
2017 Year-End Update on Key Strategic Risks

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide the Standing Policy Committee on Finance with an update on how the Administration is managing the City of Saskatoon's (City) key strategic risks.

Report Highlights

1. Risk Registers have been developed for each strategic risk and updated to reflect 2017 accomplishments, as well as the planned mitigation strategies for 2018 and beyond.

Strategic Goal

This report supports the long-term strategy of creating and encouraging a workplace culture of continuous improvement that encourages innovation and forward-thinking under the Strategic Goal of Continuous Improvement.

The City's Risk Based Management (RBM) Program sets a positive and proactive risk management culture for the Administration through the adoption of a systematic, practical and ongoing process for understanding and managing risk.

Report

In 2015, the City's internal auditor assisted the Administration in conducting a strategic risk assessment in order to identify the key strategic risks being faced by the City. With input from City Council, each strategic risk was prioritized as high, medium or low for the purposes of developing the Internal Audit Plan.

In order to understand each strategic risk, a template for the development of a Risk Register for each strategic risk was developed. Risk Registers record the details related to each risk in one centralized document, including the following:

- City Council's priority for internal audit purposes;
- Corporate Risk Committee's scoring of the risk;
- Corporate Risk Committee's target residual risk zone for the risk;
- root causes of the risk;
- significant impacts that could result if the risk were to occur;
- what is currently being done to manage the risk; and
- additional activities that are planned in the short- and medium-term that will further manage the risk.

On an annual basis, the Administration:

- confirms the accuracy of the information contained in the risk registers;
- ensures that the accomplishments of the current year are properly reflected; and
- updates the additional planned risk management activities for the next one to three years.

At its meeting on November 15, 2017, the Corporate Risk Committee¹ reviewed the most current Strategic Risk Registers and updated the residual risk scores for each (Attachment 1).

The planned mitigation activities for 2018 are being included in the planned activities for the respective departments.

Communication Plan

To effectively communicate the City's RBM Program, key strategic risks, and actions being taken to manage those risks and the Internal Audit Plan, the Corporate Risk webpage on the City's website (saskatoon.ca) will be updated to include this report.

Financial Implications

The financial implications of planned mitigation strategies will be incorporated into future Business Plan and Budget submissions of each responsible department as required.

Due Date for Follow-up and/or Project Completion

Updated Risk Registers will be submitted annually for confirmation and approval to the Standing Policy Committee on Finance, and will also be shared with the internal auditor in advance of the development of the annual Internal Audit Plan.

Public Notice

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

Attachment

1. Individual Strategic Risk Registers – November 15, 2017

Report Approval

Written by: Nicole Garman, Director of Corporate Risk
Reviewed by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department
Approved by: Murray Totland, City Manager and Chair, Corporate Risk Committee

2018 Key Strategic Risks Update.docx

¹ Comprised of the City Manager, General Managers of the four departments, City Solicitor, Fire Chief, Police Chief, Director of Government Relations, and Director of Corporate Risk

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: High

(SG-1) The City may be unable to adequately diversify its revenue sources

Likelihood

1 2 3 4

4
3
2
1

Impact

● Inherent Risk ● Residual Risk

Key Impacts

- Higher mill rate, large mill rate increases
- Deferred capital spending, accelerated deterioration
- Increasing infrastructure deficit/deficiency
- Rejected new/expanded/enhanced operating programs/ initiatives
- Decreased level of service

Root Causes

- Legislative constraints
- Lack of political appetite
- Citizen and/or stakeholder opposition

Outcomes of Managing the Risk

- Diversified funding sources that are responsive to growth, adequately finance municipal services and infrastructure are fair, and encourage economic growth and development

Current Risk Management Activities

- Return on Investment from Saskatoon Light & Power and Water/Wastewater Utilities
- Periodic review of service rates at the program level
- Service Level reviews to ensure that current budgeted expenses and revenues align with service expectations
- Continuous Improvement initiatives in order to minimize expenses and reduce pressure on property tax revenue
- Alternative approaches being considered for revenue issues (e.g. lowering admission prices at leisure centers to increase participation and corresponding revenue)
- Long-Term Financial Plan approved by City Council
- Internal audit currently underway
- "30 Day Challenge" engaged civic staff in suggesting ideas to increase revenue or decrease expenses; highly successful with over 600 submissions
- Dedicated levies to fund specific infrastructure deficits
- Service level reports provide options to reduce expenditure requirements and ease the pressure on property tax revenue

Additional Planned Risk Management Activities

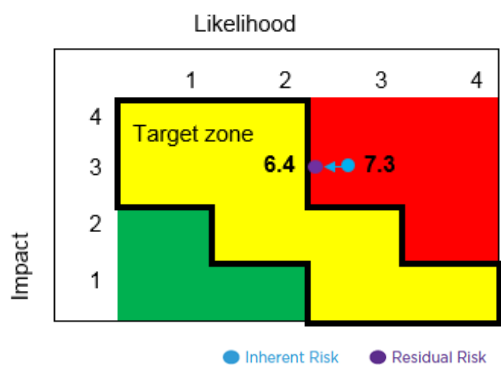
Description	Target
- Annual "State of Finance" update on Long-Term Financial Plan to be presented to City Council	Ongoing
- Implement recommendations from internal audit	2018+

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **High**

(MA-1) The City may not be investing enough money in its transportation infrastructure to maintain an acceptable condition and level of service



Key Impacts

- Deteriorating infrastructure/condition/level of service
- Increasing reactive/emergency maintenance activities/costs
- Deferred capital work; accelerated deterioration
- Available funding spent to repair worst conditions rather than invest in preservation treatments
- Increasing infrastructure deficit/deficiency
- Unsafe/inconsistent driving/walking conditions
- Reduced ability to further economic growth and social welfare
- Citizen dissatisfaction, transfer of dissatisfaction to other program areas, negative perception of civic government

Root Causes

- Resource constraints
- Past underfunding of asset renewal
- Rate of inflation and/or growth exceeds budget allocations
- Absence of established asset management plan/life cycle costing process
- Absence of approved service level objectives
- Lack of mutual understanding, gap between citizen expectations and actual services provided

Outcomes of Managing the Risk

- Citizens can move around the city safely and efficiently, in all seasons, with limited disruption/congestion on roads, bridges and sidewalks that are in good condition
- Cost effective program that is trusted, inspires confidence and provides good value for tax dollars
- Quality infrastructure that enhances our community's prosperity, productivity, quality of life and economic development/investment
- Mobility for all citizens is enhanced and encourages active transportation

Current Risk Management Activities

- Ongoing monitoring of infrastructure condition, by type (roads, sidewalks) and by class
- Annual Civic Services Survey
- City Council-approved Winter Road Maintenance Level of Service
- Asset Management Plans prepared for roads, sidewalks and bridges
- Annual report on infrastructure condition (roads, sidewalks) to City Council
- Annual report on short/long-term infrastructure funding adequacy/deficiency to City Council
- Internal audits of (1) summer maintenance and (2) winter maintenance programs completed
- Deliver annual maintenance programs
- Continue to implement Roadway Financial Management Strategy
- Prioritize sidewalk remediation based on risk
- Monitor, track and report actual level of service and other accomplishments
- Improved integration of sidewalk condition assessment crews and sidewalk repair crews
- Bundling of winter tenders to create efficiencies and lower costs
- Building Better Roads program
- Completed Roadways Civic Service Review
- Maintain Snow and Ice Contingency Reserve
- Increased funding from existing sources
- Engineering and financial staff involvement in road maintenance operations re-established
- Centralized & coordinated roadways workflow management process and resource optimization model developed

Additional Planned Risk Management Activities

Description	Target
- Prepare/update Asset Management Plans that address inventory, current condition, service level and funding considerations – street signage, traffic signals	2018
- Prepare additional roadways level of service reports for City Council approval – summer maintenance, street signage, traffic signals	2017/18
- Research, develop and implement next phase of roadway asset management system	TBD
- Reassess sidewalk design process and specifications	TBD
- Undergo internal audits – sidewalks, bridges	TBD
- Investigate and incorporate innovative treatments effective in a variety of conditions	2018+
- Monitor, track and report actual level of service and other accomplishments (e.g., piloting GPS study on winter maintenance fleet)	Ongoing
- Enhance Building Better Roads program – summer maintenance program design changes; proactive maintenance approach; redesign of fall sweep program	2017/18
- Develop roadway inventory/level of service driven budget	TBD
- Increase funding from existing sources and/or identify and pursue alternative funding sources	Ongoing
- Develop and/or maintain engagement plan/communication strategy regarding transportation infrastructure investment and maintenance activities	Ongoing

