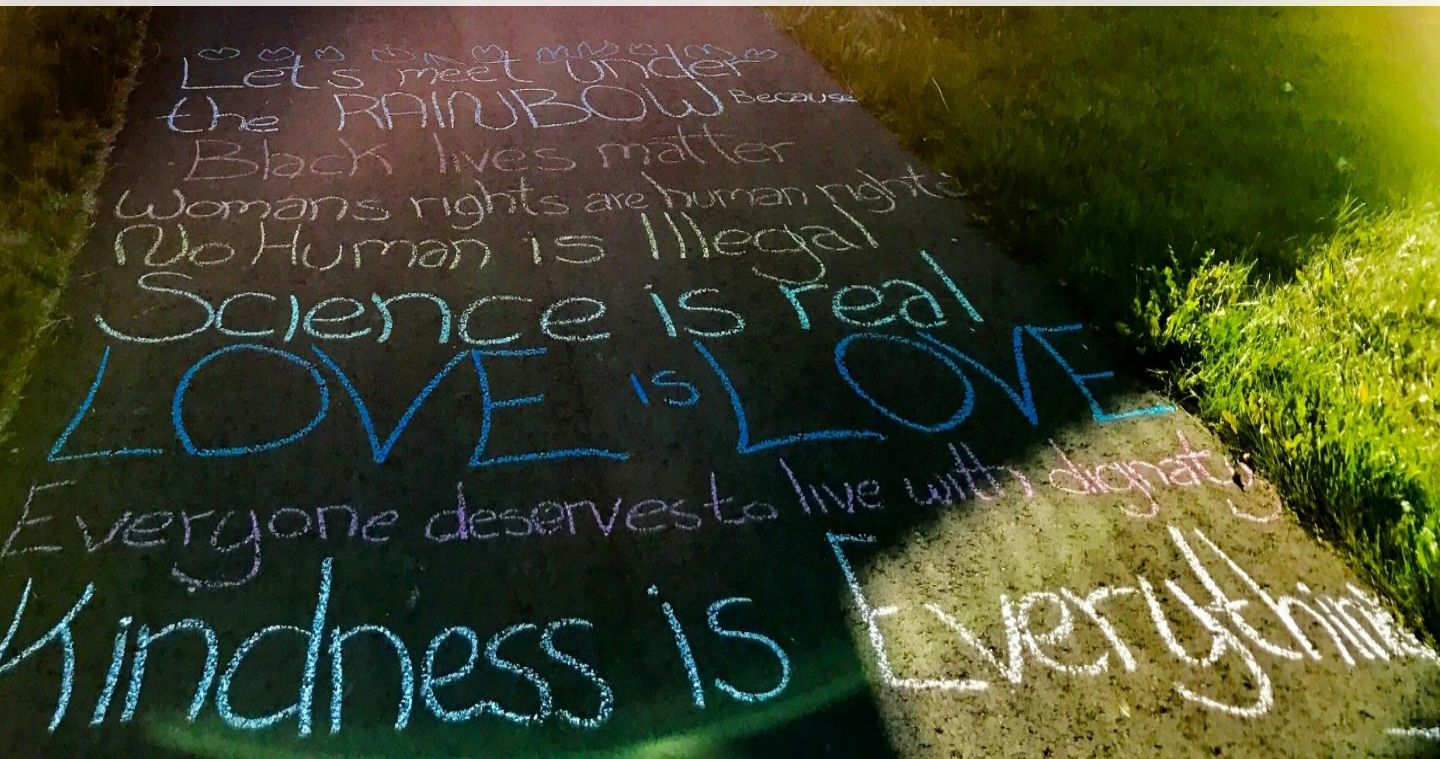


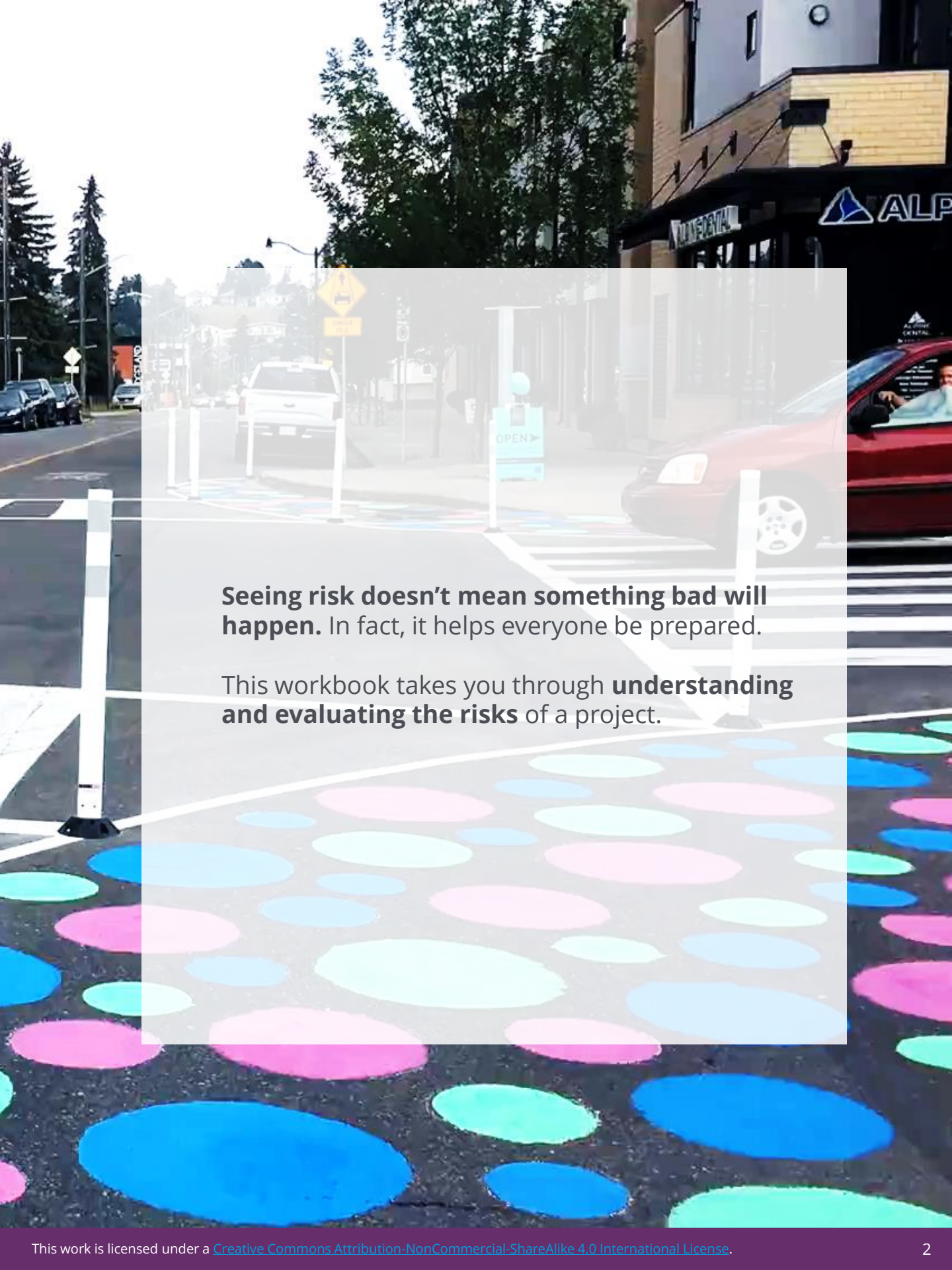


# Risk Assessment Workbook

When you take a risk...MAGIC HAPPENS!

If you want to **be bold** for a community, this workbook is for you.





**Seeing risk doesn't mean something bad will happen.** In fact, it helps everyone be prepared.

This workbook takes you through **understanding and evaluating the risks** of a project.

**The Focus Of  
This Workbook**

Community-led Initiatives



Understanding yourself



Understand your team, how do you compare?



