



Annual Principal Corporate Risk Report Audit Committee

2023 January 19



Recommendations

That the Audit Committee recommends that Council:

1. Receive Report AC2023-0011 and the presentation for information and discussion pursuant to Audit Committee Bylaw 33M2020, Section 5 (c)



Highlights

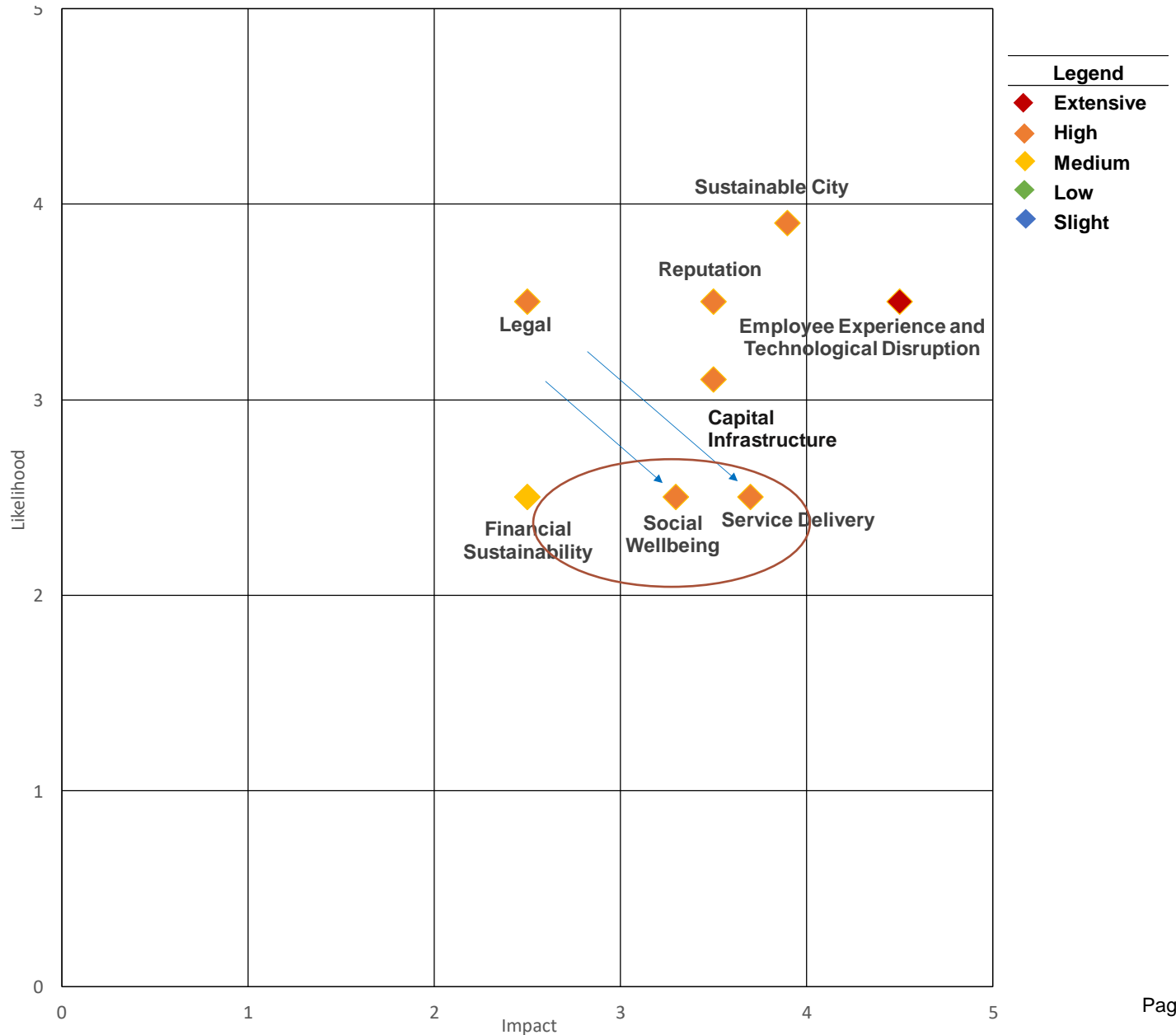
- Understanding, assessing and managing risk is critical to achieving Council's vision of a resilient Calgary.
- This report provides information on The City's risk profile at year-end 2022, and the internal and external pressures that could impact The City's ability to meet strategic objectives.
- This report also provides information on The City's current risk maturity rating, our desired risk maturity rating and how these ratings were determined.



The City's Principal Corporate Risks

The City's risk environment has generally remained stable through 2022 indicating the effectiveness of our risk response strategies.

