

**SALMON**ARM



# Climate Resiliency Plan

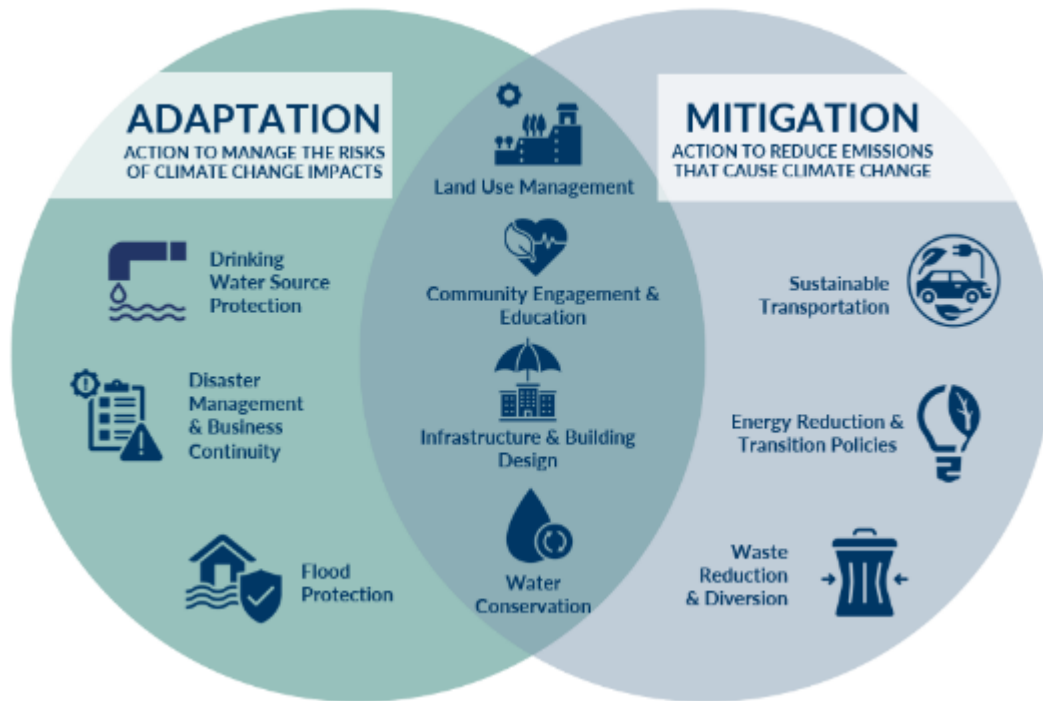
Results of Climate Risk Assessment and Greenhouse Gas Reduction Modelling for Public Review

November 2025

# What is the Climate Resiliency Plan?

The **Climate Resiliency Plan (CRP)** is Salmon Arm's roadmap for responding to climate change. It will help the City prepare for climate-related risks and reduce greenhouse gas emissions.

The CRP brings together climate adaptation (what we do to reduce risks of climate change) and climate mitigation (reducing our greenhouse gas emissions to lessen our contributions to climate change). As shown below, while these are distinct topics they are also related.



Climate resiliency means the ability to survive, adapt, and thrive despite ongoing stresses or shocks. We can build resiliency by:

- Reducing exposure and vulnerability to climate hazards
- Strengthening the capacity of people, institutions, businesses, infrastructure, and ecosystems to cope and recover

The City has:

- Formed and met with a Steering Committee of local experts, community leaders, and organizations
- Established and met with a Working Group of City staff and regional partners
- Completed a climate Hazard, Risk and Vulnerability Analysis (HRVA)
- Completed greenhouse gas emissions modelling

## We want to hear from you!

How will Salmon Arm be impacted by climate changes and how can we increase our community resilience? Complete the survey by December 14, 2025:

**SURVEY LINK:** <https://forms.office.com/r/QKTqUdjgJ>

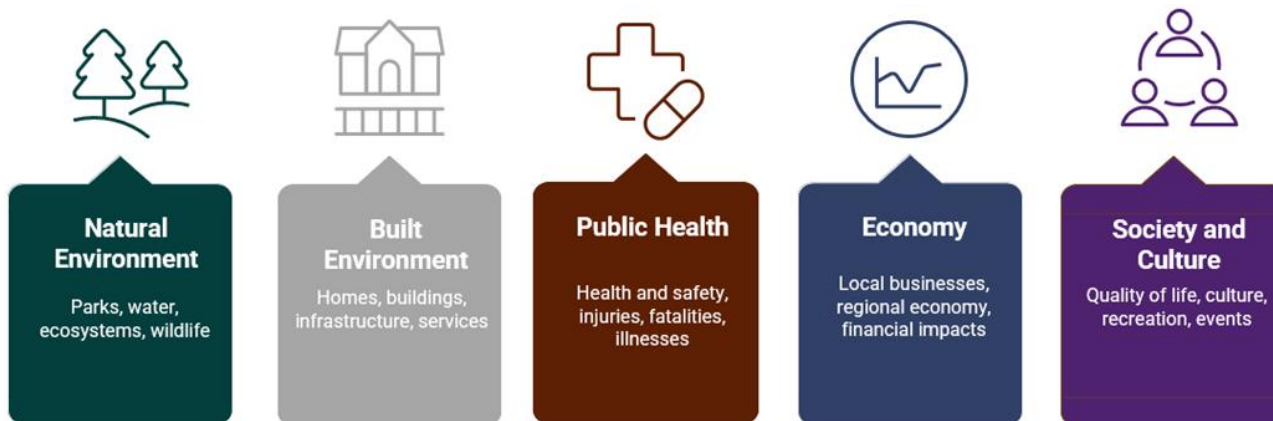
## What is included in the Plan?

