



EXECUTIVE COMMITTEE

**Wednesday, December 3, 2014
11:45 AM**

Henry Baker Hall, Main Floor, City Hall



Office of the City Clerk

**Public Agenda
Executive Committee
Wednesday, December 3, 2014**

Approval of Public Agenda

Minutes of the meeting held on November 12, 2014.

City Clerk's Reports

EX14-43 2015 Elected Officials Appointments

Recommendation

1. That City Council approve the elected member appointments to the committees summarized in Appendix A.
2. That all appointments be made effective January 1, 2015 with terms of office to December 31, 2015 unless otherwise noted.
3. That members appointed continue to hold office for the term indicated or until their successors are appointed.
4. That this report be forwarded to the December 15, 2014 City Council meeting.

Informational Reports

EX14-44 City Administration Reorganization Final Update

Recommendation

That this report be received and filed.

Resolution for Private Session

AT REGINA, SASKATCHEWAN, WEDNESDAY, NOVEMBER 12, 2014

AT A MEETING OF THE EXECUTIVE COMMITTEE
HELD IN PUBLIC SESSION

AT 11:45 AM

These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.

Present: Councillor Jerry Flegel, in the Chair
Mayor Michael Fougere
Councillor Bryon Burnett
Councillor John Findura
Councillor Shawn Fraser
Councillor Bob Hawkins
Councillor Terry Hincks
Councillor Wade Murray
Councillor Mike O'Donnell
Councillor Barbara Young

Regrets: Councillor Sharron Bryce

Also in Attendance: Chief Legislative Officer & City Clerk, Jim Nicol
Deputy City Clerk, Erna Hall
City Manager & CAO, Glen Davies
Deputy City Manager & COO, Brent Sjoberg
Chief Financial Officer, Ed Archer
Executive Director, City Services, Kim Onrait
Executive Director, Transportation and Utilities, Karen Gasmol
A/Executive Director, City Planning & Development, Diana Hawryluk
Deputy Fire Chief, Gerard Kay
Director, Major Projects, Kelly Scherr
Solicitor, Cheryl Willoughby
Solicitor, Christine Clifford
Solicitor, Jayne Krueger
Solicitor, Mark Yemen
A/Director, Planning, Shanie Leugner
Senior City Planner, Lauren Miller

APPROVAL OF PUBLIC AGENDA

Mayor Michael Fougere moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted, and that the delegations be heard in the order in which they are called by the Chairperson.

ADOPTION OF MINUTES

Councillor Wade Murray moved, AND IT WAS RESOLVED, that the minutes for the meeting held on October 22, 2014 be adopted, as circulated.

COMMUNICATIONS

EX14-34 Regina Public Library 2015 Mill Rate Request

The following addressed the Committee:

- Joanne Havelock, representing Friends of the Regina Public Library
- Jeff Barber and Darryl Lucke, representing Regina Public Library Board

Mayor Michael Fougere moved, AND IT WAS RESOLVED, that this report be tabled to the special City Council (Budget) meeting on December 8, 2014.

ADMINISTRATION REPORTS

EX14-35 Service Delivery Options for Animal Control and Impoundment Services

Recommendation

1. That the City maintain current animal control service levels and continue to pursue the renewal of the Regina Humane Society (RHS) agreement as the most cost effective option to achieve this objective.
2. That subject to budgetary approval by Council, the Deputy City Manager and COO be authorized to resolve the final terms and conditions of a definitive agreement with the RHS based upon the key commercial terms outlined in Appendix D to this report.
3. That the \$761,000 in increased operating funds required in 2015 to reflect the increased costs RHS would incur in its delivery of City animal control services in a new facility be subject to approval by Council as part of its consideration of the 2015 General Operating Budget.
4. That the City Clerk be authorized to execute any definitive legal agreements after review by the City Solicitor.
5. That this report be forwarded to the November 24, 2014 City Council meeting.

Lisa Koch and Steve Battistolo, representing the Regina Humane Society addressed and answered questions of the Committee. A powerpoint presentation was made, a copy of which is on the file of the City Clerk.

