

# HR ANNUAL REPORT

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Chief Administrative Officer

Date: As of December 31, 2025



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

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## Executive Summary

2025 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 2025 included a focus around Emergency Management with a voluntary water conservation program during drought conditions, new provincial requirements to join a Regional Emergency Management Organization (REMO), and province-wide exercises. We completed the East Hants Housing Strategy, our digital permit application portal went live, and we set a new record for the number of permits issued and inspections completed in a single year. We have received and processed more Freedom of Information and Protection of Privacy (FOIPOP) requests in 2025 than we have received in our history.

Our Solid Waste team has transitioned to the new Extended Producer Responsibility (EPR) requirements. Our Finance team went through a large transition of people due to retirements and growth. We made updates to the Accessibility Plan, the East Hants Climate Action Plan, and released the Equitable East Hants Plan in response to new legislation. Recreation programming has expanded into rural areas of East Hants, in the Corridor, and at the East Hants Sportsplex, and the Places & Spaces Public Survey was released. As we continue to grow, space management has become more of a pressing issue. In the coming year, Council will need to start planning for functional operational space for the Municipality.

Internally in 2025, we focused on the growth of our human resources to meet the growing service needs of the community, and had a total of 24 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 2025, including 4 new full-time equivalent positions at the East Hants Sportsplex. Changing demographics within our employee group due to growth positions and retirements led to the highest number of backfills due to maternity/paternity leaves than we have seen in recent years. We are also starting to see the effects of the Boomer Generation and Generation X exiting the workplace in retirement, with Generation Y/ Millennial and Generation Z now making up 56% of our workforce. In addition, 2025 included a major focus on recruiting and

supporting casual staff, related to re-staffing the East Hants Aquatic Centre, growing recreation programming, and continued growth of programs and services at the East Hants Sportsplex.

In 2025, our human resource efforts were focused on corporate excellence activities including supporting the activities of the 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, an internal Communications Survey, 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 other vacancies.

The upcoming year will see a continued focus on compensation and benefits reviews to ensure we remain competitive, the bi-annual Employee Engagement Survey, recruiting for growth positions to support our expanding services, incorporating a Deputy CAO portfolio into our leadership team, actioning matters related to the Fire Services Review, and continued discussions around operational space issues for our growing team. The year will also focus on succession planning and professional development as we continue to plan for the transition of our workforce who are eligible for retirement in the near future, including the retirement of the Chief Administrative Officer in the next five 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;
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 2025

### Current Staffing Complement Full-Time Equivalent

The total staffing complement for the Municipality as of December 31, 2025 is **105 full-time equivalent** staff.

3 roles are currently vacant and have recruitments underway or planned: Project Officer, Building Official, Custodian.

Table 1 below provides a summary of **filled and vacant** full-time equivalent positions as of December 31, 2025. 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, 2025**

Department	2022	2023	2024	2025
Office of the CAO	6.6	6.4	6.4	7.0
Corporate Services	11.4	12.6	15.6	16.0
Finance	12.0	13.0	13.0	15.0
Planning & Development	11.65	14.65	14.65	15.65
Parks, Recreation & Culture	14.35	15.35	18.35	22.35
Infrastructure and Operations	23	27	28	29
<b>Total</b>	<b>79</b>	<b>89</b>	<b>96</b>	<b>105</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 throughout the year, increased Tourism activities, and the addition of operational management of the East Hants Sportsplex in 2024.

The Municipality employs approximately 84 casual staff at the East Hants Aquatic Centre including Customer Service Representatives, Lifeguards, Trainers, and Swim Instructors.

The East Hants Sportsplex employs approximately 23 casual and seasonal staff including Customer service, Ice Technicians, Facility Operators, Custodial staff, and Café staff.

Municipal recreation programming employs approximately 18 casual staff including Day Camp Counsellors, Fitness and Sports Instructors, and Arts Instructors.

Seasonal staffing complement for Summer 2025 was 24 seasonal workers, including Parks, Recreation, and Tourism staff.

## 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 2 years:	28.4%
2-5 years:	30.4%
5-9 years	15.7%
10+ years:	25.5%

## Age

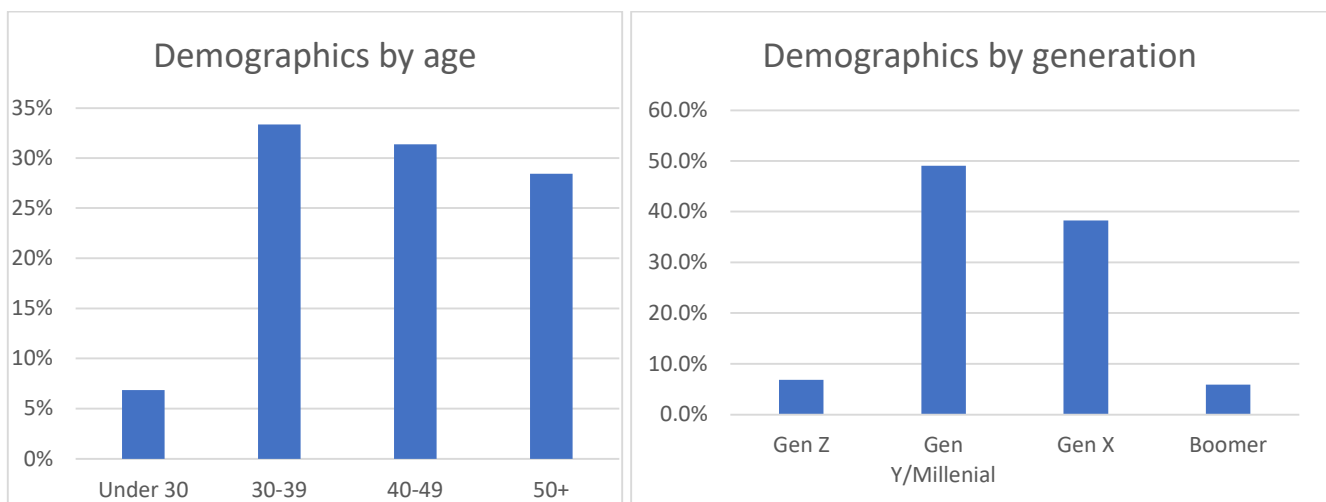
The average age of a municipal employee is forty-four (44) years old. (See Diagram 1).

