

PREVIOUS COUNCIL DIRECTION

At its 2019 July 29 Combined Meeting, Council considered report TT2019-0811 titled “Green Line Q2 2019 Update”. The “Risk Assessment” section of that report indicated that Administration was establishing a Technical and Risk Committee (TRC) comprised of external industry project specialists in the areas of procurement, commercial strategies, stakeholder management, design, and construction to help mitigate risk associated with the Green Line Program. Council adopted the following motions in regard to the TRC’s consideration of governance:

- Recommendation 4: Direct Administration to have the Green Line Technical Risk Committee carry out an independent peer review of “the suitability and adequacy of the governance and resourcing of the Project”; and
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- Recommendation 6: “Direct Administration to have the Green Line Technical and Risk Committee report to the SPC on Transportation & Transit Committee as part of the Green Line quarterly updates with respect to their independent peer review over the previous quarter”.

On 2019 September 18, in the “Risk Assessment” section of report TT2019-1073 titled “Green Line Q3 2019 Update”, Administration advised the SPC on Transportation & Transit that the members of the TRC had been selected and on that date, the TRC provided its first report (TT2019-1076 titled “Green Line Technical Risk Committee – Q3 2019 Update”) to the Committee. Council considered both reports on 2019 September 30 and adopted the recommendation of the SPC on Transportation and Transit in report TT2019-1076 directing Administration to have the TRC return with a quarterly update no later than Q4 2019. Report TT2019-1076 included biographies for each of the TRC members (Chair Don Fairbairn and members Albert Sweetnam, Eric Tromposch, and Erich Neugebauer) and, as Attachment 2, the TRC’s terms of reference. The terms of reference indicate that the TRC’s work is divided into two modules, module 1 focusing on the independent review of specific work elements as defined in report TT2019-0811 and module 2 focusing on preventative risk management.

On 2019 December 17, in accordance with Recommendations 4 and 6 adopted by Council on 2019 July 29, Chair Fairbairn provided a verbal report to the members of the Green Line Committee outlining the TRC’s analysis of enhancements required to Green Line Program governance (GC2019-1594 titled “Technical and Risk Committee (TRC) Governance Review (Verbal)”). The Committee received his presentation for the Corporate Record.

On 2020 February 21, the Green Line Committee considered report GC2020-0246 titled “Green Line - Project Readiness Report”. This report included information about the project readiness plan developed jointly by the Green Line Program Team, the TRC and external experts supporting the Program in response to the conclusions and recommendations of the TRC in their project deliverability review which was completed in response to requests for the same by the General Manager of the Green Line Program and Council.

The deliverability review included a finding by the TRC members that the then current form of Program governance was ineffective for the delivery of a mega-program.

The readiness plan was intended to move the Green Line Program from its then current state of maturity, as reflected in the TRC members' findings, to the state of maturity required to successfully deliver the Program. The readiness plan was developed to:

- address gaps in program delivery identified by the TRC and required for successful execution of the Program; and
- support the successful completion of set-up, planning, procurement, and delivery activities required to be ready to go to market with minimal impacts to the overall schedule.

The Green Line Committee was advised that the development of the readiness plan was guided by five principles:

- **Structure:** Defining how the program and the definition of key deliverables (including scope, procurement documents and cost/schedule definition) will mature over time;
- **Focus:** Establishing a sequence and division of work to efficiently allocate resources, prioritize activities, reduce unnecessary change, and eliminate re-work;
- **Accountability:** Establish transparency and ownership of activities across the Green Line Program Team;
- **Confidence:** Re-establish confidence in the Program and the realization of the vision from within the team as well as from within The City organization, Council and other key stakeholders; and
- **Discipline:** Create discipline across the Program, reflected in the actions of every team member, to adhere to the plan and proactively support structure, focus, accountability, and confidence within themselves and their peers.

In regard to addressing the issues with governance identified by the TRC, the Committee was advised that one of the Green Line Program Team's 2020 goals was to secure Council approval for a final governance model, ensure that the governance model was fully operational and retain and recruit senior leadership and staff members with the right level of expertise who excel in a project environment.

On 2020 March 16, Council received report GC2020-0246 for the Corporate Record.

At its 2020 February 21 meeting, the Green Line Committee also considered report GC2020-0244 titled "Green Line Q4 2019 Update" and directed Administration to report back on 2020 April 23 with the final recommended Stage 1 alignment, business case, borrowing bylaws, What we Heard Report, and governance recommendations. The 2020 April 23 Green Line Committee meeting was cancelled due to the COVID-19 pandemic. This report fulfils the Green Line Committee's direction to report back with governance recommendations.