Understand the policies



**Understand the risks**



**Evaluate the risks**



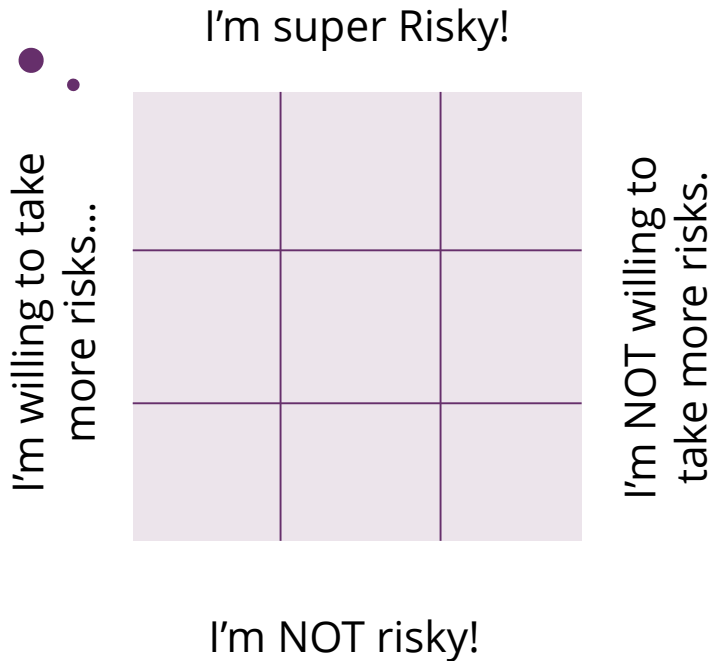
Get help if needed!



Set the residents free!!

# Where Is Your Comfort Zone in Your Personal Life?

Mark an 'X' where you lie



Identify one risk you are proud and glad that you took in your personal life.

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What helped you take it?

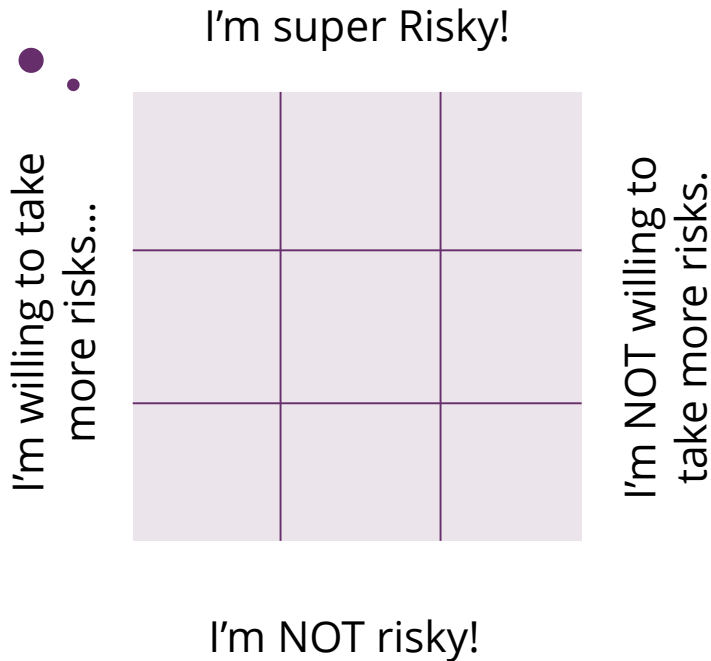
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Think about your status at the time...your emotions? People? Environment? Situation?

# Where Is Your Comfort Zone in Your Professional Life?

Mark an 'X' where you lie



What is one risk you have taken at work this year, or your leader has encouraged you to take, and why?

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Think about your status at the time...your emotions? People? Environment? Situation?

What helped you take it?

Or, if you haven't already, what would help you take that risk?

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# Meet Alpha and Beta...

# α

**Something is  
going wrong**

## Alpha Risk

The risk of something going wrong.

- + Do you think someone might get hurt?
- + Will this have a big impact on the City's reputation?
- + Will the project result in the public not trusting the City?

# β

**A missed  
opportunity**

## Beta Risk

The result of avoiding risks and losing out on what would have otherwise been great opportunities.

- + Will Calgarians get to celebrate in a new way?
- + How will this help local business?
- + Has this team accomplished something similar before?

## Council Directive : A Well Run City

We need to recognize that we miss opportunities for innovation in management, service delivery and planning because of an existing culture of risk avoidance. **We need to create a culture, including City Council, that embraces appropriate levels of risk**, innovation, experimentation, and embraces lessons learned as opportunities to improve.

A photograph of a city street featuring a crosswalk with large, colorful polka dots in shades of blue, pink, and green. A semi-transparent white rectangular box is overlaid on the center of the image, containing text. In the background, a white SUV is driving through the crosswalk, and a red car is visible on the right. A building with a sign that says 'ALP' is also visible. The overall scene is bright and clear.

