| #       | Feb 5, 201<br>Risk Registe<br>Ref # |                                  | Risk Description  | Possible Effect   | Quantifiable? | Likelihood | Probability Value | Estimated Cost<br>Variance (\$) | Expected Value of<br>Cost (\$) | Estimated<br>Schedule Variance<br>(weeks) | Expected Value of Schedule (weeks) | Impact        | Inherent Risk Level<br>/Overall Ranking | Allocation | Probability x<br>Impact<br>(Hidden) | Risk Response<br>Strategy | Description of Risk Response Plan  | Risk Owner | Responsible<br>Party | Risk Response<br>Plan<br>Completion<br>Date |
|---------|-------------------------------------|----------------------------------|---|---|---------------|------------|-------------------|---------------------------------|--------------------------------|---|------------------------------------|---------------|---|------------|-------------------------------------|---------------------------|--|------------|----------------------|---|
| Project | Managen                             | ent                              |   |   |               |            |                   |                                 |                                |   |                                    |               |   |            |                                     |                           |  | title      |                      |   |
| PM1     | NEW                                 | Extended Project<br>Management   | Issue management and/or schedule delay results in a longer project management timeframe                         | cost increase, for<br>purposes of risk<br>assume a six month<br>delay |               | Likely     | 0.75              | s.17                            |                                |   |                                    | Significant   | HIGH                                    | RETAIN     |                                     | Mitigate                  | Revise project management budget as required.  | D.Chang    | BCMoT                | Project<br>Completion                       |
| PM2     | FP6                                 | Project Team<br>Management Costs | Management costs exceed budget due to additional resources  | cost increase   | TBD           | Possible   | 0.5               |                                 |                                | 0   | 0                                  | Significant   | MED                                     | RETAIN     |                                     | Mitigate                  | Clear defined roles and responsibilities of management<br>team from outset of Implementation. Close relationship<br>with contractor. | D.Chang    | BCMoT                | Project<br>Completion                       |
| Procur  | ement                               |                                  |   |   |               |            |                   |                                 |                                |   |                                    |               |   |            |                                     |                           |  | title      |                      |   |
| Advand  | e Works                             |                                  |   |   |               |            |                   |                                 |                                |   |                                    |               |   |            |                                     |                           |  | title      |                      |   |
| AW7     | AW3                                 | Contribution<br>Payments         | Third party contributions BC Hydro, QNET, City of Coquitlam) for work carried out on their behalf are not paid. | Loss of revenue   |               | Unlikely   | 0.2               |                                 |                                |   |                                    | Insignificant | Unlikely                                | RETAIN     | Mitigate                            | Mitigate                  | Develop contribution payment tracking mechanism. Assign ownership / responsibility to track payments.                                | T.Cooper   | BCMoT                | Project<br>Complete                         |

| #        | Feb 5, 2014<br>Risk Register<br>Ref # |   | Risk Description  | Possible Effect   | Quantifiable? | Likelihood        | Probability Value | Estimated Cost Expected Value of Cost (\$) | Estimated<br>Schedule Variance<br>(weeks) | Expected Value of Schedule (weeks) | Impact        | Inherent Risk Level<br>/Overall Ranking | Allocation | Probability x<br>Impact<br>(Hidden) | Risk Response<br>Strategy | Description of Risk Response Plan   | Risk Owner             | Responsible<br>Party    | Risk Response<br>Plan<br>Completion<br>Date |
|----------|---------------------------------------|---|---|---|---------------|-------------------|-------------------|--|---|------------------------------------|---------------|---|------------|-------------------------------------|---------------------------|---|------------------------|-------------------------|---|
|          | T                                     | ion and Vehicles                                    | Veneza de la constitución de la | Up-dates to be  |               | DII-I-            | 0.5               | s.17                                       |   |                                    | Insignificant | LOW                                     | OFTAIN     |                                     | Minima                    |   | A Calliana             | DCM-F                   | Testing                                     |
| SV2      | SI19<br>NEW                           | s.13,s.17   | VOBC needs automatic speed control updates to run on the main line  | provided  |               | Possible Unlikely | 0.3               |  |   |                                    | Minor         | LOW                                     | RETAIN     |                                     | Mitigate                  | Monitor train performance during testing.  Monitor Primary Contractor's requirements and ensure that they are communicating requirements, and ensure  | A.Sullivan  A.Sullivan | BCMoT<br>BCMoT          | Complete  Testing Commenceme                |
| SCV 6    | NEW                                   |   |   |   |               | Rare              | 0.1               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           | that TransLink is aware of requirements.  | M. Belyea              |                         | t   |
| SCV 7    | NEW                                   |   |   |   |               | Unlikely          | 0.2               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |   | M. Belyea              |                         |   |
| SCV 8    | NEW                                   |   |   |   |               | Likely            | 0.75              |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |   | M. Belyea              |                         |   |
| SCV 9    | NEW                                   |   |   |   |               | Rare              | 0.1               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |   | M. Belyea              |                         |   |
| SCV 10   | NEW                                   |   |   |   |               | Unlikely          | 0.2               | -  |   |                                    | Significant   | MED                                     |            |                                     |                           | EGL could take over some of the design and implementation of the work   | A.Sullivan             |                         |   |
| SCV 10 A | DETAIL TO<br>SCV 10                   |   |   |   |               | Unlikely          | 0.2               |  |   |                                    | Significant   | MED                                     |            |                                     |                           |   | M. Belyea              |                         |   |
| SCV 10 B | DETAIL TO<br>SCV 10                   |   |   |   |               | Unlikely          | 0.2               |  |   |                                    | Significant   | MED                                     |            |                                     |                           |   | M. Belyea              |                         |   |
| SCV 10 C | DETAIL TO<br>SCV 10                   |   |   |   |               | Unlikely          | 0.2               |  |   |                                    | Significant   | MED                                     |            |                                     |                           |   | M. Belyea              |                         |   |
| SCV 10 D | DETAIL TO<br>SCV 10                   |   |   |   |               | Unlikely          | 0.2               |  |   |                                    | Significant   | MED                                     |            |                                     |                           |   | A.Sullivan             |                         |   |
| SCV 10 E | DETAIL TO<br>SCV 10                   |   |   |   |               | Unlikely          | 0.2               |  |   |                                    | Significant   | MED                                     |            |                                     |                           |   | A.Sullivan             |                         |   |
| SCV 11   | NEW                                   |   | ECOMM may require the project to change to a new emergency radio system to accommodate 700 and 800MHz frequency bands, in place of a single band  | Would not be able to open without up-grade  |               | Likely            | 0.75              |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |   | A.Sullivan             |                         |   |
| SV12     | NEW                                   | ATC upgrades for<br>Mark III vehicles               | ATC system software upgrades for new Mark III vehicles. Additional costs to project budget, and that there is a delay in testing.   | Additional costs, delay in implementation   |               | Possible          | 0.5               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |   | M. Belyea              |                         |   |