Notable changes include the Service Delivery and the Social Wellbeing risks, which have both decreased in likelihood but have increased in impact to maintain an overall risk rating of "high".





Principal Corporate Risks Dashboard

As of 2022 December 12

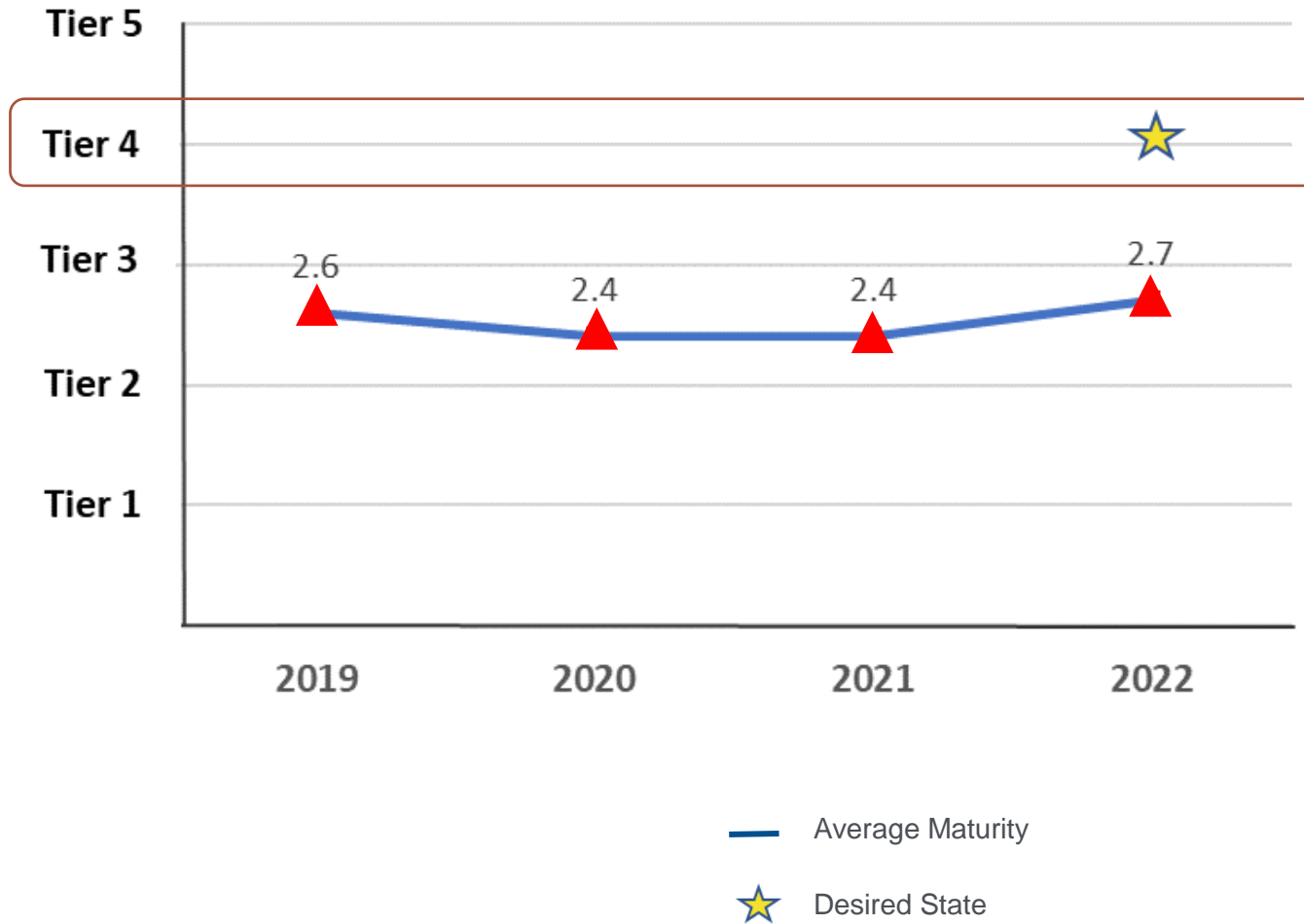
Principal Corporate Risk	Current Residual Risk Rating	Progress of Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating (3 years)
Capital Infrastructure Risk	■	On Track	→	Monitor	The ELT have agreed to set the Target Residual Ratings for each PCR in 2023.
Employee Experience Risk	■	In Progress	↑	Monitor	
Technological Disruption Risk	■				
Financial Sustainability Risk	■	On Track	→	Maintain	
Legal Risk	■	In Progress	→	Monitor	
Reputation Risk	■	On Track	→	Maintain	
Social Wellbeing Risk	■	On Track	↑	Monitor	
Service Delivery Risk	■	In Progress	↑	Monitor	
Sustainable City Risk	■	In Progress	↑	Monitor	

