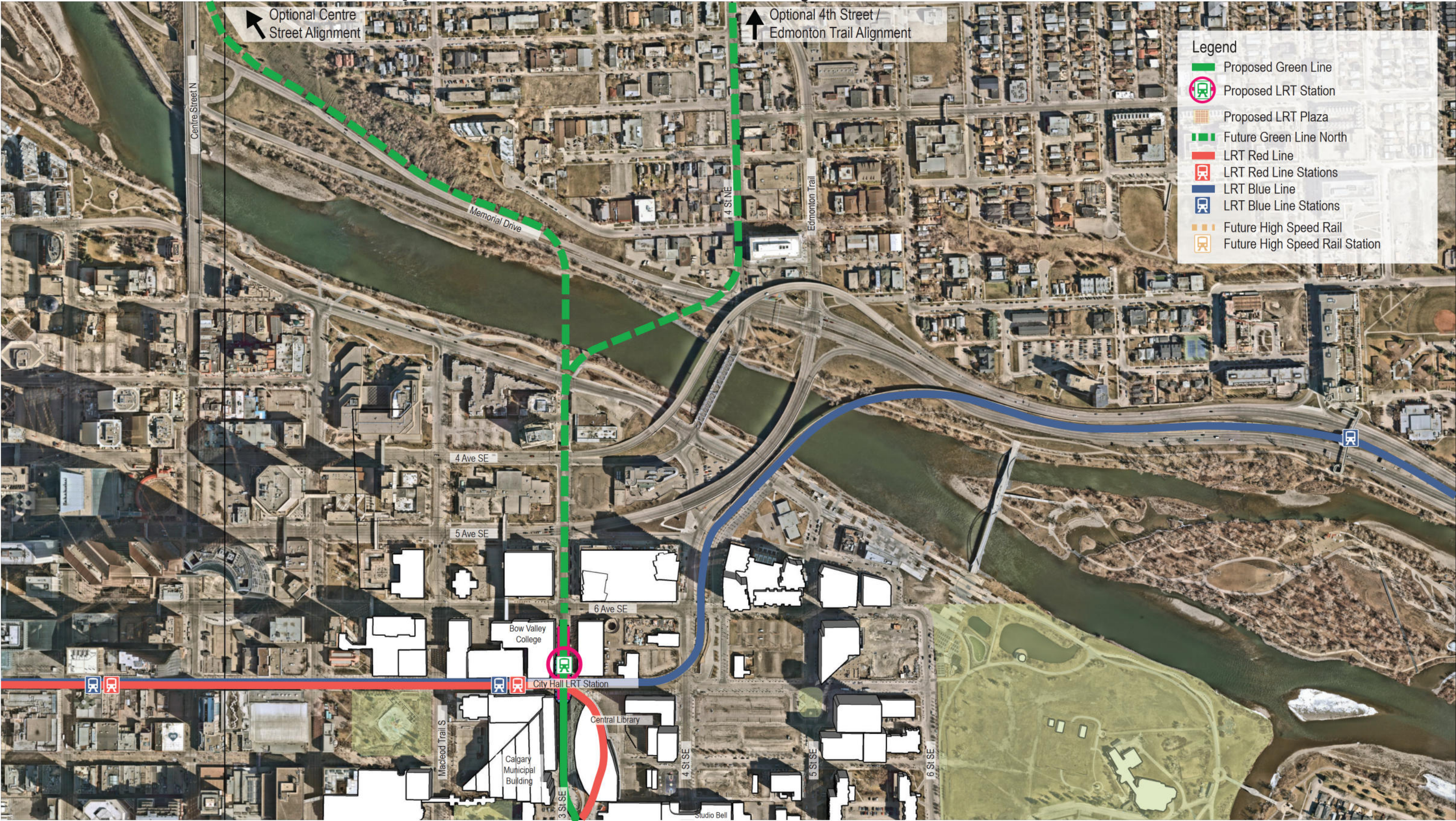
Mr. Ranjit Tharmalingam, Assistant Deputy Minister of Transportation

Green Line LRT - City Hall Central Transit Hub

ATTACHMENT "A"



