

# HR ANNUAL REPORT

Kim Ramsay  
Chief Administrative Officer

Date: As of December 31, 2024



**EAST HANTS**  
**We live it!**

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# Executive Summary

2024 was a year of change and growth across Municipal service offerings, along with continuing to execute Council's strategic plan. Major programs, projects and activities in 2024 included the Municipal Election, the re-opening of the East Hants Aquatic Centre, the opening of the new Wastewater Treatment Plan in Shubenacadie, taking over the operational responsibility for the East Hants Sportsplex, and the release of the newly designed public website. In addition, we had multiple real estate and development activities, expansion of playgrounds, park and recreation programs, the addition of a protective services division and a higher profile for our Emergency Management Office, and the release of new or improved services and programs.

Internally in 2024, we focused on the growth of our human resources to meet the growing service needs of the community, and had a total of 16 recruitments for full-time equivalent positions. We continue to see a high retention rate and low turnover on our team. The Municipality added 6 new positions in 2024 and transitioned one part-time role to full-time. In addition, 2024 included a major focus on recruiting and supporting casual staff, related to re-staffing the East Hants Aquatic Centre and taking over operational responsibility at the East Hants Sportsplex.

In 2024, our human resource efforts were focused on corporate excellence activities including the delivery of the bi-annual Employee Engagement Survey, supporting the activities of the new Equity, Diversity, and Inclusion Committee, review of the Accessibility Plan and Goals, planning for meeting the goals of the new Dismantling Racism and Hate Act, developing and implementing succession plans for several roles that were vacated due to retirements, a focus on individualized training opportunities, policy improvements, reviewing our retention and attraction strategies, and supporting the growth of our team through recruitment of new budgeted positions and activities around the operational needs of the East Hants Sportsplex and the re-opening of the East Hants Aquatic Centre.

The upcoming year will be a continued focus on supporting the development of the East Hants Sportsplex, compensation and benefits to ensure we remain competitive, and action planning based on the results of the Employee Engagement Survey. The year will also continue our focus on succession planning and professional development as we continue to plan for the transition of the 10% of our workforce who are eligible for retirement in the near future or who will be eligible within the next 3 years. As we continue to grow, space management becomes more of a pressing issue. In the coming year, Council will need to start planning for more operational space for the Municipality.

## 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;
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 2024

### Current Staffing Complement Full-Time Equivalent

The total staffing complement for the Municipality as of December 31, 2024 is **96 full-time equivalent** staff.

3 roles are currently vacant and have recruitments underway or are being planned: Project Officer, IT Systems Analyst, Community Recreation Programmer. One vacant role has been filled, and the hire will take place in early 2025: Wastewater Operator.

Table 1 below provides a summary of the number of **filled and vacant** full-time equivalent positions as of December 31, 2024. Please note that the data in years 2022 and 2023 have been updated to include both filled and vacant positions for a better comparison between years.

**Table 1**

**Staff Complement Summary by Department (Filled and vacant positions) December 31, 2024**

Department	2022	2023	2024
Office of the CAO	6.6	6.4	6.4
Corporate Services	11.4	12.6	15.6
Finance	12	13	13
Planning & Development	11.65	14.65	14.65
Parks, Recreation & Culture	14.35	15.35	18.35
Infrastructure and Operations	23	27	28
<b>Total</b>	<b>79</b>	<b>89</b>	<b>96</b>

### Current Staffing Complement Casual Staff

The number of casual staff has been gradually increasing over the past several years, supporting programs and services at the East Hants Aquatic Centre, increased recreation programming, increased Tourism activities, and the addition of operational management of the East Hants Sportsplex in 2024.

The Municipality employs approximately 70 casual staff at the East Hants Aquatic Centre including Customer Service Representatives, Lifeguards, Trainers, and Swim Instructors.

The East Hants Sportsplex employs approximately 30 casual and term staff including Customer service, Facility Operators, leadership roles, Custodial, and Café staff. One role at the East Hants Sportsplex was filled as a full-time equivalent role in 2024: Chief Engineer.

Seasonal staffing complement for Summer 2024 was 22 seasonal workers. We employ a number of casual recreation programming staff throughout the year in children, adult, family, and senior programming.

### Employee Demographics

Many of the demographics reflect the shift of a workforce of longer-service employees who have retired or are eligible to retire in the near future, along with our growth of new positions, to having over half of our workforce with less than 5 years of service, and more mid or early-career professionals. Our longer-service employees continue to share their professionalism, knowledge, experience, and expertise as we move through the transition of our workforce. We will continue to see this shift as we move through the coming years of staff who are eligible or 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.