Legend	■ Slight	On Track - All risk responses are on track In Progress - Some risk responses are delayed In Development - Risk responses are under development	↓ Decreasing	Maintain - within risk appetite Monitor - within risk tolerance Reduce - above risk appetite and tolerance
	■ Low		→ Stable	
	■ Medium		↑ Increasing	
	■ High			
	■ Extensive			



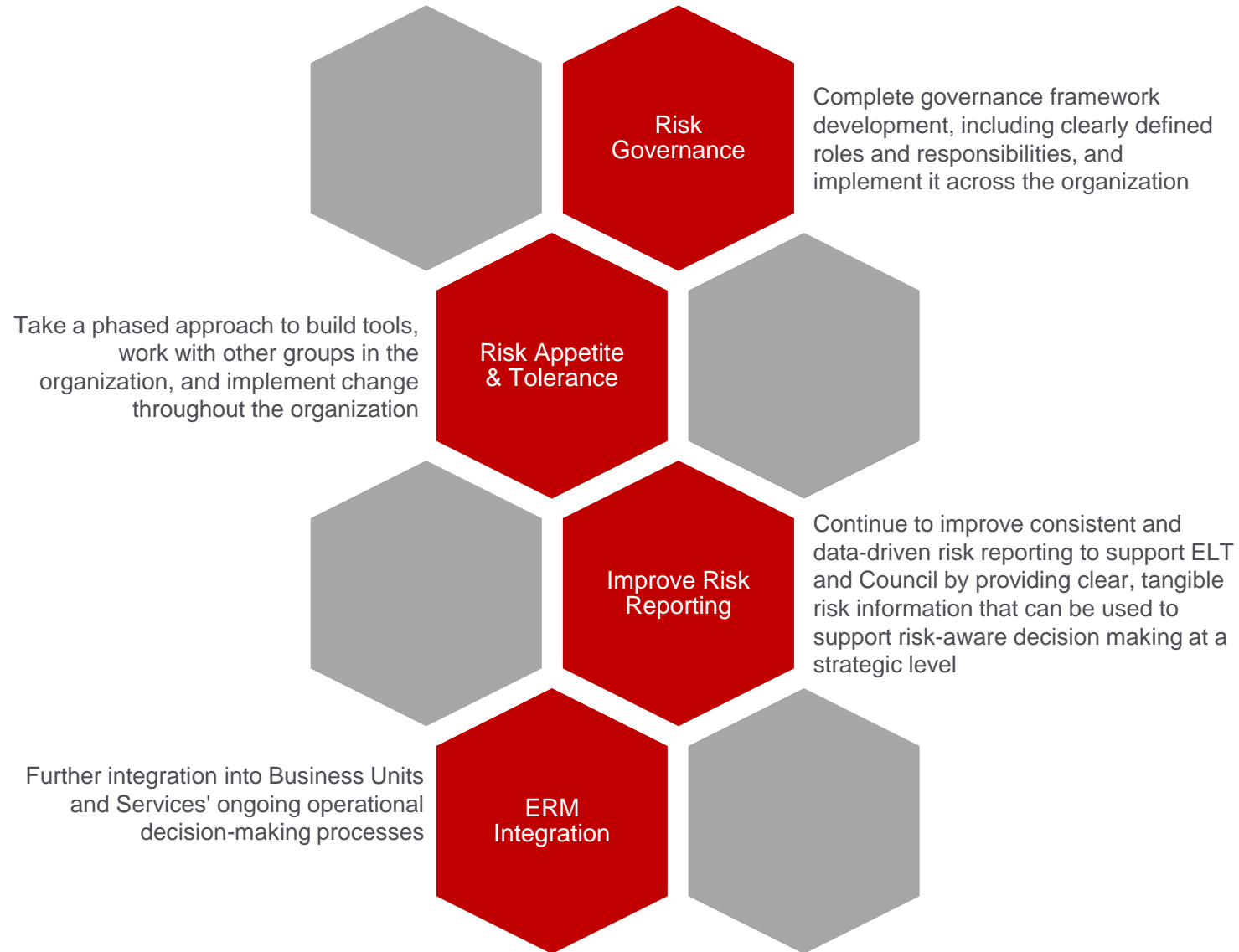
Risk Maturity

Average Maturity Rating 2019 - 2022





Next Steps





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