Salmon Arm is already feeling the effects of climate change—from hotter summers and smoky skies to more frequent flooding and drought. To better prepare, the City looked at how climate change is impacting Salmon Arm as well as how our community contributes to climate change, specifically:

1. Climate adaptation actions to help us reduce risks identified in the climate risk assessment (or HRVA)
2. Climate mitigation actions to reduce our contributions to climate change

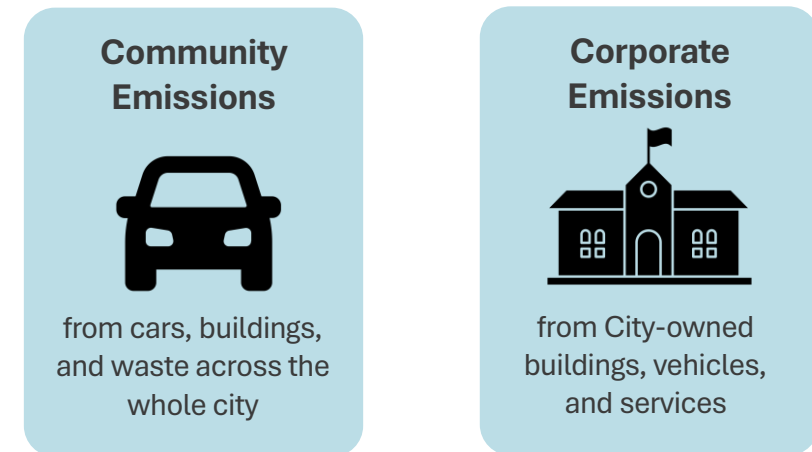
### What is the scope of the HRVA and adaptation actions?

We looked at how climate hazards (a source of potential harm, like flooding, drought, and wildfire) could affect five systems that make up our community. The HRVA used climate projections and impacts out to the 2060s (2051-2080) using a “high emissions scenario” (SSP5-8.5).



### What is the scope of the greenhouse gas (GHG) emissions results and climate mitigation actions?

Greenhouse gases trap heat in the atmosphere and causes climate change. To understand Salmon Arm’s contribution to climate change, we looked at two types of emissions:



For climate mitigation, we use a baseline year of 2019. Our GHG reduction targets are set to be achieved by 2050.

Actions in the CRP are the things that the City can do to address the priority risks identified in the HRVA and to reduce emissions in alignment with City targets. Actions will take place over the short, medium, and long-term.



# What is the process to develop the Plan?

## Climate Adaptation

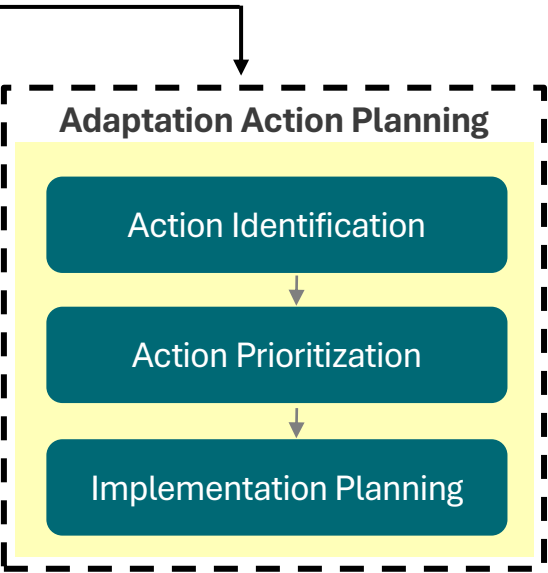
We follow the process below to understand the risks facing our community. We focus our adaptation action planning on the high and very high risks to target our actions to the risks that matter most.

### Hazard and Vulnerability Risk Assessment

CONSEQUENCE	Catastrophic (5)	HIGH	HIGH	HIGH	VERY HIGH	VERY HIGH
	Major (4)	MEDIUM	HIGH	HIGH	HIGH	VERY HIGH
	Moderate (3)	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	Minor (2)	VERY LOW	LOW	LOW	MEDIUM	MEDIUM
	Insignificant (1)	VERY LOW	VERY LOW	LOW	LOW	LOW
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
LIKELIHOOD						

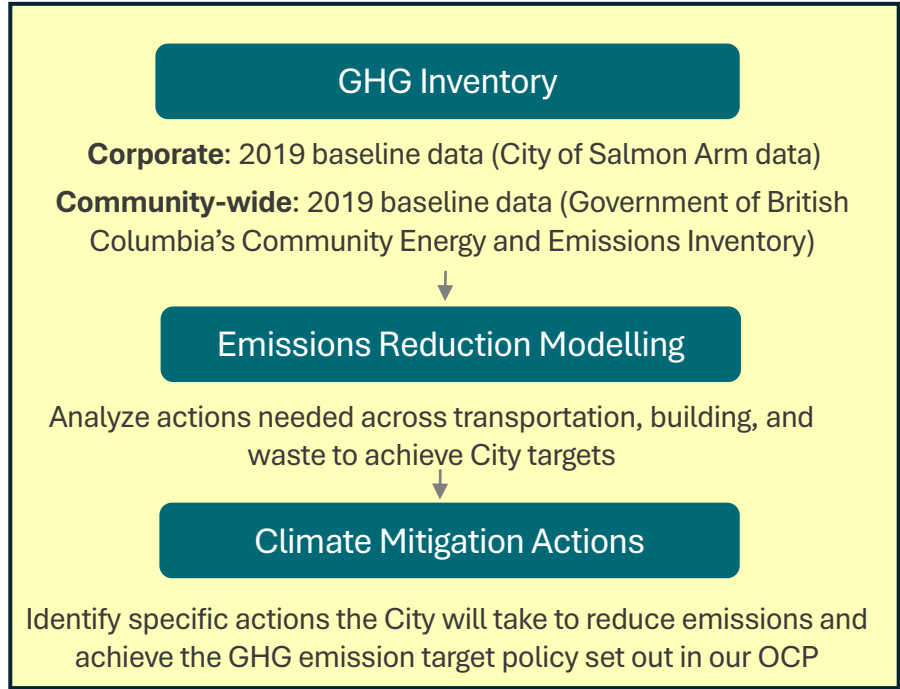
### Key terms:

- Likelihood: how probable or how likely it is that a climate hazard will happen
- Consequence: the severity of the impact on our community



## Climate Mitigation and Greenhouse Gas Analysis

Salmon Arm is committed to combating climate change, and our 2025 Official Community Plan (OCP) target is to reduce our community GHG emissions in alignment with the Intergovernmental Panel on Climate Change (IPCC) and to limit global warming to 1.5°C. Our target is to reduce emissions by 99% by 2050, compared to 2019 levels. Our process to get there involves:



## What climate hazards did we assess?



### Air Quality

Solids, liquids, or gases which, if discharged into the air, may result in air pollution, such as wildfire smoke.



### Wildfire

An unplanned fire occurring on forest or range lands, spreading into the wildland urban interface.



