



COMMITTEE OF THE WHOLE

Thursday, October 12, 2023

TO BE HELD

IN THE BOARDROOM OF THE SUNSHINE COAST
REGIONAL DISTRICT OFFICES AT 1975 FIELD ROAD, SECHELT, B.C.
AGENDA

CALL TO ORDER 9:30 a.m.

AGENDA

1. Adoption of Agenda Pages 1 - 2

PRESENTATIONS AND DELEGATIONS

2. Miyuki Shinkai, President, Sunshine Coast Labour Council Annex A
pp. 3 - 7
Regarding: A Living Wage Municipality

REPORTS

3. Water Supply Update Verbal
General Manager, Infrastructure Services
(Voting – A, B, D, E, F, Sechelt)
4. Halfmoon Bay Volunteer Fire Department Firehall No. 2 – Service Annex B
pp. 8 - 10
Review and Project Update
General Manager, Planning and Development
(Voting – All Directors)
5. Sunshine Coast Regional District Fire Department Compensation Annex C
pp. 11 - 53
Review Results
Chief, Halfmoon Bay Volunteer Fire Department
(Voting – All Directors)
6. Snow Removal and Ice Control Equipment Annex D
pp. 54 - 56
General Manager, Community Services
(Voting – All Directors)
7. Server Replacements Annex E
pp. 57 - 58
Manager, Information Technology / GIS
(Voting – All Directors)
8. Infrastructure Q2 Department Report Annex F
pp. 59 - 76
General Manager, Infrastructure Services
(Voting – All Directors)

9. Water Supply Advisory Committee (WASAC) Minutes of September 11, 2023
(Voting – A, B, D, E, F and Sechelt)

Annex G
pp. 77 - 78

COMMUNICATIONS

NEW BUSINESS

IN CAMERA

ADJOURNMENT



July 24, 2023

Dear SCRD Board of Directors,

RE: Living Wage

Recently, Sunshine Coast Labour Council received a presentation by [Living Wage for Families BC](#) that we would like to share with the council.

The living wage on the Sunshine Coast is now astonishingly high at \$24.30 an hour, which is a 22.8 percent increase (\$4.51) from last year, when a full report was published by the [Sunshine Coast Foundation](#). This is \$7.55 higher than minimum wage in BC (\$16.75), and one of the highest Living Wage rates in the province.

The rapidly rising costs of food and shelter has increased the living wage in all communities across BC significantly.

A living wage strengthens families and communities by ensuring working families can enjoy basic economic security, participate fully in civic life and lift children from poverty. There are nearly 400 Living Wage Employers across British Columbia, including the municipalities of Quesnel, Burnaby, and Victoria. 97% of Living Wage Employers across BC have benefited from being part of the program – they have found that paying a Living Wage increases morale, lowers staff turnover and increases recruitment and retention of staff.

SCLC would like the SCRD Board to consider adapting a Living Wage policy to pay forward to our community. We would welcome the opportunity to present to the board the findings from Living Wage for Families research, and to encourage the board to pass a motion to direct staff to study the impact of becoming a Living Wage Employer.

Please find attached a briefing from Living Wage for Families BC about becoming a Living Wage municipality.

We look forward to hearing from you.

Miyuki Shinkai, president

Sunshine Coast Labour Council sclabourcouncil@gmail.com 604.741.8206

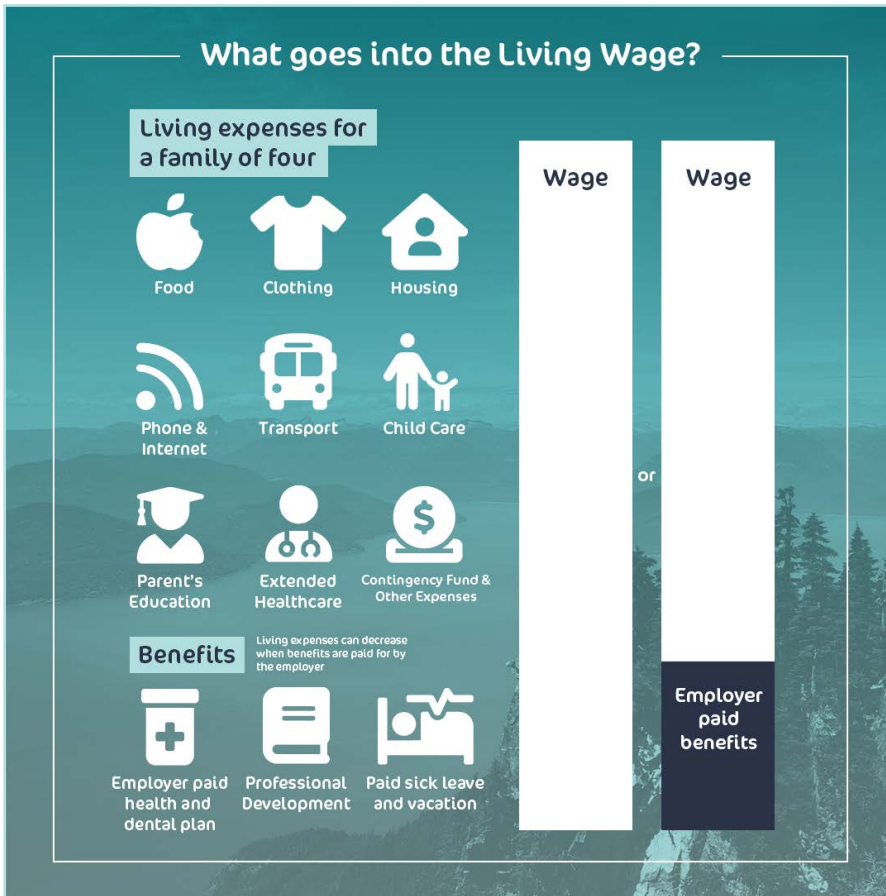
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A Living Wage Municipality



What is a Living Wage?

A living wage is the hourly amount that each of two parents, both working full time, would need in order to afford basic expenses like food, clothing, rent, and child care.



A Living Wage is good for workers

“Before I was earning a Living Wage. I was just surviving. I had to share a bedroom with two other people, visit food banks and buy all my clothes from thrift stores. Life was really hard. I didn’t have a partner who could help me. Now, I feel very appreciated and valued for the work I do. There are people who have worked here for ten years, and they feel the same way I do – good staff and good management. I feel much more comfortable and free”

Vlada works for the 2400 Motel as a front desk agent. Owned by the City of Vancouver, the 2400 Motel is the only certified Living Wage motel in British Columbia, agreeing to pay their staff and contracted workers a Living Wage.

- ▶ Employees working one living wage job, rather than multiple low-wage jobs, have more time to spend with their families
- ▶ A Living Wage offers independence and peace of mind. Employees don’t have to stress about how they will make rent or afford food for their families.
- ▶ Staff feel valued and appreciated for the work that they do.



