

## Waste Services Risk Overview

The following table identifies the top risks for the Waste Services Branch.

RISK CATEGORY	RISK DESCRIPTION	INITIAL RISK SCORE	MITIGATIONS	RISK SCORE ADJUSTED FOR MITIGATION
<b>Financial Stewardship</b>	Increased capital and operating expenses due to deteriorating infrastructure, reduced operational efficiency and requiring capital upgrades	20 high	<ul style="list-style-type: none"> <li>Develop a comprehensive asset management program</li> <li>Conduct annual facility condition assessments</li> <li>Implement a rigorous preventative maintenance program</li> </ul>	6 low
<b>Financial Stewardship</b>	Declining non-rate and commercial revenues as several programs including C&D, Commercial Collections and Biosolids undergo substantial programmatic changes. Also declining MRF revenue in response to global economic forces.	16 high	<ul style="list-style-type: none"> <li>Non-regulated program losses are mitigated through the Financial Stabilization Reserve (FSR) loan</li> <li>Re-negotiate contractual rights and obligations with customers/vendors</li> <li>Implement comprehensive cost avoidance protocols</li> </ul>	9 medium
<b>Environmental Stewardship</b>	Environmental regulatory non-compliance can lead to fines and revocation of licenses by Alberta Environmental Park Services and includes programs such as Clover Bar Landfill	16 high	<ul style="list-style-type: none"> <li>Processes in place to proactively identify environmental releases</li> <li>Work collaboratively with Alberta Environment &amp; Parks on all regulatory permits and reports</li> </ul>	6 low
<b>Occupational Health and Safety</b>	Inadequate safety measures on Waste Services sites may result in injury of staff and customers, predominantly in high risk operational areas	16 high	<ul style="list-style-type: none"> <li>Creation of a Waste Services Safety Culture Task Force</li> <li>Extensive front-line engagement and participation</li> <li>Procedural rigor increase (root cause analysis, incident reporting, equipment and safety training)</li> <li>Enhanced management expectations and accountability</li> </ul>	8 medium
<b>Technology</b>	The waste to biofuels equipment is aging and requires upgrade or replacement. Cutting edge technology is usually connected with high financial and operational risks	16 high	<ul style="list-style-type: none"> <li>Discuss options with Enerkem</li> <li>Conduct annual facility condition assessment</li> <li>Implement a rigorous preventative maintenance program</li> </ul>	9 medium
<b>Environmental Stewardship</b>	Accidental release to air, ground, water that can cause adverse effects to the environment and residents by compromising Branch's legal and regulatory obligations	16 high	<ul style="list-style-type: none"> <li>Maintain inspections of all facilities, infrastructure and Envisio system</li> <li>Provide adequate training to staff to report and deal with spills</li> <li>Implement odour management strategy</li> </ul>	9 medium

**Attachment #3**

<b>Project Management</b>	Integration of the Anaerobic Digestion Facility into waste processing operations could fail causing an operational disruption and increased budget requirement. Increased impact on the risk due to decommissioning of the ECF	16 high	<ul style="list-style-type: none"><li>• Develop a diligent project control plan in place</li><li>• Develop a new ECF/organic facility strategy</li></ul>	12 medium
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