| SV13     | NEW                                   | s.13,s.17   | I   | I   |               | Unlikely          | 0.2               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |   | A.Sullivan             |                         |   |
| 3113     |                                       | i   |   | i   |               | Offinery          | V.E               |  |   |                                    | mag.meant     |   |            |                                     |                           |   | 7.34.114.11            |                         |   |
| Third P  | arties                                |   |   |   |               |                   |                   |  |   |                                    |               |   |            |                                     |                           |   | title                  |                         |   |
| TP1      | Т7                                    | Third Party, other than Municipalities              | Individuals or groups attempt apply pressure on project for changes, usually related to temporary or permanent noise control, finishes etc  | Additional direct contract work to mitigate issue   | TBD           | Almost Certain    | 1                 |  |   | 0                                  | Significant   | нібн                                    | RETAIN     |                                     | Mitigate                  | Noise restrictions articulated in Table of Commitments.<br>Prescribe hours of work. Included implementation of<br>sound reduction tactics (e.g. noise walls) in estimate.<br>Segment Managers and Community Relations personnel<br>response to third party concerns in timely manner. | Segment<br>Managers    | BCMoT                   | Construction<br>Complete                    |
| TP2      | ST12                                  | s.13,s.16,s.1                                       | 7   | 1   | TBD           | Likely            | 0.75              |  | 0   | 0                                  | Minor         | MED                                     | RETAIN     |                                     | Mitigate                  | s.13,s.16,s.17  | Segment<br>Managers /  | BCMoT                   | Construction<br>Complete                    |
| TP3      | ST16                                  |   |   |   |               | Possible          | 0.5               |  | 0   | 0                                  | Minor         | Possible                                | RETAIN     |                                     | Mitigate                  |   | R.Louie<br>T.Steadman  | BCMoT                   | Construction<br>Complete                    |
| TP4      | ST17                                  |   |   |   |               | Possible          | 0.5               |  | 0   | 0                                  | Significant   | Possible                                | RETAIN     |                                     | Mitigate                  |   | Segment<br>Managers    | всмот                   | Construction<br>Complete                    |
| TP5      | U3a                                   | Undisclosed Utilities                               | Unknown utility location related to column foundation locations during construction. Non-prescribed column locations, type and sizing of foundations. Underground utility locations not correct.  | Relief event claim<br>submitted by<br>contractor, with<br>additional costs once<br>prescribed thresholds<br>are reached | TBD           | Possible          | 0.5               |  | see AP14                                  |                                    | Significant   | MED                                     | SHARE      |                                     | Mitigate /<br>Transfer    | Ensure all undisclosed utilities are monitored and tracked.   | T.Cooper               | BCMoT and<br>Contractor | Construction<br>Complete                    |
| TP6      | TM17                                  | Outside disruption to<br>Traffic Management<br>Plan | Municipalities approving new development adjacent to corridor that could affect<br>Contractor's traffic management plan.  | Claim from DB<br>contractor for revised<br>traffic management<br>plan   |               | Almost Certain    | 1                 |  |   |                                    | Insignificant | Almost Certain                          | RETAIN     |                                     | Mitigate                  | Language in Municipal Agreements around coordination and notification of developments.  | T.Cooper               | BCMoT                   | Project<br>Complete                         |
| TP7      | NEW                                   | s.16,s.17   |   |   |               | Almost Certain    | 1                 |  |   |                                    | Significant   | HIGH                                    | RETAIN     |                                     | Accept                    |   | A.Sullivan             | BCMoT                   | Project<br>Complete                         |
| TP8      | SI13                                  | Station names                                       | Station names are changed after the names are initially agreed  | Depends on timing, but<br>could result additional<br>software, hardware<br>and documentation<br>changes                 | TBD           | Rare              | 0.1               |  | 0   | 0                                  | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  | Establish early process to determine station names.<br>Include signing off station names in Municipal Access<br>Agreement? Publicly communicate station names?<br>Understand Translink policies on Station naming and<br>naming changes during the Project.                           | D.Chang                | BCMoT                   | Substantial<br>Completion                   |
| TP9      | E14a, b, c                            | s.16,s.17   | I   | 1   |               | Possible          | 0.5               |  | 0   | 0                                  | Significant   | MED                                     | RETAIN     |                                     | Mitigate /<br>Transfer    | Some risk retained for additional accommodation.  | G.Stewart /<br>G.Freer | BCMoT and<br>Contractor |   |

| #       | Feb 5, 2014<br>Risk Register<br>Ref # | Risk Name  | Risk Description  | Possible Effect   | Quantifiable? | Likelihood     | Probability Value | Esti<br>Va |
|---------|---------------------------------------|--|---|---|---------------|----------------|-------------------|------------|
| TP10    | NEW                                   | Changes to existing<br>infrastructure by third<br>parties                      | Changes to existing infrastructure by third parties impacts the project.  | Delay and scope changes.  |               | Rare           | 0.1               | "s.17      |
| TP11    | NEW                                   | s.13,s.17  |   | Additional costs. Third<br>parties may take legal<br>action.  |               | Possible       | 0.5               |            |
| TP12    | PY14                                  | Increase in impact to<br>businesses as a result<br>of Contractor<br>activities | Reduction in access to existing businesses and possible changes to relocation strategy  | Improvements to business access   | TBD           | Likely         | 0.75              |            |
| TP13    | AP6                                   | s.13,s.17  |   |   | TBD           | Rare           | 0.1               |            |
| TP15    | AP8b                                  | BCSA Approvals -<br>Delay in Operating<br>Permit                               | Operating Permit from Registrar as authorized by BC Safety Authority. Additional risk will be securing approval to operate the NEW vehicles | Contractor's risk could<br>extend the project<br>additional Owner's<br>project management                         | TBD           | Possible       | 0.5               |            |
| TP16    | AP18                                  | Scope changes -<br>Provincial<br>Government                                    | Government requires changes to the project  | Construction cost<br>increases, potential<br>project delay  | TBD           | Unlikely       | 0.2               |            |
| TP17    | NEW                                   | Construction impacts<br>CPR  | Construction activities impact CPR operations and require scope changes to work<br>adjacent to the railway                                  |   |               | Likely         | 0.75              |            |
| TP18    | NEW                                   | Change in CPR<br>regulations impacts<br>the work                               | Change in CPR regulations regarding flagging or other requirements.   | Contractor's risk could<br>require assistance from<br>the project   |               | Likely         | 0.75              |            |
| TP 20   | NEW                                   | s.13,s.17  |   |   |               | Likely         | 0.75              |            |
| TP 22   | NEW                                   | s.13,s.17  |   |   |               | Almost Certain | 1                 |            |
| TP 23   | NEW                                   | Third Party Utility Risk   | Third party utility reqirements impacts construction schedule (e.g. Telus)  | Additional project costs  |               | Almost Certain | 1                 |            |
|         |                                       |  |   |   |               |                |                   |            |
|         |                                       |  |   |   |               |                |                   |            |
| Contrac | t Administ                            | ration<br>Change in  | Change environmental laws during construction   | Possible compensation   |               |                |                   |            |
| CA1     | T24                                   | environmental laws<br>during construction                                      |   | event and increased costs   | TBD           | Unlikely       | 0.2               |            |
| CA2     | T30                                   | Misc claims of<br>marginal entitlement.  | Risk of small claims with marginal entitlement resulting in a form of payment in place of extended entitlement evaluation.                  |   |               | Likely         | 0.75              |            |
