

Calgary



Green Line Committee

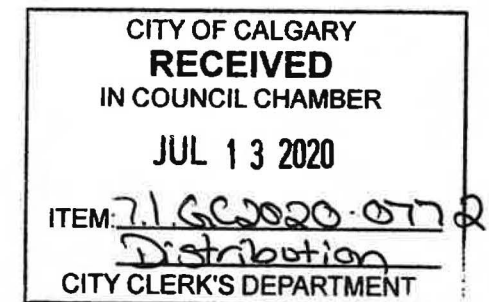
Green Line Governance
GC2020-0772

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2020 July 13





- I. What we heard
- II. Why now is the time to enhance governance
- III. Overview of the Technical and Risk Committee Governance Assessment
- IV. Overview of the Green Line Board Bylaw and Terms of Reference





What we heard

- Council members wanted a separate Terms of Reference
- Interest in the skills and other criteria for Board recruitment
- Interest in better understanding how the City Shaping aspect of the program will be managed
- Interest in understanding how public engagement will be managed



Why now is the time to enhance governance

- Council, the City Auditor and the Green Line Technical and Risk Committee have all identified the need to strengthen governance for the Green Line Program.
- The size and complexity of this Program demands experienced and dedicated leadership and oversight.
- The current transition into the Delivery Phase is the right time to initiate enhanced governance.
- To be successful in the delivery of the Green Line Program, this is the time to ensure that we have:
 - The best possible governance framework
 - The best possible leadership
 - Full alignment and collaboration between all parties

The Right Approach for Governance

Through implementation of enhanced governance, the Green Line Program would benefit from:

- Oversight by an experienced Board with a singular focus on successful Program delivery,
- Strong implementation of a clear organizational transition from planning to the delivery phase,
- Addition of leaders throughout the team with complex Program experience,
- Enhanced transparency through additional Program reporting, and
- Reinforcing a Program culture that is dedicated to the timely and focused execution of a delivery plan.



