



AGENDA

GREEN LINE BOARD

September 16, 2024, 9:00 AM

ENGINEERING TRADITIONS COMMITTEE ROOM

Members

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

SPECIAL NOTES:

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

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, 2024 September 3
5. SAFETY MINUTE
6. CORRESPONDENCE

None
7. CONSENT AGENDA

7.1 DEFERRALS AND PROCEDURAL REQUESTS

None

8. POSTPONED REPORTS

8.1 Green Line Board July 2024 Public Progress Report, GLB2024-1009

8.2 Green Line Board Governance Update, GLB2024-1010

8.3 Green Line Board July 2024 Confidential Progress Report, GLB2024-1014
Held confidential pursuant to Sections 23 (Local public body confidences), 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: 2039 September 3

8.4 Confidential Phase 1 Project Update, GLB2024-1016
Held confidential pursuant to Sections 23 (Local public body confidences), 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*.

Review By: 2039 September 3

8.5 Committee Reports (Verbal), GLB2024-1018
Held confidential pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

8.6 Confidential Legal Team Discussion (Verbal), GLB2024-1019
Held confidential pursuant to Sections 23 (Local public body confidences), 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*.

9. ITEMS FROM GREEN LINE PROGRAM TEAM AND COMMITTEES

None

10. URGENT BUSINESS

11. CONFIDENTIAL ITEMS

11.1 ITEMS FROM GREEN LINE PROGRAM TEAM AND COMMITTEES

11.1.1 Green Line Phase 1 Report (Verbal), GLB2024-1059
Held confidential pursuant to Sections 23 (Local public body confidences), 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*.

11.1.2 Governance Discussion (Verbal), GLB2024-1060
Held confidential pursuant to Section 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*.

11.2 URGENT BUSINESS

12. BRIEFINGS
None

13. ADJOURNMENT



MINUTES
GREEN LINE BOARD

September 3, 2024, 1:00 PM
ENGINEERING TRADITIONS COMMITTEE ROOM

PRESENT:

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

ALSO PRESENT:

- Chief Executive Officer D. Bhatti
- City Solicitor and General Counsel J. Floen
- Legislative Advisor C. Nelson
- Legislative Advisor J. Booth

1. CALL TO ORDER

Chair Fairbairn called the meeting to order at 1:14 p.m.

ROLL CALL

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

2. OPENING REMARKS AND LAND ACKNOWLEDGEMENT

Chair Fairbairn provided opening remarks and a traditional land acknowledgement.

3. CONFIRMATION OF AGENDA

Moved by Board Member Bourne

That the Agenda for the 2024 September 3 Regular Meeting of the Green Line Board be confirmed, **after amendment, by adding Item 10.2.1 Confidential Green Line Project Update (Verbal), GLB2024-1034 as an Item of Confidential Urgent Business, to be dealt with following the Confirmation of Minutes.**

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, 2024 August 19

Moved by Board Member Beasley

That the Minutes of the 2024 August 19 Regular Meeting of the Green Line Board be confirmed.

MOTION CARRIED

The Board then dealt with Item 10.2.1.

5. SAFETY MINUTE

This Item was dealt with following Item 10.2.1.

No Safety Minute given.

6. CORRESPONDENCE

None

7. CONSENT AGENDA

7.1 DEFERRALS AND PROCEDURAL REQUESTS

None

8. ITEMS FROM GREEN LINE PROGRAM TEAM AND COMMITTEES

8.1 Green Line Board July 2024 Public Progress Report, GLB2024-1009

Moved by Board Member Cummings

That with respect to Report GLB2024-1009, the following be adopted:

That the Green Line Board receive Report GLB2024-1009, the Green Line Program July 2024 Progress Report, for the Corporate Record.

Moved by Board Member Beasley

That with respect to Report GLB2024-1009, the following be adopted:

That Item 8.1 be postponed to the next Regular Meeting of the Green Line Board.

MOTION CARRIED

8.2 Green Line Board Governance Update, GLB2024-1010

Moved by Board Member Cummings

That with respect to Report GLB2024-1010, the following be adopted:

That the Green Line Board approve that, effective immediately, Patricia McLeod, member of the Governance and Human Resources Committee, assume the role of Chair of the Governance and Human Resources Committee.