| CA3     | GU3a                                  | Post construction<br>settlement Residual<br>Risk<br>(linked to GE3)            | Post Warranty residual risk: Differential settlement post construction due to poor soils and inadequate design and/or construction.         | Attempt to instruct<br>contractor to repair the<br>situation, if unable the<br>cost of carrying out the<br>repair |               | Rare           | 0.1               |            |
| CA4     | ST10                                  | Lougheed Station<br>requires additional<br>repairs or work                     | Lougheed Station Reconfiguration design and construction risks due to unknown conditions and constructing during operations.                | Higher than expected costs for remodelling existing station.  | TBD           | Unlikely       | 0.2               |            |
| CA5     | SI5                                   | Access to Existing<br>Facilities   | s.13,s.17   |   | TBD           | Likely         | 0.75              |            |
| CA6     | SI7                                   | Integration Risk - New<br>Infrastructure                                       | Components of System do not integrate well and System does not perform optimally  | Additional costs, if found not be the fault of the contractor   | TBD           | Rare           | 0.1               |            |
| CA7     | E1                                    | Archaeological Find  | Ancient human remains or artifacts found during construction.   | Construction delayed in<br>specific area while<br>archaeological<br>assessment completed                          | TBD           | Possible       | 0.5               |            |
| CA8     | E2                                    | Undisclosed<br>Contaminated Soils  | The additional cost of removing contaminated soils that are not identified in the project agreement   | Additional costs that<br>may exceed the budget<br>for this item   | TBD           | Almost Certain | 1                 |            |
| CA9     | E15                                   | Undisclosed<br>Hazardous Building<br>Material                                  | Building demolition may involve undisclosed hazardous materials.  | Costly removal of hazardous materials.  | TBD           | Almost Certain | 1                 |            |
| CA10    | E16                                   | Habitat Compensation<br>Property   | Property not available, or available but too costly, therefore may require project to find alternate site to conduct habitat compensation   |   |               | Possible       | 0.5               |            |
| CA11    | NEW                                   | Consequential cost of<br>changes   | Consequential cost of changes, e.g. time extensions, additional owner's and PC's management resources.                                      | delay, cost.  |               | Possible       | 0.5               |            |
| CA12    | AP23                                  | Delay in Owner design<br>compliance reviews<br>during construction             | Owner's management team fails to complete reviews within the periods set out in the project agreement                                       | Schedule delays.<br>Potential delay claims.   | TBD           | Possible       | 0.5               |            |
| CA13    | CI1                                   | Change In Law or building code   | Change in law or building code  |   | TBD           | Possible       | 0.5               |            |
|         |                                       | - unumg code   |   |   |               |                |                   | L          |

| i<br>ance | Expected Value of<br>Schedule (weeks) | Impact        | Inherent Risk Level<br>/Overall Ranking | Allocation | Probability x<br>Impact<br>(Hidden) | Risk Response<br>Strategy | Description of Risk Response Plan  | Risk Owner   | Responsible<br>Party    | Risk Response<br>Plan<br>Completion<br>Date |
|-----------|---------------------------------------|---------------|---|------------|-------------------------------------|---------------------------|--|--|-------------------------|---|
|           |                                       | Significant   | LOW                                     | RETAIN     |                                     | Mitigate                  | Negotiate and defer to minimize impact to project  | Segment<br>Managers  | BCMoT                   | Project<br>Complete                         |
|           |                                       | Insignificant | row                                     | RETAIN     |                                     | Accept                    |  | D.Chang  | BCMoT                   | Project<br>Complete                         |
|           | 0                                     | Minor         | MED                                     | RETAIN     |                                     | Mitigate                  | Conduct business impact analysis. May need to assist in business relocation.  Implement Community Relations program.   | D.Chang /<br>Segment<br>Managers                           | ВСМоТ                   | Construction<br>Complete                    |
|           | 0                                     | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  | s.13,s.17  | Segment<br>Managers  | BCMoT                   | Project<br>Complete                         |
|           | 0                                     | Insignificant | LOW                                     | SHARE      |                                     | Mitigate                  | Involve BCSA during process of development. Obtain early sign-off.  Early communication with BCSA. Currently meeting with BCSA. Meet with BCSA to review final design solution.  | A.Sullivan   | BCMoT                   | pre-Operational<br>sign-off                 |
|           |                                       | Major         | MED                                     | RETAIN     |                                     | Mitigate / Accept         | Mitigate: Regular briefings with Provincial Representatives, MLA's, Ministry Executive. Having EAC in hand mitigates likelihood of potential scope changes. Accept: requested scope changes (if funding provided).                             | A.Farrell /<br>D.Chang                                     | ВСМоТ                   | Ongoing                                     |
|           |                                       | Major         | нідн                                    | RETAIN     |                                     | Accept                    |  | J.Eastman  | BCMoT                   | Construction<br>Complete                    |
|           |                                       | Insignificant | LOW                                     | RETAIN     |                                     | Accept                    |  | J.Eastman  | BCMoT                   | Construction<br>Complete                    |
|           |                                       | Significant   | нідн                                    |            |                                     |                           |  |  |                         |   |
|           |                                       | Insignificant | LOW                                     |            |                                     |                           |  |  |                         |   |
|           |                                       | Minor         | MED                                     |            |                                     |                           |  |  |                         |   |
|           |                                       |               | #N/A                                    |            |                                     |                           |  |  |                         |   |
|           |                                       |               |   |            |                                     |                           |  | title  |                         |   |
|           | 0                                     | Minor         | LOW                                     | RETAIN     |                                     | Mitigate /<br>Transfer    | Monitor environmental legislation changes.   | D.Vandevelde   | BCMoT                   | Project<br>Complete                         |
|           | 0                                     | Minor         | MED                                     | RETAIN     |                                     | Mitigate                  | Excellent contract administration and excellent project management.  | Project Director /<br>Contract<br>Administrator /<br>Legal | BCMoT                   | Project<br>Completion                       |
|           |                                       | Minor         | LOW                                     | RETAIN     |                                     | Mitigate                  | Monitor post-construction settlement.  | J.Eastman  | BCMoT                   | Post-<br>Construction<br>Completion         |
|           | 0                                     | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  | Inspect station as issues arise.   | R.Louie  | всмот                   | Project<br>Complete                         |
|           | 0                                     | Significant   | нібн                                    | SHARE      |                                     | Mitigate /<br>Transfer    | s.13,s.17  | A.Sullivan /<br>S.Jackes / D.Tyler                         | BCMoT and<br>Contractor | Project<br>Complete                         |
|           | 0                                     | Major         | row                                     | SHARE      |                                     | Mitigate/ Transfer        | Ensure that design meets requirements during design review.  | A.Sullivan   | BCMoT and<br>Contractor | Project<br>Complete                         |
|           | 0.5                                   | Insignificant | row                                     | RETAIN     |                                     | Mitigate                  | Contractor may conduct additional site investigations.<br>Contractor to have archaeology plan by which Owner<br>monitors against plan. Would be compensation event.  | D.Vandevelde   | BCMoT and<br>Contractor | Project<br>Complete                         |
