

HR ANNUAL REPORT

Kim Ramsay
Chief Administrative Officer

Date: As of December 31, 2023



EAST HANTS
We live it!

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Executive Summary

2023 was a year of continuing to support the growth of our community and executing on Council's Strategic Plan. This year, alongside new facility builds, facility renovation projects, real estate and development activities, expansion of playgrounds and parks, and the release of new or improved services and programs, the Municipality was also ensuring business continuity and supporting re-building after emergencies and extreme weather events - including catastrophic wildfires and flash flooding.

Internally, we continued to see a slowing of "the Great Resignation" and were able to focus on the growth of our human resources to meet the needs of the community, as well as succession planning for retirements of long-service staff. Our organization had a total of 22 recruitments for full-time equivalent positions take place, with the majority of roles being internal transfers, planned employee leaves, promotions, and new budgeted positions.

In 2023, our human resource efforts were focused on corporate excellence activities including developing a Customer Service Strategy, standing up an Equity, Diversity, and Inclusion Committee, accessibility related training and activities, developing and implementing succession plans for several roles that were vacated due to retirements, a focus on individualized training opportunities, process improvements for HR related activities through existing and new technology, benefits improvements and new additions for our employee retention and attraction strategies, and supporting the growth of our team through recruitment of new budgeted positions.

After the flash floods in July of 2023, the damage and closure of the East Hants Aquatic Centre sadly led to job loss for 70+ of our casual staff who held roles as Lifeguards, Customer Service Representatives, Instructors, Sports Coaches, and Trainers. Several staff were re-employed until the end of the summer to fill seasonal roles in Recreation and Tourism. It is our hope that most or all of our aquatics staff choose to return to our team upon the re-opening of the Aquatic Centre in 2024.

The upcoming year will be a focus on managing an election cycle, staffing new budgeted positions, managing the next Employee Engagement Survey, re-opening of the East Hants Aquatic Centre, activities around the Customer Service Strategy, a focus on accessibility, and more progress around diversity and inclusion. The year will also continue our focus on succession planning and professional development as we continue to plan for the transition of the 26% of our workforce who are eligible for retirement in the near future or who will be eligible within the next 10 years.

Introduction

By policy of Council and in accordance with provisions of the Municipal Government Act (MGA), the Chief Administrative Officer (CAO) has the authority and responsibility for the management of the Municipality's human resources. In practice, the CAO is responsible for the Municipality's Human Resource policies and Health and Safety Program which govern employees' day-to-day work environments and benefits. There are three primary objectives in the area of human resource management as we strive to have the Municipality viewed as an employer of choice:

1. Create a corporate culture and work environment of engagement (learning environment, work-life balance, career opportunities, mentoring, coaching);
2. Ensure the compensation and benefits package is fair and competitive; and,

3. Plan for the future.

This report provides a review of the activities related to the management of the Municipality’s Human Resources over the past year, proposed projects and budgets for the coming year, and a long-term projection for the requirement of human resources into the future.

Overview of Human Resources in 2023

Current Staffing Complement

The total staffing complement for the Municipality as of December 31, 2023 is **89 full-time equivalent** staff.

In addition to the chart below, 5 roles are currently vacant. 2 (two) roles have been filled with successful recruitments and the new employees will be starting work in early 2024 (Civil Engineering Technician, Sustainability Coordinator). Recruitment is underway for 1 (one) Heavy Equipment Operator, 1 (one) Policy Analyst, and 1 (one) Aquatics Coordinator.

When operational, the East Hants Aquatic Centre employs approximately 73 casual staff including Customer Service Representatives, Lifeguards, Trainers, and Swim Instructors. Our seasonal staffing complement for Summer 2023 was 23.5 seasonal workers.

Table 1 below provides a summary of the number of **filled** full-time equivalent positions as of December 31, 2023.

Table 1

**Staff Complement Summary by Department (Filled positions)
December 31, 2023**

Department	2021	2022	2023
Office of the CAO	6.6	6.6	6.4
Corporate Services	10.4	10.4	10.6
Finance	11	11	13
Planning & Development	9.65	11.65	14.65
Parks, Recreation & Culture	12.35	14.35	14.35
Infrastructure and Operations	21	23	25
Total	71	77	84

Employee Demographics

Many of the demographics are now reflecting the shift of a workforce of long-service employees who have retired or are eligible to retire in the near future, to a workforce that is 50% comprised of newer staff who have been with the Municipality less than 5 years, and more mid or early-career professionals. Our longer-service employees continue to share their professionalism, knowledge, experience, and expertise as we move through this transition of our workforce.

We will continue to see this shift as we move through the coming years of staff who are eligible or are near eligible for retirement. Continued focus on succession planning, coaching, and mentoring will remain key for the near and far future.

Years of Service

Years of service statistics reflect the major trends in the greater Canadian workforce over the past several years: Knowledge transfer of staff who are eligible or are near eligible for retirement to newer staff; the “Great Resignation” movement in 2021; and the overall new growth of the team to keep pace with the growth of our community.

