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## Update on Key Strategic Risks

### Recommendation

That the information be received.

### Topic and Purpose

The purpose of this report is to provide 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 high and medium strategic risk and have been reviewed by the Corporate Risk Committee.

### 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 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.

### Background

At its meeting on June 22, 2015, when considering the report of the CFO/General Manager, Asset and Financial Management Department, regarding key risks and the risk based management program, City Council resolved that the Corporate Risk Committee report further on key corporate risks, and that there be an overall ongoing review and report back to the Standing Policy Committee on Finance.

### Report

In 2015, the City's internal auditors, PricewaterhouseCoopers (PwC), assisted the Administration in conducting a strategic risk assessment in order to identify and prioritize the key strategic risks being faced by the City. The Corporate Risk Committee (comprised of the City Manager, General Managers, City Solicitor, Director of Government Relations, Fire Chief, Police Chief and Director of Corporate Risk), with input from City Council, evaluated each strategic risk that was identified and prioritized them based on the likelihood of the risk event occurring on a scale of 1 (rare) to 4 (very likely), and the impact if the risk event were to occur on a scale of 1 (negligible) to 4 (critical).

A total of 5 strategic risks were ranked as "high risk," 20 were ranked as "medium risk" and 7 were ranked as "low risk" (Attachment 1). In order to understand each strategic risk, a template for the development of a Risk Register for each strategic risk was developed (Attachment 2).

Risk Registers record the details related to each risk in one centralized document regarding the following:

- overall ranking and scoring of 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.

For each strategic risk, a short summary risk statement was developed, a unique identification number was assigned, and for those that had more than one component (e.g. roads and sidewalks), each component was further identified and recorded in the Strategic Risk Master Register (Attachment 3).

Through literature research, examination of corporate documents and feedback from the Administration, a Risk Register for each high and medium ranked strategic risk has been developed (Attachment 4). At its meeting on May 11, 2016, the Corporate Risk Committee reviewed the strategic risk registers, confirmed the content of each, and ensured the reasonableness of the target dates provided for planned mitigation strategies.

### **Communication Plan**

A detailed communications plan has been developed to ensure that internal and external stakeholders, along with the public, are provided with the most accurate and appropriate information on the City's identified Key Strategic Risks and in the City's commitment to a Risk Based Management (RBM) Program for the corporation.

A variety of tools will be used to effectively communicate the City's RBM Program, key strategic risks, actions being taken to manage those risks and internal audit plan. Communication tools will include, but may not be limited to, the following:

- News release to provide an update on the Key Strategic Risks and on the mitigation highlights of the RBM Policy and Program.
- An online presence on the City's website will be created for Corporate Risk. The webpages will include information related to updates on the City's progress, Frequently Asked Questions about the RBM Policy, Program and Audit Plan. The webpages will continue to be updated as new programs are developed.
- Future reports to Council and Committees of Council will identify and report on risk management efforts particularly related to those on the prioritized list of risks.

### **Financial Implications**

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

### **Due Date for Follow-up and/or Project Completion**

The Corporate Risk Committee will meet in the summer of 2016 to confirm the inherent risk score assigned to each strategic risk, determine the residual risk score and develop a target risk ranking. In order to ensure consistency in the risk scoring process, the likelihood and impact assessment criteria that were used to determine inherent risk scores will also be used by the Corporate Risk Committee at these meetings to determine residual risk scores. Opportunities will also be identified to consolidate risks that have similar impacts, causes and/or mitigation strategies in order to focus and refine risk management efforts.

The updated Risk Registers will be submitted for confirmation and approval to the Standing Policy Committee on Finance in late 2016, and will also be shared with PwC in advance of the development of the 2017 internal audit plan.

### **Public Notice**

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

### **Attachments**

1. Strategic Risk Ranking (Approved by City Council September 28, 2015)
2. Strategic Risk Register Template
3. Strategic Risk Master Register (Effective May 11, 2016)
4. Individual Strategic Risk Registers – High and Medium Only

### **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

**Strategic Risk Ranking**  
(Approved by City Council September 28, 2015)

Strategic Goal	Risk	Ranking
Moving Around	The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: • Roads, Sidewalks	High
Moving Around	The City may not be delivering expected level of services to citizens or internal stakeholders: • Road Maintenance, Snow Removal, Bridges	High
Asset & Financial Sustainability	The City may not have adequate business continuity planning and/or emergency preparedness in place.	High
Sustainable Growth	There may be limitations on non-property tax revenue options and taxing powers, resulting in an over reliance on property tax.	High
Continuous Improvement	City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may be leading to dissatisfaction with services.	High
Moving Around	The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: • Transit	Medium
Quality of Life	The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: • Parks and Recreation	Medium
Asset & Financial Sustainability	While making capital investment decisions, adequate funding for asset lifecycle costs may not be getting identified.	Medium
Sustainable Growth	The City carries the risk of over/under investing within its future infrastructure and not being aligned to economic scenario within the city/province.	Medium
Environmental Leadership	The City may not be delivering expected level of services to citizens or internal stakeholders: • Garbage Collection	Medium
Asset & Financial Sustainability	The City may not be delivering expected level of services to citizens or internal stakeholders: • IT, Buildings	Medium
Moving Around	The City may not be delivering expected level of services to citizens or internal stakeholders: • Transit	Medium
Quality of Life	The City may not be delivering expected level of services to citizens or internal stakeholders: • Parks Maintenance	Medium

Strategic Goal	Risk	Ranking
Asset & Financial Sustainability	The lack of Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance.	Medium
Asset & Financial Sustainability	The current budgeting process may make it difficult to see the “big picture” and identify priority based funding. A good understanding of what is needed for baseline operations and what is considered as an add-on may not exist.	Medium
Sustainable Growth	Strategic initiatives may not be reviewed for key risks during the business case evaluation in a structured and comprehensive way.	Medium
Continuous Improvement	Current succession planning and leadership development may not be adequate considering aging workforce and staff turnover.	Medium
Continuous Improvement	With the economic growth of the province, the City may be experiencing a high degree of staff turnover which may require better talent management and retention strategies.	Medium
Continuous Improvement	Overall workforce planning process may not be adequate to highlight what the future organization would look like and align it with citizen needs and expected service levels.	Medium
Asset & Financial Sustainability	Some IT systems and hardware may be outdated resulting in inability to meet business needs.	Medium
Asset & Financial Sustainability	There may be a lack of clear IT strategy for the organization which may result in higher IT costs and inability for IT to function as an enabler.	Medium
Asset & Financial Sustainability	Financial and operational systems are not well integrated which makes it difficult to make data based decisions (asset management, maintenance, ERP, HR, etc.).	Medium
Asset & Financial Sustainability	Inadequate management of privacy and security of information may be a risk. Data management may be insecure due to use of cloud services.	Medium
Continuous Improvement	Current IT skills may not match the future needs of the organization.	Medium
Sustainable Growth	City may be lacking a clearly articulated strategy on how to manage climate change related risks.	Medium
Sustainable Growth	The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: • Fleet Management	Low
Asset & Financial Sustainability	The City may not be delivering expected level of services to citizens or internal stakeholders: • Fleet	Low
Asset & Financial Sustainability	Current system of cross-charging costs may be inefficient.	Low

