



# TACL RISK MANAGEMENT PLAN 2026



January 2026

## **INTRODUCTION**

The adoption of a Risk Management (“RM”) Plan will assist the Trail Association for Community Living (“TACL” or “Association”) to reduce exposure to risk and any potential legal liability. The risk management plan is simply a system that is intended to reduce risk in the Association.

The overall RM Plan can be modified or adopted to suit the affiliated members to help reduce risks within the organization.

The RM Plan will consist of four phases:

1. Risk Identification;
2. Risk Assessment;
3. Risk Evaluation; and
4. Risk Implementation and Monitoring.

The Risk Management Plan is directly linked to the Business Plan and, as a result, the Strategic Plan.

## **BENEFITS OF MANAGING RISKS**

The RM Plan will assist in increasing safety and reducing injuries and accidents as well as ensuring compliance with legal and financial obligations. While the plan will not necessarily prevent legal action, it can be used as part of a defence to any litigation as evidence that the Association has undertaken all reasonable steps to eliminate or reduce risks. The following are the primary benefits of implementing a RM Plan.

1. Assist in the management of the business, public events, development plans and activities;
2. Allow costing and budgets to be more accurate;
3. Create a greater awareness of the safety of Persons Served, administrators, volunteers and staff;
4. Ensure compliance with government standards;
5. Improve communication internally and externally;
6. Assist in identifying weaknesses within the organization;
7. Health and Wellbeing initiative;
8. Assist in the development of policies and procedures; and
9. Greater ability to create contingency plans to deal with any situation to the best of the Association’s ability.

## **RESPONSIBILITY OF MANAGING RISKS**

The Executive Director (“ED”) is required to ensure all risks are reduced within TACL. Management, staff and volunteers are to use their discretion when risks are encountered whether to continue or not.

The Executive Director must communicate with the Board of Directors regarding risk management and implementation. Overall, the ED is responsible to control the risks within the organization on an administrative basis, ensuring the risks are reduced to prevent any negative effects to the association.

## **HAZARD AND RISK REDUCTION INITIATIVES**

The following actions to minimize hazards and risks have been implemented:

1. Risk assessments conducted on every Person Served;
2. Updated Violence Risk Assessment process;
3. Improved employee accident tracking and reporting;
4. Improved Incident Reporting process;
5. Updated Hazard Risk Assessment form; and
6. New maintenance program.

## **OVERVIEW OF RISK MANAGEMENT WHAT IS RISK MANAGEMENT?**

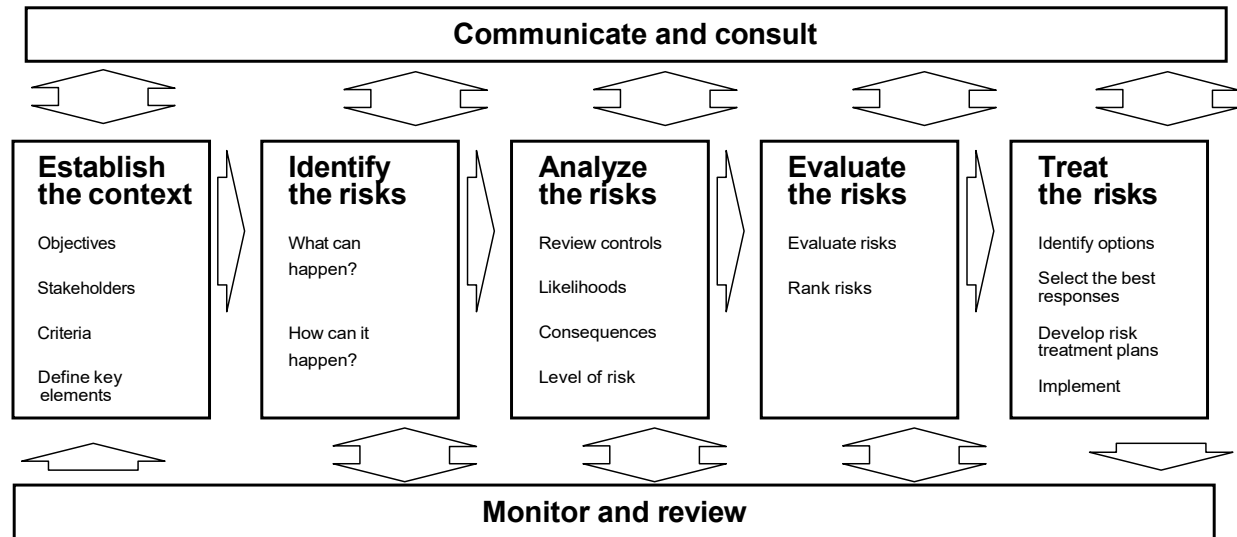
Risk management is the term applied to a logical and systematic method of:

1. Identifying;
2. Analyzing;
3. Assessing;
4. Treating;
5. Monitoring; and
6. Communicating risks associated with any activity, function or process in a way that will enable the Association to minimize losses and maximize opportunities.

Risk Management is an integral part of good management practice and is a positive reason to take the initiative to implement, among other things, safe practices.

Risk Management is an ongoing process that needs to be reviewed on a regular basis to minimize the impact of risks and create awareness of new risks that may affect the organization.

The risk management process is detailed below:



## LEGAL RESPONSIBILITIES

TACL and its members should, to the extent possible, provide a safe environment, sound activity planning, adequate supervision, proper coaching and instruction, correct explanation of equipment, warning of any inherent dangers, a complete evaluation of Persons Served for injuries/ limitations, and relevant personal details as are required for the sport.

## RISK IDENTIFICATION

The first phase of the RM Plan is risk identification. TACL is the provincial association for cycling racing. As a result of this, some of the risks identified are relevant to the affiliated organizations.

The purpose of risk identification is to identify and depict the possible events or outcomes that may have an effect on TACL whether it is positive or negative.

There are three areas that need to be considered when identifying risks and they are as follows:

1. What are the possible sources of risks?
2. What is at risk? and
3. What are the effects or consequences?

The following table shows the starting point on how to identify the risk within TACL.

**Diagram 2**

<b>What are the possible sources of risks?</b>	<b>What is at risk?</b>	<b>What will the effect or consequences are?</b>
<b>Relationships</b>	<b>People</b>	Injury
Commercial	Persons Served	Death
Legal	Management	Damage
Financial	Public	Loss
Political	Volunteers	
Members		
<b>Human Factors</b>	<b>Assets</b>	
Health	Structure	
Human error	Equipment	
Negligence	Grounds	
Anti-social behaviour	Finances	
Criminal activities	Vehicles	
<b>Natural Events</b>	<b>Intangibles</b>	
Fire	Good will	
Adverse climatic changes	Reputation	
Earthquake		
Vermin/ Insects		
<b>Equipment/ Technology</b>		
Design fault		
Misuse		

The purpose of risk assessment is to depict how the risk will affect the organization, the likelihood of the event occurring and how to reduce the probability that the risk will happen.

In order to do so, risks need to be documented in order of priority and rating level. This can be easily displayed in TACL's Action Plan (Annex A)

## **RISK ANALYSIS**

The next phase of the RM Plan is risk analysis to evaluate the severity of each risk factor. There are three types of methods to analyze and evaluate risks. They are as follows:

### **QUALITATIVE**

This method involves using knowledge, experience and anecdotal evidence that will assist in producing intuitive decisions about the probable level of risks which may affect the organization.

### **QUANTITATIVE**

In this method, instead of applying a descriptive word, a numerical value is applied, this is dependent upon the evidence supplied to give the capability to analyze the frequency and exposure.

### **SEMI- QUANTITATIVE**

This method uses a combined approach of both qualitative and quantitative. Instead of using a descriptive word a numerical value is placed in the priority box, this allows the indication of risk priority to be easier to understand.

TACL will be adopting the qualitative method, in most cases, because there is more description regarding the risk and it will allow the reader to understand the risks associated with the organization on a higher level.

To assess and evaluate the risk you need to decide on the consequences/impact it will have on the organization and if the risk is acceptable or unacceptable. By rating the consequences in terms of impact, you can get a general overview on how extensive the risk is to the organization. The table below shows the impact the consequences would have upon TACL.