Less than 5 years of service:	50%
5-10 years of service:	18%
10+ years of service:	32%

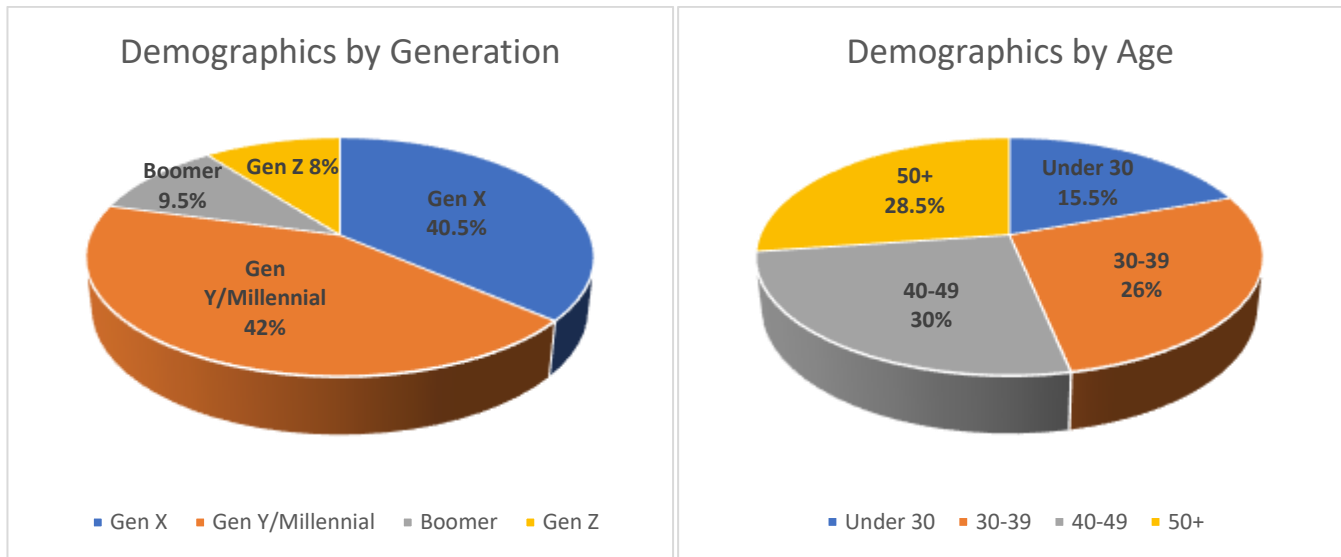
Age

The average age of a municipal employee is forty-two (42) years old with 28.5% of the employees being fifty (50) years or older (See Diagram 1).

Generational Demographics

As outlined in Diagram 1, the Municipality has four (4) generational groups in the workplace. Generation X and Generation Y/ Millennial currently make up the majority of the workforce - 82.5%.

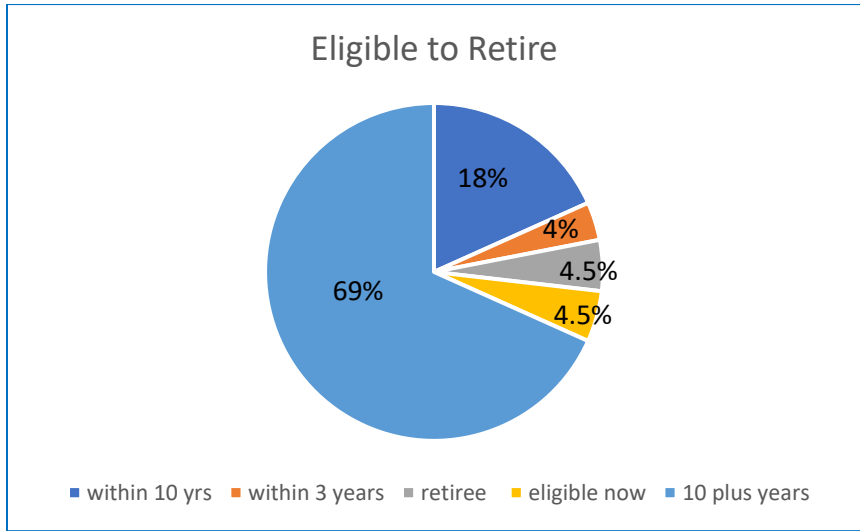
Diagram 1 - Generations and Age (2023)



Retirement

As of December 31, 2023, there were (4) employees eligible to retire with an unreduced pension, three (3) employees who will be eligible to retire within the next three (3) years, fifteen (15) employees eligible to retire within the next ten (10) years, and four (4) employees who have retired and are working for the Municipality as a second career.

Diagram 2 - Retirement Eligibility (2023)



Eligible to Retire	No.
within 10 yrs	15
within 3 years	3
retiree	4
eligible now	4
10 plus years	58
Grand Total	84

Recruitment Activities

During 2023, 22 full-time or term recruitments were carried out or were in progress as of December 31. This included four (4) positions due to retirements or upcoming retirements, eight (8) new positions, one (1) to fill a promotion, two (2) to fill transfers, one (1) Maternity Leave, and six (6) due to departing employees.

In addition, in 2023, the Municipality hosted two unpaid interns from NSCC Programs, and 1 intern paid through the program from the Clean Foundation.

Recruitments were conducted to fill twenty-three and a half (23.5) seasonal positions. Recruitments were also conducted to fill casual positions including Building Maintenance Technician, Lifeguards, Swim Instructors, and Customer Service Representatives.

The Municipality received funding for six (6) seasonal positions through the federal Canada Summer Jobs program in Tourism and Recreation.

Retention Rate

Retention rate is the percentage of new employees who stay with the Municipality for a minimum of two years. In 2023, the Retention rate was 86%. i.e. 2 employees who were hired in 2021 are no longer with the Municipality.

Year	Retention Rate
2023	86%
2022	97%

Turnover Rate

The turnover rate is the percentage of employees voluntarily exiting the Municipality in 2023. The voluntary turnover rate in 2023 was 6%. Reasons included 2 retirements, 2 returning to school, and 1 personal/family reasons.

According to the most recent Mercer Survey, the average voluntary turnover rate in Canada across all organizations in 2023 was 15.5%.

