

Calgary

### Council's Imperatives

- 1. Integrated Service Delivery** – Council is consistent in its view that the corporation needs to provide services in a much more coordinated and integrated way
- 2. Engaged Leadership** – Council wants collaborative organizational leaders and managers that function together as a team
- 3. Trust and Confidence** – Council is asking for an organization that is reliable, honest, effective, and that has its confidence and trust
- 4. Public Service Culture** – Council wants the organization to deliver its services with a citizen and customer focused approach
- 5. Investment and Value** – Council expects a sustainable financial plan from Administration that is responsible and creates value

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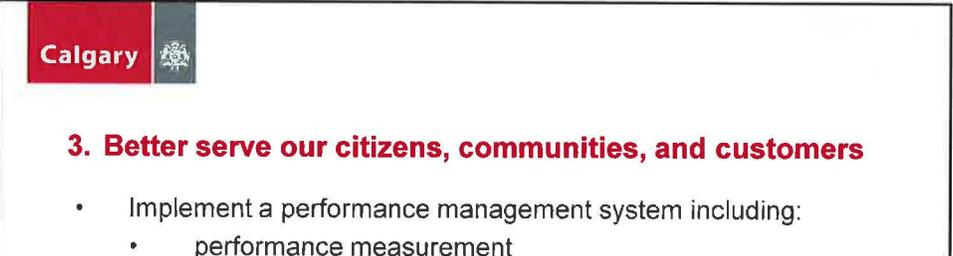


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**Leadership Strategic Plan:  
Contract With Council**

1. Establish a cooperative and meaningful relationship with Council
2. Develop a collaborative leadership and workforce culture
3. **Better serve our citizens, communities, and customers**
4. Focus immediate and collective attention on planning and building a great city
5. Strengthen the Corporation's financial position

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**3. Better serve our citizens, communities, and customers**

- Implement a performance management system including:
  - performance measurement
  - zero-based review and improvement
  - service based business planning and budgeting
  - **integrated risk management**
  - individual performance evaluation
- Provide a comprehensive strategy for citizen engagement and customer service delivery, including:
  - a philosophy of trust, communication, and participation
  - an overall 'Citizen First' orientation for municipal public services to meet citizen needs

• **Establish a 'One City' senior management mind set**

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## New Concepts

- Over managing or intentionally managing:
 

“We pay extraordinary attention to the details surrounding general business processes. We strategically place emphasis that is both greater than and different from what would be typical in corporate best practices.” (Disney)
- Normalizing risk:
 

Dismissing the severity, relevance or uniqueness of a risk, based on historical outcomes of similar situations.

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### Common Biases that Affect Business Decisions

Biases Related to Perceiving and Judging Alternatives	Biases Related to the Framing of Alternatives	Action-Oriented and Stability Biases
Confirmation bias	Loss aversion	Excessive optimism
Anchoring and insufficient adjustment	Sunk-cost fallacy	Overconfidence
Groupthink	Escalation of commitment	Status quo bias
Egocentrism	Controllability bias	Present bias

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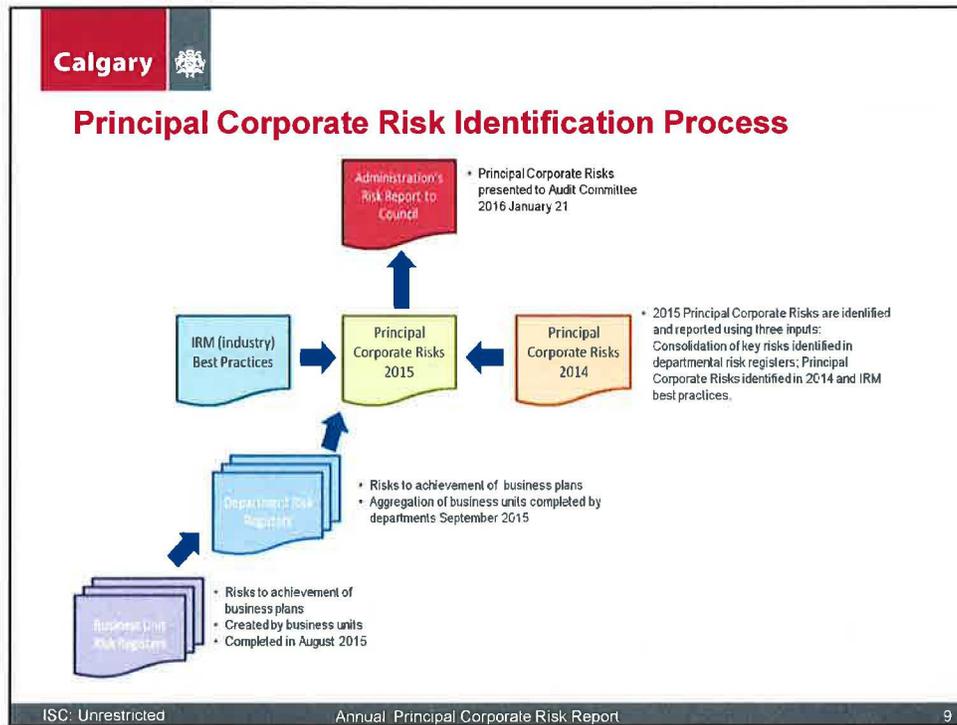
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**Strategic Meeting of Council**      **March 21, 2016**

Theme: Risk

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- ### 15 Principal Corporate Risks (Alphabetical Order)
1. Business continuity
  2. Capacity for change
  3. Economic & social impact risk
  4. Environmental risk
  5. Financial risk
  6. Growth risk
  7. Health & safety risk
  8. Infrastructure management
  9. Legal & compliance risk
  10. Operations, process risk
  11. Partnership risk
  12. People risk
  13. Political risk
  14. Reputation risk
  15. Technology, security risk
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1. Avoid the risk

2. Mitigate the risk

**Managing Risk Beyond Avoidance and Mitigation**

3. Share the risk

4. Accept the risk

5. Embrace the opportunity



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**Ongoing Activities: Integrating Risk and Strategic Planning**



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### **Administration Recommendations**

That the Audit Committee:

1. Receives this report for information
2. Recommends that Council receive this report for information; and
3. The Attachment remain confidential pursuant to Sections 21 (1) (a)&(b) of the Freedom of Information and Protection of Privacy Act for a period of 15 years