Councillor Mike O'Donnell moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

EX14-36 Regina Exhibition Association Limited: Pre-construction Design and Costing Project for a Multi-Purpose Event Facility Located At Evraz Place

Recommendation

That a one-time community investment of \$50,000 be provided to The Regina Exhibition Association Limited from the Community Investment Grants Reserve.

Mark Allan, representing Evraz Place and Marty Seymour, representing the Canadian Western Agribition addressed and answered questions of the Committee.

Mayor Michael Fougere moved, AND IT WAS RESOLVED, that the recommendation contained in the report be concurred in.

EX14-38 Joint-Use School Sites Acquisitions

Recommendation

1. That City Council delegate authority to the City Manager & Chief Administrative Officer to:
 - a) Negotiate and approve the City entering into any agreements, as in his discretion are deemed necessary, with the Government of Saskatchewan and/or development corporations as may be required to facilitate the acquisition and licensing of bare land real estate sites for three planned new joint-use schools; and,
 - b) Allocate \$6,045,000 funding to be provided by the Government of Saskatchewan to facilitate the development of a school site in Regina, North of Lakeridge.
2. That the following exceptions to the Interim Phasing and Financing Policy be approved:
 - a) Contrary to the Interim Phasing and Financing Policy, (Appendix A – Part 3) the City of Regina may provide funding for a portion of the infrastructure internal to the development North of Lakeridge.
 - b) Contrary to the Interim Phasing and Financing Policy, (Appendix A – Part 3), North of Lakeridge, the City of Regina may provide funding for a portion of the water, wastewater and storm water projects including a portion of the reconstruction of McCarthy Boulevard if directional boring is not feasible.

Jim Elliott, representing himself addressed the Committee.

Mayor Michael Fougere moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

(Councillor Flegel stepped down from the Chair and temporarily left the meeting.)

(Councillor Findura assumed the Chair.)

EX14-37 Status Update on the Enforcement of New Residential Homestay Regulations

Recommendation

1. That the Administration be directed to continue standard bylaw enforcement procedures for Residential Homestays.
2. That the Administration provide a report back in Q4 of 2015 outlining options for target licensing for R1, single family home zones, keeping in mind congregated living arrangements and having public engagement as part of the review of options.
3. That this report be forwarded to the November 24, 2014 City Council meeting for approval.

Councillor Wade Murray moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

EX14-39 Fire Services Agreement - Global Transportation Hub Authority

Recommendation

It is recommended that City Council:

1. Direct the Chief Legislative Officer & City Clerk to sign the finalized agreement on behalf of the City.
2. Direct the City Solicitor to prepare the necessary bylaw for the Fire Services Agreement between the City of Regina and the GTHA.

Mayor Michael Fougere moved, AND IT WAS RESOLVED, that:

1. **The Deputy City Manager & Chief Operations Officer be authorized to resolve and approve the final terms and conditions of a definitive Fire Services Agreement between the City of Regina and the Global Transportation Hub Authority based on the general and key commercial terms and conditions as outlined in this report.**
2. **The City Clerk be authorized to execute the Fire Services Agreement after review by the City Solicitor.**

EX14-40 Pension and Long Term Disability Bylaw Amendments to Include EPCOR Water Prairies Inc. as a Participating Employer

Recommendation

1. That City Council approve amending *The Regina Civic Employees' Long Term Disability Plan, 1997 Bylaw*, Bylaw No. 9566 (the "LTD Plan"), and *A Bylaw of the City of Regina Concerning Superannuation and Benefit Plan*, Bylaw No. 3125 (the "Pension Plan") to add EPCOR Water Prairies Inc. ("EPCOR") to the definitions of "employer" and "City" respectively so as to have EPCOR become participating employer in both the Pension Plan and LTD Plan; and
2. That the City Solicitor be authorized to bring forward an amendment to *The Regina Civic Employees' Long Term Disability Plan, 1997 Bylaw*, Bylaw No. 9566 and *A Bylaw of the City of Regina Concerning Superannuation and Benefit Plan*, Bylaw No. 3125") to add the EPCOR Water Prairies Inc. to the definitions of "employer" and "City" respectively.

Councillor Wade Murray moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

EX14-41 Update: CR13-157 Inclusion of Brownfield Sites in the Intensification Strategy

Recommendation

That item CR13-157 be removed from the list of outstanding items for the Executive Committee.