## 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 - 87%.

Generation Y/ Millennial is currently almost half of the workforce - 49%. Generation X has begun to exit the workplace through retirements, and Generation Y/ Millennial and Generation Z staffing numbers will continue to increase over the coming years.

**Diagram 1 - Generations and Age (2025)**



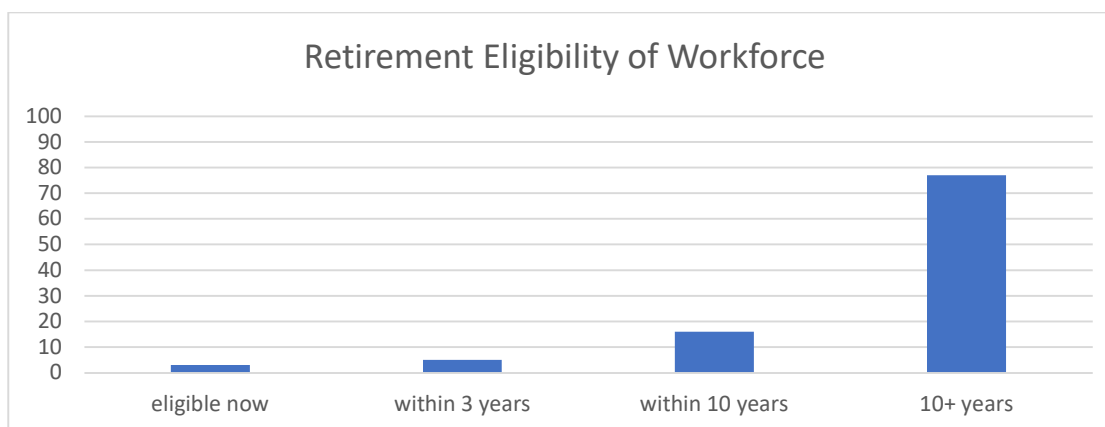
## Retirement

As of December 31, 2025, there were three (3) employees eligible to retire with an unreduced pension, five (5) employees who will be eligible to retire within the next three (3) years, and sixteen (16) employees who will be eligible to retire within the next ten (10) years.

Two (2) employees are working for the Municipality as a second career after retirement, and are not members of our Pension Plans.

Six (6) employees have enrolled in the Defined Contribution Pension Plan after joining the Municipality. Individuals who are over 50 years of age as a new employee have the option to join the Defined Benefits Pension Plan, the Defined Contribution Pension Plan, or to decline enrolling in any of our Pension Plans.

**Diagram 2 - Retirement Eligibility (2025)**



## Recruitment Activities

During 2025, 24 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, six (6) new positions, three (3) to backfill promotions, seven (7) to fill Maternity Leaves, two (2) to backfill internal transfers, one (1) to backfill a long-term medical leave, and three (3) due to departing employees.

In addition, in 2025, the Municipality hosted two (2) Solid Waste interns paid through the program from the Clean Foundation, one (1) Asset Management Co-Op student, one (1) Planning Co-Op Student, one (1) GIS Co-Op Student, and one (1) Building Inspections Co-Op.

Recruitments were conducted to fill thirty-three (33) seasonal (Winter and Summer) positions in Recreation, Parks, Tourism, and the East Hants Sportsplex. Recruitments were also conducted to fill sixty (60) casual positions throughout the year, including Lifeguards, Swim Instructors, Customer Service Representatives, Ice Technicians, Sportsplex Welcome Desk, and Custodial.



The Municipality received funding for five (5) seasonal positions through the federal Canada Summer Jobs program in Tourism, Parks, and Recreation totaling \$8,494.

### **Retention Rate**

Retention rate is calculated as the percentage of new employees who stay with the Municipality for a minimum of two years. In 2025, the Retention rate was 83%. i.e. 2 employees who were hired in 2023 are no longer with the Municipality. Reasons included moving away from Nova Scotia, and another job opportunity.

Year	Retention Rate
2025	83%
2024	89%
2023	86%
2022	97%

### **Turnover Rate**

The turnover rate is the percentage of employees voluntarily exiting the Municipality in 2025. According to the most recent Mercer Survey, the average voluntary turnover rate in Canada across all organizations in 2025 was 10.2%. The voluntary turnover rate for the Municipality in 2025 continues to run below the average turnover rate in Canada at 4.9%. Reasons included 3 retirements, 1 move away from Nova Scotia, and 1 with another job opportunity. (Note: the individual who left for another opportunity returned to the Municipality later in the year).

