

Attachment 8 – Risk Summary

The MDP and CTP broadly mitigate risks for all Calgarians by providing a common focus for a future Calgary and guiding supporting decisions to help achieve this future. The key directions and the supporting policies propose a city that has significant economic savings with improved social and environmental outcomes. The amendments proposed further improve on these outcomes or help ensure the plans keep on track to achieve them. The table below describes how the proposed amendments address risks for The City and all stakeholders.

Principle Corporate Risk	Role of Proposed Amendments in Addressing Risk
Capacity for Change	The plans and proposed amendments have been written in such a way as to not be highly prescriptive. This allows for a general guiding vision and framework to which to assess initiatives and investments without having rigid requirements. The existing plans were more prescriptive in some areas than would be typical due to lack of supporting strategies when they were created (e.g. Complete Streets in the CTP). The proposed amendments have reduced some of the detail in the plans to allow the supporting strategies to be more nimble in their response to key issues.
Economic	Updating the plans provides a contemporary vision to share with businesses and potential residents on how Calgary desires to grow and change in the future. Policies have been refined to reduce risks from appeal and provide more certainty to all stakeholders. Seeking statutory status for the CTP also supports this. In some cases, requirements have been reduced, such as the elimination of connectivity index requirements. No specific new financial requirements have been proposed. However, it is recognized that implementing some policies (e.g. zero-emission vehicles) may add costs going forward to some stakeholders.
Environmental	The changes incorporate the City's climate goals into the plans and ensure supporting policies are in place to support realizing the 2050 targets. Water policies have been updated to increase protection of source waters and riparian areas. Biodiversity policies have been updated to integrate previously approved plans and provide supporting natural infrastructure. Urban forestry policies have been refined to reinforce existing policies and streamline duplication.
Financial	The proposed amendments strengthen the plan to help achieve the estimated \$16 billion in capital savings and operating savings increasing to \$390 million/year over the life of the plan (shared amongst multiple parties)

	versus continuing to build per “business as usual”. This does not mean there will be no costs to implementing the plan, but that achieving the plan will cost less than if “business as usual” were to continue.
Growth	Part 5 of the MDP has been revised to strengthen growth policies to ensure a balance of growth is achieved, recognizing increased emphasis is needed in existing areas of the city in order to achieve this balance.
Health & Safety	The proposed amendments increase the health of Calgarians by moving towards zero-emission vehicles that reduce air pollution impacts and the safety benefits of a more automated vehicle fleet. This complements the existing foundation of increased walking, cycling and transit usage which offer both physical and mental health benefits, and thriving public spaces which support increased interaction and sense of belonging.
Infrastructure Management	Policies have been adjusted to reflect the corporate approach to infrastructure management, while ensuring investment priority continues to work towards achieving MDP/CTP goals.
Legal & Compliance	Changes ensure the plans are aligned and continue to be reflective of the current MGA, CMRB and other regulatory documents.
Political	An updated plan ensures that The City has a vision that can align with the visions of other levels of government. This can support funding initiatives, such as stimulus programs. Reestablishing support for the plans, through the review process, improves alignment in decision making towards shared outcomes.
Reputation	Working towards a common, agreed-upon plan will reduce reputational risk as citizens and other stakeholders can see what the goals of The City are and what it is doing to achieve the plans. Reputational risk is increased when decisions are made that are not clearly linked or only weakly linked to the plans. The plans themselves can only do so much to address this; a continued narrative about how The City is working to achieve the plans is needed for ongoing success. Additionally, while the policies will be in place to support the goals, the plan indicators need to be reviewed to ensure the trajectory will push change but also be achievable and short-term success can be better measured.
Social Impact	The plans focus on increasing choices in both housing and transportation to provide more options, including

	affordable options. Universal accessibility is also emphasized in both plans to guide design outcomes for buildings and infrastructure. The new section on equity provides a starting point for further emphasizing equity in the plans.
Technology	Many changes to transportation technologies are anticipated on the horizon; as such, section 3.14 of the CTP has been added to provide support for future technologies by using a risk and benefits lens to assess emerging technologies and pilot projects.