Length of Service	% of workforce
Less than 5 years:	56.5%
More than 5 less than 10	16.3%
10+ years:	27.2%

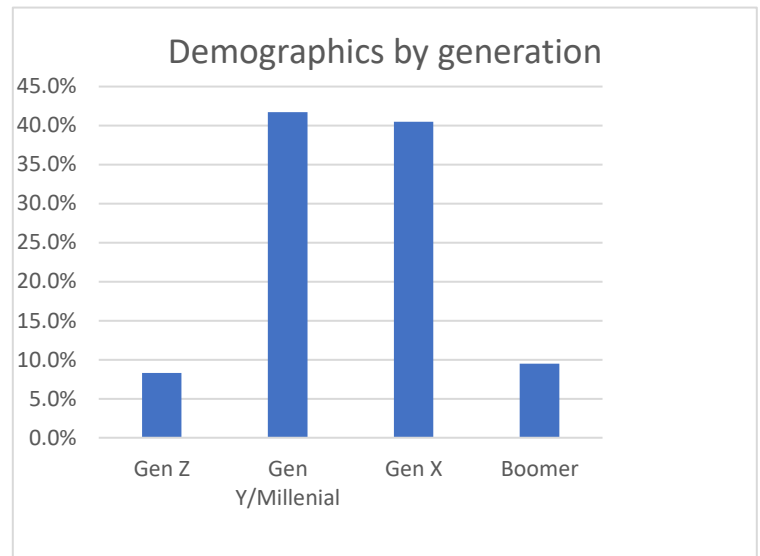
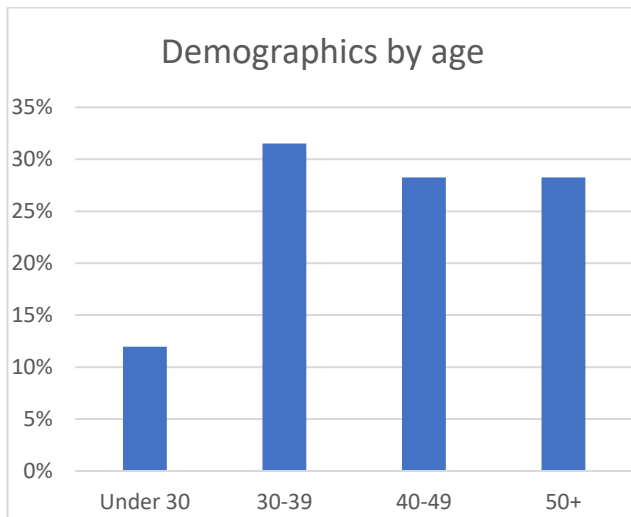
#### Age

The average age of a municipal employee is forty-three (43) years old. (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 - 82.2%.

**Diagram 1 - Generations and Age (2024)**



### **Retirement**

As of December 31, 2024, there were six (6) employees eligible to retire with an unreduced pension, four (4) 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 two (2) employees who have retired and are working for the Municipality as a second career.

**Diagram 2 - Retirement Eligibility (2024)**



### **Recruitment Activities**

During 2024, 16 full-time or term recruitments were carried out or in progress as of December 31. This included two (2) positions due to retirements or upcoming retirements, two (2) new positions from the 2023/24 budget, four (4) new

positions from the 2024/25 budget, one (1) to fill a promotion, term hires for two (2) Maternity Leaves, (4) due to departing employees from 2023 and 2024, and one (1) to fill a permanent role at the East Hants Sportsplex.

In addition, in 2024, the Municipality hosted one Solid Waste intern paid through the program from the Clean Foundation, and one Asset Management Co-Op student through NSCC.

Recruitments were conducted to fill twenty-two (22) seasonal positions in Recreation, Parks, and Tourism. Recruitments were also conducted to fill casual positions including labour support at the Waste Management Centre, Lifeguards, Swim Instructors, Customer Service Representatives, and Seasonal hires at the East Hants Sportsplex.

The Municipality received funding for six (6) seasonal positions through the federal Canada Summer Jobs program in Tourism, Parks, and Recreation totaling \$12,768.

### **Retention Rate**

Retention rate is the percentage of new employees who stay with the Municipality for a minimum of two years. In 2024, the Retention rate was 89%. i.e. 1 employee who was hired in 2022 is no longer with the Municipality.

Year	Retention Rate
2024	89%
2023	86%
2022	97%

### **Turnover Rate**

The turnover rate is the percentage of employees voluntarily exiting the Municipality in 2024. The voluntary turnover rate in 2024 was 5%. Reasons included 3 retirements and 2 leaving for another role.