Moved by Board Member Beasley

That with respect to Report GLB2024-1010, the following be adopted:

That Item 8.2 be postponed to the next Regular Meeting of the Green Line Board.

MOTION CARRIED

8.3 COMMITTEE REPORTS

8.3.1 Planning Committee Report (Verbal), GLB2024-1011

No report given.

8.3.2 Budget and Risk Committee Report (Verbal), GLB2024-1012

No report given.

8.3.3 Governance and HR Committee Report (Verbal), GLB2024-1013

No report given.

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM GREEN LINE PROGRAM TEAM AND COMMITTEES

10.1.1 Green Line Board July 2024 Confidential Progress Report, GLB2024-1014

Moved by Board Member Cummings

That with respect to Confidential Report GLB2024-1014, the following be adopted:

That the Green Line Board:

1. Receive the Confidential Report for the Corporate Record; and
2. Direct that the Confidential Report and Closed Meeting discussions be held confidential pursuant to Sections 23 (Local public body confidences), 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 2039 September 3.

Moved by Board Member Beasley

That with respect to Confidential Report GLB2024-1014, the following be adopted:

That Item 10.1.1 be postponed to the next Regular Meeting of the Green Line Board.

MOTION CARRIED

10.1.2 Confidential Phase 1 Project Update, GLB2024-1016

Moved by Board Member Cummings

That with respect to Confidential Report GLB2024-1016, the following be adopted:

That the Green Line Board:

1. Approve the Closed Recommendation contained in the Confidential Presentation; and
2. Direct that the Confidential Presentation, Confidential Recommendation, and Closed Meeting discussions be held confidential pursuant to Sections 23 (Local public body confidences), 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*, to be reviewed by 2039 September 3.

Moved by Board Member Beasley

That with respect to Confidential Report GLB2024-1016, the following be adopted:

That Item 10.1.2 be postponed to the next Regular Meeting of the Green Line Board.

MOTION CARRIED

10.1.3 Committee Reports (Verbal), GLB2024-1018

Moved by Board Member Cummings

That with respect to Confidential Verbal Report GLB2024-1018, the following be adopted:

That the Green Line Board direct that the Closed Meeting discussions be held confidential pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Moved by Board Member Beasley

That with respect to Confidential Verbal Report GLB2024-1018, the following be adopted:

That Item 10.1.3 be postponed to the next Regular Meeting of the Green Line Board.

MOTION CARRIED

10.1.4 Confidential Legal Team Discussion (Verbal), GLB2024-1019

Moved by Board Member Cummings

That with respect to Confidential Verbal Report GLB2024-1019, the following be adopted:

That the Green Line Board direct that the Closed Meeting discussions be held confidential pursuant to Sections 23 (Local public body confidences), 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*.

Moved by Board Member Beasley

That with respect to Confidential Verbal Report GLB2024-1019, the following be adopted:

That Item 10.1.4 be postponed to the next Regular Meeting of the Green Line Board.

MOTION CARRIED

The Board then dealt with Item 12.

10.2 URGENT BUSINESS

10.2.1 Confidential Green Line Project Update (Verbal), GLB2024-1034

This Item was dealt with following Item 4.1.

Moved by Board Member Mahajan

That pursuant to Sections 23 (Local public body confidences), 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*, the Board now move into Closed Meeting, at 1:21 p.m. in the Engineering Traditions Committee Room, to discuss confidential matters with respect to Item 10.2.1 Confidential Green Line Project Update (Verbal), GLB2024-1034.

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report GLB2024-1034:

Clerks: J. Booth. Law: J. Floen. Advice: W. Tynan and D. Bhatti.

Board Member Annesley (Remote Member) left the meeting at 2:34 p.m.

The Board reconvened in public meeting at 3:05 p.m. with Chair Fairbairn in the Chair.

ROLL CALL

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

Absent from Roll Call: Board Member Annesley

Moved by Board Member McLeod

That the Board rise and report.