### High Winds

High wind events, exceeding National Building Code design guidelines (1:50 year wind gust event).



### Extreme Heat

Temperatures significantly above the mean for an extended period.



### Extreme Cold

A period of abnormally cold weather.



### Compounding Hazards

Multiple climate-related hazards occurring either at the same time or in sequence, or local impacts that could be caused by multiple hazards.



### Freezing Rain

Rain that freezes on impact to form a coating of clear ice (glaze) on the ground and on exposed objects.



### Hail

Precipitation in the form of lumps of ice mainly associated with thunderstorms.



### Snowstorms and Blizzards

Meteorological disturbance giving rise to a heavy fall of snow, often accompanied by strong winds.



### Lightning

Visible electrical discharge that are produced by thunderstorms.



### Long-Term Temperature Increase

Gradual, long-term increase in average seasonal and annual temperatures.



### Drought

A deficiency of precipitation over an extended period, resulting in a water shortage.



### Lake and River Flooding

Flooding of the Salmon River and/or Shuswap Lake. The overflow of natural drainage channels or shorelines.



### Stormwater Flooding

Heavy or excessive rainfall in a short period of time that produces immediate runoff, causing flooding.



### Creek Flooding














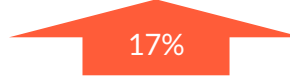



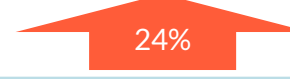


Creek flooding, including steep creeks and debris flows caused by heavy or excessive rainfall in a short period of time.



### Freeze Thaw Cycles

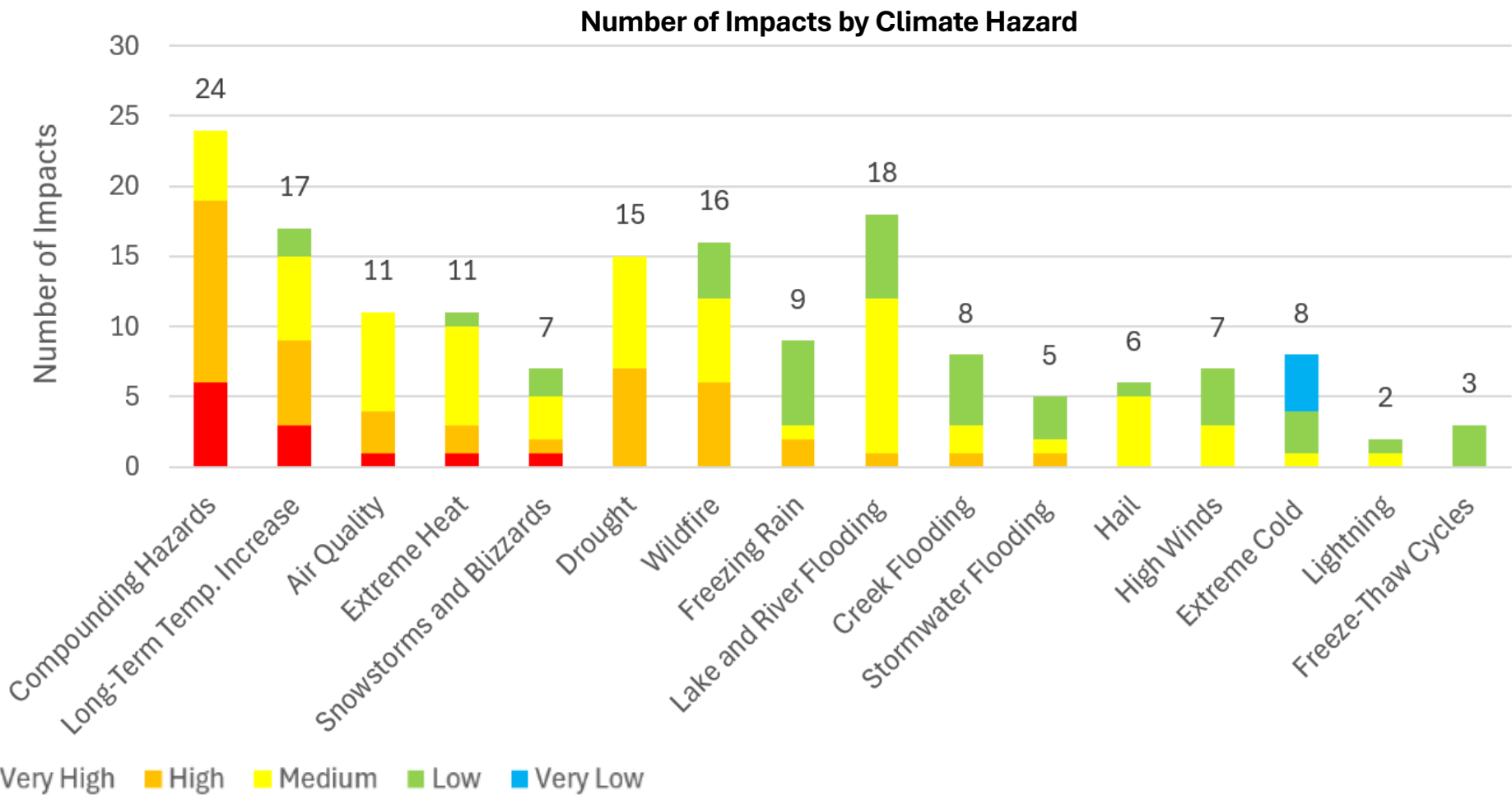
Water repeatedly freezes and thaws, expanding and contracting.

