

4. Project Risks & Mitigations

While creating the Work Plan for the City’s IDM Lead Generation Project, PXX GXXX has identified a few potential risks and mitigating factors, which are as follows:

Risk	Mitigation
If the economic climate becomes unfavorable to attracting investment.	Mitigated by PXX GXXX’s team, which has a deep understanding of the potential targets seeking to invest, irrespective of the current business environment.
If consultants selected do not have an intrinsic knowledge of the business environment in the Niagara region or in North America in general.	With a strong presence in the US and Canada, and North American consultants at our disposal, we have the understanding required to prevent such problems.
If consultants selected do not have an in-depth understanding of IDM sector and related sectors.	PXX GXXX has extensive knowledge and understanding of the proposed target sectors (as demonstrated in the “Consultant Qualifications” section of this document).
If sufficient leads are not produced.	PXX GXXX’s proprietary lead generation system will help the project produce a large number of leads to be explored and followed up on (see details of our system in the “Work Plan” section of this document).

Figure 3: Identified Risks & Mitigations

Risk Management will form an important component in the services that PXX GXXX will provide to the City. By understanding potential risks before they arise, efforts can be taken to mitigate risk or, at a minimum, reduce its impact. This requires adopting a solid risk management framework.

We suggest using the following risk management process:

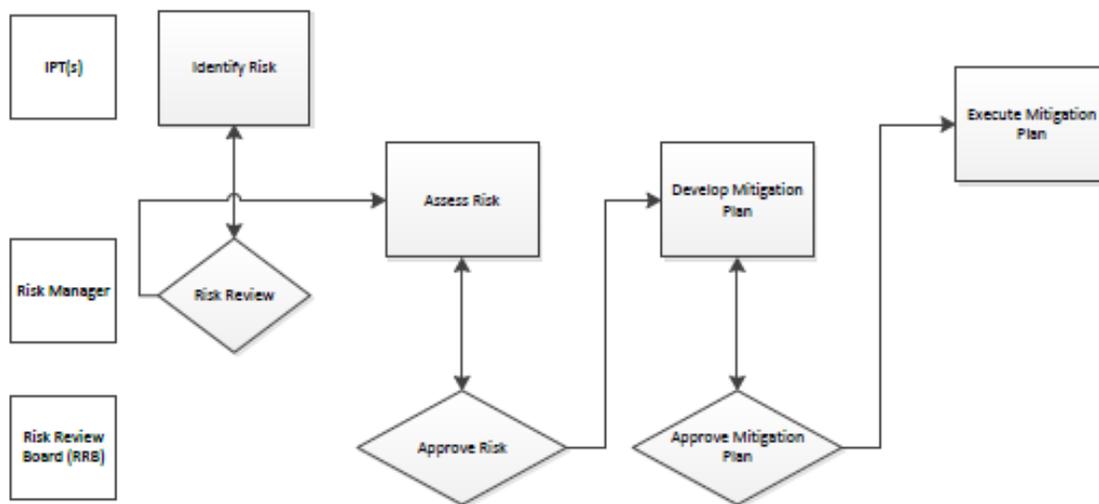


Figure 4: Risk Management Process

As part of this process we would assign roles and responsibilities as detailed in the following chart:

Role	Responsibility
Risk Review Board (RRB)	<ul style="list-style-type: none"> ➤ Convene as necessary ➤ Approve risks and risk handling plans ➤ Monitor risk handling activities ➤ Assign risk ownership ➤ Determine risk prioritization
Project Lead (PL)	<ul style="list-style-type: none"> ➤ Serve as chair of the RRB ➤ Exercise overall responsibility for RM within the team ➤ Acquire and/or provide necessary resources to mitigate risks
Risk Manager	<ul style="list-style-type: none"> ➤ Develop and maintain the Risk Management Plan ➤ Facilitate the risk management process ➤ Schedule and facilitate RRB meetings ➤ Responsible for all required risk process and tool training
IPT Risk Management POCs	<ul style="list-style-type: none"> ➤ Collect risk information from respective IPT ➤ Enter risk information into Program Risk Register ➤ Report risk status ➤ Monitor Risk Mitigation Plans and execution progress
Assigned Risk Mitigation Plan Owners	<ul style="list-style-type: none"> ➤ Coordinate with appropriate subject matter expert(s) (SMEs) ➤ Provide Risk Assessments ➤ Identify/Recommend Risk Mitigation approach ➤ Develop Mitigation and Fallback plans ➤ Monitor Risk Mitigation Plan and execution progress ➤ Present the status of assigned risk to the RRB

Figure 5: Risk Management Process, Roles & Responsibilities

PXX GXXX’s team will gather and manage the following information for each risk that arises. This process enables us to develop a thorough understanding of the risk before attempting to mitigate it:

STATIC INFORMATION

- ✓ Unique risk identifier
- ✓ Program(s) impacted
- ✓ Risk description

ASSESSED MONTHLY

- ✓ Probability of risk occurring
- ✓ Assessment of impact to program
- ✓ Computed risk rating
- ✓ Risk mitigation strategy
- ✓ Risk status
- ✓ Risk owner
- ✓ Cost impact
- ✓ Schedule impact
- ✓ Risk trigger date