Risk and Complexity Assessment Evaluation Criteria	
Score	Rank
Less than 40%	Low
40% to 60%	Moderate
60% to 80%	High
Greater than 80%	Critical

Ratings	
Low	1
Low-Moderate	2
Moderate	3
High	4
Critical	5

Transaction Risk and Complexity Assessment Sales, Acquisition & Property Management - Competitive Bid Process

Prepared by:

TRANSACTION RISK & COMPLEXITY SCORE Low

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Attribute	Question	Rating Scale	Clarification	Risk Weighting	Rating	Weighted Score
Cost	What is the estimated total value/cost of the transaction? (convert market rent into market value for the purpose of this tool)	1 = \$100,000 or less 2 = \$100,001 - \$500,000 3 = \$500,001 - \$1,000,000 4 = \$1,000,001 - \$2,500,000 5 = \$2,500,001 +	The inherent complexity and risk of the transaction may increase with the size.	20%		0%
	2. Relative to the average transaction value in the transaction type portfolio, how would you describe the estimated cost?	1 = 5mall 3 = Medium 5 = Large	The inherent complexity and risk of the transaction may increase if the size of the transaction relative to the average cost is large.	5%		0%
Asset	Does the transaction relate to a strategic or critical asset?	1 = No 3 = Moderate 5 = Yes	The inherent complexity and risk of the transaction may increase if the transaction relates to a strategic asset given the high-profile nature and exposure that may be generated.	20%		0%
Priority / Urgency	A What is the urgency of the transaction? Can current workloads impact the timelense of transaction completion? Factors to consider include: 8. Are any other City transactions or initiatives dependent on this transaction? C. Biudgetary considerations; D. The neef for approvals; E. External influences F. What level of priority is the transaction to the City?	1. = No, completion time is not a factor 3. = Yes, the completion time may impact the success of the transaction; time me delays will have minor effects. 5. = Yes, time delays will significantly impact the transaction (e.g. Council/CAO directive for immediate completion); time delays will have major effects.	The inherent complexity and risk of the transaction may increase if there is enhanced pressure on the closing time of the transaction.	15%		0%
Influence	5. Is there a risk of internal/political influence?	1= No 5 = Yes	The inherent risk of the transaction may increase if there is a risk of political or other stakeholder interference/influence	10%		0%
	6. Is there a risk of external / public influence?	1= No 5 = Yes	The inherent risk of the transaction may increase if there is a risk of political or other stakeholder interference/influence such as public opinion	15%		0%
Business risks	7. Will environmental considerations impact the transaction?	1 = No 5 = Yes	The inherent complexity and risk of the transaction may increase if there are environmental considerations. Environmental considerations may take account of contaminated sites or carbon off-sets, and environmental to	5%		0%
	8. Are there any socio-economic considerations that must be taken into account?	1 = No 5 = Yes	The inherent complexity and risk of the transaction may increase if there are socio- conomic issues to be considered. Considerations may include industrial regional benefits, Aboriginal people's (first Nations, includ, Métia) rights and interests, green procurement, relocation of staff, managing designate heritage assets, expensive procurement of the processing of the	5%		0%
	What level of legal risk will be introduced as a result of this transaction?	1 = No additional legal review will be required; legal Services approved agreements, terms and conditions, etc. will be executed. 2 = One or more non-standard terms and conditions will be negotiated resulting in legal costs and/or effort. Legal Services is neggade and aware of the transaction. 3 = One or more non-standard terms and conditions will be negotiated resulting in legal costs and/or effort (rezoning and subdivision required). Legal Services has not yet been engaged and is not aware of the transaction. 4 = There is a high probability of liability and other legal risks; extensive legal resources will be required during the transaction. Legal Service is engaged and saver of the transaction. Even the control of the service is the service of the control of the service is engaged and services of the transaction. It is a service is engaged and services of the transaction is a service of the transaction is expensed to the service legal risks; extensive legal dedication). Legal Services has not yet been engaged and is not aware of the transaction.	The inherent complexity and risk of the transaction may increase if there are legal risks. To answer this question find the answer that best represents the situation for the transaction. Not all the conditions in each answer need apply.	5%		0%
L			MAX SCORE	100%	0	0%