|           | 0                                     | Minor         | MED                                     | RETAIN     |                                     | Mitigate                  | Monitor and minimize cost impacts.   | T.Steadman   | BCMoT                   | Construction<br>Complete                    |
|           | 0                                     | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  | Monitor and minimize cost impacts.   | T.Steadman   | BCMoT                   | Construction<br>Complete                    |
|           |                                       | Minor         | MED                                     | RETAIN     |                                     | Mitigate                  | Secure land as identified in EA application, for which the<br>EA Certificate was granted.<br>Engage 3rd parties for potential other feasible sites.  | D.Vandevelde   | BCMoT                   | Project<br>Complete                         |
|           |                                       | Significant   | MED                                     | RETAIN     |                                     | Mitigate                  | Monitor changes.   | J.Eastman  | BCMoT                   | Project<br>Completion                       |
|           | 2                                     | Minor         | MED                                     | RETAIN     |                                     | Mitigate                  | Set reallistic design review timelines. Ensure project<br>team resourcing for design reviews. Efficient Project<br>team design review process complete. Work with<br>Primary Contractor to ensure design submission schedule<br>is reasonable. | R.Louie  | BCMoT                   | Design Reviews<br>Complete                  |
|           | 0                                     | Significant   | MED                                     | RETAIN     |                                     | Accept                    |  | A.Farrell  | BCMoT                   | Project<br>Completion                       |
|           |                                       |               |   |            |                                     |                           |  |  |                         |   |

|         | DRAFT                                |  |  |                                      |               |                |                   |                                 | Evergreen Project Risk      | k Register                                |                            |
|---------|--------------------------------------|--|--|--------------------------------------|---------------|----------------|-------------------|---------------------------------|-----------------------------|---|----------------------------|
| #       | Feb 5, 2014<br>Risk Register<br>Ref# | Risk Name  | Risk Description   | Possible Effect                      | Quantifiable? | Likelihood     | Probability Value | Estimated Cost<br>Variance (\$) | Expected Value of Cost (\$) | Estimated<br>Schedule Variance<br>(weeks) | Expected Va<br>Schedule (w |
| CA14    | NEW                                  | Contractor Changes<br>Schedule                                     | Approvals and funding payments are timed and based on the original schedule, the changes could create a delay in approvals or loss or delay of funding   | Schedule delays and increased costs. |               | Likely         | 0.75              | s.17                            |                             |   |                            |
| CA15    | NEW                                  | CPR Causes Delay   | CPR causes delay to project construction schedule.   | Schedule delays and increased costs. |               | Likely         | 0.75              |                                 |                             |   |                            |
| CA 16   |                                      | Owner Directs<br>Contractor's Design or<br>Methods                 | As part of the review procedure the Owner unnecessarily directs changes to the design or directs construction methodology either to the detriment of the contractors design and procedures, or proven to cause unnecessary expense to the Contractor | Schedule delays and increased costs. |               | Rare           | 0.1               |                                 |                             |   |                            |
| CA 17   | NEW                                  | Stop work order is<br>successfully challenged                      | Project issues a stop work order, which is successfully challenged leading to a delay claim  | Schedule delays and increased costs. |               | Unlikely       | 0.2               |                                 |                             |   |                            |
| CA 19   | NEW                                  | Factual Errors   | Potential factual errors in geotechnical data logs.  | Schedule delays and increased costs. |               | Likely         | 0.75              |                                 |                             |   |                            |
| oncurre | entWorks                             |  |  |                                      |               |                |                   | <u> </u>                        |                             |   |                            |
| CW1     | T15                                  | Outstanding Contracts  | Tender prices above budget   | Increased costs                      | TBD           | Unlikely       | 0.2               |                                 |                             | 0   | 0                          |
| CW2     | NEW                                  | Scope Increases  | The scope of the work increases as requirements become clearer   |                                      |               | Almost Certain | 1                 | Ţ                               |                             |   |                            |
| CW 3    | NEW                                  | Land is not available for parking                                  | Need to acquire additional land for parking requirements.  | Increased costs                      |               | Likely         | 0.75              | Ī                               |                             |   |                            |
| unding  | Partners                             |  |  |                                      |               |                |                   |                                 |                             |   |                            |
| FP1     | NEW                                  | Change to<br>Government IDC  | Treasury Board / Ministry of Finance decides to increase IDC percentage and<br>recover from project.   | Cost                                 |               | Rare           | 0.1               |                                 |                             |   |                            |
| FP2     | NEW                                  | s.13,s.17  |  |                                      |               | Possible       | 0.5               |                                 |                             |   |                            |
| FP3     | NEW                                  |  |  |                                      |               | Likely         | 0.75              |                                 |                             |   |                            |
| Commun  | ication                              |  |  |                                      |               |                |                   |                                 |                             |   |                            |
| C1      | NEW                                  | Increased public communication                                     | Issue management results in increased costs.   | additional costs                     |               | Likely         | 0.75              |                                 |                             |   |                            |
| C2      | C2                                   | Protestor Delay  | Protestor delay. (e.g. Tunnel portal, West Port Moody Station, Environmental groups).  Schedule delays.  | Schedule delays                      | TBD           | Possible       | 0.5               |                                 |                             | 4   | 2                          |
| C3      |                                      | Increased community<br>relations due to<br>contractor's operations | Contractor's construction methods creates issues with stakeholder's and the general public, require additional community relations to rectify the issue  | additional costs                     |               | Possible       | 0.5               |                                 |                             |   |                            |
| chedule | •                                    |  |  |                                      |               |                |                   |                                 |                             |   |                            |
| S1      | SC1                                  | Delay Risk - Retained  | Relief events that occur during construction   | Delay to project completion          | TBD           | Possible       | 0.5               |                                 |                             | 12  | 6                          |

| e of | Estimated<br>Schedule Variance<br>(weeks) | Expected Value of<br>Schedule (weeks) | Impact        | Inherent Risk Level<br>/Overall Ranking | Allocation | Probability x<br>Impact<br>(Hidden) | Risk Response<br>Strategy | Description of Risk Response Plan  | Risk Owner | Responsible<br>Party | Risk Response<br>Plan<br>Completion<br>Date |
|------|---|---------------------------------------|---------------|---|------------|-------------------------------------|---------------------------|--|------------|----------------------|---|
|      |   |                                       | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  | Monitor Contractor schedule and performance against it.  | J.Eastman  | BCMoT                | Project<br>Completion                       |
|      |   |                                       | Major         | нідн                                    | RETAIN     |                                     | Mitigate                  | Agreement in place with CP Rail.   | J.Eastman  | BCMoT                | Construction<br>Complete                    |