Year	Turnover Rate
2023	6%
2022	7%
2021	14%

Table 3 shows a list of recruitment activities that took place between January 1, 2023 and December 31, 2023:

Table 3 Recruitment Activities as of December 31, 2023

Department	Position	Vacancy Reason
Office of the CAO	Business and Legislative Administrator	Maternity Leave
Corporate Services	Policy Analyst Sustainability Coordinator Asset Coordinator Records Management Seasonal support (1)	Departure New New Seasonal
Finance	Manager of Accounting Finance Administrator Director of Finance Revenue Coordinator Accounts Payable-Accounting Coordinator Finance intern (NSCC)	Departure Retirement Retirement Promotion New Internship 6 weeks
Planning & Development	Building Official Planning and Development Technician Development Control Assistant Administrative Assistant Municipal Enforcement Officer	New Internal Transfer New Internal Transfer Departure

Parks, Recreation & Culture	Community Development Coordinator Building Maintenance Coordinator Aquatics Coordinator Interpretive Guides (8.5) Recreation Program Leaders (9) Recreation Supervisor (1) Parks Maintenance Workers (4) Casual Aquatics Staff (35)	Departure New Departure Seasonal Seasonal Seasonal Seasonal Casual
Infrastructure & Operations	Supervisor of Solid Waste Operations Supervisor of Wastewater Operations (ODRC) Heavy Equipment Operator Water and Wastewater Operator Civil Engineering Technician I&O Intern (NSCC) Clean Foundation Intern	Retirement Succession for retirement New New New Internship 6 weeks Internship

The ability to attract and retain qualified staff with specific skill sets continued to be a major focus of all HR initiatives that includes innovative recruitment options, competitive and flexible benefit packages, flexible work, ongoing professional development/learning opportunities that motivate and engage staff and the promotion of a healthy work/personal life balance. Combined, all of these initiatives support the Municipality’s ability to recruit and retain staff while at the same time, navigate employees through the changing needs of the Municipality.

HR Activities in 2023

East Hants Aquatic Centre

The East Hants Aquatic Centre sustained catastrophic water damage from flash flooding in July 2023. Facility was closed, and 73 casual staff were laid off. Internal resources across the organization have been focused on assessment of the damage, investigation into the cause of the damage, planning repairs, managing supply chain for damaged equipment and parts, working with contractors on repairs, and communications with the public.

Customer Service Strategy

Council developed and released the Customer Service Strategy. Items actioned throughout 2023 include an Open House (2023), Care to Share sessions (Quarterly), and improvements in technology and processes to better support staff.

Equity, Diversity, and Inclusion Committee

Equity, Diversity, and Inclusion Committee was established to develop goals and objectives for the organization.

Group Benefits Plan - Transition to new Category

The Municipality provides benefits for staff through the NSFM benefits Plan (the Plan). Categories within the NSFM Plan are based on the number of employees in your own Municipality enrolled in the Plan. In 2023, based on the growth of number of East Hants employees in the Plan, the Municipality transitioned to a new category. Municipalities in this category manage their own individual financial statement, have added control over Health and Dental plan design and rate setting decisions, own and maintain their own Plan reserve, and are responsible for managing their own surpluses and deficits.

East Hants Sportsplex - Occupational Health and Safety Audit

First annual Occupational Health and Safety Audit was conducted at the East Hants Sportsplex by a team of East Hants staff, including the Safety Officer, Building Maintenance Coordinator, and Manager of Recreation and Aquatics. Report was developed and delivered to the Board and Council.

Staff Membership for the East Hants Aquatic Centre

Staff Membership options at the East Hants Aquatic Centre were added to benefits program.

Benefits Program for Council

Benefits program was developed and eligibility opened for Council members.

ADP Workforce Now - Advanced Scheduling Module

Increased capability of Workforce Now with the implementation of a new scheduling module for casual staff. The main focus was moving paper and spreadsheet-driven scheduling processes at the East Hants Aquatics Centre into an online web-based process with mobile capabilities.

ADP Workforce Now - Training Data Project (I&O)

Training data for I&O to be moved from a spreadsheet-based process to an online web-based reporting process for managers. Data has been entered, training on using the Reports function for managers will occur in 2024.

Onboarding Program

Continuous improvement of the onboarding program for new staff included adding the Customer Service Strategy and conducting Stay Interviews.

Municipal Accessibility Plan

Continuing to work towards meeting the objectives of the employment section of the Municipal Accessibility Plan. Training sessions in accessibility and digital accessibility were held for staff, recruitment processes are being reviewed, and an accommodation fund has been established.

Succession Planning/Professional Development

Focused effort around succession planning and professional development in order to transition roles where staff may be retiring in the near term and within the next 10 years, and onboard new staff.

Salary Survey for Full-time Positions

An annual market salary survey was completed on all full-time permanent positions that resulted in adjustments to salary bands.

Worker's Compensation Insurance for Volunteer Firefighters

Continuing to manage this program as per legislative requirements.

Staff Events

There was a focus on organizing staff events in 2023 to provide opportunities for continued building of internal relationships.

Training and Professional Development

The Municipality offers on-site training via various training providers as well as individual learning opportunities based on skills development and technical certification requirements. Overall, 2023 was a year of re-focusing attention on the value of professional development, both individually and team-based.

Learning opportunities over the past year include:

1. WHMIS (classroom + individual online learning)
2. First Aid Training
3. Joint Occupational Health and Safety Committee training - Certificate Program
4. De-escalation Training
5. Mental Health for the Employee training
6. Mental Health for the Supervisor training
7. Respect in the Workplace Training
8. Accessibility Basics Training
9. Digital Accessibility Training Sessions
10. Emergency Management Office (EMO) training
11. Laserfiche (Records Management) Training
12. ADP Workforce Now Training
13. Council Chambers Online training
14. Procurement overview
15. Budgeting and SAP training (Finance)
16. Waste Management Centre overview for new staff (Manager of Solid Waste)
17. Townsuite Mapping Training (Geomatics Coordinator)
18. Communications and Media Orientation for New Staff (Communications Officer)
19. Atlantic Safety Services Conference - Safety Services Nova Scotia
20. Wellness Committee activities throughout the year
21. Mandatory training in various departments for required certifications
22. Variety of Webinar options in all learning areas

Training opportunities for individuals are also offered based on job-related skills development.

