



pMaking a difference...together

**APPENDIX H  
PEOPLE, SAFETY & CULTURE TRENDS  
OPEN CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, APRIL 8, 2026**

Capital Regional District (CRD) Administration provides the Board regular updates on the state of human resources and corporate safety at the CRD as part of the service planning process and through quarterly updates. This report is for Quarter 4, 2025, as metrics details lag given reporting times, and includes industry average trending information over the previous 3-year period as current year quarter industry metrics are unavailable.

**1. Workforce Composition and Turnover**

The Chief Administrative Officer submits a Staff Establishment Chart (SEC) annually together with the Financial Plan for consideration of approval by the Board. For 2025, the SEC identified 848.14 FTE's (810.14 regular ongoing and 38 regular term positions); for 2026, the SEC identifies 862.34 FTE's (826.84 regular ongoing and 35.5 regular term positions). In total, the CRD employed 1,407 employees at the end of Quarter 4, 2025, comprised of 850 regular and 557 auxiliary (casual) staff, with most of the auxiliary staff working in Parks and Recreation such as our recreation centres. In addition, the CRD engages a large number of registered volunteers to assist in the support of many of its services and programs including volunteer fire services and emergency response and support.

Approximately 90% of the CRD's paid workforce is unionized. The average length of service and average workforce age of CRD staff is 8.5 years and 45.3 years respectively, and this has been relatively consistent year over year. Turnover rates for the first quarter are trending consistently with previous years' quarters, with retirements accounting for approximately 32% of all employee turnover for the quarter and 29% for the year 2025.

Table 1:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Annual (Q1-Q4, 2025)	CRD Average (Q1-Q4, 3-Yr Trend)	Industry Average (Q1-Q4, 3-Yr Trend)	CRD to (Industry) Annual (2024)
Total Unionized Workforce (all staff)	Q1: 89.1% Q2: 91.1% Q3: 91.7% Q4: 90.2%	90.5%	90.1%	80.6%	89.7% (82.9%)
Average Length of Service (regular staff)	Q1: 8.7 years Q2: 8.5 years Q3: 8.4 years Q4: 8.5 years	8.5 years	8.9 years	10.9 years	8.8 years (10.7 years)

Table 1 (con't):

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Annual (Q1-Q4, 2025)	CRD Average (Q1-Q4, 3-Yr Trend)	Industry Average (Q1-Q4, 3-Yr Trend)	CRD to (Industry) Annual (2024)
Average Employee Age (regular staff)	Q1: 45.9 yrs Q2: 45.2 yrs Q3: 45.0 yrs Q4: 45.0 yrs	45.3 years	45.8 years	46.8 years	45.4 years (46.6 years)
Turnover Rate / Retirement Rate (regular staff)	Q1: 1.5% (0.3% retire.) Q2: 1.5% (0.4% retire.) Q3: 1.9% (0.6% retire.) Q4: 1.4% (0.5% retire)	6.3% (1.8% retirements)	7.9% (2.1% retirements)	7.6% (1.9% retirements)	9.1% (2.6% retirements) (7.7% (2.0% retirements))

## 2. Job Opportunities

The CRD continues to actively enhance its recruitment strategies and approaches as needed to better attract and retain staff especially in the hard-to-fill market positions, and recruitment strategies form a key aspect of the CRD's People, Safety and Culture Strategic Plan. In 2025, the CRD received 8,233 applications for 513 individual job opportunities, which is significantly greater than the 6,852 applications for 568 job opportunities of the previous calendar year. As of writing, there are 50 job postings under active recruitment and listed on the CRD's website; 34 of these postings (68%) are for auxiliary/seasonal opportunities primarily in our recreation centres as we prepare for summer season recruitments.

Table 2:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Annual (Q1-Q4, 2025)	CRD Average (Q1-Q4, 3-Yr Trend)	Industry Average (Q1-Q4, 3-Yr Trend)	CRD to (Industry) Annual (2024)
Job Opportunities (all staff)	Q1: 235 Q2: 129 Q3: 88 Q4: 61	513	412	N/A	568 (N/A)
Job Applications Received	Q1: 2,909 Q2: 2,088 Q3: 2,036 Q4: 1,200	8,233	N/A	N/A	6,852 (N/A)

Significant workplace onboarding and orientation is undertaken for all new employees. CRD staff attend a regular corporate onboarding session, attended by the CAO, in addition to the workplace orientations and required training programs of their department and work area.