|      |   |                                       | Significant   | LOW                                     |            |                                     |                           |  |            |                      |   |
|      |   |                                       | Insignificant | LOW                                     |            |                                     |                           | Limit authority for issuance of stop work orders   | J.Eastman  | BCMoT                | Construction<br>Complete                    |
|      |   |                                       | Significant   | HIGH                                    |            |                                     |                           |  |            |                      |   |
|      |   |                                       |               |   |            |                                     |                           |  | title      |                      |   |
|      |   |                                       |               |   |            |                                     |                           | On-site monitoring during construction.  |            |                      |   |
|      | 0   | 0                                     | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  | Considerably more contaminated soil found than<br>previously anticipated or ground condition tests have<br>shown. Further discussion required. | J.Eastman  | всмот                | Construction<br>Complete                    |
|      |   |                                       | Significant   | HIGH                                    | RETAIN     |                                     | Mitigate                  | Negotiations with Municipalities, Developers, etc.   | J.Eastman  | BCMoT                | Construction<br>Complete                    |
|      |   |                                       | Significant   | HIGH                                    | RETAIN     |                                     | Mitigate                  | Allowances in property budget for some property acquisitions for parking.  | F.Menu     | ВСМоТ                | Construction<br>Complete                    |
|      |   |                                       |               |   |            |                                     |                           |  | title      |                      |   |
|      |   |                                       | Minor         | LOW                                     |            |                                     |                           |  |            |                      |   |
|      |   |                                       | Significant   | MED                                     |            |                                     |                           |  |            |                      |   |
|      |   |                                       | Significant   | нідн                                    |            |                                     |                           |  |            |                      |   |
|      |   |                                       |               |   |            |                                     |                           |  | title      |                      |   |
|      |   |                                       | Minor         | MED                                     | RETAIN     |                                     | Mitigate                  | Attention to Seaview and Clarke road residents and North<br>Road, and Burquitlam Mall businesses. Develop local<br>community relations plans.  | A.Wright   | BCMoT                | Project<br>Completion                       |
|      | 4   | 2                                     | Insignificant | LOW                                     | SHARE      |                                     | Mitigate                  | Community relations, outreach, communications program.   | A.Wright   | ВСМоТ                | Project<br>Completion                       |
|      |   |                                       | Insignificant | row                                     |            |                                     |                           |  |            |                      |   |
|      |   |                                       |               |   |            |                                     |                           |  | title      |                      |   |
|      | 12  | 6                                     | Significant   | MED                                     | RETAIN     |                                     | Mitigate                  | Claims management. Immediate response by the project.  | J.Eastman  | BCMoT                | Signed<br>Agreement                         |
|      |   |                                       |               |   |            |                                     |                           |  |            |                      |   |

| #        | Feb 5, 2014<br>Risk Register<br>Ref # | Risk Name   | Risk Description   | Possible Effect  | Quantifiable? | Likelihood | Probability Value | Estimated Cost<br>Variance (\$) | Expected Value of<br>Cost (\$) | Estimated<br>Schedule Variance<br>(weeks) | Expected Value of<br>Schedule (weeks) | Impact        | Inherent Risk Level<br>/Overall Ranking | Allocation | Probability x<br>Impact<br>(Hidden) | Risk Response<br>Strategy | Description of Risk Response Plan   | Risk Owner      | Responsible<br>Party | Risk Response<br>Plan<br>Completion<br>Date |
|----------|---------------------------------------|---|--|--|---------------|------------|-------------------|---------------------------------|--------------------------------|---|---------------------------------------|---------------|---|------------|-------------------------------------|---------------------------|---|-----------------|----------------------|---|
| Property | y                                     |   |  |  |               |            |                   | _                               |                                |   |                                       |               |   |            |                                     |                           |   | title           |                      |   |
| P1       | PY4                                   | Property Acquisition<br>Delays                                      | Delay in acquiring property rights impacts schedule.                         | Delays to a contractor,<br>increased costs to<br>avoid delays. Potential<br>delay claim. | TBD           | Unlikely   | 0.2               | s.17                            |                                | 0   | 0                                     | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  | Property team working with Primary Contractor's<br>schedule to ensure that properties are delivered within<br>required time frames. | F.Menu          | BCMoT                | Construction<br>Start                       |
|          |                                       | s.13,s.17   |  | 1  | '             |            |                   |                                 |                                |   |                                       |               |   |            |                                     |                           | s.13,s.17   |                 |                      |   |
|          |                                       | 3.10,3.17   |  |  |               |            |                   |                                 |                                |   |                                       |               |   |            |                                     |                           | 3.10,3.11   |                 |                      |   |
| P2       | PY18                                  |   |  |  |               | Unlikely   | 0.2               |                                 |                                | 0   | 0                                     | Minor         | LOW                                     | RETAIN     |                                     | Mitigate                  |   | D.Chang / Legal | BCMoT                | Construction<br>Complete                    |
| P4       | NEW                                   |   |  |  |               | Possible   | 0.5               |                                 |                                |   |                                       | Minor         | MED                                     |            |                                     |                           |   |                 |                      |   |
| F-4      | INCAA                                 |   |  |  |               | rossible   | 0.5               |                                 |                                |   |                                       | WIIIO         | IVIED                                   |            |                                     |                           |   |                 |                      |   |
| P5       | NEW                                   | Property Rights do not<br>align with Contractors<br>anticipated use | Acquired property rights do not meet the commitments made to the contractor, | Additional costs   |               | Unlikely   | 0.2               |                                 |                                |   |                                       | Minor         | LOW                                     |            |                                     |                           |   |                 |                      |   |
|          |                                       |   |  |  |               |            |                   |                                 |                                |   |                                       |               |   |            |                                     |                           |   |                 |                      |   |

DRAFT Evergreen Project Risk Register

| #         | March 03,<br>2016 Risk<br>Register Ref<br># | Risk Name                      | Risk Description  | Possible Effect   | Quantifiable? | Likelihood | Probability Value | Estimated Cost<br>Variance (\$) | Expected Value of<br>Cost (\$) | Estimated<br>Schedule Variance<br>(weeks) | Expected Value of<br>Schedule (weeks) | Impact      | Inherent Risk Level<br>/Overall Ranking | Allocation | Probability x<br>Impact<br>(Hidden) | Risk Response<br>Strategy | Description of Risk Response Plan             | Risk Owner | Responsible<br>Party | Risk Response<br>Plan<br>Completion<br>Date |