Strategic Goal	Risk	Ranking
Sustainable Growth	The lack of a regional growth plan that includes all of the city's neighbours could restrict the city's growth in the future.	Low
Asset & Financial Sustainability	Procurement activities may not be in adherence with policies and procedures, especially with respect to sole source contracts.	Low
Environmental Leadership	City may need to do more to create community awareness with respect to increase awareness, educate and change people's attitude about carbon footprint.	Low
Environmental Leadership	Absence of CO2 reduction initiatives may lead to a bigger than expected carbon footprint. Initiatives could include environmental impact assessments, landfill emissions, green energy initiatives, etc.	Low

## Strategic Risk Register Template

Risk Ranking	Risk Score				Target Risk Ranking
		Likelihood (probability of risk occurring)	Impact (effect of risk if it does occur)	Score (likelihood x impact)	
As approved by City Council September 2015 – high (red), medium (yellow), low (green)	<b>Inherent</b> (without considering the effect of controls/strategies)	(scale of 1-4)	(scale of 1-4)	(calculated figure)	(desired mitigated risk score after considering the effect of both current and planned controls)
	<b>Residual</b> (after considering the effect of current controls)	(scale of 1-4)	(scale of 1-4)	(calculated figure)	

Risk No.	Risk Description	Strategic Goal
<b>Unique number assigned to each risk event</b>	<b>Short summary statement describing the risk event</b>	<b>The Strategic Goal that is effected by the risk event</b>
<b>Risk Lead</b>	The Department that is responsible for ensuring risk mitigation activities are carried out	
<b>Risk Narrative</b>	A description of the risk event as prepared by PwC and approved by City Council September 2015	
<b>Key Impacts</b>	A list of the most significant impacts that <u>could</u> result <u>if</u> the risk event were to occur	
<b>Root Causes</b>	A list of the <u>possible</u> circumstances/situations that <u>could</u> cause the risk event to occur	
<b>Outcomes of Managing the Risk</b>	A description of the achievement, experience, result or state that could be achieved if the risk is well managed	

Current Activities	
A list of the significant activities, initiatives and/or projects that had been undertaken prior to, or during, 2015 to: (1) reduce the chances of the risk event occurring; and/or (2) reduce the impact if the risk event were to actually occur.	
Controls	
1	
2	
3	

Planned Mitigation Strategies	
A list of the significant activities, initiatives and/or projects that have been planned for up to the next 3 years to: (1) further reduce the chances of the risk event occurring; and/or (2) further reduce the impact if the risk event were to actually occur.	
Strategy	Target Date
1	
2	
3	

**Strategic Risk Master Register**  
(Effective May 11, 2016)

Strategic Goal	Risk	Risk Ranking	Individual Risk Register	Pg
Sustainable Growth	<b>Fail to identify and pursue alternative revenue sources</b> There may be limitations on non-property tax revenue options and taxing powers, resulting in an over-reliance on property tax.	High	SG-1	1
Moving Around	<b>Inadequate investment</b> The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: <ul style="list-style-type: none"> <li>• Roads</li> <li>• Sidewalks</li> </ul>	High	MA-1(a) MA-1(b)	2 3
Asset & Financial Sustainability	<b>Unprepared for business interruption/emergency</b> The City may not have adequate business continuity planning and/or emergency preparedness in place.	High	A&FS-1	4
Moving Around	<b>Fail to meet expectations</b> The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> <li>• Road Maintenance</li> <li>• Snow Removal</li> <li>• Bridges</li> </ul>	High	MA – 2(a) MA – 2(b) MA – 2(c)	5 6 7
Continuous Improvement	<b>Disengaged and uninformed citizens</b> City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may be leading to dissatisfaction with services.	High	CI-1	9
Asset & Financial Sustainability	<b>Wrong capital investment decisions are made</b> While making capital investment decisions, adequate funding for asset lifecycle costs may not be getting identified.	Medium	A&FS-2	11
Sustainable Growth	<b>Infrastructure investment not aligned with growth</b> The City carries the risk of over/under investing within its future infrastructure and not being aligned to economic scenario within the city/province.	Medium	SG-2	12
Moving Around	<b>Fail to meet expectations</b> The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> <li>• Transit</li> </ul>	Medium	MA-4	13
Moving Around	<b>Inadequate investment</b> The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: <ul style="list-style-type: none"> <li>• Transit</li> </ul>	Medium	MA-3	14



Strategic Goal	Risk	Risk Ranking	Individual Risk Register	Pg
Asset & Financial Sustainability	<b>Fail to meet expectations</b> The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> <li>IT</li> <li>Buildings</li> </ul>	Medium	A&FS-3(a) A&FS-3(b)	15 16
Asset & Financial Sustainability	<b>Outdated or unsupported software and/or hardware failure</b> Some IT systems and hardware may be outdated resulting in inability to meet business needs	Medium	A&FS-6	17
Asset & Financial Sustainability	<b>Funding decisions do not align with citizen/Council priorities or strategic goals</b> The current budgeting process may make it difficult to see the “big picture” and identify priority based funding. A good understanding of what is needed for baseline operations and what’s considered as an add-on may not exist.	Medium	A&FS-5	18
Asset & Financial Sustainability	<b>Information technology strategy does not support the achievement of corporate/divisional strategic/business plans</b> There may be a lack of clear IT strategy for the organization which may result in higher IT costs and inability for IT to function as an enabler.	Medium	A&FS-7	19
Sustainable Growth	<b>Unprepared to mitigate/adapt/respond to climate risk (variability and change)</b> City may be lacking a clearly articulated strategy on how to manage climate change related risks.	Medium	SG-4	20
Continuous Improvement	<b>Unprepared for vacancies in key senior executive positions</b> Current succession planning and leadership development may not be adequate considering ageing workforce and staff turnover.	Medium	CI-2	21
Quality of Life	<b>Inadequate investment</b> The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: <ul style="list-style-type: none"> <li>Park and Recreation</li> </ul>	Medium	QL-1	22
Asset & Financial Sustainability	<b>Decisions must be made with incomplete information</b> Financial and operational systems are not well integrated which makes it difficult to make data based decisions (asset management, maintenance, ERP, HR, etc.).	Medium	A&FS-8	23
Environmental Leadership	<b>Fail to meet expectations</b> The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> <li>Garbage Collection</li> </ul>	Medium	EL-1	24

Strategic Goal	Risk	Risk Ranking	Individual Risk Register	Pg
Asset & Financial Sustainability	<b>Unauthorized release of/access to confidential/ personal information</b> Inadequate management of privacy and security of information may be a risk. Data management may be insecure due to use of cloud services.	Medium	A&FS-9	25
Continuous Improvement	<b>Unplanned vacancies in operational staff positions</b> With the economic growth of the province, the City may be experiencing a high degree of staff turnover which may require better talent management and retention strategies.	Medium	CI-3	27
Continuous Improvement	<b>Existing talent does not match current or future business needs (the people we have are not the people we need)</b> Overall workforce planning process may not be adequate to highlight what the future organization would look like and align it with citizen needs and expected service levels.	Medium	CI-4	28
Quality of Life	<b>Fail to meet expectations</b> The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> <li>Parks Maintenance</li> </ul>	Medium	QL-2	29
Asset & Financial Sustainability	<b>Infrastructure fails due to inadequate maintenance</b> The lack of Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance.	Medium	A&FS-4	30
Sustainable Growth	<b>Risk is not consistently considered in the decision making/project management process</b> Strategic initiatives may not be reviewed for key risks during the business case evaluation in a structured and comprehensive way.	Medium	SG-3	31
Sustainable Growth	<b>Fail to plan for growth on a regional basis</b> The lack of a regional growth plan that includes all of the city's neighbors could restrict the city's growth in the future.	Low	n/a	n/a
Sustainable Growth	<b>Inadequate investment</b> The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: <ul style="list-style-type: none"> <li>Fleet Management</li> </ul>	Low	n/a	n/a
Asset & Financial Sustainability	<b>Inappropriate internal service costing practices</b> Current system of cross-charging costs may be inefficient.	Low	n/a	n/a
Asset & Financial Sustainability	<b>Fail to meet expectations</b> The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> <li>Fleet</li> </ul>	Low	n/a	n/a

