

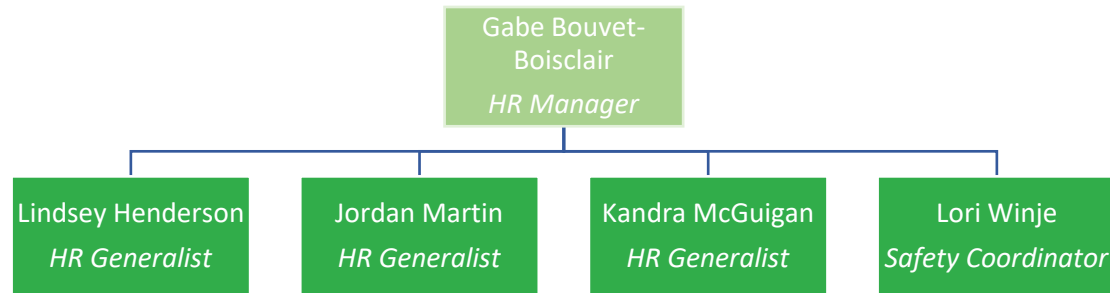
Human Resources & Safety

January 16, 2026



Human Resources & Safety

Our mission is to support all departments across the City with all HR and safety matters, help build a positive working culture for all, and support the City's employees.



Human Resources & Safety

How does this workplan fit with Council's Strategic Plan?

City Governance Supports Innovation and Inclusivity

Staff are supported and empowered to live the City's values in a positive team environment that celebrates success.

- Implementing the Calls for Action under the *Declaration of Rights of Indigenous Peoples Act*.
- Prioritize staff retention by focusing on wellness, safety, and equity, diversity and inclusion.
- Plan effectively for succession and recruitment through mentorship, leadership training and competitive compensation.
- Staff are supported in adopting new technologies and innovations to provide enhanced customer service and improved efficiency and effectiveness.



2025 Key Initiatives

In 2025, the HR & Safety Team:

- Supported the recruiting and onboarding process (internal and external) to fill 75 positions;
- Assisted all departments with various HR functions (investigations, discipline, performance evaluations, collective agreement interpretation etc.);
- Supported the NPD in bargaining with the NPA;
- Organized management leadership workshops and other staff events;
- Added a Safety Coordinator and introduced a number of Corporate Safety initiatives;
- And – most relevant for today – completed a Succession Planning Report.
 - The report informs and creates a roadmap for the strategic HR work the City is doing.

2025 Succession Planning Report: Introduction

2025 Succession Planning Report:

- Began as management focused succession planning exercise (i.e., internal succession possibilities).
- Evolved into broader report that also:
 - Analyzed workforce (externally and internally);
 - Reviewed vacancy preparedness strategies;
 - Examined staff recruitment and retention efforts;
 - Identified framework for potential restructuring opportunities;
 - Made recommendations for the organization and HR team.

Current Workforce Analysis – Market Trends

Broader Market Trends

- Aging workforce = wave of retirements;
- By 2036, 25% of Canada's workforce will be 55 or older (compared to 12.5% in 2000);
- In BC, job openings will grow and there will be a shortage of skilled/experienced workers.

Local Market Trends

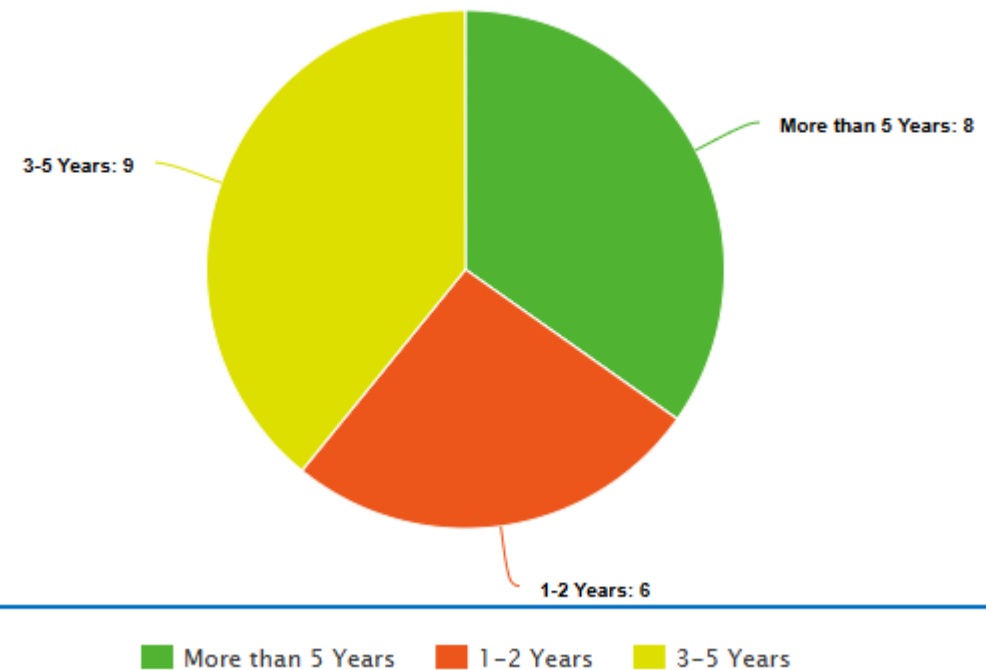
- Nelson area trends are similar – 84% of job openings over the next decade will be replacing retirees;
- Recruiting/retaining skilled municipal workers to Nelson is challenging due to geographic isolation, high cost of living, housing shortage, limited opportunities for advancement.