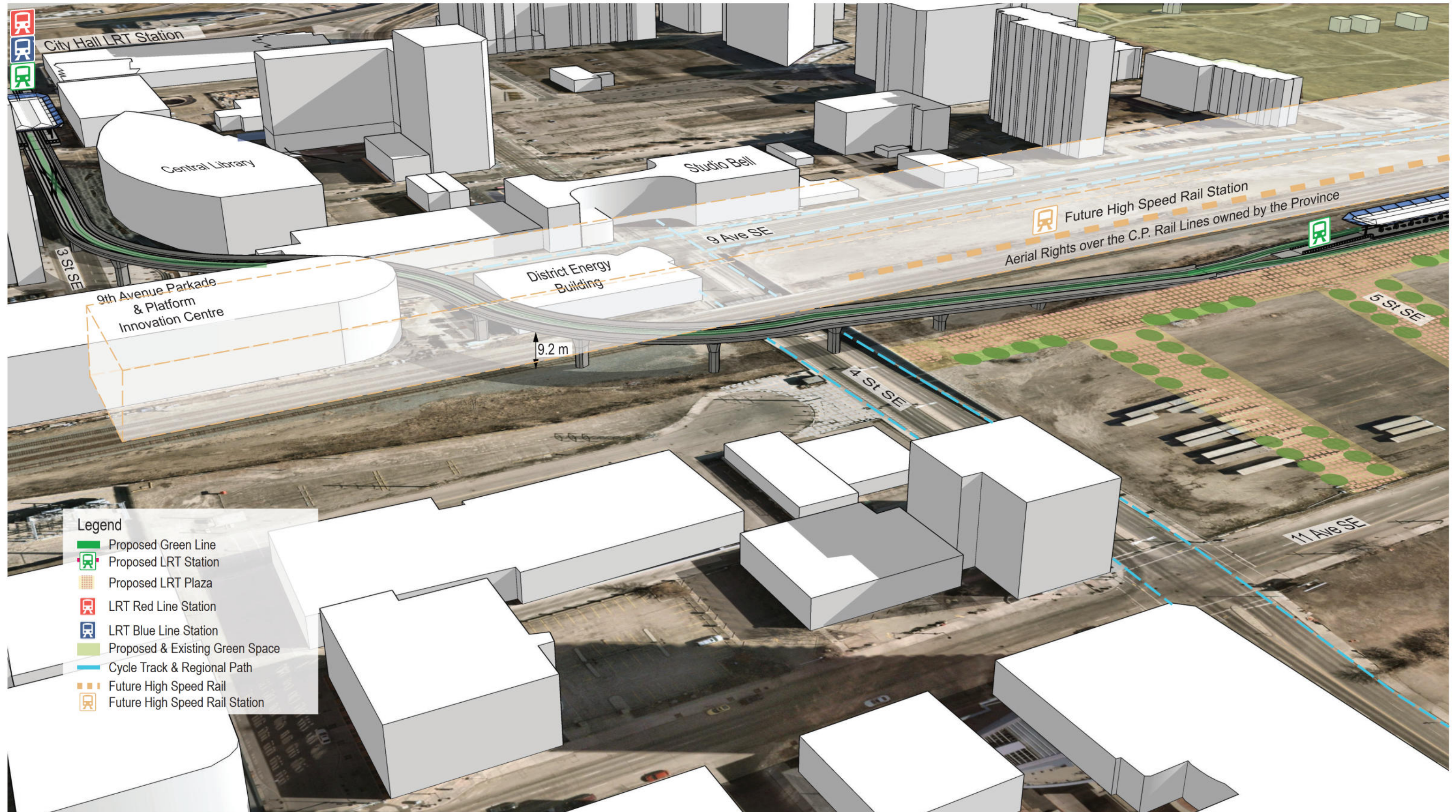
Green Line LRT Options North from City Hall Central Transit Hub



Green Line LRT South Extension



Southwest Ground View



18 May 2021

Ad Hoc Citizens' Committee
c/o Mr. J. Gray and Mr. B. Lester

Sent via email

Thank you for your letter and proposal on a Green Line Alternative Option received May 7, 2021. The Green Line Board acknowledges receipt of the proposal and the spirit in which it was provided. We appreciate that your Committee supports the overall vision of Green Line and that your advocacy of an alternative alignment is based on concerns about the cost and risk of the approved alignment.

The Green Line Board was named in January 2021 and provided with a mandate and the delegated authority required to deliver Green Line on behalf of our funding partners and the citizens and taxpayers of Calgary. As you have heard at our Board meetings, we have been working diligently to understand the project, including all alignment options reviewed and considered prior to the Council approved alignment in June 2020. As you note in your letter, it is a significant challenge to strike the right balance between the cost of construction and maximizing ridership, economic benefits and stakeholder interests. That being said, the Board is committed to delivering Green Line within the approved Council direction and supports the analysis that lead to that decision.

The costs and risks of Green Line are of significant importance to the Board and, since our inception, we have been undertaking our own due diligence on these items. This has included bringing in independent cost and risk reviewers to provide the Board additional confidence in the processes, data and estimates completed by the project team. The underground alignment through the Beltline and Downtown does impact the complexity of the project and is a key driver in the Board increasing our risk estimates from a P80 to a P90.

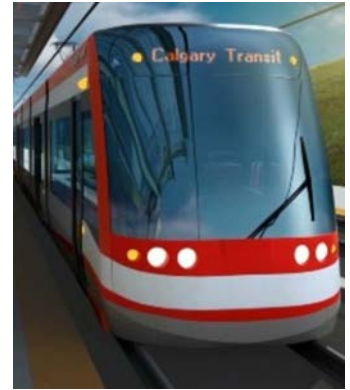
We understand that the Council approved alignment, with an underground component, will not be supported by your Committee but given our common commitment to mitigating the overall costs and risk of the project, Ian Bourne, Chair, Budget and Risk Committee and I would be pleased to arrange a meeting with you both.

Thank you for your ongoing interest in Green Line and we look forward to our future discussion.

