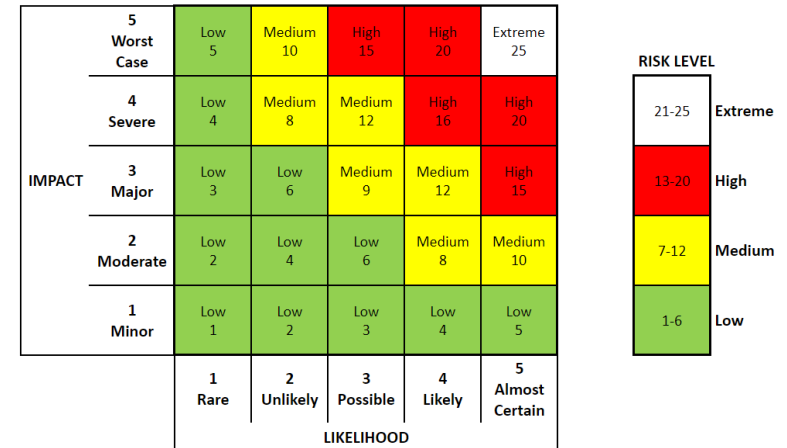


2023 Corporate Strategic Risk Register and Heat Map

The Corporate Strategic Risks are outlined in the summary table below and a heat map representing the risks across an impact versus likelihood scale provides a visual representation of the risk scores.

- The code identifies the risk category and associated statement number for the heat map.
- The ranking is the order of risks from highest overall risk score to the lowest.
- The risk rating score is calculated by the Likelihood (1-5) multiplied by the Impact (1-5). Illustrated in the table to the right.
- The eight themed categories are used to contextualize the risks to the organization.



Code	Rank	Category	Strategic Risk 2023	Score	Rating	Mitgating Actions
ECON1	1	Economic	Continued high inflation increases costs of services and materials for the city.	13.0	High	Financial controls, reporting and contract management discipline applied.
F2	2	Financial	Continued reduction in provincial grants and tax transfers reduces revenues and increases tax base pressures.	11.0	Med	Intergovernmental relations and collaborative consultation. Plus Council representation on EMRB, ABMunis and FCM to support intergovernmental advocacy.
F1	3	Financial	Increasing financial strain due to continued reduction in budget impacts the ability to meet the public's service level expectations.	11.0	Med	Continued work in ensuring alignment of resources informed by efficiency and continuous improvement in the context of the strategic planning framework and the evolving needs of residents.
PS3	4	Public	Social support and public safety services do not meet increasing and changing demands resulting in negative impacts to livability, vibrancy and growth.	10.9	Med	Integrated and collaborative initiatives for CSWB, housing and homelessness, intergovernmental collaboration and community-led partnerships with agencies and non-for-profits.
ENV2	5	Environment	Limits on electrical utility infrastructure (electrical grid) to support a full transition to zero emissions transportation.	10.4	Med	Intergovernmental advocacy to identify and implement shared initiatives, continued collaboration with utilities and industry to support the Energy Transition Strategy.
IST1	6	Technology	Replacements, upgrades or maintenance of aging digital infrastructure assets are insufficiently funded, resulting in service disruption and reduced capabilities.	9.6	Med	Continue to reprioritize investments to items deemed most critical to replace/update. Leverage capital renewal requirements to incorporate application renewal.

Attachment 2

ENV1	7	Environment	Reliance on industry, community and Edmontonian partnerships and participation needed in reaching climate goals.	9.5	Med	Continued leadership on Climate Change Adaptation and Resilience Strategy working with industry, communities and stakeholders. Create policies that integrate climate goals into other service delivery options.
F3	8	Financial	Unintended consequences on changes to planning, development and social funding strategies will create a shift in tax burden and pressure on the tax base.	9.2	Med	Integration and engagement with city service areas to fully evaluate and understand tax base implications to ensure effects of implementing planning and development changes.
IA2	9	Infrastructure	Climate change adaptation, mitigation and transition required impacts lifecycle management scope and costs for infrastructure, fleet and equipment.	8.8	Med	Steering and working committees are to guide the implementation of The City Plan, GHG Management Plan and the Energy Transition Strategy with policies, procedures and manuals to mitigate both scope and budget of projects.
EES1	10	Employees	Continued mental fatigue reducing resiliency and capacity of staff.	8.6	Med	Continued employee engagement Glint pulse checks, leadership and competency training, wellness training, toolbox talks and support services for staff.
EES2	11	Employees	Collective bargaining or other emerging disruptive events result in labour disruption.	8.1	Med	Preparation through developing Business Contingency Plans, maintaining positive relationships with union stakeholders and a robust bargaining strategy coordinated at the ELT level.
G1	12	Governance	Increasing complexity and volume of work negatively impacts responsiveness of decision making.	7.4	Med	Continued communications, grounded in the City's strategic framework, to describe the alignment between priorities and provide clarity on strategic initiatives; leadership and competency training; and integrated business planning.
IA1	13	Infrastructure	Increasing funding deficit on capital asset transfer impacts on operating costs increases pressure on maintenance service levels and reduces overall effectiveness.	7.4	Med	Continued work in ensuring operating costs of capital are effectively determined throughout integrated business planning to ensure resources are allocated and prioritized to meet service level agreements.
F4	14	Financial	Growth and infrastructure renewal deficits increase budget costs resulting in pressure on the debt limit and tax increases.	7.3	Med	Continued financial controls and monitoring, prioritization in capital projects and adherence to city debt management fiscal policy.
PS1	15	Public	The inability to meet the majority and divergent customer/public expectations creates dissatisfaction.	7.0	Med	Continued work to describe how, in a constrained financial context, prioritized investments advance the outcomes of The City Plan and day-to-day services to enable a better life for Edmontonians
PS2	16	Public	Divergent public perception and values due to perceived inadequate services and slow results reduces public trust.	7.0	Med	Continued work to support alignment of resources to priorities and reinforce integrated business planning with continuous improvement for efficiencies. Communications to council and the public to demonstrate progress on initiatives and provide examples of value for tax dollars.
ECON2	17	Economic	Continued economic challenges, such as high inflation, reduce ability of small/medium businesses in Edmonton to survive or expand	6.7	Low	Continued collaboration with businesses through Business Improvement Area associations, communities and industry stakeholders. Focus on business support grants, downtown revitalization, agency work with Explore Edmonton and Innovate Edmonton. Plus, regional focus with Edmonton Global and the Industrial Heartland

2023 Corporate Strategic Risk Heat Map

