



**STAFF REPORT  
INFORMATION ONLY  
With Confidential Attachments**

## Annual Risk Register – Update

**Date:** September 19, 2022

**To:** Toronto Public Library Board

**From:** City Librarian

**Reason for Confidentiality:**

The Annual Risk Register Update (Attachments 1, 2 and 3) considers materials that relate to the security and property of the Board, in accordance with section 16.1(4)(a) of the Public Libraries Act, all attachments are considered confidential and therefore not available for public distribution.

## SUMMARY

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The purpose of this report is to provide the Toronto Public Library Board with the 2022 and future year outlook for the Risk Register. The Toronto Public Library (TPL) has committed to an annual review and updating of the Risk Register, which supports the Board's role in governance and ensures compliance with the Board's Enterprise Risk Management (ERM) Program.

The program supports the Library in building capacity in areas of known risk, helping mitigate risks to an acceptable level; it enables the Library's ongoing growth, innovation and strategic outcomes and allows TPL to take advantage of opportunities to deliver excellent service in innovative ways. Additionally, the program supports a better understanding of the challenges inherent to service delivery, allowing an integrated approach to risk management.

In the 2022 Risk Register outlook, 19 of the 27 risk areas maintained their existing risk score from 2021, six saw an increase in their risk scores and two decreased when compared to 2021.

An updated Risk Register is enclosed with an accompanying explanatory Risk Register Report.

## **FINANCIAL IMPACT**

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A proper Enterprise Risk Management program should result in lower overall financial costs for TPL. The information in this report is an input into the annual capital and operating budget process and appropriate funding is allocated to address and mitigate risk.

The Director, Finance & Treasurer has reviewed this financial impact statement and agrees with it.

## **ALIGNMENT WITH STRATEGIC PLAN**

Toronto Public Library's Strategic Plan 2020-2024: Resilience, Success and Well Being for our City and its Communities, highlights five strategic priorities developed through extensive stakeholder and public consultation:

1. Public Space
2. Digital Inclusion and Literacy
3. Workforce Development
4. A Democratic Society
5. Public Service Excellence

The Risk Management Policy and ERM Program enable the Library to be innovative while managing risks, to maximize opportunities and advance the outcomes of the strategic priorities. Risk management is an integral part of strategic, operational and budget planning. ERM assists the Library in delivering an innovative, effective, and efficient library service in a complex and challenging service environment.

## EQUITY IMPACT STATEMENT

Analyzing, understanding and mitigating external and internal risks to an acceptable level allows TPL to advance strategic outcomes by delivering innovative services and programs which have a positive impact on all equity-deserving groups.

## DECISION HISTORY

At its [December 10, 2018](#) meeting, the TPL Board approved the ERM Program consisting of a Risk Management Framework, Policy, Risk Register and Risk Impact Assessment tool. The Board was updated on the progress and status of the ERM program at the [June 17, 2019](#) Board meeting, the [September 21, 2020](#) meeting, and the [October 25, 2021](#) meeting.

## ISSUE BACKGROUND

The Enterprise Risk Management Program enables TPL to remain accountable while managing risks, to maximize potential opportunities, to facilitate the achievement of strategic and business objectives, and to minimize the adverse effects of risks.

Risk management contributes to the achievement of the Library's strategic objectives and directions through the continuous review of processes and systems that are in place. This is an integral part of the governance framework embedded in TPL's strategic and operational planning processes.

TPL has followed a three-phased approach to enhance risk management capabilities, and the Enterprise Risk Management Program has steadily matured since it was first introduced in 2018.

**Phase I (2018):** TPL introduced the Risk Assessment Process to understand key risks and opportunities. The first Risk Register was established to document risks and included response strategies.

**Phase II (2019):** The annual update in 2019 enabled the maturation of the Risk Management program, with the introduction of the Risk Impact Assessment (RIA) tool for new initiatives and programs.

**Phase III (2020-ongoing):** TPL is working through Phase III of implementation, which embeds ERM into strategic and business planning, service development, and capital

project initiatives to support risk-informed decision making in all areas of the Library's operations.

## COMMENTS

### 2022 Risk Register Update and Future Year Outlook

The 2022 update to the Risk Register followed a thorough review of TPL's external and internal risks to the operating environment. Of the 27 risks in the Library's Risk Register, 6 risks increased, 2 declined and 19 were scored at the same level as in 2021. There were three broad strategies that enabled the achievement of these results:

#### 1. **Maturing of ERM as a program at TPL**

This is the fifth year that TPL has developed a risk register, as part of a maturing ERM process. The ERM program has been fully integrated into the Library's strategic, operational, business and budget planning processes, enabling risk-informed decision-making.

#### 2. **Post-pandemic recovery and integration of change management principles**

TPL responded to COVID-19 by shifting to new digital services in support of remote work where appropriate, and by implementing a phased re-opening plan and re-introduction of in person services, in alignment with health and safety regulations. As a result, the Library was able to deliver relevant services to Toronto residents throughout the pandemic.

Post-pandemic, TPL has focused on improved alignment and monitoring of services, while remaining responsive to customer needs and the latest public health measures, to ensure and support the recovery to pre-pandemic service levels.

The Library continues to use a change management approach to support the internal communications strategy across the organization, to keep all staff updated on operational changes, impacts and the latest health measures. Externally, TPL has engaged in extensive public communication on services available, as well as safety protocols for the public, to support a broad understanding of the changing service environment.

#### 3. **Building organizational capacity**

Throughout the pandemic, TPL has been agile in managing risk while offering innovative service options. With focus on the pandemic recovery effort, the Library continues to increase organizational capacity to mitigate risks and deliver responsive services in a complex and changing post pandemic environment.

The 2022 Risk Register helps capture these changes, and provides an inventory of risk considerations that are relevant to the 2020-2024 Strategic Plan.

## CONTACT

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## SIGNATURE

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Vickery Bowles  
City Librarian

## ATTACHMENTS

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| Attachment 1. | 2022 Risk Register Report (CONFIDENTIAL)  |
| Attachment 2. | 2022 Risk Register Summary (CONFIDENTIAL) |
| Attachment 3. | 2022 Risk Register (CONFIDENTIAL)         |