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **High**

(A&FS-1) The City may not be prepared to quickly and effectively resume operations in the event of serious incident, accident, disaster or emergency

Likelihood

Impact \ Likelihood	1	2	3	4
4	Yellow	Yellow	Red	Red
3	Yellow	Yellow	Yellow	Red
2	Green	Yellow	Yellow	Yellow
1	Green	Yellow	Yellow	Yellow

● Inherent Risk ● Residual Risk

Key Impacts

- Unable to deliver normal levels of critical civic services for internal and external customers in the hours following a disruptive event
- Property damage
- Loss of revenue, loss of civic assets
- Additional costs incurred
- Negative perception of civic government
- Legal action against the City

Root Causes

- Resource constraints
- Competing priorities
- Lack of risk knowledge/understanding

Outcomes of Managing the Risk

- The City mitigates, prepares for, and responds to credible hazards that impact safety and security of civic staff, processes and continuity of operations
- The City effectively, predictably and cooperatively responds to a disruptive event in a way that maximizes the use of available resources and enables critical business units to return to minimal function within a predetermined period of time

Current Risk Management Activities

- Regional Resiliency Assessment Program (RRAP) completed at four civic facilities
- Corporate security measures under review
- Ongoing comprehensive emergency plan review
- Backup IT centre and uninterrupted power supply (UPS) for IT assets established
- Electrical supply upgraded at City Hall
- Active Threat Workshop completed
- Several individual contingency plans/business interruption plans have been prepared
- Researched, developed and implemented updated spill policies and operations
- Emergency Measures Organization (EMO) has criteria in place to issue EOC alerts
- Incident Command System training regularly offered to identified divisions/departments with a direct role in emergency response (applies to all phases in emergency management)
- notifynow mass notification system implemented and tested twice a year
- Emergency Operations Centre (EOC) established
- New Command Vehicle commissioned
- EOC training provided to key stakeholders on their roles in the recovery process

Additional Planned Risk Management Activities

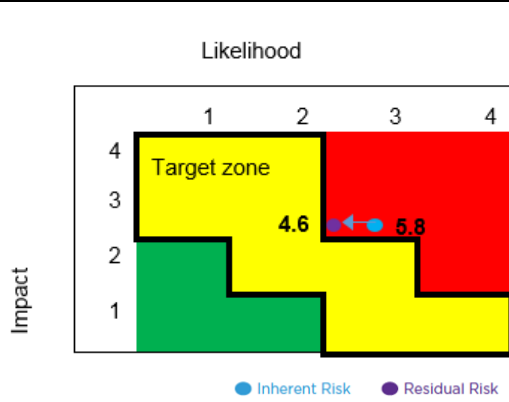
Description	Target
- Conduct RRAP reviews of critical municipal infrastructure	2017/18
- Evaluate, research and update corporate security plans	2017/18
- Corporate-wide Business Continuity Planning (BCP) assessment to prioritize services and recovery tasks	2017/18
- Develop in-house BCP expertise	2017/18
- Launch BCP training program	2017/18
- Develop risk-based BCP development schedule	2017/18
- Undergo internal audit	2017/18
- Launch a communication strategy regarding the City's preparedness	2017+
- Update 2007 Pandemic Business Impact Analysis and associated policy	2018
- Expand Incident Command System training	2018
- Initiate EOC mock exercise	2018
- Expand Incident Command and EOC training	2018

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: High

(CI-1) The City's engagement and communications initiatives and opportunities may not be effectively reaching its citizens



Key Impacts

- Unrealistic expectations
- Expectation gap
- Citizen dissatisfaction
- Decisions that are not well supported or understood
- Poor decision making process
- Perception of less transparency and accountability

Root Causes

- Outdated, ineffective initiatives
- Reluctance to adopt change
- Limited, uncoordinated capacity to execute community engagement opportunities

Outcomes of Managing the Risk

- Citizens actively and effectively participate in processes that result in better decisions that are trusted, transparent and more widely accepted

Current Risk Management Activities

- Online engagement tool launched 2014
- Piloted new approach to community engagement, new third party online citizen budget tool and "leveraging off of an anchor event" program
- New website launched 2015
- Digital Policy and Standards Guide adopted
- Hired Service Saskatoon special projects manager
- Blue pages and website phone numbers updated
- Free public wifi offered in civic facilities
- Service Saskatoon officially launched
- Internet publishing and electronic agenda systems implemented
- Created new online citizen panel
- Created a Sharepoint site to improve coordination and consistency of engagement and along with an automated weekly update
- Established a Community Engagement Section and hired a Community Engagement Manager to provide professional engagement advice on complicated projects and where unanticipated stakeholder/citizen concerns occur
- Hired a temporary Community Engagement Consultant to provide professional engagement support to large corporate initiatives such as environmental initiatives
- Replacing the Shaping Saskatoon program identifier with "Engage! Saskatoon" and creating a one-stop shop webpage at saskatoon.ca/engage for easier access to information and opportunities to provide input
- Internal Process Review of Public Works Customer Service Call Centre
- Citizen service satisfaction survey process piloted

Additional Planned Risk Management Activities

Description	Target
- Continue to develop and build a division structure that supports engagement throughout the corporation	2018
- Develop and implement additional short-term actions such as improving the Citizen Advisory Panel experience, and other online engagement tools	2018+
- Continue the Engagement Civic Service Review to create consistencies and coordination of engagement on a corporate basis	2018
- Recommend and adopt a Council Policy on Public (Community) Engagement	2018
- Begin work on developing a more detailed Engagement Framework for Administration which supports an adopted Council Policy	2019+
- Enhance ability to collect data on engagement such as costs and participation for future analytics	2019+

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(A&FS-2) The City may not be considering the total costs of asset ownership when making investment decisions

The chart is a 4x4 grid with Likelihood on the x-axis and Impact on the y-axis. The grid is color-coded: yellow for (1,2), (1,3), (1,4), (2,1), (2,2), (2,3), (3,1), (3,2), (3,3), (4,1), (4,2), (4,3), and red for (3,4) and (4,4). A green box labeled 'Target zone' covers the area from (1,1) to (2,2). A purple dot at (2,2) is labeled '5.2' and a blue dot at (3,3) is labeled '9.9'. A legend below the chart shows a blue dot for 'Inherent Risk' and a purple dot for 'Residual Risk'.

Key Impacts

- Decisions are made with incomplete information
- Higher overall costs, the decision may not be the most fiscally prudent
- More cost-effective projects are deferred
- Lower level of confidence in of the decision making process
- Inaccurate budgeting for future operating and capital costs

Root Causes

- Focus on initial capital outlay
- No consistent costing methodology
- Uncertainty regarding future costs

Outcomes of Managing the Risk

- The most cost effective decisions result from considering the total cost of asset ownership (acquisition, operating, maintenance and disposal)

Current Risk Management Activities

- Asset Management Plans are currently being developed in key asset categories such as Parks, Transit, Roadways and Facilities
- Life cycle costing methodology being applied to all P3 projects
- Internal audit of capital planning and budgeting, life cycle costs and operating costs completed

Additional Planned Risk Management Activities

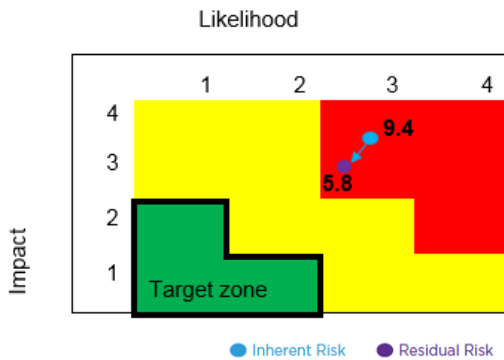
Description	Target
- Incorporate life cycle costing into operating budget process	2018
- Implement recommendations from internal audit	2018

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(SG-2) The City's infrastructure investments may not correspond to growth trends and forecasts for the local or regional economy



