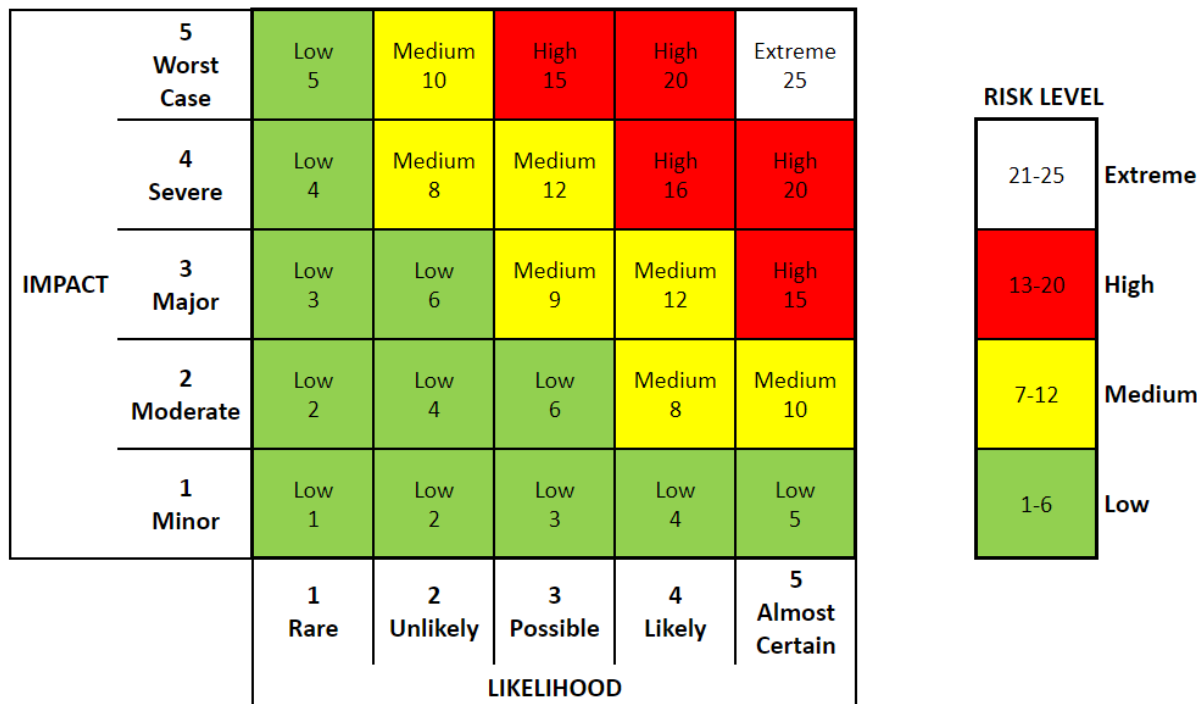


2024 Corporate Strategic Risk Register and Heat Map

The Corporate Strategic Risks are outlined in the summary table below. On page 5, a heat map representing the risks across an impact versus likelihood scale visually represents the risk scores.

- The risk code corresponds to the associated number for the heat map.
- The ranking is the order of risks from the 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 below.
- The following eight themed categories are used to contextualize the risks to the organization: Governance, Public Sphere, Economic, Financial, Environment, Employee Experience and Safety, Information Systems and Technology, and Infrastructure and Assets.



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Rank	Category (Risk Code)	Strategic Risk 2024	Score	Rating	Change	Mitigating Actions
1	Public (PS3)	Social support and public safety services do not meet increasing and changing demands, negatively impacting livability, vibrancy and growth.	13.3	High	↑	Integrated and collaborative initiatives for Community and Safety Well-Being, housing and homelessness, intergovernmental collaboration and community-led partnerships with EPS, agencies and not-for-profits. Advancement in working with other levels of government to gain funding for housing, social services and resources for public safety enforcement.
2	Financial (F2)	Continued uncertainty in provincial grants and tax transfers reduces stability and predictability in revenues and increases tax base pressures.	13.3	High	↑	Intergovernmental relations and collaborative consultation. Including Council representation on the Edmonton Metropolitan Region Board, Alberta Municipalities and the Federation of Canadian Municipalities to support intergovernmental advocacy. Continued efforts to access matching funding from levels of government for shared support and alignment of infrastructure and services.
3	Economic (ECON1)	The City faces persistent pressure of high cost and price environment of services and materials.	13.0	High	-	Financial controls, reporting and contract management discipline applied. Monitoring economic indicators and changing trends across the region informs decision-making.
4	Financial (F1)	Increasing financial strain due to continued reduction in budget impacts the ability to meet the public's service level expectations.	12.2	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. Actively presenting options for mitigating and planning for a balanced budget.
5	Technology (IST1)	Replacements, upgrades or maintenance of aging digital infrastructure assets are insufficiently funded, resulting in vulnerability to increasing cyber security attacks, increasing protection costs, and service reprioritizing capabilities.	11.6	Med	↑	Continue to reprioritize investments to items deemed most critical to replace/update. Leverage capital renewal requirements to incorporate application renewal. Active funding and improvements to cyber security measures to ensure upgrades meet the required security standards and best practices to protect the city's digital assets.
6	Environment (ENV2)	Limits on electrical utility infrastructure (electrical grid) impact the City's ability to	10.4	Med	-	Intergovernmental advocacy to identify and implement shared initiatives and continued collaboration with utilities and industry to