Strategic Goal	Risk	Risk Ranking	Individual Risk Register	Pg
Environmental Leadership	<b>Lack of CO2 reduction initiatives</b> Absence of CO2 reduction initiatives may lead to a bigger than expected carbon footprint. Initiatives could include environmental impact assessments, landfill emissions, green energy initiatives, etc.	Low	n/a	n/a
Asset & Financial Sustainability	<b>Fail to comply with procurement policies</b> Procurement activities may not be in adherence with policies and procedures, especially with respect to sole source contracts.	Low	n/a	n/a
Environmental Leadership	<b>Greenhouse gas emissions increase</b> City may need to do more to create community awareness with respect to increase awareness, educate and change people's attitude about carbon footprint.	Low	n/a	n/a

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
	Likelihood	Impact	Score	
High	Inherent Risk	3.29	3.29	10.82
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
SG-1	Fail to identify and pursue alternative revenue sources	Sustainable Growth
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	There may be limitations on non-property tax revenue options and taxing powers, resulting in an over-reliance on property tax	
Key Impacts	<ul style="list-style-type: none"> <li>- higher mill rate</li> <li>- large mill rate increases</li> <li>- deferred capital spending accelerated deterioration</li> <li>- increasing infrastructure deficit/deficiency</li> <li>- rejected new/expanded/enhanced operating programs/initiatives</li> <li>- decreased level of service</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- legislative constraints</li> <li>- lack of political appetite</li> <li>- citizen opposition</li> <li>- stakeholder opposition</li> </ul>	
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 Activities	
Controls	
1	Dedicated levies to fund specific infrastructure deficits
2	Return on Investment from Saskatoon Light & Power
3	Periodic review of service rates at the program level
4	Long-Term Financial Plan approved by Council
5	Discussion papers on issues and options tabled with Council
6	Internal committee formed to research and evaluate options

Planned Mitigation Strategies		
Strategy		Target Date
1	Return on Investment from Water/Wastewater Utilities	2016
2	Develop formalized corporate fundraising strategy/philanthropic policy	2016
3	Pursue opportunities to improve relationships with donors/sponsors	2016
4	Review opportunities to bundle advertising	2016
5	Annual updates to long-term financial plan	2016
6	Undergo internal audit	2016
7	Evaluation and pursuit of findings from Hemson Consulting Ltd. "Financing Growth Study"	2016

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	3.14	3.29	TBD
	Residual Risk	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
MA-1(a)	Inadequate Investment in Roads	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The current investment within the overall infrastructure renewal and maintenance program over the last ten years may not have been adequate. Some areas need fresh infrastructure investment.	
Key Impacts	<ul style="list-style-type: none"> <li>- deteriorating roadway infrastructure/condition/level of service</li> <li>- increasing reactive/emergency maintenance activities and costs</li> <li>- deferred capital work; accelerated deterioration</li> <li>- available funding defaulted to repair worst roads rather than invest in preservation treatments</li> <li>- increasing infrastructure deficit/deficiency</li> <li>- unsafe driving conditions (vehicular and pedestrian traffic)</li> <li>- reduced ability to further economic growth and social welfare</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- past underfunding of asset renewal</li> <li>- absence of established life cycle costing process</li> <li>- absence of established asset management plan</li> <li>- absence of approved service level objectives</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- citizens can move around the city safely and efficiently with limited disruption on roads that are in good condition</li> <li>- cost effective program that is trusted, inspires confidence and provides good value for tax dollars</li> <li>- quality infrastructure that enhances our community's prosperity, productivity, quality of life and economic development/investment</li> </ul>	

Current Activities	
Controls	
1	Ongoing monitoring of roadway condition, by class
2	Prepare annual report on roadway condition
3	Prepare annual report on short/long term infrastructure funding adequacy
4	Deliver annual maintenance programs and Building Better Roads program
5	Continue to implement Roadway Financial Management Strategy

Planned Mitigation Strategies		
Strategy		Target Date
1	Enhance Building Better Roads program (enhanced sweeping, pothole blitz, etc.)	2017
2	Increase funding from existing sources	2016
3	Undergo internal audit	2016
4	Develop asset inventory/level of service driven budget	2017
5	Research, develop and implement next phase of asset mgt system	2017
6	Launch a revised communication strategy regarding road investment	Ongoing

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	2.86	2.29	6.55
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
MA-1(b)	Inadequate Investment in Sidewalks	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The current investment within the overall infrastructure renewal and maintenance program over the last ten years may not have been adequate. Some areas need fresh infrastructure investment.	
Key Impacts	<ul style="list-style-type: none"> <li>- deteriorating sidewalk infrastructure/condition/level of service</li> <li>- increasing reactive/emergency maintenance activities</li> <li>- deferred capital work; accelerated deterioration</li> <li>- less effective interim treatments used as "stop gap" measures</li> <li>- increasing infrastructure deficit/deficiency</li> <li>- inconsistent walking conditions for pedestrian traffic (trip hazards)</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- financial constraints</li> <li>- past underfunding of asset renewal</li> <li>- absence of established life cycle costing process</li> <li>- absence of established asset management plan</li> <li>- absence of approved service level objectives</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- citizens can walk around the city confidently on sidewalks that are in good condition</li> <li>- cost effective program that is trusted, inspires confidence and provides good value for tax dollars</li> <li>- mobility for all citizens is enhanced and encourages active transportation</li> </ul>	

Current Activities	
Controls	
1	Ongoing monitoring of sidewalk condition
2	Prepare annual report on sidewalk condition
3	Prepare annual report on short/long term infrastructure funding deficiency
4	Deliver annual maintenance programs
5	Prioritize remediation based on risk

Planned Mitigation Strategies		
	Strategy	Target Date
1	Increase funding from existing sources	2016
2	Prepare an Asset Management Plan that addresses inventory, current condition, service level and funding considerations	2016
2	Undergo internal audit	2017
4	Identify and pursue alternative funding sources	2017
5	Reassess design process & specifications	TBD
6	Develop financial management strategy	TBD
7	Launch a revised communication strategy regarding sidewalk investment	Ongoing

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	2.57	3.43	8.82
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
A&FS-1	Unprepared for business interruption/emergency	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	The City may not have adequate business continuity planning and/or emergency preparedness measures in place	
Key Impacts	<ul style="list-style-type: none"> <li>- unable to deliver critical civic services for internal and external customers</li> <li>- injury, illness, death for employees and/or the public</li> <li>- property damage</li> <li>- loss of revenue</li> <li>- loss of civic assets</li> <li>- incur additional costs</li> <li>- negative perception of civic government</li> <li>- legal action against the City</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- competing priorities</li> <li>- lack of risk knowledge/understanding</li> <li>- denial mentality</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- the City mitigates, prepares for, and responds to credible hazards that impact safety and security of civic staff, processes and continuity of operations</li> <li>- Saskatoon is one of the best managed cities before, during and after a disaster</li> </ul>	

