



PMaking a difference...together

**APPENDIX H**  
**PEOPLE, SAFETY & CULTURE TRENDS**  
**OPEN CAPITAL REGIONAL DISTRICT BOARD**  
**MEETING OF WEDNESDAY, JANUARY 14, 2026**

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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 3, 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 identifies 848.14 FTE's (810.14 regular ongoing and 38 regular term positions). The CRD also has 569 auxiliary staff in Quarter 3, with most of these staff working in Parks and Recreation where we see a number of seasonal opportunities. 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 45.4 years respectively, and this has been relatively consistent year over year. Turnover rates for the first quarter are trending consistent with previous years' quarters, with retirements accounting for approximately 32% of all employee turnover for the quarter and 27% year to date.

*Table 1:*

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Annual (Q1-Q3, 2025)	CRD Average (Q1-Q3, 3-Yr Trend)	Industry Average (Q1-Q3, 3-Yr Trend)	CRD to (Industry) Annual (2024)
<b>Total Unionized Workforce (all staff)</b>	<b>Q1: 89.1% Q2: 91.1% Q3: 91.7%</b>	<b>90.6%</b>	<b>90.0%</b>	<b>81.4%</b>	<b>89.7% (82.9%)</b>
<b>Average Length of Service (regular staff)</b>	<b>Q1: 8.7 years Q2: 8.5 years Q3: 8.4 years</b>	<b>8.5 years</b>	<b>9.1 years</b>	<b>10.9 years</b>	<b>8.8 years (10.7 years)</b>

Table 1 (con't):

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Annual (Q1-Q3, 2025)	CRD Average (Q1-Q3, 3-Yr Trend)	Industry Average (Q1-Q3, 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	45.4 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)	4.9% (1.3% retirements)	4.4% (1.5% retirements)	4.5% (1.2% 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. Through Quarter 3, 2025 the CRD has received 7,033 applications for 452 individual job opportunities. The number of applications received through 3 quarters in 2025 exceeds the 6,852 total received in 2024; and the number of job opportunities is trending higher than the 568 total in 2024. As of writing, there are 15 job postings under active recruitment and listed on the CRD's website, inclusive of 9 auxiliary job postings.

Significant workplace onboarding and orientation is undertaken for all new employees. In addition to the workplace orientations and required training programs, all new employees attend the regular twice per month onboarding sessions which are geared to inform and engage new staff early in their CRD careers. To date, 1,330 new employees have been oriented under this program.

Table 2:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Annual (Q1-Q3, 2025)	CRD Average (Q1-Q3, 3-Yr Trend)	Industry Average (Q1-Q3, 3-Yr Trend)	CRD to (Industry) Annual (2024)
Job Opportunities (all staff)	Q1: 235 Q2: 129 Q3: 88	452	412	N/A	568 (N/A)
Job Applications Received	Q1: 2,909 Q2: 2,088 Q3: 2,036	7,033	N/A	N/A	6,852 (N/A)

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

As an essential service, 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 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. Quarters of 2025 have been consistent with this normal trend. 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-Q3, 2025)	CRD Average (Q1-Q3, 3-Yr Trend)	Industry Average (Q1-Q3, 3-Yr Trend)	CRD to (Industry) Annual (2024)
<b>Absenteeism (Sick Leave) Rate (regular staff)</b>	<b>Q1: 5.4% Q2: 4.8% Q3: 4.3%</b>	<b>4.8%</b>	<b>4.7%</b>	<b>4.9%</b>	<b>4.4% (4.4%)</b>

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.

