Present were: Chair T. Galloway, L. Armstrong, J. Brewer, T. Cowan*, R. Deutschmann, J. Haalboom, R. Kelterborn, C. Millar, J. Mitchell*, K. Seiling and S. Strickland*

Members absent:  D. Craig, B. Halloran, G. Lorentz, J. Wideman and C. Zehr

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

None declared

DEPARTMENTAL PRE-BUDGET PRESENTATIONS

a) Human Resources

Penny Smiley, Commissioner, Human Resources, provided a presentation to the Committee; a copy of the presentation is appended to the original minutes. She provided an overview of the scope of services, legislative compliance requirements, the various services and programs supported and provided by staff, as well as the operating expenditures and revenues.

* J. Mitchell joined the meeting at 10:33 a.m.

P. Smiley shared statistics related to the number of Regional employees, job classes, collective agreements, new-hire applications and in-house training sessions. She stated that the data indicates a growing trend towards an aging workforce and she provided retirement projections, concluding that within the next 5 years, 25% of the Regional workforce will be eligible to retire. She outlined a number of initiatives that are being undertaken to address this trend.

* S. Strickland joined the meeting at 10:35 a.m.

She noted the initiatives that are being developed and implemented for organizational effectiveness and efficiency including succession planning; employee engagement; a safety management system; and, enhanced e-services. She stated that the key issues for the department are staff demographics, legislative changes, labour relations jurisprudence and capacity issues.

She responded to Committee questions regarding assistance provided to the Waterloo Region Police Services employees, initiatives to address the retirement projections and to encourage the development and advancement of current staff, and to encourage both gender and diversity equality in the hiring practices. She also responded to Committee questions about internal and external training program facilitators; the identification of training needs; student employment statistics; and, processing times for internal and external staff hires.
REQUEST TO REMOVE ITEMS FROM CONSENT AGENDA

There were no requests to remove items from the Consent agenda.

MOTION TO APPROVE ITEMS OR RECEIVE FOR INFORMATION

MOVED by R. Kelterborn
SECONDED by S. Strickland

THAT the following item be received for information:

- F-13-089, 2013 Regional Volunteer Tax Clinic

CARRIED

REGULAR AGENDA RESUMES

REPORTS – CORPORATE RESOURCES


David Roewade, Environmental Sustainability Planner, provided a presentation to the Committee; a copy of his presentation is appended to the original minutes. He stated that increased levels of carbon dioxide directly correlate with global temperature changes and that the results have been evident in recent intense weather patterns in North America and in the Region.

* T. Cowan left the meeting at 11:02 a.m.

D. Roewade stated that the Region has the opportunity to reverse the trend and reduce Green House Gas (GHG) emissions. He stated that an emissions inventory has been done; he identified the sources of emissions and provided an overview of the action plan and payback periods within asset life. He outlined the impact of completed actions to reduce GHG emissions and provided data about forecasted and current emissions.

* T. Cowan returned to the meeting at 11:09 a.m.

A Committee member expressed concern about land application of biosolids and whether the target is achievable given that biosolids is a large part of the 10% reduction strategy and that the Biosolids Master Plan has been deferred. In response, Thomas Schmidt, Commissioner, Transportation and Environmental Services, advised that the data for reduction also includes waste and wastewater management. He advised that a fair amount of local biosolids are being land applied.

T. Galloway proposed that the Committee ask staff for clarification about data available related to biosolids.

Mike Murray, Chief Administrative Officer, stated that there are a number of programs involved in the waste and biosolids portion of the pie depicted in the staff presentation and suggested that D. Roewade could provide more information for the upcoming Council meeting.

In response to a Committee question about the LED pilot study on Weber Street in Kitchener, T. Schmidt advised that the Region is implementing a pilot study due to concerns with LED lighting performance.
In response to a Committee question about the financial implications related to the reduction strategy, D. Roewade stated that in many cases, the initiatives are self-funded or part of base budgets but there might be some features, such as street lights, where a capital investment will be required.

MOVED by T. Cowan
SECONDED by J. Mitchell

THAT the Regional Municipality of Waterloo adopt an enhanced target to reduce greenhouse gas (GHG) emissions from Regional Operations at an absolute level of 10% below 2009 levels by the year 2019 as described in report CR-FM-13-015 dated October 1, 2013;

AND THAT this report be forwarded to FCM Partners for Climate Protection (PCP) program and Sustainable Waterloo’s Regional Carbon Initiative for formal acknowledgement and recognition.

MOVED by R. Deutschmann
SECONDED by J. Haalboom

THAT report CR-FM-13-015 be deferred to the Council meeting on October 9, 2013 so that staff can provide additional information about the impact of biosolids on the proposed GHG reduction targets.