Sincerely,

A handwritten signature in black ink, appearing to read "Don Fairbairn", with a stylized flourish at the end.

Don Fairbairn
Chair, Green Line Board



Green Line LRT

Green Line Board May 2021 Progress Report




















1 Executive Summary












This update covers the period until the end of May 2021, during the month of May the Segment 2 Functional Plan was presented to the City of Calgary Green Line Committee on May 19, 2021. While not included in the timeframe of this report it is significant to note that on July 7, 2021 the Provincial Government publicly announced that the Phase 1 (Shepard to Eau Claire) business case was approved through Treasury Board and had been submitted to the Federal Government for final approval. On July 7, 2021 the Prime Minister of Canada reconfirmed Federal support for the Green Line project and confirmed that the Federal Government has the revised business case for Phase 1 and is reviewing it.



With the Provincial and Federal announcements, the project team will now focus on restructuring the procurement to incorporate the Segment 1 and 2A procurements into a single Phase 1 procurement.

Significant risks still remain with the need to bring on additional senior leadership, to restructure the procurement and to rebuild market trust in the project.

1.1 Project Status Dashboard

	Overall Program	Enabling Works	LRVs	Segment 1	Segment 2	Owner Activities	Comments
Health & Safety			N/A	N/A	N/A		Green Line safety continues to be well managed through COVID-19 pandemic with no associated safety incidents.
Environmental			N/A				Contaminated sites remediation and cleanup for several high risk properties has been identified and work is underway.
Stakeholder Relations			N/A				Overall red due to uncertainty of provincial review impacting how stakeholders view the project.
Schedule							Program is delayed pending the completion of the provincial review. Schedule performance in Enabling

							Works in the southeast of Phase 1 continues to be low. However, this is not yet impacting critical path.
Cost							Current estimate under pressure due to changes in escalation cost factor, functional design development and schedule delays.
Quality					N/A		Advancement of the Owner ISO 9001 Program Quality Management Plan continued with issue of a quality policy for review. To be followed by the program plan and procedures as a subplan to the Program Management Plan.

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

Overall – The provincial review concluded, with support to change the phasing of procurement, with the Phase 1 building from Shepard to Eau Claire, Phase 2 building from Eau Claire to 16 Ave, and to prepare the submission of the federal funding business case for provincial review and approval.

On May 25, 2021, PCL Construction was announced as the construction manager for the utility relocation project, that will make way for the main Green Line construction.

LRV procurement is underway and the segment 1 LRT RFP remains paused.

Segment 2 Functional Plan, Future of Centre Street N Plan, Bow River Bridge Plan and Final Engagement Summary were presented to the Board on May 5 and Green Line Committee on May 19, 2021.

Health & Safety – The Project is on plan with safety management system compliance. There is a lag in mandatory training for safety excellence certification due to in-person training risks (pandemic precautions) for first aid and leadership. While the 3rd wave of COVID-19 saw a record number of cases tested and admitted to hospital ICUs in May 2021 there was no negative impact to the Green Line Program. 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. The team continues auditing City, Consultant and Contractor compliance to respective Safety Management Systems and performance.

Environmental - The overall Environmental Management program for Green Line segment 1 and segment 2 remains on plan this month with the main focus on segment 1 contaminated sites activities. Segment 2 activities include ongoing environmental discipline work for: contaminated sites, biophysical and fisheries assessments, tree surveys, noise assessments, Green House Gases/Climate Lens and Resilience, the Envision Sustainability program and other Permits, Licenses and Approvals support work. Final discussions with Alberta Environment regarding Green Line Soil Management Guidelines are well underway and are expected to be complete in early August.

Stakeholder Relations – The focus for May has been on key stakeholder relationships to share the results of the segment 2 functional planning and planning studies. The project team presented to the Green Line Committee on May 19, 2021 and public feedback was mixed, with some stakeholders continuing to express concern related to aspects of the segment 2 alignment, while others are concerned about the impact of delays. As of May 2021, the uncertainty of the provincial review outcome and corresponding lack of clarity in timelines and schedules for the project continues to impact all project stakeholders.

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. Segment 2 Utilities Relocations has been initiated with the onboarding of a Construction Management team. Segment 1 Enabling Works is nearing completion of the current scope of work.

Cost – Current estimate under pressure due to changes in escalation cost factor, functional design development and schedule delays.

Quality - The focus for the overall quality program has been ensuring quality requirements are included or considered in all agreements and incorporate the requirements of ISO 9001, the international standard for quality management systems. Advancement of the Owner ISO 9001 Program Quality Management Plan continued in May with issue of a quality policy for review, to be followed by the program quality management plan and procedures as a subplan to the Green Line Program Management Plan. Lessons Learned sessions were facilitated for segment 2 Enabling Works project with input from previous similar projects to inform of potential issues and concerns and develop action plans for continuous improvement. Quality Management support for segment 1 Enabling Works included review of contractor project quality plans prior to commencement of site work. A Green Line Project Quality Plan is under development for segment 2 Construction Manager Utilities Relocation project and the first draft is expected to be issued for review mid August.