Key Impacts

- Under: growth overwhelms existing infrastructure
- Under: stifled economic activity, employment and business opportunities
- Over: significant investment precludes use of funds for alternative priorities
- Over: increasing debt servicing costs

Root Causes

- Absence of overall plan for growth
- Growth Plan not aligned with Strategic Plan
- Unreliable, inaccurate, inconsistent economic/ demographic data upon which to base decisions
- Lack of secure, predictable, long-term funding strategies

Outcomes of Managing the Risk

- Well-functioning and efficient infrastructure that enhances quality of life, promotes environmental responsibility, expands access to vital services and improves economic opportunities for all
- Strategic approach to infrastructure development – enhance existing assets before building new; use infrastructure to influence rate/type of growth
- Investments are aligned with the approved Growth Plan to Half a Million

Current Risk Management Activities

- General urban land development process established (studies, annexation, community plans through to subdivisions, site registrations, building permits)
- Approved concept plans in place and ready to pursue in response to demand
- 3-year land development program/plan prepared and updated regularly
- Utilization of P3 agreements for large infrastructure projects
- City Council has adopted a long-range Official Community Plan to manage growth and change
- Completed, presented and obtained approval of Growth Plan to Half a Million
- Regional Plan being prepared to ensure the City secures a land base for long-range urban growth
- Frequent and ongoing monitoring of market conditions and economic/supply/demand indicators
- Ongoing monitoring of financial resources (reserve sufficiency, cash flows)
- Implementation of the recommendations from the Hemson Consulting Ltd. "Financing Growth Study"
- Long-term infrastructure plan being developed by federal government
- Long-term infrastructure funding commitments received for new infrastructure
- Aligning major infrastructure investments with directions and strategies of Growth Plan to Half a Million
- Developing an engagement strategy regarding growth and infrastructure investment, and specific sub-plans for core initiatives of the Growth Plan to Half a Million

Additional Planned Risk Management Activities

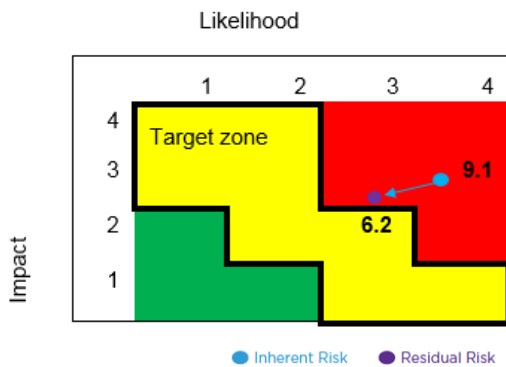
Description	Target
- Long-term infrastructure funding commitments for both new and existing infrastructure	2018-2045

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(MA-3) The City may not be investing enough money in its public transit infrastructure to maintain an acceptable level of service



Key Impacts

- Deteriorating transit infrastructure/condition/reliability
- Inability to deliver transit services/achieve service levels
- Decreasing ridership/revenue; increasing mill rate support
- Increase infrastructure deficit/deficiency
- Citizen dissatisfaction; transfer of dissatisfaction to other program areas

Root Causes

- Financial constraints; past underfunding of asset renewal and operating hours
- Absence of established asset management plan and life cycle costing process
- Absence of approved service level objectives
- Lack of data analytics and marketing strategies to attract new ridership
- Conflict over trade-off between coverage and frequency
- Lack of public understanding about service level objectives

Outcomes of Managing the Risk

- A safe, reliable, convenient and affordable public transit system that enables residents to access work, education, health care, shopping, social and recreational opportunities
- Quality infrastructure that enhances our community's prosperity, productivity, quality of life and economic development/investment
- Reduction of greenhouse gas emissions, traffic congestion, commute times

Current Risk Management Activities

- Long-term Transit Plan approved by City Council
- Intelligent Transportation System implemented
- Real-time mapping launched
- New Transit website launched
- BRT planning through Planning and Development contract with HDR Inc. will focus on BRT routes, runningways and linkages to the current transit system
- Public engagement sessions have occurred
- Internal audit regarding staff scheduling completed; some recommendations to be put in place in 2018
- Annual Civic Services Survey
- Funding secured from the Public Transit Infrastructure Fund
- Implemented high-frequency transit corridor along 8th Street and 22nd Street
- Saskatoon Transit Fleet Renewal Strategy and Asset Management Plan approved by City Council
- Five-year and ten-year implementation priorities being identified
- Appropriate performance measures being developed

Additional Planned Risk Management Activities

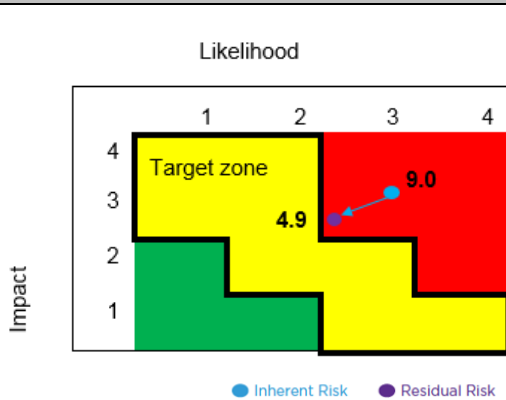
Description	Target
- No additional risk management activities are planned	n/a

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(EL-1) The City's waste and recycling services may not be meeting customer service delivery and environmental stewardship expectations



Key Impacts

- Citizen/stakeholder dissatisfaction
- Transfer of dissatisfaction to other program areas
- Diversion rates do not achieve target levels
- Shortened useful life of existing landfill; accelerated requirement to identify, prepare and fund the establishment of a replacement site

Root Causes

- Contradictory service expectations; expectation gap
- Inappropriate business model

Outcomes of Managing the Risk

- Citizens are satisfied with the waste diversion options available to them and reliability of garbage collection
- Citizens perceive they receive good value for the amount paid
- Useful life of the landfill is maximized, need for a replacement site is deferred indefinitely
- Appropriate waste decisions are made easier

Current Risk Management Activities

- Waste diversion programs that are convenient and easy to use have been launched and further programs are being developed
- "Blue approved" awareness campaign launched to educate citizens on what can and cannot go into recycling bins
- Broader public education and awareness about waste and recycling has been launched under a #YXETalksTrash campaign
- Private contractors procured to support collections operations
- Rental of additional equipment to support the Green Cart program
- Completed a comprehensive community-wide waste study (characterization) to identify opportunities for improved service and diversion
- Full cost for waste services, ROI, and statements of values created to guide decision making
- Developing a new business model to focus on the creation of a sustainable utility
- New optimized routing software implemented in 2016 has reduced the need for expanding the collections fleet and helps identify where service may have been missed
- Integrated collection calls with Public Works' Customer Service system
- Contract in place with collections operators

Additional Planned Risk Management Activities

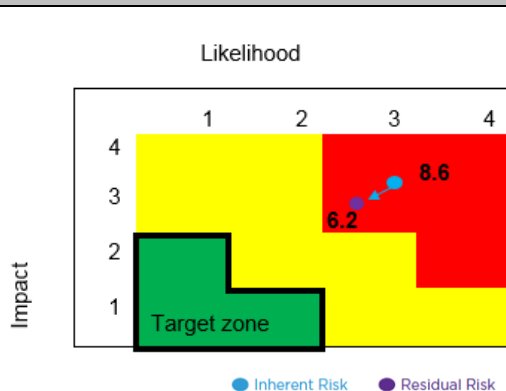
Description	Target
- Develop an updated Waste Diversion Plan	2017
- Implement the recommendations of Blue Ridge Services reducing equipment utilization and extending the landfill life	2018
- Conduct a comprehensive review of the waste business model including opportunities to improve waste service, diversion outcomes and financial sustainability (e.g. utility)	2017/18
- Complete implementation of 2014 landfill financial audit recommendations	2017/18
- Conduct periodic community waste audits	Ongoing
- Implement a community engagement and awareness plan to solicit the cooperation of residents and businesses in improved waste services and diversion	2017/18
- Develop targeted action plans for bringing new services and diversion programs forward as a result of the periodic audits and community engagement	2017/18

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(A&FS-6) The City may be using outdated or unsupported software and/or hardware that may fail



