



pMaking a difference...together

**APPENDIX H
PEOPLE, SAFETY & CULTURE TRENDS
OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JULY 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 1, 2026, as metrics details lag given reporting times, and includes industry average trending information over the previous three 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 2026, the SEC identifies 862.34 FTE's (826.84 regular ongoing and 35.5 regular term positions). In total, the CRD employed 1,421 employees at the end of Quarter 1, 2026, comprised of 857 regular and 564 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 8.6 years and 45.3 years respectively, and this has been relatively consistent year over year. Turnover rates for the first quarter are trending below previous years' quarters – approximately 65% of the average of previous years – with retirements accounting for approximately 23% of all employee turnover for the quarter.

Table 1:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2026)	CRD Annual (Q1, 2026)	CRD Average (Q1, 3-Yr Trend)	Industry Average (Q1, 3-Yr Trend)	CRD to (Industry) Annual (2025)
Total Unionized Workforce (all staff)	Q1: 90.5%	90.5%	89.5%	80.2%	90.1% (80.6%)
Average Length of Service (regular staff)	Q1: 8.6 years	8.6 years	8.9 years	10.9 years	8.9 years (10.9 years)

Table 1 (con't):

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2026)	CRD Annual (Q1, 2026)	CRD Average (Q1, 3-Yr Trend)	Industry Average (Q1, 3-Yr Trend)	CRD to (Industry) Annual (2025)
Average Employee Age (regular staff)	Q1: 45.3 yrs	45.3 years	45.5 years	46.7 years	45.8 years (46.8 years)
Turnover Rate / Retirement Rate (regular staff)	Q1: 1.3% (0.3% retire.)	1.3% (0.3% retirements)	2.0% (0.7% retirements)	1.9% (0.5% retirements)	7.9% (2.1% retirements) (7.6% (1.9% 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 was significantly greater than those of previous calendar years. To Quarter 1, 2026, the CRD has posted 227 job opportunities, many of which are for seasonal opportunities within parks and recreation, and we have received 2,787 applications. As of writing, there are 34 job postings under active recruitment and listed on the CRD's website; 16 of these postings (47%) 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 2026)	CRD Annual (Q1, 2026)	CRD Average (Q1, 3-Yr Trend)	Industry Average (Q1, 3-Yr Trend)	CRD to (Industry) Annual (2025)
Job Opportunities (all staff)	Q1: 227	227	196	N/A	412 (N/A)
Job Applications Received	Q1: 2,787	2,787	N/A	N/A	8,233 (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 sick leave and safety related leave is closely monitored through our comprehensive leave management

programs. Our leave management programs include comprehensive disability management initiatives aimed at: early intervention through positive and proactive return to work initiatives; ensuring costs of absenteeism are appropriately managed; and proactive healthy workplace measures 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 2026.

Table 3:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2026)	CRD Annual (Q1, 2026)	CRD Average (Q1, 3-Yr Trend)	Industry Average (Q1, 3-Yr Trend)	CRD to (Industry) Annual (2025)
Absenteeism (Sick Leave) Rate (regular staff)	Q1: 5.0%	5.0%	5.0%	5.3%	4.5% (4.7%)

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.