Score	Rank	Definition
Less than 60%	Low to Moderate	Transaction has low to moderate risk and complexity. A comprehensive competitive bid process is not required. The standard Real Estate marketing package can be utilized.
Greater than 60%	High to Critical	Transaction has high risk and complexity. A comprehensive competitive bid process should be undertaken. Consultations are required. Transaction requires resources outside of PP&D and the engagement of Materials Management.
IFC Transaction Classification		
Weighted Score	Complexity Rating	Definition
Less than 60%	Routine	Transaction has low to moderate risk and complexity.
Greater than 60%	Complex	Transaction has high risk and complexity. Transaction may require additional resources /expertise for review

Transaction Risk and Complexity Assessment Part A: Leasing - Establishing Lease Rates

Prepared by: Reviewed by:

TRANSACTION RISK & COMPLEXITY SCORE Low

2. What is the estimated annual rent of the transaction? 2. Relative to the average annual rent, how would you describe the estimated cost? 2. Relative to the average annual rent, how would you describe the estimated cost? 3. What level of market information is available? 4. What is the term of the proposed lease (excluding enewal options)? 4. What is the term of the proposed lease (excluding enewal options)? From your full principle of transaction completion? Facility and risk of the transaction may increase if there is enhanced information is required/may not be readly available. 2. So you show the very lease of the proposed lease (excluding enewal options)? From your full principle of transaction or control to the completion from the leased space and additional market information is required/may not be readly available. 2. So you show the very lease of the proposed lease (excluding enewal options)? From your full principle of transaction or control to the completion from the leased space and additional market information is required/may not be readly available. 2. So you show the very lease of the proposed lease (excluding enewal options)? 5. What is the urgency of the transaction? Can current workloads impact the luminess of transaction completion? Facility to the completion from the lease of the proposed term of the lease. 3. You have completed from the proposed lease for transaction or the lease. 3. You have completed from the proposed lease for transaction or the lease. 3. You have completed from the proposed lease for transaction or the lease. 3. You have completed from the transaction may increase if there is enhanced pressure on the down the transaction. 4. What is the urgency of the transaction or initiatives dependent on this transaction or the proposed lease for transaction or the lease. 3. You have completed from the proposed lease for transaction to the City? 5. What is the urgency of the transaction to the City? 7. In the rent rental policity in the transaction to the City?	TRANSACTION	RISK & COMPLEXITY SCORE	Low	1			
Lange of the proposed sear extension of the proposed search	Attribute	Question	Rating Scale	Clarification		Rating	
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recally available 3 - C by sport resperience with the leased space but additional market information is required may not be proposed lease (excluding renewal proposed lease excluding renewal proposed lease (excluding renewal proposed lease excluding renewal proposed renewal proposed lease excluding renewal proposed lease exc			3 = Medium		5%		0%
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impact the timelines of transaction completion? Factors to consider include: A. Stalled negliations B. Ave any other City transactions or initiatives dependent on this fransaction? C. Budgetary considerations; D. The need for approvals; E. External influence S. The Vibral level of priority is the transaction to the City? 7. Is there a risk of internal/political influence? F. What level of legal risk will be introduced as a result of this transaction? 1. What level of legal risk will be introduced as a result of this transaction? 1. What level of legal risk will be introduced as a result of this transaction? 1. What level of legal risk will be introduced as a result of this transaction? 2. No about transaction. 3. The none on non-standard terms and conditions will be negotiated executing in legal costs and/or effort. Legal Services is equaged exercise in eagle exercise. It is a high probability of shalling and enther legal risks, extensive legal exercises will be represented from the transaction of the conditions of the conditions of the transaction of the conditions of the transaction of the conditions in each answer need apply. The inherent risk of the transaction may increase if there is a risk of political or other stable of the transaction may increase if there is a risk of political or other stable of the transaction may increase if there is a risk of political or other stable or the inherent risk of the transaction may increase if there is a risk of political or other stable or the inherent risk of the transaction may increase if there is a risk of political or other stable or the inherent risk of the transaction may increase if there is a risk of political or other stable or the inherent risk of the transaction may increase if there is a risk of political or other stable or the inherent risk of the transaction may increase if there is a risk of political or other stable or the inherent risk of the transaction may increase if there are socio-conomic issues to be considered. 1. What level of legal	Term		3 = 5 to 10 years	The inherent complexity and risk will increase based on the proposed term of the lease.	15%		0%
5 × 8 7. Is there a risk of external / public influence? Will the rent lead proceedent setting? Will the rent impact the perception of other framework? 8. What type of asset is being leased? 9. Will the City be responsible for additional rent or other cost? 10. Will the City be responsible for additional rent or other cost? 10. We there any socio-economic considerations that must be taken into account? 10. We there any socio-economic considerations that must be taken into account? 11. What level of legal risk will be introduced as a result of this transaction? 12. No additional legal review will be required; Legal Services approved agreements, terms and conditions, etc. will be executed. 2. One or more non-standard terms and conditions, etc. will be executed. 2. One or more non-standard terms and conditions, etc. will be executed. 2. One or more non-standard terms and conditions, etc. will be executed. 2. One or more non-standard terms and conditions, will be negotiated resulting in legal costs and or effort. Legal Services approved and wave of the transaction. 4. There is is high probability of liability and other legal risks, extensive legal resources will be required during the transaction. Legal Services is engaged and wave of the transaction. 5. There is a high probability of liability and other legal risks, terensive legal resources will be required during the transaction. 5. There is a high probability of liability and other legal risks, terensive legal resources will be required during the remanator. 5. There is a high probability of liability and other legal risks, terensive legal resources will be required during the transaction. Legal Services is engaged and awave of the transaction. 5. There is a high probability of liability and other legal risks, terensive legal resources will be required during the transaction legal review be not required during the transaction. Legal Services is engaged and awave of the transaction. Legal Services is engaged and awave of the transaction. 5. The	Priority / Urgency	Impact the timeliness of transaction completion? Factors to consider include. A. Stalled negotiations B. Are any other City transactions or initiatives dependent on this transaction? C. Budgetary considerations; D. The need for approvals; E. Letranal Influences	3 = Yes, the completion time may impact the success of the transaction; time me delays will have minor effects. 5 = Yes, time delays will significantly impact the transaction (e.g. Council/CAO		10%		0%
