



Business Support Program (BSP) – Green Line LRT Project Business Insights Panel – Terms of Reference

Project background

The Green Line LRT is the largest infrastructure project in Calgary's history. With \$4.9 billion in unprecedented investments from the Government of Canada, the Government of Alberta and The City of Calgary, Green Line will play a key role in shaping our city's future. The Green Line will kick-start our economy with 20,000 jobs, connect people and places, and reduce congestion on our roads. Green Line will help build the Calgary of tomorrow.

Green Line Vision: A city-shaping transit service that improves mobility in communities in north and southeast Calgary, connecting people and places, and enhancing the quality of life in the city.

In 2015, a Notice of Motion was put forward by Councillor Druh Farrell (NM2015) to proactively address negative construction impacts that could be experienced by businesses along the Green Line LRT alignment. In what was labelled a *Business Support Program (BSP)*, Councillor Farrell identified specific measures that may be considered. In the Notice of Motion, Councillor Farrell directs:

Consult with the impacted business community to develop a Business Support Program, and report to the Standing Policy Committee on Transit and Transportation, prior to commencement of construction of the Green Line.

Successful approaches may include:

- I. Communication;
- II. Issues resolution;
- III. Marketing and retail consulting;
- IV. Promotion;
- V. Business-oriented workshops; and
- VI. Procurement opportunities.

Public engagement is therefore required to establish and refine the scope and approach of a Business Support Program ("BSP") for the Green Line LRT construction. While the framework for the BSP will be initiated by The City, involvement of the impacted business community is important to implementing a BSP that reflects the needs, expectations and perspectives of the impacted business community.

It is expected that some of the engagement will make use of a Business Insights Panel comprised of business representatives from along the Green Line LRT alignment. In addition, the broader business community should be involved throughout the development of the BSP, where appropriate.

Purpose

The purpose of these Terms of Reference is to ensure that members of the Business Insights Panel (“BIP”, “The Panel”) are aware of expectations, commitments and their role in providing input into the Business Support Program (BSP) for the Green Line LRT project and engagement processes.

Mandate

The role of the Business Insights Panel is to provide perspective and make suggestions to the project team regarding the development of a Business Support Program. The expertise of The Panel will be sought by the project team to help inform project decisions as required. The Panel is not a decision-making body; decision-making authority will remain the responsibility of the Green Line project team. The project team will consider input from the public and members of the Business Insights Panel to inform project decisions related to the Business Support Program.

Roles and responsibilities of Business Insights Panel members

General

- **Come to meetings prepared:** review the agenda and other materials ahead of time.
- **Treat people with dignity and respect:** practice active listening and empathy.
- **Share your perspective:** share the perspectives of the area you represent.
- **Think of the big picture:** consider all opinions shared, not only your own.
- All members are expected to abide by [The City’s Respectful Workplace Policy](#) .
- All members must adhere to the Green Line Conflict of Interest Policy.
- All members must adhere to the terms of the Green Line Confidentiality Agreement.

During development of the Business Support Program, including the period(s) of engagement

- Provide perspective and suggestions on communications and engagement approaches
- Review public input and help to refine that data into potential mitigation opportunities
- Identify common interests along the alignment, as well as area-specific interests
- Assist in communicating engagement opportunities to their stakeholders and/or membership
- Provide perspective and suggestions on the role of the BIP during construction

During construction

- Share construction experiences from impacted communities that may help to identify and resolve current issues or plan for future issue mitigation
- Assist with program communications between the project and communities and/or membership
- Provide feedback on BSP performance and make program suggestions based on findings of the performance monitoring process
- Provide feedback on program decisions as required

Responsibilities of the Chair

The Manager of the Business Support Program will act as Chair. It is the responsibility of The Chair to:

- Facilitate meetings, or designate that role to The Facilitator
- Work internally to collect relevant information to share at Panel meetings
- Ensure all members of The Panel have an equitable opportunity to listen and be heard
- Consider feedback shared by Panel members as part of decision-making
- Act as spokesperson, or designate an alternative spokesperson, for The Panel

Responsibilities of the BIP facilitator

- Be the main point of contact for the Panel
- Create and distribute meeting agendas, presentations and supporting materials in advance of each meeting
- Host and facilitate each meeting if requested by The Chair
- Record and distribute meeting summary notes

Membership, selection and meeting requirements

The BIP may consist of up to 22 members, with representation from all areas of Green Line LRT Stage 1.

If desired, the BIP may establish sub-panels of the BIP members. Sub-panels may meet separately but should report their discussions to the BIP, and are still required to meet as a whole BIP based on the determined meeting schedule.