Employee Resource Library

The employee resource library continues to be available in the CAO's office which contains various books and resources on leadership, Reconciliation, emotional intelligence, wellness topics, mental health, communications and organizational skills. Staff may check books out as requested.

Occupational Health and Safety

The Municipality has a proactive and trained Joint Occupational Health and Safety (JOHS) Committee that places a high priority on promoting health and safety in the workplace. The JOHS Committee comprises of staff who work in roles in various work locations in the Municipality, and training opportunities are offered.

In May 2023, the JOHS Committee promoted the OH&S program and safety in the workplace during NAOSH (North American Occupational Health and Safety) week:

1. OH&S Contests/Quizzes/Feedback questionnaire - to test and refresh the staff's knowledge about the Municipality's OH&S program.
2. Staff BBQ to celebrate NAOSH Week.

The JOHS Committee also participated in the Municipality's annual OH&S workplace inspections in September and October 2023. Seventeen (17) sites from across the Municipality were inspected. The East Hants Aquatic Centre inspection was delayed until further notice. Inspections of the Enfield Water Treatment Plant and the Lantz Water Tower were delayed until early 2024, due to being under construction.

In 2022, new legislation was enacted around first aid training and first aid kit requirements, with a 2023 deadline for kit replacements. First Aid training certificates under the previous standards remain valid until expired. The Municipality has shifted to meet the new requirements.

In 2023, no new time or earnings loss claims were registered with WCB, and there is one ongoing claim from previous years. The Municipality will continue to receive a discount on the standard WCB premium rates in 2024, as a result of low claims history as compared to the industry standard.

The Municipality continues to sponsor and manage a WCB Program to provide coverage for Volunteer Firefighters in East Hants.

Employee Wellness Program

The Municipality supports an employee-driven wellness program with the support of a Wellness Committee. The Municipality offers a healthy food option during training sessions and meetings that support a healthier workplace. The Committee also manages several wellness-related events through the year including sessions and events to provide opportunities for social and physical wellness. The Wellness Committee has developed tools and information for staff around mental health, stress management, financial management, and healthy lifestyle.

The Wellness Committee was successful in receiving a wellness grant for 2023 to fund part of their activities, and will apply again for funds in the next grant period.

Proposed Human Resources for 2024/2025

Proposed Staffing Levels

Looking forward to 2024, the municipality is focused on resourcing for the growth areas across the municipality and the initiatives outlined in Council’s strategic plan. Growth-related human resource requirements include: Manager of Public Safety; IT Generalist; Environmental Engineering Technician; Project Engineer; Recreation Programmer; Business Development Officer; and transitioning a Building Maintenance Technician from part-time to full-time.

Review of Organizational Structure

Financial Impact of Staffing Levels

Table 9 outlines the adjustments to the overall full-time human resource operating budget (general, water and services) between 2023/2024 and the draft budget for 2024/2025.

Table 9

Description	Amount
Full Time Staffing 2023/2024	\$ 6,710,329
2023/2024 Market Provision	(189,070)
2023/2024 Market Review Adjustments	277,986
Reorganization/New Positions	505,434
2024/2025 Market Provision	392,201
2024/2025 Salary Increments/Adjustments	118,900
Full Time Staffing 2024/2025	\$ 7,815,780
Net Impact on 2024/2025 Budget	\$ 1,105,451

HR Activities for 2024

A number of HR activities will either be continued or started in 2024 pending approval of funding included in the operating budget.

October 2024 Election

Internal resources throughout the organization will be dedicated to election support including communications, candidate support and management, management of the voting system and process, election results and notifications, managing queries from the public, and onboarding and orientation for new Council members.

Employee Engagement Survey

The 2024 Employee Engagement Survey will be released in late Spring. (Bi-annual cycle)

Succession Planning/Professional Development

Continued focus on Succession Planning and professional development in order to transition roles where staff may be retiring in the near term and within the next 10 years.

Re-Opening of the East Hants Aquatic Centre

Planning and re-opening of the East Hants Aquatic Centre including staffing, training, programming, and communications with the public.

Group Benefits Plan

Size of group now enrolled in Blue Cross program will allow more flexibility around future Health and Dental benefits offerings through the NSFM Benefits Program. A review will be conducted with NSFM benefits consultant.

Municipal Accessibility Plan

Assessing progress to-date and establishing new goals for the employment section of the Municipal Accessibility Plan.

Customer Service Strategy

Continued actioning of workplans around the Customer Service Strategy.

Diversity and Inclusion

Focus on diversity and inclusion, developing a workplan for training and other related initiatives led by the Equity, Diversity, and Inclusion Committee. The Municipality will be establishing the required plans under the *Dismantling Racism and Hate Act*, enacted in 2022 by the Province of Nova Scotia.

Annual Salary Review

The Municipality will continue to conduct an annual salary survey to ensure our compensation is remaining competitive with the current market.

Training and Professional Development

The Municipality will continue to offer on-site or off-site training as needed.

Learning opportunities planned for 2024 include continued education around diversity and inclusion, Accessibility, Plain Language training, Health and Safety, customer service, leadership development, mental health and wellness, and Respect in the Workplace.

HR Policy Review

The CAO's office will continue to review and update HR policies that govern the employee's workplace in order to stay competitive and legislatively compliant.

Human Resources/Payroll System

Continuing expansion of implementation of the system and utilizing the full capabilities of data tracking and reporting.

Online HR Forms

Continue to review annually and plan for updates on online HR related forms with the IS team.

Employee Wellness Program

The Wellness Program will continue to support the Municipality's culture by supporting initiatives that encourage employees to choose healthier lifestyle options.

Occupational Health and Safety

Continue to review, update and educate staff on OH&S program as well as legislative requirements.