# WHY?

Why community involvement is **important**?  
Why is the work that YOU are doing **impactful**?



# Resident Involvement

**Residents** have great ideas to spice up their communities. They are the experts in their communities.

They **bring people together** to walk, play and be neighbourly.

They want to **contribute to Calgary**.

**Residents are trailblazers** who want to help the City and future city builders learn about the processes to good community building.

They engage in **tactical urbanism**, which are quick, temporary and low-cost initiatives.

## Residents Make Lasting Change

Adding **play, vibrancy and temporary placemaking** to public space like streets is no different.

A leading example in the community can **spark imagination**, start to show what is **possible**.

This workbook is to **remove process barriers** and build a **supportive City of Calgary culture**.

It's now time to reflect on risk:

...how it belongs and where can we let go...





# Administration Can Enable Ideas

Let's encourage and support residents to lead in their own neighbourhood. When we say yes, we...

- + **Empower communities** to invest in their neighbourhoods.
- + **Build resiliency** by re-connecting neighbours.
- + Support **local businesses**.
- + **Listen and align** our services to better respond to community priorities.
- + **Demonstrate value** to citizens.



## Council's Risk Priority

### Culture of Risk Avoidance

We need to recognize that we miss opportunities for innovation because of an existing culture of risk avoidance.

### Culture of Embracing Risk

This risk workbook is one way of creating a culture that embraces the right risks, at appropriate levels, and at the right time.

### Opportunities to Improve

By implementing the risk assessment outlined in this workbook and observing its results, we will embrace lessons learned as opportunities to improve.





# WHAT?

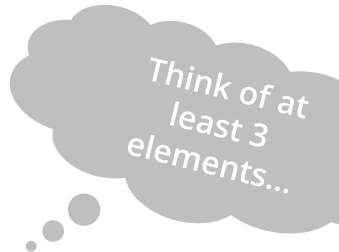
The rest of this workbook will guide you through a **risk assessment process** that you can use for an application.

# 1. Does this project meet any of these objectives?



- A resident or community led project
- Brings people together
- A fun community building project
- Reasonable to implement by community
- Temporary
- Inexpensive materials

# 2. What would be awesome about this project coming to life?



1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Number each risk R1, R2, R3 etc...

### 3. What are the potential risks that the applicant mentioned?

**Risk:** Anything that might impact (positive or negative) the ability to achieve the objectives of this project.



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Continue the numbering R4, R5, etc...

### 4. Did they miss any risks that you can think of?



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## Helpful hints for steps 4.

### Types of risks



**External Risks** (partnership, environmental, economic, social)



**Financial Risk** (growth, infrastructure)



**Strategic Risk** (legal, compliance, political, reputational)



**Operational Risk** (business continuity, operations process, security)



**People Risk** (health and safety, talent, discrimination, vulnerability)

## Helpful hints for steps 5 & 6.

### Ways you can manage risks



**Retain the risk** (accept the risk as it is)



**Transfer the risk** (Transfer the responsibility of the risk to a third party)



**Enhance the opportunity** (recognize the risk as an opportunity to enhance. This mean letting go of some of your strategies to manage the risk.)



**Avoid the risk** (do not proceed. Find another way to achieve the objectives)



**Mitigate the risk** (Identify actions you can take to reduce the impact or likelihood of the risk. This requires monitoring the success of the strategy or action.)

## 5. What strategies will the applicant put in place to manage & accept the risks?

**Strategies:** Controls in place to manage the risks

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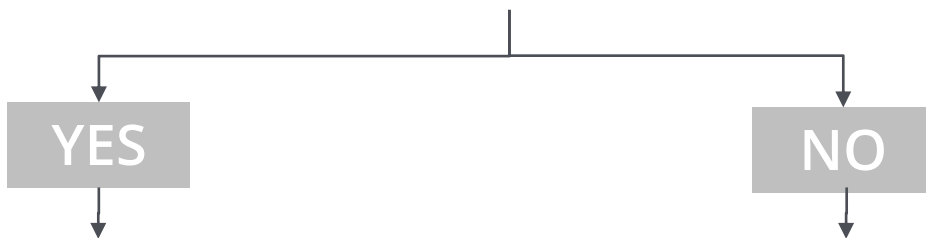
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## 6. Do the strategies address all the risks in steps 3 & 4 ?