Current Activities	
Controls	
1	EMO program developed
2	EOC established
3	Incident Command System training commenced
4	Notifynow mass notification system implemented and periodically tested
5	Partially redundant IT centre established
6	Electrical supply upgraded at City Hall
7	Regional Resiliency Assessment Program completed at 4 civic facilities
8	Active Threat Workshop completed
9	Corporate security measures under review
10	Several individual contingency plans/business interruption plans have been prepared

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	2.71	2.71	TBD
	Residual Risk	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
MA-2(a)	Fail to Meet Expectations re: Road Maintenance	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> <li>- citizen/stakeholder dissatisfaction</li> <li>- transfer of dissatisfaction to other program areas</li> <li>- negative perception of civic government</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- rate of inflation exceeding annual MPI</li> <li>- past underfunding of asset renewal</li> <li>- lack of mutual understanding</li> <li>- services focused on reactive, rather than planned, service-level driven activities</li> <li>- gap between citizen expectations and service actually provided</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- citizens are satisfied with the condition of our roads</li> <li>- citizens perceive they receive good value for their tax dollars</li> <li>- quality infrastructure that enhances our community's prosperity, productivity, quality of life and economic development/investment</li> </ul>	

Current Activities	
Controls	
1	Annual Civic Services Survey
2	Publication of annual Business Plans and Budgets
3	Continue to implement Building Better Roads program
4	Continue to implement Roadway Financial Management Strategy
5	Monitor, track and report actual level of service and other accomplishments
6	Completed Civic Service Review

Planned Mitigation Strategies		
	Strategy	Target Date
1	Undergo internal audit	2016
2	Prepare additional level of service reports for Council approval	2016
3	Develop centralized & coordinated workflow mgt process	2016-2017
4	Develop resource optimization model	2016-2017
5	Update the Asset Management Plan that addresses inventory, current condition, service level and funding considerations	2016-2017
6	Re-establish Engineering & Financial staff involvement in operations	2016
7	Launch a revised communication strategy regarding road investment	Ongoing



# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	2.86	2.57	7.35
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
MA-2(b)	Fail to Meet Expectations re: Snow Removal	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> <li>- citizen/stakeholder dissatisfaction</li> <li>- transfer of dissatisfaction to other program areas</li> <li>- negative perception of civic government</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- lack of mutual understanding</li> <li>- services focused on reactive, rather than planned, service-level driven activities</li> <li>- gap between citizen expectations and service actually provided</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- citizens are satisfied with the condition of our roads</li> <li>- citizens perceive they receive good value for their tax dollars</li> <li>- safe winter driving conditions, fewer collisions and resulting traffic congestion</li> </ul>	

Current Activities	
Controls	
1	Annual Civic Services Survey
2	Publication of annual Business Plans and Budgets
3	Council-approved Winter Road Maintenance Level of Service
4	Maintain Snow & Ice Contingency Reserve

Planned Mitigation Strategies		
	Strategy	Target Date
1	Undergo internal audit	2016
2	Increase funding from existing sources	2016
3	Monitor, track and report actual level of service and other accomplishments	2016
4	Launch a revised communication strategy regarding snow removal	Ongoing

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	1.43	3.43	4.90
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
MA-2( c)	Fail to Meet Expectations re: Bridges	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> <li>- citizen/stakeholder dissatisfaction</li> <li>- transfer of dissatisfaction to other program areas</li> <li>- negative perception of civic government</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- lack of mutual understanding</li> <li>- unrealistic expectations</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- citizens are satisfied with the condition of our bridges</li> <li>- citizens perceive they receive good value for their tax dollars</li> <li>- asset value is maximized on a long term basis</li> </ul>	

Current Activities	
Controls	
1	Publication of annual Business Plans and Budgets

Planned Mitigation Strategies		
	Strategy	Target Date
1	Increase funding from existing sources	2016
2	Undergo internal audit	2017
3	Launch a revised communication strategy regarding bridges and structures investment plan	2016

Planned Mitigation Strategies		
Strategy		Target Date
1	Corporate-wide BCP assessment	2016
2	Develop in-house BCP expertise	2016
3	Launch BCP training program	2016
4	Develop risk-based BCP development schedule	2016
5	Update 2007 Pandemic Business Impact Analysis	2016
6	Conduct RRAP reviews of critical infrastructure	2016/2017
7	Initiate EOC mock exercise	2016
8	Expand Incident Command System and EOC training	2016
9	Research, develop and implement updated spill policy and operations	2016
10	Evaluate, research and update Corporate security plans	2016/2017
11	Undergo internal audit	2017
12	Launch a communication strategy regarding the City's preparedness	2016 and ongoing

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	2.71	2.14	5.80
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
CI-1	Disengaged and uninformed citizens	Continuous Improvement
Risk Lead	GM Corporate Performance	
Risk Narrative	The City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may be leading to dissatisfaction with services.	
Key Impacts	<ul style="list-style-type: none"> <li>- unrealistic expectations</li> <li>- expectation gap</li> <li>- citizen dissatisfaction</li> <li>- decisions that are not supported or understood</li> <li>- poor decision making process</li> <li>- perception of less transparency and accountability</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- outdated, ineffective initiatives</li> <li>- reluctance to adopt change</li> <li>- limited, uncoordinated capacity to execute community engagement opportunities</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- citizens actively and effectively participate in processes that result in better decisions that are trusted, transparent and more widely accepted</li> </ul>	

Current Activities	
Controls	
1	Online engagement tool launched 2014
2	Piloted new approach to community engagement
3	Piloted new 3rd party online citizen budget tool
4	Piloted "leveraging off of an anchor event" program
5	New website launched 2015
6	Digital Policy and Standards Guide adopted
7	Internal Process Review of Public Work's Customer Service Call Centre
8	Hired Service Saskatoon Special Projects Manager
9	Blue pages and website phone numbers updated
10	Free public wifi offered in civic facilities
11	Citizen service satisfaction survey process piloted
12	Internet publishing and electronic agenda systems implemented

Planned Mitigation Strategies		
Strategy		Target Date
1	Develop a strategy for a new engagement process	2016
2	Create new online citizen panel	2016
3	Pursue additional online engagement initiatives	2016
4	Pursue additional techniques to increase participation	2016
5	Continue to implement citizen service satisfaction survey process	2016
6	Continue to research electronic voting system	2016
7	Launch a communication strategy regarding the City's engagement and information sharing initiatives	2016 and ongoing
8	Design and implement internal processes to coordinate and integrate citizen engagement based on subject matter and geographic similarities for ease of citizen access	2016 and ongoing

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	3.00	3.29	9.87
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
A&FS-2	Wrong capital investment decisions are made	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	While making capital investment decisions, adequate funding for asset lifecycle costs may not be identified	
Key Impacts	<ul style="list-style-type: none"> <li>- decisions are made with incomplete information</li> <li>- higher overall costs</li> <li>- more cost-effective projects are deferred</li> <li>- lower level of confidence in the decision making process</li> <li>- inaccurate budgeting for future operating and capital costs</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- focus on initial capital outlay</li> <li>- no consistent costing methodology</li> <li>- uncertainty re: future costs</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- the most cost effective decisions result from considering the total cost of asset ownership (acquisition, operating, maintenance and disposal)</li> </ul>	