MOTION CARRIED

Moved by Board Member Beasley

That with respect to Confidential Verbal Report GLB2024-1034, the following be adopted:

That the Green Line Board direct that the Closed Meeting discussions be held confidential pursuant to Sections 23 (Local public body confidences), 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*.

MOTION CARRIED

The Board then dealt with Item 5.

11. BRIEFINGS

None

12. ADJOURNMENT

This Item was dealt with following Item 10.1.4.

Moved by Board Member Bourne

That this meeting adjourn at 3:11 p.m.

MOTION CARRIED

The next Regular Meeting of the Green Line Board is scheduled to be held on 2024 September 16 at 9:00 a.m.

CONFIRMED BY THE BOARD ON

CHAIR

CITY CLERK



Green Line Board July 2024 Public Progress Report

JULY HIGHLIGHTS

Development Phase Agreement

The Green Line LRT Phase 1 was approved with a revised project scope, delivery model and budget. The revised scope will build the new LRT line from Lynnwood/Millican in the southeast to Eau Claire downtown and connect into the existing Red and Blue LRT lines. Council approved a total capital budget for Green Line of \$5.797 billion, and \$451 million in financing costs, for a total approved project budget of \$6.248 billion.

Beltline Downtown Utility Relocation Project

All major deep and shallow utility relocation works in Beltline East and Beltline West are completed on time except for Transmission Line relocation work in Beltline East, which is also on schedule to complete by end December 2024. Calgary District Heating Inc. (CDHI) is planning to re-mobilize to site starting early September along 5 and 6 Avenues S.W. with the intention of completing all their remaining tie-in scope in 2024. ENMAX cabling work will continue at multiple sites, including some civil works at 2 Avenue S.W. and north of Riverfront Avenue S.W.

78 Avenue Project

The 78 Avenue Project will continue to completion despite the deferral of the Ogden Station on July 30, 2024. The 78 Avenue Project is on schedule to complete all major works this fall and final completion by end of June 2025. Reinstatement of the CPKC mainline traffic to its original alignment is scheduled to complete this fall at the Ogden Pedestrian Tunnel and the 78 Avenue Grade Separation locations.

Demolitions

Dakota Reclamators Ltd. (Dakota) was the successful bidder for the demolitions of Eau Claire Market and the River Run townhouses. It is anticipated that Dakota will mobilize to the site and start abatement before the end of August. The demolition work is anticipated to complete by June 2025.

Art Point, Mustard Seed and Green Leaf demolitions will start the first week of August and are expected to be complete by the end of October 2024.

PROJECT STATUS DASHBOARD

Functional Area	July Status	June Status	Comments
Health & Safety			<ul style="list-style-type: none"> There were no safety incidents to report for the month of July. Eight Site Safety Inspections were conducted by the Green Line Project Construction Team. Safety awareness initiatives continued through the month of July. Lessons learned related to the 78 Avenue Project Lost Time Incident were discussed at the July 2024 Green Line Town Hall.
Public Affairs			<ul style="list-style-type: none"> Connected with 2,901 businesses, residents, and key stakeholders in July. Attended 11 community events and pop-ups to share project information with Calgarians.
Schedule			<ul style="list-style-type: none"> Work on key program activities is progressing.
Cost			<ul style="list-style-type: none"> Council approved a total capital budget for Green Line of \$5.797B, and \$451M in financing costs, for a total approved project budget of \$6.248B. This investment offsets inflationary pressures experienced by similar projects across Canada.
Environmental			<ul style="list-style-type: none"> No environmental incidents occurred in July.
Quality			<ul style="list-style-type: none"> 11 new non-conformances were reported for the 78 Avenue Project. All are undergoing review by the technical team.
<p>*Definitions of the dashboard statuses can be found online in the Monthly board report and financial summary legend.</p>			

HEALTH & SAFETY

There were no incidents to report for the month of July 2024. Eight Site Safety Inspections were conducted by the Green Line Project Construction Team and three non-conformances were noted and actioned for follow-up.

The Safety team distributed two Safety Awareness emails to Green Line Staff – Stay Safe in Hot Temperatures and Air Quality Awareness. Information and lessons learned associated with the 78 Avenue Project Lost Time Incident was shared with the Green Line staff at the July Town Hall.