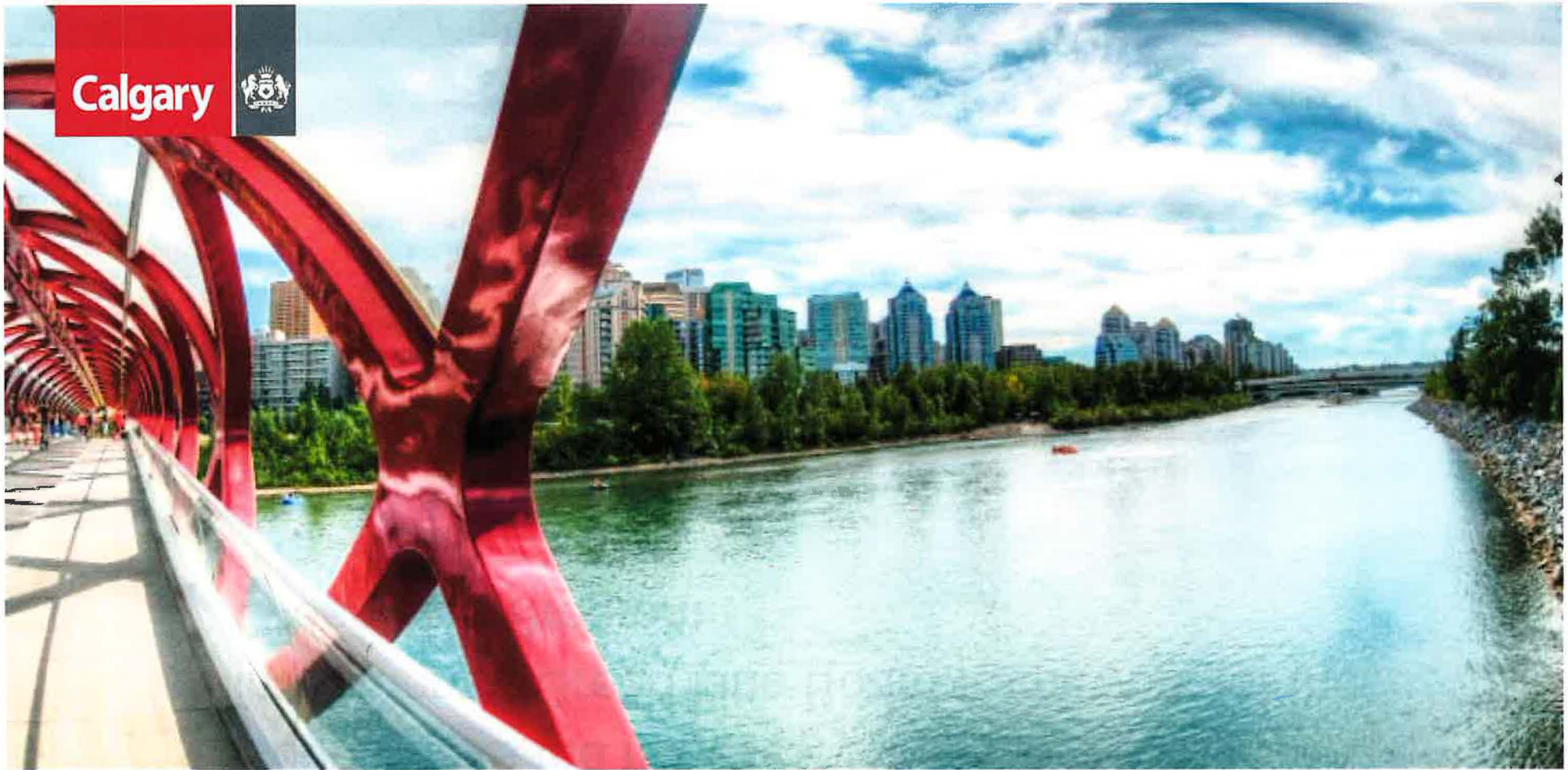
Skills and Other Criteria

- Diversity
- Executive Leadership
- General Business Experience
- Finance and Audit
- Human Resources
- Urban Design
- Engagement & Consultation with Public Stakeholders
- Change Management
- Governance
- Risk Management
- Legal
- Complex Transactional Expertise

Administration Conclusion

Administration concludes that:

- Council take the necessary steps to implement a Green Line Board framework for the Green Line Program.



Technical and Risk Committee Governance Assessment



The Technical and Risk Committee assessed:

- What governance framework will enable the Program to be successful?
- Are there significant implementation obstacles?
- Will a change in governance result in increased confidence in the Program?
- Can the Program attract and retain the leadership expertise required?
- What does success look like?



