

The Calgary Parking Authority Key Operating and Strategic Risks

Risk Register - last updated September 2018

ISC: UNRESTRICTED
AC2018-0601
ATTACHMENT 5

	Description of Risk (What can happen and when can it happen?)	Trend	Impact- Likelihood	Overall Risk Rating and Year-to-Year Comparative	
				2018 Risk Rating	2017 Risk Rating
1	Economic downturn impact to business, loss in parking revenue	↓	4-4	6.4	8.0
2	Potential inadequate funding of Parking Structure Replacement Fund	NEW	4-3	4.8	N/A
3	Reliance on out-sourced service providers, and 3rd party system accuracy	↑	4-3	4.8	3.6
4	ParkPlus external marketing not achieving revenue targets	↓	3-4	4.8	6.4
5	Failure to construct East Village parkade in timely manner and on budget	↑	3-3	3.6	3.2
6	Security breach of personal information, compromise of data, PCI	↓	3-3	3.6	4.8
7	Risk of improper execution and maintenance of agreements with external parties	↑	3-3	3.6	3.2
8	Loss of land holdings through integration or expropriation	↓	2-4	3.2	4.8
9	Reduction in customer satisfaction	→	3-2	2.4	2.4
10	Ability to affect change in Policies and Bylaws	↓	2-3	2.4	4.0
11	Disruption of computer services and network	→	3-2	2.4	2.4
12	Failure to maintain our competitive advantage with ParkPlus software	↓	2-2	1.6	3.2
13	Labour disruption - collective bargaining	↓	4-1	1.6	3.2
14	Failure to maintain workplace safety	↓	4-1	1.6	3.2
15	Delayed implementation of the tribunal process of challenging parking tickets	↓	2-2	1.6	2.4
16	Without a records management system, potential loss of data and inability to find relevant information in a timely manner.	↓	2-2	1.6	4.8
17	Failure to implement effective security	NEW	3-1	1.2	N/A
18	Difficulty finding qualified replacements for key leadership positions	↓	3-1	1.2	2.4
19	Automated cars greatly reduce or eliminate parking demand	↓	3-1	1.2	3.2
20	Failing to identify significant risks of marketing ParkPlus to external markets from Calgary	↓	2-1	0.8	1.6
21	Significant changes in City Policy related to parking	↓	2-1	0.8	1.2
22	Risk of Impound Lot security/capacity (e.g. vehicles held for evidence)	→	2-1	0.8	0.8
23	Risk of significant variation in Property and Business taxes assessed	↑	2-1	0.8	0.4
24	Risk of structural failure in parkade	→	1-1	0.4	0.4

Impact Criteria	Impact Rating
Severe or Catastrophic impact on any aspect of CPA operations	5
Significant impact on any aspect of CPA operations	4
Moderative impact on any aspect of CPA operations	3
Minor impact on any aspect of CPA operations	2
Minimal impact on any aspect of CPA operations	1

Probability Criteria	Probability Rating
Risk is almost certainly going to occur. There is a 90% chance of occurrence with annual or greater frequency.	5
Risk is very likely to occur. There is a 70% - 90% chance of occurrence once every 2 – 3 years	4
Risk is likely to occur. There is a 40% - 70% chance of occurrence once every 3 – 5 years	3
Risk is unlikely to occur. There is a 10% - 40% chance of occurrence every 5 – 10 years	2
Risk is remote. There is a less than 10% chance of occurrence once every 10 years or greater.	1

Risk Definitions	Score Range
Calculate score by multiplying Impact Rating by Probability Rating, then convert to a 10 point scale. (Impact x Probability) x (10/25)	
Extensive management effort essential to manage and monitor the risk.	6 +
Management effort required to manage and monitor risk	2.5 - 6
Management effort worthwhile. Contingency plan required	1 - 2.5
Risk may be worth accepting with monitoring. Can be managed through routine operations or controls.	< 1

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Heat Map - last updated September 2018

AC2018-0601 Att5

