



pMaking a difference...together

APPENDIX H
PEOPLE, SAFETY & CULTURE TRENDS
OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JULY 9, 2025

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. In addition, the Board receives quarterly updates. CRD information is compared to industry averages, as recorded through the *HR Metrics Services™* program, for which the CRD is a member. This report is for the first Quarter of 2025, with some trending information, as metrics details lag given reporting times through the metrics service.

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 524 auxiliary staff, 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. 89.1% of the CRD's paid workforce is unionized. The average length of service and average workforce age of CRD staff is 8.7 years and 45.9 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 20% of all employee turnover.

Table 1:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Current (Annual 2025)	Industry Average (Annual 2025)	CRD Annual (2024)	Industry Average (2024)
Total Unionized Workforce (all staff)	Q1: 89.1%	89.1%	82.6%	89.7%	82.9%
Average Length of Service (regular staff)	Q1: 8.7 years	8.7 years	10.9 years	8.8 years	10.7 years
Average Employee Age (regular staff)	Q1: 45.9 yrs	45.9 years	46.5 years	45.4 years	46.6 years
Turnover Rate / Retirement Rate (regular staff)	Q1: 1.5% (0.3% retire.)	1.5% (0.3% retirements)	1.8% (0.5% 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 1, 2025 the CRD has received 2,909 applications for 235 individual job opportunities by means of 111 job postings. This is trending higher than in 2024 where a total of 6,852 applications were received for 568 individual job opportunities. As of writing, there are 40 job postings under active recruitment and listed on the CRD's website, inclusive of 20 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, 1,248 new employees have been oriented under this program.

Table 2:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2025)	CRD Current (Annual 2025)	Industry Average (Annual 2025)	CRD Annual (2024)	Industry Average (2024)
Job Opportunities (all staff)	Q1: 235	235	N/A	568	N/A
Job Applications Received	Q1: 2,909	2,909	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. Quarter 1, 2025 was 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 Current (Annual 2025)	Industry Average (Annual 2025)	CRD Annual (2024)	Industry Average (2024)
Absenteeism (Sick Leave) Rate (regular staff)	Q1: 5.4%	5.4%	5.3%	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.