Attributes of Good Governance Delivery Phase

**Accountability
(Focus)**

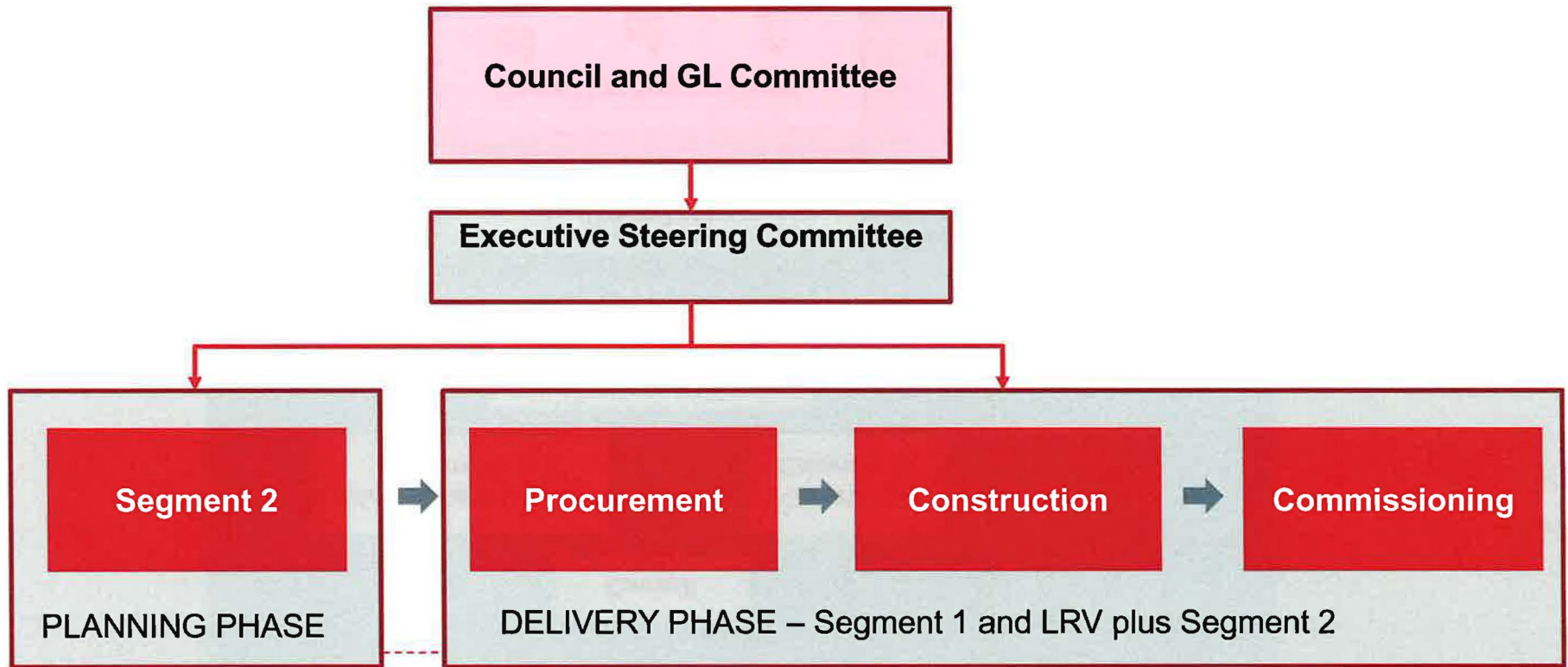
**Authority
(Autonomy)**

**Alignment
(Culture & Policies)**

**Disclosure
(Transparent)**