According to the most recent Mercer Survey, the average voluntary turnover rate in Canada across all organizations in 2024 was 11.9%.

Year	Turnover Rate
2024	5%
2023	6%
2022	7%
2021	14%

Table 2 shows a list of recruitment activities that took place between January 1, 2024 and December 31, 2024:

**Table 2 Recruitment Activities as of December 31, 2024**

Department	Position	Vacancy Reason
Corporate Services	Sustainability Coordinator	New
	Manager Protective Services	New
	Business Development Officer	New
	Asset Management Co-op	Seasonal
Parks, Recreation & Culture	Tourism and Events Coordinator	Maternity Leave
	Aquatics Supervisor	Maternity Leave
	Administrative Assistant (Planning and PRC)	Departure
	Aquatics Coordinator	Departure (from 2023)
	Chief Engineer - East Hants Sportsplex	New
	Interpretive Guides (10)	Seasonal
	Recreation Program Leaders (7)	Seasonal
	Recreation Supervisor (1)	Seasonal
	Parks Maintenance Workers (4)	Seasonal
	Casual Aquatics Staff	Casual
	Casual East Hants Sportsplex Staff	Casual
Infrastructure & Operations	Civil Engineering Technician	New
	Project Engineer	New
	Environmental Engineering Technician	New
	Wastewater Services Operator	To fill a promotion
	Supervisor, Wastewater Services	To fill a retirement
	Wastewater Services Operator	To fill a retirement
	Heavy Equipment Operator	Departure
	Heavy Equipment Operator	Departure
	Clean Foundation Intern	Seasonal

The ability to attract and retain qualified staff with specific skill sets continued to be a major focus of all human resources 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 2024

### East Hants Sportsplex

The Municipality assumed operational responsibility for the East Hants Sportsplex in May 2024. Activities included assessment and review of facilities, equipment, and operations, risk assessment around insurance, finance activities, IT updates and upgrades, communication with user groups of the facility, hiring of approximately 30 staff, training,



budgeting, assessing current programs and services, and offering of new programs and services. Staff at the Sportsplex are currently term and casual status, with 1 position (Chief Engineer) permanent status.

#### **East Hants Aquatic Centre**

The East Hants Aquatic Centre re-opened in July 2024 after significant flood damage as a result of 1-100 year rain event. Internal resources across the organization 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. Preparation for re-opening included re-hire of 70+ aquatic staff, filling vacancies, re-training of staff, program delivery, and communication with the public.

#### **Opening of the Shubenacadie Wastewater Treatment Plant**

The Infrastructure and Operations team reached a milestone with the opening of the new Shubenacadie Wastewater Treatment Plant in June 2024.

#### **Municipal Election**

The Municipality conducted the Municipal election in October 2024. Internal resources throughout the organization were 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.

#### **Release of New Public Website**

Work continued on through 2023 and early 2024 on the development of the new external public website. The website was released in April 2024, with improvements in accessibility, search functions, and a modernized design.

#### **Employee Engagement Survey**

The bi-annual Employee Engagement Survey was delivered in December 2024. Results will be received, reviewed for action planning, and presented to staff in early 2025.

#### **Equity, Diversity, and Inclusion Committee**

The Equity, Diversity, and Inclusion Committee developed a policy statement, defined goals and challenges, and represented the Municipality at the AMANS Equity and Anti-Racism Symposium.

#### **Protective Services**

A need was identified in 2023 for resources to be focused on community safety, seniors safety programming, managing relationships with emergency services partners, and our Emergency Management Office. This division was staffed in 2024, and programming is underway.

#### **Internal Communications**

In addition to email, Zoom, and the Staff Portal, the Municipality uses Workplace by Facebook as a tool for internal communications. Meta is obsoleting this tool in the late 2025. The Communications team is exploring other options. An internal communications strategy is being developed and will be the focus of 2025.

### **Customer Service Strategy**

Council developed and released the Customer Service Strategy in 2023. The Customer Service Strategy continues to lead and inform our customer service philosophy.

### **Staff Membership for the East Hants Aquatic Centre**

Staff Membership options at the East Hants Aquatic Centre were made available again to staff on the re-opening of the Centre.

### **Onboarding Program**

Continuous improvement of the onboarding program for new staff included adding the Customer Service Strategy and conducting ongoing feedback meetings/interviews with current staff.

### **Municipal Accessibility Plan**

Continued actioning of goals in 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. The Accessibility Plan is being reviewed in 2025, and new goals will be developed.