# How is the climate projected to change in our region?

Hazard / Variable	Description	Historic Value		Projected Change (2060s)	
Average annual temperature	The mean temperature recorded over a one-year period	7.6°C		 4.0°C	11.6°C
Hot days	Number of days per year when daily maximum temperature reaches 30°C or higher	19 days		 31 days	50 days
Extreme heat event	Annual probability of experiencing an extreme heat event of 2 or more days above 35°C in a row	<1%		 + 47%	48%
Cold days	Number of days per year when daily minimum temperature drops to -15°C or lower	11 days		 6 days	5 days
Growing season	The duration of the period in which there are no freezing temperatures (the frost-free season)	150 days		 74 days	224 days
Heavy rainfall event	A 24-hour rainfall event that has 1% chance of occurring annually (1:100-year event)	1:100 years (1% chance per year)		 5x more frequent	1:17.5 years (5% chance per year)
Wildfires and smoke	Fire Weather Index value, considering temperature, soil moisture, humidity and wind conditions conducive to triggering and sustaining wildfires	12		 17%	14
Drought	Probability of a moderate or greater drought on a given year	16%		 8%	24%
Hail	Number of hail days annually	3 days		 24%	4 days
High wind event	1-in-50-year hourly wind gust event	1:50 years (2% chance per year)		 1.5x more frequent	1:35 years (3% chance per year)

# How much is our community at risk?

A total of 167 potential local climate impacts were analyzed through the climate risk assessment. Fifty-five (55) risks were identified as priorities for action planning (i.e., the very high and high risks). The graph below shows the number of impacts associated with each climate hazard, sorted by risk level. We describe areas of vulnerability in Salmon Arm and the specific climate-related risks we face on the following pages.



# What are the key vulnerabilities?

## Natural Environment

Parks, water, ecosystems,  
wildlife



### The Natural Environment in and around the City of Salmon Arm is special and includes:

- Environmentally sensitive areas along the Salmon Arm Bay shoreline and Shuswap Lake
- Important spawning, migration, and juvenile rearing sites for several species of Pacific salmon
- Endangered species including Moss grass, Rocky Mountain clubrush, Mexican mosquito fern, Hairy water-clover, Western grebe, Thyme-leaved spurge, and American sweet-flag
- The Salmon River, riparian environments of the Canoe, Palmer, Leonard, Hobson, Syphon, Cress and Turner Creeks, and seventy-one (71) wetlands rated for riparian function

## How is our Natural Environment vulnerable to climate changes and hazards?

- Shifts in wildlife species behaviour and distribution, northern and upslope migration
- Warmer climate allows invasive species and pests to expand to new areas
- Species and ecosystems are finely tuned to specific temperature and moisture conditions
- Rapid climate changes can push ecosystems beyond their adaptive thresholds
- Fragmented habitats reduce species' ability to migrate or adapt to shifting climate zones
- Reduced snowpack and altered hydrology affects aquatic ecosystems and water-dependent species
- Declines in species diversity reduce ecosystems' resilience and ability to provide services like flood protection, carbon storage, and pollination





# What are the priority risks (high/very high)?

## Natural Environment



### Ecosystem Stress

- **Compounding Hazards:** Increased stress and health impacts on ecosystems from heat, smoke, drought, and climate extremes



### Invasive Species and Biodiversity Threats

- **Compounding Hazards:** Increased invasive species and pests caused by multiple hazards, threatening ecosystems and biodiversity
- **Long-Term Temperature Increase:** Increased invasive species, pests and diseases, affecting local flora and fauna



### Wildlife Habitat Loss and Disruption

- **Wildfire:** Harm to wildlife through injury, death, habitat destruction, or reduced access to food



### Aquatic Ecosystem Degradation

- **Drought:** Aquatic stress from drought, low water levels, and increased concentrations of contaminants, disrupt fish and harm lakeshore habitats and species
- **Long-Term Temperature Increase:** Warmer waters harm aquatic ecosystems and fuel blue-green algae blooms



### Declining Tree and Forest Health\*

- **Compounding Hazards:** Tree damage impacting urban forests, wildlife habitats, and food sources
- **Drought:** Increased tree mortality and stress on terrestrial ecosystems (directly or through pest outbreaks) reducing urban canopy cover

*\*Urban forests/trees are under the City's jurisdiction, which means the City can take action to reduce climate risk*

# What are the key vulnerabilities?

## Built Environment

Homes, buildings,  
infrastructure, services



### The Built Environment in and around the city includes:

- Community infrastructure like parks, schools, recreation centres, and event spaces
- Civic and administrative facilities
- Critical infrastructure such as water, wastewater, and stormwater systems
- Transportation assets like roads, rail and the airport
- Electrical and communication networks
- Emergency services and health care facilities
- Water is supplied by two main sources: East Canoe Creek at Metford Dam and Shuswap Lake at Canoe Beach. About 7% of residents rely on private wells

## How is our Built Environment vulnerable to climate changes and hazards?

- Older buildings lack cooling systems or proper insulation
- Roads, bridges, pipelines, and stormwater systems built for outdated climate baselines
- High precipitation overwhelms drainage and stormwater system
- Reduced water supply reliability due to drought and spring freshet impacts
- Limited infrastructure redundancy
- Dense, paved urban areas trap heat, raising temperatures and energy demand
- Transportation, energy, and water systems depend on one another; failure in one can cascade to others
- Many structures lack climate-resilient materials or standards for extreme weather



## What are the priority risks (high/very high)?

### Built Environment



#### Pressure on Water Supply and Groundwater Resources

- **Long-Term Temperature Increase:** Reduced snowpack limits groundwater and stream recharge, threatening long-term water supply for groundwater users
- **Drought:** Lower groundwater levels reduce water availability for private wells and agriculture
- **Drought:** Higher demand for City water in rural and agricultural areas as groundwater and surface water decline



#### Increased Demand for Cooling and Indoor Spaces

- **Compounding Hazards:** Smoke and heat events increase demand for indoor recreation in summer
- **Extreme Heat:** Increased space cooling requirements and costs in homes and buildings to maintain comfort
- **Long-Term Temperature Increase:** Increased use of City cooling services (pools, splash parks, indoor facilities)
- **Long-Term Temperature Increase:** Increased cooling demands drive up building maintenance and upgrade costs



#### Physical Damage and Critical Service Disruption

- **Lake and River Flooding:** Flooding of electrical systems and water/wastewater facilities disrupts critical services
- **Stormwater Flooding:** Undersized infrastructure causes damage to homes and public buildings, with costly cleanup and relocation
- **Wildfire:** Damage to homes, buildings, and infrastructure—especially near wildland areas—interrupts water and power services



#### Rising Costs for Residents and the City

- **Compounding Hazards:** Higher taxes and fees from reactive repairs, asset replacements, and new service demands
- **Compounding Hazards:** Rising construction costs to protect homes and infrastructure from climate risks—often driven by insurance requirements

● Very High Risk

● High Risk

# What are the key vulnerabilities?

## Public Health

Health and safety, injuries, fatalities, illnesses



### Public Health in Salmon Arm includes:

- Local hospitals, clinics, and emergency services
- Community health and social service providers
- Vulnerable populations including seniors, people with chronic conditions, and those experiencing homelessness
- Outdoor workers and City staff
- Residents relying on private wells and aging housing stock



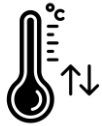
## How is our Public Health vulnerable to climate changes and hazards?