Current Workforce Analysis – City of Nelson Management

Key takeaways:

- Strong management team with mix of more senior and newer staff;
- Significant wave of retirements expected over next 5 years.
- Specifically, of 23 management positions, 6 retirements expected in next 1-2 years with an additional 9 in next 3-5 years.
- This equates to 2/3 of the management team turning over in the next 5 years.

Anticipated Retirement Timelines for Management Staff



Current Workforce Analysis – City of Nelson Bargaining Unit Staff

CUPE Operations	CUPE Admin/Finance	IBEW	IAFF
• Significant retirements expected in coming years. • Many younger promising staff committed to the City. • Challenging recruitments include mechanics and wastewater staff.	• Likely retirements in next 1-3 years amongst various positions. • Local market appears to have strong depth for these types of positions.	• IBEW staff (PLTs, Millwrights, Electricians) are relatively young/stable. • Generally a strong applicant pool for PLTs. • Cyclical nature of industry work in other parts of the country dictates strength of applicants and this can change quickly.	• A number of retirements expected through 2028; • Additional firefighter positions created through Master Plan and will be coming online in next 3 years. • Applicant pool is strong at the moment.

Vacancy Preparedness – Talent Identification & Development

Addressing potential workforce vacancies through integrated strategy of talent identification and development and knowledge transfer and retirement planning. With regard to talent identification and development:

Current Practices

- Talent tracking and development through formal performance evaluations & growth plans;
- Leadership training and workshops;
- Professional development resources & funding (trainings, courses, coaching, conferences).

Future Considerations

- Formal mentorship program that pairs high-potential employees with experienced leaders to provide guidance and foster professional growth.

Vacancy Preparedness – Knowledge Transfer & Retirement Planning

Current Practices

- Lack of formal structured strategies (different departments may have their own approach to this, but no consistent structured approach across City);
- Takes place informally or more intentionally in advance of known departure.

Future Considerations

- Continue to revise/update Succession Planning Report;
- Surveying anticipated retirements when doing performance evaluations;
- Using detailed documentation or video tutorials to record critical processes, procedures and insights;
- Establishing job shadowing programs where retiring employees work closely with successor where possible;
- Implement cross-training programs where applicable.
- Leveraging technology and standardizing processes (e.g., records management, GIS).

Intentional Recruiting & Retention Efforts

How does the City recruit the best staff and build a strong culture of retention? On the recruiting front:

Current Practices

- Standard best practices for recruiting process (advertising and highlighting position and why City is a great place to work, shortlisting candidates, panel interviews etc.).

Future Considerations

- Consider use of professional recruiters for hard-to-recruit positions;
- Conduct “entrance interviews” to better understand process from perspective of candidates.
- Completing hiring analysis of new hires over past several years to review successes and challenges, identify trends.

Intentional Recruiting & Retention Efforts

On the retention front:

Current Practices

- Fair and competitive wages/benefits per triennial salary studies;
- Municipal Pension Plan;
- Competitive vacation;
- Employee loan programs;
- Professional development opportunities;
- Highlighting quality of life in Nelson;
- Flexible work arrangements (EDO, Hybrid Work, Sabbatical Leave);
- Creating positive culture (pulse checks, developing strong leaders, all-staff events, team building);
- Exit interviews to understand departures.

Future Considerations

- Continue analyzing and adapting to emerging workplace trends;
- Periodically survey staff to understand culture and make improvements;
- Bolster data-tracking efforts from recruitments to departures to better understand staff and their needs.
- Consider opportunities to contract services or hire remotely (minimize risk of departures).
- Increase “acting” opportunities;
- Job growth for succession;
- Internal promotions policy work.

Identifying Organizational Restructuring Opportunities

- Succession Planning provides an opportunity for departments to strategically plan around anticipated departures to enhance sufficiency and make timely changes.
- This can involve redefining positions with regard to role/responsibilities, changing reporting structures, and expanding/contracting teams depending on needs of organization.
- Making changes in conjunction with planned departures is often a good time to do so.
- Analyzing opportunities involves:
 - Identifying relevant upcoming departures;
 - Evaluation of current departmental structure and workflows to identify areas where roles can be redefined, functions consolidated, or where contracted services result in some enhancement;
 - Cost-benefit analysis and financial implications;
 - Impact on service delivery and efficiency;
 - Impact on staff

Overall Conclusions from Report:

- Succession Planning Report outlines a strategic framework for the organization in the face of a significant wave of retirements, evolving labour market dynamics and technological changes.
- Prioritizing talent identification, knowledge transfer, intentional recruitment, and retention efforts will be crucial to the City over the next 5-10 years.
- There is room to be using data and statistics more effectively to establish KPIs.
- The strategies outlined in the Report informs HR's workplan for 2026 and moving forward.
- Report will be updated annually going forward.



2026 Key Initiatives

2026 Key Initiatives:

- Salary studies (exempt staff, Council);
- Corporate Safety Plan Audits
- Implementing entrance interviews;
- Leadership Workshops (June, November);
- Bargaining work (IAFF, IBEW);
- Historic hiring analysis;
- Provincial Pay Transparency Reporting;

Operating Budget

	2025 Budget	2026 Budget	\$ Change	% Change
Salary & Benefits	370,608	379,318	8,710	2%
Supplies & Services	191,208	213,532	22,324	12%
Total Expenses	561,816	592,850	31,034	6%
Net Operating Costs	561,816	592,850	31,034	6%

An aerial photograph of the city of Nelson, British Columbia, Canada. The city is nestled in a valley, surrounded by dense green forests and steep hills. A large body of water, likely a lake or reservoir, is visible in the background. The city features a mix of residential houses, commercial buildings, and industrial structures. The text "Thank you." is overlaid in a large, white, sans-serif font across the center of the image.

Thank you.

City of
NELSON

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