Current Activities	
Controls	
1	Unit costing initiatives being undertaken (Parks, Roadways, Fleet)
2	Lifecycle costing methodology being applied to all P3 projects

Planned Mitigation Strategies		
	Strategy	Target Date
1	Develop corporate lifecycle costing methodology	2016
2	Launch lifecycle costing methodology training program	2016
3	Incorporate lifecycle costing into decision making process	2017
4	Incorporate lifecycle costing into capital budgeting process	2017
5	Incorporate lifecycle costing into operating budget process	2018

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.86	3.29	TBD
	Residual Risk	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
SG-2	Infrastructure investment not aligned with growth	Sustainable Growth
Risk Lead	GM Community Services	
Risk Narrative	The City carries the risk of over/under investing within its future infrastructure and not being aligned to economic scenario within the city/province	
Key Impacts	<ul style="list-style-type: none"> <li>- under: growth overwhelms existing infrastructure</li> <li>- under: stifled economic activity, employment and business opportunities</li> <li>- over: significant investment precludes use of funds for alternative priorities</li> <li>- over: increasing debt servicing costs</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- absence of overall plan for growth</li> <li>- growth plan not aligned with Strategic Plan</li> <li>- unreliable, inaccurate, inconsistent economic/ demographic data upon which to base decisions</li> <li>- lack of secure, predictable, long-term funding strategies</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- well functioning and efficient infrastructure that enhances quality of life, promotes environmental responsibility, expands access to vital services and improves economic opportunities for all</li> <li>- strategic approach to infrastructure development - enhance existing assets before building new; use infrastructure to influence rate/type of growth</li> <li>- investments are aligned with the approved Growth Plan to Half a Million</li> </ul>	

Current Activities	
Controls	
1	General urban land development process established (studies, annexation, community plans through to subdivisions, site registrations, building permits)
2	Approved concept plans in place and ready to pursue in response to demand
3	3 year land development program/plan prepared and updated regularly
4	Frequent and ongoing monitoring of market conditions and economic/supply/demand indicators
5	Ongoing monitoring of financial resources (reserve sufficiency, cash flows)
6	Completion of Hemson Consulting Ltd. "Financing Growth Study"
7	Utilization of P3 agreements for large infrastructure projects
8	Long-term infrastructure plan (LTIP) being developed by federal government
9	Long-term infrastructure funding commitments received for new infrastructure
10	City Council has adopted a long range Official Community Plan to manage growth and change
11	Regional Plan being prepared to ensure the City secures a land base for long range urban growth

Planned Mitigation Strategies		
	Strategy	Target Date
1	Completion, presentation and approval of Growth Plan to Half a Million	2016
2	Evaluation and pursuit of findings from Hemson Consulting Ltd. "Financing Growth Study"	2016
3	Launch a communication strategy regarding growth and infrastructure investment	2016 and ongoing
4	Long-term infrastructure funding commitments for both new and existing infrastructure	2017-2045
5	Align major infrastructure investments with directions and strategies of Growth Plan to Half a Million	2017 +

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	3.57	2.57	9.17
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
MA-4	Fail to Meet Expectations re: Transit	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> <li>- citizen/stakeholder dissatisfaction</li> <li>- transfer of dissatisfaction to other program areas</li> <li>- decreasing ridership/decreasing revenue/increasing mill rate support</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- lack of data analytics and marketing strategies to attract new ridership</li> <li>- conflict over trade off between coverage and frequency of service</li> <li>- past underfunding of asset renewal and operating hours</li> <li>- lack of mutual understanding</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- a safe, reliable, convenient and affordable public transit system that enables residents to access work, education, health care, shopping, social and recreational opportunities</li> <li>- quality infrastructure that enhances our community's prosperity, productivity, quality of life and economic development/investment</li> <li>- reduction of greenhouse gas emissions, traffic congestion, commute times</li> </ul>	

Current Activities	
Controls	
1	Long-term Transit Plan being developed
2	Five year and ten year implementation priorities being identified
3	Public engagement sessions have occurred
4	Annual Civic Services Survey
5	Intelligent Transportation System (ITS) implemented
6	Real-time mapping launched
7	New Transit website launched

Planned Mitigation Strategies		
	Strategy	Target Date
1	Present Long-term Transit Plan to City Council	2016
2	Launch a revised communication strategy regarding transit investment	2017 and ongoing



# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	3.29	2.71	8.92
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
MA-3	Inadequate Investment in Transit	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The current investment within the overall infrastructure renewal and maintenance program over the last ten years may not have been adequate. Some areas need fresh infrastructure investment.	
Key Impacts	<ul style="list-style-type: none"> <li>- deteriorating transit infrastructure/condition/reliability</li> <li>- inability to deliver transit services/achieve service levels</li> <li>- increasing reactive/emergency maintenance activities</li> <li>- deferred replacement; accelerated deterioration</li> <li>- increasing infrastructure deficit/deficiency</li> <li>- unsafe transit vehicles</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- financial constraints</li> <li>- past underfunding of asset renewal</li> <li>- absence of established life cycle costing process</li> <li>- absence of established asset management plan</li> <li>- absence of approved service level objectives</li> </ul>	
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	

Current Activities	
Controls	
1	Saskatoon Transit Fleet Renewal Strategy approved by City Council
2	Annual Civic Services Survey

Planned Mitigation Strategies		
	Strategy	Target Date
1	Prepare an Asset Management Plan for Transit that addresses inventory, current condition, service level and funding considerations	2016
2	Undergo internal audit	2016
3	Implementation of new fleet management system	2016
4	Launch a revised communications strategy regarding transit investment	Ongoing

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	3.29	2.71	8.92
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
A&FS-3 (a)	Fail to Meet Expectations re: IT	Asset & Financial Sustainability
Risk Lead	GM Corporate Performance	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> <li>- citizen/stakeholder dissatisfaction</li> <li>- transfer of dissatisfaction to other program areas</li> <li>- negative perception of civic government</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- outdated operating and delivery models</li> <li>- lack of mutual understanding</li> <li>- unrealistic expectations</li> <li>- lack of strategic alignment</li> <li>- not utilizing already captured data to inform business decisions</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- 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</li> </ul>	

Current Activities	
Controls	
1	Launched new vision and mandate statement
2	Introduced a new Service Desk tool
3	Providing business analysis and alternate options
4	Determining KLO's and SLA's

Planned Mitigation Strategies		
	Strategy	Target Date
1	Move sustainment and future development of website in-house	2016
2	Develop multi-year Corporate IT strategy	2016
3	Implement corporate standards for the use of SharePoint	2016
4	Launch new Service Desk tool	2016
5	Introduce new IT Opportunity Assessment Process	2016
6	Develop project and portfolio management including ROI and business case analysis	2016
7	Implement a new organizational structure that is aligned to business units/divisions	2016
8	Launch process to utilize data when making business decisions	2016
9	Launch a revised communication strategy regarding IT investment	2016 and ongoing
10	Implement business analysis and process improvements throughout the organization	2017+
11	Implement cloud based solution	2018