Year	Turnover Rate
2025	4.9%
2024	5%
2023	6%
2022	7%
2021	14%

**Table 2** shows a list of recruitment activities that took place between January 1, 2025 and December 31, 2025:

**Table 2 Recruitment Activities as of December 31, 2025**

Department	Position	Vacancy Reason
Office of the CAO	Communications Coordinator	Maternity Leave
	Legislative and HR Administrator	Maternity Leave
Corporate Services	Corporate Services Administrator	New
	Sustainability Coordinator	Maternity Leave
	Information Systems Technician	New
	Asset Management Co-op	Seasonal
Finance	Finance Coordinator	New
	Revenue Coordinator	Internal transfer
	Accountant & Budget Analyst	Promotion
	Administrative Services Clerk	Maternity Leave
	Tax Administrator	Promotion
	Tax Administrator	Maternity Leave
	Collection Officer	Retirement
	Finance Clerk	New
	Administrative Services Clerk	Internal transfer
Planning & Development	Building Official	Retirement
	Building Official	New
	Development Control Clerk	Maternity Leave
	Planning & Development Technician	Departure
	Municipal Compliance Officer	Departure
	Building Inspections Co-Op	Seasonal
	Planning Co-Op	Seasonal
	GIS Co-Op	Seasonal

Parks, Recreation & Culture	Tourism and Events Coordinator	Maternity Leave
	Community Recreation Coordinator	New
	Summer Tourism Interpretive Guides (9)	Seasonal
	Summer Recreation Program Leaders (12)	Seasonal
	Summer Recreation Supervisor (1)	Seasonal
	Summer Parks Maintenance (6 - had mid-season replacements)	Seasonal
	Seasonal East Hants Sportsplex Staff (5)	Seasonal
	Casual Recreation Staff (14)	Seasonal
	Casual Aquatics Staff (31)	Casual
	Casual East Hants Sportsplex Staff (14)	Casual
	Casual Custodian LEMC/EHAC (1)	Casual
Infrastructure & Operations	Wastewater Services Operator	To fill a promotion
	Heavy Equipment Operator	Leave
	Heavy Equipment Operator	Departure
	Clean Foundation Interns (X2)	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.

## Achievements and activities in 2025

### Finance team - year of change

The Finance team went through a large transition of people in 2025 with 2 new roles, 2 retirements, internal transfers, promotions, health leaves, and maternity leaves. The team completed a total of 9 recruitments in 2025, and has been focused on knowledge transfer and learning.

## **Water Utility Rate Review**

Completion of the Water Utility Rate Review Report for NSRAB.

## **Planning**

Completion of the East Hants Housing Strategy, the Lantz Secondary Planning Strategy, and the Uniacke Secondary Planning Strategy. Set a new record for number of permits issued in a single year (513) and number of inspections conducted (2,225).

## **Digital Building Permit Application Portal**

Digital building permit application portal went live in 2025.

## **Infrastructure and Operations**

The Infrastructure and Operations team completed the Extended Producer Responsibility (EPR) transition, the Shubenacadie Water Treatment Plant - Backwash Project, the Wastewater Collection Upgrade - Lantz, Desludging Lantz Lagoon Project - Phase 1, and the Paley Brook Flood Mitigation Study.

## **FOIPOP Requests**

Significant resources were spent on FOIPOP requests in 2025. Activities included correspondence with applicants, gathering information to fulfill requests, communication with legal, and preparing submissions to the provincial Office of the Information and Privacy Officer related to appeals of the information that the Municipality provided. Resources across the organization were involved in gathering and preparing information for FOIPOP requests in 2025.

## **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 onboarding of 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.

## **Parks and Recreation**

With the addition of a second Community Recreation Programmer in 2025, recreational programming for adults and children have expanded to rural areas, throughout the

Corridor, and at the East Hants Sportsplex. The Parks team focused resources on planned and unplanned projects in 2025. The Places & Spaces Public Survey was conducted in 2025 and will inform the facilities master planning that is underway.

### **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. Activities in 2025 included continued expansion of programming towards pre-closure levels and beyond, training/re-training of staff, filling vacancies to meet new program demands, program delivery, and communication with the public. Internally, the Aquatic Centre team completed a project to transition staff scheduling and all related activities to a new electronic scheduling module, streamlining data entry and scheduling activities. The team at the EHAC also supported water distribution efforts for residents during the 2025 drought conditions.

### **East Hants Sportsplex**

Activities in 2025 included planned facility maintenance updates and upgrades, determining staffing numbers, training, budgeting, assessing current programs and services, and offering of new programs and services. In 2025, the Sportsplex employs 5 permanent staff, and approximately 23 seasonal and casual staff including Ice Technicians, Facility Operators, customer service staff, Café staff, and custodial staff.

### **Protective Services**

Programming is focused on community safety, seniors' safety programming, managing relationships with emergency services partners, and our Emergency Management Office. The EMO participated in a large-scale provincial practice exercise in 2025. EMO was involved in supporting water distribution efforts for residents during drought conditions in 2025, and held Seniors Safety information sessions across East Hants. To meet new provincial requirements, East Hants has made a formal request to join the Regional Emergency Management Organization (REMO) for the Colchester Region.

### **Asset Management and Sustainability**

In 2025, a comprehensive field inventory of underground infrastructure was completed, with location data for 1,018 sewer manhole covers and 884 water valve covers across the Municipality's serviced area. This contributed the development of an accurate sewer

mainline inventory and water mainline inventory. The Sustainability Program is making updates to the East Hants Climate Change Action Plan, after seeking input from residents, businesses, and partners through a public Climate Action survey in 2025.

### **Procurement**

We continue to support the development of procurement programs and policies at East Hants, and across the province. Our Procurement Officer chairs the AMA Procurement Committee, the NSFM Insurance Committee, and supported AMANS in establishing a list of investigators for the Code of Conduct legislation. The East Hants Procurement Policy was updated in 2025 around low value procurements.

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

In 2025, the Equitable East Hants Plan was developed and adopted, and meets the requirements of the new Dismantling Racism and Hate Act in Nova Scotia. This public plan represents East Hants' commitment to advancing equity and combating racism, and will be updated every three years. The municipality has staff representation as chair of the AMANS Municipal Equity, Anti-Racism and Accessibility Advisory Committee and Council representation on the NSFM Equity and Community Wellbeing Advisory Committee.