Looking to the Future

The Big Picture

East Hants continues to go through significant growth that is putting pressure on all areas of our operations, alongside business continuity activities to manage through the extreme weather events that are becoming more commonplace. The 2024/2025 draft budget is a measured approach to staffing that ensures we plan for succession of key positions and that we are able to serve our residents with the service excellence they have come to expect from the East Hants brand, even in times of major emergencies or extreme weather events. As our community grows, we must invest in our people while balancing the cost to the tax payer and our service areas.

The Municipality continues to be impacted by external factors that include a quarter of the workforce being eligible for retirement in the next 10 years, global inflation, the need for more specialized skills, labour shortages for skilled workers, the growing demands for public services, and climate-related emergencies. There is a continuous need to monitor the external environment in order to seize opportunities and mitigate any anticipated threats.

Retaining and developing qualified employees by ensuring the Municipality offers a competitive compensation package, a safe and healthy work environment, meaningful and engaging work, and succession planning and development for retirement transitions will continue to be a focus of HR activities for the near future.

Some of the Municipality's Top HR Priorities for 2024 include:

1. **Succession Planning and Talent Management** - Prepare for the transition of retirement ready staff, recruitment for new positions, and fill skill shortages through professional development. Continuous improvement of HR programs and policies, including providing meaningful and flexible work, in order to remain competitive in a challenging recruitment environment.
2. **Diversity and Inclusion** - Develop and roll-out of training and initiatives, in support of the Equity, Diversity, and Inclusion Committee and planning for compliance to the Dismantling Racism and Hate Act.
3. **Strategic Planning (HR)** - Aligning human resource needs with the current Strategic Plan. As we continue to grow the Municipality will have to consider expanding in many areas. The Parks, Recreation & Culture team will require additional labourers and buildings support to care for our properties, and further programming support for expanded community programs. Development control requires studies of expanding areas, development oversight from Engineering and Planning & Development and as we add infrastructure through development (roads, sidewalks, trails, streetlights, water and wastewater), we will also need additional engineering and operations support. Areas of strategic importance to Council that will need additional resources in the near future are solid waste education, expansion of the WMC operations (particularly compost management), and

internal service providers in Finance to keep up with demand. If we manage this growth properly, human resources can be incremental and financed by the growth it is serving.

4. **Technology-based Solutions:** Continuous improvement of delivery of HR services through streamlining of documentation and processes and exploring technology-based solutions.
5. **Health and Safety** - Increasing engagement in Health and Safety education and initiatives.

Conclusion

East Hants continues to thrive and grow, both as an employer and a community. Council's Strategic Plan envisions a community that is strong, well connected and has many opportunities. Council has committed to short- and long-term planning that readies us for continued growth and a sustainable future for future generations, including an investment in a strong, professional and energized workforce. Our team is excited for the future, challenged with meeting the needs of our current citizens and the demands of our current development.

East Hants is extremely fortunate to have an amazing group of people on our team. Each team member serves the public fully and cares deeply about the community and its future. We have a very low turnover rate at 6% and results from our 2022 Employee Engagement Survey indicate that we have an engaged staff who are excited about where the municipality is going and glad that they are a part of the team. The new staff who have joined our team over the past few years are all wonderful people, a great fit in the organization, and are eager to make a difference in our community!

The Municipality continues to work at being an "employer of choice" through a strong organizational culture, opportunities for career and personal development and by being open to new ideas that better serve our staff. We are focusing on work that removes barriers for our staff to provide excellent customer service to our clients and each other and we look forward to the innovation that comes next.

I am confident that, with the support of Council and a measurable increase in our staff complement, the Municipality will accomplish our established goals in 2024 and well beyond. The Municipality is privileged to have the strong staff that we have; Council is well served by their professionalism, their integrity, and their commitment to our value of Excellence in all that we do!

Respectfully Submitted:



Kim Ramsay CPA, CMA
Chief Administrative Officer

Appendix A - Staffing Complement

As of December 31, 2023

*Note: Vacancies: Policy Analyst, Sustainability Coordinator, Heavy Equipment Operator, Civil Engineering Technician, Aquatics Coordinator

Department and Position Title	Employee Name	Dept. Total
Office of the CAO		6.4
Chief Administrative Officer	Kim Ramsay	
Assistant Municipal Clerk	Sheralee Mitchell-MacEwan	
Human Resources Manager	Tracy Dixon	
Human Resources Generalist	Ashley Molenaar-Lush	
Communications Officer	Juliann Cashen	
Communications Coordinator	Erin Taylor	
Business and Legislative Administrator (shared with EBD .40)	Alana Richards	
Corporate Services		10.6
Director of Corporate Services	Adam Clarkson	
Procurement Officer	Michael Hatfield	
Manager, Real Estate and Corporate Projects	Amy Pyne	
Asset Coordinator	Jillian Stymest	
Manager of Economic and Business Development	Graham Scott	
Business Development Officer	Angela Cormier	
Manager of Information Systems	Tom Gignac	
Information Management Clerk	Amanda Hatfield	
Christian Taylor	Senior Systems Analyst	
End User Support Technician	Jonathan Woodman	
Business and Legislative Administrator (shared with CAO .60)	Alana Richards	

Finance		13
Director of Finance	Wade Tattrie	
Manager of Finance	Janice Taylor	
Manager of Accounting	Geoff MacDonald	
Revenue Coordinator	Tamara Marshall	
Administrative Services Clerk	Krista Nelson	
Accountant and Budget Analyst	Jordan Baltzer	
Collection Officer	Brian Enfield	
Payroll/Payables Administrator	Doug Fields	
Finance Administrator	Bree Carmichael	
Utility/Accounts Receivable Clerk	Carla Isenor	
Tax Administrator	Jenna Robar	
Accounting Coordinator	Derek Sullivan	
Accounts-Payable - Accounting Administrator	Amanda Ward	
Planning and Development		14.65
Director of Planning and Development	John Woodford	
Manager of Planning	Rachel Gilbert	
Community Planner II	Debbie Uloth	
Planning and Development Technician	Louise Andrews	
Geomatics Coordinator	Tippy Scott	
Manager of Development Services	Kelly Ash	
Senior Building Official	Matthew Brownlow	
Development Officer and Planner	Lee-Ann Martin	
Building Official	Dean Partridge	
Municipal Compliance Officer	Alex Andreas	
Building Official	Henry Black	
Fire Inspector	Jason Wiles	