Key Impacts

- Vulnerability to security threats (information and infrastructure)
- Failures/crashes; catastrophic data loss
- Data corruption, instability
- Increased downtime, lost productivity, inefficiencies
- Loss of flexibility, responsiveness
- Service disruptions

Root Causes

- Resource constraints
- Competing priorities
- Absence of an IT strategy, governance model

Outcomes of Managing the Risk

- A modern information technology infrastructure that supports program areas in the achievement of business objectives

Current Risk Management Activities

- Capital funds were approved in 2017 to assess the current environment and establish an IT strategy to modernize the infrastructure and applications layer
- Changes in the IT org structure were made to ensure resources are assigned to key accountability areas
- Manual processes and work arounds have been established by business units
- Operational risk is being defined on an ongoing basis and mitigated appropriately based on long-term IT strategies and roadmaps
- Based on current resources structure (people and available operating budgets), a defined COLO model has been developed for applications and services that are deemed essential by the Leadership Team

Additional Planned Risk Management Activities

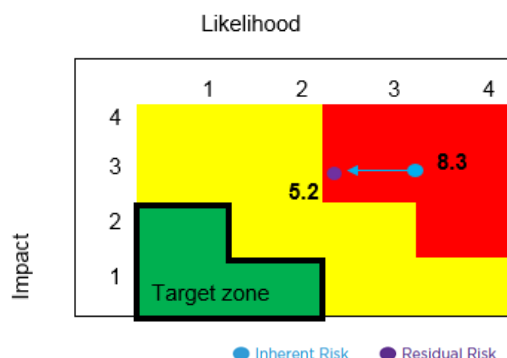
Description	Target
- IT Asset Management Program - Business lines have been presented with information to upgrade their IT hardware (laptops, desktops) and associated operating systems	2017/18
- ERP/EAM Program - Business requirements and review of our current process continue	Ongoing
- A market-ready RFP is expected in early 2018 to provide the City with an integrated platform for all core business functions (ERP, EAM, CIS)	
- IT Infrastructure Modernization Program – the Dev/Ops business model is ongoing. The data center assessment is completed and the cloud viability study will be included in the ERP/EAM RFP	2017/18
- IT Infrastructure Modernization Program is ongoing. This strategic program will provide a technical roadmap for modernization of critical hardware and applications of the city	Ongoing
- Evaluate infrastructure and develop plans and strategies to accommodate a shift to sustainable, scalable and cost effective IT infrastructure	2017/18
- Business Continuity and Disaster Recovery Planning – documentation development is underway. This information is required to ensure the IT modernization of infrastructure achieves business objectives	Ongoing

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(A&FS-7) The City's information technology strategy may not be properly aligned with the organization's goals and objectives



Key Impacts

- Information technology is an impediment to achieving business objectives
- Fragmented and reactive approach to technology investments
- Customer dissatisfaction, transfer of dissatisfaction to other program areas
- Negative perception of local government

Root Causes

- Resource constraints
- Decentralized/outdated business/operating/delivery model
- Non-strategic culture, lack of strategic alignment
- Lack of change management, training and communication/collaboration between IT and the rest of the organization
- Lack of mutual understanding, unrealistic expectations
- Not utilizing already captured data to inform business decisions

Outcomes of Managing the Risk

- IT is a strategic business partner that offers innovative business solutions and empowers its customers to effectively utilize technology to provide services citizens expect and create workflow efficiencies
- An information technology strategy that is closely aligned to business and strategic objectives and critical business processes
- Information technology assists in the management of business information risks (not just IT risks)

Current Risk Management Activities

- Launched new vision and mandate statement
- IT requirements are identified in the annual business planning process
- Introduced a new IT Opportunity Assessment Process and Privacy Information Assessment
- Implemented new organizational structure that is aligned to business units/divisions
- Provided training for IT staff in business analysis, project management and achieving excellence in IT
- IT Business Planning is inclusive of business line outcome
- Hired new positions in IT to support the transformational change:
 - Enterprise Architect
 - Change Management
- Several strategic programs have been created to prepare for this risk
- Introduced a new Service Desk tool and launched Phase 1
- Providing business analysis and alternate options
- Developed business relationship management core competencies
- Numerous activities have been launched to ensure that IT is aligned with business need and outcome

Additional Planned Risk Management Activities

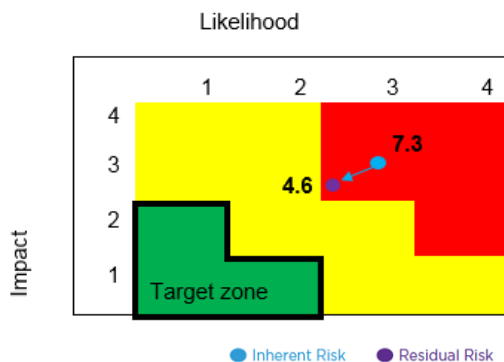
Description	Target
<ul style="list-style-type: none"> - Develop multi-year Corporate IT strategy that is based on being a strategic business partner enabling the business line outcomes - The following programs and activities have been created and are ongoing: <ol style="list-style-type: none"> 1. BRM – Business Relationship Management model launched in 2017. A staff member in IT is accountable to each business line in the City 2. Project On Line & Prioritization has been implement and provides clarity for the IT division to focus on and achieve business line outcomes 3. Service Level Agreement and Service Catalogue – IT continues to develop SLAs and an on line service catalogue for easy access of services and information 4. Change Advisory Board and Solutioning Group consisting of IT staff meets weekly to review ITSM tickets, business requests and provide solutioning options given our current short-/long-term strategy 5. ITIL Foundations – formal processes are being implemented to ensure IT matures in its service delivery 6. Client service delivery – changes to the org structure and dedicating resources to a tiered service delivery for the corporation - Develop and/or maintain engagement plan/communication strategy regarding IT investment - Implement cloud based solution - Continue implementation of Service Desk tool - Implement business analysis and process improvements throughout the organization - BRM strategy to ensure alignment of IT with business line outcomes 	<p>Undated annually Ongoing</p> <p>Ongoing</p> <p>2018</p> <p>2018+</p> <p>2018+</p> <p>Ongoing</p>

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(SG-4) The City may not be prepared for the effects of climate change



Key Impacts

- Failure of critical built infrastructure; associated loss of life/injury
- Reactive and more costly corrective/remediation measures
- Loss of/damage to civic assets
- Increasing levels of greenhouse gases

Root Causes

- Resource constraints
- Lack of understanding of importance, components, direction, priority status
- Infrastructure investment decision criteria do not include the value of mitigation/adaptation/resiliency strategies

Outcomes of Managing the Risk

- The City's infrastructure, citizens, ecosystems and economy are protected from, less vulnerable to or more resilient from the impacts of climate change
- Climate change considerations are incorporated into the decision-making, design and maintenance processes in a comprehensive and integrated manner

Current Risk Management Activities

- Predictive model developed with U of S to more accurately predict future rainfall patterns and identify infrastructure constraints
- Information reports regarding climate adaptation strategies received by City Council
- Incorporated Environmental Implications section in Committee and City Council report template
- Participated in the West Yellowhead Air Management Zone
- Superpipe capacity improvements avoid storm water infiltration into sanitary sewer system
- Ad hoc mitigation, adaptation and response strategies
- Revised roadway design standards to address saturated ground/high water table conditions and snow storage requirements; mandatory subsurface drainage for all new roadway construction, discretionary for rehabilitation projects
- Weather Event Response Plans developed in Parks/Urban Forestry
- Hydrant accessibility inspection process in place

