

## Administrative Response to Waste Services Audit

<b>City Operations Administrative Response to Waste Services Audit Recommendation and Implementation</b>			
<b>Recommendation</b>	<b>Actions to Address Recommendation</b>	<b>Planned Implementation Date</b>	<b>Responsible Party</b>
<u>Recommendation 1:</u> The OCA recommends that the Waste Services Branch Manager develops and implements a formal Performance Measurement Framework procedural document, reviews performance measure targets, and reviews calculation methodologies to ensure they provide reliable, comparable, and consistent information to support management decision-making and demonstrate achievement of Corporate and Branch goals.	A new Waste Strategy is currently under development scheduled to be presented to the Utility Committee in Q1 2018. This new strategy will align new outcomes, measures and targets which will follow a formal Performance Measurement Framework. Waste Services is in the process of developing a set of management and analytic processes, that will include formal procedural documentation that will clearly define the roles, responsibilities, accountabilities, calculation methodologies and targets to ensure information reported is effective for evidence-based decision-making.	December 31, 2018	Branch Manager, Waste Services

<p><u>Recommendation 2:</u> The OCA recommends that the Waste Services Branch Manager develops and implements a formal process to regularly monitor and report on the operational performance of the waste processing facilities. This includes but is not limited to the development of cost-effectiveness metrics for each waste processing facility and the EWMC site.</p>	<p>In 2017, work has been completed, in conjunction with the Business Performance and Customer Experience branch, to define operational performance measures as part of the development of a formal Performance Management Framework. As part of the Performance Management Framework (see Management Response to Recommendation 1), Waste Services is developing and will implement a comprehensive operational Performance Management system capable of proactively assessing the financial and operational health across all facilities and sites.</p> <p>Key to the Waste Services Performance Management Framework in 2017 was the development of Waste Services outcomes and measures at the service level. Next steps, scheduled for Q2 2018, will be the development of measures at the sub-service and facility level which will be regularly reported to and monitored by management and branch leadership to ensure Waste operations, including waste processing facilities, meet performance expectations.</p>	December 31, 2018	Branch Manager, Waste Services
<p><u>Recommendation 3:</u> The OCA recommends that the Waste Services Branch Manager develop a formal regulated versus non-regulated cost and revenue allocation methodology and procedural document to ensure the cost and revenue allocation is reasonable, reliable, and consistent.</p>	<p>Waste Services will formalize the cost and revenue allocation model developed and implemented in 2011 to ensure accurate, reliable and consistent revenue and expenditure allocations between regulated and non-regulated activities. Formal documentation will include procedures to ensure monthly residential waste rates continue to be equitably maintained.</p>	July 31, 2018	Branch Manager, Waste Services
<p><u>Recommendation 4:</u> The OCA recommends that the Waste Services Branch Manager as part of its</p>	<p>The task of implementing the waste hierarchy in waste management practices within a country may be delegated to the different levels of government (national, regional, local)</p>	February 28, 2019	Branch Manager, Waste Services

<p>strategic update:</p> <ul style="list-style-type: none"> <li>• Works with Council and/or other levels of government to develop new waste prevention strategies to achieve better alignment with the Waste Hierarchy, and</li> <li>• Consider program components of other municipalities with similar waste reduction and diversion goals.</li> </ul>	<p>and to other possible factors including industry, private companies and households. Local and regional authorities can be particularly challenged by issues outside of their direct control.</p> <p>Waste Services will strengthen the components of its Waste Strategy to include a formal Waste Prevention Framework that will increase focus on waste reduction and reuse. Enhancements to the Waste Strategy and development of the framework will be based on a comprehensive jurisdictional scan of other comparable municipalities and will include promoting public awareness of waste prevention, and emerging best practices regarding the diversion of organic, recyclable and compostable materials from the garbage stream.</p> <p>Waste Services will work with the Utility Committee and Council in an effort to influence other levels of government to introduce new or modify existing legislation.</p>		
<p><u>Recommendation 5:</u> The OCA recommends that the Waste Services Branch Manager designs and implements a process to ensure that information presented in business cases is complete, accurate, supported and retained to ensure Council and/or Utility Committee can make informed decisions impacting waste services. This process should align with corporate wide standards to support the development of strong business cases.</p>	<p>In mid-2017, during the 2018 Utility Rate Filing, Waste Services identified the need for establishing greater discipline in capital program management, such as reviewing templates and developing procedures to ensure that Business Cases are consistent with the corporate Project Management Centre of Excellence standard. Documentation and implementation of these procedures will ensure Business Cases have clearly defined cases for change, comprehensive accounts of viable options and associated risks and rigorous, analysis-based recommendation sufficient to enable fully informed decision-making. Also included in the process is a new series of reviews by stakeholders, such as Integrated Infrastructure Services, Finance, Business Performance and Customer</p>	<p>June 29, 2018</p>	<p>Branch Manager, Waste Services</p>