A Living Wage is good for employers

97% of Living Wage Employers in BC have found a benefit from being part of the program. These benefits include increased morale, helping with recruitment of staff and lowering staff turnover.



“We strongly believe that the quality of life and overall morale and happiness of our crew translates into success for the company as a whole, with a positive ripple effect out into the greater community - not just by their positive attitude, but also by allowing them to support other local business because their wage affords them to. We feel a sense of duty to pay rent in the communities where we work and live, and being a Living Wage Employer really allows us to put our best foot forward and lead by example so that other companies may be encouraged to do the same if it is within their reach to do so. We see it as a positive way to invest in our crew and our company as a whole so that we can continue to do what we are passionate about for many years to come” - **Mike Marshall, Kinsol Timber Systems**

“Experience showed that if our service suppliers paid a higher wage, they’d have lower staff turnover, attract better quality staff, which means better service. And they were right!” - **Lisette Lemus, Purchasing Manager, Vancity Credit Union**

A Living Wage is good for communities

“A living wage will ensure that families of all backgrounds can afford to live and work in Victoria, making our neighbourhoods healthier and stronger.” - **Marianne Alto, Mayor, City of Victoria**

- ▶ When children live in poverty, or when parents must work multiple jobs to stay afloat and end up with little time with their families, all of society pays the price. It is the municipality that pays for additional social services and educational resources.
- ▶ By making a commitment to ensure staff and contractors are paid a living wage, municipalities will become a community champion and cause a positive ripple effect through the local economy.
- ▶ Low-income earners tend to spend proportionally more of their income than those with much higher incomes, because those with low incomes have more essential spending needs. Those with lower incomes also tend to spend more money locally. This will help strengthen small and community-focused businesses.

What is a Living Wage Municipality?

Living Wage Employers commit to paying their staff and contractors their local living wage each year. They also mandate that service providers on major contracts pay their staff a living wage in turn.

There are 10 municipalities, 3 school boards and 2 First Nation Councils in British Columbia that have committed to ensuring that their staff and contracted workers earn a Living Wage.

These are: City of Burnaby, City of Langley, City of New Westminster, City of North Vancouver, City of Pitt Meadows, City of Port Coquitlam, City of Quesnel, City of Victoria, District of Central Saanich, Huu-ah-ayt First Nations, New Westminster Schools, School District 69: Qualicum Beach, Squamish Nation, Vancouver School Board, and the Village of Fruitvale.



Template Motion

Whereas:

- ▶ A living wage strengthens families and communities by ensuring working families can enjoy basic economic security, participate fully in civic life and lift children from poverty;
- ▶ 97% of Living Wage Employers across BC have benefited from being part of the program – they have found that paying a Living Wage increases morale, lowers staff turnover and increases recruitment and retention of staff
- ▶ There are nearly 400 Living Wage Employers across British Columbia, including the municipalities of Quesnel, Burnaby and Victoria.
- ▶ In the above mentioned municipalities where a living wage policy was adopted, municipal staff first prepared a full report on the costs, benefits and implications for the municipality prior to each respective Council determining whether to proceed with the policy;

THEREFORE BE IT RESOLVED THAT Council direct staff to report on the costs and benefits of XX implementing a Living Wage Policy, as outlined by the Living Wage for Families Campaign, and the steps necessary to achieve this goal.

Contact

Anastasia French, Provincial Manager

✉ anastasia_french@vancity.com

📞 236 558 2635

🌐 livingwageforfamilies.ca

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – October 12, 2023

AUTHOR: Ryan Daley, Fire Chief, Halfmoon Bay Volunteer Fire Department
Ian Hall, General Manager, Planning and Development

SUBJECT: **HBFD FIREHALL #2 – SERVICE REVIEW AND PROJECT UPDATE**

RECOMMENDATION(S)

- (1) **THAT the report titled HBFD Firehall #2 – Service Review and Project Update be received for information;**
 - (2) **AND THAT a proposal for a HBFD strategic plan be brought to the 2024 budget process;**
 - (3) **AND FURTHER THAT as part of the 2024 budget process, a proposal to cancel the current Hall #2 Replacement Project be brought forward; and that a proposal for a new project that considers future needs, alternate sites and alternate development models be brought forward.**
-

BACKGROUND

In 2020, SCRCD initiated design for a replacement Hall #2 for the Halfmoon Bay Volunteer Fire Department (HBVFD). The current Hall #2 located at 7884 Fawn Road is a converted garage that is nearing end of useful life and will not be capable of housing the Department's fire apparatus beyond 2025 due to the size of this equipment and the practical desire to house three vehicles. In a Fire Underwriters Survey (FUS) report, it was stated that the HBVFD could receive a higher FUS rating if it housed an Underwriters Laboratory (UL) rated apparatus in that hall. This increased FUS would have fire insurance cost savings for the properties being serviced by this hall. The design project was part of the 2021 budget and produced a schematic design.

This project is the first new-build fire hall undertaken by SCRCD since approximately 1984.

This report discusses progress and recommends that the project approach be reconsidered.

DISCUSSION

Analysis

1. Understanding of Future Needs

Fire halls are required to be constructed to post-disaster standards and are considered to have an estimated useful life of 70 years. HBVFD has some known immediate needs, but a new hall should consider future needs (known and unknown). Work on this project to date has identified

that further consideration of future needs is required to prevent obsolescence and protect the value of public investment. A strategic plan for the HBVFD would enable the development of a forward-looking sequenced asset management/capital plan for all fire department assets.

Recommendation: That a proposal for a HBVFD strategic plan be brought to the 2024 budget process.

2. Schematic Design Findings

The work done on the schematic design allows a 'test fit' of a new fire hall on the current site. Results show challenges related to the building footprint and turnaround space, and a requirement for substantial civil work to level the rear portion of the property which slopes. When considering potential future growth, the current hall location imposes real constraints. These site constraints would extend to any development of this scale on this site and will drive substantial costs.

In terms of general location within the fire protection area, Hall #2 is well positioned to provide quality service/response times.

Another costly item is to set up a temporary hall at another location while the fire hall is under construction. Choosing an alternate site to build a new hall #2 allows for the current hall to be used while construction is taking place.

Recommendation: That additional/alternate sites for Hall #2 in Welcome Woods be considered as part of project next steps.

3. Current Project Approach / Development Model

When this project was proposed/initiated, a traditional design-bid-build approach was contemplated. Recent market conditions and supply chain issues mean this approach may no longer be preferred. The value proposition of using a design-build approach should be considered. Other models could also be considered.

Recommendation: That as part of the 2024 budget process, a proposal to cancel the current project be brought forward; and that a proposal for a new project that considers future needs, alternate sites and alternate development models be brought forward.