Additional Planned Risk Management Activities

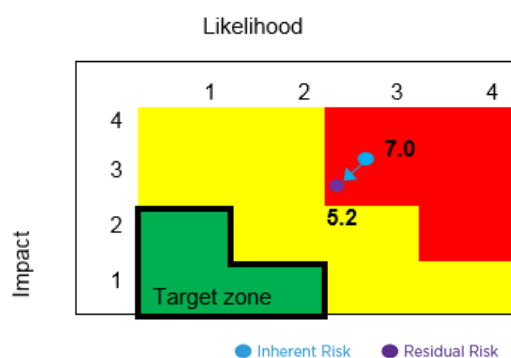
Description	Target
- Incorporate climate adaptation strategies into asset management plans	2018
- Review infrastructure design standards based on Climate Adaptation Plan	TBD
- Draft a Climate Adaptation Plan identifying the strategy for completing the City's climate change response needs	2019
- Develop Storm Water Management Plan and associated policy tools such as low impact development guidelines to reduce impacts to civic "grey" infrastructure and increase the resilience of "green" infrastructure	2018 - 2020
- Develop new landscaping design and construction specifications to ensure all new park development considers severe weather	TBD
- Develop a comprehensive inventory of climate adaptation response needs based on climate change models developed for the Prairies	2018
- Conduct a gap analysis between response needs and current adaptation response plans and initiatives	2017/18
- Engage with community stakeholders to ensure community-wide response plans are in place	TBD
- Retrofit existing parks and green spaces for improved resilience to climate change impacts	TBD
- Business continuity planning underway	2017/18

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(A&FS-8) The City's decision making processes may be hampered by information systems and data sets (financial and operational) that are not integrated



Key Impacts

- The wrong decision is made
- Inefficient processes, data re-entry errors
- Redundant applications/systems that waste resources

Root Causes

- System investment decision criteria do not include non-financial costs and benefits
- Decentralized IT business model
- Absence of IT strategy, governance model
- Manual processes/information repositories
- Absence of end-to-end business process analysis
- Lack of enterprise change leadership/management
- Lack of leadership and cascading goals

Outcomes of Managing the Risk

- Relevant, complete and accurate financial and non-financial information is readily available to support the decision making process
- Integrated business information systems that improve productivity, increase efficiencies, decrease costs and streamline processes

Current Risk Management Activities

- Developed a multi-year IT Strategic Business Plan
- Reporting and data services strategy being developed
- Creation of a data warehouse and strategy to deal with legacy systems
- Enterprise change management proposal provided to the leadership team and the corporation
- RFP awarded for the development of a business case for a core ERP system
- Enterprise strategies and programs to encompass asset management, data management and business intelligence are being developed
- Civic Service Reviews identify opportunities to better manage processes and information
- Developed data management plans in three pilot areas (Fire, Transit and Human Resources)

Additional Planned Risk Management Activities

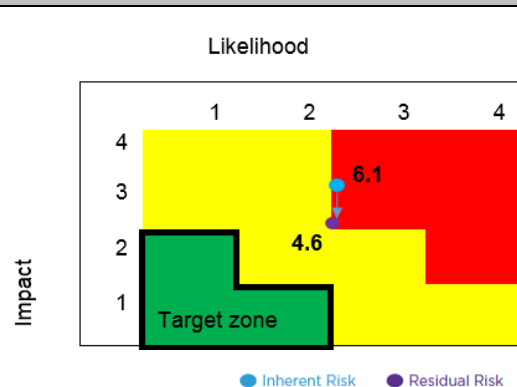
Description	Target
- ERP/EAM Program - Business requirements and review of our current process continue. A market ready RFP is expected in early 2018 to provide the City with an integrated platform for all core business functions (ERP, EAM, CIS)	Ongoing
- Continue to prioritize Project On Line implementation	Ongoing
- Develop a change management process to aid in the identification and resolution of integration opportunities	2018+
- Continue to conduct Civic Service Reviews	Ongoing
- Continue to develop data management plans to improve data utilization and facilitate data analytics/open data concept	Ongoing

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(CI-2) The City's existing strategies may not be attracting, hiring, managing, developing & retaining top talent to support existing and future operations



Note: The scoring for this strategic risk is currently under review. Information presented is related to 2017.

Key Impacts

- Unable to fill key management and/or operational positions in a timely manner, if at all
- Business objectives may not be achieved because key management positions are unstable/vacant and/or adequately trained staff with essential skills are not available to effectively deliver services
- Critical and/or corporate knowledge is lost
- Employees become “surplus” because their skills do not match what is needed
- Decrease in employee morale, both existing and new staff
- Increase in hiring and training costs

Root Causes

- Financial and/or non-financial compensation packages are not competitive
- Failure to capture relevant knowledge/prepare an actionable knowledge base
- Not utilizing data analytics to predict future workforce demands
- Absence of an overall framework
- Technological and business model changes
- Lack of talent pipeline management/succession planning process
- Hiring freezes/caps
- Negative work environment, job dissatisfaction
- Changing public expectations

Outcomes of Managing the Risk

- Leadership talent is identified early and cultivated over time (e.g. training, action learning, mentoring, job rotation, high-potential development programs, etc.)
- The City's human capital (its people) is aligned with its business plans to achieve its mission and strategic goals – the right people with the right skills are in the right job at the right time
- A desirable workplace that maximizes employee retention while implementing and maintaining measures that minimize disruptions when employees resign, must be terminated, retire or transfer

Current Risk Management Activities

- “Investing in Leaders” program continues to offer wide selection of opportunities to staff
- “Employee Rewards and Recognition” program being developed
- Consistently rated as one of Saskatchewan’s Top 100 employers
- Undertook work to identify the City’s current branding within and outside the organization
- Implemented mandatory Supervisor 101 program to ensure all supervisors and managers have necessary skills, knowledge and competencies to effectively lead and manage their teams
- Succession planning framework has been presented to the Leadership Team and applied to Director and GM positions
- Competency frameworks have been developed for Directors and GM’s and are being developed for Supervisors and Managers
- Divisional HR plans have been introduced and updated to align HR services with operational needs
- Business Intelligence (BI) tools being developed and implemented for diversity, absenteeism, safety, overtime and retention

Additional Planned Risk Management Activities

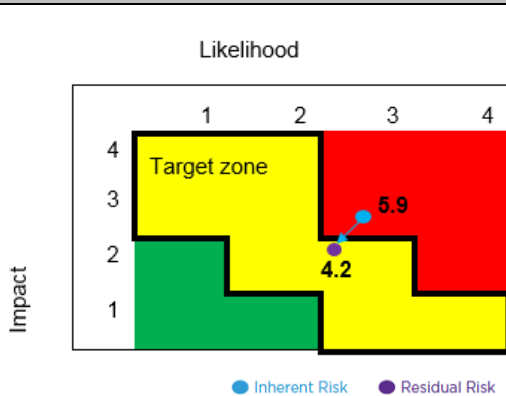
Description	Target
- Finalize and implement “Employee Rewards and Recognition” program	2018
- Individual Development Plan process will be updated and has been piloted with several divisions	2017/18
- Finalize Recruitment and Retention Strategy (drafted in 2016)	2018
- Formal “onboarding” process will be implemented for individuals new to the organization/new to the position	2017/18
- Undergo internal audit	2017/18
- Introducing improved web based solutions for surveys, dashboard and information libraries	2017/18
- Implement a BI tool to enable the production of regular workforce analytics to improve workforce planning capabilities	2018
- Pilot workforce analytic reporting as BI data cubes are completed and put into production and amend reporting as necessary	2018
- Implement a Total Rewards Strategy for Directors and Managers	2018
- Learning Management System to identify and track key training needs and existing talent pools	TBD
- Formal “offboarding” process will be implemented, including mandatory exit interviews	2017/18
- “Stay Surveys” have been introduced with periodic reporting to the Leadership Team	2017/18

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(QL-1) The City may not be investing enough money in its parks infrastructure to maintain an acceptable condition and level of service



Key Impacts

- Deteriorating park and recreation infrastructure/condition/level of service
- Increasing reactive/emergency maintenance activities
- Deferred capital work; accelerated deterioration
- Increasing infrastructure deficit/deficiency
- Unsafe conditions (turf, playing surfaces, amenities, pathways, trees – structural weakness, disease)
- Citizen dissatisfaction; transfer of dissatisfaction to other program areas

Root Causes

- Financial constraints
- Past underfunding of asset renewal
- Rate of inflation and/or growth exceeds budget allocations
- Absence of established asset management plan/life cycle costing process
- Absence of approved service level objectives
- Lack of mutual understanding, contradictory service expectations

Outcomes of Managing the Risk

- A safe, clean, accessible and well-maintained park and open space network that provides varied opportunities for both active and passive recreation and leisure activities for citizens of all ages
- Citizens perceive they receive good value for tax dollars
- Quality infrastructure that enhances our community's prosperity and quality of life