precedent setting? Will the ront impact the perception of other tensants? Asset 8. What type of asset is being leased? 9. Will the City be responsible for additional rent or other costs? 9. Will the City be responsible for additional rent or other costs? 9. Will the City be responsible for additional rent or other costs? 9. Will the City be responsible for additional rent or other costs? 10. Are there any socio-economic considerations that must be taken into account? 10. Are there any socio-economic considerations that must be taken into account? 11. What level of legal risk will be introduced as a result of this transaction? 11. What level of legal risk will be introduced as a result of this transaction? 12. No additional legal review will be required, Legal Services approved algreements, terms and conditions, etc. will be executed. 2 Dive or more non-standard terms and conditions, will be negotiated resulting in legal costs and/or effort. Legal Services is engaged and aware of the transaction. 3 Other or more non-standard terms and conditions, will be negotiated resulting in legal costs and/or effort. Legal Services is engaged and aware of the transaction. 5 There is a high probability of fability and other legal risks, entensive legal resources will be required during the transaction. Legal Services is engaged and aware of the transaction. 5 There is a high probability of fability and other legal risks, entensive legal resources will be required during the transaction. Legal Services is engaged and aware of the transaction. 5 There is a high probability of fability and other legal risks, entensive legal resources will be required during the transaction can define the services and required during the transaction. Legal Services is engaged and aware of the transaction. Legal Services is engaged and aware of the transaction. Legal Services is engaged and aware of the transaction. Legal Services is engaged and aware of the transaction. Legal Services is engaged and aware of the tran	Influence	6. Is there a risk of internal/political influence?			10%		0%
Business risks 9. Will the City be responsible for additional rent or other costs? 1. No (i.e. taxes, maintenance, and insurance, etc.) 10. Are there any socio-economic considerations that must be taken into account? 1. What level of legal risk will be introduced as a result of this transaction. 1. What level of legal risk will be introduced as a result of this transaction? 1. What level of legal risk will be introduced as a result of this transaction. 3. Do no more non-standard terms and conditions, will be negotiated resulting in legal costs and/or effort. Legal Services is engaged and aware of the transaction. 3. Do no more non-standard terms and conditions will be negotiated resulting in legal costs and/or effort. Legal Services is engaged and and an owave of the transaction. 4. There is a high probability of lability and other legal risks; extensive legal resources will be required during the transaction. 5. There is a high probability of lability and other legal risks; extensive legal resources will be required during the transaction. Legal Services is engaged and awave of the transaction. 5. There is a high probability of lability and other legal risks; extensive legal resources will be required during the transaction. Legal Services is engaged and awave of the transaction. 5. There is a high probability of lability and other legal risks; extensive legal resources will be required during the transaction. Legal Services is engaged and awave of the resources will be required during the transaction. Legal Services is engaged and awave of the resources will be required during the transaction and averse of the remarked during the remarked to the services and and averse of the remarked during the transaction and averse of the remarked to the services a		precedent setting? Will the rent impact the perception of other			10%		0%
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taken into account? 5 = Yes conomic issues to be considered. Considerations may include industrial regional benefits, Aboriginal people's (First Nations, unit, Meths) (rights and interests, green procurement, relocation of staff, managinar diseasements, terms and conditions, etc. will be executed. 11. What level of legal risk will be introduced as a result of this transaction? 12. One or more non-standard terms and conditions will be negotiated resulting in legal costs and/or effort. Legal Services is engaged and aware of the transaction. 3 - One or more non-standard terms and conditions will be negotiated resulting in legal costs and/or effort. Legal Services is engaged and sand aware of the transaction. 4 - There is a high probability of liability and other legal risks; extensive legal resources will be required during the transaction. Legal Services is engaged and aware of the transaction. 5 - There is a high probability of liability and other legal risks; extensive legal resources will be required during the transaction. Legal Services is engaged and aware of the transaction. So - There is a high probability of liability and other legal risks; extensive legal resources will be required during the transaction. Legal Services is engaged and services is engaged and services of the	Business risks				5%		0%
11. What level of legal risk will be introduced as a result of this transaction? 12. No additional legal review will be required, legal servies sporoved agreements, terms and conditions, etc. will be executed. 2. One or more non-standard terms and conditions, with transaction. 3. One or more non-standard terms and conditions will be negotiated resulting in legal costs and/or effort. Legal Services is engaged and aware of the transaction. 3. One or more non-standard terms and conditions will be negotiated resulting in legal costs and/or effort. Legal Services has not yet been engaged and so not aware of the transaction. 4. One or more non-standard terms and conditions will be negotiated resulting in legal costs and/or effort. Legal Services has not yet been engaged and so not aware of the transaction. 5. There is a high probability of this centerolar legal services and the				economic issues to be considered. Considerations may include industrial regional benefits, Aboriginal people's (First Nations, Inuit, Métis) rights and interests, green procurement, relocation of staff,	5%		0%
			agreements, terms and conditions, etc. will be executed. 2 - one or more constandard terms and conditions will be negotiated resulting in legal costs and/or effort. Legal Services is engaged and aware of the transaction. 3 - One or more non-standard terms and conditions will be negotiated resulting in legal costs and/or effort. Legal Services has not yet been engaged and is not aware of the transaction. 4 - There is a high probability of liability and other legal risks; extensive legal resources will be required during the transaction. Legal Services is engaged and aware of the transaction.	The inherent complexity and risk of the transaction may increase if there are legal risks. To answer this question find the answer that best represents the situation for the	5%		0%
		1	resources will be required during the transaction: Legal Services has not vet	MAX SCORE	100%	0	0%