Building Official (Intern)	Michael Baird	
Administrative Assistant (Shared with PRC .65)	Abigail Reynolds	
Development Control Assistant	Marlee Langille	
Parks, Recreation & Culture		14.35
Director of Parks, Recreation and Culture	Alana Tapper	
Manager of Recreation and Aquatics	Scott Preston	
Aquatics Supervisor	Brittney McDonell	
Tourism and Events Supervisor	Aurora Douthwright	
Manager of Parks and Buildings	Evan MacDougall	
Community Development Coordinator	Jo Swinemer	
Community Recreation Coordinator	Corrine Giles	
Building Maintenance Technician	Michael Gillespie	
Administrative Assistant (Shared with Planning .35)	Marlee Langille	
Building Maintenance Coordinator	Bill Woodworth	
Building and Grounds Lead Hand	David White	
Lead Custodian	Jessica Wallace	
Custodian	Jennifer MacPhee	
Custodian	Laura Schwass	
Custodian	Chantal Kelly	
Infrastructure and Operations		25
Director of Infrastructure and Operations	Jesse Hulsman	
I&O Administrator	Alex Collin	
Manager, Roads and Engineering	Matthew Mahoney	
Senior Project Engineer	Derek Normanton	
Project Engineer	Logan Blanchard	
Supervisor, Roads Operations	Alex Fenton	
Civil Engineering Technician	Ben Herman	

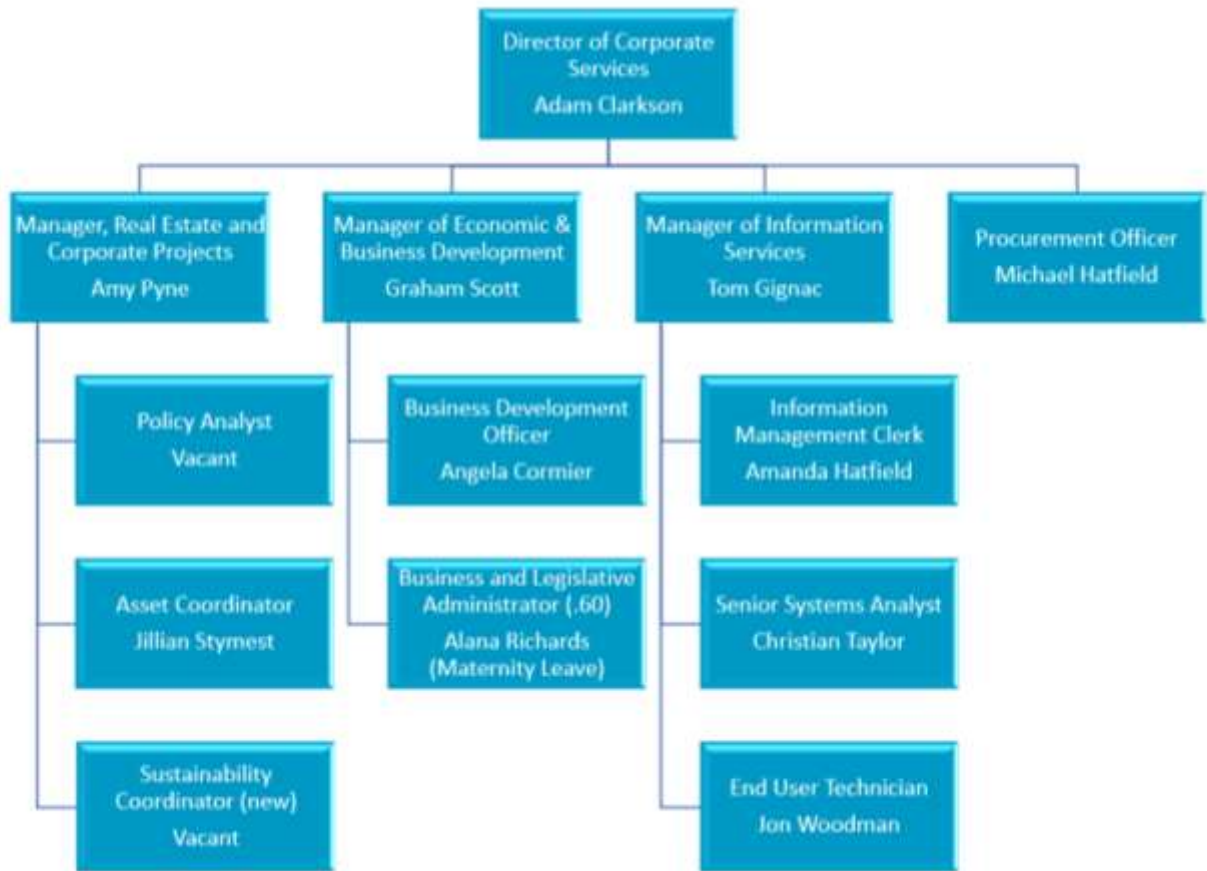
Environmental Engineering Technician	Chelsea MacPherson	
Manager of Solid Waste	Andrea Trask	
WMC Foreman	Michael Brown	
Supervisor of Solid Waste Operations	Lee-Ann Nunn	
Heavy Equipment Operator	Tim Burns	
Heavy Equipment Operator	Ed McKenzie	
Scale house Operator	Christina Patterson	
Manager, Water and Wastewater Services	Chad Greenham	
Supervisor of Wastewater Operations (ODRC)	Leslie Parker	
Waste Water Treatment Plant Operator	Paul MacDonald	
Water Distribution Systems Operator	Steve Caines	
Supervisor of Wastewater Operations (ODRC)	Ben Brown	
Water Distribution Systems Operator	Corbin Williams	
Water Distribution Systems Operator	Jesse Beecroft	
Supervisor of Drinking Water Operations (ODRC)	Dwayne Lightle	
Wastewater Plant Operator	Peter VanTol	
Water Treatment Operator	Jay Shaw	
Waste Compliance Officer	Ciera Robinson	
Total Full Time Staff Complement (filled positions)		84