### **Succession Readiness/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 continued focus on organizing staff events in 2024 to provide opportunities to build 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, 2024 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 2024, 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 April, November, and December 2024. Seventeen (17) sites from across the Municipality were inspected. The East Hants Sportsplex was included for the first time in the annual Workplace inspections.

In 2024, one new time or earnings loss claim was 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 2025, as a result of low claims history as compared to the industry standard.

### **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 grant for 2024 to fund part of their activities, and will apply again for funds in the next grant period.

## **Proposed Human Resources for 2025/2026**

### **Proposed Staffing Levels**

Looking forward to 2025, 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 this year are focused on the Finance Department. The new positions of Finance Coordinator and Finance Administrative Support Clerk will provide needed resources to both front office processing (utility and tax accounts, customer service). The CAO Office will see an additional 60% administrative support (primarily as an HR support and overall administrative duties) and the Corporate Services Department will see an increase of 40% (to support Economic & Business Development, Real Estate, Public Safety and Procurement). There is currently one administrative position that is split 60% Corporate Services and 40% to support the Council and the Clerk function through the CAO Office.

As we come up to the one-year anniversary of assuming operations of the East Hants Sportsplex, we will finalize the number of permanent, seasonal, and casual staff required to operate the facility.

### **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 2024/2025 and the draft budget for 2025/2026.

Table 9

Description	Amount
Full Time Staffing 2024/2025*	7,815,780
2024/2025 Market Provision	(392,201)
2024/2025 Market Review Adjustments	403,422
Reorganization/New Positions	173,370
2025/2026 Market Provision	393,420
2025/2026 Salary Increments/Adjustments	346,188
Full Time Staffing 2025/2026	8,739,979
<b>Net Impact on 2025/2026 Budget</b>	<b>\$ 924,199</b>

\*Sportsplex not included in 2024/2025 but is included in 2025/2026 - \$181,040

## HR Activities for 2025

A number of HR activities will either be continued or started in 2025 pending approval of funding included in the operating budget.

### Employee Engagement Survey

The results of the 2024 Employee Engagement Survey will be released in 2025, with presentations to staff and an action plan developed.

### 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.

### East Hants Sportsplex

Operational activities at the East Hants Aquatic Centre will continue developing including staffing, health and safety programs, training, and programming.

### 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 may be conducted with NSFM benefits consultant.

### Municipal Accessibility Plan

Assessing progress to-date and establishing new 2025-2028 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 2025 include continued education around diversity and inclusion, Accessibility, 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.

### **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, including the need for and development of additional service capacity in all areas, taking on new challenges like the operation and management of community facilities like the East Hants Sportsplex, alongside business continuity activities to manage through the extreme weather events that are becoming more commonplace. The 2025/2026 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 when presented with unplanned opportunities like a new facility 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 2025 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 new Strategic Plan. As we continue to grow the Municipality will have to consider expanding in many areas. Once the new Plan is approved, the alignment of Human Resources to achieve the goals of Council will be flushed out. This will likely include additional program offerings in recreation, climate management, and solid waste. It will also include additional investments in infrastructure, asset management and managing operations. As we manage this service delivery growth, 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 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 5% and we are excited to present the results of the 2024 Employee Engagement Survey to staff. 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 modest increase in our staff complement, the Municipality will accomplish our established goals in 2025 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,

A handwritten signature in blue ink, appearing to read 'Kim Ramsay', with a stylized flourish at the end.

**Kim Ramsay CPA, CMA**  
**Chief Administrative Officer**



# Appendix A - Staffing Complement

As of December 31, 2024

\*Note: Vacancies: Project Officer, IS Systems Analyst, Community Recreation Coordinator, Wastewater Operator.

Department and Position Title	Employee Name	Dept. Total
<b>Office of the CAO</b>		<b>6.4</b>
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	
<b>Corporate Services</b>		<b>15.6</b>
Director of Corporate Services	Adam Clarkson	
Procurement Officer	Michael Hatfield	
Manager, Real Estate and Corporate Projects	Amy Pyne	
Asset Coordinator	Jillian Stymest	
Sustainability Coordinator	Seonaid MacDonell	
Project Officer	Vacant	
Manager of Economic and Business Development	Graham Scott	
Senior Business Development Officer	Angela Cormier	
Business Development Officer	Gavin MacLeod	
Manager of Information Systems	Tom Gignac	
Information Management Coordinator	Amanda Hatfield	
Christian Taylor	Senior Systems Analyst	
End User Support Technician	Jonathan Woodman	