### **Municipal Accessibility Plan**

In March 2025, Council approved the updated Accessibility Plan, 2025 Accessible East Hants. This plan addresses accessibility related to municipal buildings, services, buildings and infrastructure.

### **Internal Communications**

Workplace by Facebook, one of the tools the Municipality was using for internal communications, was obsoleted in 2025. An internal communications survey with staff was completed, and an internal communications strategy is being developed.

### **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.

### **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 2025 to provide opportunities to build internal relationships.

## **Training and Professional Development**

The Municipality offers training via various training providers as well as individual learning opportunities based on skills development and technical certification requirements. 2025 was a year of focusing on the value of professional development and leadership development, both individually and team-based.

Learning opportunities over the past year include:

1. Respect in the Workplace Training for new staff, and current staff every 2 years
2. De-escalation Training at the East Hants Sportsplex
3. New and current managers leadership training: Saint Mary's Leadership Certificate Program, Leadership program through Irrelevant Leader
4. Workplace Education Programs attended through East Hants Chamber of Commerce: Customer Service; Coaching for Performance.
5. AMANS Sessions attended: Rules of Order and Meeting Processes; Leadership and Problem Solving; Accessibility Foundations; Enhance Workplace Safety: Verbal De-escalation & Harm Reduction Training; The Working Mind - Mental health training for employees and managers; Accessible Employment - Retention & Career Development; Managing Time and Priorities in the Digital Age; Financial Literacy series; Inclusive, Diversity, Equity and Accessibility (IDEA) Lunch & Learn Series.
6. EMO: Incident Command Systems training; participated in province-wide Emergency Management exercise.
7. WHMIS (classroom + individual online learning)
8. First Aid Training
9. Joint Occupational Health and Safety Committee training - Certificate Program
10. Accessibility Basics Training

11. Digital Accessibility Training Sessions
12. Emergency Management Office (EMO) training
13. Laserfiche (Records Management) Training
14. ADP Workforce Now Training
15. Council Chambers Online training
16. Procurement overview
17. Budgeting and SAP training (Finance)
18. Waste Management Centre overview for new staff (Manager of Solid Waste)
19. Townsuite Mapping Training (Geomatics Coordinator)
20. Communications and Media Orientation for New Staff (Communications Officer)
21. Atlantic Safety Services Conference - Safety Services Nova Scotia
22. Wellness Committee activities throughout the year
23. Mandatory training in various departments for required certifications
24. 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 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. The JOHS Committee sets out a



workplan for each year, participates in safety activities and inspections, and provides advice and recommendations on workplace safety matters.

In May 2025, 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, October, and November. Eighteen (18) sites from across the Municipality were inspected.

In 2025, no time or earnings loss claims were registered with WCB. The Municipality will continue to receive a discount on the standard WCB premium rates in 2026, as a result of low claims history as compared to the industry standard.

### **Department of Labour Orders**

The Municipality received two Orders from the Department of Labour in 2025, related to an accident that occurred with one of the staff members of a contractor for the Municipality. Information provided: Contract between the Municipality and the Contractor; the Municipality's Health and Safety Program; and Health and Safety records of the Municipality related to the Water Utility for the past two years.

### **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 2025 to fund part of their activities, and will apply again for funds in the next grant period.

## Proposed Human Resources for 2026/2027

### Proposed Staffing Levels

Looking forward to 2026, 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 around expanding programs and services.

The Office of the CAO will be adding a Deputy Chief Administrative Officer to support corporate and provincial priorities. One (1) Municipal Educator role will be added to the Communications team to support solid waste education and other education initiatives across the Municipality.

The Corporate Services team will be adding one (1) Real Estate Coordinator, as an 18-month term position to assist with working through easements and encroachments related to the DAR line.

The Infrastructure and Operations team will add a Financial Analyst role to support increased finance and budget-related activities. The team will also add one (1) Water Supervisor, splitting a current Supervisor role into two roles, in order to support the increased growth and complexity of the Water Utility.

The Planning and Development team will add one (1) Community Planner to contribute to the Comprehensive Plan Review, and one (1) Building Official to support continued growth in our community.

The Parks, Recreation, and Culture team will see one (1) support role added to meet the increased administrative demand of more facilities and services. The team will also add one (1) Assistant Chief Engineer role at the East Hants Sportsplex to support the Chief Engineer in managing operations of 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 2025/2026 and the draft budget for 2026/2027.

Table 9

Description	Amount
Full Time Staffing 2025/2026	\$ 8,739,993
2025/2026 Market Provision	(393,436)
2025/2026 Market Review Adjustments	239,504
New Positions	763,838
Casual to Fulltime/Reorganization	100,791
2026/2027 Market Provision	277,580
2026/2027 Salary Increments/Adjustments	119,603
Full Time Staffing 2026/2027	\$ 9,847,873
<b>Net Impact on 2026/2027 Budget</b>	<b>\$ 1,107,880</b>

## HR Department Activities 2026

A number of HR activities will either be continued or started in 2026 pending approval of funding included in the operating budget.

### Employee Engagement Survey

The 2026 Employee Engagement Survey will be released in late Fall. (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.

### New Preventing Harassment in the Workplace Legislation

New Respect in the Workplace Policy will be released to meet the requirements of the recent Preventing Harassment in the Workplace legislation, and a refreshed Respect in the Workplace training program will be implemented.

### Recruitment

Project to transition interview documentation to fully electronic.

### **Criminal Records Checks**

Project to transition Criminal Records checks to being managed internally by HR, including obtaining, filing, and managing checks.