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		support a complete transition to zero emissions transportation.				support the Energy Transition Strategy. Advancement and diversification in alternative energy sources through hydrogen hub acceleration and investments.
7	Environment (ENV1)	Reliance on industry, community and Edmontonian partnerships and participation is needed in reaching climate goals.	9.5	Med	-	Continued leadership and funding to support Climate Change Adaptation and Resilience Strategy working with industry, communities and stakeholders. Create policies that integrate climate goals into other service delivery options.
8	Financial (F3)	Unintended consequences of 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 the effects of implementing planning and development changes.
9	Financial (F4)	Growth and infrastructure renewal deficits increase budget costs, putting pressure on the debt limit and tax increases.	9.0	Med	↑	Continued financial controls and monitoring, prioritization in capital projects and adherence to city debt management fiscal policy. Discipline in applying the Project Development and Delivery Management process to scope and phase projects with required due diligence and presenting a balanced approach to renewal investment and funding.
10	Infrastructure (IA2)	Climate change adaptation, mitigation and transition required impact lifecycle management scope and costs for infrastructure, fleet and equipment.	8.8	Med	-	Steering and working committees guide the implementation of The City Plan, GHG Management Plan and Energy Transition Strategy with policies, procedures and manuals to mitigate projects' scope and budget.
11	Employees (EES1)	Continued mental fatigue reduces the resiliency and capacity of staff.	8.6	Med	-	Continued employee engagement check-in surveys, leadership and competency training, wellness training, toolbox talks and support services for staff. Adjusting workplace safety protocols to reduce working alone and reduce physical and psychological safety concerns when delivering services.
12	Employees (EES2)	Collective bargaining or other emerging disruptive events result in labour disruption.	8.1	Med	-	Preparation through developing Business Contingency Plans and maintaining a robust bargaining strategy coordinated at the executive level.
13	Governance (G1)	Increasing complexity and volume of work negatively impacts the 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

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						business planning.
14	Infrastructure (IA1)	Increasing funding deficit on capital asset transfer impacts operating costs, increases pressure on maintenance service levels and reduces overall effectiveness.	7.4	Med	-	Continued work ensuring operating costs of capital are effectively determined throughout integrated business planning to ensure resources are allocated and prioritized to meet service level agreements.
15	Public (PS1)	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
16	Public (PS2)	Divergent public perception and values due to perceived inadequate services and slow results reduces public trust.	7.0	Med	-	Continued work to support the 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.
17	Economic (ECON2)	Continued economic challenges, such as persistent inflation and high costs, reduce the 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, and agency work with Explore Edmonton and Edmonton Unlimited. Plus, regional focus with Edmonton Global and the Industrial Heartland
18	Employees (EES3)	Some talent segments are experiencing rapidly changing skills to deal with emerging work along with increased challenges in recruitment and retention due to industry competition.	6.3	Low	NEW	Continued identification of emerging and required skills to develop targeted talent management strategies ensuring availability of talent. Continued work to create a positive employee experience increasing retention of talent.
19	Environment (ENV3)	Increased need for extended responses, support and shelter for extreme weather events locally and in support of the western region in assisting displaced and vulnerable evacuees.	5.3	Low	NEW	Continued leadership, preparation and training by the Office of Emergency Management to collaborate with City departments, the provincial government and social agencies to respond to the activation of the Emergency Operations Centre. Ongoing growth, development and training of the Emergency Support Response Team to support evacuation centre operations.

2024 Corporate Strategic Risk Heat Map