1.2 Financial Summary for May 2021

Category	Total Committed Costs	Expenditures Project to Date	Expenditures Project to Date Previous Month	Expenditures for 2021 to Date
Owner's Costs	\$ 58,644,298	\$ 58,542,966	\$ 56,658,490	\$ 6,713,230
Land	\$ 219,179,423	\$ 219,132,182	\$ 219,178,031	\$ 1,370,267
Design & Engineering	\$ 275,639,595	\$ 219,802,890	\$ 217,757,563	\$ 13,546,861
Construction	\$ 233,802,936	\$ 145,614,066	\$ 144,054,046	\$ 3,950,619
TOTAL	\$ 787,266,253	\$ 643,092,103	\$ 637,648,130	\$ 25,580,977

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 and Quick Win build costs

Committed Costs represent issued PO values only for design & engineering/construction. Land and Owner's costs are incurred to date and include some issued PO values.

1.3 Milestone Schedule

Milestone schedule to be included after completion of provincial review.

1.4 Risk Management

In May 2021 the project had a high amount of risk and uncertainty as described below. As noted in the opening, following the provincial and federal announcements in July 2021 there has been a significant change in the major risks which will need to be updated for future reports. Below are some of the primary risk items for the program as of the end of May 2021.

- Approval by the provincial and federal governments of the federal funding business case, which will confirm the funding, updates to the funding agreement and the path forward.
- Vacancies within the leadership team; recruitment is underway to fill these positions.
- Competitive pressure in the marketplace in Canada creates limited available capacity for the proponent 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.
- Continued delays in moving the program forward has eroded stakeholder and market confidence. Green Line is in regular communication with stakeholders and the market to provide updated information as it becomes available.







There is a detailed risk register and risk management strategies that are regularly reviewed and updated by the team. Updates to critical risk mitigations were completed this period with the mitigation owners. Further mitigations will be captured over the coming periods as the provincial review is concluded.

1.5 Project Highlights

Project	Summary of Status May 2021	June 2021 Forecast
Overall Program	Work with the province to address the recommendations brought forward through their project review concluded. Updated cost and risk estimates were presented to Council and the segment 2 Functional Plan was approved by the Board and Green Line Committee.	Work with funding partners to support approval of the federal funding business case and provide a project and procurement update to all stakeholders.
Enabling Works	Four projects within the segment 1 area are on track for completion by July 2021 with project closeout underway where applicable. Supplementary early works in segment 1 have been identified to de-risk main contract and are in the design and resource allocation phase. Onboarded CM with kickoff meetings and review of 30% Design Report including 3D model and sequencing plans.	Develop additional Enabling Work Contracts in segment 1 area, assign resources, begin preparation of tender documents and utility notifications. Public announcement of CM contract. Project schedule and sequencing development.
LRV	The LRV procurement is proceeding as scheduled, with award of a contract planned in the fall of 2021.	Proceed per schedule.
Segment 1	Segment 1 is currently paused as of May 31 to allow The City to work collaboratively with the province to address concerns raised.	Develop an updated procurement strategy.

Segment 2	The segment 2 Functional plan and associated reports were presented to the Green Line Board and Green Line Committee.	Station integration planning to continue.
Owners Activities	Work is underway to recruit for key positions including Chief Executive Officer (CEO), Chief Operating Officer (COO) with Delivery Director and Director of Business Services recruitment being staggered to support selection of CEO/COO.	Recruitment to continue for key positions.

2 Health and Safety

	Overall Program	Enabling Works	LRVs	Segment 1	Segment 2	Owner Activities	Comments
Current Period			N/A	N/A	N/A		Green Line safety continues to be well managed through COVID-19 pandemic with no associated safety incidents.
Last Period			N/A	N/A	N/A		Green Line safety continues to be well managed through COVID-19 pandemic with no associated safety incidents.

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

2.1 Overall Program

Near-term Risks and Issues

No.	Detail	Action / Mitigation
1	In-person training unsafe and deferred due to COVID-19 risks.	Resume first aid and leadership for safety excellence training once COVID-19 risks have been overcome.

Milestones

Milestone	Plan	Forecast	Actual	Comment
2 Year Lost Time Accident Free with over 1.5 million hours worked on the Green Line Program.			May 4, 2019 was the last observed Lost Time Accident on the Green Line Program.	Green line personnel, owner engineer, consultants and contractos worked over 1.5 million person hours and 2 years since our last Lost Time Incident.
City of Calgary Summer Re-Opening Response	2021/06/01	2021/06/01	YYYY/MM/DD	City of Calgary Summer Re-Opening Response moving to Stage 1 and Stage 2 in June

Key accomplishments/status

Continued auditing City, Consultant and Contractor compliance to respective Safety Management Systems and performance.

Continued coordinating with Stakeholder Relations and Calgary Police Service (CPS) on securing and protecting abandoned houses along Ogden Street and Centre Street north while waiting for demolition contracts to be awarded.

Safety Culture: The Green Line's strong safety culture is reflected in the passion and quality of safety presentations delivered by Green Line personnel each week which is illustrated in the overall safety KPI metrics below.

