



## Green Line Risk Registry

Access/Real Estate	A1	Required land is not available for contractor on financial close.	Merged with A3 and A5 Jan 2019	Acquisition program for all confirmed property requirements underway and Council approved delegated authorities in place to allow for timely approvals and expedient closing dates, wherever possible. Technical team advancing with finalizing design through tunnel section to confirm outstanding property requirements. Documenting all specific property requirements/exceptions to be included in the land schedule for the procurement documents.	Medium
	A2	Opportunities for station integration may be limited due to technical and financial barriers.	Merged with A3 and A5 Jan 2019	Ensuring technical solutions are identified and provided, wherever possible, to enable station integration in the immediate/near and future terms. Targeted communication and engagement plan, exploratory research and expectation setting.	High
	A3	Unable to obtain consensual agreements with all property owners within project timelines resulting in higher number of expropriations.	High	Prioritize resources on highest risk files, work with technical team to develop and implement acquisition strategies to encourage negotiated agreements. Preparing land schedule for inclusion in the procurement documents	New Risk
	A4	Negotiations unable to move forward in light of the constructability review and tunnel method decision in the Centre City.	High	Working with technical team to finalize design through the tunnel section and confirm property requirements. Developing an acquisition strategy to address the tunnel section and allow transactions to advance as early as possible.	New Risk
Environmental/Permitting	E1	Risk that CEA project description for the MSF triggers determination of federal EA required.	Medium	Early engagement with CEA to understand requirements; Maintain up-to-date information on CEA requirements; Proper planning and execution of permit requirements will help to mitigate schedule delays.	New Risk
	E2	Timelines to receive regulatory approvals through DFO, Transport Canada, Public Lands, and Water Act exceed expected timelines (as outlined in PLA matrix).	Medium	Pre discussions with regulatory bodies. Discussions to be documented and put into data room. Listing of known regulatory requirements in TPR. Participate in City of Calgary corporate capital project priority process with Alberta Environment and Parks (coordinated effort to not overburden regulatory bodies with requests).	New Risk
Safety	S1	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	GL SMT 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; and, participate in construction safety inspections to ensure public is aware of and following safety mitigative measures.	Medium
	S2	Pedestrians accessing stations at locations other than pedestrian crosswalks provided.	High	Public awareness with Community Relations group. Prime Contractors fencing and signing sites, as well as, situation awareness for trespassers.	New Risk
	S3	Delay for emergency response services including EMS, fire, and police due to reduced traffic capacity during construction of the LRT.	Medium	GL SMT to work with Fire Dept management to conduct hazard assessment and mitigative training/response plan which will be coordinated with tunneling, bridge and surface contractors during construction.	New Risk
HR	H1	The majority of City personnel are not experienced in underground tunnel and station construction to this scale which will present a steep learning curve and increased safety risks.	Medium	Ensure Managing Director is experienced in this scale tunnel construction contract management and has supporting resources to effectively manage the prime contractor for the project.	Medium
QA	Q1	Insufficient Quality Control and Assurance Program is in place impacting the design and construction of the project.	Low	Develop Quality Control and Assurance Protocol and require all stages of the project to adhere to the Protocol.	Low
Communications	M1	The City of Calgary is in the midst of exploring and defining it's indigenous strategy in a complex and changing environment.	Medium	First Nations Consultation required (e.g. funding condition) to understand their needs and determine best strategy.	New Risk
	M2	Stakeholders have an expectation of receiving updates on the Green Line project due to the high amount of engagement previously undertaken.	Medium	Ongoing updates to stakeholders is required to instill confidence, maintain trust and excite stakeholders/build advocates for the project.	New Risk

Note: Specific legal and financial risk are not included in the public register as the procurement process is competitive and confidential in nature.