

JUN 26 2019

ITEM: 7.4 TT2019-8011
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CITY CLERK'S DEPARTMENT

Green Line Update TT2019-8011 June 26, 2019

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Vision

A transit service that improves mobility in existing communities in north and southeast Calgary connecting people and places, and enhancing the quality of life in the city.




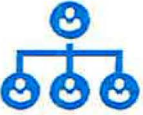



Align with June 2017 Strategic Direction

1. Project needs to meet \$4.903B funding availability
2. Extends from 16 Ave N to 126 Ave SE
3. Low floor LRT
4. Maintain horizontal alignment to greatest extent possible
5. Project must attract opening day, daily ridership of 60,000 to 65,000
6. Balance travel time with community integration
7. Infrastructure must be designed to create a feeling of place and to improve the community

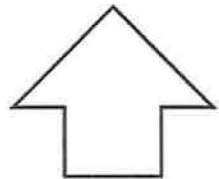
Key Learnings from Q1 2018 to Q1 2019

1. Responsible Governance Risk Tolerance
2. Outcomes from Tunnel Design Analysis
 - Single Bore
 - Twin Bore
 - Alternative vertical profiles i.e. fully elevated, bridge over river, surface running
3. Market Capacity and Industry Risk Acceptance
4. Improve project readiness wherever possible

Project Progress Report Card

Focus Areas	Leadership 	Governance 	Commercial 	Stakeholder 	Technical 
Key Element	<ul style="list-style-type: none"> • Vision, Mission & Values • Organizational Culture • Capability, Capacity and Competence • Management of Change • Communications • Soft Controls 	<ul style="list-style-type: none"> • Oversight • Authority, Decision & Escalation Protocols • Organizational Design (and Roles & Responsibilities) • Reporting/Line of Sight • Performance Management 	<ul style="list-style-type: none"> • Contract Strategy • Contract Development • Supply Chain & Markets • Risk Management • Finance & Funding 	<ul style="list-style-type: none"> • Government Relations • Indigenous Relations • Community/Public Engagement • Internal Stakeholders 	<ul style="list-style-type: none"> • Engineering & Construction Management • Properties Management • Budget • Schedule • Project Controls • Technology Systems & Processes • Environmental, Safety, Regulatory, Quality, & Compliance

Focus Area: Leadership



Leadership

- Vision, mission and values
- Organizational culture
- Capability, capacity and competence
- Change management
- Communications
- Soft Controls

Q1 2019 (Jan–March)	Q2 2019 (April–June)	Q3 2019 (July–Sept)
Key Deliverables	Key Deliverables	Key Deliverables
<input checked="" type="checkbox"/> Interviewed candidates for GL Managing Director position <input checked="" type="checkbox"/> Ongoing Change Management program	<input checked="" type="checkbox"/> Onboarding of new GL Managing Director <input checked="" type="checkbox"/> Ongoing Change Management program <input type="checkbox"/> Finalize Project Management Plan	<input type="checkbox"/> Finalize and implement the Project Management Plan <input type="checkbox"/> Conduct a Project skills assessment <input type="checkbox"/> Develop staffing plan and recruitment strategy

Colour Ratings:



Controlled

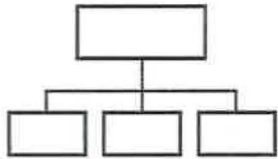


Needs attention



Requires immediate attention

Focus Area: Governance

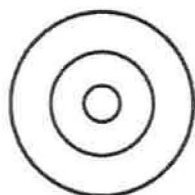


Governance

- Oversight
- Decision/authority/escalation protocols
- Organizational design (and roles & responsibilities)
- Reporting line of sight
- Performance management

Q1 2019 (Jan–March)	Q2 2019 (April–June)	Q3 2019 (July–Sept)
Key Deliverables	Key Deliverables	Key Deliverables
<input checked="" type="checkbox"/> Completed review of organizational structure and team skills assessment <input checked="" type="checkbox"/> Governance review <input checked="" type="checkbox"/> Developed an escalation and decision-making framework <input checked="" type="checkbox"/> Developed Project Report Card and overall Project Gap Analysis tool	<input checked="" type="checkbox"/> Organize Project Team <input checked="" type="checkbox"/> Development of project Quarterly Status Report <input checked="" type="checkbox"/> Project Governance and Terms of Reference agreed	<input type="checkbox"/> Finalize and implement Project-level governance controls (e.g. delegation of authority, escalation protocols) <input type="checkbox"/> Finalize and implement Project Charter <input type="checkbox"/> Operationalize Technical and Risk Committee