Current Risk Management Activities

- Continuing to implement new service delivery model – combined horticultural and turf maintenance crews
- Asset Management Plans prepared for paved trails, irrigation systems and play structures
- Identify Parks levels of service with City Council and citizens
- Prepared Asset Management Plans that address inventory, current condition, service level and funding considerations for additional park assets – sportsfields, paddling pools and spray parks
- Completed Recreation & Parks Master Plan
- Implemented new work management system
- Completed process mapping of service delivery for various Parks services
- Completed Civic Service Reviews – Parks and Urban Forestry
- Annual Civic Services Survey
- Participated in the Special Event Civic Service Review to identify improvements to the Special Event process regarding impact on parks/open spaces
- Increased funding from existing sources

Additional Planned Risk Management Activities

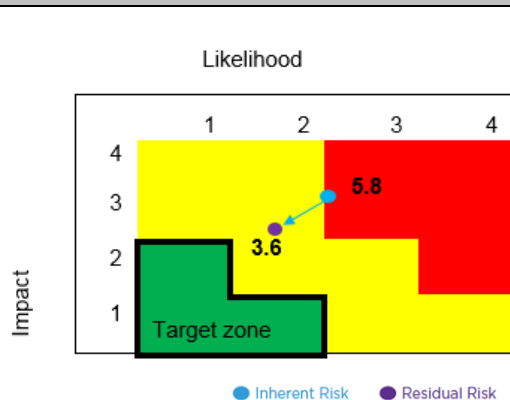
Description	Target
- Continue development of Landscape Design and Development Standards including further research regarding citizen and developer engagement	2018/19
- Continue expansion of new combined crew service delivery model to additional areas	2018
- Establish new satellite maintenance facilities in new development areas	2018
- Complete implementation of the newly installed tree inventory software system	2017/18
- Develop drainage regulatory-compliance model (Community Standards), including consideration of drainage issues that affect parks and recreation spaces	2017/18
- Implement key findings from Urban Forestry Civic Service Review	2018

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(A&FS-9) The City may not be adequately protecting information created by or entrusted to it



Key Impacts

- Information is exploited for personal gain/economic advantage
- Loss of citizen trust and confidence in the City
- Legal action against the City
- Legislative non-compliance

Root Causes

- Lack of understanding of what information is confidential/personal
- Absence of policies that govern collection, use, creation and storage of information
- Inadequate security measures
- Intentional/unintentional breach of security measures, release of information (e.g. hacking, employee error)

Outcomes of Managing the Risk

- Every person who has access to confidential/personal information understands and carries out their responsibilities to protect that information throughout its lifecycle
- The public has confidence that information provided to the City is dealt with appropriately

Current Risk Management Activities

- Procedures ensure user accounts are kept up to date (current staff only)
- Procedures ensure user access privileges do not exceed legitimate needs
- A framework of information management/governance policies have been developed
- Confidentiality agreements are required in certain circumstances
- Administrative processes regarding City Clerk's Office handling of information
- Divisional training sessions are provided upon request
- Corporate records training program provided for records coordinators and others dealing directly with records management
- Privacy Impact Assessment Process approved by Leadership Team
- New Access & Privacy Officer hired in 2017
- Implemented Privacy Impact Assessment Process
- IT Security Program:
 1. MTA – Maturity Threat Analysis has been completed
 2. Cyber Security Analysis – completed by the Government of Canada
 3. Data Center Assessment – completed
- Security reviews, inspections and audits conducted on a periodic basis
- IT monitoring tools have been implemented
- Monitoring, intrusion detection and penetration testing protocols exist

Additional Planned Risk Management Activities

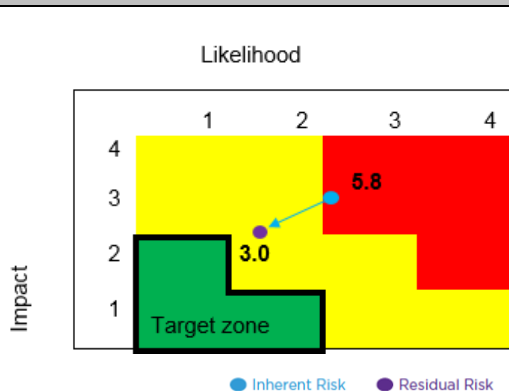
Description	Target
- Review Privacy Impact Assessment Process with stakeholders	2018
- Develop corporate records training program for general staff	2018
- Review and update information management/governance policies	2017/18
- All new employees/contractors to receive training on how to comply with information/governance policies	2018/19
- Develop detailed policies to support information management/governance framework	2018/19
- Develop IT strategy and technical roadmap for security	2018
- Review and provide input on updated language in tenders/RFPs regarding privacy issues, access to information	2017/18
- Review records classification system and records retention schedules	2017-19
- Develop Privacy Policy (internal) that addresses access and privacy aspects to consider in a hybrid environment, unauthorized release/breach response plan, etc.	2017/18

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(SG-3) The City may not be consistently considering risk management when evaluating and pursuing strategic initiatives



Key Impacts

- Preventable failures jeopardize project/program/initiative success
- Foreseeable opportunities are missed
- Accepted risk exceeds the organization's risk appetite

Root Causes

- Lack of understanding of importance, process and benefits of risk management
- Unstructured/immature/poorly implemented risk management program
- Risk appetite has not been clearly defined

Outcomes of Managing the Risk

- Project threats are minimized; project opportunities are seized
- Projects are delivered on time, on budget and with quality results

Current Risk Management Activities

- Risk Based Management program was approved by City Council
- Risk Management Policy was approved by City Council
- Risk Based Management workshop conducted
- Leadership Commitment Session held to increase awareness of risk identification, prioritization and mitigation
- Strategic Risk Assessment was completed and approved by City Council
- Developed internal audit plan based on strategic risk assessment
- Strategic Risk Registers prepared and received by SPC on Finance
- 2016 Business Planning process included consideration of key challenges
- 2017 and 2018 Business Planning processes included consideration of strategic risks
- Several risk management guidance documents developed to aid in the preparation of business plans

Additional Planned Risk Management Activities

Description	Target
- Finalize Corporate Risk Appetite	2017/18
- Incorporate risk management section in Committee and City Council report template	2018
- Incorporate training on risk management into the corporate training program	2019+
- Conduct operational risk assessment, prepare associated risk registers	2018
- Incorporate operational risk assessments into internal audit plan update	2019
- Business planning process will include consideration of operational and strategic risks	2018+
- Develop a project risk management framework and program	2018
- Implement post-event risk analysis process	2018+

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: Medium

(A&FS-5) The City may not be aligning its financial resources in a way that supports its priorities, strategic goals and core services

Likelihood

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1

● Inherent Risk ● Residual Risk

Key Impacts

- Higher priority services are underfunded; lower priority services are overfunded
- Lower level of confidence in the budgeting process
- Decisions are made with incomplete information

Root Causes

- Budgeting system limitations
- Resource constraints
- Lack of information

Outcomes of Managing the Risk

- A clear, transparent and credible budgeting process that:
 - inspires trust among citizens, City Council and the Administration
 - outlines a plan for achieving priority objectives
 - will use available resources effectively, efficiently and in a sustainable manner
 - serves as a basis for accountable government

Current Risk Management Activities

- Annual business planning process
- Strategic planning process
- Implemented new five-step budgeting process
- Multi-year budgeting consulting project underway
- Service level option reports prepared for City Council to consider during budget deliberations
- Online citizen budget tool
- “Let’s Talk 2020” engagement opportunities obtained information from citizens regarding civic priorities over the next four years
- Annual civic services survey

Additional Planned Risk Management Activities

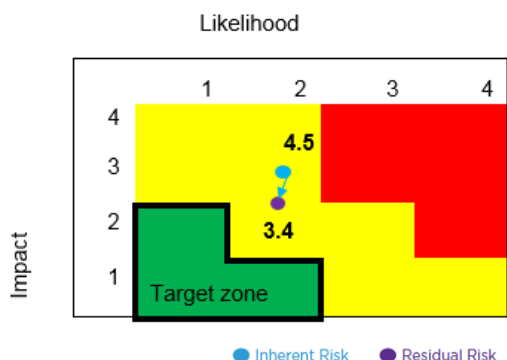
Description	Target
- Research, evaluate and prepare for implementation of a multi-year budgeting process	2018
- Renew the City’s Strategic Plan	2017/18