|-----------|---|--------------------------------|---|---|---------------|------------|-------------------|---------------------------------|--------------------------------|---|---------------------------------------|-------------|---|------------|-------------------------------------|---------------------------|---|------------|----------------------|---|
| Project N | Manageme                                    | nt                             |   |   |               |            |                   |                                 |                                |   |                                       |             |   |            |                                     |                           |   | title      |                      |   |
| PM1       | NEW   | Extended Project<br>Management | Issue management and/or schedule delay results in a longer project management timeframe | cost increase, for<br>purposes of risk<br>assume a six month<br>delay |               | Possible   | 0.5               | s.17                            |                                |   |                                       | Significant | MED                                     | RETAIN     |                                     | Mitigate                  | Revise project management budget as required. | D.Chang    | BCMoT                | Project<br>Completion                       |
| Procurer  | nent  |                                |   |   |               |            |                   |                                 |                                |   |                                       |             |   |            |                                     |                           |   | title      |                      |   |
| Advance   | Works                                       |                                |   |   |               |            |                   |                                 |                                |   |                                       |             |   |            |                                     |                           |   | title      |                      |   |

|           | March 03,<br>2016 Risk<br>Register Ref<br># |  | Risk Description   | Possible Effect                                   | Quantifiable? | Likelihood     | Probability Value | Estimated Cost Expected Value of Variance (\$) Cost (\$) | Estimated<br>Schedule Variance<br>(weeks) | Expected Value of Schedule (weeks) | Impact        | Inherent Risk Level<br>/Overall Ranking | Allocation | Probability x<br>Impact<br>(Hidden) | Risk Response<br>Strategy | Description of Risk Response Plan  | Risk Owner                       | Responsible<br>Party    | Risk Response<br>Plan<br>Completion<br>Date |
|-----------|---|--|--|---|---------------|----------------|-------------------|--|---|------------------------------------|---------------|---|------------|-------------------------------------|---------------------------|--|----------------------------------|-------------------------|---|
| Systems   | Integrati                                   | ion and Vehicles   |  | the detector has                                  |               |                |                   | s.17   |   |                                    | _             |   |            |                                     |                           |  |                                  |                         | Washing                                     |
| SV2       | SI19  | Adjustments to VOBC  | VOBC needs automatic speed control updates to run on the main line   | Up-dates to be<br>provided                        |               | Possible       | 0.5               | 3.17   |   |                                    | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  | Monitor train performance during testing.  | A.Sullivan                       | BCMoT                   | Testing<br>Complete                         |
| SV4       | NEW   | s.13,s.17  |  |   |               | Unlikely       | 0.2               |  |   |                                    | Minor         | LOW                                     | RETAIN     |                                     | Mitigate                  | s.13,s.17  | A.Sullivan                       | всмот                   | Testing<br>Commencemen<br>t                 |
| SCV 10    | NEW   |  |  |   |               | Possible       | 0.5               |  |   |                                    | Significant   | MED                                     |            |                                     |                           |  | A.Sullivan                       |                         |   |
| SCV 10 B  | DETAIL TO<br>SCV 10                         |  |  |   |               | Rare           | 0.1               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |  | A.Sullivan                       |                         |   |
| SCV 10 C  | DETAIL TO<br>SCV 10                         |  |  |   |               | Rare           | 0.1               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |  | A.Sullivan                       |                         |   |
| SV13      | NEW   |  |  |   |               | Unlikely       | 0.2               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |  | A.Sullivan                       |                         |   |
| SV 14     | NEW   |  | New requirements arising from the fire, and life safety committee meeting discussions  | Additional costs                                  |               | Rare           | 0.1               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           | Budget to be increase to cover the costs of the tunnel safety equipment. This is a risk of additional equipment  | R. Louie                         |                         |   |
| SV 16     | NEW   | Radio Tower  | Possibility of additional work due to the location of a radio tower as site not secured  | Additional costs                                  |               | Possible       | 0.5               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           | To be investigated further   | A.Sullivan                       |                         |   |
| SV 17     |   | Unforeseen Changes<br>due to up-dated safety<br>requirements                   | Translink safety and systems integration engineer may require further changes  | Additional costs                                  |               | Possible       | 0.5               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           | Discussions with TransLink   | A.Sullivan                       |                         |   |
| Third Par | ties  |  |  |   |               |                |                   |  |   |                                    |               |   |            |                                     |                           |  | title                            |                         |   |
| TP1       | Т7  | Third Party, other than Municipalities   | Individuals or groups attempt apply pressure on project for changes, usually related to temporary or permanent noise control, finishes etc | Additional direct contract work to mitigate issue | TBD           | Possible       | 0.5               |  |   | 0                                  | Minor         | MED                                     | RETAIN     |                                     | Mitigate                  | Noise restrictions articulated in Table of Commitments.<br>Prescribe hours of work. Included implementation of<br>sound reduction tactics (e.g. noise walls) in estimate.<br>Segment Managers and Community Relations personnel<br>response to third party concerns in timely manner.  | Segment<br>Managers              | BCMoT                   | Construction<br>Complete                    |
| TP2       | ST12  | s.13,s.16,s.17   | •  |   | TBD           | Unlikely       | 0.2               |  | 0   | 0                                  | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  | Apply budget contingencies and resolve through regular<br>meetings with municipalities and Translink (including  | Segment<br>Managers /            | BCMoT                   | Construction<br>Complete                    |
| TP3       | ST16  |  |  |   |               | Rare           | 0.1               |  | 0   | 0                                  | Minor         | Rare                                    | RETAIN     |                                     | Mitigate                  | WCE).  Work with Primary Contractor to define cost of Lincoln Station.   | R.Louie<br>T.Steadman            | BCMoT                   | Construction<br>Complete                    |
| TP4       | ST17  |  |  |   |               | Almost Certain | 1                 |  | 0   | 0                                  | Insignificant | Almost Certain                          | RETAIN     |                                     | Mitigate                  | Negotiations with Municipalities.  | Segment<br>Managers              | BCMoT                   | Construction<br>Complete                    |
| TP7       | NEW   | s.13,s.17  |  |   |               | Possible       | 0.5               |  |   |                                    | Minor         | MED                                     | RETAIN     |                                     | Accept                    |  | A.Sullivan                       | BCMoT                   | Project<br>Complete                         |
| TP9       | E14a, b, c                                  | s.13,s.16,s.17   | •  |   |               | Possible       | 0.5               |  | 0   | 0                                  | Insignificant | MED                                     | RETAIN     |                                     | Mitigate /<br>Transfer    | Some risk retained for additional accommodation.   | G.Stewart /<br>G.Freer           | BCMoT and<br>Contractor | Project<br>Complete                         |
| TP11      | NEW   |  |  |   |               | Almost Certain | 1                 |  |   |                                    | Insignificant | LOW                                     | RETAIN     |                                     | Accept                    |  | D.Chang                          | BCMoT                   | Project<br>Complete                         |