	Experience and Law, prior to final approval by Branch Leadership.		
<p><u>Recommendation 6:</u> The OCA recommends that Waste Services Branch Manager ensures branch project management processes align with the corporate processes to ensure projects provide value-for-money and demonstrate sound stewardship.</p>	<p>Waste Services is in the process of establishing and implementing a Branch-wide project initiation, priority evaluation and decision making process to identify, recommend and manage future projects to align well with the Branch's investment and budget priorities. Waste Services has been working with City Operations Department's Business Performance and Customer Experience Branch and Integrated Infrastructure Services (IIS) Department's Project Management Centre of Excellence to establish a Waste capital management framework.</p> <p>Additionally, Waste Services has worked closely with the Integrated Infrastructure Services Department to align to the Capital Project Governance Policy C591 and adopt the Project Development and Delivery Model. Moving forward, projects will be managed per the corporate processes (Project Management Reference Guide and Project Development and Delivery Model) under the stewardship of Integrated Infrastructure Services. Waste Services has enrolled all key staff in the Checkpoint Orientation Sessions and will ensure continued and consistent participation in Capital Growth Project sessions with Integrated Infrastructure Services.</p>	December 31, 2018	Branch Manager, Waste Services
<p><u>Recommendation 7:</u> The OCA recommends that the Waste Services Branch Manager defines and documents a condition assessment and data verification procedures. These procedures should indicate when and how assets are assessed or inspected</p>	<p>In November 2017, Waste Services established dedicated asset management staff within the Technical Services section. In collaboration with corporate partners (Integrated Infrastructure Services, Facility &amp; Fleet Services, IT etc.), Waste Services is in the process of developing and implementing a condition assessment and data verification procedure. The procedure will outline the Branch Asset</p>	June 30, 2018	Branch Manager, Waste Services

and who is responsible to verify the data. There should be collaboration on asset condition reporting between maintainers, operators, and technical services.	Management Framework and Plan, clarify roles and responsibilities between Waste Services and corporate partners, as well as different business areas within the Branch. When fully implemented, Waste Services will maintain a listing of all Branch assets, their condition, useful life, replacement value, and how critical they are to continue daily operations as well as schedules for ongoing asset condition inspections and replacement.		
<p><u>Recommendation 8:</u> The OCA recommends that the Waste Services Branch Manager establishes formal maintenance process documentation and clarifies maintenance roles and responsibilities in accordance with Administrative Directive and Procedure “Maintenance of City Owned Facilities”. In addition:</p> <ul style="list-style-type: none"> <li>• Project managers should have a template or checklist for preventative inspections that need to be carried out on their facilities (additional oversight); and</li> <li>• Waste Services should be custodian of the maintenance records of facilities and critical equipment.</li> </ul>	Oversight for facility maintenance plan, schedule and activities will be formally shifted to Fleet and Facility Services (FFS). Waste Services will collaborate with FFS staff to set roles and responsibilities, define maintenance levels, prepare the required templates/forms as well as create the required records management system. Primary responsibility and accountability for the maintenance of Waste specific equipment will also be transitioned to FFS, with ongoing reporting being provided to the Waste Management team. The maintenance plan on the Waste speciality equipment will be managed as part of the Waste Branch asset management practice.	December 31, 2018	Branch Manager, Waste Services