Organizational and Intergovernmental Implications

The replacement of Hall#2 is a major undertaking. Although there remain many factors to resolve (future needs, site, etc.) capital development costs in the order of millions of dollars should be anticipated. The facility will have a long lifespan. Regional growth and the effects of climate change are relevant factors. The approach applied to this project may be representative of future development needs for GDVFD and RCVFD.

Maintaining the capacity of HBVFD is important to regional fire protection which is implemented through automatic and mutual aid agreements with other Sunshine Coast fire departments, including Sechelt.

SCRD strives to ensure protection of cultural heritage as part of any development project and has cognizance of obligations under the *Heritage Conservation Act* and Heritage Protocol with the shíshálh Nation.

Financial Implications

To date, \$35,175 has been spent on the Hall #2 Spatial Needs Assessment (2020) and Schematic Design Report (2021). Much of this investment is transferable to a re-considered project approach or site.

There remains \$250,000 of project funding in place. If cancelled, these funds would be returned to the HBVFD Operating reserve.

The financial implications associated with the recommended proposals would be considered as part of the annual budget process.

Timeline for next steps or estimated completion date

Staff would proceed with proposal development and siting considerations following Board direction and as part of the 2024 annual budget process.

Communications Strategy

Updates can be communicated through quarterly departmental reports and the Budget Project Status Report. A project webpage can be considered.

STRATEGIC PLAN AND RELATED POLICIES

The subject matter of this report relates to community resilience, emergency preparedness/management and asset management.

CONCLUSION

Staff recommend that the current HBVFD Hall#2 replacement project be cancelled and a new project that gives consideration to future needs (identified through a study), site opportunities and constraints and alternative construction approaches be proposed as part of the 2024 budget process.

Reviewed by:			
Manager		CFO/Finance	X- T. Perreault
GM	X – I. Hall	Legislative	X – J. Hill
CAO	X – D. McKinley	Purchasing/ Risk	X – V. Cropp

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – October 12, 2023

AUTHOR: Ryan Daley, Chief, Halfmoon Bay Volunteer Fire Department

SUBJECT: **SCRD FIRE DEPARTMENT COMPENSATION REVIEW RESULTS**

RECOMMENDATION(S)

(1) THAT the report titled SCRD Fire Department Compensation Review Results be received for information.

BACKGROUND

The 2018/2019 Dave Mitchell & Associates service review of SCRD fire departments identified the need to review compensation/support provided to fire department members.

As a first step, SCRD instituted a comprehensive benefits program for fire department members.

In 2022 Dave Mitchell & Associates was retained again to prepare a study on “Regional District Service Compensation Review and Benchmarking.” This report presents the findings of this study for the Board’s information.

DISCUSSION

The study compares SCRD fire departments with 40 other fire departments in 6 other regional districts. A range of department sizes are considered.

Staff are analyzing results and preparing options that will be presented in a future staff report (Q4 2023). This staff report will seek direction on next steps, including the preparation of materials for the 2024 budget process.

Organizational and Intergovernmental Implications

Equitable, transparent and reasonable compensation is important to member recruitment and retention. Even with current (or future, adjusted) compensation offered for certain aspects of a firefighter’s time/role, a large proportion of service delivered by SCRD departments is done by volunteers.

SCRD has some of the largest and most sophisticated volunteer fire departments in BC.

Financial Implications

This report is for informational purposes. A follow-on staff report will present options that include financial analysis.

Reliable fire protection services provide immense social benefit, including investment confidence and access to lower property insurance premiums (through ratings provided by Fire Underwriters Survey, which are based in part of fire department capacity).

Timeline for next steps or estimated completion date

A report presenting analysis will be provided in Q4 2023.

Communications Strategy

This report has been shared with all fire department members and improvement district fire departments.

STRATEGIC PLAN AND RELATED POLICIES

This subject of this report relates to staff/volunteer engagement.

CONCLUSION

Following from a service review of fire departments, a compensation review and benchmarking study has been completed and is provided for information. Staff will follow up with analysis/options for Board consideration.

ATTACHMENT(S)

Attachment A – Regional District Fire Service Compensation Review and Benchmarking, May 25, 2023

Reviewed by:			
Manager		CFO/Finance	X – T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	HR	X – G. Parker



Regional District Fire Service Compensation Review and Benchmarking

Dave Mitchell & Associates Ltd.

25 May 2023

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1.0 Introduction

The Sunshine Coast Regional District (the “SCRD”) has established four fire protection service areas: Egmont, Halfmoon Bay, Roberts Creek, and Gibsons and District. The SCRD is directly responsible for funding and operating the corresponding fire departments, which range from a large, composite/paid-on-call department in the case of Gibsons, to a small, primarily volunteer department in the case of Egmont. The maximum tax requisition capacity of each service area also varies widely.

Over the past several years, the SCRD has worked to improve the operational capacity and regulatory compliance of its fire services. At the same time, it has moved to support recruitment and retention of firefighters by introducing a standardized benefits package for members and officers of each of its fire departments. This benefits package was developed in consultation with the four departments and their members and officers.

Dave Mitchell & Associates Ltd. (the “Consultants”) were retained to review and benchmark compensation practices in other regional districts, which operate and fund volunteer, paid-on-call and composite fire departments.

This report summarizes the benchmarking exercise, which involved a detailed questionnaire provided to seven regional districts, replies to which were received from six:

- Alberni-Clayoquot (“ACRD”) – three departments;
- Columbia Shuswap (“CSR”) – 13 departments;
- Comox Valley (“CVRD”) – five departments (two forms not returned);
- Kootenay Boundary (“KBRD”) – four departments;
- Okanagan-Similkameen (“RDOS”) – eight departments; and
- Thompson-Nicola (“TNRD”) – nine departments.

In addition, detailed information was collected from the SCRD regarding the compensation and benefits packages for its four fire departments.

This report is organized as follows:

- Executive Summary;
- Methodology and Approach;
- Summary and Analysis of Benchmark Results; and
- Conclusion.