**3. Absenteeism and Occupational Health and Safety**

With many CRD services an essential service operation, the CRD closely monitors the impact of absenteeism and takes appropriate measures to ensure essential operations are maintained. The CRD measures and monitors absenteeism by both its sick leave usage and safety ratings and has commenced a comprehensive disability management program aimed at early intervention and proactive and positive return to work programs. The CRD is continuing its proactive disability management efforts to ensure costs of absenteeism are appropriately managed, and employees are actively engaged early in return-to-work measures to aid in their recovery to work from illness, as well as its proactive healthy workplace program focused on providing employees with personal tools to keep them healthy.

Typically, sick leave absenteeism rates will be higher in Quarters 1 and 4 of a year given higher levels of cold-and-flus in the community, and this trend was consistent in 2025. Sick leave usage is closely monitored through our comprehensive leave management programs.

Table 3:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Annual (Q1-Q4, 2025)	CRD Average (Q1-Q4, 3-Yr Trend)	Industry Average (Q1-Q4, 3-Yr Trend)	CRD to (Industry) Annual (2024)
Absenteeism (Sick Leave) Rate (regular staff)	Q1: 5.4% Q2: 4.8% Q3: 4.3% Q4: 5.9%	5.1%	4.5%	4.7%	4.4% (4.4%)

With our proactive focus on safety, absences related to workplace illness or injury remain far below those of industry. This has also resulted in the CRD being in a positive (merit) position with WorkSafeBC resulting in a lower-than-industry Employer Rating Assessment (ERA). The ERA is the premium WorkSafeBC charges employers based on their claims experience over the previous three-year period.

Despite significant increases in WorkSafeBC premiums for the Local Government industry over the past seven years, the CRD’s Actual ERA (“Net Rate”) remains consistently below the rate for industry as a result of our proactive and diligent safety program. In 2025, the CRD’s total Net Rate with WorkSafeBC, inclusive of our industry leading Certificate of Recognition (CoR) certification, was 47.6% below the base rate for the industry, which corresponded to a savings to the CRD of over \$1,300,000 in WorkSafeBC premiums for 2025.

In 2026, the CRD’s rate has been reduced to 2.27%, which is 48.7% below the base rate for the industry.

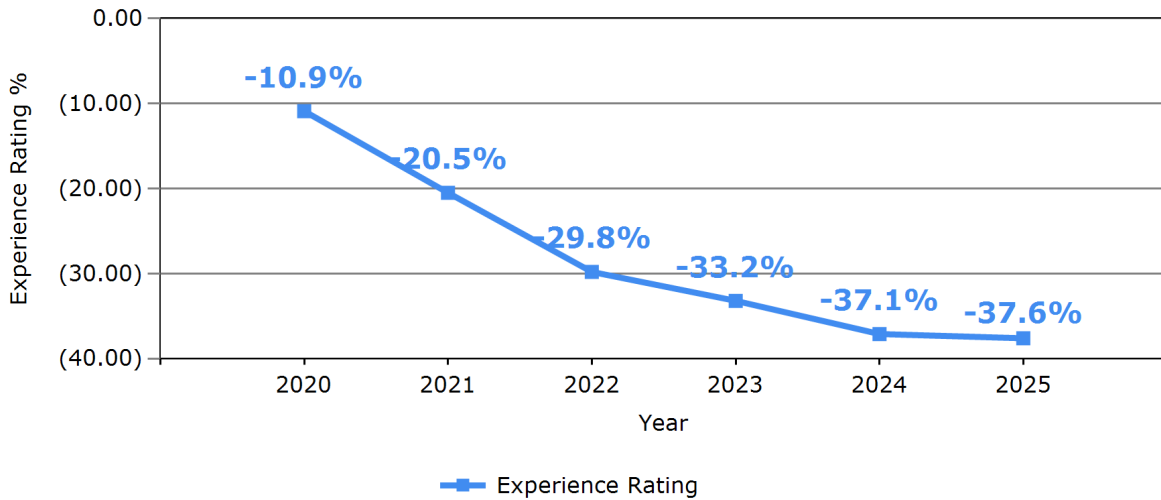
Table 4:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Annual (2025)	CRD Average (Q1-Q4, 3-Yr Trend)	Industry Average (Annual 2025)	CRD to (Industry) Annual (2024)
WorkSafeBC Employer Rate (all staff)	Q1-4: 2.35% less 10% <sup>1</sup> (Q1-4, 2026: 2.27% less 10% <sup>1</sup> )	2.35% less 10% <sup>1</sup> (2026: 2.27% less 10% <sup>1</sup> )	2.20% less 10% <sup>1</sup>	3.76% (2026: 2.27%)	2.41% less 10% <sup>1</sup> (3.83%)