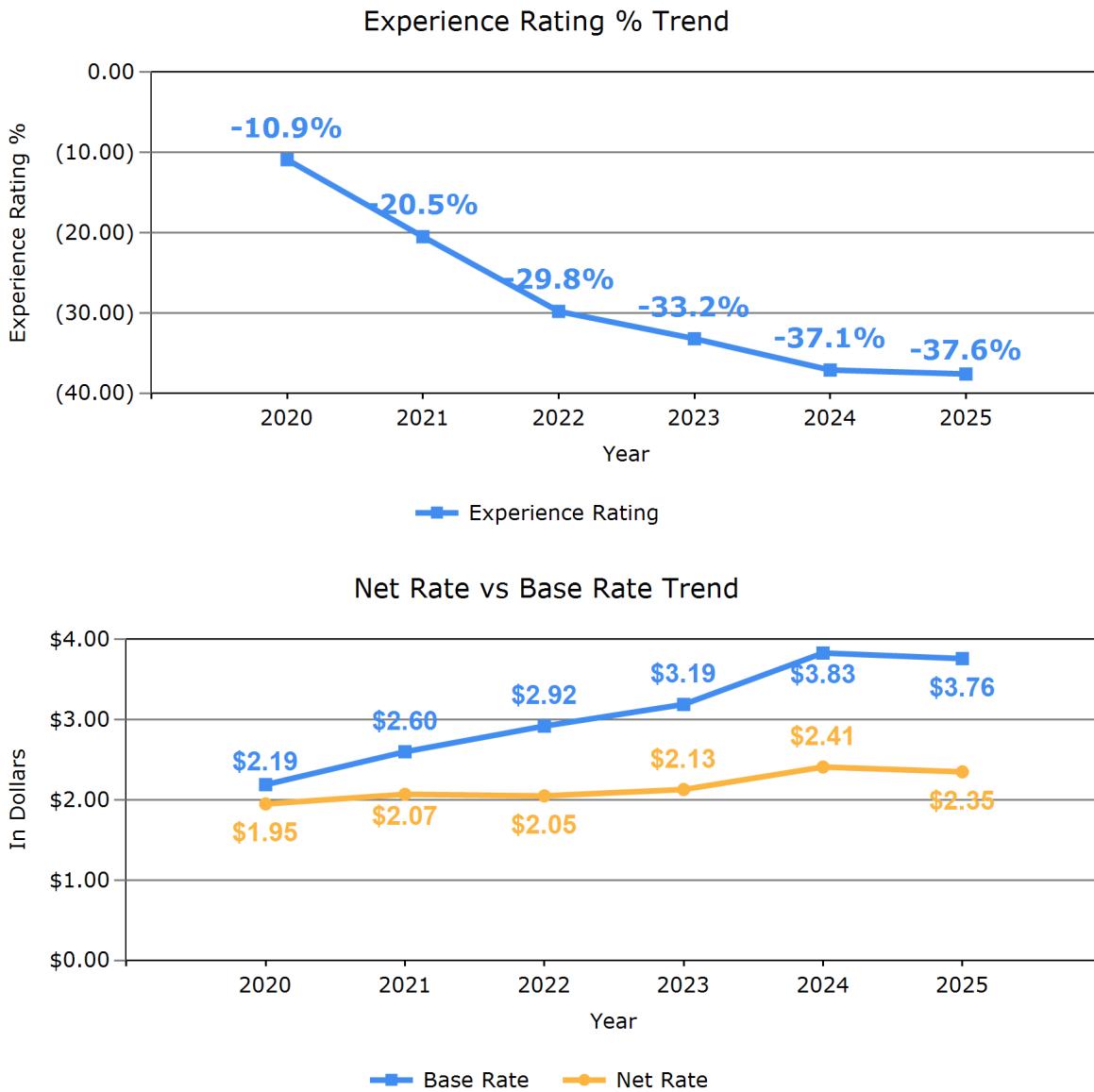
Local government industry WorkSafeBC base rates have increased 81% since 2019 (from 2.08% to 3.76% in 2025). Despite this base trend, the CRD's Actual ERA ("Net Rate") remains consistently below the rate for industry as a result of our proactive and diligent safety program. For 2025, the CRD's total Net Rate with WorkSafeBC, inclusive of our industry leading Certificate of Recognition (CoR) certification, is 47.6% below the base rate for the industry, which corresponds to a savings to the CRD of over \$1,300,000 in WorkSafeBC premiums for 2025.

*Table 4:*

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Annual (2025)	CRD Average (Q1-Q3, 3-Yr Trend)	Industry Average (Annual 2025)	CRD to (Industry) Annual (2024)
<b>WorkSafeBC Employer Rate (all staff)</b>	<b>Q1-4: 2.35% less 10% <sup>1</sup></b>	<b>2.35% less 10% <sup>1</sup></b>	<b>2.20% less 10% <sup>1</sup></b>	<b>3.76%</b>	<b>2.41% less 10% <sup>1</sup> (3.83%)</b>

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

Table 5:



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

Earlier this year 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 as scheduled, with a very small number having been rescoped given subsequent constraints and other urgent initiatives. A copy of the 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.