2.0 Executive Summary

A compensation and benefits benchmarking exercise was undertaken with seven regional districts. Responses were received from six, covering some 40 fire departments, which range from small volunteer organizations (such as Bamfield in the ACRD, or Beaverdell in the KBRD), to a large, composite sub-regional fire department with five fire halls and a contingent of career firefighters. The data collected indicate the following:

1. Fire Chief positions were compensated in 39 of the 40 departments. There was marked tendency for career positions to be created in “Full service” operations departments: four of the five career Fire Chief positions were in such departments, with the fifth being in an “Interior Operations” service level department. Compensation for career positions ranged from \$75,000 (plus \$250/week of duty officer pay) to \$144,000. One department indicated that it had a career Fire Chief but did not indicate the remuneration level.
2. Other Fire Chief positions were either part-time, Paid on Call (“POC”), or stipend/POC.
 - In the part-time category, the base compensation ranged from \$9,600 - \$37,260. In the case of eight departments in the RDOS, which we have categorized as part-time, the compensation amount was augmented by a POC element. In some cases, Fire Chiefs were entitled to either duty officer pay and/or training pay (for all-day sessions or special training sessions).
 - In the POC system (one regional district, nine departments, all operating at the “Exterior Operations” service level), the compensation paid is \$30 for a practice, \$45 for an incident up to 2.5 hours; and \$75 for an incident that exceeds 2.5 hours.
 - In the stipend/POC systems (two regional districts), the compensation paid was: \$2,500/\$17 per hour (KBRD – two “District Chiefs”); and \$2,800 and \$28.50 per hour (CSRD – 13 departments). Compensable duties for the CSRD Fire Chiefs include certain administrative responsibilities (e.g., attending regional meetings), with the rest expected to be covered by the stipend amount.
 - There was one fire department in the KBRD that is entirely volunteer, whose fire chief is not compensated (beyond a benefits package). The volunteer nature of the positions covers the entire department and will not be expressly identified in relation to other positions.
3. In relation Deputy Fire Chiefs, as departments grow larger and more complex, there is a tendency to move towards full-time positions. There were five full-time Deputy Fire Chiefs (all in Full-Service departments), with compensation ranging from \$65,000 – \$137,644. The highest paid is in the KBRD’s large composite department. The other Deputy Fire Chiefs were a mix that is similar to that seen in the Fire Chief category:

some are “part-time”; others are entirely POC; while others are standard stipend plus POC.

- In the part-time category, the base compensation ranged from \$2,400 – \$11,208. In the case of eight departments in the RDOS, which we have categorized as part-time, the compensation amount was augmented by a POC element. In some cases, Deputy Fire Chiefs were entitled to either duty officer pay and/or training pay (for all-day sessions or special training sessions).
 - In the POC system (one regional district, nine departments, all operating at the “Exterior Operations” service level), the compensation paid is \$25 for a practice, \$37.50 for an incident up to 2.5 hours; and \$62.50 for an incident that exceeds 2.5 hours.
 - In the stipend/POC systems (one regional district, 13 departments), the compensation paid was: \$2,500 and \$25 per hour. Compensable duties for the CSRD Deputy Fire Chiefs include certain administrative responsibilities (e.g., attending regional meetings), with the rest expected to be covered by the stipend amount.
4. The charts detail other officer positions and related compensation, which largely track the schemes set out for the Fire Chiefs and Deputy Fire Chiefs. Other positions included: Assistant Chief, Captains, Lieutenants, Training Officers, and Safety Officers. It should be noted that one department in the KBRD uses an hourly rate for its officers based on qualification. As qualifications rise (e.g., technical rescue or medical responder level), the hourly rate rises. The compensation rates range from \$19 – \$23 per hour.
 5. Firefighter compensation comes in two basic forms – flat rate and hourly compensation. Some regional districts use both types. In addition to the one entirely volunteer department noted above, there is one department in the ACRD which does not compensate its firefighters beyond a benefits package.¹ The hourly rate approach tended to be categorized by level or qualification. The categories of compensable activities were broken out to cover the following: call-out pay; practices; special training (e.g., weekend training); duty crew and standby pay; and administrative tasks. None of the departments surveyed pay wage loss compensation for responding to call-outs. By category, the results were as follows:

¹ The department operates at the Exterior Operations service level – but is one of the few in the province approved to provide a higher level of medical care, including patient transport (which has been granted by BC Emergency Health Services as a result of the community’s isolation).

- call-out pay:
 - Flat Rate (three regional districts, 12 departments): \$0 - \$40. (Only the TNRD, for nine departments, compensates for call-outs: \$20 for less than 2.5 hours and \$40 for more than 2.5 hours).
 - Hourly: (four regional districts, 26 departments). Range: \$15 - \$28.35 per hour.
- practices:
 - Flat Rate (three regional districts, 12 departments): \$10 - \$25 per weekly practice.
 - Hourly: (four regional districts, 26 departments). Range: \$14.20 - \$28.35 per hour.
- special training (e.g., weekend training):
 - Flat Rate (two regional districts, three departments): \$50 - \$150 per day.
 - Hourly: (three regional districts, 18 departments). Range: \$15.20 - \$21.00 per hour.
- duty crew and standby pay:
 - Flat Rate (two regional districts, six departments): \$20 – \$101.35/day.
 - Hourly Rate (three regional districts, six departments): \$15 – 21 per hour
- administrative tasks:
 - Hourly Rate (two regional districts, 10 departments). \$25/hour for two departments in the CVRD. The RDOS did not breakout the amounts paid for administrative tasks, which is set by the departments themselves.

We have also included details on the compensation for career firefighters, provided by the KBRD’s composite department.

In relation to benefits, all regional districts save two, have provided some level of benefits to their departments (including, in the case of Beavercreek, a department that is otherwise purely volunteer). There was a fairly high degree of standardization within regional districts, since these programs tend to be organized across multiple departments by the regional district, rather than being implemented by individual departments. There are a few exceptions to that – such as one KBRD department that offers extended medical and dental not available to non-career roles in other KBRD departments. There appear to be three benefit types:

- Group life insurance;
- Accident and sickness insurance / life (also referred to as “AD&D”); and
- Extended medical and dental.

Various options also exist within these categories, including whether, for example, the AD&D insurance covers off-duty events, or extends to the family unit. Details are set out in the relevant tables.

The SCRD has developed a standardized benefits program covering all four of its departments. This approach is largely consistent with other regional districts which make benefits available to their members. The SCRD's benefits program is amongst the best that is provided across the benchmarked departments.

The SCRD's compensation approach generally falls within the range of the benchmarked regional districts. At the officer level, the SCRD has developed properly compensated full- and part-time chief officer positions, to ensure that its departments are professionally led. For members, the SCRD provides some fixed compensation for practices, but not for call-outs. This approach has been developed on the theory that it is critical to encourage members to attend practices, and that the incident responses – the application of the training – is of sufficient interest to members that remuneration is not required. It also is a legacy of the transition from a purely volunteer model to a POC system, and reflective, in some cases, of budgetary constraints for the smaller SCRD departments.

A significant majority of the benchmarked departments (~35/40 included in the review), however, have either a flat rate or hourly rate for call-outs, and a number have also instituted duty crew systems for which compensation is paid.

