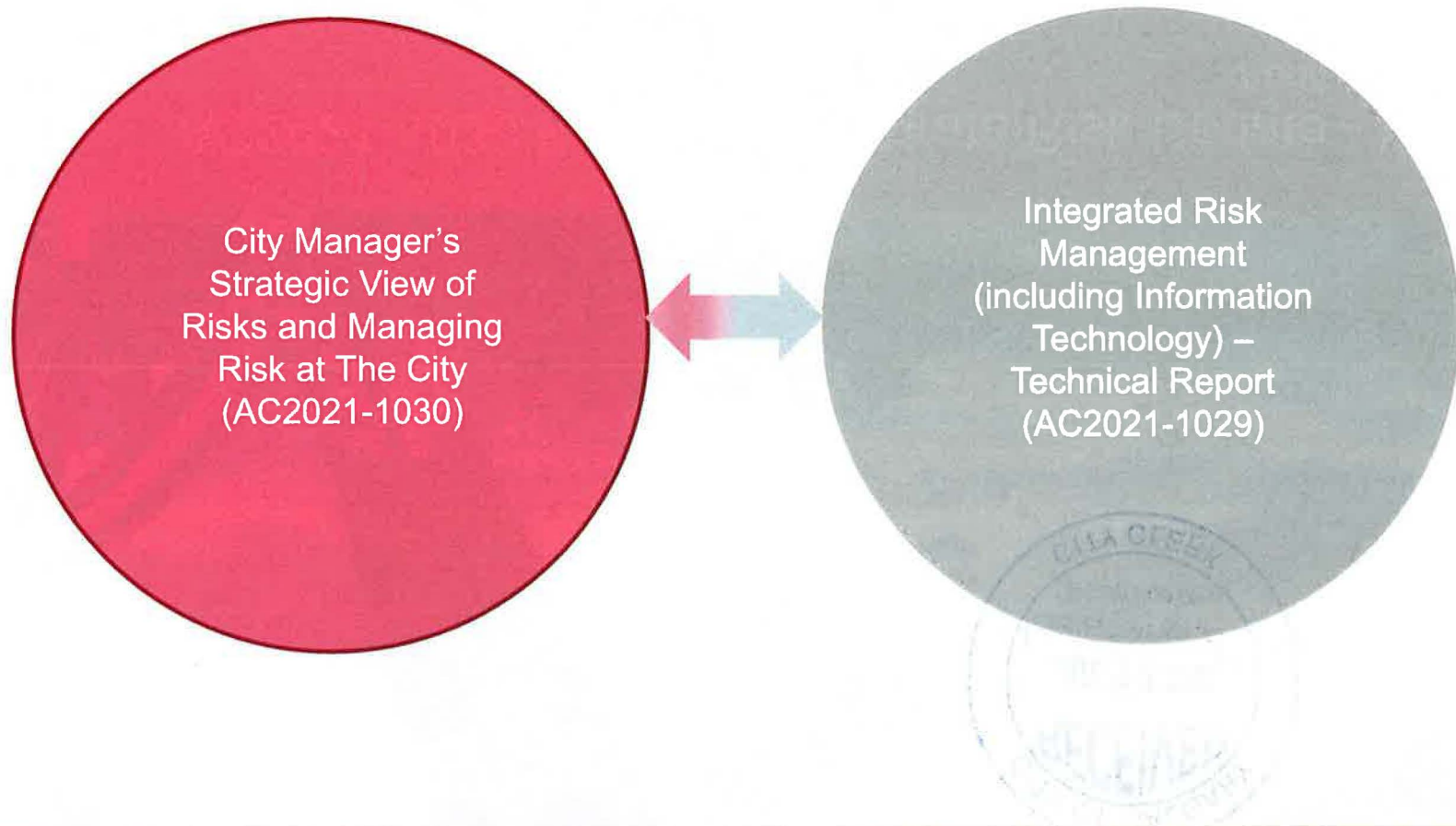


AC2021-1030 Principal Corporate Risk Update - Verbal

Audit Committee
2021 July 22

Two Complementary Reports to the Audit Committee

AC2021-1030
PRESENTATION





Five Priority Principal Corporate Risks

AC2021-1030
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- **Economic Risk:** monitoring and responding
- **Financial Risk:** managing operational and capital constraints
- **Health, Safety and Wellness Risk:** building employee resiliency
- **Reputation Risk:** telling our value story of high-quality affordable services
- **Social Impact Risk:** continuing to respond to the diverse needs of Calgarians

