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ITEM: AC2015-0438
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IT Risk Report to Audit Committee

May 21, 2015
AC2015-0438

myCity/it | 403-268-8008

Onward! Exceeding our customer's expectations by providing outstanding, on-time, business technology solutions.

THE CITY OF CALGARY

Key risks for IT

- Business resiliency/continuity
- Electronic information management
- Cyber security
- Business & enterprise systems & associated controls
- Performance/reliability of vendors and 3rd party service providers (impacting critical City systems, e.g., 911 dispatch, etc)

Action Plan: IT strives to balance business needs in a fast-paced environment with adequate security and controls.

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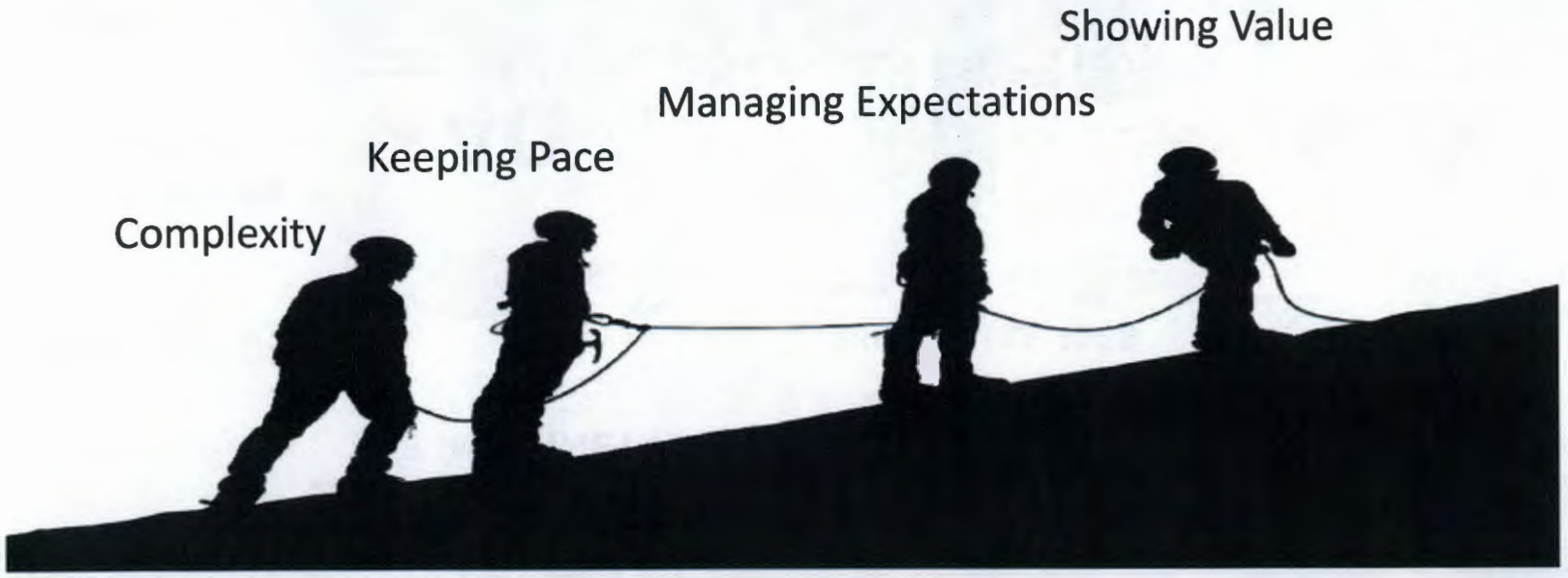
CITY OF CARLSBAD

Challenges

Balancing Service delivery demands with prioritized risk mitigations while building for the future.