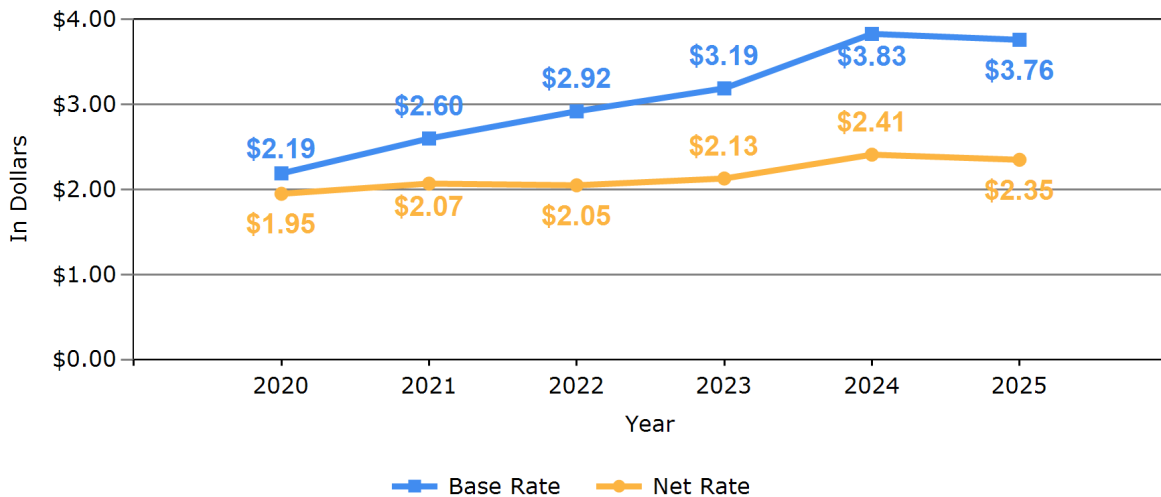
<sup>1</sup> CoR certification further reduces the Employer Rate by an additional 10%

Table 5:

Experience Rating % Trend



Net Rate vs Base Rate Trend



#### **4. People, Safety and Culture Strategies**

In 2025, the CRD introduced and implemented a comprehensive People, Safety & Culture Strategic Plan. Aligning with the Corporate Plan and Board Strategic Priorities and over the next four years, significant focus will be placed on enhancing efforts around our people and culture. Included in the Plan are robust strategies and outcomes around: Equity, Diversity, Inclusion and Accessibility; Organizational Capacity; Talent Excellence; Employee Experience and Recognition; Talent Acquisition; and People, Safety and Culture Excellence. The Plan has sixty-five (65) actions over a 4-year period. The CRD remains on track to implement the vast majority of these actions as scheduled, with a very small number having been rescoped given subsequent constraints and other urgent initiatives. A copy of the People, Safety & Culture Strategic Plan is [here](#).

#### **CONCLUSION**

The CRD continuously monitors human resource organizational health and proactively modifies and adapts human resource programs and systems where trends may show challenges arising. Overarching to this is the newly implemented People, Safety & Culture Strategic Plan for 2024-2027. While there continues to be no significantly concerning organizational health trends based on metrics information, the CRD continues to monitor environmental factors affecting the workplace and workforce closely and adapt workplace practices and programs to continue to ensure essential services are maintained.