

2025 Corporate Strategic Risk Register and Heat Map

The Corporate Strategic Risks are outlined in the summary table below. On page 6, 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.

IMPACT	5 Worst Case	Low 5	Medium 10	High 15	High 20	Extreme 25
	4 Severe	Low 4	Medium 8	Medium 12	High 16	High 20
	3 Major	Low 3	Low 6	Medium 9	Medium 12	High 15
	2 Moderate	Low 2	Low 4	Low 6	Medium 8	Medium 10
	1 Minor	Low 1	Low 2	Low 3	Low 4	Low 5
		1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
		LIKELIHOOD				

RISK LEVEL	
21-25	Extreme
13-20	High
7-12	Medium
1-6	Low

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Rank	Category (Risk Code)	Strategic Risk 2025	Score	Rating	Change	Mitigating Actions
1	Financial (F2)	Continued uncertainty and less flexibility in provincial grants and tax transfers reduces stability and predictability in revenues.	13.7	High	-	Engage in intergovernmental relations and collaborative consultation. Support intergovernmental advocacy via Council representation on the Edmonton Metropolitan Region Board, Alberta Municipalities and the Federation of Canadian Municipalities. Continue efforts to access new funding sources or matching funding from other levels of government for shared support and alignment of infrastructure and services, while planning for multiple implementation scenarios in case of funding challenges.
2	Financial (F1)	Increased strain on budgets impacts the ability to meet the public's service level expectations.	13.5	High	↑	Continue aligning resources through efficiency and continuous improvement, and core service prioritization exercises related to the strategic planning framework and the evolving needs of residents. Identify financial pressures related to growth and set targets for renewal. Align service levels to available budgets. Actively present options for mitigation and planning for a balanced budget.
3	Public (PS2)	Social support and public safety services do not meet increasing and changing demands, negatively impacting livability, vibrancy and growth.	13.3	High	-	Ensure integrated and collaborative initiatives for Community and Safety Well-being, housing and homelessness, intergovernmental collaboration and community-led partnerships with agencies and not-for-profits. Advance working with other levels of government to gain resources for housing, social services and public safety enforcement.
4	Financial (F4)	Insufficient non-residential tax base growth continues to drive up the tax rate differential between Edmonton and the region, putting pressure on existing taxpayers, creating business competitiveness challenges in Edmonton and pushing non-residential real growth to the region.	13.0	High	New	Develop a non-residential strategy to attract more non-residential development within City boundaries, which may include: Conducting land-use planning that accommodates non-residential growth; making readily available non-residential serviced land in greenfield areas; and exploring policies to reduce the cost of doing business in Edmonton, such as the Industrial Investment Action Plan.
5	Economic (ECON1)	The City experiences persistent financial pressure from high costs of goods and services.	12.7	Med	-	Apply financial controls, reporting and contract management discipline. Monitor economic indicators and changing trends across the region to inform decision-making. Prioritize actions contributing to The City Plan implementation.

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6	Governance (G2)	Political uncertainties at the provincial or federal level, including changes in leadership, policies and priorities, can affect funding, strategic initiatives and overall effectiveness of the City's operations and service delivery.	12.1	Med	New	Enhance strategic planning that includes scenario planning and risk assessments for political changes. Continue diversifying funding sources for a more alternative funding mechanism. Strengthen intergovernmental relations for support and funding. Actively participate in policy advocacy to influence provincial and federal policies in favor of the City's interests.
7	Infrastructure (IA2)	Increasing funding deficit on infrastructure growth and renewal projects causes infrastructure degradation that can lead to service disruptions, safety hazards, and increased maintenance costs, impacting overall effectiveness of assets and the quality of life for residents.	11.2	Med	↑	<p>Continue financial controls, monitoring, and prioritization in capital projects and adherence to city debt management fiscal policy. Continue work ensuring operating costs of capital are effectively determined throughout long-term integrated business planning to ensure resources are allocated and prioritized to meet service level agreements</p> <p>Present a prioritized approach to renewal investment and funding. Strengthen connection between growth, renewal, operations and maintenance planning conversations.</p> <p>Explore options with Council to develop dedicated renewal funding allocations from property taxes to ensure a consistent funding for capital renewal investment.</p> <p>Engage in comprehensive asset management, renewal programs, climate risk assessments and innovative financing. Use modern technology to enhance infrastructure longevity and integrate climate resilience.</p>
8	Environment (ENV2)	The current energy systems, including generation, distribution, and consumption processes, impede the City's ability to meet operational and community carbon-neutral targets.	11.1	Med	-	Continue leadership and funding to support the Energy Transition Strategy and Action Plan. Advance advocacy efforts and build partnerships to secure funding and advance the implementation of transformative initiatives that reduce greenhouse gas emissions and support carbon-neutral targets. Continue management of energy contracts to transition the City's operational electrical use to renewable sources.
9	Technology (IST1)	Replacement, upgrades or maintenance of aging digital infrastructure assets are insufficiently funded, resulting in	10.6	Med	-	Continue reprioritizing capital investments to focus on the 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