- Salmon Arm is an aging community with 57% of the population over the age of 45
- Vulnerable groups include older adults, infants, outdoor workers, and people with pre-existing health conditions
- About 6% of the population identify as a visible minority, 10% as immigrants, 8% as Indigenous, and 11% are considered low income
- Health facilities rely on uninterrupted energy, water, and medical supply chains
- Extreme events disrupt transportation and utilities, affecting access to services
- Climate events can displace or endanger health workers, limiting staff availability
- Warmer and wetter conditions expand habitats for mosquitoes, ticks, and water-borne pathogens
- Climate hazards exacerbate pre-existing inequities based on income, housing, gender, and access to healthcare
- Psychological distress and anxiety from displacement and uncertainty can impact people with existing mental health conditions to a higher degree



# What are the priority risks (high/very high)?

## Public Health



### Health Risks from Extreme Conditions

- **Air Quality:** Poor air quality from wildfire smoke increases respiratory illness, mental health impacts, and mortality—especially for vulnerable groups and those living in dwellings with inadequate air filtration
- **Compounding Hazards:** Power outages during extreme temperatures threaten the health of vulnerable populations
- **Extreme Heat:** Heat exposure causes illness or death, particularly for those without cooling, with health conditions, or experiencing homelessness.
- **Wildfire:** Wildfire events lead to injuries, fatalities, and illness



### Mental Health and Well-being

- **Compounding Hazards:** Stress, anxiety, isolation, and reduced wellbeing from multiple hazards, limited access to nature and community, and economic uncertainty
- **Compounding Hazards:** Outdoor City workers face mental health strain from supporting vulnerable populations, leading to burnout and reduced productivity
- **Wildfire:** Evacuation, displacement, and property loss cause significant mental health impacts



### Strain on Healthcare System and Long-Term Effects

- **Long-Term Temperature Increase:** Chronic health impacts—reduced physical activity, mental illness, substance use, cardiovascular issues—especially for vulnerable populations
- **Compounding Hazards:** Rising hospital visits and strained healthcare capacity during climate-related events



### Emerging Diseases and Waterborne Health Risks

- **Drought:** Low water levels and higher contaminant concentrations in recreational water bodies pose health risks
- **Long-Term Temperature Increase:** Rising vector-borne diseases (e.g., ticks, mosquitoes, birds) increase strain on the healthcare system



### Transportation and Traffic Accidents

- **Snowstorms and Blizzards:** Traffic accidents and injuries from poor road conditions or heavy snow shoveling
- **Freezing Rain:** Injuries or fatalities from traffic accidents due to poor road conditions



### Injuries from Slips, Falls, and Outdoor Hazards

- **Creek Flooding:** Steep creek floods and debris flows pose injury or fatality risks, especially during outdoor recreation.
- **Freezing Rain:** Slips and falls on icy sidewalks increase injury risk, particularly for seniors
- **Snowstorms and Blizzards:** Snowy conditions and snow-clearing activities lead to injuries and hospital visits, especially for seniors and vulnerable populations

● Very High Risk

● High Risk

# What are the key vulnerabilities?

## Economy

Local businesses, regional economy, financial impacts



### The Salmon Arm Economy includes:

- A mix of agriculture, tourism, industrial, and commercial businesses
- A strong retail sector supported by visitors and residents
- Key employers in health care, education, and social services
- Forestry and agriculture sectors that support both permanent and seasonal workers
- A skilled workforce and educational institutions
- A partially serviced industrial park supporting economic diversification

## How is our Economy vulnerable to climate changes and hazards?

- Salmon Arm's economy depends on climate-sensitive industries: forestry, agriculture, and tourism
- Water storage and distribution infrastructure may be insufficient during peak demand and emergencies
- Capacity for wildfire prevention / fire suppression could be stressed due to more frequent / intense wildfire seasons
- Crop varieties, building design, insurance and risk management may not yet fully account for changing hazard patterns
- Small locally owned businesses may have limited capital or capacity to adapt, and be more vulnerable
- Limited local workforce and aging demographics reduce recovery capacity



## What are the priority risks (high/very high)?

### Economy



#### Impacts to Agriculture and Food Production

- **Compounding Hazards:** Ongoing climate impacts damage the agricultural sector
- **Drought:** Higher irrigation needs increase operational costs for producers
- **Long-Term Temperature Increase:** More pests and invasive species drive up pesticide use and costs, while unsuitable conditions reduce crop yields



#### Impacts to Forestry Sector

- **Compounding Hazards:** Climate-related damage to forestry reduces productivity and affects the municipal tax base



#### Reduced Tourism and Outdoor Recreation Appeal

- **Air Quality:** Poor air quality from wildfire smoke reduces the City's appeal as an outdoor recreation destination



#### Rising Costs for Residents, Businesses, and Municipal Services

- **Compounding Hazards:** Rising insurance premiums or loss of coverage for homes and businesses due to floods, wildfires, and storms
- **Compounding Hazards:** Higher personal costs for climate-related repairs increase financial vulnerability
- **Compounding Hazards:** Greater capital and maintenance budgets needed to manage exposure to extreme weather



#### Disruption to Local Businesses and Workforce

- **Compounding Hazards:** Lost revenue in retail and tourism from cancelled events and reduced outdoor appeal
- **Compounding Hazards:** Power outages disrupt local business operations
- **Wildfire:** Economic losses from employee shortages and reduced productivity in forestry, agriculture, and tourism

● Very High Risk

● High Risk

# What are the key vulnerabilities?

## Society and Culture

Quality of life, culture,  
recreation, events



### Society and Culture in Salmon Arm includes:

- Trail networks, parks, and recreational areas
- Community centres and cultural facilities
- Federally designated historic sites and public art
- Intangible values like volunteerism, community spirit, and connection to nature
- Secwépemc cultural heritage including winter villages, traditional harvesting sites, and spiritual sites

