



**Budget and Risk Committee to  
GREEN LINE BOARD**

**December 3, 2021**

**Green Line Board Authorizations and Approvals**

**RECOMMENDATIONS:**

That the Green Line Board:

1. Approve the document titled “Green Line Board Authorizations”, as set out in Attachment 1 to this report, which describes a regime for the Green Line Board’s authorization and approval for plans, procurement processes, and expenditures for the Green Line Program;
2. Direct the Green Line Program team to implement and comply with the requirements of the “Green Line Board Authorizations” document, as set out in Attachment 1, for the Green Line Program;
3. Direct that the Closed Meeting discussion be held confidential pursuant to Section 24(1) (Advice from officials) and Section 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*; and
4. Direct that the Closed Meeting Report (including Attachment 1) and Recommendations be made public when the Green Line Board rises and reports.

**HIGHLIGHTS / BACKGROUND**

- The Green Line Board (the “Board”) requires the establishment of a regime for the Green Line Program team to bring forward key plans, procurement processes, and expenditures for authorization and approval by the Board.
- On September 29, 2021, the Green Line Board approved a Delegation of Authority for the execution of contracts for Green Line (the “Delegation of Authority”), which was sent to the City Manager for execution in accordance with Bylaw 21M2020 (the “Bylaw”). The Delegation of Authority has been executed by the City Manager and is in effect.
- In addition to the Delegation of Authority, the Board requires a regime for authorizations and approvals by the Board for plans, procurement processes, and contracts to move forward for implementation or execution (as may be applicable) in order to fulfil its mandate and obligations of governance pursuant to the Bylaw.



- A robust regime for Green Line Board Authorizations mitigates risk for the Green Line Program and The City of Calgary as it provides the Board appropriate oversight and governance over the Program and all its activities.

## DISCUSSION

- Pursuant to the Bylaw, the Board has the mandate to use its collective expertise to govern and oversee the successful design development, procurement, construction, and commissioning of the Program, and to carry out Council direction provided to administration and to the Board related to delivery of the Program. The mandate of the Board requires the Board to ensure the implementation of best practices and make decisions with respect to the delivery of the Program, including for the following matters:
  - overall management and oversight of the Program, including the capital budget for the Program;
  - management and conduct of procurement processes in accordance with applicable law and trade agreements;
  - management and execution of obligations arising under contracts, including scope changes, schedule changes and payment processes, and the assessment of contract performance;
  - recommendations for execution of Project Agreements;
  - the assessment of substantial completion in accordance with the Project Agreements;
  - management of communications; and
  - the acquisition or disposition of land.
- When the Board recommended execution and implementation of the Delegation of Authority, the Green Line Program team committed to return to the Board with a regime for authorizations and approvals by the Board for key plans, procurement processes, and expenditures, including drawdowns on contingency. Such a regime would provide the Board proper oversight of important or key Green Line Program matters, as is required by the Bylaw.
- Attachment 1 to this Report, “Green Line Board Authorizations” describes all matters undertaken by the Green Line Program team that require clear Board authorization and approval before the Green Line Program team proceeds with the next step concerning a matter. All matters not expressly referenced may be brought to the applicable Committee for advice or direction, and the Committee Chair, within his or her discretion, may require the matter to be brought to the Board for further scrutiny and deliberation.
- The approval of “Green Line Board Authorizations” mitigates risk for the Green Line Program (as discussed in more detail below under the “Risks” section of this Report). It provides the Board appropriate oversight and governance over the Program and all its activities through the establishment of a regime for the Board and the Green Line Program team for appropriate authorizations and approvals of Green Line key plans, procurement processes, and expenditures.

## IMPLICATIONS

### **Social / Environmental / Economic / Service and Financial Implications**

Not applicable.

### **Stakeholder engagement and external communication**

Public communication or engagement was not required on this matter.

## RISKS

The establishment of the regime set out in the “Green Line Board Authorizations” document requires the Green Line Program team to bring forward to the Board key documents or plans, procurement processes, and expenditures for



authorization and approval by the Board before initiating and completing documents or plans, procurement processes, or executing contracts, which provides the following benefits and risk mitigation for Green Line and The City of Calgary:

- it ensures the Board is fulfilling its mandate of oversight and governance of the Program as required by the Bylaw;
- it provides the Green Line Program team clarity regarding the documents or plans, procurement processes, and expenditures that the Board is required to authorize and approve before the documents or plans, procurement processes, and expenditures proceed to the next step; and
- it expedites the work of the Green Line Program team and prevents delays by permitting the team to move forward with day-to-day activities and report to the Board on those activities on a regular basis, while providing a process for authorizations and approvals by the Board for important or key documents or plans, procurement processes, and expenditures which require robust Board oversight.

### **ATTACHMENT(S)**

Attachment 1 – Green Line Board Authorizations

**Author:** M. Bendfeld

**Approved:** D. Bhatti