



Governance and Oversight

- Council Policy
- Executive Leadership Team (ELT), Leadership Commitment
- Administrative Guidelines
- Standard Program Framework
- Common Standard/Model ISO 31000
- Report on the Principal Corporate Risks to the Audit Committee and Council 2x/year
- Confirm the Principal Corporate Risks with the ELT 2x/year
- Principal Corporate Risk Ownership by Members of the ELT
- Report Regularly to the Audit Committee of Council and to the ELT on the Status of the IRM Program

Risk Integration with Strategic Direction (examples)

- Rethink to Thrive Strategy
- The City's Performance Management System (one of five elements)
- Service Plans and Budgets
- SAVE Program
- Resilient Calgary Strategy/Strategic Foresight
- Monthly COVID Reporting
- Consulting, Facilitated Sessions to Support Strategic Decision-making
- Intentional Management of Principal Corporate Risks with Defined Corporate Risk Appetite, Management Response Strategies and Performance Measures

Established Practices and Processes (examples)

- Standard 5 Step Process for Managing Risk
- Service Risk Registers
- myCity Website with Tools and Resources for all City employees
- Project Risk Management Standard and Guidance (Corporate Project Management Tools and Resources)
- Cross-corporate Risk Reviews Conducted at Least 2x/year
- Bottom-up and Top-down Review and Analysis of Risks at Least 2x/year
- Standard 5x5 Risk Matrix for Assessing Likelihood and Impact
- E-learning Course for All Employees
- Risk Appetite Scale
- Required Risk Reporting in ELT and Council/Committee Reports

Review and Continuous Improvement

- IRM Program Goals and Performance Measures for 2019-2022
- Annual Risk Maturity Survey
- Annual Work Planning
- Network and Community of Practice – Risk Practitioners
- Communication
- Communication and Transparent Reporting
- Risk Awareness, Change Management
- Stakeholder Engagement and Improvements Based on Best Practices, Feedback
- Working with Stakeholders on Alignment of Risk Functions

■ Complete/In Place ■ Focus for Continuous Improvement in 2021