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Medium**

(A&FS-3) The City may not be investing enough money in its facilities to maintain an acceptable condition and level of service



Key Impacts

- Deteriorating facility condition/availability
- Increasing reactive/emergency maintenance activities/cost
- Deferred facility/equipment replacement; accelerated deterioration
- Available funding spent to repair worst facilities/equipment rather than invest in preventive maintenance
- Increasing facility deficit/deficiency
- Unsafe facility/equipment condition
- Reduced ability for operational programs to deliver service
- Customer dissatisfaction/ transfer of dissatisfaction to other program areas
- Injury, illness or death of employee and/or the public

Root Causes

- Resource constraints
- Past underfunding of asset renewal
- Absence of established asset management plan/life cycle costing process
- Appraised values lag inflationary impacts
- Rate of inflation exceeding annual Municipal Price Index
- Absence of approved service level objectives
- Lack of mutual understanding; unrealistic expectations

Outcomes of Managing the Risk

- Facilities provides quality service in an efficient, timely and professional manner to ensure safe, clean, productive and well maintained civic facilities for employees and citizens
- Quality infrastructure that enhances our community's prosperity and quality of life

Current Risk Management Activities

- Developed customer service agreements for certain customer groups
- Reassessed organizational structure to improve proactive planning and strategic/tactical operation of division – first phase complete.
- Conduct employee engagement survey to improve divisional culture, followed by action plan to improve employee engagement and commitment to cooperation
- Completed implementation of maintenance management system
- Cyclical building condition assessments (5-year cycle)
- Evaluate gaps in facility asset condition assessments and develop strategy to close these gaps (added outdoor pools to 2018 assessments, conducted internal condition assessments based on informal criteria)
- Conduct annual review of Civic Buildings Comprehensive Maintenance Reserve
- Conduct regular customer service meetings to review service and performance
- Completed roll out of new Service Desk tool throughout the organization
- Established an Asbestos Management Program and hired an Indoor Air Quality Manager to administer the program

Additional Planned Risk Management Activities

Description	Target
- Continue to develop customer service agreements	2018
- Prepare an Asset Management Plan that addresses inventory, current condition, service level and funding considerations	2017/18
- Integrate maintenance management system with Enterprise Asset Management system	2018
- Develop customer service satisfaction survey and feedback process	2018
- Undertake a comprehensive reserve sufficiency analysis and pursue bylaw amendments as required	2018
- Develop and/or maintain engagement plan/communication strategy regarding facilities planning, purpose and investment	2018

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Low**

(SG-6) The future growth of the City and region could be restricted by, or in conflict with, growth in surrounding areas

Likelihood

● Inherent Risk ● Residual Risk

Key Impacts

- Conflicting, un-coordinated, disjointed stand-alone municipal and First Nation growth plans
- Inability to maximize regional efficiencies and economies of scale
- Fragmented growth plans and conflicting land uses that impose constraints on others

Root Causes

- Lack of cooperation/involvement/commitment/buy-in by municipalities and First Nations in the region
- Sense of competition and desire to retain tax base
- Poor working relationship with regional partners
- Political change and uncertainty

Outcomes of Managing the Risk

- Well integrated regional planning that strengthens each partner municipality and maximizes economic prosperity and quality of life for all

Current Risk Management Activities

- Participated in the Saskatoon North Partnership for Growth (P4G) with the Cities of Warman and Martensville, the Town of Osler and the Rural Municipality of Corman Park
- Have participated with the RM of Corman Park in the Corman Park-Saskatoon Planning District since 1956
- Developed regional land use map and regional servicing strategy
- Developed governance and administrative structures for Regional Plan implementation
- Acquired over 700 acres of future development land in the North and Northeast sectors

Additional Planned Risk Management Activities

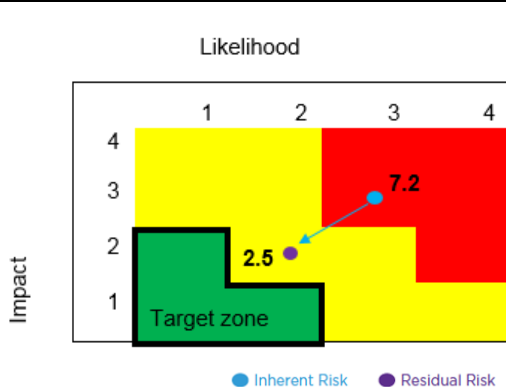
Description	Target
- Liaise with the RM of Corman Park and the Ministry of Government Relations on development proposals in the Planning District	Ongoing
- Engage with First Nations' land development interests in the Saskatoon region	Ongoing
- Conduct workshops on Reserve creation and economic and partnership opportunities	Annually
- Commence discussions on future boundary alterations	2018-20
- Meet with SREDA's Broader Regional Committee	Quarterly

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Low**

(A&FS-10) The City may not be investing enough money in its fleet infrastructure to maintain an acceptable condition and level of service



Key Impacts

- Deteriorating fleet condition/availability
- Increasing reactive/emergency maintenance activities/cost
- Deferred vehicle/equipment replacement; accelerated deterioration
- Available funding spent to repair worst vehicle/equipment rather than invest in preventive maintenance
- Increasing fleet deficit/deficiency
- Unsafe vehicle/equipment condition
- Reduced ability for operational programs to deliver service
- Customer dissatisfaction

Root Causes

- Resource constraints
- Past underfunding of asset renewal
- Absence of established asset management plan/life cycle costing process
- Absence of approved service level objectives
- Lack of mutual understanding; unrealistic expectations

Outcomes of Managing the Risk

- Fleet Services provides quality procurement and maintenance services in an efficient, timely and professional manner to ensure safe, reliable and well-maintained vehicles and equipment that support operational program service delivery

Current Risk Management Activities

- Developed customer service agreements for certain customer groups
- Evaluate supervisor capacity and ensure appropriate supervisor/employee and supervisor/duties ratio
- Develop and train supervisors on corporate and regulatory expectations
- Developed Fleet Asset Management Plan identifying funding gap; submitted to City Council for 2017 Budget Deliberations
- Undertaken a comprehensive reserve sufficiency analysis
- Completed Civic Service Review (CSR)
- Circulated customer service survey to all internal customers as part of CSR
- Completed Fleet Services Business Model review
- Completed development of maintenance shop staffing model that matches customer operational needs
- Implementing logistical changes at maintenance shop (entryway, office and parking)
- Updated fleet management technology and training

Additional Planned Risk Management Activities

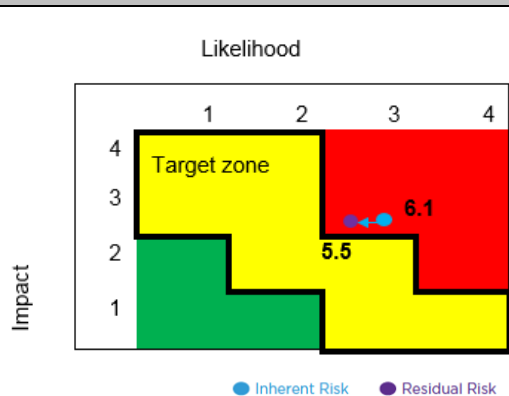
Description	Target
- Developing corporate GPS (Global Positioning System) program to support asset maintenance program and corporate safety and continuous improvement initiatives	2018
- Pursue bylaw amendments as required	2018
- Continue to develop customer service agreements for certain customer groups	2018
- Conduct customer service surveys to all internal customers annually	Annually
- Conduct annual review of rental rates	Annually
- Develop and/or maintain engagement plan/communication strategy regarding fleet investment	2017/18

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Low**

(EL-3) The City may fail to identify and pursue corporate CO2 reduction initiatives



Key Impacts

- Property damage, economic loss and personal injury due to the effects of climate change
- Loss of credibility as an environmental leader
- Increased frequency and intensity of severe weather events – prolonged drought, prolonged wet, intense rain/flooding, damaging winds, heavy snowfall/blizzard, mild winter with freeze/thaw and icing, extreme heat/cold, pests and invasive species

