

The Calgary Parking Authority Key Operating and Strategic Risks Risk Register - last updated May 2017

	Description of Risk (What can happen and when can it happen?)	Trend	2017 Impact-Probability Assessed	Overall Risk Rating and Year-to-Year Comparative	
				2017 Risk Rating	2016 Risk Rating
1	Economic downturn impact to business, loss in parking revenue	↑	4-5	8.0	6.4
2	ParkPlus business development not achieving revenue targets	→	4-4	6.4	6.4
3	Loss of land holdings through integration or expropriation	→	3-4	4.8	4.8
4	Security breach of personal information, compromise of data, PCI	→	4-3	4.8	4.8
5	Without a records management system, potential loss of data and inability to find relevant information in a timely manner.	→	3-4	4.8	4.8
6	Inability to dynamically change on-street pricing (City Policy)	↓	2-5	4.0	4.8
7	Reliance on out-sourced service providers, and 3rd party system accuracy	↓	3-3	3.6	4.8
8	New RPP (residential permit system) not implemented in a timely manner	→	3-3	3.6	3.6
9	Organizational capacity to accomplish objectives	→	3-3	3.6	3.6
10	Failure to implement proposed changes to the CPA governance model	→	3-3	3.6	3.6
11	Failure to construct East Village parkade in timely manner and on budget	↓	4-2	3.2	4.8
12	Failure to implement LPR (licence plate recognition) replacement in a timely manner	→	4-2	3.2	3.2
13	Failure to maintain COR (certificate of recognition) workplace safety	→	4-2	3.2	3.2
14	Automated cars greatly reduce or eliminate parking demand	→	4-2	3.2	3.2
15	Risk of improper execution and maintenance of agreements with external parties	→	4-2	3.2	3.2
16	Labour disruption - collective agreement	↑	4-2	3.2	1.6
17	Failing to maintain our competitive advantage with ParkPlus software	NEW	4-2	3.2	N/A
18	Disruption of computer services and network	↓	3-2	2.4	3.6
19	Difficulty finding qualified replacements for key leadership positions	→	3-2	2.4	2.4
20	Not adequately and swiftly addressing health and safety risks faced by CPA employees.	→	3-2	2.4	2.4
21	Reduction in customer service satisfaction	→	3-2	2.4	2.4
22	Delayed implementation of the tribunal process of challenging parking tickets	→	3-2	2.4	2.4
23	Major environmental spill	→	3-2	2.4	2.4
24	Failing to comply with legal obligations	NEW	3-2	2.4	N/A
25	Catastrophic/major infrastructure damage (e.g. flood)	→	5-1	2.0	2.0
26	Risk of new fees from the Province (fee to access MOVES - Alberta Motor Vehicles System)	↓	2-2	1.6	2.4
27	Vendor over-dependency	→	2-2	1.6	1.6
28	Vendor Pay Machines used - potential hardware & software issues,	→	2-2	1.6	1.6
29	Failing to identify significant risks of marketing ParkPlus to external markets from Calgary	NEW	2-2	1.6	N/A
30	Risk of non-compliance with established policies	NEW	2-2	1.6	N/A
31	Significant changes in City Policy related to parking	↓	3-1	1.2	6.4
32	Risk of Impound Lot security/capacity (e.g. vehicles held for evidence)	↓	2-1	0.8	1.6
33	Risk of structural failure in parkade	→	1-1	0.4	0.4
34	Risk of significant variation in Property and Business taxes assessed	→	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
<p>Calculate score by multiplying Impact Rating by Probability Rating, then convert to a 10 point scale. (Impact x Probability) x (10/25)</p>	
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 May 2017

