



DISCOVER THE ANSWERS AT THE CENTRE OF ENERGY

**CALGARY CONVENTION
CENTRE AUTHORITY**

**2015 OVERVIEW OF THE RISK
MANAGEMENT PROCESS**

RISK MANAGEMENT

CP-004

STATUS	DATE	APPROVED BY
NEW POLICY	2011 August 31	Marcia Lyons, General Manager
REVISED	2012 March 22	Marcia Lyons, General Manager
REVISED	2013 April 25	Marcia Lyons, General Manager
REVISED	2014 November 7	Marcia Lyons, General Manager

This policy applies to the Calgary TELUS Convention Centre (CTCC). The HR/OH+S Specialist is responsible for the interpretation and updating of this policy, and shall oversee policy compliance.

1. DEFINITIONS

In this Policy,

“Risk” means the probability or threat of damage, injury, liability, loss, or other negative occurrence, caused by external or internal vulnerabilities;

“Risk Management” means the identification, evaluation, analysis, mitigation, communication and monitoring of risks;

“Risk Management Team” means the interdepartmental team responsible for coordinating CTCC’s risk management strategies, which include hazard identification, risk assessment, mitigation and business continuity.

2. PURPOSE

This policy affirms CTCC’s commitment to maintaining a risk management plan that identifies, evaluates, mitigates, and monitors risks, including those associated with accidental, financial, strategic, and operational losses.

3. SCOPE

This policy applies to all CTCC personnel.

4. PRINCIPLES TO BE FOLLOWED

- Where applicable, CTCC will manage risks in compliance with municipal, provincial and federal legislation.
- Risks should be assigned to the person best able to manage the risk;
- CTCC employees shall operate within approved risk tolerance levels.

5. **RISK MANAGEMENT TEAM**

The Risk Management Team is tasked with advancing a corporate philosophy and culture that encourages CTCC employees to manage risks proactively and to communicate openly about risks. Annually, the Risk Management Team will meet with the risk owners of the various CTCC business units to ensure that major risks continue to be identified, prioritized and appropriately managed.

6. **BUSINESS CONTINUITY**

The Risk Management Team will assist business units in business continuity planning processes to ensure that key CTCC services are maintained during major disruptions. These proactive processes will include identification of necessary resources to support business continuity, including, but not limited to, staffing, equipment, infrastructure protection, IT systems & data, event re-location, and financial allocations.

7. **RISK MANAGEMENT TEAM COMPOSITION**

Membership of the Risk Management Team shall consist of no fewer than three (3) CTCC employees, up to a maximum of seven(7). The CTCC General Manager and the HR/OH+S Specialist shall appoint the members of the Risk Management Team.

8. **EMPLOYEE'S RESPONSIBILITY**

All CTCC employees are expected to comply with this policy. While the Risk Management Team will provide risk management assistance, CTCC employees are responsible for managing risks within their respective work areas. Concealing a risk to protect the CTCC or its employees is not acceptable.

9. **CTCC LEADERSHIP RESPONSIBILITY**

It is the responsibility of the CTCC General Manager, directors, managers, and coordinators to promote risk management awareness throughout the organization. They are to ensure that risk management controls and processes are included in planning processes and projects and shall identify new risks to the Risk Management Team.

Guidelines for Risk Management Interview Process:

1. The HR / OH+S Specialist shall meet with the risk-holder for each business unit for a one-on-one interview.
2. Information from the interview sessions are transferred to the revised "Risk Assessment Form".
3. The draft version of the Risk Assessment Form is sent back to each risk-holder for final review to ensure accuracy
4. The final Risk Management Report is submitted to the General Manager and Executive Assistant to the GM for review.
5. The General Manager, with the management team will:
 - a. Review all Risk Management Reports;
 - b. Assess and evaluate the current mitigation controls in place;
 - c. Approve/validate current mitigation controls, and provide recommendations, modifications and suggestions for new controls where necessary.