Root Causes

- Failure to meaningfully consider CO2 implications when evaluating projects/initiatives/options
- Resource constraints
- Absence of a clear vision, near- and long-term goals and strategies to achieve reductions in CO2 emissions

Outcomes of Managing the Risk

- An efficient, competitive and productive corporation that uses less energy and the energy that is used is from low-carbon sources

Current Risk Management Activities

- Combined heat and power projects at Shaw Centre and Lakewood Civic Centre installed
- Centralized utility management services to identify reduction opportunities
- Renewable energy generation being pursued at the Green Energy Park, including implementing solar power demonstration project at the landfill
- Single-stream recycling in place at most civic facilities
- Landfill Gas Power Generation Facility successfully destroying methane and generating clean electricity
- Launched new garbage, recycling and Green Cart program routing that focusses on optimization/fuel savings
- Reduced energy consumption by 60% with all new street lighting projects using LED fixtures
- Implemented more effective water management practices regarding parks and trees
- Developed new neighborhood design standards and wetlands policy
- Reduction target adopted – reduce City’s greenhouse gas emissions by 40% from 2014 levels
- Environmental Implications section in Committee and City Council report template increases staff awareness of CO2
- Implemented a new Environmental Management System at SL&P consistent with the ISO 14001 Standard

Additional Planned Risk Management Activities

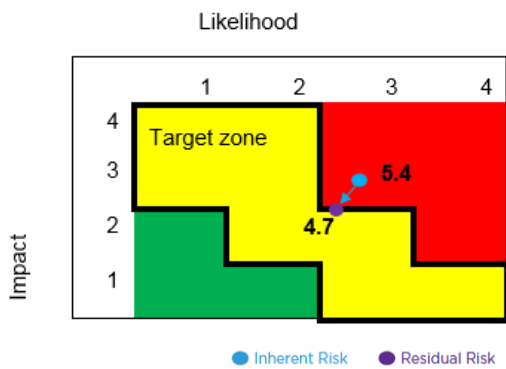
Description	Target
- Develop energy management programs and strategies regarding water, electricity and natural gas	2017/18
- Develop the Corporate Environmental Performance program to further reduce the City's CO2 footprint, among other environmental impacts	2017/18
- Investigate upgrading of existing street and park lighting to LED fixtures	2017/18
- Investigate options for facilitating solar power development on civic buildings and on private property across Saskatoon	2017/18
- Develop a significant solar energy installation on civic property	2017/18
- Continue to explore options for green energy generation – wind, solar, hydro	TBD
- Sustainable procurement action plan to be updated to increase sustainable purchasing and processes	2018
- Energy Performance Contract is being negotiated to accelerate improving the energy efficiency of civic buildings	2018+
- Develop the 10-year implementation strategy for the Growth Plan to Half a Million to reduce outward growth pressures on civic services and infrastructure that generate increases in CO2	2017-19
- Develop an Energy & Greenhouse Gas Reduction Business Plan – specific strategies and benchmarks for achieving the corporate greenhouse gas target	2017/18
- Develop and implement a phased-in sustainable purchasing program	2018+
- Develop Storm Water Management Plan and associated policy tools such as low impact development guidelines to reduce reliance on potable water for irrigation and other environmental impacts	2017/18
- New Advanced Traffic Management System to incorporate alternative traffic signal timing plans to reduce vehicle idling and congestion (among other traffic goals)	2018-21

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: **Low**

(EL-2) The City's community education and awareness initiatives regarding carbon footprint may not be affecting change in people's attitudes and behaviors



Note: The scoring for this strategic risk is currently under review. Information presented is related to 2017.

Key Impacts

- Property damage, economic loss and personal injury due to the effects of climate change
- Increased frequency and intensity of severe weather events – prolonged drought, prolonged wet, intense rain/flooding, damaging winds, heavy snowfall/blizzard, mild winter with freeze/thaw and icing, extreme heat/cold, pests and invasive species
- Loss of economic competitiveness to other communities
- Co-benefits are not realized (e.g. reduced air pollutants, reduced traffic congestion, improved range of choice in the housing market, etc.)

Root Causes

- Lack of awareness and understanding of how activities effect greenhouse gas emissions; denial mentality
- Market barriers to technology with positive returns but misaligned beneficiaries
- Lack of access to convenient and affordable alternative solutions

Outcomes of Managing the Risk

- Greenhouse gas emissions must be drastically reduced to avoid a dangerous and irreversible rise in average global temperatures
- A growing, efficient, competitive and productive economy that uses less energy and the energy that is used is from low-carbon sources

Current Risk Management Activities

- Existing conservation education programs (Student Action for a Sustainable Future, healthy yards program, demonstration garden with the food bank and U of S Master Gardeners, backyard composting and rain barrel education, "how to" guides)
- Continue recycling education initiatives to increase the rate of capture for recyclable materials, including the Rolling Education Unit – a mobile trailer used at festivals, events and other public locations to facilitate learning about waste diversion
- Community cash grants program for environmental initiatives
- A community greenhouse gas inventory has been completed and reduction target is being developed (Saskatoon Environmental Advisory Committee)
- Waste diversion target adopted – divert 70% of waste from the landfill
- Signed the Global Covenant on Energy and Climate committing the City to addressing climate change using the tools available to the municipality
- New waste diversion programs being developed (Recovery Park, city-wide Green Cart, waste utility)
- Launched eBill promotional contest to encourage citizens to receive their utility bills online
- Fourth-annual city-wide Curbside Swap

Additional Planned Risk Management Activities

Description	Target
- Partner with Crown utilities and home builders to advance energy efficient housing	2019
- Ensure neighborhood layouts are oriented to take advantage of solar power	2018
- Incorporate community greenhouse gas targets into a new Energy & Greenhouse Gas Reduction Business Plan – specific strategies and benchmarks	2018
- Develop a waste diversion plan – specific strategies and benchmarks	2018
- Implement the Growth Plan to Half a Million, calculating the estimated potential for greenhouse gas reduction associated with realizing the Plan	2018-28
- Develop first phase of Recovery Park	2019
- Develop an annual implementation plan for community greenhouse gas reduction programs and policies focused on conservation and efficiency, improved green spaces to capture carbon, and expanding renewable energy options	2018
- Develop climate adaptation strategy	TBD

Strategic Risk Register

(Effective November 15, 2017)

City Council Priority: Low

(A&FS-12) The City’s purchases may not be in accordance with approved policy

Likelihood

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Target zone

● Inherent Risk ● Residual Risk

Key Impacts

- Inconsistent application of policy requirements
- Negative impact on City’s reputation/public image
- Allegations of corruption/collusion/fraud
- Perception of unfairness/preferential treatment
- Exposure to liability in the event of inadequate insurance and/or workers’ compensation coverage
- Potential litigation regarding process from unsuccessful proponents

Root Causes

- Lack of knowledge/understanding of policies (due to turnover, ignorance, etc.)
- Ambiguous, subjective, unclear and/or outdated policies
- Adherence to the “letter” of the policy rather than the “intent” in order to bypass the policy
- Inconsistency between corporate policy and departmental/divisional policy/past practice
- Administrative timelines do not take into account time required to follow policy

Outcomes of Managing the Risk

- Transparent, efficient, effective and fair procurement activities that result in defensible and unbiased procurement decisions that are the best value for the City

Current Risk Management Activities

- RFP awarded for the review of the City’s procurement policy and procedures
- Joint education/training sessions have been held with key internal stakeholders
- New P-card policies and procedures have been developed
- Continue phased roll out of P-cards and training sessions throughout the organization
- All sole source decisions must be signed off by applicable General Manager

Additional Planned Risk Management Activities

Description	Target
- Administration and City Council approval of new procurement policies and procedures based on results of Procurement Review	2017/18
- Implement new procurement policy and procedures	2017/18
- Roll out of standardized purchasing templates (e.g. RFQ, RFP, tenders, agreements, etc.)	2017/18
- Provide joint education/training sessions with additional internal stakeholders/user groups	2018+
- Periodic divisional reviews to ensure compliance with new policies	2018+
- Evaluate further centralization of certain inventory and purchasing functions	2018
- Evaluation of the potential for further automating receipt of tender/RFP submissions	2018
- Review and potential revocation of delegated authority privileges for areas of non-compliance	2018+
- Additional targeted training for areas of non-compliance as needed	2018+