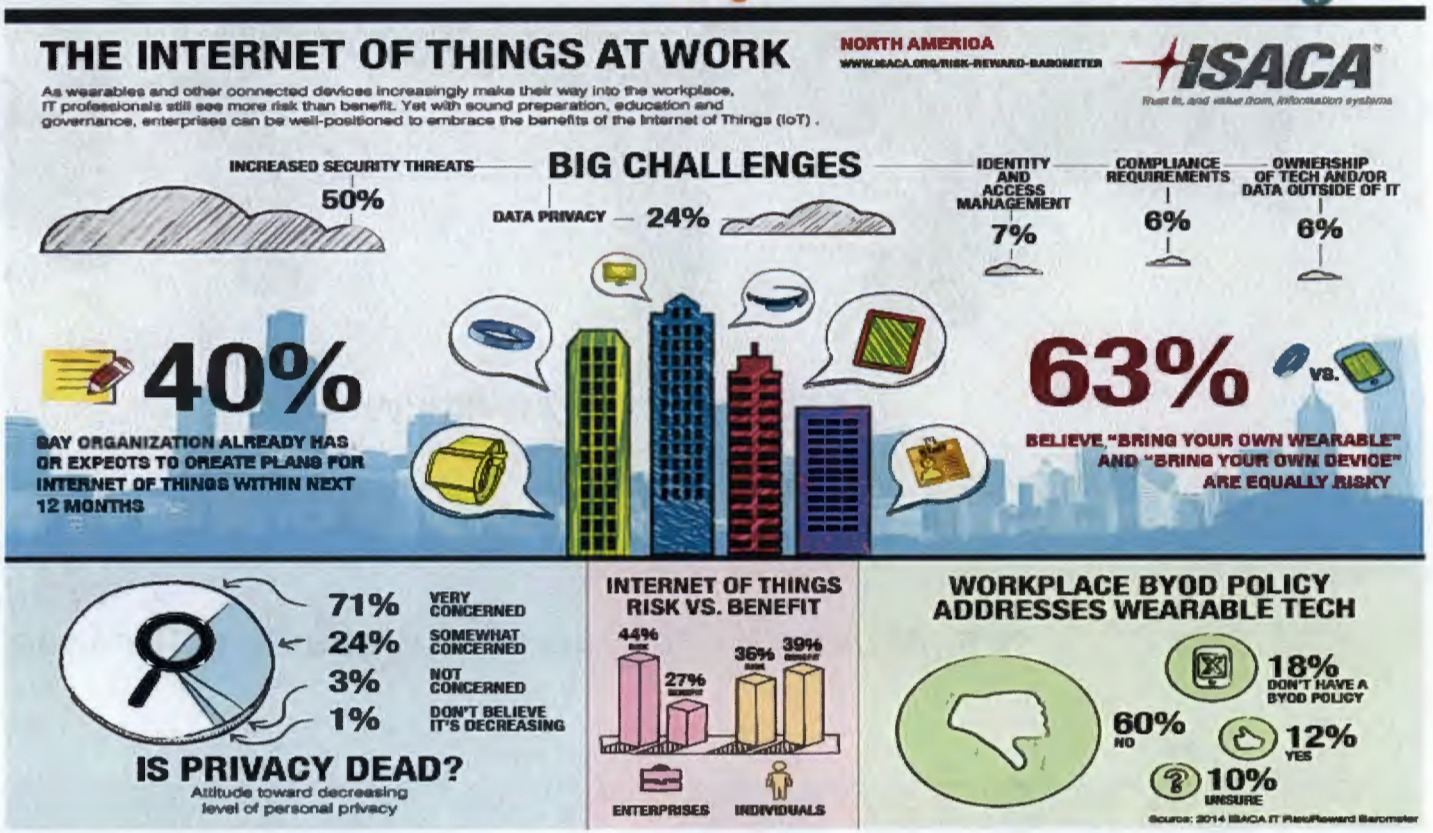


Trends – adapting to change

Connecting things to things…

creates enormous amounts of data

but what data matters?



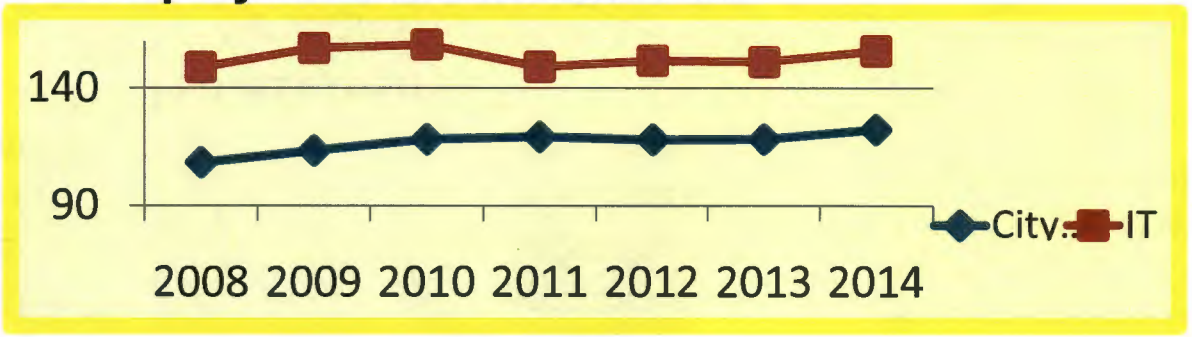
Source ISACA: November 2014

Agile workforce

Challenges

- Retirements
- Staff movements
- Aging workforce

IT Employee Satisfaction Index



Opportunities

- Current economic conditions
- Outreach to postsecondary programs
- Training & development
- Cross functional practices

