

Low	Willing to accept and monitor these risks since they have low likelihood of occurrence with minor consequences.			
Medium	Recognizes these risks will probably occur and will have moderate consequences. Management will monitor and manage risks by implementing contingency plans to reduce the likelihood and impact of their occurrence.			
High	Recognizes these risks are top priorities of critical importance to the organization. Management is spending more effort to manage and monitor these risks by implementing risk mitigation strategies to reduce the likelihood and impact of their occurrence.			
Risk Category	Potential Risk Identified	Risk Rating Q4 2019	Mitigation	Risk Rating Q3 2019
Financial	Final project at risk of being delivered over budget.	High	Establish cost estimation, procurement, and cost control protocol to ensure budget is controlled.	Medium
Technical	Tunneling below downtown infrastructure has not been performed before in the City of Calgary to this scale.	High	Collaborative safety and technical risk assessment with contractor and City Business Units, including Fire and CEMA.	High
	Impacts of Bow River Bridge to Prince's Island urban infrastructure and environment.	Medium	Review of urban integration by bridge architect specialists, environmental assessments, and collaboration with ongoing projects (e.g. Bow River pathway upgrades) to identify impact and opportunities.	NA
	There is an inherent utilities risk in Segment 2 due to the complexity of the downtown underground area and limited time to mitigate prior to start of construction.	High	Early involvement of a Construction Manager to work with the City through the Design phase and strategize mobilization of critical items as early and efficiently as possible.	NA
Construction	Significant disruption to traffic, businesses, and communities during construction.	High	Develop support plan for businesses impacted by construction. Ensure that contract specifications clearly outline acceptable traffic impacts.	High
Legal	Clarity concerning corporate risk tolerance (e.g. definition of Contingency, Management Reserve).	Medium	Determine risk tolerance, and develop clear guidelines for managing contingency and budget, including the definition of Management Reserve. Set decision making responsibility at appropriate levels within the organization to account for degree of risk (e.g., Green Line Business Unit, Executive Steering Committee).	Medium
Procurement	City managing interfaces between multiple contracts at once.	High	Draft robust interface and integration framework and an interface schedule within each contract.	NA
	Protracted procurement process that frustrates the market and increases cost.	High	Maintain consistency with recent procurement timelines and market sensitivities to contract negotiations. Secure required resources for project of this magnitude.	Medium
Real Estate	Negotiations in Segment 2 on hold pending final approval of the alignment and successive definition of infrastructure requirements.	High	Once approval of Segment 2 is obtained, design completion will inform property requirements.	High
Environmental/ Permitting	Unanticipated contaminated materials are encountered during construction that require disposal and management.	Medium	Conduct appropriate level of Environmental Site Assessment. Develop a plan for storage of contaminated materials on site to allow for continued site operation.	NA
Safety	The magnitude of the project will require a fast pace of construction integrated within several public communities carrying on with their daily routines. This inherently increases public exposure to construction hazards even with safety measures in place.	Medium	Green Line management team and supporting resources to collaboratively participate in the development all aspects of safety in each of the respective areas to address stakeholder interaction with planned construction activities.	Medium
QA	Insufficient Quality Control and Assurance Program in place, impacting the design and construction of the project.	Medium	Develop Quality Control and Assurance Protocol and require all stages of the project to adhere to the Protocol.	Low
Communications	Not meeting stakeholder expectations for the project set during earlier phases of public consultation.	High	Inform stakeholders of project changes to reset expectations, instill confidence and address concerns.	Medium
Note: Specific legal and financial risk are not included in the public register as the procurement process is competitive and confidential in nature.				