### **Annual Salary Review**

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

### **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 the NSFM benefits consultant.

### **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. Working towards the goals of the Equitable East Hants Plan.

### **Municipal Accessibility Plan**

Continue to work towards the 2025-2028 goals for the employment section of the Municipal Accessibility Plan.

### **East Hants Sportsplex**

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

### **Training and Professional Development**

The Municipality will continue to offer on-site or off-site training as needed. Learning opportunities planned for 2026 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 to 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 is experiencing significant growth in communities across the Municipality. With this growth comes additional revenue from an expanded tax base, however an increase in expected services is also felt across the organization. The 2026/2027 draft budget is a measured approach to staffing that ensures we respond to new growth, plan for succession of key positions, and are able to serve our residents with the service excellence they have come to expect from the East Hants brand. 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 15% 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, along with succession planning retirement transitions will continue to be a focus of HR activities for the near future.

**Some of the Municipality's Top HR Priorities for 2026 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. 2026-2027 will include a follow up employee engagement survey.
2. **Diversity and Inclusion** - Following approval of the Equitable East Hants Plan in April 2025, we will be working toward the three objectives of the Plan. This includes rolling out training and initiatives, in support of the Equity, Diversity, and Inclusion Committee. This is in response to the municipal requirements under the Dismantling Racism and Hate Act.
3. **Strategic Planning (HR)** - Aligning human resource needs with the new Strategic Plan will continue into 2027. As we look to the future needs of the municipality, a main area to be resourced is facility management along-side project management. With a new Strategic Plan in place, alignment of Human Resources to achieve the goals of Council will continue to be flushed out. This will include additional investments in infrastructure, managing the results of the provincial Fire Service Review, building on our climate action plan, and doing a comprehensive Planning Review over the next two years. As we manage 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 4.9% and we are excited to see the results of our upcoming Employee Engagement Survey. We continue to recruit wonderful people who 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 continued investment in our staff, the Municipality will accomplish our established goals in 2026 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', followed by a long horizontal flourish.

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

## Appendix A - Staffing Complement

As of December 31, 2025

\*Note: Vacancies: Project Officer, Building Official, Custodian.

Department and Position Title	Employee Name	Dept. Total
<b>Office of the CAO</b>		<b>7.0</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	
Legislative and HR Administrator	Alana Richards	
<b>Corporate Services</b>		<b>16.0</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	Galen MacLeod	



Manager of Information Systems	Tom Gignac	
Information Management Coordinator	Amanda Hatfield	
Senior Systems Analyst	Christian Taylor	
End User Support Technician	Jonathan Woodman	
IS Systems Analyst	Colton Dean	
Manager of Protective Services	Calvin Byard	
Corporate Services Administrator	Amy Matheson	
<b>Finance</b>		<b>15.0</b>
Director of Finance	Wade Tattrie	
Manager of Finance	Jordan Baltzer	
Manager of Accounting	Geoff MacDonald	
Revenue Coordinator	Jenna Robar	
Finance Coordinator	Tamara Marshall	
Administrative Services Clerk	Rachel Edgett	
Accountant and Budget Analyst	Breeanna Allum	
Finance Clerk	Justine Senechal	
Collection Officer	Mary George	
Payroll/Payables Administrator	Doug Fields	
Finance Administrator	Bree Carmichael	
Utility/Accounts Receivable Clerk	Carla Isenor	
Tax Administrator	Krista Nelson	
Accounting Coordinator	Derek Sullivan	
Accounts-Payable - Accounting Administrator	Amanda Ward	
<b>Planning and Development</b>		<b>15.65</b>
Director of Planning and Development	John Woodford	