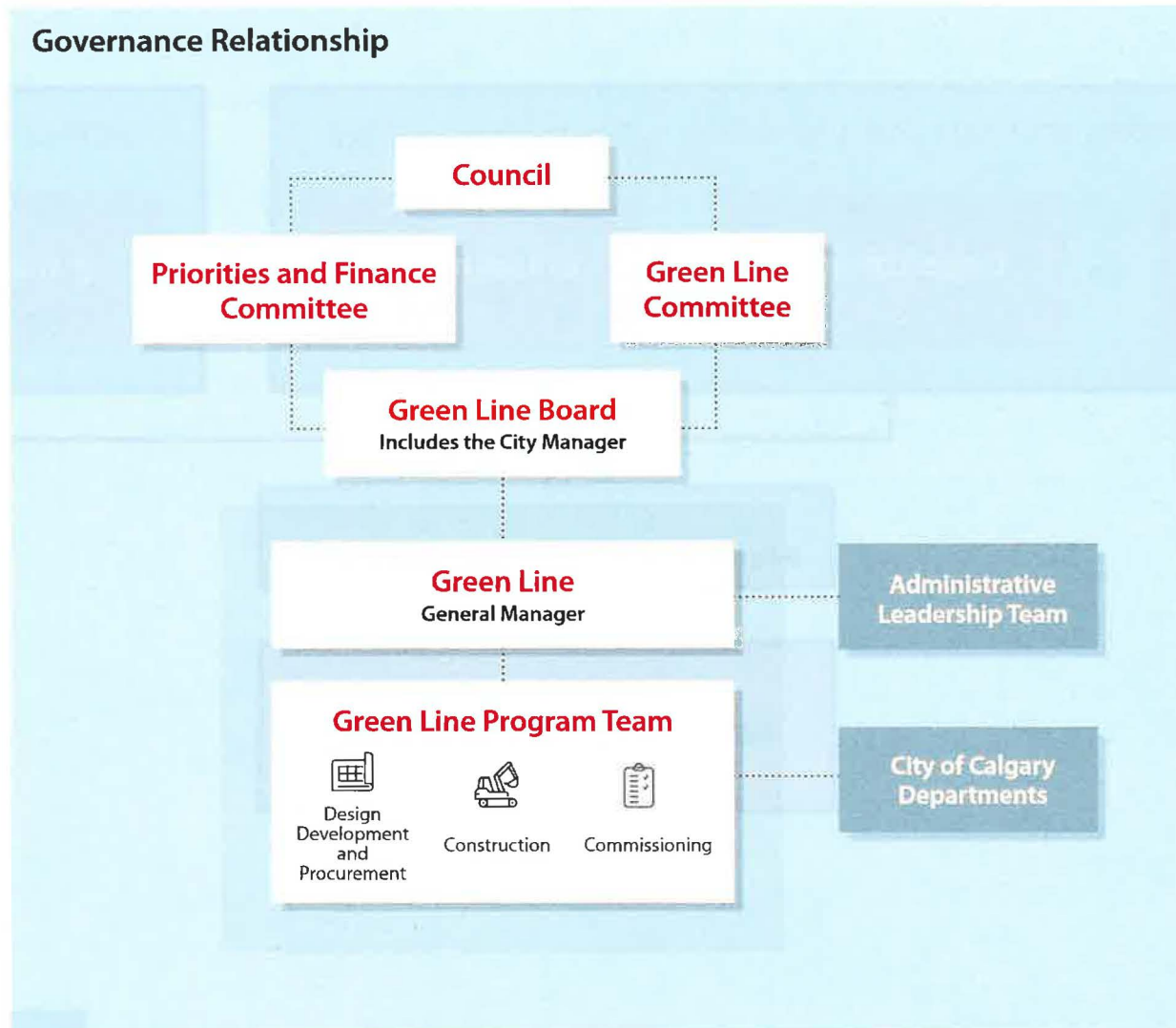


Current Governance Framework





Proposed Green Line Board Framework

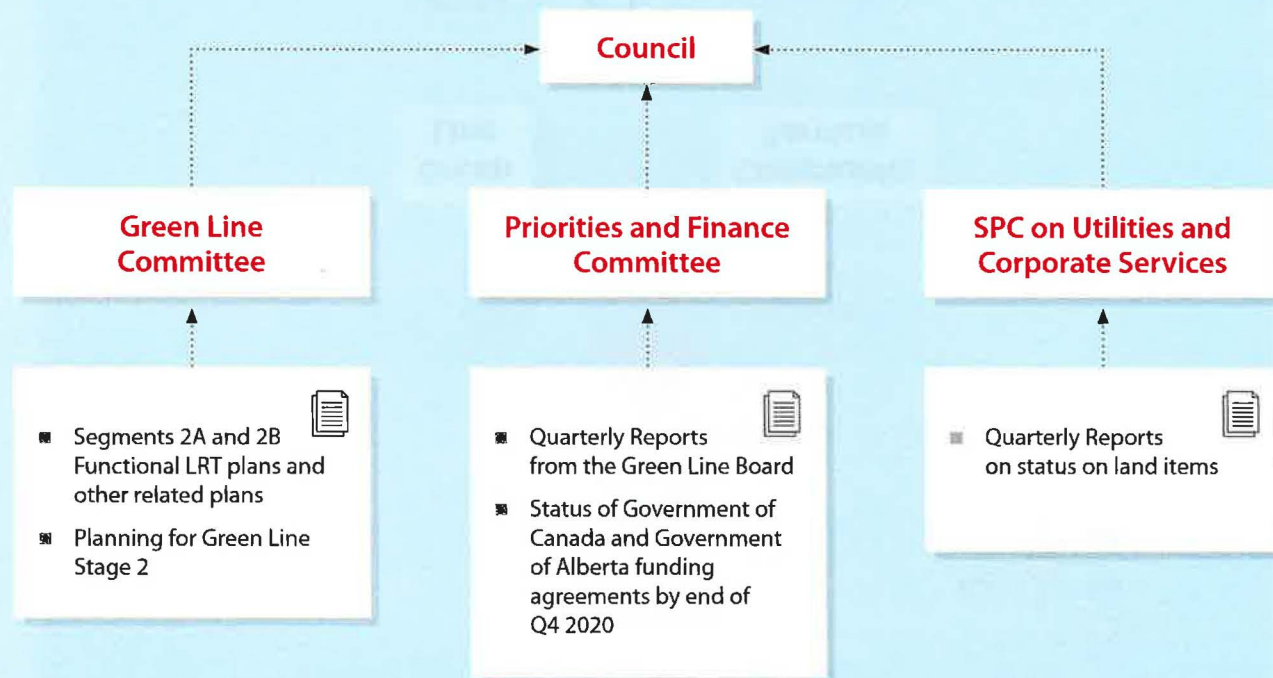


Note: Dotted line denotes communication/collaboration as required.