Councillor Mike O'Donnell moved, AND IT WAS RESOLVED, that the recommendation contained in the report be concurred in.

RESOLUTION FOR PRIVATE SESSION

Councillor Barbara Young moved, AND IT WAS RESOLVED, that in the interest of the public, the remainder of the items on the agenda be considered in private.

RECESS

Mayor Michael Fougere moved, AND IT WAS RESOLVED, that the Committee recess for ten minutes.

The meeting recessed at 2:05 p.m.

Chairperson

Secretary

December 3, 2014

To: Members,
Executive Committee

Re: 2015 Elected Official Committee Appointments

RECOMMENDATION

1. That City Council approve the elected member appointments to the committees summarized in Appendix A.
2. That all appointments be made effective January 1, 2015 with terms of office to December 31, 2015 unless otherwise noted.
3. That members appointed continue to hold office for the term indicated or until their successors are appointed.
4. That this report be forwarded to the December 15, 2014 City Council meeting.

CONCLUSION

The appointment of elected members to committees should be determined by reviewing the attached list item by item. All recommendations will be forwarded to City Council for approval.

BACKGROUND

Elected official appointments are required annually to fill vacancies on various committees. The purpose of this report is to facilitate appointments required for 2015.

DISCUSSION

To facilitate the appointment process for 2015, members were provided with a list of the current committee structure and asked to provide a list of the committees that they would like to serve on. All members that responded stated they would remain on the same committees for 2015. The attached list summarizes the committees to which appointments are required and the responses received from members. The list is based on the committee structure as at November 1, 2014.

There are a number of Council and external committees where selections were not made. Members of Council are required to serve as non-voting liaisons on the advisory committees.

Attached as Appendix "B" is a summary of 2014 elected official attendance at committee meetings. This information is provided as directed by resolution of City Council on November 24, 2003 which read as follows:

“That the City Clerk be instructed to include information on the attendance of members of Council at committee meetings when bringing forward future reports to Executive Committee on Elected Official Committee Appointments.”

Attendance records for external committees are not available and have therefore not been included in the appendix.

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to the recommendations of this report.

Environmental Implications

None with respect to the recommendations of this report.

Policy and/or Strategic Implications

Elected Officials participation in various boards, committees and commissions is required to facilitate the decision making process of the City. It also ensures the Vision for Regina is articulated from the top level and works to foster inclusiveness and harmony in the community.

Other Implications

Section 65(c) of *The Cities Act* requires elected officials to participate in council and committee meetings and meetings of other bodies to which they are appointed by Council.

Accessibility Implications

None with respect to the recommendations of this report.

COMMUNICATIONS

After the appointments are approved by City Council, a list of committee members will be communicated to all departments, the media, and other interested parties.

DELEGATED AUTHORITY

City Council approval is required to appoint elected officials to various boards, committees and commissions.

Respectfully submitted,



Erna Hall, Deputy City Clerk Council Support
Office of the City Clerk

Respectfully submitted,



Jim Nicol, Chief Legislative Officer City Clerk
Office of the City Clerk & Governance Department

Report prepared by:
Amber Ackerman, Business and Performance Support Strategist

2015 CITY COUNCIL APPOINTMENT OF BOARDS, COMMISSIONS AND COMMITTEES						
BOARD, COMMISSION OR COMMITTEE	2013 MEMBERS	NUMBER OF VACANCIES	LENGTH OF TERM	NEW TERM EXPIRES	OTHER INFORMATION	Recommended Appointments
Board of Police Commissioners	Mayor Fougere Councillor Hincks Councillor Murray	2	Ongoing 1 year	Dec. 2015 Dec. 2015		1. 2.
Canadian Capital Cities Organization	Mayor Fougere Councillor Flegel	1	1 year 1 year	Dec. 2015 Dec. 2015	Mayor has traditionally been a member of this organization. Meetings are generally held by conference call.	1.
Canadian Western Agribition Association, Board of Directors	Councillor Burnett	1	1 year	Dec. 2015		1.
Community and Protective Services Committee	Councillor Findura Councillor Flegel Councillor Fraser Councillor Hawkins Councillor O'Donnell	5	1 year	Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015		1. 2. 3. 4. 5.
Conexus Arts Centre, Board of Directors	Councillor Burnett	1	Determined by Provincial Order-in-Council			1.
Emergency Measures Committee	Mayor Fougere Councillor Bryce Councillor Findura	2	Ongoing 1 year	Dec. 2015 Dec. 2015		1. 2.
Finance and Administration Committee	Councillor Burnett Councillor Fraser Councillor Hawkins Councillor Hincks Councillor Murray	5	1 year	Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015	*A member of this Committee is also a member of the Civic Employees' Long Term Disability Plan, Civic Employees' Superannuation & Benefit Plan, and CUPE Local 21 Casual Employees' & Elected Officials' Pension Plan Administrative Boards.	1. 2. 3. 4. 5.