## How is our Society and Culture vulnerable to climate changes and hazards?

- Loss of homes, landmarks, and landscapes erodes sense of belonging and identity
- Repeated disasters strain community relationships
- Changing environments disrupt cultural and spiritual practices
- Indigenous communities face unique risks as identity is tied to specific lands and species
- Transformed landscapes cause collective stress and identity loss
- Climate hazards magnify existing social and economic inequalities
- Disasters disrupt community networks and support systems.
- Rapid change weakens traditional and intergenerational knowledge





## What are the priority risks (high/very high)?

### Society and Culture



#### Reduction in Social Connections and Quality of Life

- **Air Quality:** Poor air quality from wildfire smoke limits outdoor activity, reducing overall quality of life
- **Compounding Hazards:** Climate disruptions weaken community cohesion, reduce event participation, and increase social isolation
- **Drought:** Low private water supply leads to restrictions and higher costs for drinking water, affecting daily life



#### Disruption of Community Services

- **Wildfire:** Interruptions to essential services like schools and senior care due to wildfire events



#### Impacts to Cultural Events and Outdoor Activities

- **Air Quality:** Outdoor community sports and cultural events are cancelled or postponed due to wildfire smoke
- **Extreme Heat:** Outdoor community sports and cultural events are often cancelled or postponed



#### Threats to Traditional Food Sources and Cultural Practices

- **Long-Term Temperature Increase:** Climate change threatens traditional food sources, medicines, and cultural practices—impacting hunting, fishing, and food security for Secwepemc people



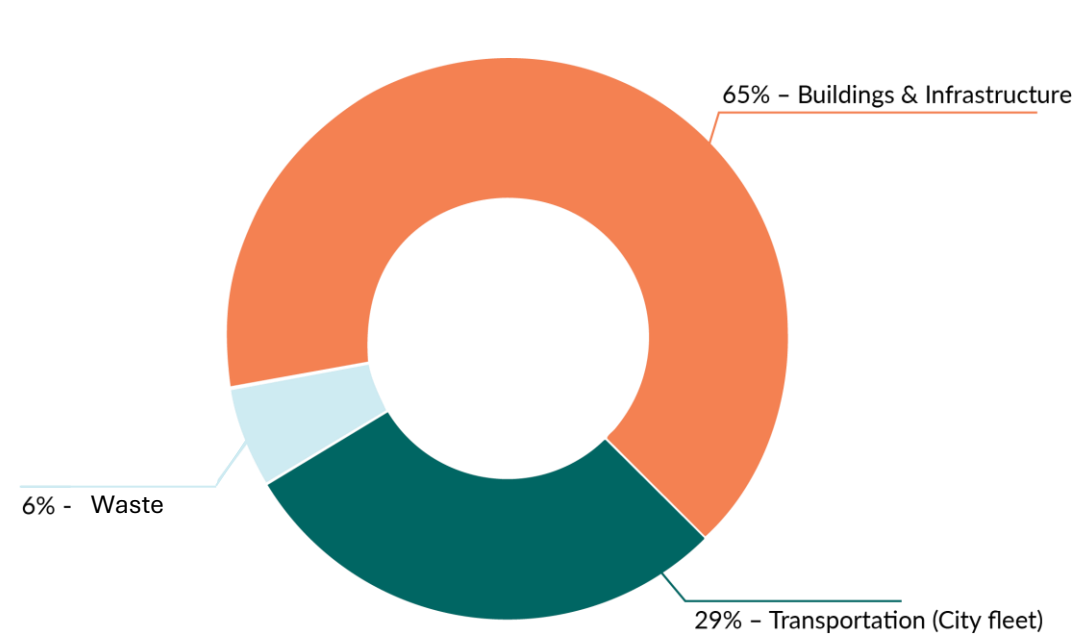
#### Damage to Cultural and Heritage Assets

- **Compounding Hazards:** Extreme weather events damage cultural assets like public art, cemeteries, and heritage sites

# What makes up our corporate and community greenhouse gas emissions?

GHG emissions contribute to global climate change, which contributes to the climate impacts faced by our community and around the world. While it is important to adapt, it is also important for us to reduce our emissions to reduce the potential for severe future impacts.

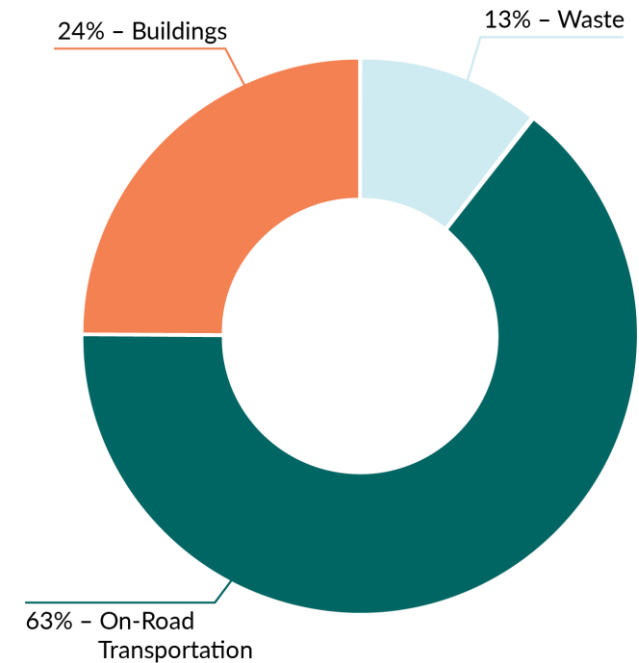
2019 Corporate Emissions by Sector<sup>2</sup>



Total corporate emissions for the baseline year (2019) were 2,012 tonnes of CO<sub>2</sub>e

In Salmon Arm, **transportation**<sup>1</sup> is the largest source of community emissions, while **natural gas use in buildings** is the biggest source of corporate emissions. The pie charts below show how emissions break down by sector.

2019 Community-Wide Emissions by Sector



Total community-wide emissions for the baseline year (2019) were 118,330 tonnes of CO<sub>2</sub>e

<sup>1</sup> Transportation emissions are for vehicles registered in Salmon Arm. The inventory does not include emissions for vehicles passing through or coming into the city.

<sup>2</sup> “Corporate” refers to the City’s buildings, infrastructure and vehicles

# What are our greenhouse gas emissions reduction targets?

To help fight climate change, Salmon Arm has set ambitious targets to reduce GHG emissions.