Council Reporting

Flow of Reporting on Green Line through Committees to Council





City Shaping

City Shaping Collaboration – Administrative Leadership Team



Note: Dotted line denotes communication/collaboration as required.



Council Approved Program Objectives & Goals

- 1** Guide the Green Line Program in achieving the Project Vision and Outcomes for Calgarians.
- 2** Promote fiscal responsibility so that the Green Line Program optimizes costs to residents and businesses, considers life cycle costs, and demonstrates value for money.
- 3** Consider and respect public input received with the objective of being responsive to community values and concerns
- 4** Maintain accountability by following project management best practices.
- 5**
 - a) Safety – achieve industry standards in protecting employee and public safety
 - b) Stakeholders – effective and responsive communication and outreach with affected stakeholders
 - c) Regulatory – compliance with all permits, laws and regulations
 - d) Environment – minimize environmental impacts arising from construction and operation of the system
 - e) Schedule – deliver project on target to meet in-service date expected by public, stakeholders & funding partners
 - f) Cost – deliver within the approved control budget
 - g) Risk – support creation of a risk aware, commercially and technically competent delivery team



Green Line Board Bylaw and Terms of Reference

Bylaw – contents

Terms of Reference – contents

The obligations of:

- Council
- Green Line Committee
- Priorities and Finance Committee
- Board
- Administrative Leadership Team (ALT)



Green Line Board Bylaw and Terms of Reference

Bylaw – Creates Committee of Council

- **Allocation of Responsibilities:** Council, Green Line Committee, Priorities and Finance Committee, Board, City Manager/ALT

Council (No Change) - remains responsible for:

- **Scope** (alignment, station locations, guiding principles)
- **Budget** (capital and operating budgets for the Program and financing)
- **Schedule**
- **Receipt of Audit Reports / Receive Green Line Committee Recommendations**



Green Line Board Bylaw and Terms of Reference

Priorities and Finance Committee

- Receive Quarterly Reports from Board

Green Line Committee

- Consider Segment 2 and Stage 2 Planning Matters
- Provide Recommendations to Council

Green Line Board

- Expertise – governance, procurement, engineering design, construction, project management, urban design, P3 transactions
- City Manager – Permanent Member
- Receive reports from Technical and Risk Committee

Green Line Board Bylaw and Terms of Reference

Green Line Board - Cont'd

- **Mandate** – Achieve Program vision and carry out Council direction related to Delivery (design-development, procurement, construction, and commissioning) of the Program
- **Authority** – Oversight of matters regarding implementation of Delivery of the Program
- **Duties** – Utilize best practices during implementation and award and management of contracts
- **Report to Council** – If material changes to scope, schedule, or budget
- **Technical and Risk Committee Reports** – Technical and Risk Committee reports to Board



Green Line Board Bylaw and Terms of Reference

Administration

- **City Manager** – Member of Board and liaison between Board and ALT
- **ALT** – Cross-corporate matters and collaboration

Administration Recommendations

Administration recommends that the Green Line Committee:

1. File report GC2020-0582 Green Line Program Governance and the attachments to it as a result of Committee referring it back to Administration for additional consultations and review.

Administration recommends that the Green Line Committee recommends that Council:

1. Give three readings to the proposed Bylaw, the Green Line Board Bylaw and Terms of Reference, to establish the Green Line Board (the “Board”) as a Committee of Council responsible for governing and overseeing the successful delivery of the Green Line Program, subject to substituting “February 28, 2021” for “December 31, 2020” in the last sentence of section 14 of the Bylaw, so that the sentence reads as follows:

“The initial Board Chair shall serve for a period ending no later than February 28, 2021”;



Administration Recommendations

2. Appoint the City Manager to serve as a member of the Board;
3. Direct Administration to retain an external search firm and work with the Inaugural Chair to identify candidates for appointment to the Green Line Board, and present appointment recommendations to the Priorities and Finance Committee for its consideration no later than 2020 November 15.



Questions