



Green Line Board Report

Green Line Board

July 2023 Public Progress Report

1.0 Executive Summary

Utility relocation work in the Beltline and Downtown was paused during the Stampede as part of a planned curtailment period from July 2-17, with the exception of critical path work on 5 Avenue S.W., to accommodate the increase in visitors and traffic in the area during Stampede. Following Stampede, utility relocation work has resumed in both the Beltline and Downtown areas.

Graham Construction commenced construction of the 78 Avenue Project on July 26, 2023. Prior to the start of construction, community stakeholders were advised about the project activities, potential impacts on the neighbourhood and the mitigation measures that will be adopted to minimize the construction impacts.

Work with the Development Partner (BTC) also continued throughout July in preparation for a progress update on the status of various submittals established as part of the Development Phase Agreement.

The City Auditor presented the audit of the Green Line Risk Management Process to The City's Audit Committee on July 19, 2023, which assessed the design and operating effectiveness of Green Line's risk management process. The Audit Committee report indicated that through their audit, it was found that Green Line's risk management process was designed effectively and operating as designed.

1.1 Construction Highlights

BDURP Construction Activity

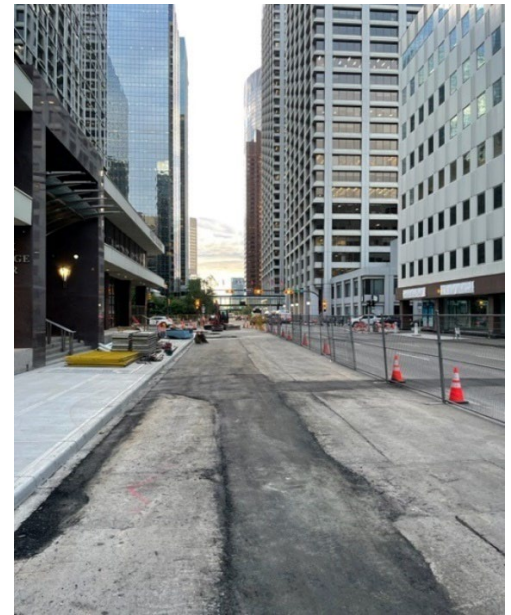
Shallow utility relocation work (such as third-party telecom, electricity, and gas utilities) continued in the month of July within Beltline and Downtown, in addition to engineering design works for the remaining shallow utility relocations.

Similarly, ongoing deep utility relocation works within Beltline included City sanitary, water and stormwater utilities.

Green Line continued to explore opportunities to minimize construction impacts to the travelling public and coordinate construction activities among third-party utilities and PCL (who is managing deep utility relocation work on behalf of Green Line).



Looking east at deep utility relocation work along 12 Avenue S.E., east of 5 Street S.E.



Looking east at Enmax duct bank work along 5 Avenue S.W., west of 2 Street S.W.

The following tables summarize utility relocation works that continued throughout the month of July with a look ahead at planned construction activities for the month of August:

Beltline		
Construction activity	July	August
Enmax duct bank installation 10 Avenue S.W.	Underway	Expected Completion
Enmax duct bank installation on south half of 1 Street S.W.	Started	Expected Completion
Installation of north pass utilities on 12 Avenue S.E. for 900mm water, 300mm water, and 300mm sanitary sewer, west of 5 Street S.E.	Started	Expected Completion
Waterline work on 5 Street S.E., south of 12 Avenue S.E.	Started	Expected Completion

Downtown		
Construction activity	July	August
Enmax duct bank and vault installation on north side of 5 Avenue S.W. west of 2 Street S.W.	Underway	Expected Completion
Enmax duct bank installation on north side of 5 Avenue S.W. east of 2 Street S.W.	Completed	-
Telus 6 Avenue S.W. Cable Pull from Centre St to 5 Street S.W.	Started	Expected Completion
Bell/Zayo Joint scope on 2 Street S.W. and 3 Avenue S.W.	Underway	Expected Completion

78 Ave Construction Activity

During the month of July, Graham Construction prepared for the planned construction start-up date of July 26, 2023. Safety fences, traffic control devices and site offices were established in the first few weeks of July. Approvals were also obtained on various preconstruction plans from both Canadian Pacific Kansas City Rail (CPKC) and the City.

Construction began on July 26, 2023 with stripping and cleaning of a culvert prior to starting the critical construction of embankments for temporary diversion of freight tracks.



Looking East at the preparatory work to construct the 78 Avenue diversion embankment.



Looking north towards the safety fence installed between the work zone and residences.

1.2 Program Status Dashboard

The table below provides the program status dashboard update for July 2023, including the overall program status and a comparison to the previous month.