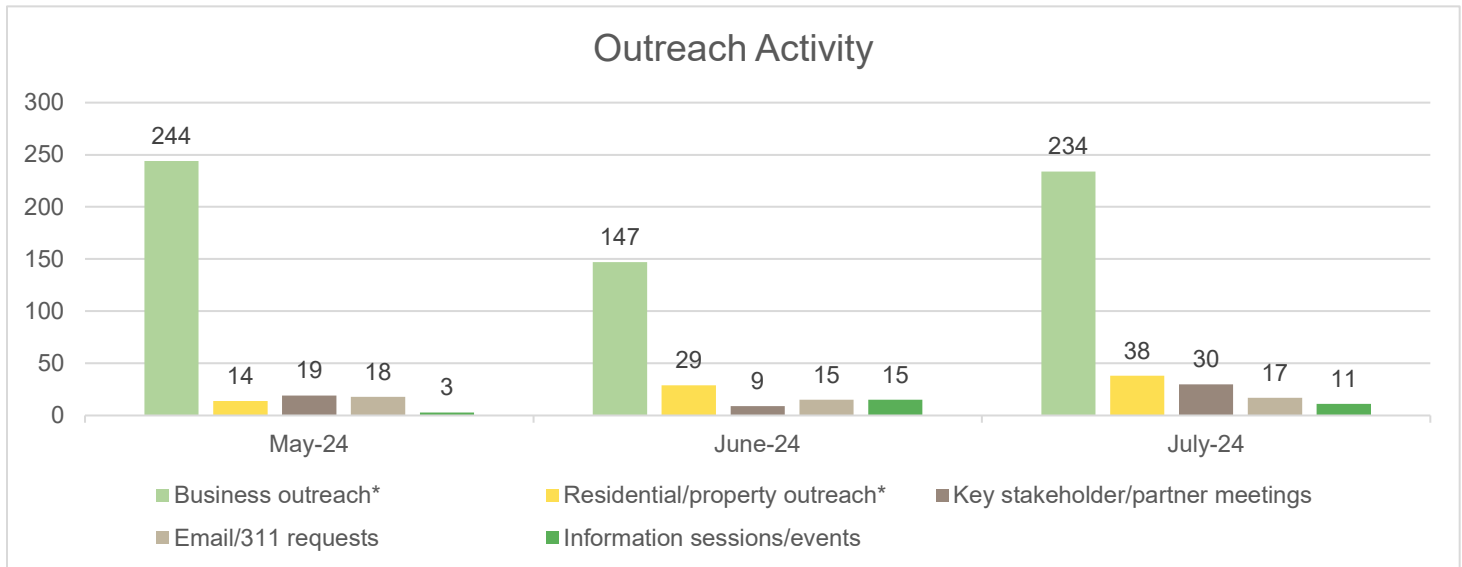
COMMUNITY AND PUBLIC RELATIONS

In July, the Green Line team was focused on several community events while also preparing for the July 30 Council decision and how it could impact communities and businesses.

Across 11 different community events, beginning with the Calgary Stampede and wrapping up with Inglewood Sunfest, the events team connected with roughly 2,500 Calgarians interested in the project. Questions were primarily focused on expected construction start and completion dates, with some detailed questions about station location and orientation.

As part of the rollout of the 60% design, meetings are being planned with all communities along the alignment. Following some specific feedback about the station design shared at the Inglewood Sunfest, Green Line is prioritizing the update for Ramsay/Inglewood residents to address their questions.

A summary of the business and community outreach for May, June and July 2024 is summarized below.



* Outreach includes calls, meetings, and on-site visits.