Move on to the next step, but rate the risks WITH the strategies in place.

What other strategies can they put in place to manage risks? Think about RTEAM...

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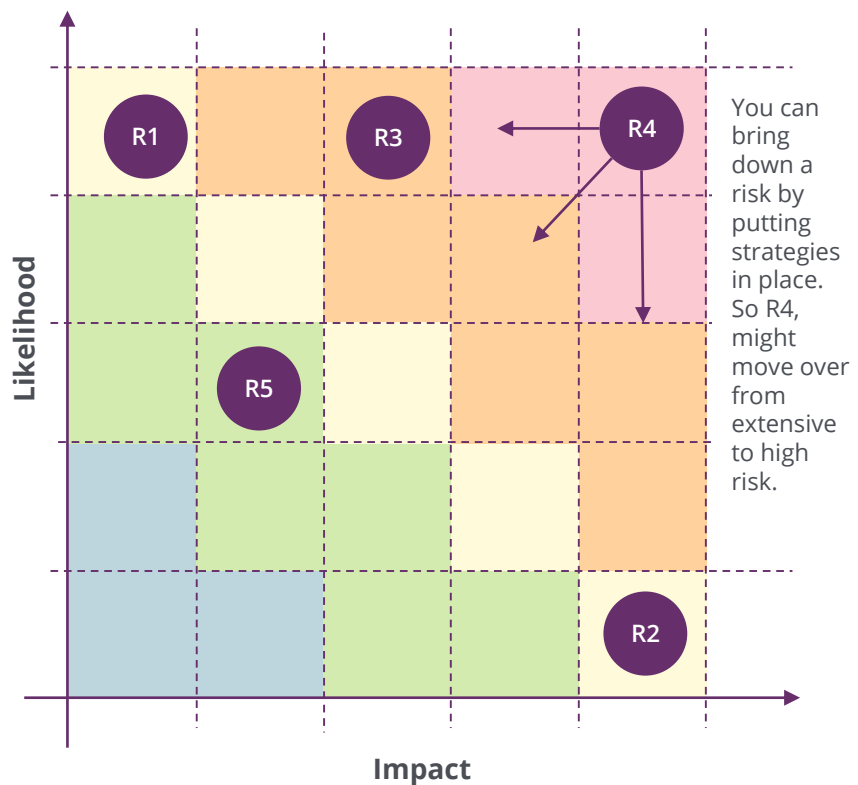
## Helpful Hints for step 7.

**Likelihood** is how probable it is your risk will occur. Some risks we can measure with a high degree of certainty; others are very difficult to predict.

**Impact** is what the consequence would look like if your risk were to occur. Some risks are not very alarming while others may be catastrophic.