IS Systems Analyst (new)	Vacant	
Manager of Protective Services	Calvin Byard	
Business and Legislative Administrator (shared with CAO .60)	Alana Richards	
<b>Finance</b>		<b>13</b>
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	
<b>Planning and Development</b>		<b>14.65</b>
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	

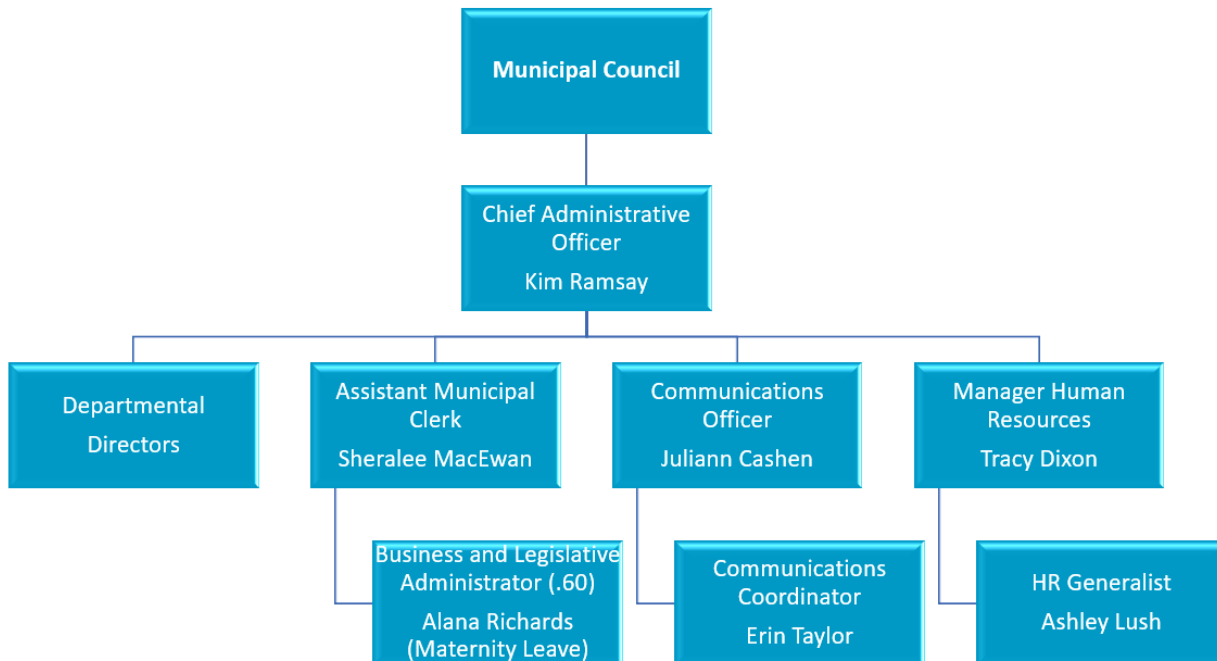
Municipal Compliance Officer	Alex Andreas	
Fire Inspector	Henry Black	
Building Official/ Fire Inspector	Jason Wiles	
Building Official	Michael Baird	
Administrative Assistant (Shared with PRC .65)	Hannah Grosvenor	
Development Control Assistant	Marlee Langille	
<b>Parks, Recreation &amp; Culture</b>		<b>18.35</b>
Director of Parks, Recreation and Culture	Alana Tapper	
Manager of Recreation and Facilities	Scott Preston	
Aquatics Supervisor	Brittney McDonell	
Aquatics Coordinator	Joanna Phillips	
Tourism and Events Supervisor	Aurora Douthwright	
Manager of Parks and Buildings	Evan MacDougall	
Community Development Coordinator	Jo Swinemer	
Community Recreation Coordinator	Corrine Giles	
Community Recreation Coordinator	Vacant	
Building Maintenance Technician	Michael Gillespie	
Building Maintenance Technician	Daniel Flemming	
Administrative Assistant (Shared with Planning .35)	Hannah Grosvenor	
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	
Chief Engineer - East Hants Sportsplex	John Piek	
<b>Infrastructure and Operations</b>		<b>28</b>

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	
Project Engineer	Jared Mullett	
Supervisor, Roads Operations	Alex Fenton	
Civil Engineering Technician	Ben Herman	
Civil Engineering Technician	Jessica Silva	
Environmental Engineering Technician	Chelsea MacPherson	
Environmental Engineering Technician	Shawn Harris	
Manager of Solid Waste	Andrea Trask	
Supervisor of Solid Waste Operations	Lee-Ann Nunn	
Heavy Equipment Operator	Tim Burns	
Heavy Equipment Operator	Hazen Hutchison	
Heavy Equipment Operator	Charlie Dingle	
Scale house Operator	Christina Patterson	
Manager, Water and Wastewater Services	Chad Greenham	
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	Kris Thurber	
Wastewater Plant Operator	Vacant	
Water Treatment Operator	Jay Shaw	

