

Assignment of Executive Chair Responsibilities**RECOMMENDATION:**

1. The Green Line Board assigns executive responsibilities to the Chair of the Green Line Board as described in detail in Attachment 1 (the “Executive Chair Responsibilities”) during the current transition period, and may assign the Executive Chair Responsibilities to the Chair of the Green Line Board from time to time as may be determined by the Green Line Board.

BACKGROUND

- Bylaw 21M2020, the Green Line Board Bylaw (the “Bylaw”) establishes the mandate, duties and responsibilities of the Green Line Board (the “Board”). The mandate of the Board “is to use its collective expertise to govern and oversee the successful Delivery of the Program, and to carry out Council direction provided to administration and to the Board related to Delivery of the Program”. Schedule A – Terms of Reference (the “Terms of Reference”) of the Bylaw describes in detail the duties and authority of the Board to oversee and ensure best practices are implemented by the Green Line Program Team.
- The current General Manager, Green Line (the “GM-GL”) is transitioning out of his role to take on the new role of General Manager, Infrastructure and Engineering Services at The City of Calgary (“The City”).
- During this transition period, and while the Board is recruiting for a senior executive to fill the role left vacant by the transition of the GM-GL to a new position, the GM-GL and the Green Line Program Team require additional temporary support. The Board has considered that it can assist the GM-GL and Green Line Program Team during this period by enhancing its involvement and participation as part of the leadership of the Green Line Program Team.
- The assignment of Executive Chair Responsibilities to the Chair of the Board, as described in detail in Attachment 1, fulfils the Board’s obligations of oversight as described in the Bylaw and provides accountability and additional risk management for the Green Line Program and The City.

DISCUSSION

The members of the Green Line Board were appointed by Council on December 14, 2020 in Report C2020-1433. Following their appointment, the Board participated in five onboarding sessions where they became familiar with the key aspects of the Green Line Program. During this time, the Board learned that the current GM-GL is transitioning out of his current role to take on the new role of General Manager, Infrastructure and Engineering Services. The Board also learned that the role of Program Director for the Green Line Program has not been filled. The Recruitment Committee is working with an external recruiting firm to search for candidates to fill these two positions and it is expected that the searches will require a minimum of 16 weeks to complete. Thereafter, a transitional onboarding period will be

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required for the new hires.

In the course of reviewing its mandate, duties, and authority to implement best practices, the Board has determined that the Green Line Program requires additional support during this transition period wherein the following opportunities lie ahead for the Green Line Program:

1. Recruitment of a senior executive to take on the role left open by the transition of the GM-GL to his new position of General Manager, Infrastructure and Engineering Services at The City;
2. Recruitment of an executive for the Program Director position for the Green Line Program;
3. The resolution of the review of the Green Line Program by the Province of Alberta; and
4. Supporting the development of an organizational structure and culture that can effectively deliver the Green Line Program.

In order to fully benefit from the foregoing opportunities during this period of transition, and in order to fulfil its mandate and obligations of oversight and accountability to The City as described in the Bylaw, the Board believes it can best fulfil such obligations by temporarily enhancing its involvement as part of the leadership of the Green Line Program Team and provide additional accountability and additional risk management for the Green Line Program.

The Executive Chair Responsibilities described in Attachment 1 temporarily enhance the Board's duties of oversight and accountability as described in the Bylaw and the Bylaw's Terms of Reference during this period of transition. The Executive Chair Responsibilities closely align with the duties and authority of the Board as described in the Bylaw and the Bylaw's Terms of Reference, such as establishing the composition of the Green Line Program Team and developing a strong organizational structure, and developing strategies with respect to procurement, land acquisition, risk management, and stakeholder engagement.

The assignment of the Executive Chair Responsibilities to the Chair of the Green Line Board allow the Board to fulfil its mandate and comply with its duties and obligations as described in the Bylaw and mitigate risk for The City during this period of transition.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

Not applicable.

IMPLICATIONS

No social, environmental, or economic implications.

Financial Implications

The financial implications are minimal, involving the additional cost for payment of the Executive Chair Responsibilities. These financial implications are more than offset by the risk

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management benefits gained by assigning the additional Executive Chair Responsibilities to the Chair of the Green Line Board during this period of transition.

RISK

The assignment of Executive Chair Responsibilities to the Chair of the Green Line Board will mitigate risks related to the impact on the Green Line Program and the Green Line Program Team during a period of transition for the Green Line Program Team and the evolution of the Green Line Program.

ATTACHMENT(S)

1. Executive Chair Responsibilities