**Remember...** when you are rating the risks, it is all based on the information you know at this moment in time!

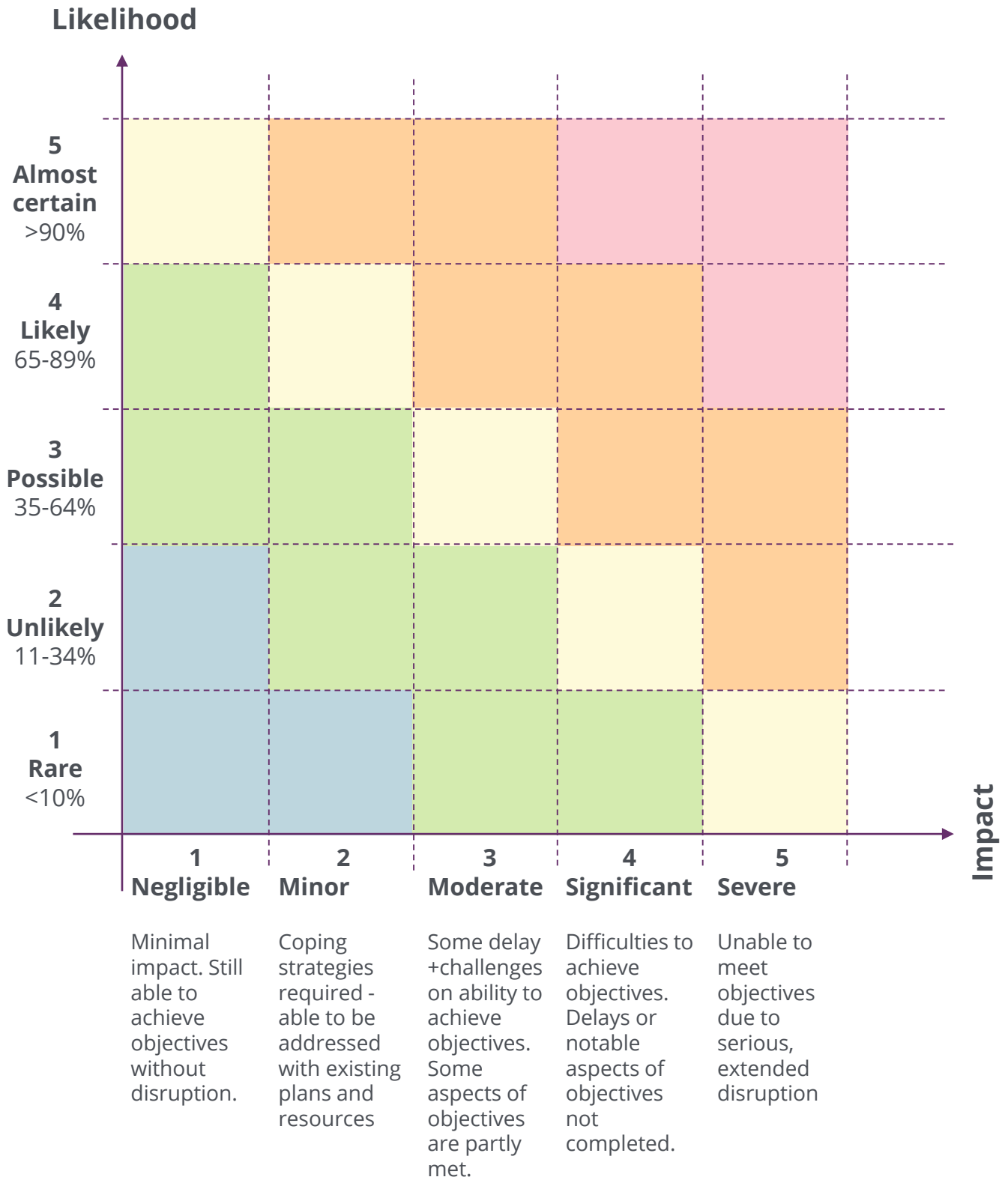
**Important!** As you rate the risks, remember that in step 5 and 6 you noted the strategies! So make sure you rate the risks given that the strategies are already in place.



Extensive	Requires reducing the risks
High	Requires much attention
Medium	Requires some attention
Low	Monitor
Slight	Tolerable

# 7. Rate each of the risks

Plot each of the risks in step 3 and 4 on this chart. Remember, there are strategies already in place, so plot the risks assuming that the strategies will work!





# 8. Assess the Levels of Risk

Believe it or not... there is something called being TOO safe. Use these guiding questions to decide whether the risks that you plotted in step 7 are acceptable or not. Ideally, you want to be within the tolerable zones. Remember, the City is willing to take on some risks to achieve the objectives of this project!

**This project might be too risky**

Too Risky!



- For Example: The project is not in compliance with federal or provincial Legislation - i.e. Human Rights, Occupational Health and Safety, Employment law?

Tolerable



- There are controls that can be implemented to get the risks to the appetite zone.
- There are strategies in place to monitor or mitigate potential impacts.
- There is support from leadership.
- The benefits of making this project happen outweigh the costs.

Appetite Zone



- The policies and processes support the project.
- There are strategies and plans that encourage a project like this.
- The project fits with the Council Priorities and ALT Directive.

Tolerable



- The project is achieving it's outcomes.
- The City is over managing the risks.
- There are already costs associated with the current strategies.

Over managing risks!



- The City is focusing on managing the risks instead of the outcomes.
- The City is spending too much time, energy, or resourcing spent on reducing risk.

**You're being too risk averse!**

# 9. Make a decision on whether to give permission to residents. Are the risks acceptable? Is The City willing to take on these risks?

The benefits of the project outweigh the negative risks

There are some risks, however they can be managed.

This project is too risky, and we cannot reduce the risks at this moment.

YES

MAYBE

NO

Approve The Application!