2015 CITY COUNCIL APPOINTMENT OF BOARDS, COMMISSIONS AND COMMITTEES						
BOARD, COMMISSION OR COMMITTEE	2013 MEMBERS	NUMBER OF VACANCIES	LENGTH OF TERM	NEW TERM EXPIRES	OTHER INFORMATION	Recommended Appointments
Highway No. 39/6 Twinning Interim Board	Councillor Bryce	1	1 year	Dec. 2015	Appointee is authorized to claim any travel expenses associated with appointment to the Board in addition to annual travel allowance as a member of Council.	1.
Mayor's Housing Commission	Mayor Fougere Councillor Burnett Councillor Hawkins Councillor Young	3	Ongoing 1 year	Dec. 2015		1. 2. 3.
Public Works and Infrastructure Committee	Councillor Bryce Councillor Findura Councillor Hawkins Councillor Hincks Councillor Young	5	1 year	Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015		1. 2. 3. 4. 5.
Regina Appeal Board	Councillor Hawkins Councillor Murray Councillor Young	3	1 year	Dec. 2015 Dec. 2015 Dec. 2015		1. 2. 3.
Regina Downtown Business Improvement District Board	Councillor Burnett	1	3 year	Dec. 2017		1.
Regina Planning Commission	Councillor Flegel Councillor O'Donnell Councillor Young	3	1 year	Dec. 2015 Dec. 2015 Dec. 2015	The Chairperson of this Commission must be a member of City Council.	1. 2. 3.
Regina Regional Opportunities Commission	Mayor Fougere		Ongoing			
Saskatchewan Urban Municipalities Association, Board of Directors	Councillor Murray Councillor O'Donnell	2	1 year	Jan. 2016 Jan. 2016	Appointments effective after the annual conference in February 2015.	1. 2.

2015						
CITY COUNCIL APPOINTMENT OF BOARDS, COMMISSIONS AND COMMITTEES						
BOARD, COMMISSION OR COMMITTEE	2013 MEMBERS	NUMBER OF VACANCIES	LENGTH OF TERM	NEW TERM EXPIRES	OTHER INFORMATION	Recommended Appointments
Wascana Centre Authority	Mayor Fougere Councillor O'Donnell Councillor Young	2	Ongoing 1 year	Dec. 2015 Dec. 2015		1. 2.

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Appendix B

2014

CITY COUNCIL APPOINTMENTS TO BOARDS, COMMISSIONS AND COMMITTEES

MEMBER ATTENDANCE

MEMBER	BOARD, COMMISSIONS AND COMMITTEES	ATTENDANCE
Mayor Fougere	Board of Police Commissioners City Council Crime Prevention Advisory Committee Emergency Measures Committee Executive Committee Mayor Housing Commission School Boards/City Council Liaison Committee Youth Advisory Committee	12/13 14/15 4/4 1/1 20/21 7/10 7/10 1/4
Councillor Bryce	City Council Emergency Measures Committee Executive Committee Public Works & Infrastructure Committee Youth Advisory Committee	14/15 1/1 17/21 6/9 2/4
Councillor Burnett	City Council Executive Committee Finance and Administration Committee Mayor's Housing Commission	14/15 19/21 9/10 8/10
Councillor Findura	Accessibility Advisory Committee City Council Community and Protective Services Committee Emergency Measures Committee Executive Committee Municipal Heritage Advisory Committee Public Works & Infrastructure Committee	6/6 13/15 6/7 1/1 18/21 7/8 8/9

