

Risk Assessment

Risk Element	Risk Description	Likelihood	Impact	Risk Score	Current Mitigations	Potential Future Mitigations
Environmental	<p>Policy standards not aggressive enough to meet the City buildings' emissions targets in the corporate GHG management plan; and</p> <p>Energy and GHG emissions not sufficiently managed in design and operation of smaller or unconventional buildings (e.g. LRT stations, etc.)</p>	4 - Likely	5 - Worst Case	20 - High	<p>More frequent update of above code energy standards;</p> <p>Existing GHG Management Plan;</p> <p>Energy Management Program;</p> <p>Implementation of Energy Transition Strategy;</p> <p>Ongoing monitoring of emerging policies in other jurisdictions;</p> <p>Develop procedures for achieving energy efficient and sustainable design of smaller; and non-conventional buildings that are exempt from meeting the policy standards.</p>	<p>Update of the City Operations GHG Management Plan, includes:</p> <p>aim to set target to meet aggressive annual heating demand standards in the near future and only use zero / low carbon fuel source;</p> <p>Implement green electricity purchase strategy;</p> <p>Aggressively scale up investment in energy efficiency in existing City building; and</p> <p>Identify / implement GHG mitigation strategies specific and relevant to smaller and or unconventional building / structures;</p>
Employees	Building occupants do not operate the buildings in a manner that is energy conserving;	4 - Likely	4 - Severe	16 - High	<p>Energy literacy programs and building-specific energy management plans to be rolled out by Office of Energy Management (e.g. Energy 101); and</p> <p>Energy benchmarking and reporting;</p>	<p>Operators to be engaged in update of City operations GHG Management Plan; and</p> <p>Behavioural audits to be included in Energy Management Programs.</p>
Service / Professional Liability	Substandard quality; inability to meet the policy standards efficiently and effectively;	2 - Unlikely	3 - Major	6 - Low	<p>Strengthen RFP process to hire consultants with the right expertise and experience;</p> <p>Provide well-developed scope of work; and</p> <p>Project QA/QC processes; enhanced commissioning.</p>	<p>Further enhance QA/QC processes specific to high performance building envelope (e.g. infiltration testing; better modeling for thermal bridging).</p>
Technology / Equipment	Deploy equipment that could become obsolete or more	3 - Possible	2 - Moderate	6 - Low	New policy standard to emphasize passive design / high quality building envelope to	Further refine / improve sustainable return on investment methodologies that

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	costly to operate or maintain (e.g. due to future fuel price volatility).				minimize impact of future fuel price; and Require design options to be supported by lifecycle cost benefit analysis that considers future trends (e.g. fuel cost, carbon levy).	internal the cost to City corporation and not just costs associated with O&M of buildings.
Public perception	Poor understanding of environmental outcomes, thinking that it is a waste of money;	4 - Likely	1 - Minor	4 - Low	Energy Transition Advisory Committee members to promote the policy changes; and Good communication strategy.	Develop / implement Green building education tool kit; and Incorporate green building elements into community outreach events for new City facilities.