Functional Area	July Status	June Status	Comments
Health & Safety	●	●	<ul style="list-style-type: none"> There were no safety incidents in the month of July.
Environmental	●	●	<ul style="list-style-type: none"> There were no environmental incidents or new field environmental assessments done in July 2023.
Public Affairs	●	●	<ul style="list-style-type: none"> Connected with 174 businesses, residents, and key interest holders in July.
Schedule	●	●	<ul style="list-style-type: none"> Work on key program activities is progressing as per schedule.

Functional Area	July Status	June Status	Comments
Cost			<ul style="list-style-type: none"> Green Line continues to proactively monitor program costs. Appropriate mitigation measures for key risks continue to be identified and implemented.
Quality			<ul style="list-style-type: none"> Program Quality Management Plan implementation continued with ongoing oversight of design quality management, BDURP construction works, 78 Avenue project, and LRV Supply project quality compliance.

*Definitions of the dashboard statuses can be found online in the [Monthly board report and financial summary legend](#).

1.3 Financial Summary as of July 31, 2023

Green Line continues to monitor the financial position of the program.

Category	Committed Cost	Cost to Date	Cost Year to Date
Owner's Cost	89,832,131	89,352,504	9,386,387
Design & Engineering	301,309,313	289,519,663	22,386,016
Construction, Land & Other Assets	715,615,958	520,192,066	63,063,555
Bus Rapid Transit	5,124,753	5,124,753	481,457
Grand Total	1,111,882,155	904,188,986	95,317,415

*Details on specific inclusions can be found online in the [Monthly board report and financial summary legend](#).

1.4 Milestone Schedule

Upcoming milestones and achievements for the Green Line program include:

Achievements Completed	Upcoming Milestones
<p>July 26, 2023 – Construction started on the 78 Avenue Project.</p>	<p>August 8, 2023 – Development Phase progress update.</p> <p>August 12, 2023 – Complete closure of Olympic Way and 11 Avenue S.E. intersection in Beltline East for utility relocation work.</p> <p>Q4 2023 – aiming for LRV Final Design Review (FDR) completion.</p>

1.5 Risk Management

Risks and opportunities are continually monitored by Green Line, some key risks of note from July 2023 are:

- Green Line continues to monitor financial market changes. Regular external due diligence is ongoing to identify, evaluate and validate information and assumptions.
- Utility relocation works in Beltline and Downtown are ongoing in busy traffic corridors, which has a potential to impact travelling public and pedestrians. Green Line continues to proactively engage and notify stakeholders of potential construction related impacts (e.g., road closures) and work actively

with City business units on a regular basis to optimize traffic control, lane closures, and assist with traffic management in Beltline and Downtown overall.

- Construction of 78 Avenue project has started in the community of Ogden. The project has a tight footprint and is located between very active CPKC mainline carrying approximately 28 trains a day and adjacent to residential areas. Adequate safety measures are in place to ensure safety of the workers/residents, and to avoid any interruption to the CPKC’s operations. Similarly proactive measures are planned to minimize quality of life impacts to the nearby residents.

The City Auditor presented their audit of the Green Line presented its Risk Management Process to The City’s Audit Committee on July 19, 2023. This audit assessed the design and operating effectiveness of Green Line’s risk management process. The Audit Committee heard that the process audit results indicated that Green Line’s risk management process was designed effectively and was operating as designed. Effective risk management is critical as Green Line’s work progresses, given that large projects typically encounter risks that impact the delivery within schedule, cost, quality, and safety. Green Line’s Risk Management Framework incorporated processes to identify, analyze, mitigate, and monitor risks through tools such as the risk register, risk breakdown structure and risk software applications.

1.6 Public Affairs

Apart from one site downtown, BDURP construction was paused as part of a planned curtailment period from July 2-17 to accommodate the increase in visitors and traffic in the area during Stampede. Crews met stakeholder commitments for construction completion and streets and sidewalks returned to a tidy and clean state in advance of Stampede. Work began immediately following Stampede on 13 projects within the Beltline and Downtown.

The 78 Avenue Project in Ogden also kicked off in late July, with extensive community outreach preceding the start of construction activities.

Green Line’s Community Relations team led its monthly construction outlook for Downtown twice during the month – once to give a post-Stampede preview on July 5, and another on July 26. A recurring meeting was also added for the Beltline beginning in July, to help set expectations and inform residents and businesses about the impacts they should expect over the month ahead.

In addition to the 13 construction notices sent to 471 stakeholders in Beltline, Downtown and Ogden during the month of July, direct stakeholder outreach for July 2023 is summarized below.