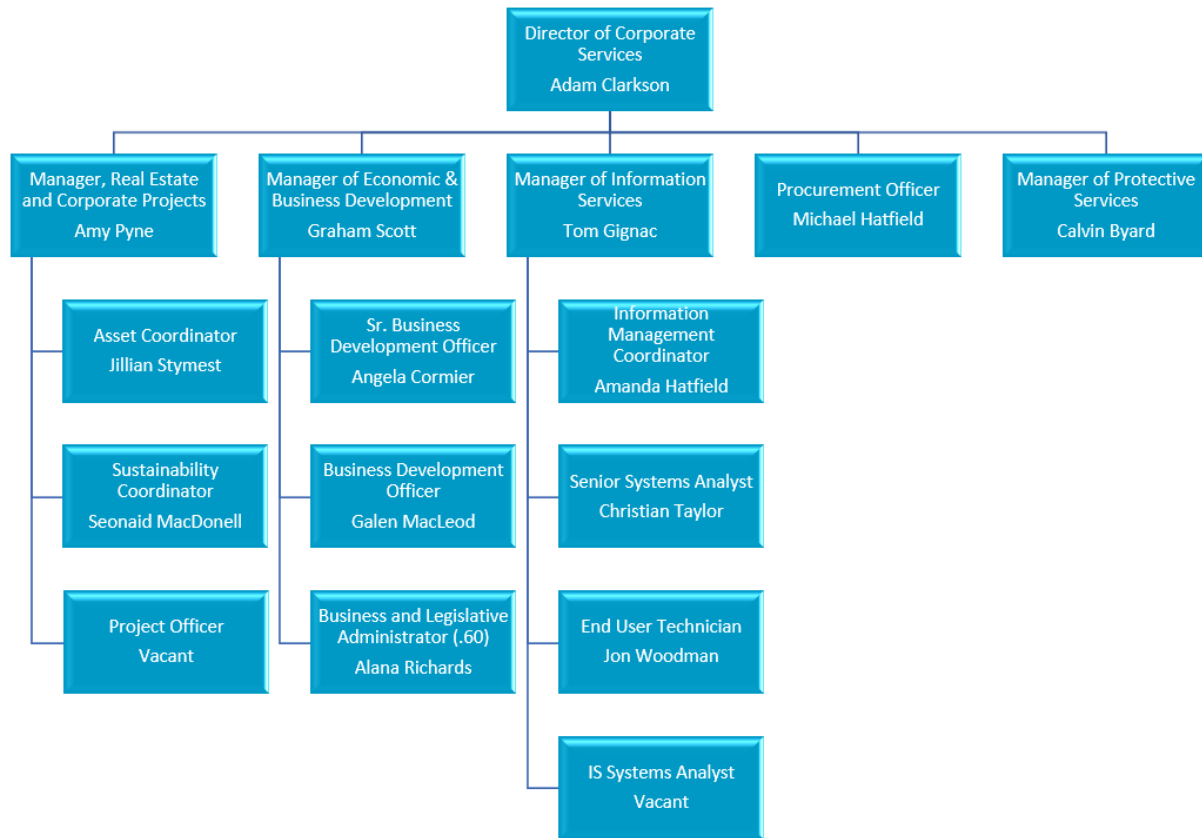
Waste Services and Compliance Officer	Ciera Robinson	
Total Full Time Staff Complement		96