Appendix B

2014

CITY COUNCIL APPOINTMENTS TO BOARDS, COMMISSIONS AND COMMITTEES

MEMBER ATTENDANCE

MEMBER	BOARD, COMMISSIONS AND COMMITTEES	ATTENDANCE
Councillor Flegel	City Council Community and Protective Services Committee Community Services Advisory Committee Executive Committee Regina Planning Commission	14/15 4/7 1/2 17/21 11/14
Councillor Fraser	City Council Community and Protective Services Committee Crime Prevention Advisory Committee Environment Advisory Committee Executive Committee Finance and Administration Committee	14/15 6/10 1/4 2/3 17/21 5/8
Councillor Hawkins	Art Advisory Committee City Council Executive Committee Finance and Administration Committee Mayor's Housing Commission Public Works & Infrastructure Committee Regina Appeal Board Community and Protective Services Committee	1/3 14/15 20/21 9/10 5/10 9/9 8/8 6/7
Councillor Hincks	Board of Police Commissioners City Council Executive Committee Finance and Administration Committee Public Works & Infrastructure Committee	9/13 13/15 19/21 6/10 7/9

Appendix B

2014

CITY COUNCIL APPOINTMENTS TO BOARDS, COMMISSIONS AND COMMITTEES

MEMBER ATTENDANCE

MEMBER	BOARD, COMMISSIONS AND COMMITTEES	ATTENDANCE
Councillor Murray	Board of Police Commissioners City Council Executive Committee Finance and Administration Committee Regina Appeal Board	12/13 14/15 19/21 10/10 7/8
Councillor O'Donnell	City Council Community and Protective Services Committee Community Leaders' Advisory Committee Executive Committee School Boards/City Council Liaison Committee Regina Planning Commission	15/15 7/7 0/0 21/21 2/2 14/14
Councillor Young	City Council Executive Committee Mayor's Housing Commission Public Works and Infrastructure Committee Regina Appeal Board Regina Planning Commission School Boards/City Council Liaison Committee	14/15 19/21 7/10 8/9 5/8 12/14 2/2

December 3, 2014

To: Members,
Executive Committee

Re: City Administration Reorganization Final Update

RECOMMENDATION

That this report be received and filed.

CONCLUSION

As part of continuous improvement efforts, Administration has made the final changes to the organizational structure, formally effective November 1, 2014. Pursuant to Clause 8(d) of the City Manager's Bylaw, the City Manager shall, (d) establish the organizational structure of the City and determine the scope and responsibility of departments of the City, and have the authority to restructure, create, merge, or eliminate any departments of the City, in which case the Manager shall provide a report on the changes to Executive Committee for its information. A Bylaw amendment is not required in order to give effect to the changes. In addition, no new full time equivalencies or financial resources are required to implement these changes.

BACKGROUND

Effective January 1, 2014, the City of Regina implemented a new organizational structure. This structure and the related bylaw amendments were shared with City Council in March of 2014. At that time City Council was informed that more changes were pending, specifically within the City Manager's office. The relationship of strategy to budget and the appropriate reporting relationship for Communications and Human Resources were some of the most significant issues to be addressed. This report outlines the changes that became effective on November 1, 2014.

DISCUSSION

The overall goal of the high level organizational change was to:

- Continue to evolve our organization and respond to our changing circumstances;
- create succession paths for our senior leadership roles, in particular through to the City Manager;
- expand the size of Executive Leadership Team (ELT) and the diversity of ELT perspectives;
- enhance the expertise at the ELT table with respect to strategic, business and financial issues and initiatives;
- eliminate silos across the organization and ensure we have a common approach as it relates to strategy and improve the interface between the Executive and the Senior Leadership; and
- respond to future strategic needs in the organization.