Appendix B - Organizational Charts

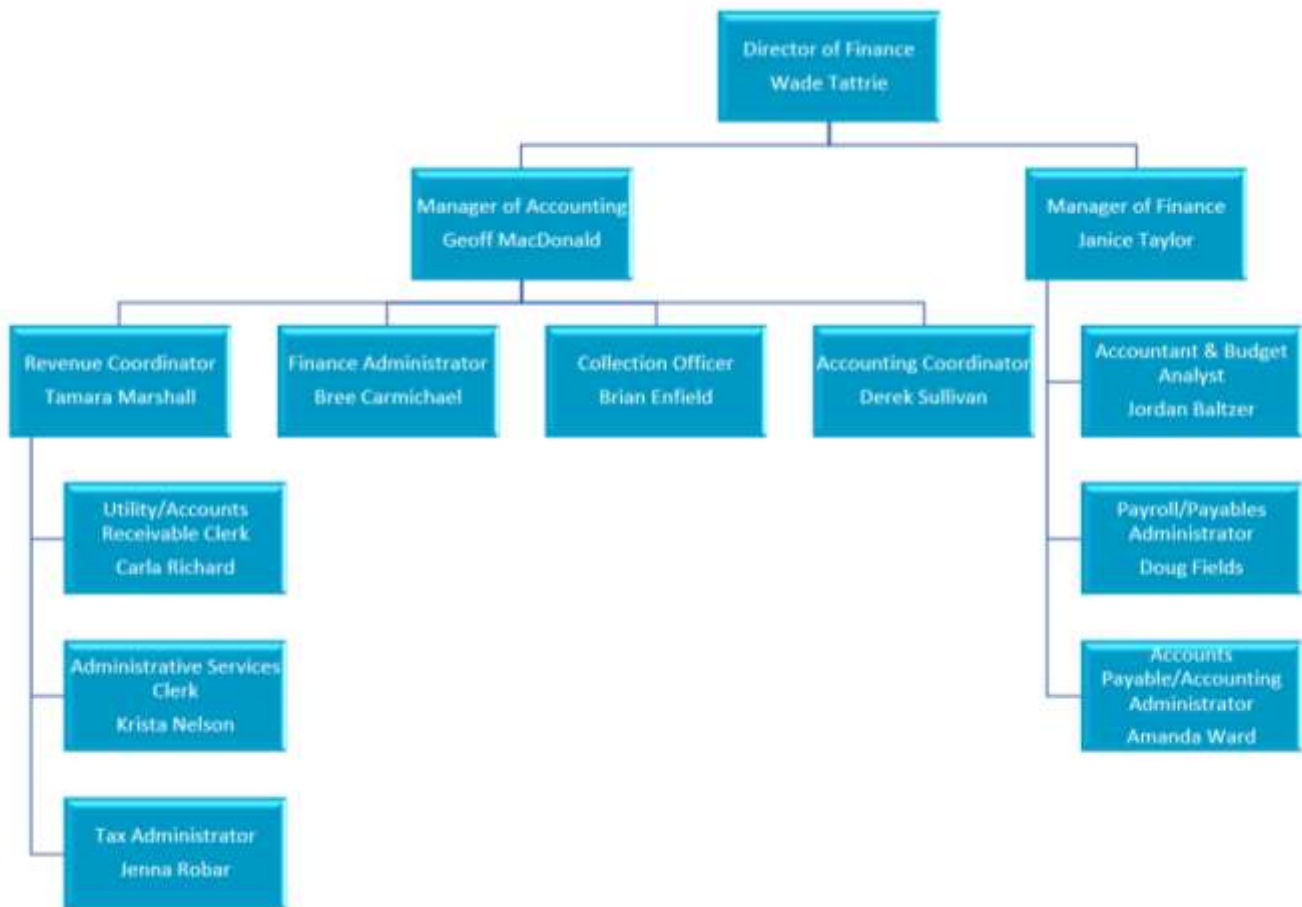
Office of the CAO



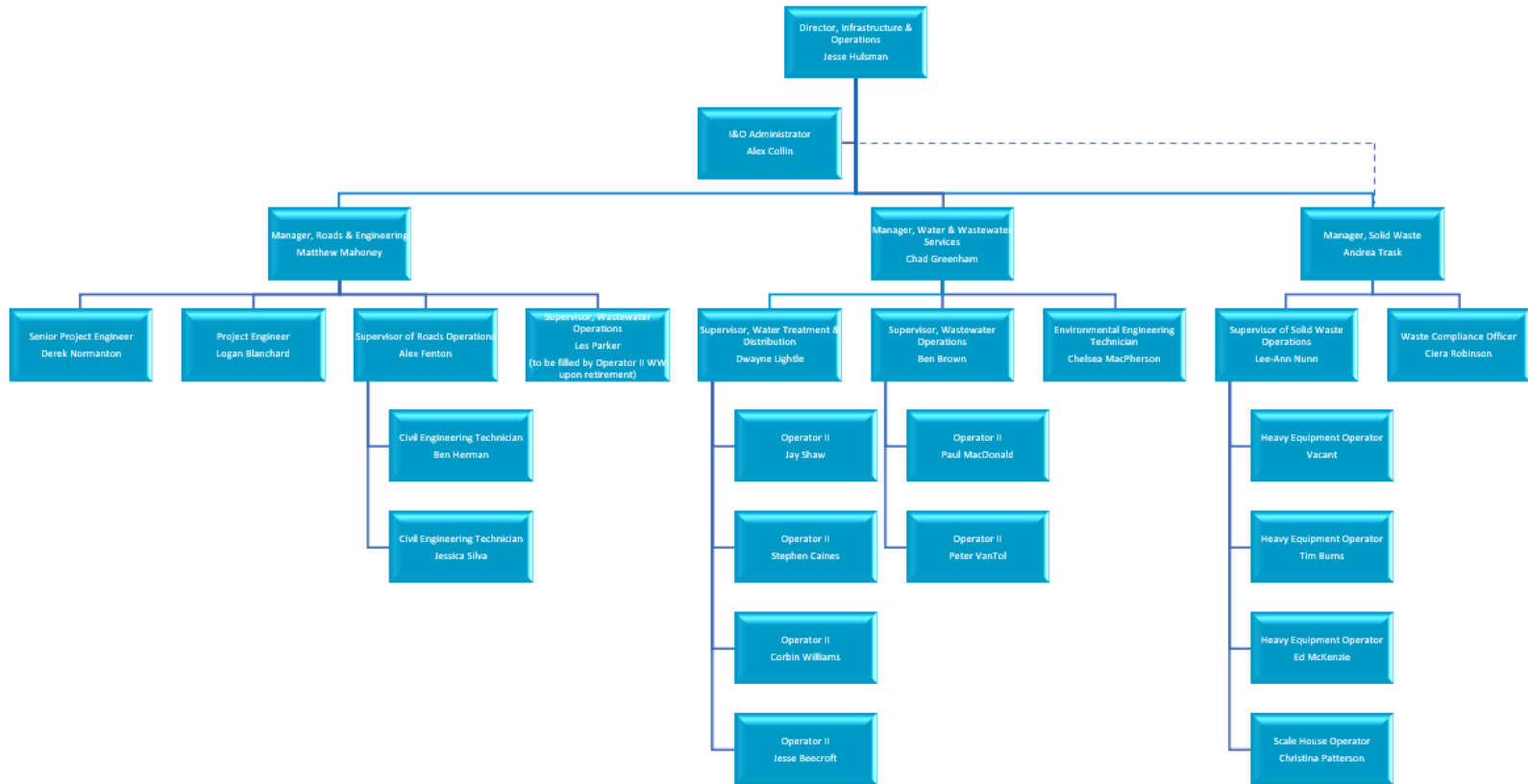
