Staff Report to Council

Corporate Services – HR, Payroll and OHS Division

FILE: 01-0450-01/26

REPORT DATE:	November 01, 2026	**MEETING DATE:**	November 23, 2026
TO:	Mayor and Council		
FROM:	Monica Lueg, Human Resources Manager		
SUBJECT:	**2027 Draft Business Plan - Corporate Services – HR, Payroll and OHS**		

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL: M. Roberts / November 4, 2026

RECOMMENDATION(S):

THAT Council:

A. Receive for information the Human Resources, Payroll and Occupational Health and Safety (OHS) Division 2027 Draft Business Plan and Staff Report as presented at the November 23, 2026 Council Meeting; OR

B. Other.

PURPOSE

To present the 2027 Draft Business Plan for Human Resources, Payroll and Occupational Health and Safety (OHS) Division.

☒ Information Report ☐ Decision Report ☐ Direction Report

DISCUSSION

DIVISION OVERVIEW

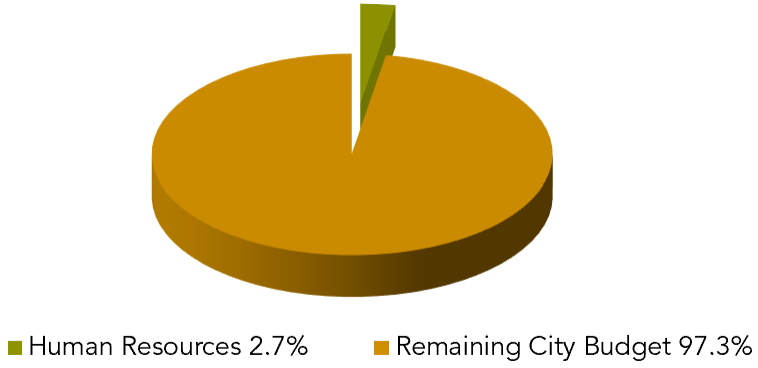
The Human Resources division supports one of the City's most important resources - our people. We partner with CUPE Local 622, IAFF Local 4810, and exempt staff to ensure a positive, safe, and productive workplace. Our focus is on attracting, developing, and retaining talent while fostering strong employee and labour relations.

Key areas of responsibility include: workforce development, labour relations and policy, compensation and recognition, occupational health and safety, and payroll and benefits. Together, these services help ensure the City attracts and retains skilled employees, supports well-being and safety, and delivers consistent, high-quality service to the community.

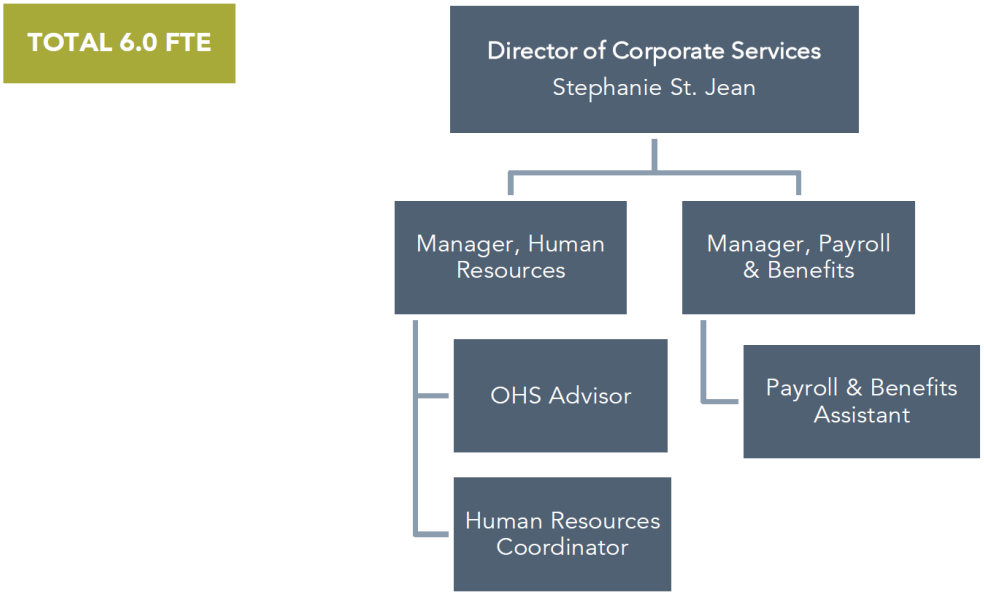
Operating Budget: $1,073,200

Capital Budget: $0

% Share of overall City Budget: 2.7%



Staff Complement:



Forecasted Position Adjustments

Upon Council approval of the 2027 Decision Package for the Enterprise Resource Planning (ERP) System Replacement, a 0.50 temporary part-time position to backfill the Manager, Payroll & Benefits is needed for the implementation period, planned to be two years (2028/2029). The funding for this position is included in the capital project from applicable reserves and will not increase property taxes.