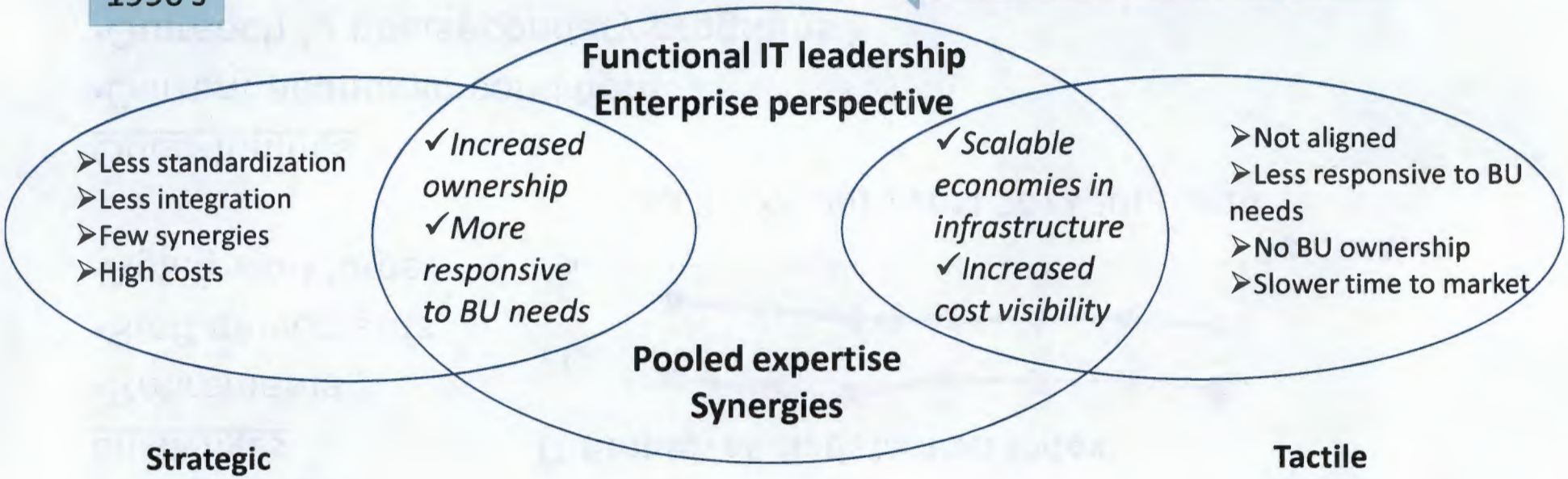
Balancing the demands of today with the needs of tomorrow

City business technology needs

2015 Technology Governance Model

1990's

2015 2007 2002



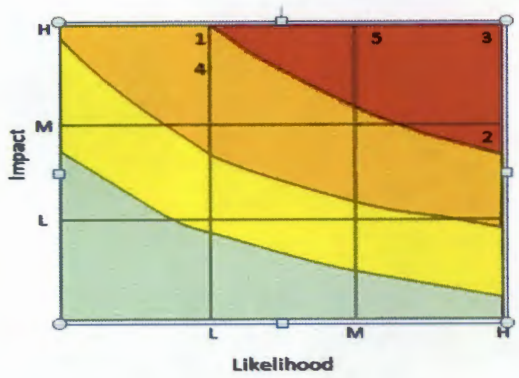
Integrated Risk Management

- ZBR
- Code of Conduct
- Benchmarking:
  - OMBI
  - industry benchmarks

Balancing internal business relationships with corporate infrastructure service demands

Thank-you

Q1 2015 IT Risk Register



AC2015-043

Risk	Likelihood Impact *	Mitigating Strategy
1. Natural or catastrophic event to The City's technology systems, network, data centres and applications.	L-H	• Improve technology infrastructure resiliency such as duplicating single points of failure • Continual review of business continuity and crisis management procedures • Continue conducting regular vulnerability assessments
2. Electronic Information Management (Corporate records is currently held in various formats and in various locations across the organization. These corporate records need to be protected and managed).	H-M	• Together with City Clerks, IT will implement best practices by educating and encouraging business units to move their records into corporate business tools (e.g. automated disposition reduces legal risk and is auditable).
3. Cyber security (Willful attack on public infrastructure, public safety, transportation, water treatment, etc.).	H-H	• Managed in partnership with Law and Corporate Security. • Continuous monitoring and research, along with expert security assessments conducted on a regular basis; enables IT , Law and Corporate Security to identify and harden points of vulnerability to new and evolving threats.
4. Failures in business and enterprise systems and systems controls (e.g. 911, email, GIS, PeopleSoft financial and payroll, etc)	L -H	• Resilient system design. Appropriate vendor service and support level agreements. • Manual back-up procedures in place.
5. Failure/interruption of third party services/providers impact Fire, Public Safety (PSC),and Cloud services (periodic minor interruptions)	M-H	Continuous monitoring and maturing of Cloud-based services and protocols. Defining and optimization of the enterprise platform to take advantage of emerging technologies.

* Likelihood and Impact ratings are based on IT's Risk Registry rating.