In terms of next steps, the SCRD should provide this assessment to its four departments for review and undertake a facilitated discussion regarding the particular requirements for each. Recruitment and retention may well need to be addressed by different strategies depending on circumstances. While that may include an adjustment to remuneration, other initiatives will likely also be necessary. Put simply, the primary requirements in one fire department, for example Roberts Creek, where structural impediments (population demographics, lack of local employment and housing costs), create a different challenge than the issues to be addressed in another, for example, Gibsons, with a larger population and contingent of members. Call-out pay may also not be financially feasible for Egmont, given its limited tax base. In that case, and given the need to ensure members meet the updated training requirements, it may make more sense to focus any additional compensation improvements on training rather than call-outs.

As such, any adjustment that may be made in remuneration should be tailored to address the specific issues identified by the chief officers and members in each department, even if policies then are not entirely consistent across all departments.

3.0 Methodology and Approach

In consultation with the SCRD Manager of Protective Services, the Consultants developed a detailed questionnaire designed to elicit the necessary information to enable a comparison of compensation practices with other regional districts. To better enable a proper comparison, the questionnaire, in addition to seeking details on compensation practices, also sought to obtain information on issues such as:

- declared service level (as a higher level requires greater training)
- whether there are career or part-time officers;
- compensation practices for administrative and other duties; and
- variations in compensation based on achieved training levels.

A copy of the questionnaire is attached as Appendix A. Copies of the completed questionnaires have been provided separately to the Manager of Protective Services. The questionnaire was reviewed and tested by the SCRD, which also completed the form, to enable a comparison to be made.

The selection of the regional districts to be approached was confirmed with the Manager of Protective Services. Seven regional districts were identified and contacted. Six of those regional districts completed the questionnaires, covering a total of some 40 fire departments.

Following the review of the initial draft of this report, the SCRD Fire Chiefs asked that the survey be extended to the two Improvement District fire departments on the Sunshine Coast – Sechelt and Pender Harbour. The two departments were contacted, and completed the survey, which was non-substantively modified to account for the different nature of the local government structure involved. Rather than full incorporate these two departments into the averages, they have been grouped and treated separately.

The data provided from the questionnaires were entered into a spreadsheet. Some follow up work was done to confirm details from a number of survey participants. This information is supplemented by the Consultant's own work with various of the regional districts in question, which enables us to address certain gaps in the information provided.

As the questionnaires were distributed in the weeks prior to Christmas, there were some delays in obtaining back the returned forms.

4.0 Summary of Benchmark Results

Regional district fire services have developed organically over the past 50 or more years in response to population growth and local community support for the creation of the service. Many started as volunteer organizations, perhaps based around a not-for-profit society structure. Most were purely volunteer undertakings when first created, with the gradual addition of paid positions (e.g., Fire Chief) over time. Since the 1990s, such departments have increasingly moved to direct control and operation by regional district governments, as the need for stable funding and better management of regulatory matters and liability issues have come to the fore.

The diverse nature of these organizations, however, means that there is a wide variation in approaches to compensation and benefits. Compensation and benefits reported by the benchmark departments are addressed in two separate sections, below.

Compensation

In two cases – the CSRD and the TNRD – the regional district government has standardized the approach to compensation, including call-out, training pay and benefits. The KBRD is something of a hybrid: it operates a composite, sub-regional fire service covering Electoral Areas “A” and “B” within the regional district (including the incorporated municipalities within), and has standardized its approach to compensation in that large sub-regional department (which has career officers and a significant contingent of career firefighters based principally out of Trail, and paid-on-call (“POC”) firefighters and officers in the other five fire halls). The practices in the three KBRD departments outside of this sub-regional service, however, vary widely. It should also be noted that the KBRD has a career fire chief in Trail, but has “District Chiefs” in two of the five other fire halls. We have categorized these positions as “Fire Chief” in the assessment below. As a result of this categorization, the number of fire chiefs exceeds the total number of departments.

In the other cases, the level of pay varies by jurisdiction, and sometimes by department within that jurisdiction (as is the case with the SCRd), and while certain elements may be standardized (e.g., benefits), the level of compensation has not been standardized. At a high level, the variations seem to stem from a combination of workload, size of the tax base, and level of service being provided.

The following sections summarize the range of compensation by position, of the benchmark departments. Benefits are addressed in a separate table. The titles and nature of various officer positions, outside of “Fire Chief” vary from department to department, based on size, need and history.² In some cases, moreover, the compensation and benefits approaches are being actively reviewed. For example, the ACRD fire chiefs are currently compensated through

² We attempted through the questionnaire to identify qualifications and responsibilities, but the data collected were insufficient to include in the analysis.

a stipend/paid-on-call arrangement. That regional district, however, is examining making certain fire chief positions full time roles. Similarly, the KBRD reports that it is proposing to undertake a review of its compensation practices, whereas the CSRD, which operates a standardized system across 13 departments, reset its compensation levels in mid-2022.

Officer Compensation

The range of officer compensation rates are summarized in the table that follows.

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
Fire Chiefs			
Fire Chief (full time) (number: 5 departments)	\$75,000 - \$144,000	\$103,769/\$98,000	<p>Four of the departments are Full-Service Operations; one department is Interior Operations Service Level.</p> <p>In one case, the Fire Chief's pay (which is the lowest shown in the range), is supplemented by duty officer pay of \$250/week when fulfilling that role after hours.</p> <p>One full time Fire Chief also received an isolation allowance of \$1226, which has been included in determination of the average.</p> <p>ACRD is considering moving some or all of its three fire chiefs to full-time positions.</p>
Fire Chief (full time) Improvement District (number: 1 department)	\$140,000	n/a	<p>Additional remuneration for evening practice attendance (\$60) and weekend (\$150/day). After- hours Duty Officer assignment also compensated (\$150/day). Full-service department. Standby/Duty Crew: Night Shifts for small call out types. 18:00 until 06:00 Two night shifts. Crew of 5.</p>
SCRD Fire Chiefs (full-time) (number: 3 departments)	\$107,744 – \$133,952	\$117,906/\$112,021	

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
Fire Chief (part time) (number: 11 departments)	\$9,600 - \$37,260	\$14,290/\$12,000	Of the 11 Fire Chiefs shown as “part time”, eight were within a single regional district (RDOS). Those eight Fire Chiefs were also entitled to additional hourly amounts for callouts, training, standby/duty crew, and certain administrative work. The hourly rates appear to be based on position/qualification. At the top end, the hourly rates range from \$19 to \$28.35, depending on the department and whether it is practice or an incident call-out. There was material variation in the base pay by department, which differentiated the RDOS’s approach from that of (for example) the CSRD & KBRD, which have a standardized stipend/POC amount. As such, we have categorized RDOS positions as “part time”, with a POC element. ACRD Fire Chiefs comprised the remaining three: in addition to the base pay, they were also entitled to \$150/day training pay for approved full-day training sessions.
Fire Chief (part time) Improvement District (number: 1 department)	\$42,000	n/a	Two fire hall department. Exterior Service Level operations.
SCRD Fire Chief (part time) (number: 1 department)	\$18,459	[only one]	Exterior Service Level operations

