











2018-2019 Corporate Strategic Risk Register

Top 10 List of Risks to Achieving the City's Strategic Goals

Risk #	Risk	Risk Score	Examples of Mitigations
1	 Funding from Other Governments Lack of sufficient funding / strategic direction from senior levels of government require the City to reduce or cancel projects and initiatives which can impact the long term strategy and future financial position of the City. Large transformational projects are especially susceptible.	12.0 Medium	<ul style="list-style-type: none"> - Strategic partnerships with other levels of government including global municipalities - Advocate to other levels of government - City charter - Debt financing - Other private partnerships
2	 Economic Swings Changes in the economy (commodity prices, interest rates, etc.) affect demand for City services, revenues, and costs, resulting in changes in the City's revenue and expense models, and delaying achievement of the City's goals.	12.0 Medium	<ul style="list-style-type: none"> - Use detailed economic forecasting to support planning to best meet residents - Enhance economic resilience by identifying diversification opportunities - Expand the investment breadth from other global areas - Program and Service Review
3	 Sustainable Growth Failure to address population growth and strategic goals results in future financial sustainability challenges to maintain service levels, infrastructure, and connectedness for residents throughout the City.	11.4 Medium	<ul style="list-style-type: none"> - City Plan (MDP, TMP) - Edmonton Metro Growth Plan - Urban Form Business Transformation Project - Engage and support stakeholders in land use planning - Pursue new innovation business models including private / public partnerships
4	 Climate Change & Natural Disasters Climate change and weather events impact infrastructure, operations, and Edmontonians in the short term and the long term. The City must adapt to, and mitigate, impacts of climate change.	11.0 Medium	<ul style="list-style-type: none"> - Corporate review/update of business continuity plans - Flood plain building restrictions - Proactive pest programs - Provincially mandated climate change mitigation plan
5	 Disruptive Innovations & New Technologies Disruptive innovations and/or new technologies outpace the City's ability to compete, take advantage, or manage the risk appropriately.	10.0 Medium	<ul style="list-style-type: none"> - Getting involved in partnerships with private companies to pilot new/disruptive technologies and grow the Edmonton market for such pilots and opportunities - Action plans to prepare for disruptive change (e.g. autonomous vehicles) - Smart Transportation Action Plan - Environmental scanning to identify new trends
6	 Social and Environmental Opportunities and Costs Decision making models for sustainable solutions must consider environmental and social externalities	9.3 Medium	<ul style="list-style-type: none"> - Triple Bottom Line assessment for projects / initiatives - Corporate restructuring to optimize communication among departments
7	 Public Trust Loss of public trust in Council and Administration increases public resistance or lack of support on initiatives and risk takings. This results in increased costs and delays in implementing initiatives.	9.0 Medium	<ul style="list-style-type: none"> - Improve service delivery and public engagement to improve public trust - Enterprise performance management - Branding work to understand resident perception of City/City services - Think and act in an Edmontonian-centric way: pursue GBA+, customer journey mapping, social marketing strategies etc. - Develop a proactive communications plan to share success stories
8	 Community & Partnership Approach The City is one player with many partners that will collectively achieve Council's strategic goals. Some partners may have competing priorities or lack resources (financial, technical, organizational, etc.) to assist in achievement of shared objectives.	9.0 Medium	<ul style="list-style-type: none"> - Develop partnership capacity assessment tool - Development Incentive Program - Strategic plan - a community plan
9	 Population and Demographics Changes in population and demographics increases the demand for services; or changes the services required; and changes the service level expectations. Examples include urban isolation, mental health, and homelessness.	8.7 Medium	<ul style="list-style-type: none"> - City Plan to account for built form required to grow to 2 million - Use public engagement and survey tools to understand Edmontonians' needs - Work with partners to explore alternate models of service delivery - Continue to identify and implement innovative solutions to residents needs
10	 Cyber Attacks A cyber attack impacts the City's ability to provide services and maintain security of our network, City data, and Edmontonians' private information, resulting in increased costs and loss of reputation.	8.5 Medium	<ul style="list-style-type: none"> - Cyber security plan - Cyber insurance including operations plan and access to coaching / consulting - Training: the most vulnerable point is social engineering aimed at employees