Attachment 9 – Calgary Film Centre Enterprise Risk Matrix 2018

Category	Risk	Probability	Potential Impact(s)	Management Ownership	Board Ownership	Mitigating Strategies	Status
FINANCIAL	Reduction in Revenue/Operating Deficit	High	High	COO/GM	Board	- Manage rent charged per square foot to ensure maximum profitabilty & occupancy	Ongoing
						- Identify and manage all operating costs and utility costs	Ongoing
						- Create pipeline of tenants and manage to assure maximum capacity	Ongoing
						- Management responsible for spending decisions consider impact to operating cash flow, debt payments and debt covenants	Ongoing
						- Continue communication with the City and TD Bank to ensure funds available and long term debt strategy	Ongoing
						- Temporary short term fund set up with CED	Ongoing
	Bank Debt Service ratio	High	High	COO/GM/CED CFO	Board	- Ensure cash flow is managed and reports/forecasts are closely monitored	Ongoing
						- Communicate revenue and cashflow position to the bank	Ongoing
						- Ensure revenue and spending decisions do not cause violation of debt covenant	Ongoing
	Fraud	Low	Low-Med	CED CFO	Board	- Internal controls including segregation of duties and oversight/review of results	Ongoing
						- Fraud Risk Assessment, including interviews with Board members	Ongoing
						- Approval processes in place & reviewed regularly	Ongoing
						- Procedures	Ongoing
						- Reconciliations	Ongoing
	Calgary Economic Development (CED) MSA Cost Increase	Medium	High	COO/GM	Board	- Organize processes and create standard schedule for recurring requirements such as reporting, invoicing and payments	Ongoing
						- Avoid last minute urgent requests '	Ongoing
						- Focus on risks in decision making and communication of this	Ongoing

Category	Risk	Probability	Potential Impact(s)	Management Ownership	Board Ownership	Mitigating Strategies	Status
REPUTATIONAL & RELEVANCE	Negative media coverage/tarnished reputation	Medium	High	COO/VP Marketing & Communications / GM	Board	- Ensure consistency in messaging	Ongoing
						- Pipeline of tenants	Ongoing
						- Ensure official spokesperson have media training	Ongoing
						- Respond to all queries in timely and respectful manner	Ongoing
						- Crisis communication plan	Ongoing
	Strategic Alignment	Low	Medium	COO/GM	Board	- Communicate accomplishments against strategic plan	Planned
	Staff Conduct & Effectiveness	Low	Medium-High	COO/GM	Board	- Annual staff acknowledgement of Policies and Procedures	Planned
						- Staff adherence to Policies and Procedures	Ongoing
						- Staff training and development	Ongoing
	Board Composition & Effectiveness	Low	Medium	COO/GM	Board	- Board Effectiveness Survey conducted annually	Planned
						- Use of evaluation matrix to compose diverse and skilled Board	Ongoing
						- Board Member discipline on determining conflict of interest	Ongoing
	Service Delivery	Medium	Medium	COO/GM	Board	-Ensure tenant satisfaction and brand awareness	Planned
						- Current Labor Market Availability	Planned
	Facility Revitalization and Maintenance	High	High	COO/GM	Board	- Consistent resources and ability to maintain and upgrade the facility	Planned

Attachment 9 continued

Category	Risk	Probability	Potential Impact(s)	Management Ownership	Board Ownership	Mitigating Strategies	Status
SAFETY & SECURITY	Death or injury to staff, volunteer or guest	Low	High	GM	Board	- Ensure appropriate Health & Safety Practices, including emergency procedures and evacuation drills	Completed
						- Sufficient insurance coverage (liability & recovery cost)	Completed
	Theft	Low	Medium	GM	Board	- Property insurance	Completed
						- Physical asset tracking and audit	Completed
						- Security access cards	Completed
	Damage to Assets	Medium	High	GM	Board	- Conditions in tenant Agreements and continued security arrangements.	Completed
						- Significant deposits are part of all rental agreements.	Completed
						- Security guard and arrangements are closely managed and issues followed up.	Completed

Category	Risk	Probability	Potential Impact(s)	Management Ownership	Board Ownership	Mitigating Strategies	Status
SUSTAINABILITY & OPERATIONAL	Defects, Deficiencies and claims significantly affect operations	High	High	COO/GM	Board	- Written communication of all deficiencies and follow-up needed.	Ongoing
						- Retain all documents required for warranty purposes	Ongoing
						- Claims are resolved on a timely basis	Ongoing
						- Develop a plan for addresses issues	Ongoing
	Disrupted or significantly diminished operations	Medium	Med-High	GM/CED CFO	Board	- Business Continuity Plan and Disaster Recovery Plan	Ongoing
						- Access controlled offices and facility	Ongoing
	Shareholder Relationship	Medium	Medium	GM	Board	- Regular meetings with CEO of CED, CFC Board Chair, GM and COO	Ongoing
						- Board and Committees include members from CED	Ongoing
						- Create and communicate KPIs on a monthly basis and more often as needed	Planned
	Government regulations/legislation changes	Low	High	Senior Management	Board	- Adhere to all regulatory requirements	Ongoing
						- Monitor changes in legislation that have a potential impact on operations/policies	Ongoing
						- Work with current gov't on long term issues	Ongoing
						- Strengthen government relations	Ongoing
	Non-compliance with Human Rights or Employment Standards	Low	Medium	HR/CED CFO	Board	- Ensure policies comply with legislation with attention to employer's duty to accommodate and communicate policies to staff	Ongoing
						- Build an inclusive diverse and respectful workforce	Ongoing
						- Provide ongoing support and counsel to all levels of management	Ongoing
						- Keep abreast of current legislative changes and requirements	Ongoing
	Loss of key staff	Medium	High	Management	Board	- Competitive Salary and Benefits	Ongoing
						- Create robust succession and development plan	Ongoing
	Project Lab Grants - Not awarded to viable projects	Medium	Low	GM	Board	- Perform audit of deliverables	Ongoing
						- Utilize strong grant agreements	Ongoing
						- Communicate status and outcomes of projects	Ongoing