## Appendix B - Organizational Charts

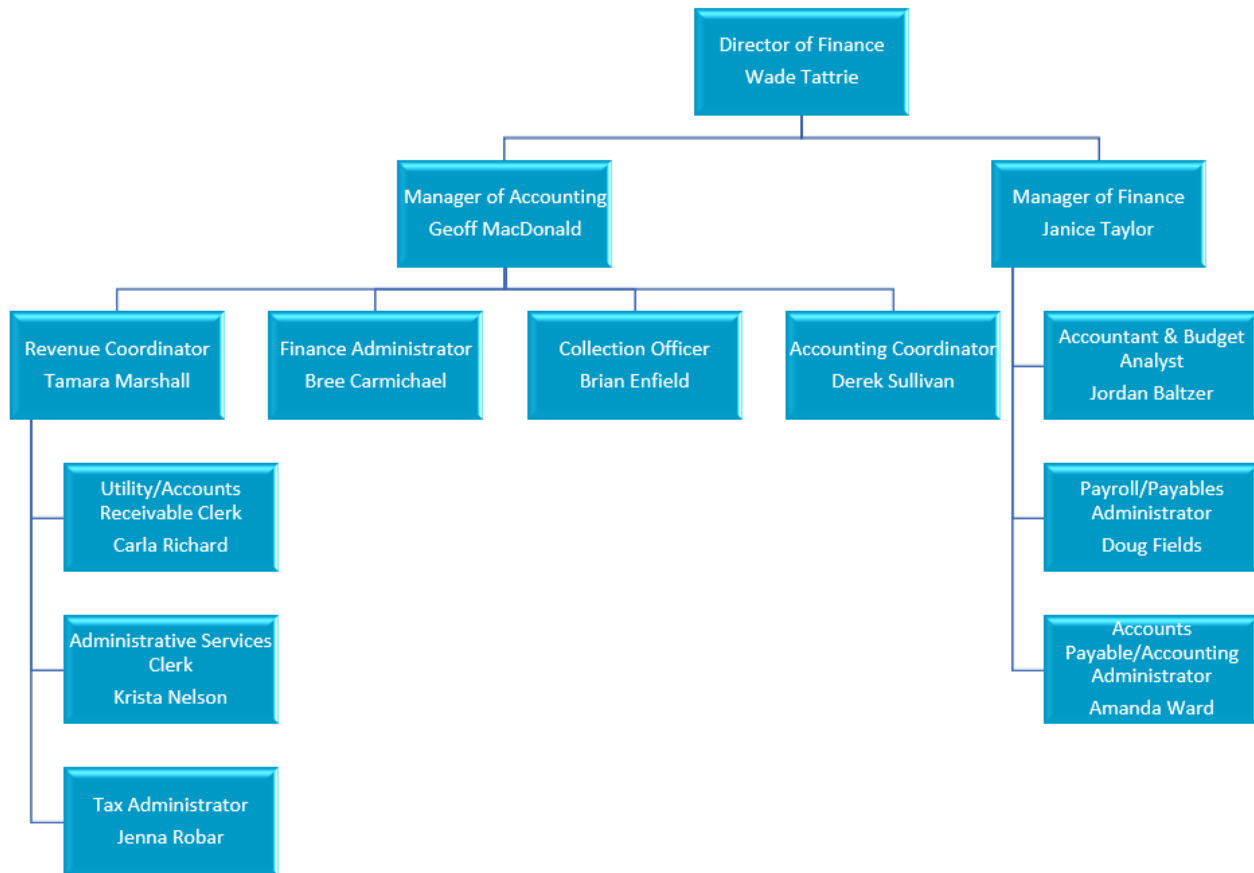
### Office of the CAO



# Corporate Services

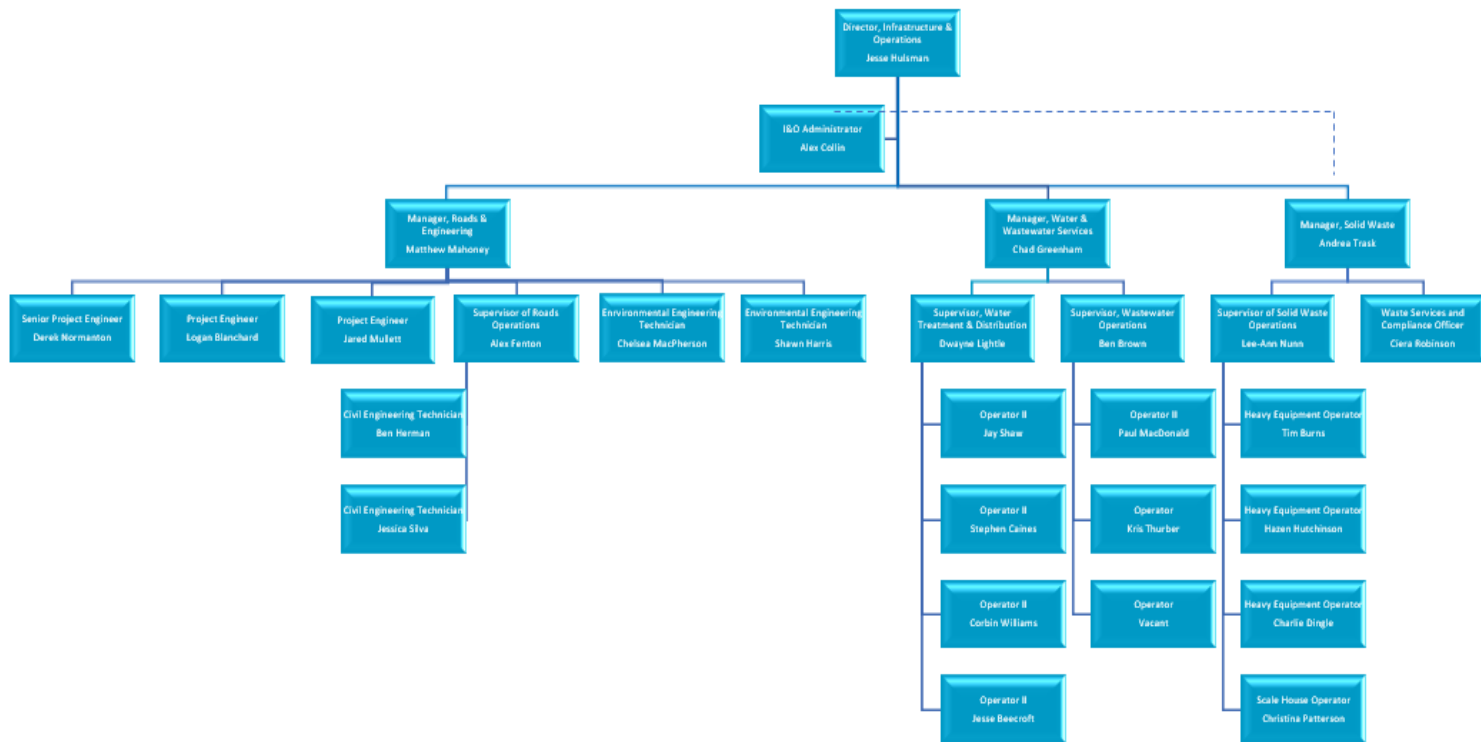