Focus Area: Commercial



Commercial

- Business case
- Contract strategy
- Procurement
- Risk management
- Finance and funding

Q1 2019 (Jan–March)	Q2 2019 (April–June)	Q3 2019 (July–Sept)
Key Deliverables	Key Deliverables	Key Deliverables
<input checked="" type="checkbox"/> Finalized agreements between The City and Canadian Pacific <input checked="" type="checkbox"/> Ultimate Recipient Agreement signed <input checked="" type="checkbox"/> RFQ for LRV released <input checked="" type="checkbox"/> Finalized industry notification of Enmax Power Services Corporation	<input checked="" type="checkbox"/> Finalize supplemental contracts strategy <input checked="" type="checkbox"/> Project risk strategy defined <input type="checkbox"/> Finalization of comprehensive Risk Management Plan <input type="checkbox"/> Release main contract RFQ	<input type="checkbox"/> Finalization of comprehensive Risk Management Plan <input type="checkbox"/> Develop functional inputs to Project Agreement – including key commercial terms <input type="checkbox"/> Request for Proposals for Utility Contract Manager released, closed and awarded <input type="checkbox"/> Identify and onboard Constructability Advisors

Focus Area: Stakeholder



Stakeholder

- Government relations
- Indigenous relations
- Community/public engagement
- Internal stakeholders

Q1 2019 (Jan–March)	Q2 2019 (April–June)	Q3 2019 (July–Sept)
Key Deliverables	Key Deliverables	Key Deliverables
<input checked="" type="checkbox"/> Community Stakeholder engagement and communication <input checked="" type="checkbox"/> Developed draft internal and external Communications Plan <input checked="" type="checkbox"/> Design Talks partnership for an International Ideas competition <input checked="" type="checkbox"/> Presentation to Calgary Construction Association	<input type="checkbox"/> Development of Global Indigenous Plan	<input type="checkbox"/> Develop Project stakeholder management plans <input type="checkbox"/> Coordinate support from corporate functions

Focus Area: Technical



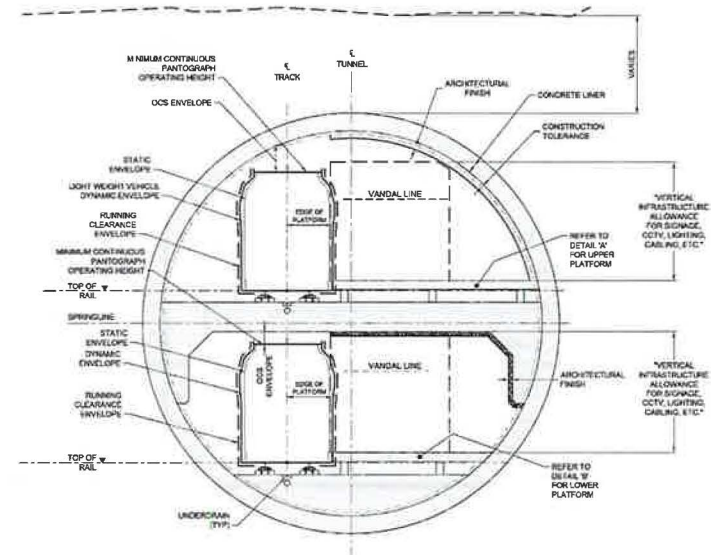
Technical

- Engineering and construction management
- Properties management
- Budget and schedule
- Project controls
- Technology/ systems/processes
- Environmental, Safety, Regulatory, Quality, and Compliance

Q1 2019 (Jan–March)	Q2 2019 (April–June)	Q3 2019 (July–Sept)
Key Deliverables	Key Deliverables	Key Deliverables
<input checked="" type="checkbox"/> Single-Bore Tunnel Analysis Underway <input checked="" type="checkbox"/> Adoption of the Envision Sustainability Management System <input checked="" type="checkbox"/> Development of an Integrated Schedule <input checked="" type="checkbox"/> Railway Gardens Notice of Motion Explorative Informal Steering Committee Meetings <input checked="" type="checkbox"/> TOD Implementation Strategy development	<input checked="" type="checkbox"/> Finalize the Single Bore Tunnel Design Analysis <input checked="" type="checkbox"/> Finalization of Project Controls strategy	<input type="checkbox"/> Finalize scope re-evaluation <input type="checkbox"/> Develop an integrated Project schedule <input type="checkbox"/> Develop Project Controls plans and processes <input type="checkbox"/> Develop Project information and systems strategy <input type="checkbox"/> Develop and implement required technical management plans