Corporate Services



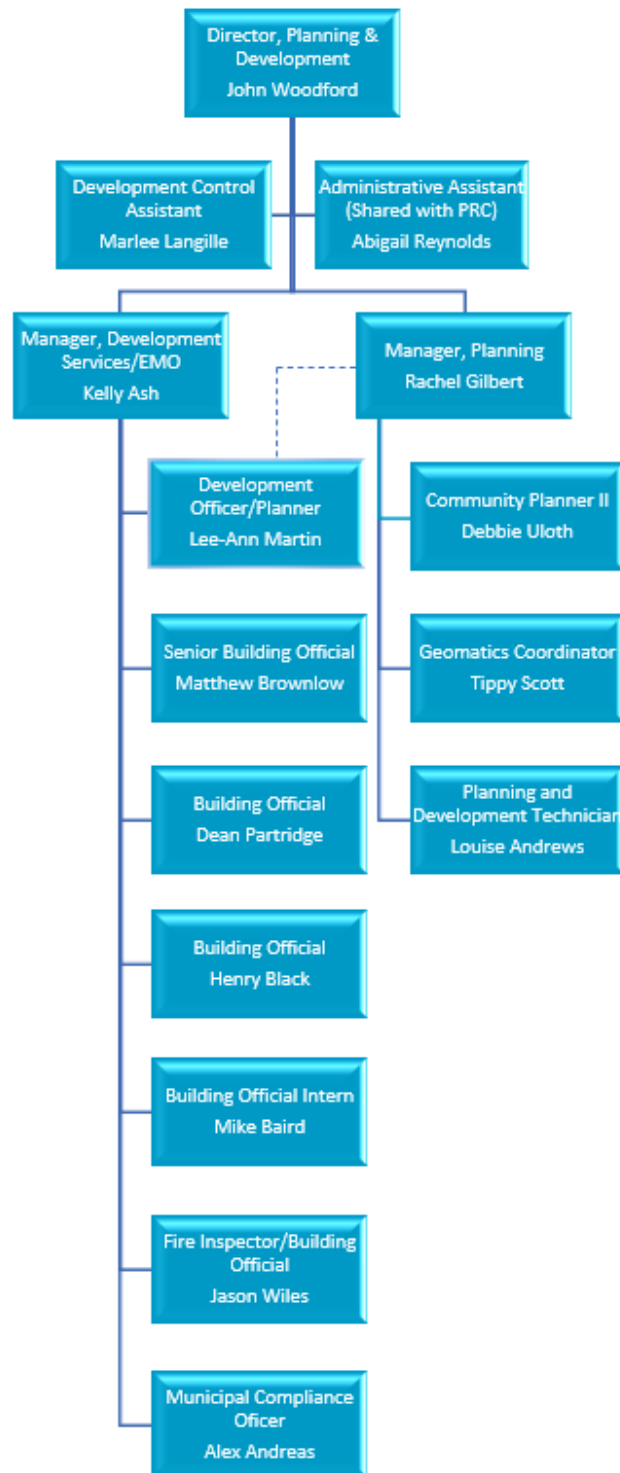
Finance



Infrastructure & Operations



Planning & Development



Parks, Recreation, & Culture

