

**CITY SECRETARIAT RISK REGISTER (PUBLIC)**

**Risk Profile**

|               |  |
|---------------|--|
| <b>Low</b>    | Willing to accept and monitor these risks since they have low likelihood of occurrence however with minor consequences.  |
| <b>Medium</b> | Recognizes these risks will probably occur and will have moderate consequences. Management will monitor and manage risks by implementing contingency plans to reduce the likelihood and impact of their occurrence.  |
| <b>High</b>   | Recognizes these risks are top priorities of critical importance to the organization. Management is spending more effort to manage and monitor these risks by implementing risk mitigation strategies to reduce the likelihood and impact of their occurrence. |

| Risk Category    | # | Potential Risk Identified   | Risk Rating   | Mitigation  | Risk Rating   |
|------------------|---|---|---------------|---|---------------|
|                  |   |   | 9/10/2018     |   | 10/2/2018     |
| <b>Financial</b> | 1 | Ability of the City Secretariat to validate and assess costs in the Draft Hosting Plan Concept.   | <b>Low</b>    | <ul style="list-style-type: none"> <li>The City Secretariat and an independent third-party have reviewed the capital and operating expenditures and projected revenue included in the Draft Housing Plan Concept.</li> <li>Financial information has been compared with: (a) CBEC report (b) City of Vancouver, Vancouver 2010 reports, and (c) other Olympic host cities.</li> </ul> | <b>Low</b>    |
|                  | 2 | Draft Hosting Plan Concept is still being finalized.  | <b>Low</b>    | <ul style="list-style-type: none"> <li>The Draft Hosting Plan Concept has been finalized except for one sport venue (e.g. curling) however costing for the curling venue has been included in the plan.</li> </ul>  | <b>Low</b>    |
|                  | 3 | Impact of any potential City investment for the Olympic and Paralympic Winter Games (OPWG) on The City's debt capacity.   | <b>Medium</b> | <ul style="list-style-type: none"> <li>Analysis of debt impact is underway.</li> <li>Other orders of governments' contributions are under negotiation.</li> </ul>   | <b>Medium</b> |
|                  | 4 | Alignment of the Draft Hosting Plan Concept with The City's capital investments and operating budget priorities.  | <b>Low</b>    | <ul style="list-style-type: none"> <li>The City Secretariat is working to ensure alignment with The City's Investment Plans, including sport infrastructure and affordable housing.</li> </ul>  | <b>Low</b>    |
|                  | 5 | Alignment of Draft Hosting Plan Concept with sport, recreation and event hosting priorities of the City's Recreation Investment plan (e.g. field house and mid-size arena). | <b>Low</b>    | <ul style="list-style-type: none"> <li>A review has been completed to ensure alignment with The City of Calgary's long-term capital investment priorities.</li> </ul>   | <b>Low</b>    |

**CITY SECRETARIAT RISK REGISTER (PUBLIC)**

**Risk Profile**

|               |  |
|---------------|--|
| <b>Low</b>    | Willing to accept and monitor these risks since they have low likelihood of occurrence however with minor consequences.  |
| <b>Medium</b> | Recognizes these risks will probably occur and will have moderate consequences. Management will monitor and manage risks by implementing contingency plans to reduce the likelihood and impact of their occurrence.  |
| <b>High</b>   | Recognizes these risks are top priorities of critical importance to the organization. Management is spending more effort to manage and monitor these risks by implementing risk mitigation strategies to reduce the likelihood and impact of their occurrence. |

| Risk Category    | # | Potential Risk Identified   | Risk Rating   | Mitigation  | Risk Rating |
|------------------|---|---|---------------|---|-------------|
|                  |   |   | 9/10/2018     |   | 10/2/2018   |
| <b>Financial</b> | 6 | Clarifying the timing of GoA and GoC approvals for cost sharing arrangements.   | <b>Medium</b> | <ul style="list-style-type: none"> <li>The Government of Alberta (GOA) has committed to release information on the provincial cost share contribution a minimum of 30 days prior to the plebiscite.</li> <li>The Government of Canada (GOC) is working to determine whether approval of the GoC cost share contribution can be secured a minimum of 30 days prior to the plebiscite.</li> </ul> | <b>High</b> |
|                  | 7 | Provision of comprehensive economic analysis of Draft Hosting Plan Concept.   | <b>Low</b>    | <ul style="list-style-type: none"> <li>Independent cost benefit analysis is underway.</li> </ul>  | <b>Low</b>  |
|                  | 8 | Ability to reach final agreement on cost sharing and other key issues between all parties within appropriate timelines. | <b>Medium</b> | <ul style="list-style-type: none"> <li>Negotiations continue between the City, the GoA and the GoC.</li> </ul>  | <b>High</b> |
|                  | 9 | Confidence that The City's essential services amounts are adequate.   | <b>Low</b>    | <ul style="list-style-type: none"> <li>Subject matter experts were engaged across the corporation to build City Essential Services' budgets.</li> <li>Contingencies and escalation have been included in totals.</li> </ul>   | <b>Low</b>  |