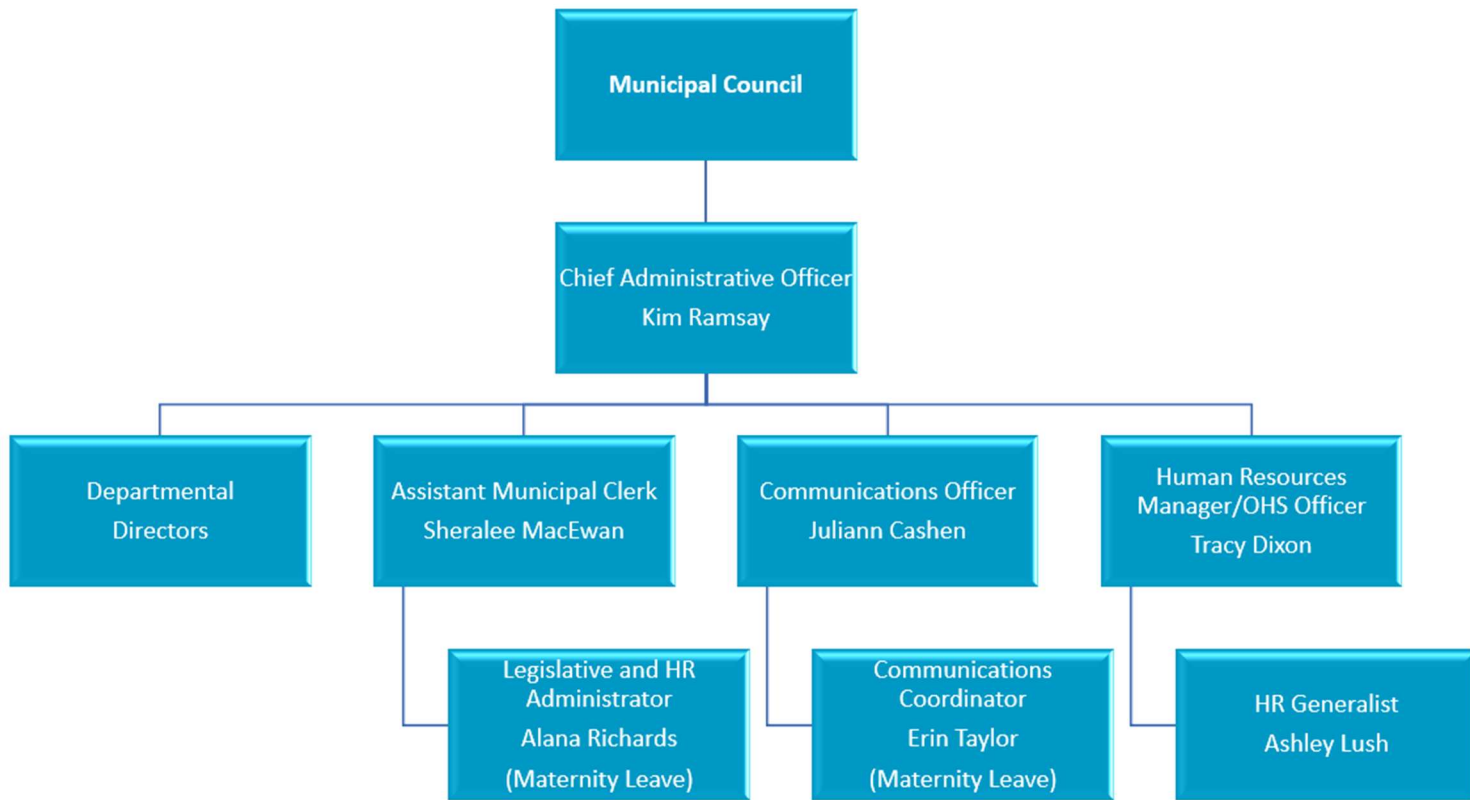
Manager of Planning	Rachel Gilbert	
Community Planner II	Debbie Uloth	
Planning and Development Technician	Anna Banzhaf	
Geomatics Coordinator	Tippy Scott	
Manager of Development Services	Kelly Ash	
Senior Building Official	Matthew Brownlow	
Development Officer and Planner	Lee-Ann Martin	
Building Official	Dean Partridge	
Building Official	Vacant	
Municipal Compliance Officer	Greg Hussey	
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>22.35</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	Dan Chisholm	

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	Vacant	
Chief Engineer - East Hants Sportsplex	John Piek	
Sportsplex Coordinator	Erin Lively	
Sportsplex Supervisor	Sheila Clarke	
Custodian - Sportsplex	Connie Boutilier	
Custodian-Sportsplex	Tracy Blois	
<b>Infrastructure and Operations</b>		<b>28+1 leave</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	

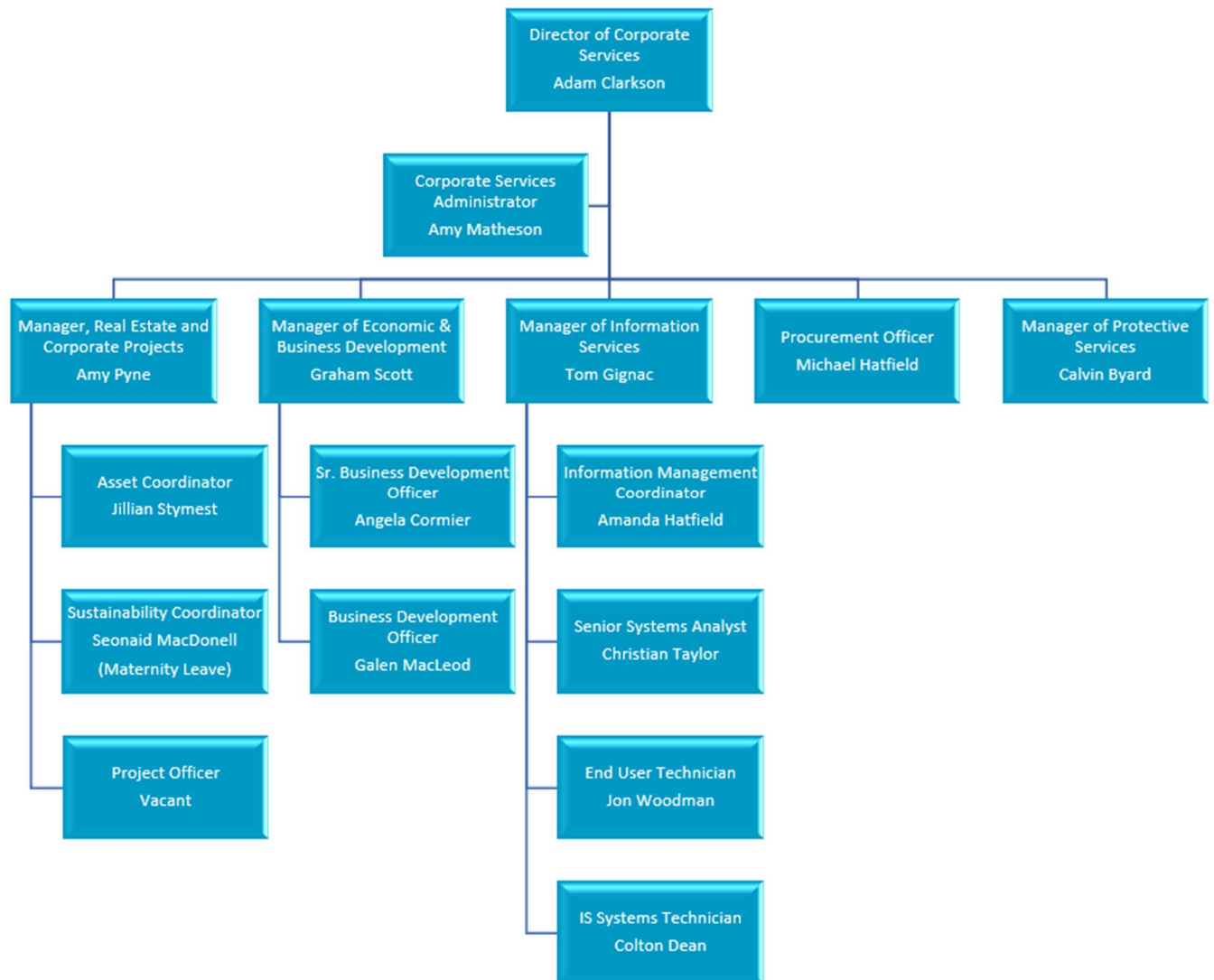
Environmental Engineering Technician	Shawn Harris	
Manager of Solid Waste	Andrea Trask	
Supervisor of Solid Waste Operations	Lee-Ann Nunn	
Heavy Equipment Operator	Tim Burns (on leave)	
Heavy Equipment Operator	Robert Vint	
Heavy Equipment Operator	Charlie Dingle	
Heavy Equipment Operator	Keith Simm	
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	Andrew Hamblin	
Water Treatment Operator	Jay Shaw	
Waste Services and Compliance Officer	Ciera Robinson	
<b>Total Full Time Staff Complement</b>		<b>105</b>