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
Fire Chief (stipend/POC) (number: 15 departments)	\$2,500/\$17.00 per hour and \$2,800/\$28.50 per hour	[not meaningful]	Two regional districts use this approach: KBRD and CSRD. The KBRD's system is under review. The KBRD has two remaining "District Chiefs" working out of POC fire halls (i.e., halls outside of Trail). Those District Chiefs receive a standard, fixed stipend and are paid \$17/hour for training/practices, and incident responses. Each CSRD Fire Chief is paid a stipend of \$2,800, plus an hourly rate of \$28.50 for: incident responses; regular practices (two hours/week); approved additional training (actual time spent); regional chief officer meetings; special events approved by the CSRD; and acting as an instructor at the CSRD's request (e.g., at the regional training centre). Duty officer pay may also apply. CSRD fire departments operate at the Interior Operations Service Level. Taken together, assuming 1,000 compensable hours of work in a given year, a CSRD Fire Chief would receive about \$31,300 in pay.
Fire Chief (POC) (number: 9 departments)	Practice: \$30 Incident >2.5 hr. \$75 Incident <2.5 hr. \$45	[one regional district, standardized]	The TNRD's nine fire chiefs are all paid-on-call. They each receive a standardized payment for practice nights and incident responses. All TNRD departments are Exterior Service Operations.

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
Fire Chief (volunteer) (number: 1 department)	unpaid		Of the ~40 departments, there is one department that is entirely volunteer.
Deputy Fire Chiefs			
Deputy Fire Chief (full time) (number: 5 departments)	\$65,000 – \$137,644	\$86,680/\$79,379	All of the departments are Full-Service operations
SCRD Deputy Fire Chief (full time) (number: 1 department)	\$101,756		Full-Service operations
Deputy Fire Chief (part time) (number: 11 departments)	\$2,400 – \$11,208	\$7,573/\$7,920	Most of these positions are entitled to additional remuneration on top of the base payment: ACRD (2): \$150/day for a full day of training CVRD (1): Duty officer pay (\$250/week, when DO) plus an hourly rate when acting for the Fire Chief. RDOS: (6): Also entitled to additional hourly amounts for callouts, training, standby/duty crew, and certain administrative work. Hourly rates were not specified by position (highest rates are noted in the discussion of the Fire Chief positions above)

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
SCRD Deputy Fire Chief (part time) (number: 3 departments)	\$18,459 - \$42,603	\$33,212/\$38,575	
Deputy Fire Chief (part time) (stipend/POC) (number: 13 departments)	\$2,000/\$25/hr.	[one regional district, standardized]	As with its Fire Chiefs, the CSRD has a standard stipend for its Deputy Fire Chiefs, and a standard hourly rate for: incident responses; regular practices (2 hours/week); additional, approved training activities; CSRD regional chief officer meetings; special events approved by the CSRD; and acting as an instructor at the CSRD's request. Duty officer pay may also apply. CSRD fire departments operate at the Interior Operations Service Level.
Deputy Fire Chief (POC) (9 departments)	Practice: \$25 Incident >2.5 hr.: \$62.50 Incident <2.5 hr.: \$37.50	[one regional district, standardized]	The TNRD's deputy fire chiefs are all paid-on-call. They each receive a standardized payment for practice nights and incident responses. All TNRD departments are Exterior Service Operations.
Deputy Fire Chief (Volunteer) (number: 1 department)	unpaid		There is one department that is entirely volunteer.

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
Assistant Chiefs			
Assistant Chief (full time) Improvement District (number: 1 department)	\$98,000		Additional remuneration for evening practice attendance (\$60) and weekend (\$150/day). After-hours Duty Officer assignment also compensated (\$150/day). Full-service department. Standby/Duty Crew: Night Shifts for small call out types. 18:00 until 06:00 Two night shifts. Crew of 5.
Assistant Chief (part time) (number: 5 departments)	\$2,000 - \$39,563	\$12,420/\$7,232	The AC receiving \$2000 also receives \$150/day for all day training sessions. The Department is Full-Service Operations. The three ACs from the RDOS are also paid for call outs, training and standby, as well as other miscellaneous hours determined by the department. The hourly rate for the position was not specified, but varies with seniority/training and by department. The AC who is receiving \$39,563 is in a Full-Service Operations department. This appears to be a half-time role.
Assistant Chief (part time) Improvement District (number: 1 department)	\$12,000	n/a	Exterior Service Level operations.

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
SCRD Assistant Chief (part time) (number: 1 department)	\$2,000	n/a	Exterior operations department; also entitled to duty officer pay of \$140/week when assigned to that role.
Assistant Chief (stipend & POC) (number: not specified – covers 9 departments)	Practice: \$25 Incident >2.5 hr.: \$62.50 Incident <2.5 hr.: \$37.50	[one regional district, standardized]	The TNRD's Assistant Chiefs are paid the same as Deputy Fire Chiefs.
SCRD Assistant Chief (full time) (number: 1 department)	\$83,811	n/a	Full-Service Operations department.
Captains			
Captains (full time) (number: 1 department)	\$131,076/133,476	not meaningful	Two career (IAFF) positions within the KBRD's composite, sub-regional fire department.
Captains (part time) (number: 9 departments)	\$1,000 - \$4,935	\$2,661/\$2,639	Captains in two the two ACRD departments also receive \$150/day for all-day training sessions. RDOS captains also receive additional hourly amounts for callouts, training, standby/duty crew, and certain administrative work. Hourly rates were not specified (the range varied by department, and is noted in the firefighter compensation section below).

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
SCRD Captains (part time) (number: 3 departments)	\$1,000 - \$6,000	\$2,833/\$1,500	A Gibsons Captain is also paid \$25/practice; a Halfmoon Bay Captain, when Duty Officer, earns \$140/week; a Roberts Creek Captain earns \$20 for weekly training and is paid \$20/hour when taking officer training courses.
Captains (Stipend/POC) (number: 13 departments)	\$1,200/\$24.50 per hr.	[one regional district, standardized]	The CSRD has a standard stipend for its Captains, and a standard hourly rate for: incident responses; regular practices (2 hours/week); additional, approved training activities; CSRD regional chief officer meetings; special events approved by the CSRD; and acting as an instructor at the CSRD's request. Duty officer pay may also apply
Captains (POC) (number: 12 departments)	\$22 - \$25 per hr. and flat rate for practices (\$20), incidents less than 2 hours (\$30) and incidents exceeding 2 hours (\$50).	not meaningful (see notes)	One CVRD department pays \$22/hr. plus \$250/week for duty officer role. Another CVRD department reported using a POC system, but did not indicate the hourly rates. One KBRD department pays \$25/hr with a minimum for duty shifts of four hours. The other nine departments are within the TNRD, which pays a flat rate for practices and incidents, as shown in second column.
All Officers (generic) (number: 1 department)	\$19 - \$23/hr. depending on qualification	not meaningful	One department in the KBRD requires that its officers have NFPA 1021, FO-I and pays them \$19/hr. As additional skills are added, the pay rises to a maximum of \$23/hr. (with incident safety officer qualification and technical rescue qualifications). Duty officer pay is \$80/day. This appears to apply to all positions below Assistant Chief.