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	1.86	2.43	4.52
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
A&FS-3(b)	Fail to Meet Expectations re: Buildings	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> <li>- citizen/stakeholder dissatisfaction</li> <li>- transfer of dissatisfaction to other program areas</li> <li>- injury, illness, death for employees and/or the public</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- past underfunding of asset renewal</li> <li>- appraised values lag inflationary impacts</li> <li>- rate of inflation exceeding annual MPI</li> <li>- lack of mutual understanding</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- Facilities provides quality service in an efficient, timely and professional manner to ensure safe, clean, productive and well maintained civic facilities for our employees and citizens</li> <li>- quality infrastructure that enhances our community's prosperity and quality of life</li> </ul>	

Current Activities	
Controls	
1	Developed customer service agreements for certain facilities
2	Cyclical building condition assessments
3	Conduct regular customer service meetings to review service and performance
4	Established an Asbestos Management Program and staffed an Indoor Air Quality position to administer the program

Planned Mitigation Strategies		
	Strategy	Target Date
1	Introduce a new Service Desk tool	2016
2	Continue to develop customer service agreements	2016
3	Prepare an Asset Management Plan that addresses inventory, current condition, service level and funding considerations	2016
4	Implement Enterprise Asset Management system and improve reporting to customers	2016
5	Develop customer service satisfaction survey and feedback process	2016
6	Launch a revised communication strategy regarding building investment	2017 and ongoing

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
	Likelihood	Impact	Score	
Medium	Inherent Risk	3.00	2.85	TBD
	Residual Risk	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
A&FS-6	Outdated or unsupported software and/or hardware failure	Asset & Financial Sustainability
Risk Lead	GM Corporate Performance	
Risk Narrative	Some IT systems and hardware may be outdated resulting in inability to meet business needs	
Key Impacts	<ul style="list-style-type: none"> <li>- vulnerability to security threats</li> <li>- failures/crashes; catastrophic data loss</li> <li>- data corruption, instability</li> <li>- increased downtime, lost productivity, inefficiencies</li> <li>- loss of flexibility, responsiveness</li> <li>- service disruptions</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- competing priorities</li> <li>- absence of IT strategy, governance model</li> </ul>	
Outcomes of Managing the Risk	- a modern information technology infrastructure that supports program areas in the achievement of business objectives	

Current Activities	
Controls	
1	A full assessment of the IT infrastructure is in progress
2	Operational risk is being defined and mitigated
3	A sustainability review is being undertaken for the corporation
4	Providing business analysis and alternate options
5	Determining KLO's and SLA's
6	Developing an asset management plan for infrastructure and applications
7	Planning for a security audit and review

Planned Mitigation Strategies		
Strategy		Target Date
1	Introduce new IT Opportunity Assessment Process	2016
2	Partner with EMO and Risk to support divisions in the preparation of business continuity plans	2016
3	Transition to managed print services	2016
4	Establish a technical roadmap with options for infrastructure and business continuity plans	TBD
5	Investigate ERP/hybrid based solution	TBD
6	Develop enterprise strategies and programs	TBD

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
	Likelihood	Impact	Score	
Medium	Inherent Risk	3.00	2.57	TBD
	Residual Risk	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
A&FS-5	Funding decisions don't align with citizen/Council priorities or strategic goals	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	The current budgeting process may make it difficult to see the "big picture" and identify priority based funding. A good understanding of what is needed for baseline operations and what's considered as an add-on may not exist.	
Key Impacts	<ul style="list-style-type: none"> <li>- higher priority services are underfunded; lower priority services are overfunded</li> <li>- lower level of confidence in the budgeting process</li> <li>- decisions are made with incomplete information</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- budgeting system limitations</li> <li>- resource constraints</li> <li>- lack of information</li> </ul>	
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; and serves as a basis for accountable government	

Current Activities	
Controls	
1	Annual Business Planning process
2	Strategic Planning process
3	Annual Civic Services Survey
4	Piloted new 3rd party online citizen budget tool
5	Implemented new five-step budgeting process

Planned Mitigation Strategies		
	Strategy	Target Date
1	Research, evaluate and prepare for implementation of a multi-year budgeting process	2016/2017
2	Undergo internal audit	2018

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	3.14	2.43	7.63
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
A&FS-7	Information technology strategy does not support the achievement of corporate/divisional strategic/business plans	Asset & Financial Sustainability
Risk Lead	GM Corporate Performance	
Risk Narrative	There may be a lack of clear IT strategy for the organization which may result in higher IT costs and inability for IT to function as an enabler	
Key Impacts	<ul style="list-style-type: none"> <li>- information technology is an impediment to achieving business objectives</li> <li>- fragmented and reactive approach to technology investments</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- decentralized IT business model</li> <li>- non-strategic culture</li> <li>- lack of change management, training and communication/collaboration between IT and the rest of the organization</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- an information technology strategy that is closely aligned to business and strategic objectives and critical business processes</li> <li>- information technology assists in the management of business information risks (not just IT risks)</li> </ul>	

Current Activities	
Controls	
1	Launched new vision and mandate statement
2	Introduced a new Service Desk tool
3	Implemented prioritization and portfolio management system
4	IT requirements are identified in the annual business planning process

Planned Mitigation Strategies		
Strategy		Target Date
1	Introduce new IT Opportunity Assessment Process	2016
2	Establish IT Governance Steering Committee	2016
3	Establish Business Unit Steering Committee	2016
4	Develop business relationship management core competencies	2016
5	Develop cascading performance plans/targets	2016
6	Develop project and portfolio management including ROI and business case analysis	2016
7	Implement a new organizational structure that is aligned to business units/divisions	2016
8	Provide training for IT staff in business analysis, project management, achieving excellence in IT	2016

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.71	2.71	TBD
	Residual Risk	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
SG-4	Unprepared to mitigate/adapt/respond to climate risk (variability and change)	Sustainable Growth
Risk Lead	GM Corporate Performance	
Risk Narrative	City may be lacking a clearly articulated strategy on how to manage climate change related risks	
Key Impacts	<ul style="list-style-type: none"> <li>- failure of critical built infrastructure; associated loss of life/injury</li> <li>- reactive and more costly corrective/remediation measures</li> <li>- loss of/damage to civic assets</li> <li>- increasing levels of greenhouse gases</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- lack of understanding of importance, components, direction, priority status</li> <li>- infrastructure investment decision criteria do not include the value of mitigation/ adaptation/ resiliency strategies</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- the city's infrastructure, citizens, ecosystems and economy are protected from/less vulnerable to/resilient from the impacts of climate change</li> <li>- climate change considerations are integrated into the decision-making, design and maintenance processes in a comprehensive and integrated manner</li> </ul>	

Current Activities	
Controls	
1	Information reports regarding climate adaptation strategies received by City Council
2	Incorporated environmental implications section in Committee and Council report template
3	Participated in the West Yellowhead Air Management Zone
4	Ad hoc mitigation, adaptation and response strategies

Planned Mitigation Strategies		
	Strategy	Target Date
1	Develop a Climate Adaptation Plan	2016
2	Launch a communication strategy regarding the City's climate adaptation strategies	2016 and ongoing
3	Incorporate climate adaptation strategies into the Asset Management Plans	2016

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.57	2.57	6.60
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
CI-2	Unplanned vacancies in key senior executive positions	Continuous Improvement
Risk Lead	GM Corporate Performance	
Risk Narrative	Current succession planning and leadership development may not be adequate considering aging workforce and staff turnover	
Key Impacts	<ul style="list-style-type: none"> <li>- unable to fill key senior executive positions in a timely manner, if at all</li> <li>- business objectives may not be achieved because key positions are unstable/vacant</li> <li>- critical and/or corporate knowledge is lost</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- financial and/or non-financial compensation packages are not competitive</li> <li>- absence of an overall framework</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- leadership talent is identified early and cultivated over time (e.g., training, action learning, mentoring, job rotation, high-potential development programs, etc.)</li> <li>- qualified individuals are always available to ensure continuity in the provision of civic services</li> </ul>	

