

Risk	Mitigation
1 Relevance	
a Active Members/Capita	Membership retention project to strengthen relationship with existing cardholders Improved on line communication to members Free library cards Distribution of library cards to students in both school boards Distributing library cards at all events Easy online self-registration
b Customer Satisfaction	Programs designed for biggest impact Enhancing the look and feel of all community libraries Renovations Marketing collections, including themed collections, lighted shelving and “We Recommend” sections at all libraries
c Community Partner Involvement in Programs	Develop successful relationships as a means to create opportunities to partner with others (i.e., Partnerships with CBE is creating opportunities to partner with SAIT and CCSD) Executive leadership energy directed to building and fostering new strategic partnerships
d Service Innovation	Maintain a balance between the number of innovative programs being developed and our capacity to develop them
e Availability of Volunteers	Maintain volunteer background checks Provide training to volunteers Monitor volunteer contributions
2 Finance	
a Fraud	Adherence to policies / procedure Well documented procedures, including: Segregation of duties Purchasing controls Approvals by supervisor (one up) External auditors
b Funding	Transparency and openness with government and other funders Effective, efficient delivery of current services and programs Ongoing dialogue with funders
c Allocation of Resources	Monthly oversight by the Library’s Senior Management Team Quarterly oversight by the Library’s Audit & Finance Committee
d Planned Operating Expenditures	Daily oversight through purchasing and payment controls, including one up approvals Monthly oversight by the Library’s Senior Management Team Quarterly oversight by the Library’s Audit & Finance Committee
e Planned Capital Expenditures	Daily oversight through purchasing and payment controls, including one up approvals Monthly oversight by the Library’s Senior Management Team Quarterly oversight by the Library’s Audit & Finance Committee
3 Operations	
a Building visits	Enhancing the look and feel of all community libraries Increased hours of service Regular safety inspections Building library collections to ensure everyone can find a great read in the Library Increasing in-house programming and special events to entice Calgarians to visit libraries Free meeting rooms for community events, computer availability and wireless access Regular safety inspections Market conditions are regularly monitored to keep library jobs competitive with the overall Calgary market
b Website and catalogue sessions	Implemented new, more attractive and usable catalogue and website Keep content current, updated and relevant New services and collections reflected on website Reducing barriers to e-Resource access for students
c Facility availability	Minimize closures during renovations while maintaining patron safety Respond to unplanned closures in a timely and effective manner Ensure that routine maintenance is up to date and needed repairs are reported and addressed in a timely way
d Relationships with partners in joint facilities	Joint Operating Committees are in place at multi-use sites to prevent issues from escalating Regular meetings initiated between Project Engineer at Calgary Transit (Nicholls Family Library), and the Library’s Service Delivery Manager. Requesting two weeks advance notice from partners for planned facility closures
e Collection meeting community needs	Collection purchases are made in response to member preferences, monitoring the use of the existing collection, and in response to market trends
f Staff engagement level	Online and paper based communication tools are used to distribute information, in addition to frequent face-to-face meetings Sampling of the workforce takes place at regular intervals and issues raised are dealt with at that time. An online suggestion system allows staff to suggest change whenever it occurs to them
4 New Central Library	
a Construction and Commission (based on CMLC Risk Register presented at NCL Steering Committee Meetings)	The Library is an active participant in monthly steering committee meetings where construction and commissioning progress is discussed
b Operational Readiness	Move planning consultant in place Internal readiness committee initiated with representatives from CMLC and the City of Calgary Library cross-departmental transition plan has been developed, and key move-in tasks have been shared with CMLC and COC
c Status of service/program development per Priority 1 plan	NCL plan for innovation updated monthly Implementation plan updated regularly Trialing innovative projects, such as the Create Lab and Campus Calgary Collaborative Work Teams Joint Service Design and Service Delivery project management teams Biweekly check-ins on project status
5 Security	
a Incidents at Community Libraries	Focused staff training on Safety and Security and Working with Vulnerable Populations Revised and updated Problem Situation Guide and Emergency Response Plan New industry standard incident reporting software being implemented Stricter application of the Library’s Code of Conduct Employment of a City of Calgary Security Advisor, whose sole focus is the Library system Developing closer relationships with Calgary Police Service and other law enforcement agencies Extensive work implementing Crime Prevention through Environmental Design elements, many of which were recommended by CPS Improvements to performance of security contractor, including more effective deployment of guards in multiple locations Concentrated efforts to bring new and diverse demographics to Central Library through extensive programming and community events Community engagement in the Beltline to explore, identify and implement new programs and features at Memorial Park Library to promote pro-social activities in the Library Bannings are now communicated to shared facilities, at which point facility wide bannings are then put in place Increased guard deployment at Nicholls Family Library Locked bathrooms at both Nicholls Family Library and Memorial Park Library Security guards from Central now cover shifts at community library locations, helping to identify banned persons before they enter the library The Library is collaborating with stakeholders around Westbrook Mall to develop joint security strategies CCTV camera is live on the front door of Central (monitored by the City and CPS) The Library is developing relationships with the CPS Aboriginal Liaison Officer All Library Guards are participating in Aboriginal Awareness training offered by Gaurda All security personnel have participated in non-violent crisis intervention refresher training General personal safety training for staff added to regular training Library staff have participated in CPS training on large event security protocols, active assailant fentanyl awareness, and safe consumption sites Critical incident procedures have been added to the problem situation guide Forest Lawn has new cameras and cameras were added at Sage Hill. All upcoming library renovations and new libraries will have a standard set of cameras placed New cameras at Nose Hill Increased security hours at Nicholls Family Library Security contractor contacted re training for security to administer naloxone Safety and security professional learning sessions for staff Security participated in select library training sessions during accelerator week Westbrook stakeholder meetings initiated
b Incidents at Central Library	