The May Safety Focus was on Staying Safe during the 3rd COVID-19 wave. Information was provided with referencing links that provide ways to improve sleep, fitness, mental health and eating habits. A review of protocols to stop the spike of cases being observed in the City in May 2021 such as staying home if you are unwell, wearing masks indoors, washing hands frequently, wiping down workspaces and getting vaccinated.

In addition, the Alberta OH&S May eNewsletter was forwarded and discussed with all Green Line personnel which provided workplace standards, COVID-19 workplace safety & hazard assessment, young worker safety and more.

Overall Program Metrics

The following chart contains the recorded incidents for the 12-month rolling average.

Note that no Lost Time Incidents (LTI) nor Medical Aid Incidents (MA) have occurred in the past 12 months which is why the TRIFR and LTIFR numbers at the bottom of this section are all zeros.

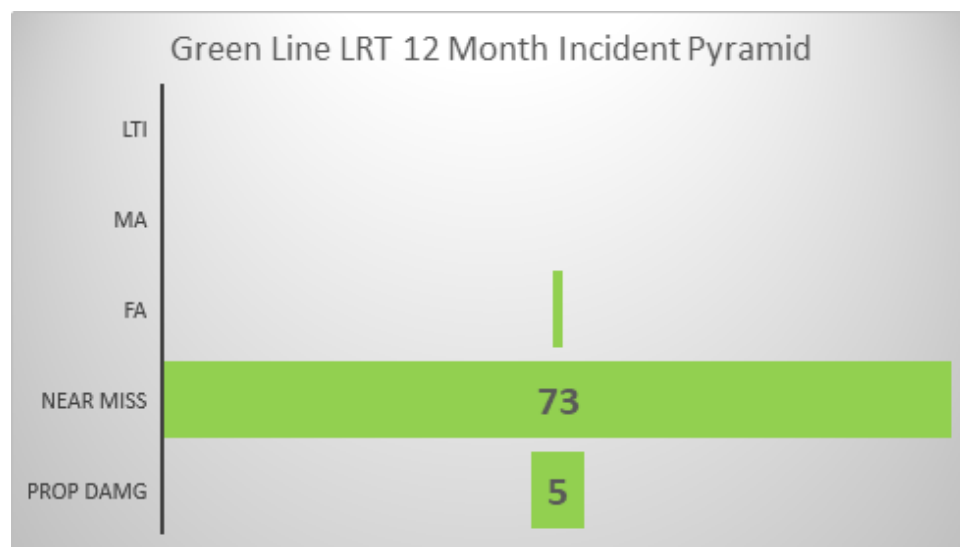


Table 1: Overview of Safety Metrics for the Program

Metric	Current Month	YTD Incidents	Days since Last incident
Lost Time Incident	0	0	760
Medical Aids	0	0	433
First Aids	0	0	223
Property Damage/ Theft Incidents	1	4	18
Near Misses	3	24	0

The property damage incident occurred on May 12th when vandals stole extension cords from site. Two of the near misses were minor non-conformances. The third near miss was a CN foreman violating lock out protocols when accessing the rail spurs at the CN Track n Tunnel site on May 30th. Follow-up action is being taken with CN safety and management to address the issue.

Table 2: Lost Time Incidents for Reporting Month Details





Date of Injury	Site/Employer	Lost Time Days	Area of Injury	Incident Description
YYYY/MM/DD	N/A			

There have been no lost time incidents nor medical aids year to date on the Green Line program.

Table 3: Green Line Safety Statistics

Performance Indicator		GL City Staff	Contractors	GL City Staff & Contractors
TRIFR: Total Recordable Injury Frequency Rate (MA + LTI)	per 200,000 hrs			
	per 1,000,000 hrs			
LTIFR: Lost Time Injury Frequency Rate	per 200,000 hrs			
	per 1,000,000 hrs			

*** Statistics are based on 12 month rolling period May 31, 2020 to May 31, 2021**

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

2.2 Enabling Works

Continued safety oversight and rail safety support on CN Track 'n Tunnel project with the CN Track and Tunnel construction winding down. Emphasized keeping mind on task until all work is completed.

Protocols for self-health checks prior to going to the office or out to construction sites combined with temperature checks upon arrival at site have worked well with additional on site and in-office protocols to keep COVID-19 out of Green Line work areas. No Enabling Works were stopped due to suspected or actual positive COVID-19 cases.

Approved Ruby Rock Site-Specific Safety Plan (SSSP) for Chemtron Access paving work adjacent to South Hill. Participated in CM Utilities Relocations kickoff meeting with City and PCL staff.

Upcoming deliverables/activities and Major Milestones

Continue safety oversight of CN Track 'n Tunnel construction and hydro-vac work along segment 2a in downtown area.

Ensure Green Line, Owner's Engineer, Consultant and Contractor personnel are executing work in accordance with their safety management systems and Alberta OH&S regulations on CN Track 'n Tunnel project.

Provide safety support for CM contract in preparation for spring work start.

Near-term Risks and Issues

No.	Detail	Action / Mitigation
1	Rising lumber prices shifting on site theft from copper cables to lumber.	Clean up and demobilization of lumber not in use or anticipated to be needed.