Current Activities	
Controls	
1	Succession planning framework has been presented to the Leadership Team
2	Succession planning framework has been applied to the Director and GM positions
3	Competency frameworks have been developed for Directors and GM's
4	New "Investing in Leaders" program was launched

Planned Mitigation Strategies		
	Strategy	Target Date
1	Key senior executive positions will be identified and state of readiness evaluated	2016
2	Individual learning and development plans will be developed for promising candidates	2017
3	Effectiveness of each development tool will be evaluated	2017
4	Repository of individuals and talent will be established and maintained	TBD



# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.71	2.43	6.59
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
QL-1	Inadequate Investment in Park and Recreation Facilities	Quality of Life
Risk Lead	GM Community Services	
Risk Narrative	The current investment within the overall infrastructure renewal and maintenance program over the last ten years may not have been adequate. Some areas need fresh infrastructure investment.	
Key Impacts	<ul style="list-style-type: none"> <li>- deteriorating park and recreation infrastructure/condition/level of service</li> <li>- increasing reactive/emergency maintenance activities</li> <li>- deferred capital work; accelerated deterioration</li> <li>- increasing infrastructure deficit/deficiency</li> <li>- unsafe conditions (turf, playing surfaces, amenities, pathways, trees - structural weakness, disease)</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- financial constraints</li> <li>- past underfunding of asset renewal</li> <li>- absence of established life cycle costing process</li> <li>- absence of established asset management plan</li> <li>- absence of approved service level objectives</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- a safe and well maintained park and open space network</li> <li>- citizens perceive they receive good value for their tax dollars</li> </ul>	

Current Activities	
Controls	
1	Completed Civic Service Review - Parks

Planned Mitigation Strategies		
	Strategy	Target Date
1	Increase funding from existing sources	2016
2	Prepare an Asset Management Plan for parks and recreation facilities that addresses inventory, current condition, service level and funding considerations	2016
3	Pursue bylaw enforcement options re: drainage	2016
4	Pursue improvements to the Special Events process re: impact on parks/open spaces	2016
5	Implement a new tree inventory software system	2016
6	Develop landscaping design and construction specifications	2016
7	Complete Civic Service Review - Urban Forestry	2016
8	Launch a revised communication strategy regarding parks investment	2016 and ongoing
9	Develop renewal plans for key infrastructure - pathways, irrigation	2018

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.71	2.43	6.59
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
A&FS-8	Decisions must be made with incomplete information	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	Financial and operational systems are not well integrated which makes it difficult to make data based decisions (asset management, maintenance, ERP, HR, etc.)	
Key Impacts	<ul style="list-style-type: none"> <li>- the wrong decisions is made</li> <li>- inefficient processes, data re-entry errors</li> <li>- redundant applications/systems waste resources</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- system investment decision criteria do not include non-financial costs and benefits</li> <li>- decentralized IT business model</li> <li>- absence of IT strategy, governance model</li> <li>- manual processes/information repositories</li> <li>- absence of end-to-end business process analysis</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- relevant, complete and accurate financial and non-financial information is readily available to support the decision making process</li> <li>- integrated business information systems that improve productivity, increase efficiencies, decrease costs and streamline processes</li> </ul>	

Current Activities	
Controls	
1	RFP awarded for the development of a business case for a core ERP system
2	Enterprise strategies and programs to encompass asset management, data management and business intelligence are being developed
3	Introduction of SharePoint (improves information governance, collaboration and workflow)
4	Developed an IT strategic plan

Planned Mitigation Strategies		
Strategy		Target Date
1	Present business case for core corporate financial system to City Council	2016
2	Introduce new IT Opportunity Assessment Process	2016
3	Project On Line implementation and standardization of portfolio management	2016

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.43	2.57	6.25
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
EL-1	Fail to Meet Expectations re: Garbage Collection	Environmental Leadership
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> <li>- citizen/stakeholder dissatisfaction</li> <li>- transfer of dissatisfaction to other program areas</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- contradictory service expectations</li> <li>- poor response to public phone-in service requests</li> <li>- past underfunding of asset renewal</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- citizens are satisfied with the reliability of garbage collection</li> <li>- citizens are satisfied with the waste diversion options available to them</li> <li>- citizens perceive they receive good value for their tax dollars</li> </ul>	

Current Activities	
Controls	
1	A public education program has been developed and communicated throughout the community
2	Waste diversion programs, that are convenient and easy to use, have been launched
3	Expanded the Green Cart program to accept food waste
4	RFP awarded for the development of a business case for a Recovery Park
5	New optimized routes implemented in 2016, with software to help identify missed segments
6	Integrated collection calls with PW Customer Service system

Planned Mitigation Strategies		
	Strategy	Target Date
1	Present business case for a Recovery Park to City Council	2016
2	Develop an updated Waste Diversion Plan	2016
3	Prepare a discussion paper on the potential for a Waste Utility	2016
4	Conduct community waste audits	2016
5	Launch a revised communication strategy regarding waste collection investment	2016
6	Develop targeted action plans as a result of the audits	2017

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.14	2.71	5.80
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
A&FS-9	Unauthorized release of/access to confidential/personal information	Asset & Financial Sustainability
Risk Lead	City Clerk's Office	
Risk Narrative	Inadequate management of privacy and security of information may be a risk. Data management may be insecure due to use of cloud services.	
Key Impacts	<ul style="list-style-type: none"> <li>- information is exploited for personal gain/economic advantage</li> <li>- loss of citizen trust and confidence in the City</li> <li>- legal action against the City</li> <li>- legislative non-compliance</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- lack of understanding of what information is confidential/personal</li> <li>- absence of policies that govern collection, use, creation and storage of information</li> <li>- inadequate security measures</li> <li>- intentional/unintentional breach of security measures, release of information</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- every person who has access to confidential/personal information understands and carries out their responsibilities to protect that information throughout its lifecycle</li> <li>- the public has confidence that information provided to the City is dealt with appropriately</li> </ul>	

Current Activities	
Controls	
1	Procedures ensure user accounts are kept up to date (current staff only)
2	Procedures ensure user access privileges do not exceed legitimate needs
3	A framework of information management/governance policies have been developed
4	Monitoring, intrusion detection and penetration testing protocols exist
5	Security reviews, inspections and audits conducted on a periodic basis
6	Confidentiality agreements are required in certain circumstances
7	Administrative processes regarding City Clerk's Office handling of info
8	Divisional training sessions have started, upon request
9	Corporate records training program has commenced
10	Privacy Impact Assessment Process approved by Leadership Team

Planned Mitigation Strategies		
Strategy		Target Date
1	Develop and roll out Privacy Impact Assessment Process training program	2016/2017
2	Develop Privacy Policy - internal	2016
3	Review and update information management/governance policies	2016/2017
4	Develop unauthorized release/access response plan	2016
5	Conduct security audit	2016
6	Review and update language in tenders/RFP's regarding privacy issues, access to information	2016/2017
7	All new employees/contractors receive training on how to comply with information mgt/governance policies	2017/2018
8	Develop detailed policies to support information management/governance framework	2017/2018