What is Risk? The probability or threat of damage, injury, liability, loss, or other negative occurrence, caused by external or internal vulnerabilities



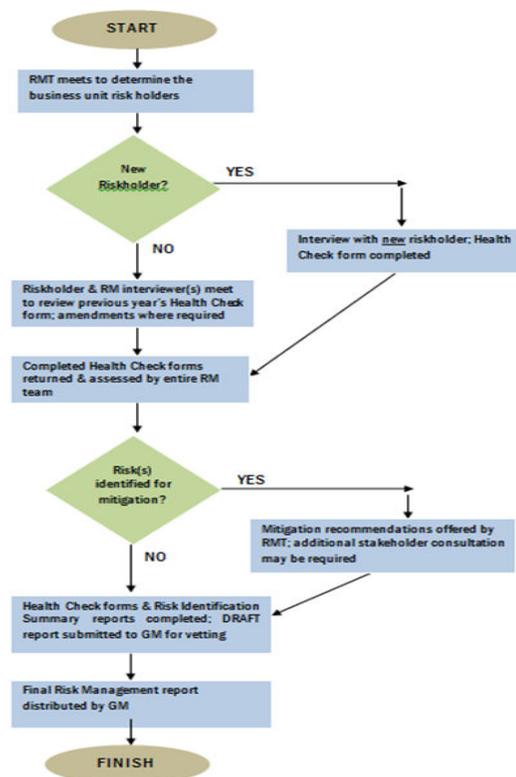
CTCC Corporate Policy “This policy affirms the CTCC’s commitment to maintaining a risk management plan that identifies, evaluates, mitigates, and monitors risk, including those associated with accidental, financial, strategic, and operational losses.”

- Role of the Risk Management Team**
- Identify, understand, prioritize, and manage risks
 - Organization-wide awareness of risk management
 - Risk management orientation for employees
 - Contract risk management Strategic Business Plan



Risk Holders All business units have an assigned ‘risk holder’, who is responsible for assessing the risks in their respective areas. They are encouraged to involve departmental employees – who can provide invaluable information/feedback to the assessment process.

Using the structure established in our Risk Management Flowchart, each business unit is interviewed on a yearly basis.



Risk Identification Some 'risk areas' are common, and may apply to more than 1 business unit. Risks that may impact multiple business units include property damage, staffing and their respective work processes and events.

For demonstration purposes, the emphasis will be placed on events booked in our facility, and the wide range of risk factors that might accompany them.

Risk Areas

- ⊗ Property Damage
- ⊗ Infrastructure
- ⊗ I.T. Systems
- ⊗ Finance
- ⊗ Staffing
- ⊗ Work Processes
- ⊗ Events / Liability

Event Risks Examples of event risk challenges that the Convention Centre has dealt with include:

- Remote controlled drones;
- A fully functioning 'human gyroscope';
- Live reindeer; and
- A fire-breathing acrobat.

What do they all have in common? They're all part of special events that have been booked in our facility.

Each event was unique in its own way, and brought various 'risk indicators' for us to consider.



The Challenge? To assess these risks and make a determination if mitigation controls are sufficient to minimize the risk to an acceptable level. The goal to harmonize client requests with applicable safety / regulatory requirements.

- Risk Assessment** • Identify major risks
Checklist • Apply appropriate risk rating

	ACTIVITY	POTENTIAL RISK	LIKELIHOOD OF RISK OCCURRING?	ITS IMPACT?	GENERAL NOTES
1	WORK PROCESSES (Power Tools)	Wrist and hand injuries due to tool jamming or binding Eye injuries from fragments or dust Repetitive motion injuries due to improper ergonomic / body positioning and/or not adjusting equipment to individual's body dimensions	<input type="checkbox"/> Almost certain <input type="checkbox"/> Likely <input checked="" type="checkbox"/> Possible <input type="checkbox"/> Unlikely <input type="checkbox"/> Rare	<input checked="" type="checkbox"/> Severe <input type="checkbox"/> Major <input type="checkbox"/> Medium <input type="checkbox"/> Minor <input type="checkbox"/> Negligible	Items included all equipment that is electrically powered (i.e. vacuums) OTCC safe work practices are taught by OTCC Health & Safety Coordinator. All new employees receive orientation and safety training. Through OTCC Health & Safety, hazards are routinely identified. Employees attend mandatory weekly toolboxes and sign-off on workplace safety training sessions and/or bulletins.
2	WORK PROCESSES (Motorized Equipment, including scissor lift, fork-lift and (rental) boom lift.)	Property damage Injuries, including crushed hand/fingers, head trauma, fractures, even death	<input type="checkbox"/> Almost certain <input type="checkbox"/> Likely <input type="checkbox"/> Possible <input checked="" type="checkbox"/> Unlikely <input type="checkbox"/> Rare	<input checked="" type="checkbox"/> Severe <input type="checkbox"/> Major <input type="checkbox"/> Medium <input type="checkbox"/> Minor <input type="checkbox"/> Negligible	OTCC employees must have successfully completed appropriate training before being permitted to operate motorized equipment.