## Appendix B - Organizational Charts

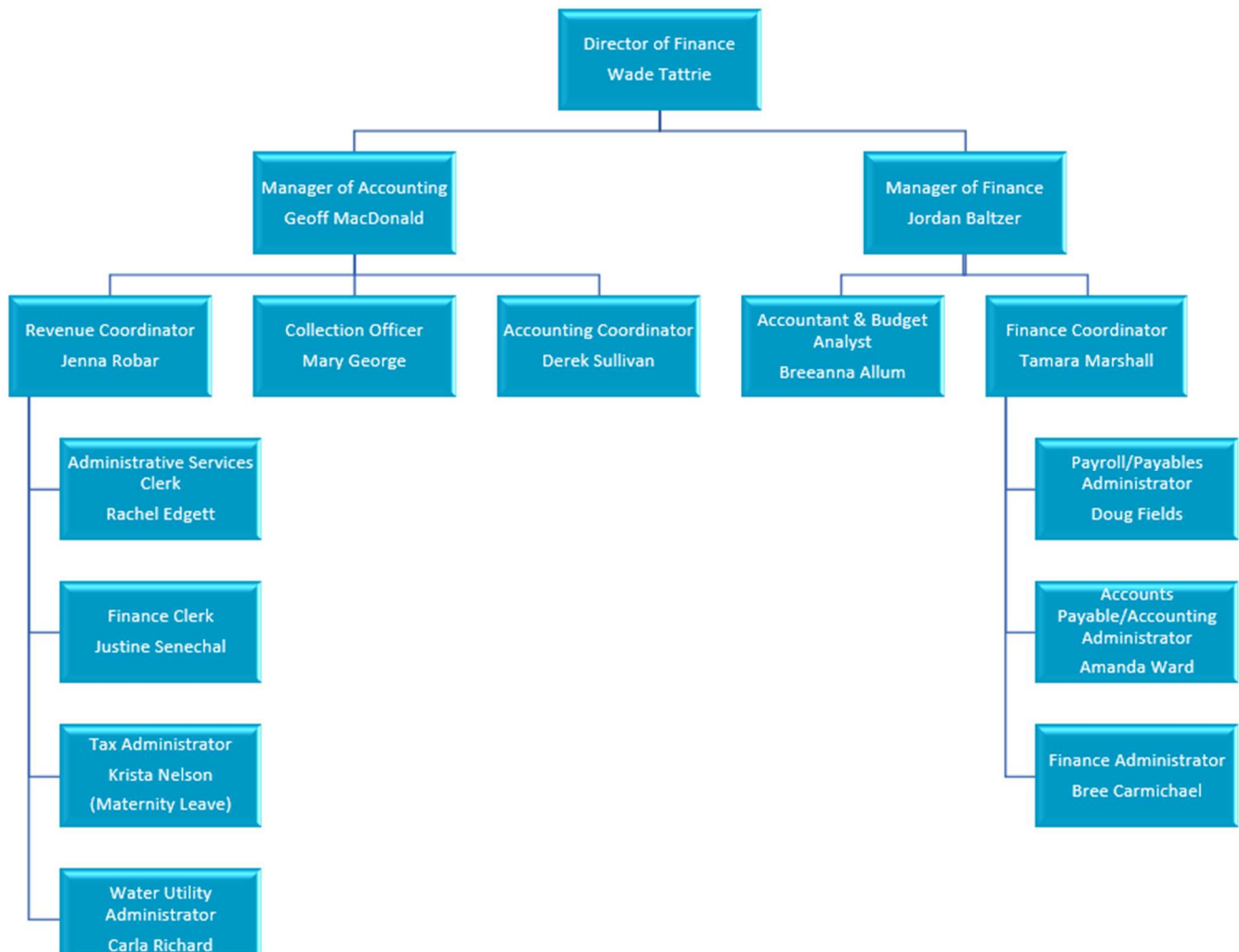
### Office of the CAO



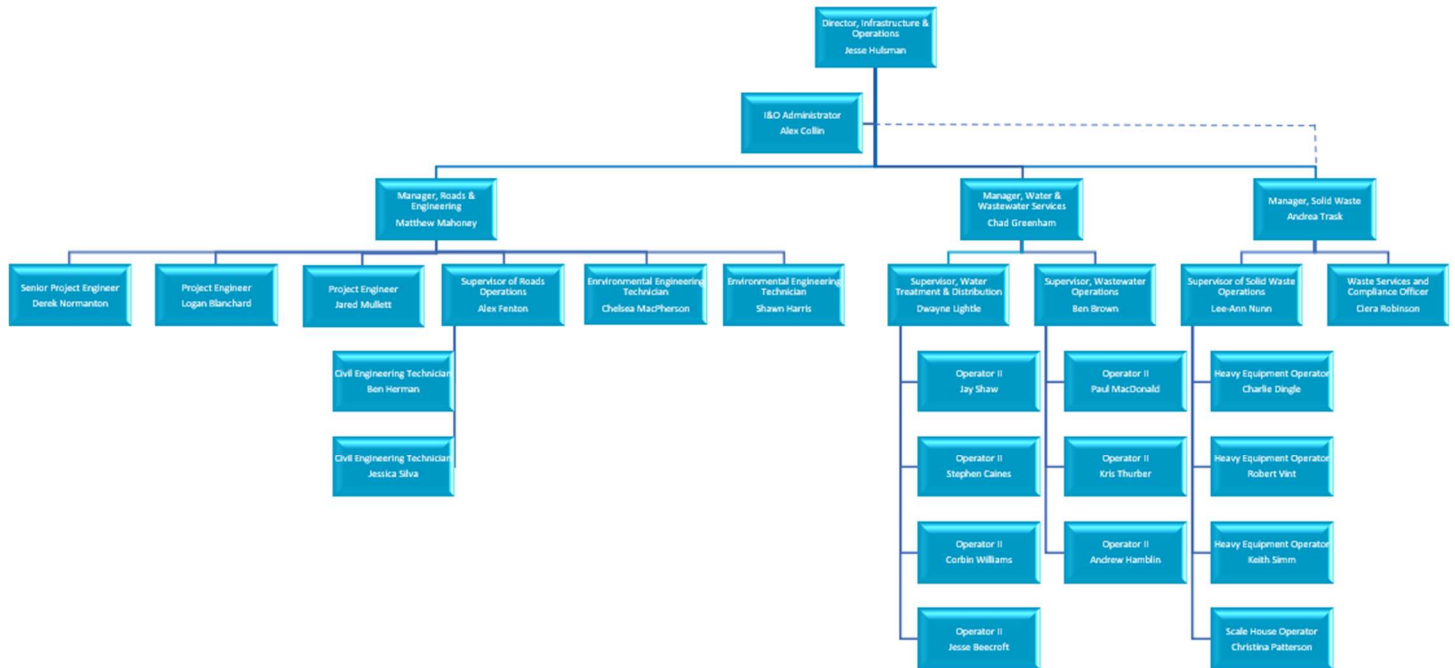