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
Unspecified officer level – “Operations Manager.” Improvement District (1 department)	\$26,250	n/a	Responsible for maintaining all equipment in a state of operational readiness across two fire halls.
Lieutenants			
Lieutenants (part time) (number: 7 departments)	\$1,583 - \$1,875	\$1,768/1,788	One ACRD department plays a flat amount plus \$150/day for all-day training sessions. One CVRD department pays a flat amount plus duty officer pay of \$250/wk. Five of the positions listed as PT were from RDOS, which also receive additional hourly amounts for callouts, training, standby/duty crew, and certain administrative work. Hourly rates were not specified (range is noted in the firefighter section below).
Lieutenants (stipend and POC) (number: 13 departments in one RD)	\$750 + \$24.50/hr	not applicable	The CSRD pays a flat stipend of \$750 /yr. for lieutenants and \$24.50 for call outs, training and other approved activities.
Lieutenants (POC) (number: 2 departments)	\$22	\$22/\$22	One KBRD department pays \$22; a CVRD department also pays \$22 per hour, plus \$250/wk. for the duty officer role.

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
SCRD (part time) (number: 2 departments)	\$750 - \$1,000	\$875/\$875	One SCRD department pays \$140/wk. in duty officer pay; the other pays \$20 for weekly training sessions plus \$20 hr. when taking officer courses.
Safety Officer			
SCRD (stipend/POC) (number: 1 department)	\$8,000		Only 1 department specifically remunerates a safety officer position, and that department is in the SCRD. The SO also is paid \$25/practice for weekly practices.
Training Officer			
Training Officer (full time) (number: 1 department)	\$133,476	not meaningful	IAFF position in KBRD sub-regional department.
Training Officer (part time) (number: 4 departments)	\$1,375 - \$7,200	\$3,404/\$2,520	Two of the positions listed as PT were from RDOS, which also receive additional hourly amounts for callouts, training, standby/duty crew, and certain administrative work. Hourly rates were not specified (range is noted in the firefighter section below). One CVRD department has two TO positions within the department.

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
Training Officer (part time) Improvement District (number: 1 department)	\$30,240		Manages training across two fire halls
Training Officer (Stipend/POC) (number: 13 departments)	\$2,000 + \$24.50/hr.	[one regional district, standardized]	The CSRD pays a standardized stipend plus \$24.50 per hour to training officers for call outs, training and other approved activities.
SCRD Training Officer (part time) (number: 1 department)	\$2,000	not meaningful	One SCRd department (Roberts Creek) specifically remunerates a TO position, which also receives \$140/wk. for acting as duty officer.
Fire Prevention Officer			
Fire Prevention Officers (full time) Improvement District (number: 1 department)	\$78,000 & \$88,000	two positions/1 department	Full-service department, with <i>Fire Services Act</i> inspection obligations in a municipal area with ~11,000+ residents. Additional remuneration for evening practice attendance (\$60) and weekend (\$150/day). After-hours Duty Crew assignment also compensated (\$150/day). Standby/Duty Crew: Night Shifts for small call out types. 18:00-06:00. Two night shifts. Crew of 5.
Fire Prevention Officer (part time) (number: 1 department)	\$2,200	not meaningful	One ACRD department has a separately remunerated FPO position, which is also entitled to receive \$150/day for all-day training sessions

Officer Compensation			
Officer Position	Compensation Range	Average/Median	Comments
Fire Prevention Role (part time) Improvement District (number: 1 department)	\$28/hr.	n/a	Responsible for pre-incident planning.

Firefighter Compensation

Amongst the benchmark departments, firefighter compensation ranges widely, from pure volunteer to unionized career members. Within the non-career departments (or non-career elements of a department) compensation takes two basic forms:³

1. A flat rate for compensable activities (e.g., attendance at weekly practices and call outs). In addition to the SCRD, this approach is employed by three other regional districts in relation to 12 departments.
2. A set hourly rate for compensable activities. This approach is the one most commonly used – it was found in four regional districts covering some 26 departments.⁴

The table below breaks out the compensation regimes into these two fundamental approaches, showing the range that exists. It should be noted that, in some cases, the range of compensable activities is limited (e.g., to practices only) – a point which is broken out by compensable activities. We start the table with a summary of the SCRD departments' current practices.

Based on our work with these departments and others in the province, weekly training sessions are generally scheduled to be between two to three hours in length.

The compensation paid may, in some cases, be increased as an individual's training level rises (e.g., to Exterior Operations, Interior Operations, full NFPA 1001 – FFII; with FMR or EMR certification, or after completing approved technical rescue courses).

These amounts may then be supplemented by other compensation:

- pay for special training sessions (e.g., all-day or weekend training sessions);
- pay for administrative duties; and
- pay for being on a duty crew.

These amounts are identified by category in the table below. In some cases, the additional payments (e.g., for standby or duty crew assignments) are a fixed amount in a department that is otherwise using an hourly compensation rate. Only two regional districts (representing two and eight departments, respectively) reported paying firefighters for administrative tasks.

Uniquely, one of the SCRD departments compensates members when they achieve a specified level of qualification (Exterior, Interior, full NFPA 1001 FFII). The compensation is based on the time required to complete the particular level of qualification, using the Justice Institute of BC's suggested time requirement each such level.

³ The one, purely volunteer department is excluded from the tables below. One ACRD department (operating at the Exterior Operations Service Level) does not pay its firefighters any compensation.

⁴ In one regional district, the CVRD, the flat rate approach is used in one department and the hourly rate system is used in two.

One Improvement District department reported paying wage loss compensation for practice weekends (i.e., an amount to replace wages lost), but no departments reporting paying such compensation where a member leaves work to respond to an incident. This includes SCRD departments.

The level of compensation paid to career firefighters is shown separately at the end of the table. Only one department – the KBRD’s sub-regional department – had a contingent of career firefighters.

Amongst the more than 40 departments, two are essentially “pure” volunteer in relation to their members – where no material compensation is paid. In the case of one of these departments, an Improvement District department on the Sunshine Coast, an amount (\$9) is contributed to a department social fund, but no payments are made directly to the members for either practices or call-outs. Those members also have a benefits package comprising extended health and dental, and VFIS accident and life insurance, which is considered in the benefits portion of this report.