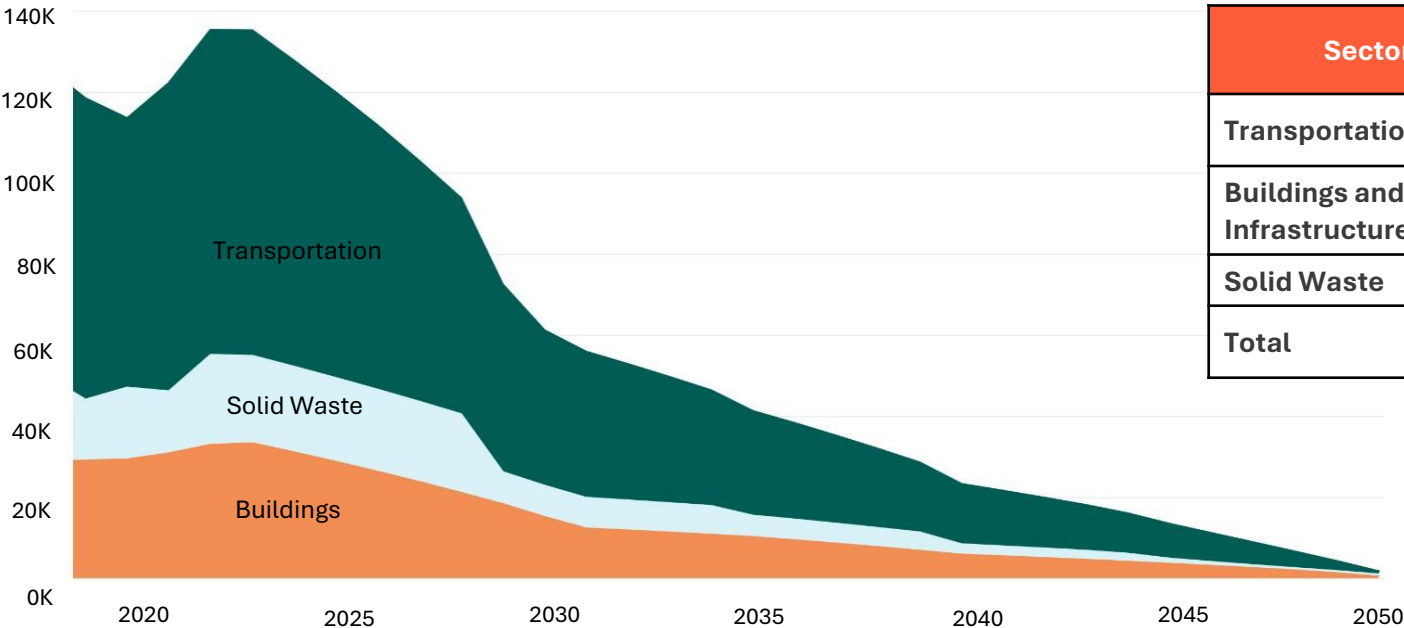
These targets are in alignment with the Intergovernmental Panel on Climate Change (IPCC), and the goal of limiting global warming to 1.5°C. Our target is to reduce emissions by 99% by 2050, compared to 2019 levels.

GHG Emission Reduction Target Policies from the 2025 Official Community Plan:

- **48% reduction by 2030**
- **65% by 2035**
- **80% by 2040**
- **99% by 2050**

These emissions reduction targets apply to emissions from transportation, buildings and infrastructure, and waste. The City used its 2019 emissions as a starting point (called a baseline) and built a model to show how much emissions need to drop in each sector to meet the targets. The figure and table below shows how our corporate and community-wide GHG emissions need to be reduced over time to meet our targets. Transportation starts as the biggest source, but all sectors must shrink to nearly zero by 2050.

Community-Wide Projected Emissions (tonnes CO<sub>2</sub>e) through 2050 by Sector



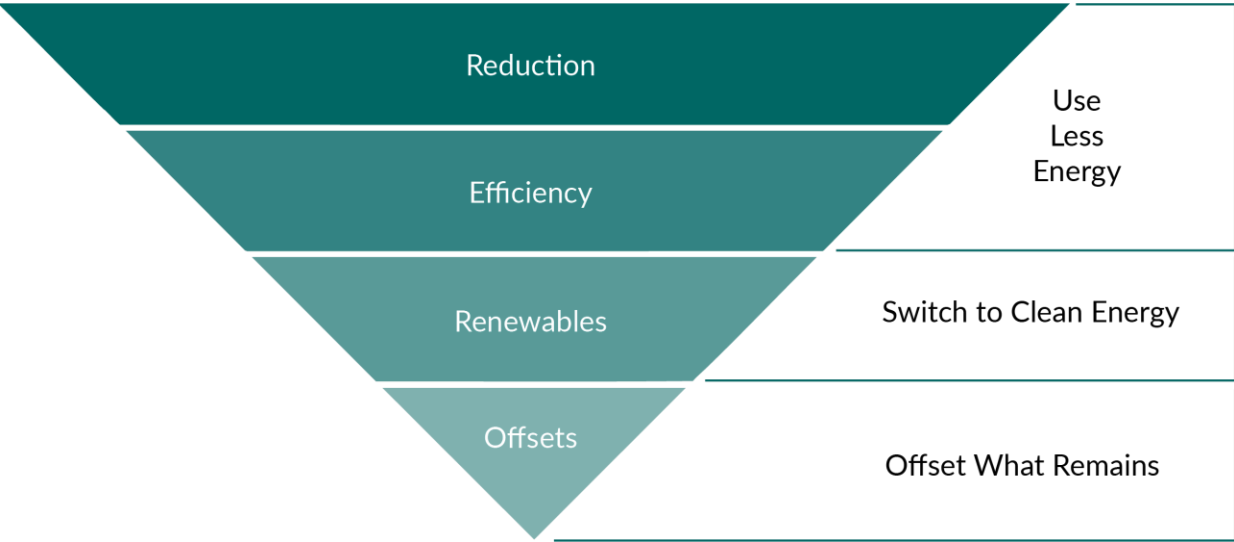
Emissions Reductions by Sector to Achieve Targets (tonnes CO<sub>2</sub>e)

Sector	2019 (Baseline)	2030 (-48%)	2035 (-65%)	2040 (-80%)	2050 (-99%)
Transportation	74,303	38,637	26,006	14,861	743
Buildings and Infrastructure	29,032	15,096	10,161	5,806	290
Solid Waste	14,996	7,798	5,249	2,999	150
Total	118,330	61,532	41,416	23,666	1,183

# How will we approach reducing our emissions to meet the targets?

Salmon Arm is taking action to reduce GHG emissions and achieve our goal of reaching a 99% reduction in emissions by 2050. The City is using a step-by-step approach to make the biggest impact.

