

## Appendix A of Report CM-6-20

## 2019 Risk Register

#	Enterprise Risk	Description	Previous Ranking	Trend	Internal or External	Probability	Impact
1	Labour Market & Workforce	Retirements, Attraction, Retention, Recruitment, Succession Planning, Compensation	1	=	External	VC	H
		Workplace Culture, Staff Engagement & Motivation, Working Environment, Skills, Training, Competencies			Internal	VC	H
2	Financial Sustainability	Sustainability, Budget, Strategic Plan	2	=	Internal	VL	H
		Limited Revenue Tools			External	VL	H
3	Technology	IT Systems, Staff Expertise & Competency, Speed of Change	4	↑	Internal	VC	H
		Cyber Attacks, Data Breaches			External	VC	H
4	Climate Change	Severe Weather Events - Ice Storm, Floods, Wind Storm, Increasing number of severe weather events	3	↓	External	VC	H
5	Capacity and Volume of Work	Strategic Plan, CM & BLT Work Plans, Projects, Process Changes, Technology Changes, Project Teams	5	=	Internal	VL	H
6	Growth & Affordability	Housing Affordability, Position in GTHA, Demographics, Age, Immigration, Non-strategic Growth, Attraction & affordability for immigrants	6	=	External	VL	M
7	Transportation	Changing Societal Trends, Strong link to Growth & Development, Position in GTHA	7	=	External	UN	M
8	Political *	Provincial & Federal Policy changes, Change in Strategic Direction, Massive policy shifts, Speed of changes	10	10 & 8	External	VL	M
9	Emerging Issues (renamed from Disruptive Technology)	Uber, Lyft, Airbnb, Driverless Vehicles, short term rentals, naturalized gardens etc.	9		External	VL	M

\* Merged Legislative (8) &amp; Elections/Council (10) into Political in 2019

**Probability Scale:****Impact: Overall impact to organization****Trend: from previous year**Remote(R), Unlikely(UL), Uncertain(UN), Very Likely(VL), Virtually Certain(VC)  
High(H), Med(M), Low(L)

= Equal,

↑ Increase

↓ Decrease