

Transportation Report to  
Green Line Committee  
2017 December 17

ISC: UNRESTRICTED  
GC2019-1591

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

---

### **EXECUTIVE SUMMARY**

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

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

#### **ADMINISTRATION RECOMMENDATION:**

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

#### **RECOMMENDATION OF THE GREEN LINE COMMITTEE, 2019 DECEMBER 17:**

That Council approve and include the amended Green Line Committee Terms of Reference – Guiding Principles as an appendix.

#### Opposition to the Recommendation:

Against: Councillor Gondek

### **PREVIOUS COUNCIL DIRECTION / POLICY**

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

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

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

Transportation Report to  
Green Line Committee  
2017 December 17

ISC: UNRESTRICTED  
GC2019-1591

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

---

### **BACKGROUND**

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

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

A Terms of Reference was developed to outline the governance, membership and mandate of the Green Line Committee. To further define the roles and responsibilities of the Green Line Committee, well-defined guiding principles that reflect the vision, mission, strategic interests and core values of the Committee are needed.

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

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

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

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

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

N/A

### **Strategic Alignment**

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

Transportation Report to  
Green Line Committee  
2017 December 17

ISC: UNRESTRICTED  
GC2019-1591

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

---

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

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

### **Financial Capacity**

N/A

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

N/A

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

N/A

### **Risk Assessment**

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

### **REASON FOR RECOMMENDATION:**

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

### **ATTACHMENT(S)**

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