| TP12      | PY14  | Increase in impact to<br>businesses as a result<br>of Contractor<br>activities | Reduction in access to existing businesses and possible changes to relocation strategy due to construction activity                        | Improvements to business access                   | TBD           | Unlikely       | 0.2               |  | 0   | 0                                  | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  | Conduct business impact analysis. May need to assist in business relocation.  Implement Community Relations program. Involve BCSA during process of development. Obtain  | D.Chang /<br>Segment<br>Managers | BCMoT                   | Construction<br>Complete                    |
| TP15      | AP8b  | s.13,s.16,s.17   | •  |   | TBD           | Possible       | 0.5               |  | 0   | 0                                  | Insignificant | LOW                                     | SHARE      |                                     | Mitigate                  | Involve BCSA during process of development. Obtain early sign-off.  Early communication with BCSA, Translink, and BCRTC. Currently meeting with BCSA. Meet with BCSA to review final design solution.  | A.Sullivan                       | BCMoT                   | pre-Operational<br>sign-off                 |
| TP 20     | NEW   | s.13,s.16,s.17   |  |   |               | Unlikely       | 0.2               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           | A STATE OF THE STA |                                  |                         |   |
| TP 22     | NEW   | s.13,s.17  |  |   |               | Almost Certain | 1                 |  |   |                                    | Minor         | MED                                     |            |                                     |                           |  |                                  |                         |   |
| TP 24     | NEW   | Consequential costs of   | Legal fees and consequential costs due to traffic incidents not covered by insurance   | Additional project costs                          |               | Unlikely       | 0.2               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |  |                                  |                         |   |
| TP 25     |   | s.13,s.17  |  |   |               | Unlikely       | 0.2               |  |   |                                    | Minor         | LOW                                     |            |                                     |                           | s.13,s.17  | A.Sullivan                       |                         |   |
|           |   | -  |  |   |               |                |                   |  |   |                                    |               |   |            |                                     |                           | _  |                                  |                         |   |
| TP 26     | NEW   |  |  |   |               | Unlikely       | 0.2               |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           | _  | A.Sullivan                       |                         |   |
| TP 28     | NEW   |  |  |   |               | Almost Certain | 1                 |  |   |                                    | Insignificant | LOW                                     |            |                                     |                           |  | A.Sullivan                       |                         |   |
| Contract  | Administ                                    | ration   |  |   |               |                |                   |  |   |                                    |               |   |            |                                     |                           |  | title                            |                         |   |
|           |   | Misc. claims of  | Risk of small claims with marginal entitlement resulting in a form of payment in   |   |               |                |                   |  |   |                                    | 6115          |   |            |                                     |                           | Excellent contract administration and excellent project  | Project Director /<br>Contract   | 001: 7                  | Project                                     |
| CA2       | T30   | marginal entitlement.  |  |   |               | Almost Certain | 1                 |  | 0   | 0                                  | Significant   | #N/A                                    | RETAIN     |                                     | Mitigate                  | management.  | Administrator /<br>Legal         | BCMoT                   | Completion                                  |

|           |   |   |   |   |               |                |                   | Ever 81                             | reen rroject nisk            |   |                                    |               |   |        |                                     |                           |   |            |                         | -   |
|-----------|---|---|---|---|---------------|----------------|-------------------|-------------------------------------|------------------------------|---|------------------------------------|---------------|---|--------|-------------------------------------|---------------------------|---|------------|-------------------------|---|
|           | March 03,<br>2016 Risk<br>Register Ref<br># | Risk Name   | Risk Description  | Possible Effect   | Quantifiable? | Likelihood     | Probability Value | Estimated Cost Exp<br>Variance (\$) | pected Value of<br>Cost (\$) | Estimated<br>Schedule Variance<br>(weeks) | Expected Value of Schedule (weeks) |               | Inherent Risk Level<br>/Overall Ranking |        | Probability x<br>Impact<br>(Hidden) | Risk Response<br>Strategy | Description of Risk Response Plan   | Risk Owner | Responsible<br>Party    | Risk Response<br>Plan<br>Completion<br>Date |
| САЗ       | GU3a  | Post construction<br>settlement Residual<br>Risk<br>(linked to GE3) | Post Warranty residual risk: Differential settlement post construction due to poor soils and inadequate design and/or construction.                     | Attempt to instruct<br>contractor to repair the<br>situation, if unable the<br>cost of carrying out the<br>repair |               | Almost Certain | 1                 | s.17                                |                              |   |                                    | Insignificant | LOW                                     | RETAIN |                                     | Mitigate                  | Monitor post-construction settlement.   | J.Eastman  | BCMoT                   | Post-<br>Construction<br>Completion         |
| CA6       | SI7   | Integration Risk - New<br>Infrastructure                            | Components of the Project do not integrate well and System does not perform optimally   | Additional costs, if<br>found not be the fault<br>of the contractor   | TBD           | Rare           | 0.1               |                                     |                              | 0   | 0                                  | Insignificant | LOW                                     | SHARE  |                                     | Mitigate/ Transfer        | Ensure that design meets requirements during design review.   | A.Sullivan | BCMoT and<br>Contractor | Project<br>Complete                         |
| CA8       | E2  | Undisclosed<br>Contaminates   | The additional cost of removing contaminates that are not identified in the direct works contract   | Additional costs that<br>may exceed the budget<br>for this item   | TBD           | Possible       | 0.5               |                                     | Ī                            | 0   | 0                                  | Insignificant | LOW                                     | RETAIN |                                     | Mitigate                  | Monitor and minimize cost impacts.  | T.Steadman | BCMoT                   | Construction<br>Complete                    |
| CA14      | NEW   | Contractor Changes<br>Schedule                                      | Approvals and funding payments are timed and based on the original schedule, the changes could create a delay in approvals or loss or delay of funding  |   |               | Rare           | 0.1               |                                     |                              |   |                                    | Insignificant | LOW                                     | RETAIN |                                     | Mitigate                  | Monitor Contractor schedule and performance against it.   | A.Farrell  | BCMoT                   | Project<br>Completion                       |
| CA 17     | NEW   | Stop work order is successfully challenged                          | Project issues a stop work order, which is successfully challenged leading to a delay claim   | Schedule delays and increased costs.  |               | Rare           | 0.1               |                                     |                              |   |                                    | Insignificant | LOW                                     |        |                                     |                           | Limit authority for issuance of stop work orders  | J.Eastman  | BCMoT                   | Construction<br>Complete                    |
| CA 19     | NEW   | Factual Errors  | Proven factual errors in geotechnical data logs.  | Schedule delays and increased costs.  |               | Rare           | 0.1               |                                     |                              |   |                                    | Insignificant | LOW                                     |        |                                     |                           | Claim advanced owner analysis does not support factual error  |            |                         |   |
| Concurre  | nt Works                                    | 1   |   |   |               |                |                   |                                     | -                            |   |                                    |               |   |        |                                     |                           |   | title      |                         |   |