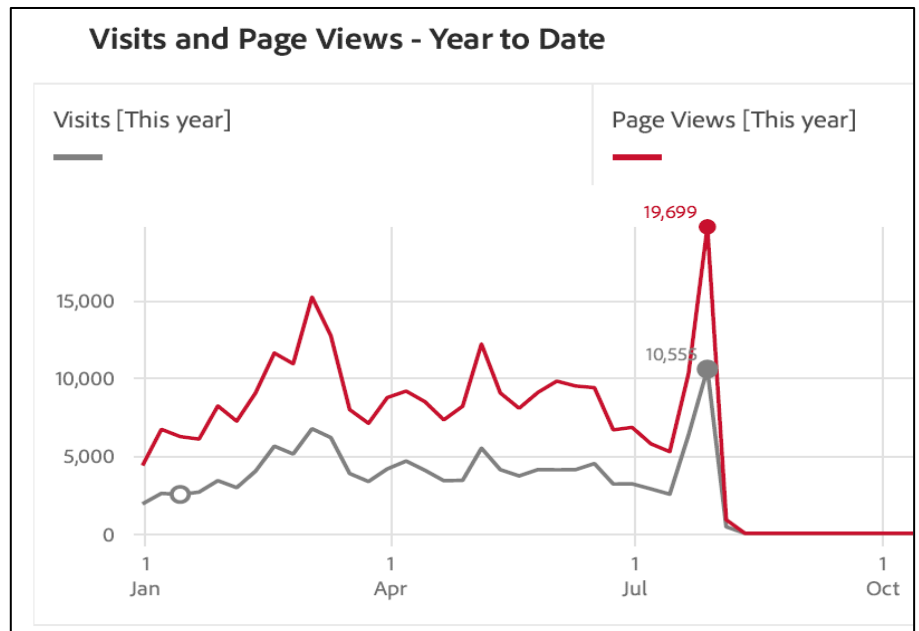
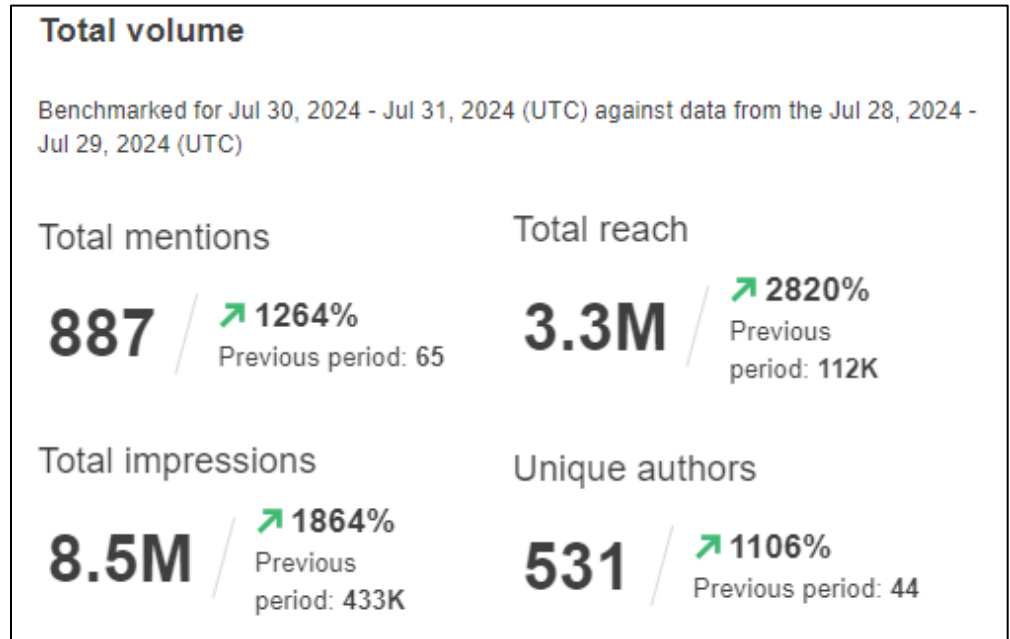
Social Media posts mentioning the Green Line or tagging the Green Line’s accounts saw an increase following the July 30, 2024, Council Decision.

The chart shown here demonstrates the increase in Green Line centered posts comparing data from July 28/29 with July 30/31. An increase of 1264% in mentions of “Green Line” and a total reach of 3.3 million.

Themes observed from social media included excitement in seeing the core of the project progressing, to some disappointment in the reduction of the alignment.

There were two significant website spikes in July. The first on July 25 with the "Update from the Green Line Board" article being published, and the second on July 30/31 with the Phase 1 Council decision. Website content was updated with revised scope details following the Council decision.