Risk Matrix Degree of Probability + Level of Impact = Risk Rating

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CTCC RISK MANAGEMENT MATRIX

LIKELIHOOD (probability)	CONSEQUENCES (Impact)				
	SEVERE	MAJOR	MEDIUM	MINOR	NEGLIGIBLE
ALMOST CERTAIN	Red	Orange	Yellow	Light Green	Green
LIKELY	Orange	Yellow	Light Green	Green	Light Green
POSSIBLE	Yellow	Light Green	Green	Light Green	Light Green
UNLIKELY	Light Green	Green	Light Green	Light Green	Light Green
RARE	Light Green	Light Green	Light Green	Light Green	Light Green

KEY TO RISK RATING

Light Green	TRIVIAL RISK	Risk considered acceptable
Green	LOW RISK	Risk managed by routine procedures; acceptable
Yellow	MODERATE RISK	Risk mitigation initiatives to be assessed on case-by-case basis
Orange	HIGH RISK	Risk controls required /existing controls to be re-assessed
Red	EXTREME RISK	Risk considered unacceptable; immediate risk control required

Event Risks for Fire Performance

- Flammable liquids
- Flame burst
- Loss of control
- Injury to Performer
- Injury to Attendee
- Potential of 1st stage fire
- Liability
- Media/reputation



Pre-Event Risk Matrix for Fire Performance

LIKELIHOOD (probability)	CONSEQUENCES (Impact)				
	SEVERE	MAJOR	MEDIUM	MINOR	NEGLIGIBLE
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Mitigation Controls in Place

- Source of Fuel
- Measure 'Flame Burst'
- Thermal Scan
- Location of Performance
- Fire Zone Isolation
- Fire Watch / Control Zone
- Protective Mat
- Fire Extinguisher
- Emergency Responders

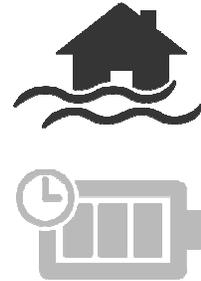
Revised Risk Matrix

Likelihood reduced to 'Unlikely'
Risk rating dropped from 'High Risk' to 'Moderate Risk'

**Flood
Mitigation/
Infrastructure**

Controls in place:

- Monitor weather forecast
- PM / Test: Generator
- Diesel Tank (24 hours)
- Contracted Suppliers
- Spare Cam-Lock Cables / Portable Generator
- Emergency Equipment / PPE
- CPA: Installation of dual valve to redirect excess water into the sanitary system
- CPA: Installation of metal security doors



**ERP /Bomb
Threat
Awareness**

- Review & update of emergency response plans
- Orientation & training on bomb threat awareness
- Bomb Search Drills



**Marketing/
Social Media**

- Marketing & Communications is primary source for media releases / statements pertaining to the CTCC
- Social media streams are consistently monitored
- Social media response is immediate



**8th Avenue Bike
Lane**

- Communication: City of Calgary
- Administrative Controls: City of Calgary to oversee signage for street lanes
- Administrative Controls: CTCC to review signage on entrance doors



Conclusion

The Calgary TELUS Convention Centre is successful in viewing risk management as a strategic asset to the organization’s growth and development.

Establishing **zero** risk may not be an achievable goal. However, the risk management process in place provides awareness on an organization-wide level. Risks identified by the CTCC are well known by staff and tightly managed, thus fostering a strong mitigation culture.