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.14	2.57	5.50
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
CI-3	Unplanned vacancies in operational staff positions	Continuous Improvement
Risk Lead	GM Corporate Performance	
Risk Narrative	With the economic growth of the province, the City may be experiencing a high degree of staff turnover which may require better talent management and retention strategies	
Key Impacts	<ul style="list-style-type: none"> <li>- unable to fill operational staff positions in a timely manner, if at all</li> <li>- business objectives may not be achieved because adequately trained staff are not available to effectively deliver services</li> <li>- critical and/or corporate knowledge is lost</li> <li>- decrease in employee morale - both existing and new staff</li> <li>- increase in hiring and training costs</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- financial and/or non-financial compensation packages are not competitive</li> <li>- failure to capture relevant knowledge/prepare an actionable knowledge base</li> <li>- negative work environment, job dissatisfaction</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- a desirable workplace that maximizes employee retention while implementing and maintaining measures that minimize disruptions when employees resign, must be terminated, retire or transfer</li> </ul>	

Current Activities	
Controls	
1	"Employee Rewards and Recognition" program being developed
2	Consistently rated as one of Saskatchewan's Top 100 Employers

Planned Mitigation Strategies		
	Strategy	Target Date
1	Undergo internal audit	2016
2	Implement new "Employee Rewards and Recognition" program	2016
3	Key training needs for all positions will be developed	TBD
4	Formal "onboarding" process will be implemented for individuals new to the organization/new to the position	TBD
5	Formal "offboarding" process will be implemented, including mandatory exit interviews	TBD
6	Implement a risk based "actionable knowledge base" development plan	TBD

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.28	2.28	5.20
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
CI-4	Existing talent does not match current or future business needs (the people we have are not the people we need)	Continuous Improvement
Risk Lead	GM Corporate Performance	
Risk Narrative	Overall workforce planning process may not be adequate to highlight what the future organization would look like and align it with citizen needs and expected service levels	
Key Impacts	<ul style="list-style-type: none"> <li>- business objectives may not be achieved due to a shortage of essential skills</li> <li>- employees become "surplus" because their skills do not match what is needed</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- lack of talent pipeline management/succession planning process</li> <li>- hiring freezes, caps</li> <li>- technological and business model changes</li> <li>- changing public expectations</li> <li>- not utilizing data analytics to predict future workforce demands</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- the City's human capital (its people) is aligned with its business plans to achieve its mission and strategic goals</li> <li>- the City has, and will continue to have, the right people with the right skills in the right job at the right time</li> </ul>	

Current Activities	
Controls	
1	Corporate strategic plan has been developed
2	Divisional and corporate business plans have been prepared

Planned Mitigation Strategies		
	Strategy	Target Date
1	Undergo internal audit	2016
2	Develop a workforce planning process that includes evaluation of data (turnover rates, planned retirements, changing demand for services) to anticipate and plan for changes to the workforce	2016
3	Select a number of areas to pilot the workforce planning process	2016
4	Amend the workforce planning process based on pilot experiences	2016
5	Roll out the workforce planning process to additional areas	2017
6	Implement a monitoring and evaluation process	2017

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.43	2.14	5.20
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
QL-2	Fail to Meet Expectations re: Parks Maintenance	Quality of Life
Risk Lead	GM Community Services	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> <li>- citizen/stakeholder dissatisfaction</li> <li>- transfer of dissatisfaction to other program areas</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- past underfunding of asset renewal</li> <li>- rate of inflation exceeding annual MPI</li> <li>- lack of mutual understanding</li> <li>- contradictory service expectations</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- 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</li> <li>- quality infrastructure that enhances our community's prosperity and quality of life</li> </ul>	

Current Activities	
Controls	
1	Completed Civic Service Review
2	Annual Civic Services Survey
3	Completed Recreation & Parks Master Plan
4	Piloted new service delivery model - combined horticultural and turf maintenance crews

Planned Mitigation Strategies		
	Strategy	Target Date
1	Begin to implement Recreation & Parks Master Plan	2016
2	Develop new "Naturalized Park" classification	2016
3	Expand new combined-crew service delivery model to additional areas	2016
4	Establish new satellite maintenance facilities in new development areas	2016
5	Implement work management system	2016
6	Launch a revised communication strategy regarding park investment	2016 and ongoing



# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.14	2.28	TBD
	Residual Risk	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
A&FS-4	Infrastructure fails due to inadequate maintenance	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	The lack of an Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance	
Key Impacts	<ul style="list-style-type: none"> <li>- deteriorating infrastructure/condition/level of service</li> <li>- current state/condition/level of service is unknown</li> <li>- decisions are made with incomplete information</li> <li>- inaccurate budgeting for future operating and capital costs</li> <li>- injury, illness, death for employees and/or the public</li> <li>- funding not allocated to most cost-effective/high priority assets</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- resource constraints</li> <li>- lack of, or inability to obtain, data</li> <li>- competing priorities</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- maximize the useful life of civic assets at least overall cost</li> </ul>	

Current Activities	
Controls	
1	Responsibility for preparation of asset management plans centralized
2	Consistent methodology developed
3	Detailed "state of..." assessments done on certain asset classes
4	Completed asset management plans (Roadways 2013 and Water/Wastewater systems 2015)

Planned Mitigation Strategies		
Strategy		Target Date
1	Continue to prepare asset management plans (Transit Fleet, Parks, Bridges, Roadways, Facilities, Fleet, SL&P) and provide a strategic corporate asset management plan for City Council to set condition service levels and funding decisions	2016

# Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.14	2.00	4.28
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
SG-3	<b>Risk is not consistently considered in the decision making/project management process</b>	<b>Sustainable Growth</b>
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	Strategic initiatives may not be reviewed for key risks during the business case evaluation in a structured and comprehensive way	
Key Impacts	<ul style="list-style-type: none"> <li>- preventable failures jeopardize project/program/initiative success</li> <li>- foreseeable opportunities are missed</li> <li>- accepted risk exceeds the organization's risk appetite</li> </ul>	
Root Causes	<ul style="list-style-type: none"> <li>- lack of understanding of importance, process and benefits of risk management</li> <li>- unstructured/immature/poorly implemented risk management program</li> <li>- risk appetite hasn't been clearly defined</li> </ul>	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> <li>- project threats are minimized; project opportunities are seized</li> <li>- projects are delivered on time, on budget and with quality results</li> </ul>	

Current Activities	
Controls	
1	Risk Based Management program was approved by City Council
2	Risk Management policy was approved by City Council
3	Developed internal audit plan based on strategic risk assessment
4	Strategic Risk Assessment was completed and approved by City Council
5	Risk Based Management workshop conducted
6	2016 Business Planning process included consideration of key challenges
7	Leadership Commitment session held in fall 2015 to increase awareness of risk identification, prioritization and mitigation

Planned Mitigation Strategies		
	Strategy	Target Date
1	Prepare strategic risk registers	2016
2	2017 Business Planning process will include consideration of strategic risks	2016
3	Conduct Operational Risk Assessment	2016
4	Prepare operational risk registers	2016
5	Incorporate operational risk assessments into internal audit plan update	2017
6	Incorporate Risk Management section in Committee and Council report template	2017
7	Business Planning process will include consideration of operational and strategic risks	2017
8	Develop a Project Risk Management framework and program	2017
9	Incorporate training on risk management into the corporate learning & development program	2017