As shown in the weekly Visits and Page Views chart, the July 30/31 spikes of web traffic were significant compared with the first half of 2024.



FINANCIAL SUMMARY as of July 31, 2024

Green Line continues to monitor the financial position of the program against the approved capital budget as per the July 30, 2024, Council decision.

Category ^[1]	Committed Cost	Cost to Date	Cost Year to Date
Owner's Cost	105,018,397	105,018,397	8,593,122
Design & Engineering	577,594,619	560,409,825	158,971,373
Construction, Land & Other Assets	833,751,118	613,598,454	59,792,480
Bus Rapid Transit	50,000,000	7,357,303	781,768
Grand Total	1,566,364,134	1,286,383,979	228,138,743
To[1] Details on specific inclusions can be found online in the Monthly board report and financial summary legend .			



Item 8.1
GLB2024-1009

Green Line LRT Program Update

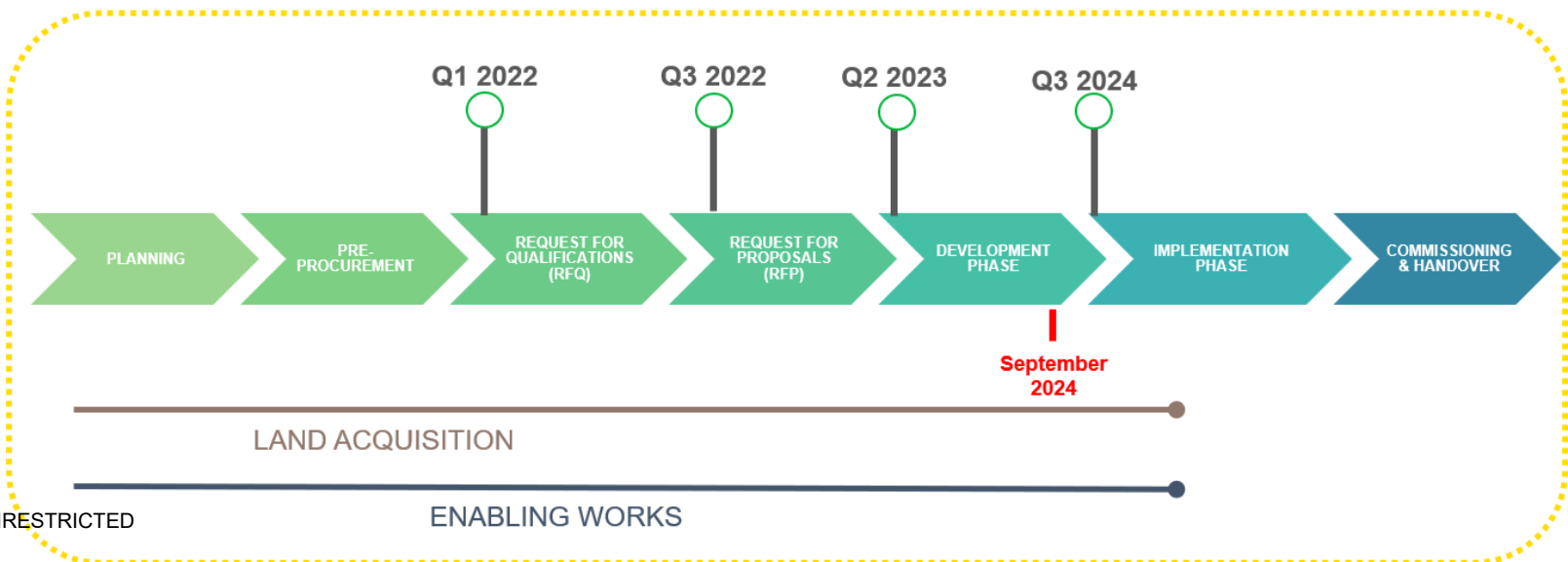
September 3, 2024





Highlights

- » Revised scope for Phase 1 of Green Line was approved on July 30, 2024.
- » A significant spike in website traffic was observed on July 30/31 following the approval announcement.
- » Dakota Reclamators Ltd. (Dakota) have been awarded the contract to complete the demolition of Eau Claire and River Run Condos.
- » The 78 Avenue Project remains on track. All major works will complete this fall and final completion by end of June 2025.