2.3 LRVs

Nothing to report this period.

2.4 Segment 1

Near-term Risks and Issues

No.	Detail	Action / Mitigation
1		

Nothing to report this period.

2.5 Segment 2

Near-term Risks and Issues

No.	Detail	Action / Mitigation
1		

Nothing to report this period.

2.6 Owner Activities

Risks to in-person first aid and Leadership for Safety Excellence training remain due to COVID-19 pandemic. Virtual orientation and safety training ongoing.

Near-term Risks and Issues

No.	Detail	Action / Mitigation
1	Expired FA certification for supervisors.	No/limited in office supervision at this time due to COVID-19 protocols; risk is low and mitigation plan is ready once COVID-19 restrictions are lifted.
2	COVID-19 status based on Federal Guidelines and Alberta Health Services Recommendations	City of Calgary Summer Re-Opening Response moving to Stage 1 and Stage 2 in June

Appendix 1 –Dashboards Legends

	On Plan	At Risk	Off Plan
Health and Safety	Zero LTIs or Scheduled monthly site inspections completed with < 2 missed or Joint OH&S committee meetings and inspections on track or GL COR Internal Maintenance Audit completed with minor findings or all mandatory training complete	One LTI or ≤5 scheduled site inspection not completed or missed a Joint OH&S committee meeting or inspection or GL COR Internal Maintenance Audit completed with major findings or <90% mandatory training not completed	More than one LTI or >5 scheduled site inspections not completed or multiple Joint OH&S committee meetings or inspection not completed or GL COR Internal Maintenance Audit failed or less than 75% mandatory training complete
TRIFR: Total Recordable Injury Frequency Rate (MA +LTI)	Per 200,000 hrs <0.12 Per 1,000,000 hrs <0.60	Per 200,000 hrs ≥0.12 Per 1,000,000 hrs ≥0.60	Per 200,000 hrs >0.30 Per 1,000,000 hrs <1.50
LTIFR: Lost Time Injury Frequency Rate	Per 200,000 hrs <0.00 Per 1,000,000 hrs <0.00	Per 200,000 hrs ≥0.00 Per 1,000,000 hrs ≥0.00	Per 200,000 hrs >0.13 Per 1,000,000 hrs <0.65
Environmental	Overall environmental requirements are progressing as defined and work plans and budgets are being accurately managed	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	Failing to meet contractually required environmental obligations causing delays and complications for the Contractor and/or Owner

Stakeholder Relations	Minimal risk of reputational damage or Localized stakeholder issues	Moderate risk of reputational damage or Multiple stakeholder issues that require urgent action	Severe risk of reputational damage or Major risk with funding partners
Schedule	SPI \geq 1.0 or No change to critical activities/milestones	SPI 0.9-0.99 or Delay of critical milestones by less than 4 weeks	SPI $<$ 0.9 or Critical activities delayed by more than 4 weeks
Cost	CPI \geq 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

Appendix 2 –Stakeholder Engagement Activities

Summary

During the month of May, stakeholder outreach and engagement occurred through general communications, enquiry responses, direct stakeholder outreach and a variety of stakeholder meetings and activities.

The Functional Plan was presented to Green Line Committee on May 19, 2021. Public feedback was mixed with some stakeholders continuing to express concern related to aspects of the segment 2 alignment while others are concerned about the impact of delays. Representatives from Remington Development Corporation communicated concerns with the process and analysis to Green Line Committee. Green Line Committee directed Remington Development Corporation to meet with Green Line Planning Committee of the Board for them to be able to communicate their concerns to members of the Green Line Board. Ongoing stakeholder conversations related to parking, business access and traffic calming continued through a site walk in Crescent Heights which included members of the Community Association and the Green Line project team.

While the general public sentiment was positive towards the Green Line LRT project, there was widespread frustration regarding the continuing provincial review and concerns that the project may not continue. Many members of the public expressed through social media, including on promotional posts for Green Line information sessions, that they wanted to see the project built without further engagement or delays. Alternately, comments regarding concerns with project feasibility, costs and details were also noted. Citizens and stakeholders who participated in engagement expressed appreciation for the opportunity to provide feedback and for the Green Line team's commitment to continue conversations with stakeholders as the project advances.

The Business Insights Panel met on May 25 to review the lessons learned to date and discuss potential business support initiatives & applicability. A series of virtual business insights walks were held with panel members in various communities along the alignment. These virtual walks were proposed following changes to provincial restrictions and in-person opportunities which include business owners in the areas will resume once provincial restrictions allow.

Ongoing stakeholder communications continues with businesses currently operating in proximity to Green Line Enabling Works construction in the communities of Ramsay, Highfield, Ogden and South Hill. All 311 service requests have been addressed and closed.