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		cybersecurity vulnerability, increased operational costs, and declining public service quality.				practices to protect the city's digital assets. Prepare contingency plans to ensure continued delivery of services in the case of a cyber attack.
10	Employees (EES2)	Potential labor disruption impacts	10.2	Med	↑	Ensure preparation through developing Business Contingency Plans, safety protocols, and maintaining a robust bargaining strategy coordinated at the executive level, ensuring critical operations can continue without significant interruption during and after risk incidents occur.
11	Environment (ENV1)	Changing climate conditions and more frequent severe weather events will put additional strains on City assets and services.	10.1	Med	■	Continue leadership and funding to support the Climate Adaptation Strategy and Action Plan. Advance research to develop adaptation targets that enhance decision-making and advocate for securing funds for initiatives that help prepare the City for a changing climate. Advance work on a Climate Resilient Planning and Development Action Plan that supports a climate prepared and adapted urban form.
12	Infrastructure (IA1)	Mitigation, adaptation and resilience responses for climate change impact lifecycle management scope and costs for infrastructure, fleet and equipment.	9.6	Med	■	Use steering and working committees, including the Climate Task Force, to guide the implementation of The City Plan, GHG Management Plan Climate Resilient Edmonton Adaptation Strategy and Community Energy Transition Strategy with policy tools. Prioritize investment in green equipment, technology and resources.
13	Employees (EES1)	Continued workforce issues (absenteeism, turnover, mental fatigue) impact employee availability, skills and resources. These then impact the City's operational, financial and reputational outcomes. reducing the resiliency and capacity of staff.	9.6	Med	■	Continue employee engagement check-in surveys, leadership and competency training, wellness training, toolbox talks and support services for staff. Adjust workplace safety protocols to reduce working alone and reduce physical and psychological safety concerns when delivering services. Invest in training, onboarding, pay adjustments and benefits for employees.
14	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	■	Integrate and engage with City service areas to evaluate and understand tax base implications of implementing planning and development changes.

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15	Governance (G1)	Increasing complexity and volume of work negatively impacts the responsiveness of service delivery and decision-making.	7.5	Med	■	Continue 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. Connect service levels with budget available, while stopping or pausing non-priority actions to focus on core business.
16	Public (PS1)	The inability to meet customer/public expectations due to differing values and perceptions creates dissatisfaction with services and reduces public trust.	7.5	Med	■	Continue supporting the alignment of resources to priorities and reinforce integrated business planning with continuous improvement for efficiencies. Communicate demonstrated progress to Council and the public on initiatives and provide examples of value for tax dollars.
17	Employees (EES3)	Challenges in attracting and retaining employees capable of dealing with rapidly changing skills due to high levels of industry competition.	6.3	Low	■	Continue identification of emerging and required skills to develop targeted talent management strategies ensuring availability of talent. Continue work to create a positive employee experience increasing retention of talent.
18	Economic (ECON2)	Continued economic challenges, such as high costs and unpredictable demand, reduce the ability of funded non-profit organizations, and small/medium businesses in Edmonton to survive or expand.	5.9	Low	■	Continue 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 a regional focus with Edmonton Global and the Industrial Heartland.
19	Environment (ENV3)	Climate-related events disrupt regular services and increase the demand for extended responses, support, shelter, and recovery for vulnerable and displaced populations locally and in the western region.	5.3	Low	■	Continue leadership, preparation, and training by the Office of Emergency Management to collaborate with City departments, the provincial government, and social agencies in responding to the activation of the Emergency Operations Centre. Ensure ongoing awareness, knowledge, and capacity of City staff on climate and environmental risks to support evacuation center operations and prepare for service disruptions.
20	Public (PS3)	Misinformation/Disinformation potentially undermines public trust, creating social uncertainties.	4.4	Low	NEW	Ensure accurate and timely information is available to Council and through official city channels. Collaborate closely with Council and local media and provide them with verified information and information. Strengthen media monitoring and prepare rapid response and correction. Develop crisis

					response plans to ensure effective communication channels and reliable information distribution.
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2025 Corporate Strategic Risk Heat Map