<b>RATING</b>	<b>IMPACT</b>
Catastrophic	The organization would default.
Major	Majority of the organization's structures would be threatened or put at severe risk.
Moderate	Some of the organization's structures would be threatened and the elements may be rectifiable with extensive work.
Minor	The organization would be threatened, but restorable with work.
Negligible	Nil or any threat to the organization, easily restorable with minor effort. Would not affect the structure of the organization.

The likelihood of the situation needs to be taken into consideration when assessing the risks that may affect the organization. Following the same format from the above table, this table shows how often the effect would occur.

<b>RATING</b>	<b>LIKELIHOOD</b>
Almost certain	The risk may or will occur on frequent basis numerous times in the year.
Likely	The risk may arise, likely to occur at least once per year.
Possible	There is a chance the risk may arise, not on frequent basis and unlikely it would occur once a year.
Rare	The chance of the risk occurring is very unlikely but could occur in extreme circumstances.

Once both tables have been taken into consideration it can be formulated into a simple system to show qualitative analysis.

Severity	Catastrophic	Major	Moderate	Minor	Negligible
Likelihood					
Almost certain	Very high	Very high	High	Significant	Moderate
Likely	Very high	High	Significant	Moderate	Low
Possible	High	Significant	Moderate	Low	Low
Rare	Significant	Moderate	Low	Low	Low

### RISK EVALUATION

By determining the priority of a risk, you can depict the significance it will have on the organization. Risk tables will allow TACL to determine whether the risk is acceptable or unacceptable. An example of an unacceptable risk is a preventable injury requiring hospitalization.

When deciding if a risk is acceptable or unacceptable you need to take the following factors into account:

1. The controls the organization already has implemented.
2. The financial effect the risk will have on the organization if it is left untreated or managed accordingly.
3. Opportunities and benefits the risk will present to TACL.
4. How the risk will affect the stakeholders.

The risk evaluation determines the priority; it is more in depth than the risk analysis because this phase allows TACL to place risks in order of priority and the requirements that are needed to control the risk. Risks are determined by a priority rating.

### MANAGEMENT OF RISK

The risk treatment phase is a culmination of identifying and assessing risks that are acceptable or unacceptable to TACL.

The purpose of this phase is to respond to the risks that have been identified and assessed. It is mandatory to manage the risks or they will still remain present in TACL and the time taken to assess and identify will be considered as a waste of time.

When managing risks, they need to be attended to in order of priority as designated in the analysis and evaluation phase. By identifying the risks using the assessment tables it will allow TACL to develop and implement a risk action plan. As a result of this, TACL will be able to foresee the most cost-efficient method to treat the risks identified within the organization.

The risk treatment is documented in a Risk Action Plan (see Annex B).

The main purpose of risk treatment is to outline the response for those risks that have been identified. You can evaluate the risks in various methods such as cost, benefits, feasibility and the effect it will have on the organization. When implementing the risk treatment you need to take into consideration the most effective and practicable system that includes the objective of reducing risks within TACL to an acceptable level.

### **MONITOR AND REVIEW**

The purpose of this phase is to monitor and review the risks associated with TACL.

Supervising, checking, observing and recording the progress of risks identified in order to document change within the organization to achieve monitoring. Reviewing is achieved by making a conscientious effort to assess plans and policies in place to reduce the risk within the organization.

Risks need to be monitored and reviewed on a regular basis to manage existing risks and detect new risk. This is achieved by referring to the register of risks and cross-referencing to the Risk Action Plan.

In order to ensure the risks are managed regular risk audits need to be undertaken, as a result of this the Register of risks and Risk Action Plan will need to be updated. The Executive Director is responsible for conducting and maintaining the Risk Management within TACL.

### **REPORTING RISKS**

The Executive Director is required to submit reports to the Board of Directors on a regular basis and an annual risk report will be presented to the affiliates at the directors meeting.