# Corporate Services



# Finance

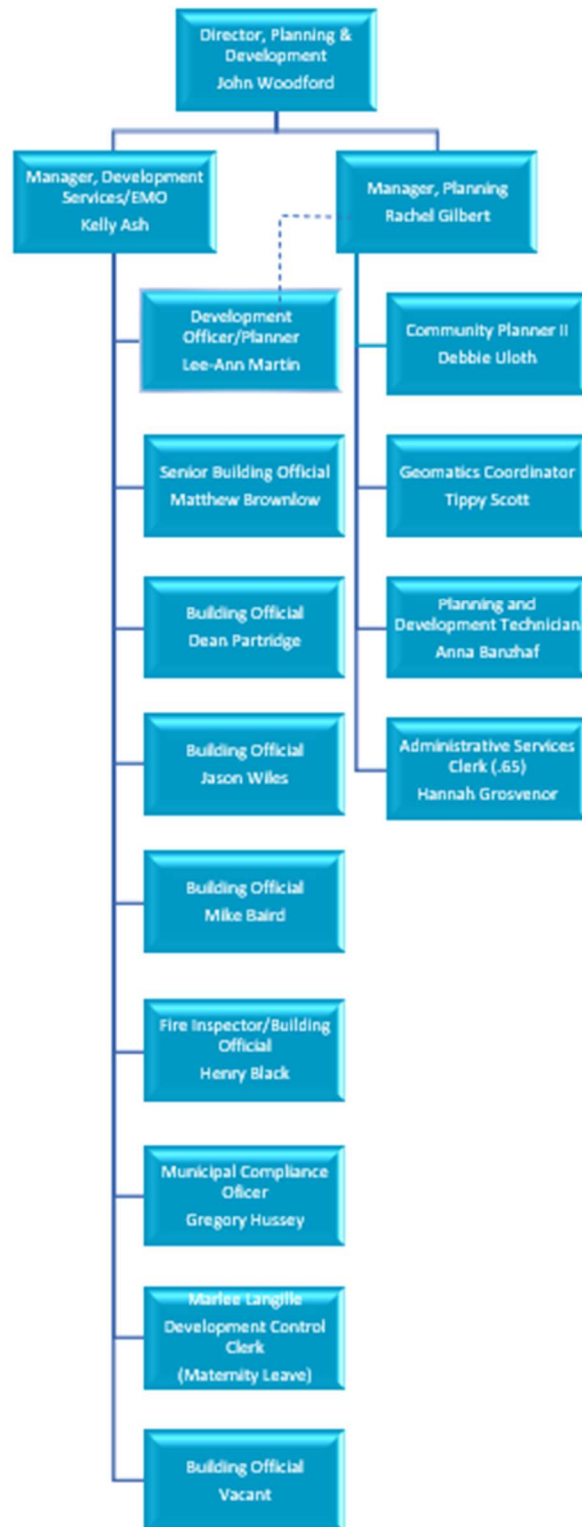


# Infrastructure & Operations





# Planning & Development



# Parks, Recreation, & Culture