Ask For Help!

Continue To Step 10...



# 10. What are the risks that are preventing this project from moving forward?

Risks that need to be reduced



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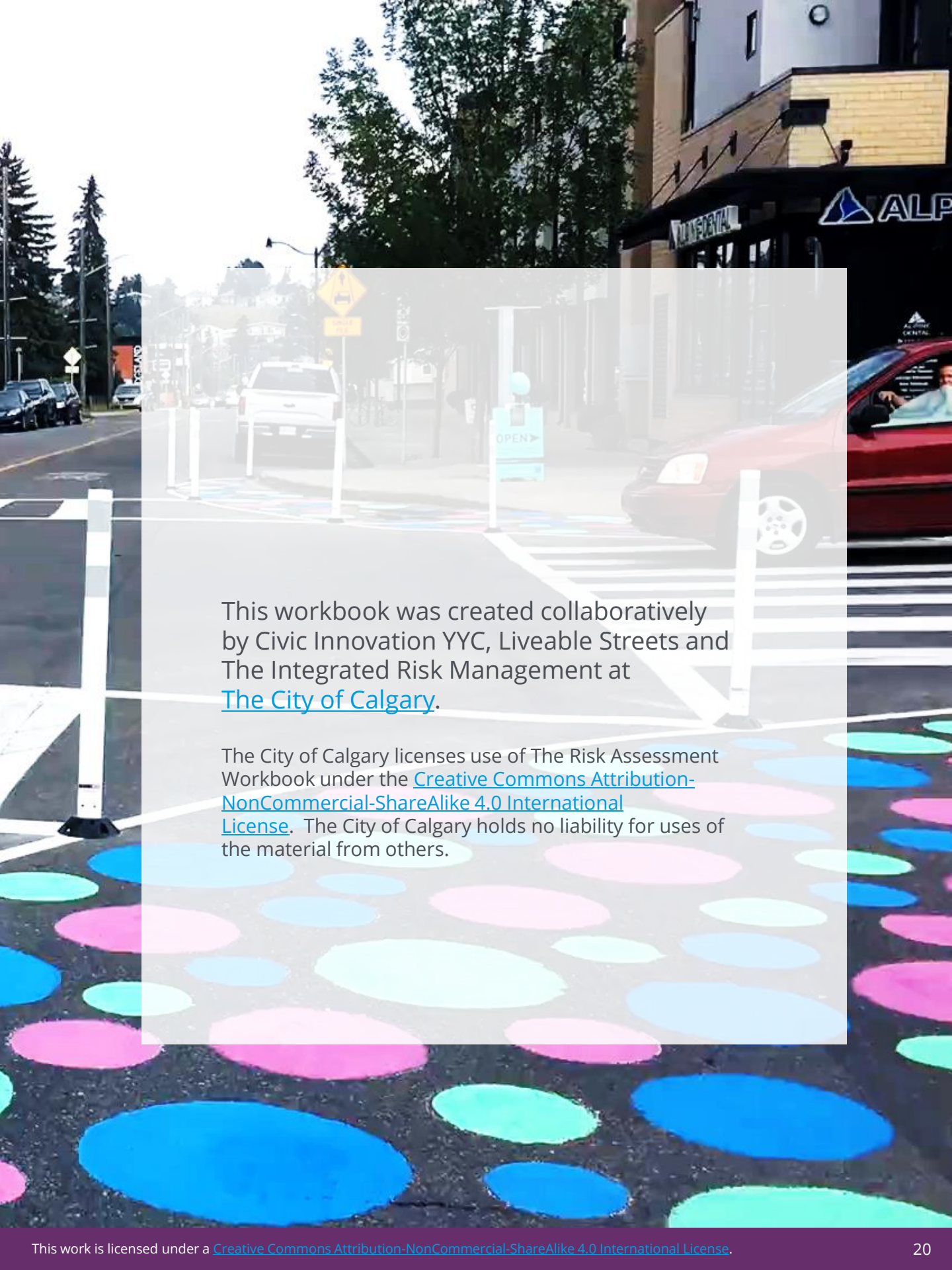
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# 11. Are there any resources to reduce the level of risk?

City of Calgary Resources

External Resources

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This workbook was created collaboratively by Civic Innovation YYC, Liveable Streets and The Integrated Risk Management at [The City of Calgary](#).

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