Key Performance Measures

The following table highlights key divisional statistics:

Human Resources, Payroll and OH&S

Performance Measure	**2025 Actual**	**2026 Forecast**	**2027 Forecast**
Job Postings [Service Excellence]	58	48	53
Job Applicants [Service Excellence]	3289	2409	2849
Staff Headcount [Service Excellence]	180	219	219
Internal Hires & Promotions [Corporate Culture]	21	33	27
Voluntary Staff Turnover rate (Regular Staff) [Corporate Culture]	6=4%	11=8%	9=6%
Staff Training Sessions & Number of Participants [Corporate Culture]	11 - 426	11 - 476	11 - 451
Letters of Understanding (LOU) [Corporate Culture]	4	5	3
Implementing Legislative Updates within HR, Payroll & OH&S[Service Excellence]	6	8	7
OH&S Regular Safety Inspections [Service Excellence]	40	48	44
OH&S Incident Investigations [Service Excellence]	5	10	8
OH&S Risk Assessments [Service Excellence]	3	4	4

Deferred Projects

As a result of priorities that emerged throughout the year, the following 2026 business plan initiatives were deferred:

- **HR DEPARTMENTAL REVIEW.** The HR department review has been deferred while the ERP Review is underway, as the ERP review will require staff to undertake a detailed review and assessment of HR processes. Conducting both reviews concurrently or so close together could result in duplication of effort and place additional demands on staff resources.

2026 Achievements (Top 3)

- **NAMED ONE OF BC's TOP EMPLOYERS FOR 2026**. This recognition supports Council's strategic objective of being a desirable employer and reflects the organization's commitment to fostering a positive workplace. The award recognizes efforts in all areas including work atmosphere and social; health, financial and family benefits; vacation and time off; employee communications; performance management; training and skills development; and community involvement. *[Corporate Pride – Desirable Employer]*
- **CONCLUDED CUPE BARGAINING**. Negotiated and finalized the 2025-2028 Collective Agreement**,** implementing negotiated wage and benefit improvements and updated collective agreement language improvements, while maintaining constructive labour relations throughout the bargaining process. *[Corporate Pride – Service Excellence]*
- **STAFFING OF NEW RCMP DETACHMENT.** Recruited and onboarded staff to support the opening and ongoing operations of the new RCMP detachment. Established a casual staffing pool for the RCMP Support Services division and implemented a Letter of Understanding to address the division's operational scheduling requirements and facilitate straight-time compensation for casual employees working outside their regular employment hours. *[Public Safety – Police]*

Key Challenges for 2027

- **LEGISLATIVE AND REGULATORY COMPLIANCE.** Managing evolving legislative and regulatory requirements across areas such as workplace health and safety, employment standards, employee benefits while ensuring timely implementation, organizational compliance, and appropriate staff awareness.
- **WORKFORCE SUCCESSION PLANNING AND KNOWELDGE TRANSFER.** Anticipated retirements and other workforce transitions present challenges in retaining institutional knowledge, maintaining organizational capacity and ensuring continuity of service.

Developing internal talent and preparing for the transition of key responsibilities will be important considerations over the coming years.

- **AI AND TECHNOLOGY GOVERNANCE.** Employees are increasingly using AI tools for municipal work including report writing, meeting notes, policy drafting, communications, data analysis. HR will need to work with IT to develop and maintain appropriate policies and guidance addressing acceptable use, privacy and confidentiality, accuracy, intellectual property, employee training and procurement of AI tools.
- **DISABILITY MANAGEMENT AND WORKPLACE ACCOMMODATION.** Managing increasingly complex disability and accommodation cases, including extended, mental health and family status accommodations, and return-to-work planning, while protecting medical privacy, meeting legislative obligations, supporting employee wellbeing, and maintaining operational continuity.