### **TACL INSURANCE POLICIES**

Business Insurance  
Public and Property Liability Insurance  
General Liability  
Board and Director Insurance  
Accident Coverage  
Vehicle Insurance

## RISK MANAGEMENT POLICY

<b>Risk Management Policy</b>	
<b>Policy</b>	<p>TACL aims to use strong risk management practices to support and enhance our activities in all areas of our organization. TACL will ensure risk management is an integral part of all our decision-making processes.</p> <p>TACL will use a structured risk management program to minimize reasonably foreseeable harm to people, disruption to operations and damage to the environment and property. We will identify and take advantage of opportunities as well as minimizing adverse effects.</p> <p>TACL will train our staff and volunteers to implement risk management effectively. We will strive to continually improve our risk management practices.</p>
<b>Responsibilities</b>	<p>The Executive Director is accountable to the Board for the implementation of the risk management process and ultimately responsible for the management of risks in the business.</p> <p>All personnel are responsible for managing risks in their areas.</p>
<b>Process</b>	<p>A risk management systematic process has been established, based on the Canadian Standard CAN/CSA – Q850-97. Everyone involved with the application of risk management should use this process for guidance.</p>
<b>Monitoring and Review</b>	<p>The Executive Director will monitor and review the implementation of the risk management program.</p> <p>The Executive Director will facilitate the development of a common risk management approach across areas of our business by:</p> <ul style="list-style-type: none"> <li>• Implementing the risk management program;</li> <li>• Sharing information with broad applicability across all areas;</li> <li>• Reporting on the progress of implementing the risk management program.</li> </ul>

## STAKEHOLDERS

Stakeholders are people or organizations who may be affected by a risk or an activity where TACL is held responsible.

The **stakeholders** of TACL are as follows:

- Persons Served
- Community
- Staff
- Sponsors
- Suppliers
- Volunteers

**REGISTER OF RISKS**

<b>RISK AREAS</b>	<b>LIKELIHOOD</b>	<b>SEVERITY</b>	<b>RISK</b>	<b>MITIGATION</b>	<b>TRACKING / REPORTING</b>
<b>LEGAL</b>					
self-dealing	Rare	Moderate	Low	Code of Ethics, P&P 3.28,5.2.1	On complaint
private benefit/inurement	Rare	Moderate	Low	Code of Ethics, P&P 3.28,5.2.1	On complaint
jeopardizing investment	Rare	Moderate	Low	Budget, Multiple signatures	1/4 Reports, Annual Audit
breach of fiduciary duty / conflict of interest	Rare	Moderate	Low	Code of Ethics, P&P 5.2.1, Board Training, Board Policy	Regular Board Meeting, Outcome Report
<b>OPERATIONAL/FINANCIAL</b>					
improper tax returns	Rare	Moderate	Low	Outsource to Experts	1/4 Reports, Annual Audit
loss of contract	Possible	Catastrophic	High	Regular meetings with funders, Audits, Surveys,	Meetings with Contract Manager, ED
fraud/theft (internal)	Possible	Moderate	Moderate	Monthly budget reports, Annual 3rd party audit.	Annual Audit, Monthly report to Board
physical disaster / act of terrorism	Rare	Catastrophic	Significant	Insurance	On activity
unauthorized payments	Rare	Moderate	Low	Monthly budget reports, Annual 3rd party audit.	Annual Audit, Monthly report to Board
environmental claims	Rare	Major	Low	P&P	Incident Report
financial statement misstatements	Rare	Moderate	Low	Monthly budget reports, Annual 3rd party audit.	Annual Audit, Monthly report to Board
document retention policy	Rare	Minor	Low	Being Developed	QA
credit card fraud	Rare	Moderate	Low	Credit card statements reviewed monthly	Financial Manager
use of credit card by other person	Rare	Moderate	Low	Credit card statements reviewed monthly, Card to single user	Financial Manager
pandemic	Rare	Major	Moderate	Pandemic Plan	ED
expense reimbursement (accountable plan)	Rare	Moderate	Low	Monthly budget reports, Annual 3rd party audit.	Financial Manager
matching gift abuse/ fraud	Rare	Moderate	Low	Code of Ethics	ED

