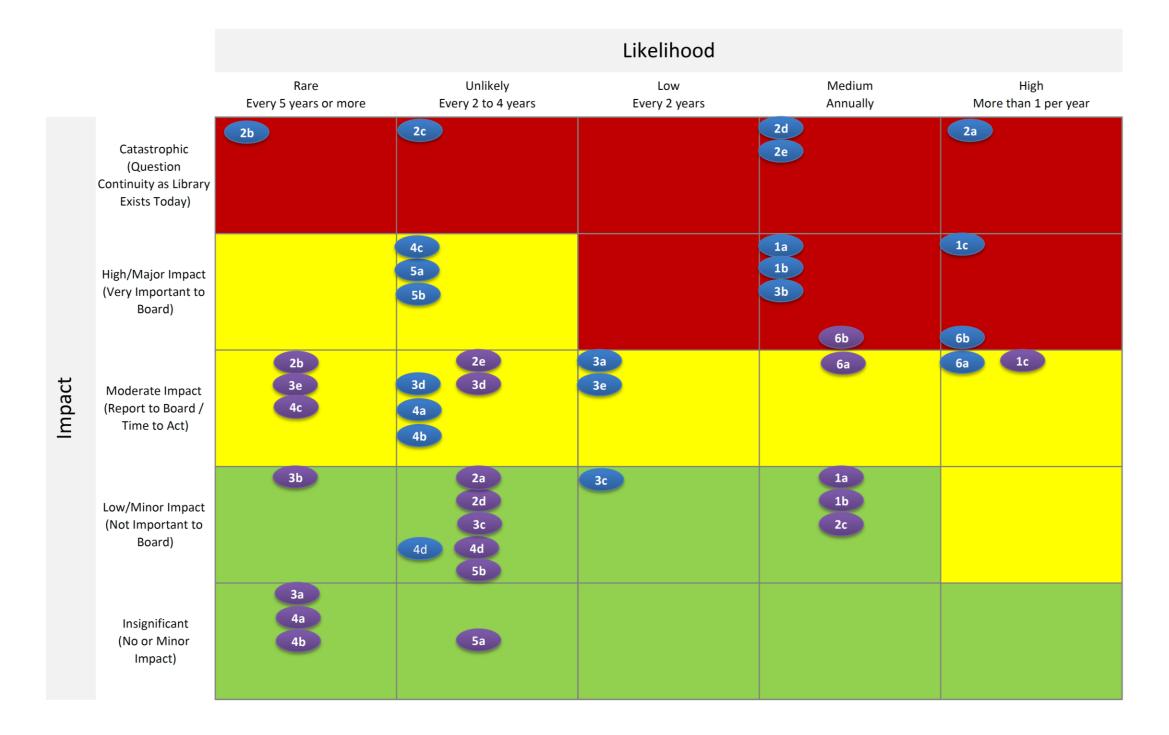
Calgary Public Library Annual Risk Review – Heat Map

As of Dec 31, 2016



Conditions



Before Mitigation



1 Strategy

- a Members/capital quarterly count
- b Customer Satisfaction
- Community Partner Involvement in Programs

2 Finance

- a Fraud
- **5** Funding
- c Allocation of Resources
- Planned Operating Expenditures
- e Planned Capital Expenditures

3 People

- a Reputation Impacts
- b Staff Engagement
- C Vacancy Rate
- Recruitment Time for Critical Positions
- e Availability of Volunteers

4 Operations

- a Building Visits
- Website and catalogue sessions
- C Facility Availability
- Relationships with Partners in Joint Facilities

New Central Library

- 5 a Transition in Service
 - Reputation Maintained

Safety / Security

- 6 a Incidents at Community Libraries
 - b Incidents at Central Libraries