| CW1       | T15   | Outstanding Contracts   | Tender prices above budget  | Increased costs   | TBD           | Unlikely       | 0.2               |                                     |                              | 0   | 0                                  | Insignificant | LOW                                     | RETAIN |                                     | Mitigate                  | On-site monitoring during construction.  Considerably more contaminated soil found than   | Jody Deane | BCMoT                   | Construction<br>Complete                    |
| CW2       | NEW   | Scope Increases   | The scope of the work increases as requirements become clearer  |   |               | Possible       | 0.5               |                                     |                              |   |                                    | Minor         | MED                                     | RETAIN |                                     | Mitigate                  | previously anticipated or ground condition tests have shown. Further discussion required.  Negotiations with Municipalities, Developers, etc. | Jody Deane | BCMoT                   | Construction                                |
| CW 3      | NEW   | Land is not available   |   | Increased costs   |               | Possible       | 0.5               |                                     |                              |   |                                    | Insignificant | LOW                                     | RETAIN |                                     |                           | s.13,s.17   | F.Menu     | BCMoT                   | Complete                                    |
| CW4       | NEW   | for parking  Delay on Concurrent  Works, impacting                  | Need to accelerate concurrent works to meet opening   | Increased costs   |               | Unlikely       | 0.2               |                                     |                              |   |                                    | Insignificant | LOW                                     | RETAIN |                                     |                           |   |            |                         | Complete                                    |
| CW 5      | NEW   | opening   | Project may be liable for additional tree planting of 100 trees   | Increased costs   |               | Possible       | 0.5               |                                     |                              |   |                                    | Insignificant | LOW                                     | RETAIN |                                     |                           |   |            |                         |   |
|           |   | _   |   |   |               |                |                   |                                     | 1                            |   |                                    |               |   |        |                                     |                           |   |            |                         |   |
| Funding F |   | Change to   | Treasury Board / Ministry of Finance decides to increase IDC percentage and   | T I   |               | _              |                   |                                     | Т                            |   |                                    |               |   |        |                                     |                           |   | title      |                         |   |
| FP1       | NEW   | Government IDC<br>s.13,s.17   | recover from project.   | Cost  |               | Rare           | 0.1               |                                     |                              |   |                                    | Insignificant | LOW                                     |        |                                     |                           |   |            |                         |   |
| FP2       | NEW   |   |   |   |               | Rare           | 0.1               |                                     |                              |   |                                    | Minor         | LOW                                     |        |                                     |                           |   |            |                         |   |
| FP3       | NEW   |   |   |   |               | Possible       | 0.5               |                                     |                              |   |                                    | Minor         | MED                                     |        |                                     |                           |   |            |                         |   |
| Communi   | cation                                      |   |   |   |               |                |                   |                                     |                              |   |                                    |               |   |        |                                     |                           |   | title      |                         |   |
| C1        | NEW   | Increased public communication                                      | Issue management results in increased costs.  | additional costs  |               | Possible       | 0.5               |                                     |                              |   |                                    | Insignificant | LOW                                     | RETAIN |                                     | Mitigate                  | Attention to Seaview and Clarke road residents and North<br>Road, and Burquitlam Mall businesses. Develop local<br>community relations plans. | A.Wright   | BCMoT                   | Project<br>Completion                       |
| C2        | C2  | Protestor Delay   | Protestor delay. (e.g. Tunnel portal, West Port Moody Station, Environmental groups).  Schedule delays.   | Schedule delays   | TBD           | Rare           | 0.1               |                                     |                              | 4   | 0.4                                | Insignificant | LOW                                     | SHARE  |                                     | Mitigate                  | Community relations, outreach, communications program.  | A.Wright   | всмот                   | Project<br>Completion                       |
| C3        | NEW   | Increased community relations due to contractor's operations        | Contractor's construction methods creates issues with stakeholder's and the general public, require additional community relations to rectify the issue | additional costs  |               | Likely         | 0.75              |                                     |                              |   |                                    | Insignificant | LOW                                     |        |                                     |                           |   |            |                         |   |
| Schedule  |   | l   | I   |   |               |                |                   |                                     |                              |   |                                    |               |   |        |                                     |                           |   | title      |                         |   |

|     | _   2 | Varch 03,<br>2016 Risk Risk Nan<br>egister Ref<br>#                  | e Risk Description | Possible Effect  | Quantifiable? | Likelihood     | Probability Value | Estimated Cost<br>Variance (\$) | Expected Value of<br>Cost (\$) | Estimated<br>Schedule Variance<br>(weeks) | Expected Value of Schedule (weeks) | Impact        | Inherent Risk Level<br>/Overall Ranking | Allocation | Probability x<br>Impact<br>(Hidden) | Risk Response<br>Strategy | Description of Risk Response Plan | Risk Owner      | Responsible<br>Party | Risk Response<br>Plan<br>Completion<br>Date |
|-----|-------|--|--------------------|--|---------------|----------------|-------------------|---------------------------------|--------------------------------|---|------------------------------------|---------------|---|------------|-------------------------------------|---------------------------|-----------------------------------|-----------------|----------------------|---|
| Pro | perty |  |                    |  |               |                |                   |                                 |                                |   |                                    |               |   |            |                                     |                           |                                   | title           |                      |   |
|     | P2    | S.13,S.17  |                    |  | TBD           | Almost Certain | 1                 | s.17                            |                                | 0   | 0                                  | Minor         | MED                                     | RETAIN     |                                     | Mitigate                  | s.13,s.17                         | D.Chang / Legal | BCMoT                | Construction<br>Complete                    |
|     | P4    | NEW  |                    |  |               | Almost Certain | 1                 |                                 |                                |   |                                    | Significant   | HIGH                                    |            |                                     |                           |                                   |                 |                      |   |
|     | P6    | NEW  |                    |  |               | Likely         | 0.75              |                                 |                                |   |                                    | Minor         | MED                                     |            |                                     |                           |                                   |                 |                      |   |
|     | P7    | NEW Additional Prop<br>Costs associated<br>extended contra<br>period |                    | Additional costs, which<br>may be off-set by counter<br>claims |               | Rare           | 0.1               |                                 |                                | 0   | 0                                  | Insignificant | LOW                                     | RETAIN     |                                     | Mitigate                  |                                   |                 |                      |   |