RISK AREAS	LIKELIHOOD	SEVERITY	RISK	MITIGATION	TRACKING / REPORTING
altered checks	Rare	Moderate	Low	Monthly budget reports, Annual 3rd party audit.	Financial Manager
<b>INVESTMENT</b>					
fraud by insiders (loss/reputation)	Rare	Major	Moderate	Board requirement major investments, 2-person fund withdrawal	ED
market risk	Possible	Moderate	Moderate	Minimised holdings, Savings not operational	ED
loss on investment	Possible	Moderate	Moderate	Minimised holdings, Savings not operational	ED
fraud by outsiders	Rare	Major	Moderate	Board requirement major investments, 2-person fund withdrawal	ED
loss of key personnel	Possible	Moderate	Moderate	Review compensation	ED
loss of key data	Rare	Moderate	Low	Hard and Digital kept separate	ED
violation of ethics policy	Rare	Moderate	Low	Code of Ethical Conduct	ED
<b>HUMAN RESOURCES</b>					
benefits	Possible	Moderate	Moderate	Monthly budget reports, Annual 3rd party audit.	Financial Manager
leadership succession	Possible	Major	Moderate	P&P 4.21	Board/ED
PIPA (privacy)	Possible	Moderate	Moderate	PIPA Training	ED
defamation / libel	Rare	Major	Moderate	Legal Council	ED
unauthorized payroll changes	Rare	Major	Moderate	Payroll Audits	Payroll
<b>TECHNOLOGY</b>					
infiltration of system (virus/worms)	Possible	Moderate	Moderate	3rd party hosting	ED
system crash	Possible	Moderate	Moderate	3rd party hosting	ED
access to restricted data	Possible	Moderate	Moderate	3rd party hosting	ED
loss of privacy/information	Possible	Moderate	Moderate	3rd party hosting	ED
system down / system hacked	Possible	Moderate	Moderate	3rd party hosting	ED
unauthorized network access	Possible	Moderate	Moderate	3rd party hosting	ED
sharing of logins/passwords	Possible	Moderate	Moderate	P&P 1.16	ED

RISK AREAS	LIKELIHOOD	SEVERITY	RISK	MITIGATION	TRACKING / REPORTING
<b>GRANT MATTERS</b>					
conduct inconsistent with grant	Rare	Major	Moderate	Code of Ethics, Monthly meetings	ED, Contract Manager
grant v. admin expense	Rare	Moderate	Low	Monthly budget reports, Annual 3rd party audit.	Financial Manager
breach of grant agreement	Rare	Major	Moderate	Code of Ethics, Monthly meetings	ED, Contract Manager
misconduct by grantee	Rare	Major	Moderate	Code of Ethics, Monthly meetings	ED, Contract Manager
misuse of funds by grantee	Rare	Major	Moderate	Code of Ethics, Monthly meetings	ED, Contract Manager
tax reporting	Rare	Major	Moderate	Monthly budget reports, Annual 3rd party audit.	Financial Manager
<b>REPUTATIONAL</b>					
failure to abide by conflicts of interest policy	Possible	Major	Moderate	Code of Ethics, P&P 2.4	On complaint
controversial positions by association	Rare	Major	Moderate	Code of Ethics, P&P 2.4	On complaint
inaccurate press release	Possible	Major	Moderate	Code of Ethics, P&P 1.6	On complaint
use of foundation assets by individuals	Possible	Major	Moderate	Monthly budget reports, Annual 3rd party audit.	Financial Manager
conflicts of interest within policy parameters	Possible	Major	Moderate	Code of Ethics, P&P 1.11	On complaint
director outside affiliations	Rare	Major	Moderate	Code of Ethics, P&P 2.25	On complaint
misuse of social media	Possible	Major	Moderate	Code of Ethics, IT Policy	On complaint
<b>REGULATORY</b>					
limitation on activities	Possible	Moderate	Moderate	3rd Party Accounting	Financial Manager
new taxes	Possible	Moderate	Moderate	3rd Party Accounting	Financial Manager
new penalties	Possible	Moderate	Moderate	3rd Party Accounting	Financial Manager

OWNED PROPERTY					
RISK AREAS	LIKELIHOOD	SEVERITY	RISK	MITIGATION	TRACKING / REPORTING
fire/catastrophe	Rare	Catastrophic	Moderate	Fire Inspection, Extinguishers, Training	Drills, Maintenance
union strikes	Rare	Catastrophic	Moderate	CSSEA	Collective Agreement
building permits / code violations	Possible	Moderate	Low	Annual checks	ED
equipment failures (includes elevators)	Possible	Major	Moderate	Scheduled Maintenance	Maintenance, Work Orders
personal injury	Possible	Major	Moderate	Health and Safety Program,	ED