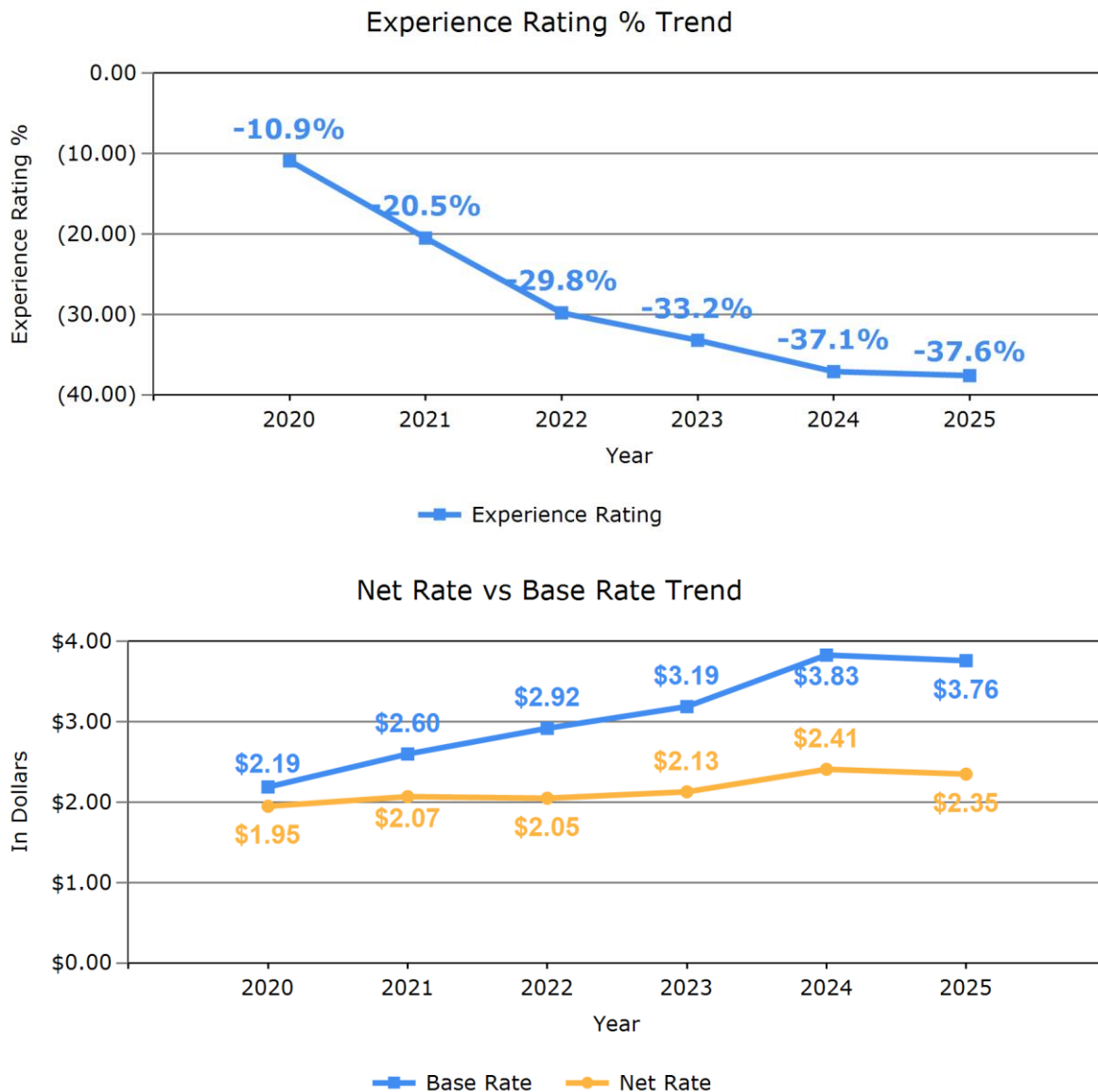
Local government industry WorkSafeBC base rates have increased 81% since 2019 (from 2.08% to 3.76% in 2025). Despite this base trend, the CRD's Actual ERA ("Net Rate") remains consistently below the rate for industry as a result of our proactive and diligent safety program. For 2025, the CRD's total 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 Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
WorkSafeBC Employer Rate (all staff)	Q1-4: 2.35% less 10% ¹	2.35% less 10% ¹	3.76%	2.41% less 10% ¹	3.83%

¹ 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 and 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-six (66) actions over a 4-year period, and the CRD remains on track to implement these as scheduled. A copy of the Strategic Plan is [here](#).

5. Awards and Recognition

At the Capital Regional District (CRD), creating a livable, sustainable, and resilient region is at the heart of our mission, and we are proud to have been recognized with the 2025 Canada's Greenest Employers Award, an honour that reflects our unwavering commitment to sustainable practices and climate leadership. Presented to the CRD on April 22, 2025, this award highlights the CRD's dedication to reducing environmental impact and fostering a more sustainable future for the region.

Our sustainability efforts are made possible by the hard work and dedication of employees across the organization, including education programs, funding, volunteer opportunities and new infrastructure:

- Programs like the Cool It! Climate Leadership Training Program empower communities to take climate action, while internal green initiatives ensure that sustainability is integrated into daily operations. Each employee plays a crucial role—whether by adopting eco-friendly work habits, participating in green programs, or championing environmental responsibility in the community.
- The Rethink Waste Community Grant is an initiative that provides up to \$5,000 in funding to support innovative ideas aimed at reducing waste in the region. This program plays a key role in extending the life of the Hartland Landfill to 2100 and beyond, helping to manage waste sustainably and efficiently.
- The Restoration Volunteers Program focuses on the removal of invasive species to help protect native ecosystems.
- Installation of EV chargers at Elk/Beaver Lake Regional Park and plans to expand the number of charging stations across other parks in the region to support the transition to electric vehicles.

We are grateful for every member of the CRD team for their contributions to sustainability. Staff's commitment to innovation and leadership in environmental stewardship makes a real difference, and together we can continue building a sustainable future for generations to come.

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 and 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.