

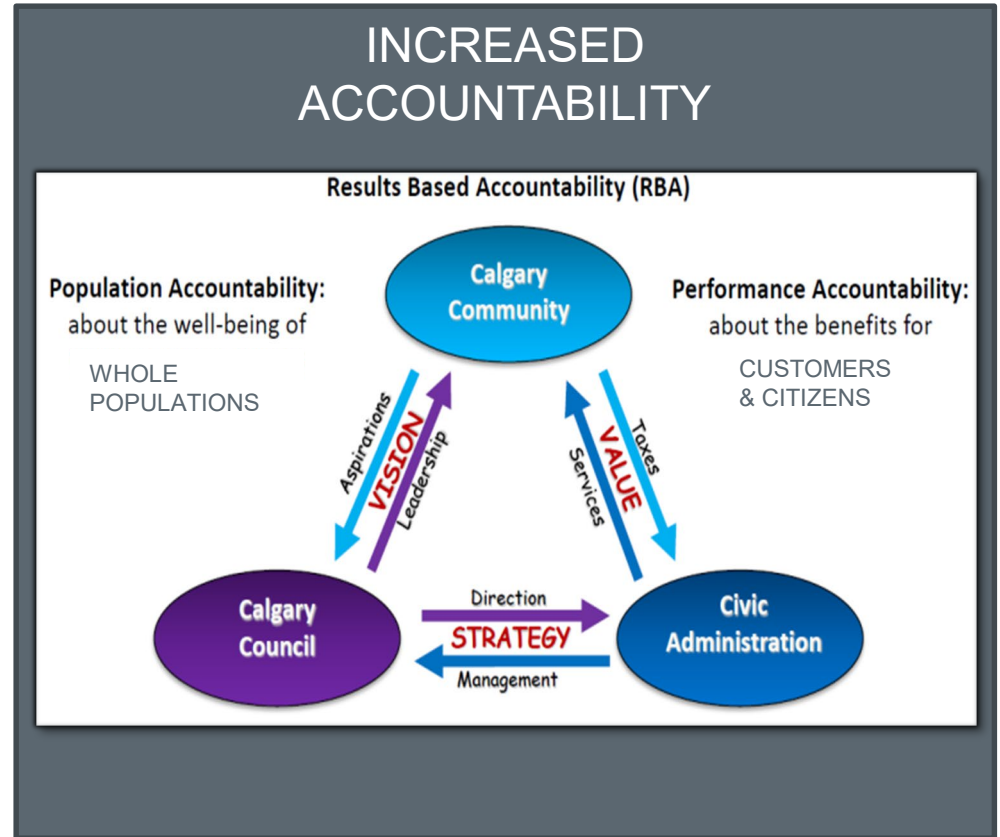
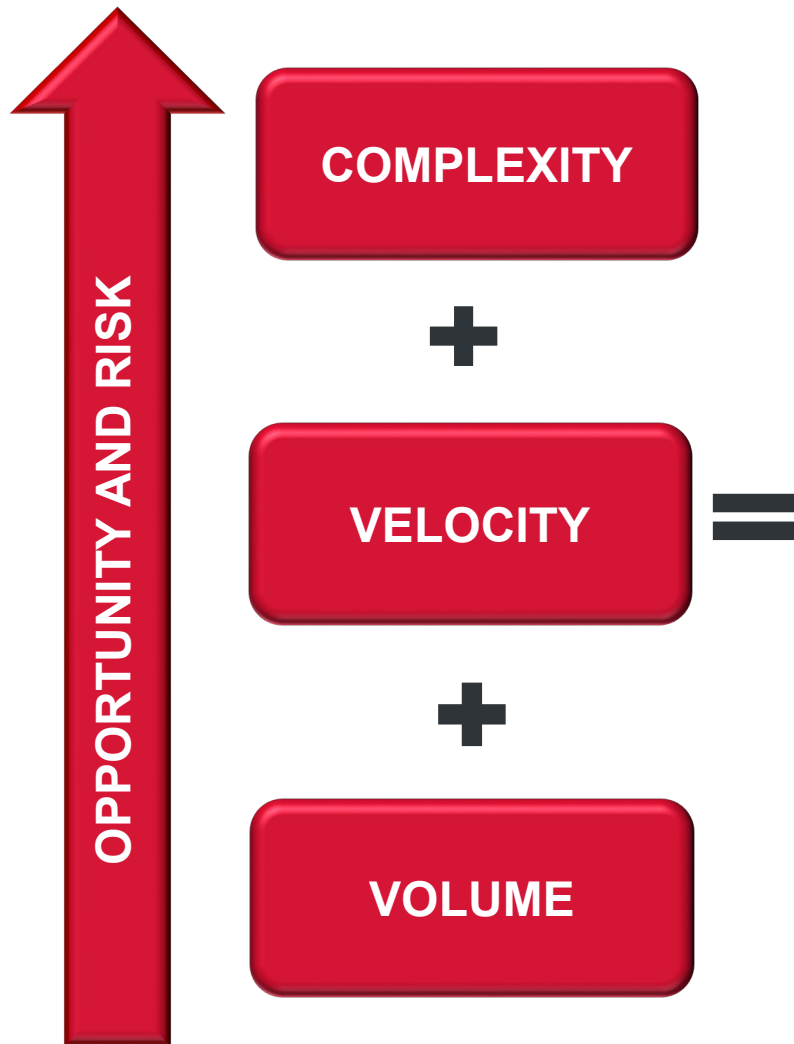
Calgary



2020 Law Report (AC2020-1121) to Audit Committee October 22 2020



OUR CHANGING SERVICE ENVIRONMENT



INTENTIONAL MANAGEMENT

RISK MUST BE INTENTIONALLY MANAGED TO CAPITALIZE ON OPPORTUNITIES WITHIN ACCEPTABLE RISK TOLERANCES

Low		Medium		High
Level 1 Averse	Level 2 Minimalist	Level 3 Cautious	Level 4 Open	Level 5 Motivated
The City is not willing to accept risk under any circumstances.	The City is not willing to accept risk in most circumstances.	The City is willing to accept risk in certain circumstances.	The City is willing to accept risks.	The City accepts opportunities that are inherently high risk.

Highlights:

1. Changing Municipal Landscape
2. Service Resilience
 - i. Departures
 - ii. Employee Wellness
 - iii. Legal Services Practice Alignment Review
3. Volume, Velocity, Complexity

Highlights:

1. The reduction of capacity and competition in the global insurance markets due to unfavourable loss ratios;
2. The effect and frequency of natural disasters on property insurance rates and retention levels;
3. Navigating the advancements in technology.

Questions