CARRIED

b) CR-FM-13-017, Pre-Budget Approval for 2014 Vehicle Procurement

Rick Ellig, Manager, Fleet Services, responded to Committee inquiries regarding the impact of the proposed procurement deferral on the following year’s budget and the review of the vehicle life-cycle replacement assessment process, summarizing the deferral review process and indicating that the intention is to revise the assessment towards a more regular review. He also clarified that the replacement assessment includes a review of the maintenance cycle.

In response to a Committee question about the financial impact on contributions to the Vehicle Reserve Fund, Craig Dyer, Chief Financial Officer, stated that the deferral won’t affect contributions to the reserve fund but if the life cycles change, the funding strategy will require a reevaluation and adjustment.

MOVED by K. Seiling
SECONDED by R. Kelterborn

THAT the Regional Municipality of Waterloo approve a pre-budget expenditure not to exceed $2,457,000 for the purchase of 13 vehicles and equipment to replace those listed in Appendix A of report CR-FM-13-017 dated October 1, 2013, which are scheduled for replacement in 2014 in the Ten Year Capital Plans of various departments, to be funded from the appropriate vehicle/equipment reserves.

CARRIED

OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking List was received for information.
NEXT MEETING – October 22, 2013

ADJOURN

MOVED by L. Armstrong
SECONDED by J. Haalboom

THAT the meeting adjourn at 11:36 a.m.

CARRIED

COMMITTEE CHAIR, T. Galloway

COMMITTEE CLERK, S. Natolochny
Human Resources Department

Pre Budget Presentation
Human Resources Department
Scope of Services

• Legislative Compliance
  – Employment Standards Act
  – Ontario Labour Relations Act
  – Ontario Human Rights Code
  – Ontario Health and Safety Act
  – Workers' Safety and Insurance Act
  – Revenue Canada
  – AODA (Employment Standard)
  – Bill 168 (Policy and Procedure, Investigations, Violence Risk Assessment and Mitigation)
EMPLOYEE SYSTEMS AND SERVICES:
• Recruitment and Retention of Staff
• Compensation
• Benefits
• Job Evaluation
• Human Resource Information and Time and Attendance Systems
EMPLOYEE AND ORGANIZATIONAL EFFECTIVENESS:

• Human Resource Policies and Procedures
• Employee Diversity and Inclusion
• Human Right/ Harassment Policy
• Performance Development and Management
• Leadership Development
• Training and Development
• Change Management Services
EMPLOYEE RELATIONS:

- Worker Safety and Insurance Benefit Administration
- Return to Work and Modified Work Program
- Consulting Services (Health and Safety, Labour and Employee Relations)
- Fleet Safety and Accident Review
- Collective Agreement Negotiation
- Grievance and Arbitration
- Interest Arbitration
Human Resources Department
Operating Expenditures ($7.3 M)

2013 Budget ($000's)

- Employee Compensation: $5,477 (75%)
- Internal Charges: $338 (5%)
- Contracted Services: $734 (10%)
- Materials: $310 (4%)
- Debt Servicing: $391 (5%)
- Reserve Transfer: $54 (1%)

Total: $7,300
Human Resources Department
Operating Revenues ($7.3 M)

2013 Budget ($000's)

- Tax Levy $4,388 60%
- Recoveries (Internal & External) $1,372 19%
- Grants $678 9%
- Reserves $866 12%
46 FTEs in the HR department at 150 Frederick as well as more than 10 other work sites

3,254 employees

995 individual job classes

27,361 applications in 2012 for 1760 hires

22,182 applications to date in 2013

Provided 25,034 hours of in-house training
Human Resources Department
Facts and Figures

• 73% of our staff is unionized
• 10 collective agreements with 6 different unions
• 15 Joint Health and Safety Committees and 15 Health and Safety Representatives
• 360 Health and Safety inspections of Region worksites each year
• Turnover Rate
  – In 2012, 4.1% which is slightly below the provincial average

• Average Days to Hire
  – In 2012, 46 days (provincial average - 56 days)

• New Hire Turnover
  – In 2012, 0.54% which is half the provincial average
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<thead>
<tr>
<th>Demographics – Employee Age</th>
<th>2013</th>
<th>2016</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td>Less than 50 Years</td>
<td>55%</td>
<td>43%</td>
<td>37%</td>
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<tr>
<td>50 to 65 Years</td>
<td>44%</td>
<td>52%</td>
<td>53%</td>
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<tr>
<td>Over 65 Years</td>
<td>1%</td>
<td>5%</td>
<td>10%</td>
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## Demographics – Retirement Projections

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<th>2018</th>
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<td>116</td>
<td>292</td>
<td>412</td>
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Human Resources Department
Value Proposition – Effectiveness and Efficiency