Bisk and Complexity Assessment Evaluation Criteria – for establishing lease rates Score Hank Low to Moderate Low to Moderate Strainsaction has low to moderate risk and complexity. Abundance of publicly available information. Leasing is familiar with the asset and the submarket. No Greater than 60% High to Critical Additional information is required. There is limited to no publicly available information. Leasing is not familiar with the asset and the submarket and/or has experienced challenges with the third party familiar with the asset and the submarket and/or has experienced challenges with the third party familiar with the third party familiar with the sacet and the submarket. Additional external information through a formal Market Survey Report is

Part B: Leasing - Competitive Bid Process

Reviewed by:

TRANSACTION RISK & COMPLEXITY SCORE Low

Question	Rating Scale		Risk Weighting	Rating	Score
What is the estimated average annual lease value?	1 = \$10,000 or less		33%		0%
	2 = \$10,001- \$75,000				
	3 = \$75,001 - \$250,000 4 = \$250,001 - \$500,000				
	4 = \$250,001 - \$500,000 5 = \$500,001+				
2. Lease transaction relates to leasing of property where the	1 = No		33%		0%
specific location is not specified by the Client Department	5 = Yes				
3. Examining multiple property options through a comprehensive	1 = No		33%		0%
	5 = Yes				
value for the City		MAX SCORE	100%	0	0%

Low	Transaction has low risk and complexity. A comprehensive competitive bid process is not required. The standard Real Estate marketing package can be
High	utilized. Transaction has high risk and complexity. A comprehensive competitive bid process should be undertaken. Consultations are required. Transaction requires resources outside of PPD and the engagement of Materials
	High