Outcomes of Tunnel Design Analysis

- Completed an update of the single bore tunnel design
- Single and twin bore tunnel designs are comparable
- Need to continue to examine all risks, scope, and constructability
- Setting up a Technical and Risk Committee



Stage 1 Construction Contracts Schedule

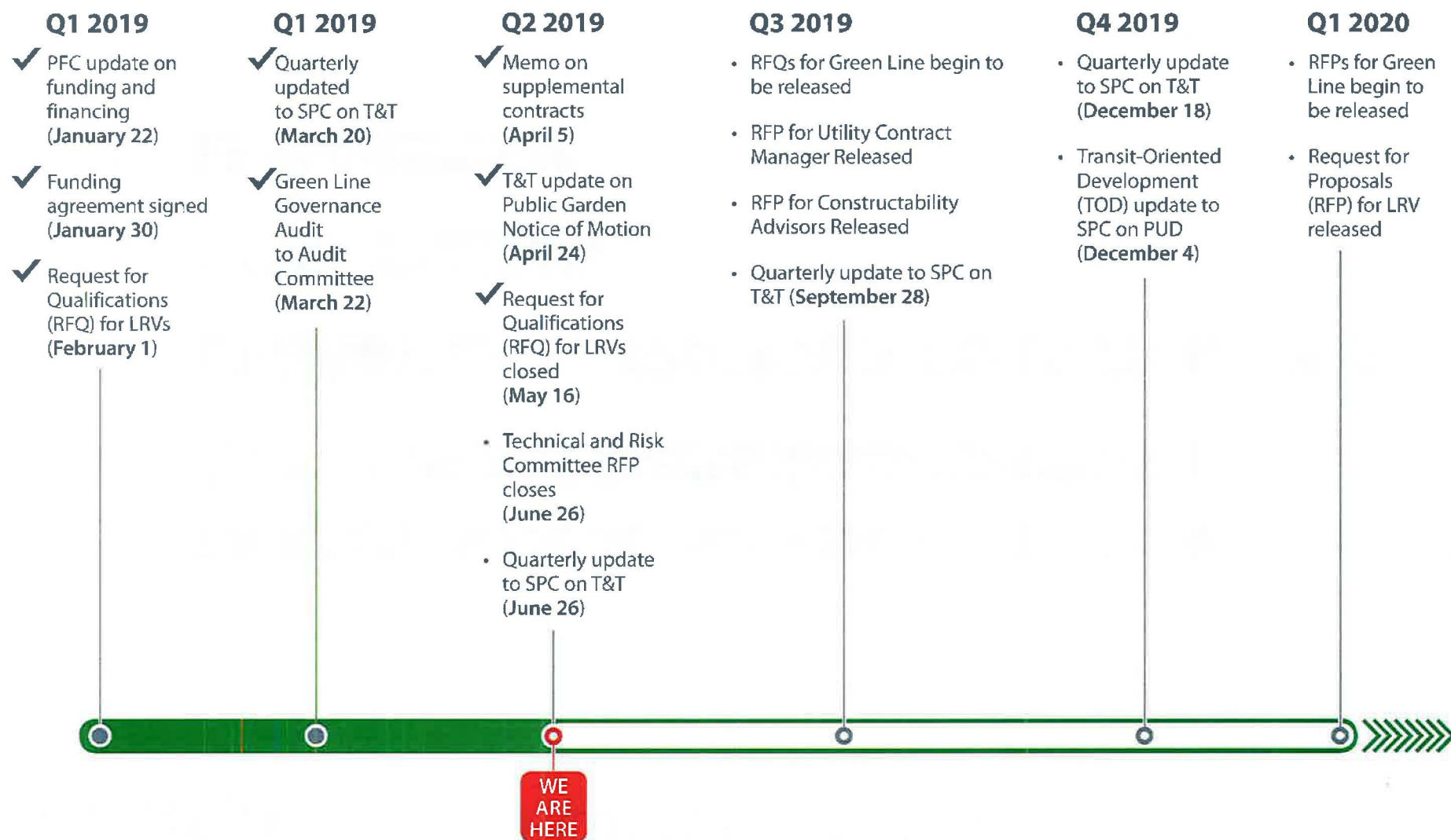


Key activities include:

- Stakeholder Relations in place from 2019 to Revenue Service.
- Design development engagement (as part of DBF) to commence post contract award.



Green Line LRT: Project Timeline



Calgary



Thank You.