Project Updates

➤ **BDURP:**

- Transmission Line relocation work in Beltline East is on schedule to complete by end of December 2024.
- Calgary District Heating Inc. (CDHI) is planning to re-mobilize in early September along 5 and 6 Avenues S.W. with the intention of completing all their remaining tie-in scope in 2024.

➤ **Demolition:**

- Nine (9) bids were received for the Eau Claire and River Run Condos demolitions.
- The contract was executed at the end of August. The demo work is anticipated to complete by June 2025.
- Art Point, Mustard Seed and Green Leaf demolition started the first week of August and is expected to be complete by the end of October 2024.

➤ **78 Avenue Project:**

- Reinstatement of the CPKC mainline traffic to its original alignment is scheduled to complete this fall at the Ogden Pedestrian Tunnel and the 78 Avenue Grade Separation locations.



Health & Safety

- » There were no incidents to report for the month of July 2024.
- » Eight (8) Site Safety Inspections were conducted by the Green Line Project Construction Team and three non-conformances were noted and actioned for follow-up.
- » Safety Awareness emails and discussions continued through the month of July. This included information and lessons learned associated with the 78 Avenue Project Lost Time Incident.

Community & Public Relations

- » In July, the Green Line team was part of 11 different Stampede and community events, connecting with roughly 2,500 Calgarians.
- » Feedback was primarily focused on expected construction start and completion dates, with some detailed questions about station location and orientation.



Community & Public Relations

Total volume

Benchmarked for Jul 30, 2024 - Jul 31, 2024 (UTC) against data from the Jul 28, 2024 - Jul 29, 2024 (UTC)

Total mentions

887 / ↗ 1264%
Previous period: 65

Total reach

3.3M / ↗ 2820%
Previous period: 112K

Total impressions

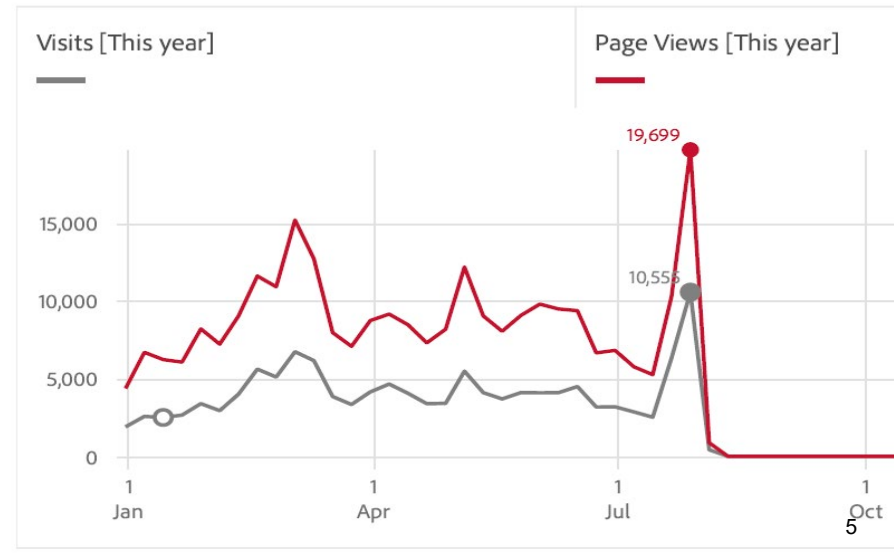
8.5M / ↗ 1864%
Previous period: 433K

Unique authors

531 / ↗ 1106%
Previous period: 44

Social media metrics for July 30 and 31, 2024.







Visits and Page Views - Year to Date



Green Line website metrics following July 30 Council Decision.

