

City of Ottawa Risk Appetite and Tolerance Statements

Table 1 Risk Appetite Statements

<h2>Risk Appetite Statements</h2>
<p>The City is made up of vibrant, distinctive, connected and safe neighborhoods, is economically diverse and strong, has accessible and sustainable transportation, embraces diversity and social and cultural activities, and is a leader in environmental stewardship.</p>
<p>The City is willing to accept and take on some risk in order to:</p> <ul style="list-style-type: none"> ➤ Promote economic growth and diversification ➤ Support vibrant, distinctive, connected and safe neighbourhoods ➤ Maintain accessible and sustainable transportation ➤ Lead in the area of environmental and climate stewardship <p>The City has a low appetite for risks that would:</p> <ul style="list-style-type: none"> ➤ Negatively impact the health and safety of the public ➤ Cause significant and irreparable damage to the environment ➤ Impact the City’s long-term financial sustainability
<p>The City’s services are designed using innovative approaches and are continuously improving to proactively respond to and meet the needs of individuals and communities.</p>
<p>The City is willing to accept and take on some risk in order to:</p> <ul style="list-style-type: none"> ➤ Innovate and modernize service delivery to meet the evolving needs of City residents ➤ Maintain effective and efficient service delivery ➤ Invest in sustainable infrastructure to meet the future growth and service needs of the City <p>The City has a low appetite for risks that would:</p> <ul style="list-style-type: none"> ➤ Negatively impact equitable access to City services for all residents ➤ Jeopardize the integrity and/or confidentiality, security and privacy of residents’ personal information and data
<p>The City’s staff are highly skilled and work in a collaborative and healthy environment to deliver innovative services to City residents.</p>
<p>The City is willing to accept and take on some risk in order to:</p> <ul style="list-style-type: none"> ➤ Maintain work environment that is healthy, safe and collaborative for staff ➤ Attract and retain a skilled workforce to meet the evolving needs of residents <p>The City has a low appetite for risks that would:</p> <ul style="list-style-type: none"> ➤ Negatively impact the health, safety and well-being of staff ➤ Negatively impact the retention of staff

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Table 2 Risk Tolerance Statements

Risk Area	Risk Tolerance Statements
Innovation	<p>The City of Ottawa is committed to continuous improvement and innovation of the programs and services provided to clients. There is high tolerance for risks related to adaptation and learning how to provide services in new and unprecedented ways, as well as to achieve efficiencies.</p>
Continuity of Operations	<p>The City of Ottawa is committed to maintaining the continued availability of its programs and services and has a low tolerance for ineffective and inefficient use of resources. The City has a low tolerance for disruptions to critical services and a moderate tolerance for disruptions to non-critical services.</p>
Financial	<p>The City of Ottawa is responsible for the stewardship over its financial resources and maintaining a balanced budget. As such, the City has a low tolerance for misuse of financial resources and moderate tolerance to rebalance defined financial parameters to support the achievement of the City's strategic priorities.</p>
Human Resources Management	<p>The City of Ottawa is committed to supporting an engaged, diverse and adaptive workforce to support Service Excellence. The City has a high tolerance for actions that attract, develop, and retain staff to achieve and maintain the City's workforce in the long term. There is low tolerance for managerial decisions or behaviours that could negatively impact staff retention.</p>
Infrastructure	<p>The City of Ottawa is committed to investing in sustainable infrastructure to meet the growth and service needs of the City, which are bound by financial parameters established in the City's fiscal budget, as described in the City's comprehensive asset management program. The City has a low tolerance for infrastructure investments unless the investment is to mitigate the safety of the public and/or the provision of critical City services.</p>
Partnerships	<p>The City of Ottawa has a low tolerance for risks that would damage its relationships with internal and external stakeholders and impact current/future partnership opportunities. The City has a moderate tolerance for establishing new partnership opportunities that support the achievement of strategic priorities.</p>

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Technology	The City of Ottawa has a moderate tolerance for risks related to the availability of systems that support its critical operations and business functions and a low tolerance for threats to systems and assets arising for external malicious attacks. The City has a high tolerance for new technology that will support effective and efficient delivery of services and programs.
Political	The City of Ottawa’s operational environment is highly dependent on the federal, provincial, and municipal governments. As such, the City has moderate tolerance to challenge the strategy identified by the elected City Council.
Reputation	The City of Ottawa has low tolerance for risks that could negatively affect the public opinion about the City, related to perceived value, organizational status, public perception and trust.
Staff and Public Health and Safety	The City of Ottawa is committed to promoting safety, culture and social and physical/mental well-being for City residents. As such, the City has low tolerance for unmanaged activities related to the health and safety of its staff and the public.
Compliance	The City of Ottawa is committed to maintaining the highest standards of integrity, compliance, and ethics. As such, the organization has a low tolerance for failure to comply with new and/or changing laws, regulations, policies, directives and legal agreements. As well, the City must continue to demonstrate its adherence to mandated requirements.

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