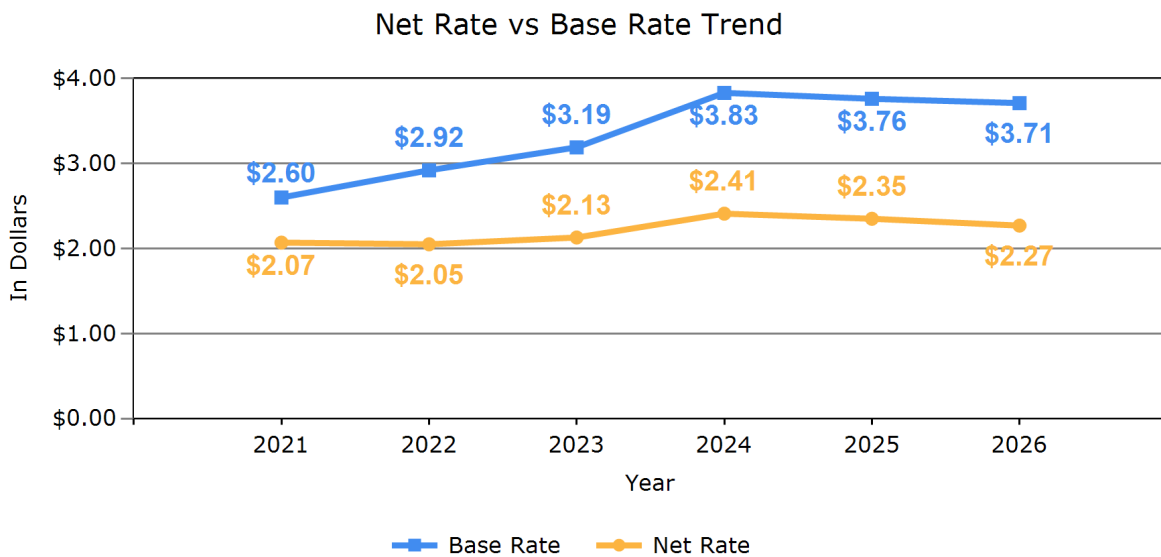
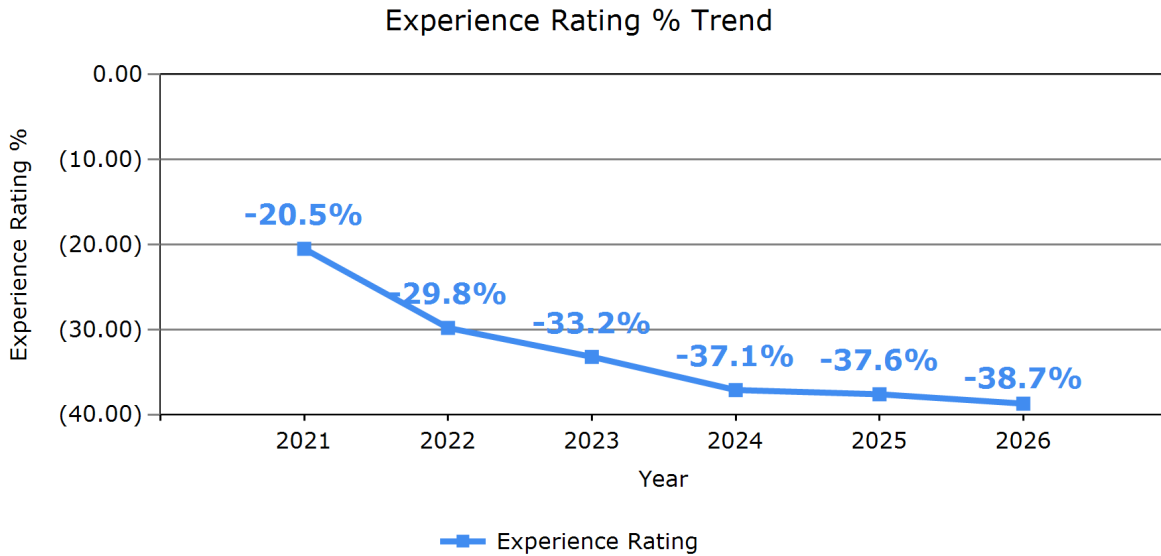
Despite significant increases in WorkSafeBC premiums for the Local Government industry over the past seven years, the CRD’s Actual ERA (“Net Rate”) remains consistently below the rate for industry as a result of our proactive and diligent safety program. In 2026, the CRD’s total Net Rate with WorkSafeBC, inclusive of our industry leading Certificate of Recognition (CoR) certification, is 48.7% below the base rate for the industry, which corresponds to a savings to the CRD of over \$1,500,000 in WorkSafeBC premiums for 2026.

Table 4:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2026)	CRD Annual (2026)	CRD Average (Q1, 3-Yr Trend)	Industry Annual (2026)	CRD to (Industry) Annual (2025)
WorkSafeBC Employer Rate (all staff)	Q1: 2.27% less 10% ¹	2.27% less 10% ¹	2.34% less 10% ¹	3.71%	2.35% less 10% ¹ (3.76%)

¹ CoR certification further reduces the Employer Rate by an additional 10%

Table 5:



4. People, Safety and Culture Strategies

In 2024, the CRD developed 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 four-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](#).

5. Awards and Recognition

In April 2026, the CRD received the 2026 Canada's Greenest Employers Award, an honour that reflects our unwavering commitment to sustainable practices and climate leadership. 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, and volunteer opportunities. Here are just a few examples:

- The City Nature Challenge: This program empowers nature lovers across the capital regional to help document local biodiversity in the region while contributing to a worldwide conservation effort.
- The Rethink Waste Community Grant: This initiative 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: It focuses on the removal of invasive species to help protect native ecosystems.
- Hartland Landfill & Recycling Facility Tours: This education initiative welcomes residents to join a presentation at the Hartland Learning Centre and tour of the region's landfill. On the tour residents learn how the CRD safely and responsibly manages the region's waste. They also discuss the 3Rs (reduce, reuse and recycle), ways we can generate less waste and how our behaviours affect Hartland Landfill and the region.
- Cool It! Climate Leadership Training programs: This partnership with the BC Sustainable Energy Association helps deliver climate education to elementary students in the region. The Cool It! Climate Leadership Training program teaches students about climate change and identifies how they can become a part of the solution.

More information on the Greenest Employer Award can be found [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 significant concern regarding 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.