Project Dashboard

Dashboard as of July 31, 2024

Functional Area	July Status	Comments
Health & Safety		<ul style="list-style-type: none"> There were no safety incidents to report for the month of July. Eight Site Safety Inspections were conducted by the Green Line Project Construction Team. Safety awareness initiatives continued throughout the month of July. Lessons learned related to the 78 Avenue Project Lost Time Incident were discussed at the July Green Line Town Hall.
Public Affairs		<ul style="list-style-type: none"> Connected with 401 businesses, residents, and key stakeholders in July. Attended 11 community events and pop-ups to share project information with ~2,500 Calgarians.
Schedule		<ul style="list-style-type: none"> Work on key program activities is progressing.
Cost		<ul style="list-style-type: none"> Council approved a total capital budget for Green Line of \$5.797 B, and \$451 M in financing costs, for a total approved project cost of \$6.248 B. This investment offsets inflationary pressures experienced by similar projects across Canada.
Environment		<ul style="list-style-type: none"> No environmental incidents occurred in July.
Quality		<ul style="list-style-type: none"> 11 new non-conformances were reported for the 78 Avenue Project. All are undergoing review by the technical team.



Financial Summary as of July 31, 2024

Table 1 – Green Line Previous 6-month Spend Rate

	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24
Owner's Cost	\$1,334,063	\$1,148,124	\$986,969	\$1,196,716	\$1,216,943	\$1,287,980
Design & Engineering	\$12,615,920	\$25,530,317	\$27,321,736	\$18,775,595	\$20,400,444	\$20,649,302
Construction, Land & Other Assets	\$5,552,331	\$3,471,534	\$3,774,339	\$7,785,921	\$9,208,705	\$5,269,202
Bus Rapid Transit	\$0	\$0	\$106,961	\$674,807	\$0	\$0
Grand Total	\$19,502,315	\$30,149,975	\$32,190,006	\$28,433,038	\$30,826,092	\$27,206,484

Table 2 – Financial Summary as of Jul 31, 2024

	Committed Cost	Cost to Date	Cost Year to Date
Owner's Cost	\$105,018,397	\$105,018,397	\$8,593,122
Design & Engineering	\$577,594,619	\$560,409,825	\$158,971,373
Construction, Land & Other Assets	\$833,751,118	\$613,598,454	\$59,792,480
Bus Rapid Transit	\$50,000,000	\$7,357,303	\$781,768
Grand Total	\$1,566,364,134	\$1,286,383,979	\$228,138,743



Risk Mitigation

Cost

- Green Line funding availability due to cost pressures was a key risk for most of July.
- Council decisions made at the July 30, 2024, set a new baseline for Green Line.

Construction & Stakeholders

- Utility relocation in the Downtown is ongoing near businesses and may cause disruptions.
- To mitigate, the Community and Business Relations team has been proactively engaging with stakeholders in advance of construction and during to address any concerns.

Multi-contracting approach

- Following Council decision, Green Line will finalize negotiations with contractors for the revised Phase 1 .
- Execution of work is being prioritized based on scopes of work along the critical path without compromising the best long-term value for the City.

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Item 8.1
GLB2024-1009

Discussion



Green Line Board Governance Update

RECOMMENDATION:

1. The Green Line Board approve that, effective immediately, Patricia McLeod, member of the Governance and Human Resources Committee, assume the role of Chair of the Governance and Human Resources Committee.

DISCUSSION

- The Green Line Board (the “Board”) established small and focused working groups (the “Committees”) to undertake specific and detailed work in identified focus areas to enable the Committees to make recommendations to the Board for consideration and/or implementation.
- It is good corporate governance practice to rotate the Chairs of Board Committees and in that respect, the Board has determined that Patricia McLeod assume the role of Chair, Governance and Human Resources Committee (the “GHR Committee”) with immediate effect to oversee the activities of the GHR Committee.
- Following this appointment the composition of the GHR Committee will be as follows:
Chair: Patricia McLeod
Members: Marcia Nelson, Janet Annesley

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

None.

IMPLICATIONS

No social, environmental, or economic implications.

Financial Implications

None.

RISK

The GHR Committee will benefit from continued focused oversight by its Chair and the expertise of its members, facilitating decision making by the Board.

ATTACHMENTS

None.

Author: D. Ben-Omotehinse
Approval: D. Fairbairn, Board Chair