- Organizational Development
- Leadership Capacity Building
- Employee Engagement
- Safety Management System
- E-HR – Online Human Resources Services
Human Resources Department

Issues

• Demographics – Ageing Workforce
• Legislative Changes
• Labour Relations Jurisprudence
• Capacity Issues
  – In the last 10 years
    • Region staff has grown by 26%
    • HR Department has grown by 13%
Progress Report: Region of Waterloo's Corporate GHG Emission Reduction Plan

Presented by: David Roewade, Sustainability Office

Presented to: Regional Council, Administration and Finance Committee - October 1, 2013
Presentation outline

1. Emissions and Climate Change

2. RoW Corporate GHG Action Plan: achievements to date

3. Re-assessment of reduction target

4. Next Steps
CO2 in the Atmosphere

Atmospheric CO₂ at Mauna Loa Observatory

Scripps Institution of Oceanography
NOAA Earth System Research Laboratory

PARTS PER MILLION


YEAR
Global and Continental Temperature Changes

- Observed mean temperature
- Temperatures expected from natural external forcing
- Temperatures expected from greenhouse gas forcing

(IPCC - WG1, 2007)
Extreme Daily Precipitation (mm) – Waterloo Region

July 16, 2005
112.5 mm
Reversing the Trend

WE NEED TO MAKE A DIFFERENCE IN THIS LIFETIME, Decade

You are Here

2009  2019
Goal of GHG Action Plan

To reduce GHG emissions of operations while continuing to provide high quality community programs and services to a growing population.

- Other components include:
  - Emissions inventory
  - 10 year forecast
  - Action plan and reduction target
RoW Corporate GHG Emissions by Activity Source: 2009 (re-assessed)

- Just over 1/2 of emissions from landfill/biosolids
- 1/4 from Fleet incl. GRT/contracted garbage trucks
- Almost another 1/4 from facilities, traffic/streetlights
Approach to Corporate Action Planning

- Energy efficiency and conservation within Regional facilities and streetlights
- On-site generation of renewable power
- Management of Methane emissions at the landfill
- Greening the Regional fleet/transit and reducing employee business travel
- Improvements to wastewater treatment and biosolids management processes
Payback Periods within Asset Life

- Building lasts several decades
- HVAC upgrades
- 6 New LEED Buildings

e.g. Furnaces last 15 – 20 years
Impact of Completed Actions: 2010 - 2012

- **Annualized Totals:**
  - 25,000 Tonnes in GHG reductions
  - Energy/Fuel Savings = $385,000
  - Solar FIT Revenue: $178,000

- **Other benefits:**
  - Reduced local air pollution from vehicles
  - Creation of renewable energy within facilities
  - Reduced odour from landfill and conserved capacity due to organics diversion
Forecasted and Current Emissions

- **Base year emissions (current target)**
- **Business As Usual Forecast (no actions implemented)**
- **Current Action Plan Implemented**
- **10% Reduction (from Asset Management/Energy Plan)**
- **20% Reduction (from new innovative and large projects)**

**2011:** -15%

126,057 Tonnes GHG
Sources of Emission Reductions: 2009 - 2019

10% reduction from forecasted emission levels = 47,175 Tonnes

- Waste / Biosolids Management: 30,000
- Specific Energy/Fuel reduction initiatives: 10,000
- Asset Mgmt. and Energy Plan: 7,175
<table>
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<th>City or Region</th>
<th>Old Target</th>
<th>Measured Performance</th>
<th>New Target</th>
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<tr>
<td>North Vancouver</td>
<td>-5%</td>
<td>-5%</td>
<td>-25%</td>
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<td>-20%</td>
<td>-7%</td>
<td>-30%</td>
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<td>Edmonton</td>
<td>1990 levels</td>
<td>+24%</td>
<td>-20%</td>
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<td>Richmond Hill</td>
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<td>Hamilton</td>
<td>-10%</td>
<td>-16%</td>
<td>-20%</td>
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<tr>
<td>Fredericton</td>
<td>-20%</td>
<td>-17%</td>
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Next Steps

• Submit progress report to FCM and Sustainable Waterloo Region – for milestone recognition and increased local profile

• Continue to work with RoW interdepartmental committees:
  – Corporate Energy Planning
  – Asset Management
  – Master Plan reviews
Optional slides:

• Municipal Achievements by PCP Milestone

• Marginal Abatement Cost Curves
Marginal Abatement Cost Curves

Projects that save $$:
- telematics,
- idling reduction
- right-sizing,
- central fleet pool,

Biodiesel options

GRT Hybrid Buses

Cost ($)/tonne CO2e vs. tonnes CO2e