Selection and recruitment

To allow for swift setup of The Panel in the first year, a baseline membership will be sought from relevant Business Improvement Areas (BIAs). Where BIAs do not exist, Community Associations will be asked to recommend a representative. If this is not possible, a representative will be recruited from the public. These organizations can be expected to participate in a Green Line Business Insights Panel based on the nature of their work as representatives.

Additional members will be recruited to establish representation in all areas along the alignment. These public members are to be recruited online, and evaluated using a selection criteria matrix.

After the first year, new or additional recruitment can be decided upon as part of the Terms of Reference review.

Term of commitment

BIA membership will not be subject to a term limit. The initial membership term for all other members will be for one year from the date of the first meeting. Prior to completion of the first year, the BIP will review the terms of reference, including the length of terms. Membership may be extended up to two-year terms at the discretion of the chair.

Members may be removed from the BIP at any time, at the sole discretion of The City.

Quorum

The BIP is not a decision making body and therefore quorum for decision-making is not required; however, meeting quorum will be required. At least eight public members (not City staff), with representation from both segments, must confirm availability for a meeting to proceed. If availability has been confirmed but less than eight members show up for the meeting, the meeting can proceed at the discretion of The Chair.

#	Member	#	Member
1	Inglewood BIA	13	Crescent Heights BIA
2	Ramsay CA	14	Eau Claire CA
3	DouglasQuarry CA	15	Chinatown BIA
4	Millican-Ogden CA	16	Victoria Park BIA
5	Highfield area (recruited)	17	Calgary Downtown Assoc.
7	Shepard area (recruited)	19	Beltline BIA
8	Public (recruited)	20	Public (recruited)
9	Public (recruited)	21	Public (recruited)
11	Program Manager	23	Engagement staff
12	Program support	24	Communications staff

Meeting schedule

The *Business Insights Panel* is expected to meet once per month. This schedule will be further refined once The Panel begins to meet, and may be further adapted as new understandings of upcoming work and emerging areas of support are identified. Members will be polled to set the first meeting time.

Anticipated meeting schedule:

Meeting	Date	Time	Location
Virtual meet and greet	January 12, 2021	4:00 – 5:00 p.m.	Online
1	January 19, 2021	TBC (1.5-2 hours)	Online
2	(TBC) February 9, 2021	TBC (1.5-2 hours)	Online
3	(TBC) March 9, 2021	TBC (1.5-2 hours)	Online
4	(TBC) April 6, 2021	TBC (1.5-2 hours)	Online
5	(TBC) May 4, 2021	TBC (1.5-2 hours)	Online
6	(TBC) June 1, 2021	TBC (1.5-2 hours)	Online
FUTURE MEETINGS TO BE BOOKED AT A LATER DATE			

Meeting agendas and notes

The City of Calgary will assign a staff member to record and distribute meeting minutes.

Declaring Interests

- Members will be required to sign the Green Line Confidentiality Agreement and adhere to the Green Line Conflict of Interest Policy
- Members must declare any relevant interests prior to the discussion of issues, or at any time a conflict or potential conflict of interest arises. An interest refers to situations in which personal, occupational or financial considerations may affect or appear to affect the objectivity or fairness related to BIP activities.

Escalation Process

In the event that misinterpretation of information, concerns over project policy direction or decision making, or concerns about meeting conduct or communications are realized, those concerns should be brought to the attention of a City staff:

- Initially, concerns should be directed to the BIP facilitator.
- In the event that the BIP facilitator does not adequately address or respond to the issue, the BSP manager should be advised of the situation.

Governance

The *Business Insights Panel* is not a decision making body. Final decisions relating to the program will be made by the BSP Manager and Chair of The Panel in collaboration with the Green Line senior leadership.

Terms of Reference review

The Terms of Reference (TORs) will be reviewed by all members ahead of the first official meeting. Edits may be made at the discretion of The Chair and will be discussed with the Panel members beforehand.

TORs will be reviewed annually, in January of each year. Any proposed changes will be shared for discussion amongst The Panel before being recommended to The Chair for approval. Unanimous consent is not required for recommendations to be made and considered.

City of Calgary Contacts

- BSP manager: Juliet Pitts, juliet.pitts@calgary.ca
- BIP facilitator: Dylan Jones, dylan.jones@calgary.ca

Declaration

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I, the undersigned, agree to participate in the Business Insights Panel and agree to abide by processes, principles and values as set out in these Terms of Reference.

Name: _____

Signature: _____

Date: _____

Phone: _____

Email: _____