Effective November 1, 2014, the following changes were implemented:

- The Strategy Management Team became a branch of the Corporate Services Group (CS), where they will continue providing enterprise-wide support alongside the other service branches. The Chief Financial Officer (CFO) will conduct a review within the first three months to determine appropriate roles and functions going forward.
- The head of Human Resources became a permanent member of ELT, an Executive Director, reporting to the CFO. The HR team will retain the title of Human Resources and reside in Corporate Services.
- The Communications Department is going to continue reporting through the Chief Legislative Officer/City Clerk, with accountability to the Mayor. The Director position has recently been filled; this role will also attend ELT meetings in an advisory capacity.
- A new Senior Advisor position will be created to support the City Manager with internal operations, policy discussions and government relations issues. This new position will report directly to the City Manager and attend ELT meetings in an advisory capacity. This role is going to be defined in the coming weeks and will be posted for competition.
- Project Management will be elevated, standardized and include greater emphasis on change management. A corporate approach will be adopted and led by the Major Projects Department within the Operations Group; this area will become a Centre of Excellence for Project Management in the City.

We will be adopting a new naming convention based on the additional level that has been created in our corporate hierarchy. Naming conventions are important, as they provide much needed clarity for all staff and our citizens. Going forward, the following titles will be implemented:

Operations GROUP – as led by the Deputy City Manager & COO
Executive Directors will lead DIVISIONS
Directors will lead DEPARTMENTS
Managers will lead BRANCHES

Corporate Services GROUP - as led by the Chief Financial Officer
Directors will lead DEPARTMENTS
Managers will lead BRANCHES

Executive Directors of Legal, City Clerks, and HR will lead DEPARTMENTS

Appendix A to this report provides a detailed organization chart and leadership structure and provides the names of current incumbents.

RECOMMENDATION IMPLICATIONS

Financial Implications

There are no financial implications to this report. All changes to structure are cost neutral.

Environmental Implications

There are no environmental implications with this report.

Strategic Implications

This change is designed to help us respond to changes in our environment, and plan for the future more effectively. The structure aligns our corporate functions to the Official Community Plan and our Corporate Strategy.

Other Implications

There are no other implications with this report.

Accessibility Implications

There are no other implications with this report.

COMMUNICATIONS

All employees have been notified of the organizational change.

DELEGATED AUTHORITY

Bylaw No. 2003-70 delegates authority over establishing the organization structure and scope of responsibility within departments to the City Manager & Chief Administrative Officer. This report is being provided for informational purposes.

Respectfully submitted,



Ed Archer
Chief Financial Officer

Respectfully submitted,



Glen B. Davies
City Manager &
Chief Administrative Officer

City of Regina Leadership Structure

City Manager & Chief Administrative Officer (ELT)

Senior Advisor (Advisor to ELT)

Glen Davies

TBD

Office of the City Clerk & Governance Department

Chief Legislative Officer & City Clerk (ELT)

Deputy City Clerk – Operations

Deputy City Clerk – Council Support

Director, Communications Department (Advisor to ELT)

Jim Nicol

Shelley Powell

Erna Hall

Chris Holden (Secondment)

Legal Services Department

City Solicitor & Executive Director, Legal Services (ELT)

Byron Werry

Corporate Services Group

Chief Financial Officer (ELT)

Executive Director, Human Resources (ELT)

Director, Financial Services

Director, Information Technology Services

Director, Facilities Management Services

Director, Fleet Services

Manager, Strategy & Operations

Manager, Strategy Management

Ed Archer

Pat Gartner

June Schultz

Chris Fisher

Jill Hargrove (Acting)

Kari Koivisto

Pam Deck

Dawn Martin

Operations Group

Deputy City Manager & Chief Operations Officer (ELT)

Director, Fire & Protective Services

Director, Major Projects

Manager, Strategy & Operations

Brent Sjoberg

Ernie Polsom

Kelly Scherr

Vanda Conway

City Services Division

Executive Director, City Services (ELT)

Director, Transit Services

Director, Community Services

Director, Parks & Open Space

Manager, Service Regina

Kim Onrait

Brad Bells

Laurie Shalley (Acting)

Ray Morgan

Tanya Van Curen

City Planning & Development Division

Executive Director, City Planning & Development (ELT)

Director, Assessment, Tax and Real Estate

Director, Development Services

Director, Planning

Diana Hawryluk (Acting)

Don Barr

Louise Folk

Shanie Leugner (Acting)

Transportation & Utilities Division

Executive Director, Transportation & Utilities (ELT)