Stakeholder Events / Communications

Event	Purpose	Date/Time	Method	Attendance
Community Association Meeting (Crescent Heights)	To discuss the streetscape, parking, and traffic calming options for Crescent Heights east and west	2021/05/03 21/05/11	In person walk, plus follow-up with Committee Recommendation	Community Association Planning Committee
Direct stakeholder outreach for 27 St/Shephard Road work	Provide project update and timelines	2021/05/14	Phone conversation and email	Alberta Cheese Company Ltd.
Direct stakeholder outreach	To inform of the Green Line Committee date	2021/05/13	Email	Multiple stakeholders (6 BIAs and 30 CAs from 126 AV SE to 160 AV N)
Direct Stakeholder Outreach	To inform and engage operator of disruption to parkade access for exploratory hydrovac work. Follow-up to confirm no concerns.	2021/05/17	Virtual meeting	Brookfield Asset Management
Business Insights Panel Meeting (BIP)	To review lessons learned to date and discuss potential business support initiatives and applicability to Green Line	2021/05/25	Virtual Meeting	BIP members
Business Insights Walks	To virtually “walk” the business area and capture local insights to inform the development of the business support program framework	2021/05/19 to 2021/05/31	Virtual Meeting	Ramsay / Inglewood Lynnwood / Millican Ogden Eau Claire

Event	Purpose	Date/Time	Method	Attendance
				Crescent Heights Victoria Park Beltline Downtown
Direct stakeholder outreach (Stakeholder Database)	To confirm contact information for properties in proximity to Green Line LRT alignment	2021/05/07 to 2021/05/28	Phone/email /in-person door knocking	63 Stakeholders in downtown Calgary, 65 in Beltline

Stakeholder Enquiries / 311 Service Requests

Type	Themes	Quantity
311 Service Requests	<ul style="list-style-type: none"> – Project Timing – Job Opportunities – Property maintenance/ Encampment – Construction site concern 	5 service requests
GL Enquiries/ Comments	<ul style="list-style-type: none"> – Information on Green Line and community integration in segment 1 – Request for information on Construction Impacts – Crescent Heights design 	5 emails

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GLB2021-1154

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Supplemental Guidelines – Whistleblower Policy and the Green Line Program

23 July 2021

Supplemental Guidelines – Whistleblower Policy and Green Line Program**RECOMMENDATION(S):**

That the Green Line Board:

1. Approve the Supplemental Guidelines in Attachment 1 to accommodate the Green Line Board in the application of the Whistleblower Policy CC026, as such Policy may be amended from time to time; and
2. Direct the Green Line Program team to provide the Supplemental Guidelines in Attachment 1 to the Manager, Whistleblower Program.

HIGHLIGHTS

- Council established the Green Line Board as a Committee of Council pursuant to Bylaw 21M2020 (the “Bylaw”). The Green Line Board (the “Board”) governs the Green Line Program.
- The Bylaw gives the Board broad authority over the Green Line Program (the “Program”).
- The Board has authority over the recruitment, hiring, compensation, supervision, management and terms of employment of the Program’s senior executive, as well as the authority to establish compensation structures and policies for supervision and management of Program staff.
- The Board also has authority to develop and establish other policies suitable for the Program and seek exemptions from, or alternatives to, existing City of Calgary Administrative policies to facilitate the fulfillment of the objectives of the Program.
- The Whistleblower Policy CC026 (the “Policy”) in its current form does not account for the organizational structure and the authority of the Board over the Program.
- The Supplemental Guidelines as set out in Attachment 1 account for the organizational structure and authority of the Board to be accommodated within the application of the Policy.
- The Supplemental Guidelines have been discussed with, reviewed by, and approved by the City Auditor/Director and Manager of the Whistleblower Program.
- The comprehensive application of the Policy and incorporation of the Board in its application fulfills Council’s objectives in the establishment of the Policy and the objectives of the Board to support open, ethical, and accountable governance.

DISCUSSION

In accordance with its obligations under its Terms of Reference, the Governance and Human Resources Committee of the Board (the “Committee”) is conducting a review of The City’s policies to determine which policies are applicable to Green Line and which Administrative policies, if any, require exemptions or alternatives to facilitate the fulfillment of the objectives of the Green Line Program. During the course of undertaking that work, the Committee reviewed Whistleblower Policy CC026.

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Supplemental Guidelines – Whistleblower Policy and the Green Line Program

Upon review of the Policy, the Committee observed that a Committee of Council or Board, such as the Green Line Board, is not included in the reporting functions of the Whistleblower Program. The Committee invited the City Auditor/Director and Manager, Whistleblower Program to attend a meeting of the Committee and discuss the objectives and processes related to the application of the Policy. The Supplemental Guidelines were drafted subsequent to the meeting and reviewed by and approved by the City Auditor/Director and Manager, Whistleblower Program. The City Auditor/Director and Manager of the Whistleblower Program will be provided a copy of the Supplemental Guidelines and have agreed to follow through with the Board, as applicable, in following up on reporting processes in relation to disclosures or reporting about Green Line activities or personnel.

The Supplemental Guidelines provide clarification in respect of the application of the Policy as it applies to the Board and the Program and assist the Board in fulfilling its mandate to govern and oversee the Program.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Public Communication and Engagement was not required.

IMPLICATIONS**Social**

The application of the Supplemental Guidelines will fulfill Council's objectives and the objectives of the Board to support open, ethical, and accountable governance.

Environmental

Not Applicable.