Outreach Activity	Activity (July)
Business outreach*	128
Residential/property outreach*	17
Key stakeholder/partner meetings	29
Email/311 requests	9
Information sessions/events	0

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

July was a quieter month, with just nine inquiries through the Green Line email inbox and 311 service requests. This is likely due to the planned pause in construction activities during Calgary Stampede. With

construction ramping up again with the resumption of BDURP work after Stampede and the start of the 78 Avenue Project these numbers are likely to increase in the months ahead.

Green Line’s Street Team attended four community events in July:

- Canada Day – pop up interactions at 3 locations.
- First Flip – As volunteers at the pancake breakfast, the Street Team met the Mayor and Premier. A photo of the Street Team with Premier Smith was shared on her social media accounts.
- Crescent Heights Night Market - small event with lower public interactions, but good engagement with the area BIA.
- Inglewood Sunfest – About 1,000 interactions and 25 new Instagram followers.

2.0 Health & Safety

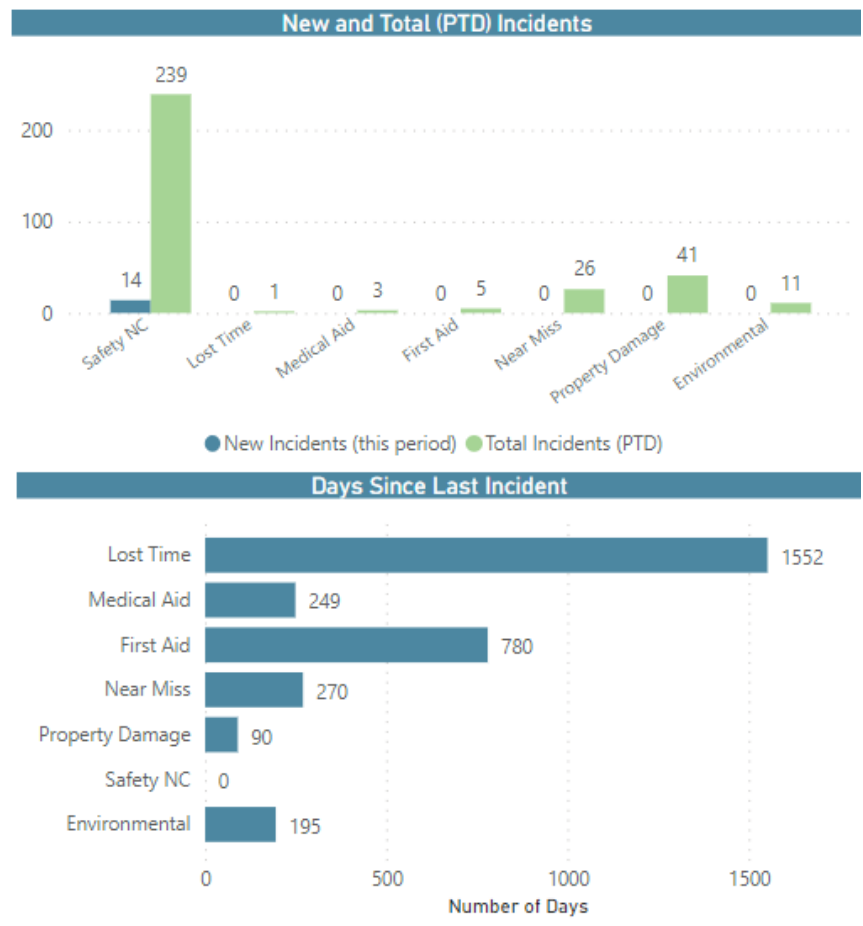
Green Line monitors the safety compliance of Green Line staff, consultants, and contractors at construction sites via ongoing site visits and safety inspections. As part of the safety commitment, appropriate orientation including emergency procedures, location and use of safety equipment continues for new hires. The Leadership for Safety Excellence course was completed by several team members at the end of July, with additional courses to be scheduled throughout the remainder year.

There were no safety incidents in the month of July.

Safety Audit

Green Line had retained services of an external consultant to audit safety performance of the CM Contractor. The audit report has identified various opportunities for improvement. A safety workshop and training program is developed and will be implemented to improve safety awareness and performance. The training is to be rolled out in August.

Safety Reporting



Green Line Safety Incident Frequency Statistics



Performance Indicator		Green Line & City Staff	Contractors	Green Line, City Staff & Contractors
TRIFR: Total Recordable Injury Frequency Rate	per 200,000 hrs			
*Statistics based on a rolling 12-month period from July 31, 2022, to July 31, 2023.				

3.0 Environmental

Environmental assessments were wrapped up in February 2023, and no new field assessments were done in July 2023.