This approach follows an **emissions reduction hierarchy**:



**Community emissions are approximately 60 times higher than City-specific emissions.**

**Reducing emissions requires collective action. The City can't meet this challenge without the community's help!**

Reducing emissions in line with our targets will require work across different sectors.

## Transportation



Fire Truck

- Supporting the shift to electric vehicles (EVs), especially light-duty cars and trucks
- Planning for and installing EV charging infrastructure
- Promoting active transportation like walking and biking

## Buildings



SASCU Recreation Centre

- Electrifying heating systems to move away from fossil fuels like natural gas
- Using BC's clean electricity grid to power homes and facilities
- Retrofitting homes and buildings to improve energy efficiency

## Waste



Recycling and Food Waste Bin Roll-Out

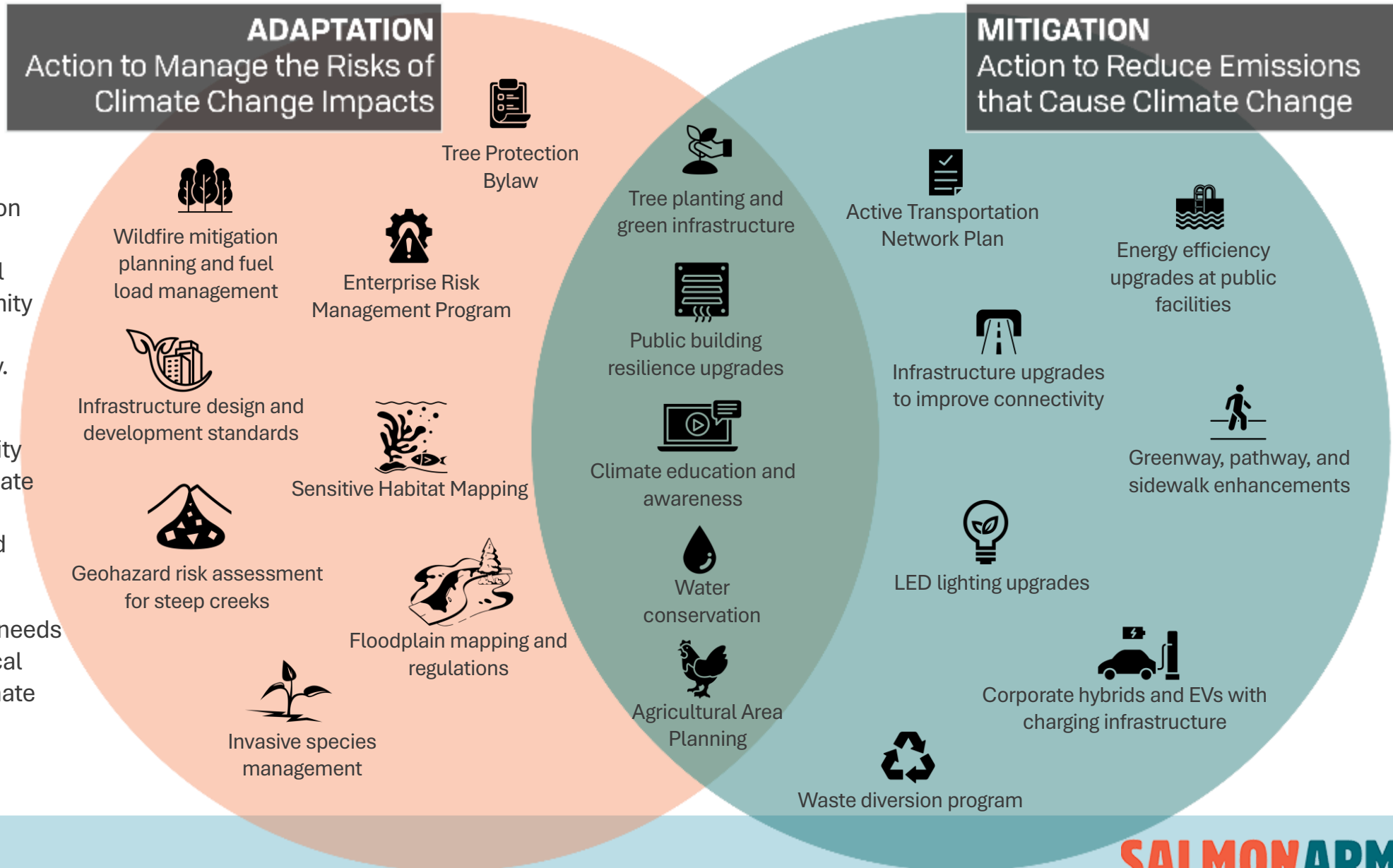
- Reducing the amount of garbage sent to landfill
- Improving methane gas capture from waste
- Supporting recycling and composting programs

Photo Source: City of Salmon Arm



## What actions have we already taken to improve resiliency?

- The City of Salmon Arm is responding to climate change and has implemented many actions to improve our community resilience.
- We signed the BC Climate Action Charter in 2008, committing to working towards carbon neutral operations, measuring community emissions, and creating a complete, compact community.
- We have implemented many actions to protect the community from extreme weather and climate hazards, including wildfire mitigation, flood protection, and green infrastructure projects.
- But we know much more work needs to be done to avoid both the local consequences of high-risk climate impacts, and to reduce our greenhouse gas emissions and transition our local economy.



## What is the next step?

The next step is to finish developing this **Climate Resiliency Plan (CRP)** by identifying and planning additional actions to improve resiliency. Our action planning will include:

- **Climate risk reduction actions** to address the priority risks
- **Climate mitigation actions** to reduce our GHG emissions

Public feedback will be an important part of this process. The City will seek input from residents, businesses, and community organizations to understand what matters most and reflect local priorities in the Plan.

Follow this link to share your feedback on the risk results and where we should focus our action planning efforts!

**SURVEY LINK:** <https://forms.office.com/r/QKTqUdjgJ>  
Complete the survey by December 14, 2025