Director, Water Works

Karen Gasmu

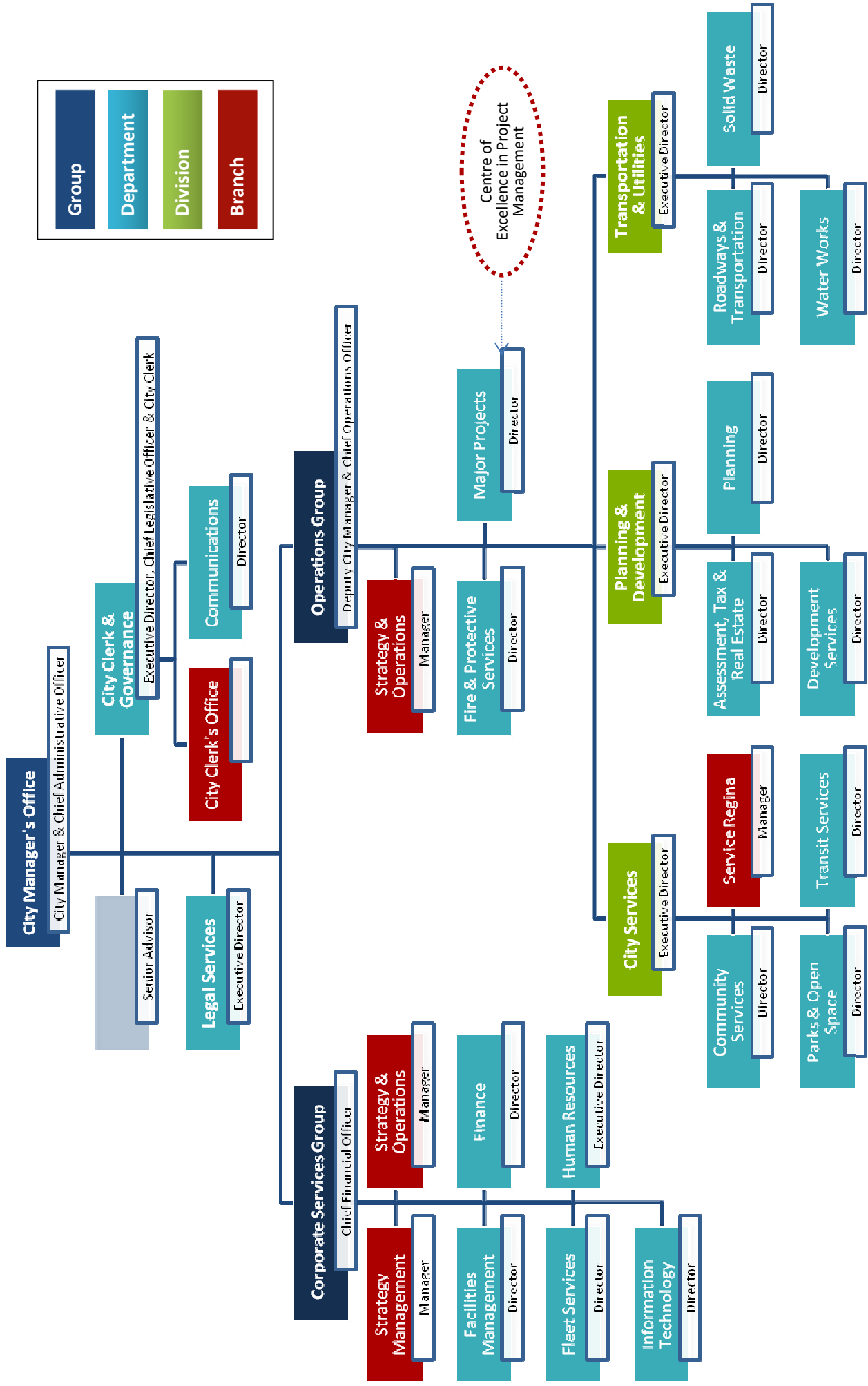
Pat Wilson

Director, Solid Waste
Director, Roadways & Transportation Services

Lisa Legault
Les Malawski (Acting)

New Organizational Structure

Appendix B



Centre of Excellence in Project Management