**CITY SECRETARIAT RISK REGISTER (PUBLIC)**

**Risk Profile**

|               |  |
|---------------|--|
| <b>Low</b>    | Willing to accept and monitor these risks since they have low likelihood of occurrence however with minor consequences.  |
| <b>Medium</b> | Recognizes these risks will probably occur and will have moderate consequences. Management will monitor and manage risks by implementing contingency plans to reduce the likelihood and impact of their occurrence.  |
| <b>High</b>   | Recognizes these risks are top priorities of critical importance to the organization. Management is spending more effort to manage and monitor these risks by implementing risk mitigation strategies to reduce the likelihood and impact of their occurrence. |

| Risk Category       | #  | Potential Risk Identified  | Risk Rating   | Mitigation  | Risk Rating   |
|---------------------|----|--|---------------|---|---------------|
|                     |    |  | 9/10/2018     |   | 10/2/2018     |
| <b>Reputational</b> | 10 | Alignment of communications with other orders of government and Calgary 2026.  | <b>Low</b>    | <ul style="list-style-type: none"> <li>Overarching communication strategy has been developed for all partners.</li> </ul>   | <b>Low</b>    |
|                     | 11 | November 13, 2018 has been established by Council as the date for the vote of the electors.  | <b>Low</b>    | <ul style="list-style-type: none"> <li>A Draft Hosting Plan Concept has been received from Calgary 2026 which outlines relevant information related to the Games.</li> <li>A communication roll-out strategy has been developed with all partners and specifically for The City to ensure the public engagement program has comprehensive information to provide Calgarians.</li> </ul> | <b>Low</b>    |
|                     | 12 | Meeting the GoA's requirement and the commitment to Calgarians to provide information at least 30 days prior to the November 13, 2018 vote of the electors.☐ | <b>Low</b>    | <ul style="list-style-type: none"> <li>The City of Calgary, under the leadership of the Engagement Advisory Sub-committee, has developed a fact-based, neutral engagement program for all citizens. Beginning in October Calgarians will be provided with multiple channels to provide feedback on the issues, opportunities and challenges.</li> </ul>                                 | <b>Medium</b> |
|                     | 13 | Adequate return on investment (ROI) for Calgarians including economic, social and environmental return.  | <b>Medium</b> | <ul style="list-style-type: none"> <li>The City of Calgary has engaged a financial consultant to conduct a cost benefit analysis of the Draft Hosting Plan Concept.</li> </ul>  | <b>Medium</b> |

**CITY SECRETARIAT RISK REGISTER (PUBLIC)**

**Risk Profile**

|               |  |
|---------------|--|
| <b>Low</b>    | Willing to accept and monitor these risks since they have low likelihood of occurrence however with minor consequences.  |
| <b>Medium</b> | Recognizes these risks will probably occur and will have moderate consequences. Management will monitor and manage risks by implementing contingency plans to reduce the likelihood and impact of their occurrence.  |
| <b>High</b>   | Recognizes these risks are top priorities of critical importance to the organization. Management is spending more effort to manage and monitor these risks by implementing risk mitigation strategies to reduce the likelihood and impact of their occurrence. |

| Risk Category      | #  | Potential Risk Identified   | Risk Rating | Mitigation  | Risk Rating |
|--------------------|----|---|-------------|---|-------------|
|                    |    |   | 9/10/2018   |   | 10/2/2018   |
| <b>Operational</b> | 14 | Conducting a thorough and comprehensive due diligence review of the Draft Hosting Plan Concept within tight timeframes.   | <b>Low</b>  | <ul style="list-style-type: none"> <li>• A thorough review and analysis was completed on all aspects of the Draft Hosting Plan Concept.</li> <li>• Calgary 2026 officially released a Draft Hosting Plan Concept to the public on September 11, 2018.</li> </ul>  | <b>Low</b>  |
|                    | 15 | Ensuring alignment with The City of Calgary's Vision and Quality of Life Results, long-range plans (e.g. MDP/CTP, Affordable Housing, Climate Resilience, Cultural Plan) and policies.  | <b>Low</b>  | <ul style="list-style-type: none"> <li>• The Draft Hosting Plan Concept has been reviewed and assessed for alignment with The City's vision, long-range plans, strategies, and policies. Confirmation has been received that the Draft Hosting Plan Concept is well aligned.</li> </ul>   | <b>Low</b>  |
| <b>Legal</b>       | 16 | The City of Calgary, Law and Legal Services Department has completed a preliminary review of the currently anticipated legal risks to The City of Calgary arising from bidding for and, if awarded by the IOC, hosting the 2026 OPWG. Bidding for the 2026 OPWG means agreeing to provide certain Guarantees (legally binding commitments) to the IOC and, if The City of Calgary's bid is successful, signing the IOC's Host City Contract. Unless mitigating measures are put into place, significant legal risks arise from signing the current version of the Host City Contract and providing the current versions of the required Guarantees. | <b>High</b> | <p>The Law and Legal Services Department and Finance is continuing to conduct due diligence and identify measures to mitigate the risk to The City posed by the Host City Contract and Guarantees, including:</p> <ul style="list-style-type: none"> <li>• negotiating a Multi-party Agreement and potentially other agreements with other key stakeholders to address risk;</li> <li>• ensuring appropriate contingencies and project management measures are in place re: construction and capital projects;</li> <li>• carefully considering the terms of the IOC Guarantees to be submitted by The City;</li> <li>• seeking to amend or establish applicable legislation, policies, bylaws and protocols; and</li> <li>• investigating the availability and scope of insurance</li> </ul> | <b>High</b> |

Note: Specific legal and financial risk are not included in the public register as the bid process is competitive in nature and the City Secretariat is engaged in negotiations.