

Human Resources



Service Delivery Promise

The Human Resources (HR) Department plays a central role in supporting the County's most valuable asset—its people. Our mission is to optimize employee potential, strengthen engagement, and advance initiatives that enable the County to achieve its strategic goals. Guided by a team of dedicated HR professionals, the HR Department partners with leaders across all departments to foster a workplace culture that is collaborative and results driven.

Level of Service Statement

The HR Department is committed to providing high-quality, equitable, and efficient services across the full employment lifecycle, including the administration of 6 collective agreements. As a service department, HR strives to deliver balanced, solution-focused support to employees and leaders across all divisions.

Opportunities, Challenges and Risks for 2026

In 2026, HR will engage in collective bargaining with 5 of the 6 union groups (CUPE 2974.1 – Inside/Outside and EWSWA, CUPE 2974.2 – EMS, ONA, Teamsters – Roads, and CUPE 2318 – Library). This will be a key area of focus, particularly in the first half of the year. Our objective is to engage in respectful, collaborative negotiations that recognize the valuable contributions of our workforce while ensuring fiscal sustainability.

Building on the recruitment enhancements made in 2025, HR will continue to strengthen strategies that attract and retain diverse, skilled, and motivated employees. We will refine onboarding processes, enhance the candidate experience, and ensure equity and accessibility at every stage. In addition, we will continue to assess compensation and benefit offerings to maintain competitiveness in the labour market.

Investing in employee growth remains a top priority. In 2026, we will continue to expand leadership and professional development opportunities, including at the Quarterly Leadership Meetings, to strengthen organizational capacity and support long-term success.

HR will continue to advance initiatives that promote employee well-being, engagement, and work-life balance. The implementation of the refreshed Attendance Support Policy will be a major focus, providing a proactive and supportive framework for addressing attendance concerns and encouraging open communication between employees and leaders.

A positive and inclusive culture is foundational to employee engagement and retention. Building on previous culture conversations, HR will expand discussions County-wide to reinforce shared values, expectations, and daily practices that contribute to a respectful and collaborative workplace.

Ensuring policies remain current, compliant, and reflective of best practices will continue to be a key priority. HR will continue to undertake systematic policy reviews and updates to align with evolving legislation and County operations.

Following the successful implementation of the new Human Resources Information System ("HRIS") in 2025, HR will leverage technology and data analytics to enhance decision-making and operational efficiency. The 2026 focus includes deploying the workforce management and scheduling module to improve integration and enable data-driven insights for workforce planning and performance management.

As the County grows, HR will continue to strengthen its health and safety programs to ensure all workplaces meet or exceed regulatory requirements. We will promote proactive risk identification, targeted training, and a culture of shared responsibility for workplace safety.

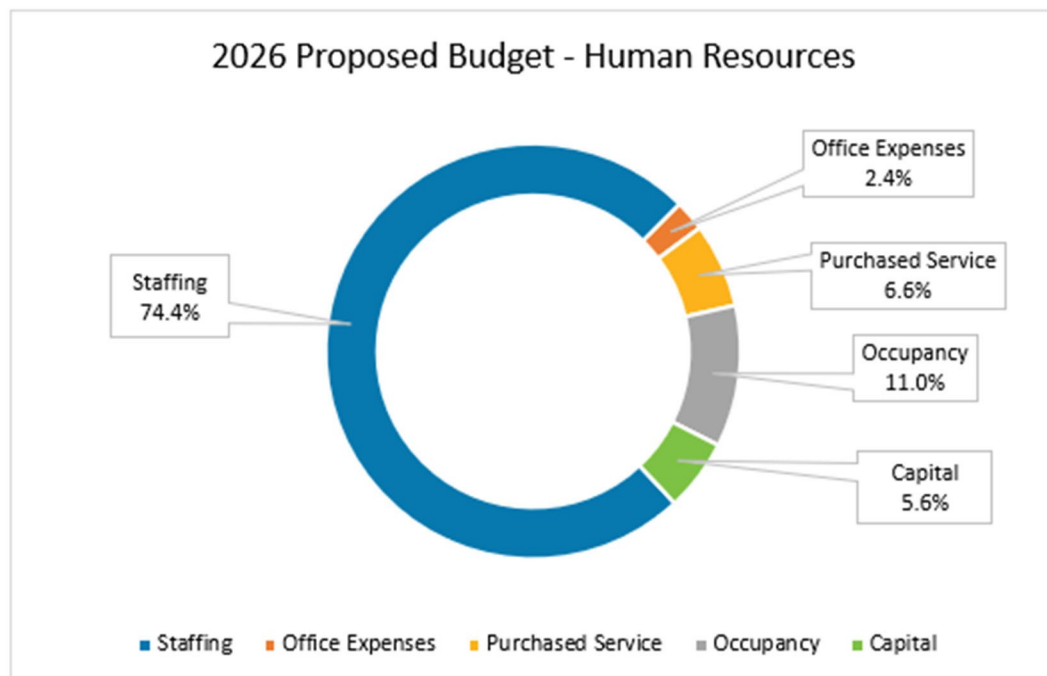
Proposed 2026 Budget Plan

The proposed 2026 Budget represents a strategic investment in our employees and the continued growth of the organization. It supports the County's Strategic Plan by allocating resources effectively and ensuring that Human Resources can deliver on key corporate initiatives.

To strengthen service delivery and meet increasing operational demands, the 2026 budget includes two new HR positions: a shared Human Resources Generalist to support EMS and Sun Parlor Home, and a Human Resources Assistant to facilitate the implementation and administration of the redesigned Attendance Support Policy.

Together, these additions will enhance recruitment, compliance, and employee support across the corporation, helping optimize the potential of every employee and ensure sustainable service delivery.

The graph below illustrates the key areas of proposed 2026 Budget spending in Human Resources:



Overall, the proposed 2026 Budget for Human Resources, net of recoveries, totals \$1,306,160 (a decrease of \$174,030 (11.8%) over the restated 2025 Budget of \$1,480,190).

Alignment with Strategic Plan Initiatives

Scaling Sustainable Services through Innovation

The HR Department will leverage the new HRIS to streamline processes, strengthen workforce analytics, and support data-driven decision-making. The next phase of implementation, including the workforce management and scheduling module, will enhance efficiency, improve resource allocation, and enable greater integration across departments.

Being an Employer with Impact

HR will continue to focus on attracting, developing, and retaining a talented and diverse workforce. In 2026, we will advance initiatives that promote equity, inclusion, and belonging throughout the employee lifecycle. Priorities include strengthening recruitment and onboarding practices, expanding leadership and professional development opportunities, and implementing the refreshed Attendance Support Policy to foster well-being and engagement. HR will also continue to lead collaborative, solutions-oriented collective bargaining processes that recognize employee contributions while ensuring fiscal responsibility.

Supporting Dynamic and Thriving Communities Across the County

The HR Department will continue to encourage civic engagement and community involvement through employee volunteerism and participation in County and community events. By fostering a strong organizational culture grounded in respect, collaboration, and shared values, HR will help ensure County employees are positive ambassadors in our community.

Advancing Truth and Reconciliation

HR will continue to partner with departments across the organization to promote cultural awareness and understanding, including embedding land acknowledgements and inclusive practices in County programs and events.