# Finance

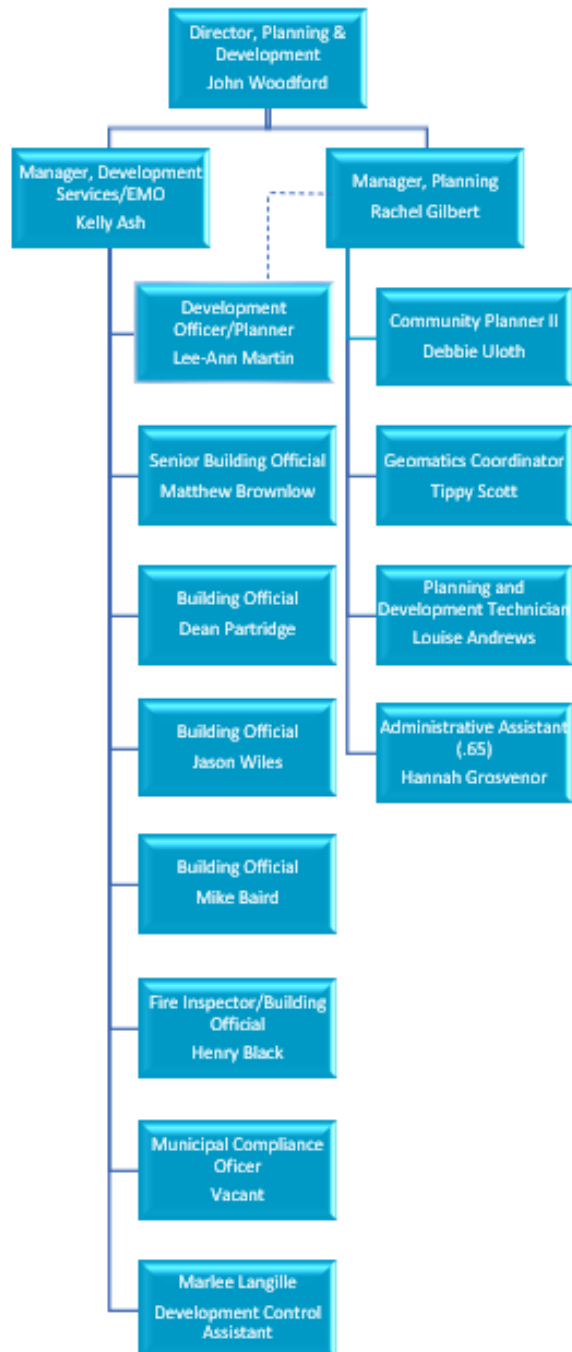




# Infrastructure & Operations



# Planning & Development



# Parks, Recreation, & Culture