Economic

Not Applicable.

Service and Financial Implications

Implications are minimal, and will involve the City Auditor/Director and Manager, Whistleblower Program incorporating the Board into their reporting processes.

RISK

The application of the Supplemental Guidelines by the Whistleblower Program will facilitate the proper information flow to the Board in relation to disclosures and reporting and assist the Board in mitigating risk in a timely and appropriate manner.

ATTACHMENTS

1. Attachment 1 – Green Line Program Supplementary Guidelines – Whistleblower Policy CC026

GREEN LINE BOARD**ISC: UNRESTRICTED
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Supplemental Guidelines – Whistleblower Policy and the Green Line Program**Circulation:**

Don Fairbairn	Chair, Green Line Board	Approved
Marcia Nelson	Chair, Board Governance and Human Resources Committee	Approved
Alain Bleau	Manager, Whistleblower Program	Consulted / Approved
Michael Thompson	GM, Green Line	Consulted / Approved



GREEN LINE PROGRAM SUPPLEMENTARY GUIDELINES

WHISTLEBLOWER POLICY CC026

Approved by:	Green Line Board
Effective date:	2021 / 07 / 23
Department:	Green Line

BACKGROUND

The Green Line Board (the “Board”) was established by Council pursuant to Bylaw 21M2020 (the “Bylaw”) in July 2020. Pursuant to the Bylaw, the Board has authority over the recruitment, hiring, compensation, supervision, management, and terms of employment over the Green Line Program’s most senior executives, and may establish policies for the Green Line Program team. Pursuant to such authority the Board is retaining a Chief Executive Officer (CEO) for the Green Line Program. The CEO will report to the Board, not to the City Manager. The City Manager is a member of the Board, and the Board reports directly to Council.

The Bylaw has specifically provided the Board certain authority over the Green Line Program and Green Line Program team. Pursuant to such authority, the Board may develop and establish policies suitable for the Green Line Program and may also seek exemptions from, or alternatives to, existing Administrative policies of The City as the Board considers necessary to achieve the critical objectives of the Green Line Program. In the course of applying the Whistleblower Policy, the Whistleblower Program is encouraged to consult with the Board in regard to any exemptions from existing Administrative policies that the Board has received.

A. Purpose

The purpose of these Supplemental Guidelines regarding the Whistleblower Policy CC026 (the “Policy”), as it may be amended from time to time, is to:

1. provide additional assistance for the Director/City Auditor and Manager, Whistleblower Program to accommodate the Board and its authority over the Green Line Program pursuant to the Bylaw within the scope of the application of the Policy by the Director/City Auditor; and

2. protect the interests of The City and the Board and ensure the Board is accurately informed and aware of all matters for which it has responsibility under the Bylaw.

B. Scope

The Policy applies to the Board, the CEO and the Green Line Program team. These Supplemental Guidelines concern the application of the Policy.

C. Supplemental Guidelines

1. Reporting

- a) Members of the Green Line Program team may report a concern of Wrongdoing (as defined in the Policy) to the Chair of the Governance and Human Resources Committee of the Board or the Chair of the Board as one option for reporting in addition to the other options identified for reporting in the Policy.
- b) The Chair of the Governance and Human Resources Committee of the Board or the Chair of the Board, as applicable, will, in turn, engage the assistance of the Director/City Auditor and Manager, Whistleblower Program to follow up and investigate, as necessary, any reports of Wrongdoing.
- c) If the Whistleblower Program receives reports of Wrongdoing concerning any individual member of the Green Line Program team, the CEO, or any individual member of the Board, the Director/City Auditor and Manager, Whistleblower Program will follow up and investigate, as necessary, such reports of Wrongdoing.

2. Communications and Reporting of Results

- a) If investigations are conducted and concluded by the Whistleblower Program concerning individuals of the Green Line Program team (below the CEO level), a confidential report of the findings and recommendations will be reviewed and discussed by the City Auditor with the CEO of Green Line, who will undertake the responsibility to ensure implementation of any recommendations raised by the Whistleblower Program. The CEO of Green Line will report to the Chair of the Governance and Human Resources Committee of the Board on a regular basis.
- b) If investigations are conducted and concluded by the Whistleblower Program concerning the Green Line CEO, a confidential report of the findings and recommendations will be reviewed and discussed by the City Auditor with the Chair of the Board and the Chair of the Governance and HR Committee of the

Board, who will undertake the responsibility to ensure the implementation of any recommendations raised by the Whistleblower Program.

- c) If investigations are conducted and concluded by the Whistleblower Program concerning individuals of the Board (excluding the Chair of the Board), a confidential report of the findings and recommendations will be reviewed and discussed by the City Auditor with the Chair of the Board, who will undertake the responsibility to ensure the implementation of any recommendations raised by the Whistleblower Program.
- d) If investigations are conducted and concluded by the Whistleblower Program concerning the Chair of the Board, a confidential report of the findings and recommendations will be reviewed and discussed by the City Auditor directly with the City Solicitor and the City Manager, who will undertake responsibility to ensure the implementation of any recommendations raised by the Whistleblower Program.