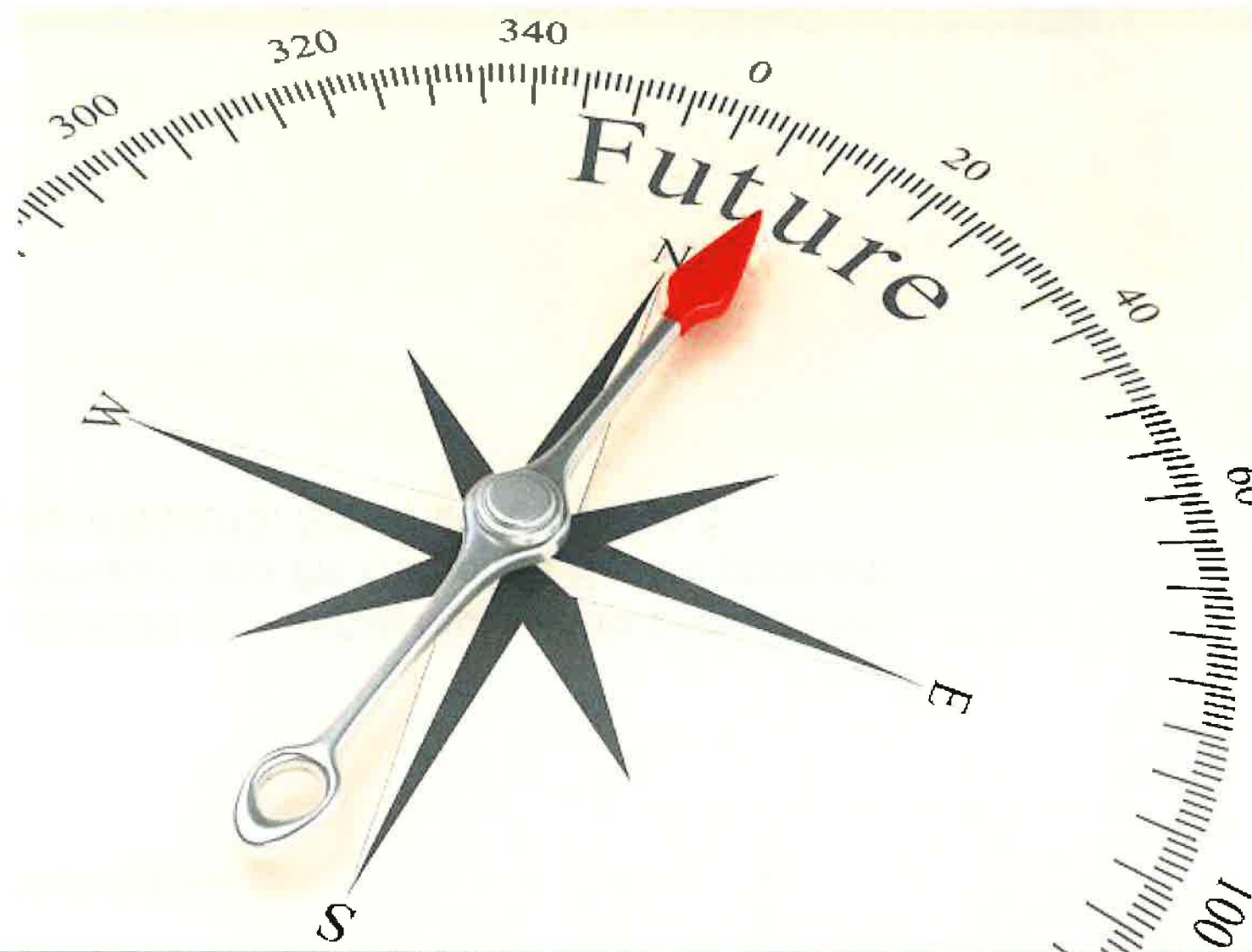
Rethink to Thrive Strategy

CITY MANAGER GOALS					
Develop a trusting relationship with Council (individually and collectively) to support the delivery of council priorities	Optimize financial management of operating and capital budgets and reduce the cost of government	Improve service value and deliver major capital projects	Strengthen employee trust and confidence through the delivery of organizational strategy, alignment of corporate resources, and inspirational leadership	Hold leaders and employees accountable to a work environment that fosters safety, pride, innovation, respect, inclusion, trust, empowerment, diversity, and fun	Strengthen public and business trust and confidence
OBJECTIVES					
Improve our reputation		Reduce cost of government	Strengthen employee engagement	Increase our capacity	
STRATEGIES					
Provide organizational focus and good governance	Protect financial sustainability and optimize investment	Inspire a proud and engaged workforce	Build strong relationships through collaboration and communication	Be innovative, tech savvy and future-focused	
<ul style="list-style-type: none">• Provide Council with the best professional advice in a timely and effective manner• Empower decision making at the right levels of the organization• Review organizational alignment and focus senior leaders on managing strategic risks• Review corporate governance and find opportunities to identify duplication, reduce or consolidate work and reporting, and clarify accountability• Focus on the corporation's capacity, resiliency and agility to respond to emerging issues	<ul style="list-style-type: none">• Increase service efficiency and effectiveness• Work collaboratively to find permanent savings in The City's operating base budget• Optimize capital planning and infrastructure investment• Advance The City's interests with Provincial and Federal governments and the Calgary Metropolitan Region Board• Continue service planning and budgeting with a focus on putting citizens at the centre of our service delivery	<ul style="list-style-type: none">• Focus the organization on safety (physical and psychological), respect, and inclusion• Modernize our workforce practices and create a clear connection between business needs and policy• Provide opportunities for learning and development• Drive individual and team performance• Continue to reinforce the Code of Conduct	<ul style="list-style-type: none">• Share timely and relevant information with citizens, businesses, and employees, and actively correct misinformation• Develop a corporate communications strategy focused on investment and value, and encourage employees to be ambassadors of City information• Foster positive, collaborative and productive relationships with key stakeholders and partners• Provide great customer service by being open and accessible and responding to requests in a timely manner	<ul style="list-style-type: none">• Encourage innovation and experimentation and promote a "fail fast" mentality• Create a Calgary that is more resilient in the face of stresses and shocks• Leverage technology, data and analytics to make better decisions and work smarter• Be champions for business success and apply a business-friendly lens to planning and service delivery• Enable others to innovate and be innovative by creating the right mindset and conditions for success	



Looking Ahead

Opportunities and Innovation for Calgary





Recommendation

AC2021-1030
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That the Audit Committee receive this presentation for information and the Corporate Record pursuant to Bylaw 48M2012, Schedule A, Section 5.