Key Initiatives 2027

Strategic Priority	Initiative
Corporate Pride – Corporate Culture	**EMPLOYEE WELL-BEING, SAFETY AND INCLUSION.** Continue targeted initiatives supporting employee well-being, workplace safety and an inclusive workplace. **Key deliverables:** • Advance psychological health and safety initiatives. • Support effective accommodation, disability management and return-to-work practices. • Complete identified workplace safety and ergonomic assessments.
Corporate Pride – Service Excellence	**LABOUR RELATIONS AND COLLECTIVE AGREEMENT IMPLEMENTATION** Maintain constructive labour relations through regular Labour Management meetings with CUPE and IAFF, conduct IAFF collective bargaining and implement negotiated changes arising from bargaining. **Key deliverables:** • Complete collective bargaining. • Implement negotiated wage, benefit and other agreement changes. • Support the transition to the renewed collective agreement.

Strategic Priority	Initiative
Corporate Pride – Service Excellence	**LEGISLATIVE COMPLIANCE AND RISK MANAGEMENT.** Monitor significant regulatory and legislation changes affecting HR, Payroll and Occupational Health and Safety, assess their implications and implement required changes to policies, practices and procedures. **Key deliverables:** • Complete targeted reviews of policies and practices where legislative changes require action. • Identify and address priority HR, Payroll & OH&S compliance risks. • Communicate and implement required changes within applicable timelines.
Corporate Pride – Resources	**HR TECHNOLOGY, DATA AND PROCESS IMPROVEMENT** Support the ERP planning and replacement project through active HR and Payroll engagement, including reviewing existing processes and identifying opportunities to modernize, automate and improve service delivery. Explore the potential application of automation and AI to streamline HR processes, including recruitment administration while considering appropriate safeguards, risks and governance requirements. **Key deliverables:** • Provide HR and Payroll input into ERP planning, requirements development and future-state process design. • Review selected HR and Payroll processes to identify opportunities to improve efficiency, reduce manual tasks and streamline workflows.
Corporate Pride – Resources	**ORGANIZATIONAL SUSTAINABILITY AND WORKFORCE PLANNING** Support long-term organizational sustainability by assessing workforce capacity and resource requirements in the context of evolving service demands, employee turnover, anticipated retirements, and available resources. Identify opportunities to improve how work is organized and ensure staffing structures and resources remain aligned with organizational priorities and service delivery needs.

PROPOSED OPERATING BUDGET

	2026 Adopted Budget	2027 Proposed Budget	Proposed Changes for 2027		2028 Proposed Budget	2029 Proposed Budget	2030 Proposed Budget	2031 Proposed Budget
Expenses								
Human Resources	$ 1,031,700	$ 1,073,200	$ 41,500	4.0%	$ 1,107,100	$ 1,142,100	$ 1,178,000	$ 1,215,600
	1,031,700	1,073,200	41,500	4.0%	1,107,100	1,142,100	1,178,000	1,215,600
Net Operating Expenses	$ 1,031,700	$ 1,073,200	$ 41,500	4.0%	$ 1,107,100	$ 1,142,100	$ 1,178,000	$ 1,215,600
Key Budget Changes for 2027:								
Salary and Benefits			32,700					
Professional Development & Employee Health			6,900					
Other			1,900					
Change in Net Operating Expenses			$ 41,500					

PROPOSED CAPITAL BUDGET

Division	Project	2027	2028	2029	2030	2031	Total
DV131 - HUMAN RESOURCES							
	240021 - Exempt Compensation Review	$ -	$ -	$ 25,000	$ -	$ -	$ 25,000
DV131 - HUMAN RESOURCES Total		$ -	$ -	$ 25,000	$ -	$ -	$ 25,000

DECISION PACKAGE(S)

None.

PUBLIC PARTICIPATION

☒ Inform ☐ Consult ☐ Involve ☐ Collaborate ☐ Empower

KATZIE FIRST NATION CONSIDERATIONS

Referral ☐ Yes ☒ No

SIGN-OFFS

Written by:

Monica Lueg,
Manager of Human Resources

Reviewed by:

Stephanie St. Jean
Director, Corporate Services

ATTACHMENT(S):

None.