Firefighter Compensation			
Type/No.	Range	Average/Median	Comments
Firefighters: Current SCRD Practices (four departments)			
Call out pay	\$0	n/a	None of the SCRD departments have call-out pay
Training pay (fixed rate) (3 departments)	\$15-\$25/practice	n/a	The amounts paid are: \$15, \$20 and \$25/practice.
Training pay (hourly) (1 department)	\$10/hour	n/a	Based on a standard, 2-hour per week practice, this works out to \$20 for a practice night.
Other training (fixed rate) (1 department)	\$80/day	n/a	One SCRD department does not compensate for additional training.
Other training (hourly rate) (2 departments)	\$10/hour	n/a	This works out to \$80 for a full day of training.
Standby, Duty Crew	\$0	n/a	None of the SCRD departments pay for duty crew or standby assignments.
Administrative Tasks	\$0	n/a	None of the SCRD departments pay for administrative work or similar responsibilities (e.g., joint committee membership).
Other: bonus for reaching firefighter qualification levels (1 department)	Exterior: \$560 Interior: \$1,080 NFPA 1001 FFII: \$800	n/a	This is a unique practice, designed to recognize and reward members for achieving and then improving their qualifications.

Firefighter Compensation			
Type/No.	Range	Average/Median	Comments
Firefighters: Flat Rate Compensation			
Call Out Pay (3 RDs, 12 departments)	\$0 - \$40	Not meaningful	Of the three regional districts using flat rate compensation approaches, only the TNRD compensated for call-outs. The TNRD, which is responsible for nine departments, pays firefighters \$25 for calls under 2 hours, and \$40 for calls exceeding 2 hours.
Regular Training sessions (3 RDs, 11 departments)	\$10 - \$25	Not meaningful	Two ACRD departments pay between \$10/12.50 - \$20 per practice, based on firefighter qualification level. One CVRD department pays ~\$25/practice. The TNRD pays firefighters in its nine departments a standard \$25 for regular practices.
Regular Training sessions – Improvement District. 1 department.	\$9		Contributed to the firefighters’ social fund; not paid directly to the firefighters.
Special training sessions (2 RDs, 3 departments)	\$50 - \$150/day	Not meaningful	Two ACRD departments pay \$150/day for training sessions; one CVRD department pays \$50/day on weekends and \$150/day on weekdays.
Standby/duty crew	Not applicable		None of the departments using flat rate compensation approaches paid for standby or duty crew work.
Administrative Tasks (1 departments)	\$25/hr.	Not meaningful	One CVRD department using a flat rate compensation system for practices, pays \$25/hr. for firefighters required to perform administrative tasks.

Firefighter Compensation			
Type/No.	Range	Average/Median	Comments
Firefighters: Hourly Rate Compensation Systems			
Call out Pay (4 RDs, 26 departments)	\$15 - \$28.35/hr.	Low Range: \$17.23/\$17.00 High: \$21.08/\$21.00	<p>The KBRD sub-regional department uses a single fixed hourly rate of \$17.00 (i.e., no range in rates within the department). This hourly rate was included in the calculation of both the average and median in the low range and high range throughout this part of the table.</p> <p>The RDOS showed a compensation range that varied by department, ranging from a low of \$15.65 to a high of \$28.35, for call outs.</p> <p>The other departments have pay rate ranges, based on factors such as experience and qualifications.</p> <p>At the low end, the compensation across all benchmarked departments averaged slightly over \$17/hr., rising to slightly over \$21/hr. for more qualified members.</p>
Regular Training sessions (4 RDs, 26 departments)	\$14.20 - \$23.01	Low Range: \$17.07/\$17.00 High Range: \$21.20/\$21.00	<p>The departments other than the KBRD have pay rate ranges, based on factors such as experience and qualifications. In some cases (i.e., some RDOS departments) the hourly rate for training pay is lower than call-out pay.</p> <p>The RDOS showed a compensation range that varied by department, ranging from a low of \$14.20 to a high of \$28.35, for practices.</p> <p>At the low end, the compensation across all benchmarked departments averaged slightly over \$17/hr., rising to slightly over \$21/hr. for more qualified members.</p>
Training pay (hourly) Improvement District (1 department)	\$30/hr.	n/a	Weekly training sessions are compensated at \$30/hour

Firefighter Compensation			
Type/No.	Range	Average/Median	Comments
Special training sessions (3 RDs, 18 departments)	\$15.20 – \$21.00	Low Range \$16.66/\$17.00 High Range: \$20.51/\$21.00	The RDOS did not record any payments for additional or special training sessions (8 departments). At the low end, the compensation averaged \$16.66/hr. rising to some \$20.51/hr. for more qualified members.
Other training (hourly rate) Improvement District (1 department)	\$25/hr		This works out to \$200 for an 8-hour weekend training session.
Standby/duty crew (3 RDs, 16 departments) HOURLY	\$15.00 - \$21.00	Not meaningful (one RD accounts for 13 of 16 departments)	The CSRD's 13 departments use a standardized hourly rate, which ranges from \$17 - \$21 depending on qualification. Two CVRD departments use an hourly rate, which ranges from \$15 - \$21 depending on qualification. One KBRD department uses an hourly rate, which ranges from \$15.65-\$18.75, depending on qualification.
Standby/duty crew (2 RDs, 6 departments) Daily Rate	\$20 - \$101.35	\$58.84/\$60	One RDOS department has a daily rate range based on qualification (from \$88.68 - \$101.35). Both the top and bottom end of the range was included when calculating the average and median.

Firefighter Compensation			
Type/No.	Range	Average/Median	Comments
Standby/duty crew (Improvement District) 1 department Daily Rate	\$100 per shift		Standby/Duty Crew: Night Shifts for small call out types. 18:00-06:00. Two night shifts. Crew of 5.
Administrative Tasks (1 RD, 8 departments)	not specified [Low: 14.20 – 23.01; High: 18.75 – 28.35]	not meaningful	The RDOS indicated that its departments compensated for administrative tasks, but that the decision was made on a department by department basis. Assuming the compensation is based on the hourly rates for training activities, the range would be from \$14.20 - \$23.01 at the low end of qualification, and \$18.75 - \$28.35 at the high end.
Administrative Tasks – Improvement District (1 department)	\$25/hour		Compensation may vary upwards from \$25/hour, depending on task.
Firefighters – Career			
Career Firefighters (1 RD, 1 department)	\$84,828 - \$115,584	not meaningful	The KBRD’s sub-regional department is a composite, which includes career officers, career firefighters, and paid-on-call officers and firefighters. The salary range for career firefighters covers from third class to 20 th year. Firefighters receive 1.5 to 2.0 times their base hourly rate for off-duty call backs.

Benefits

For many regional districts, the addition of benefits packages in recent years has been seen as a way of improving recruitment and retention of members. Such coverage also provides protection for department members, who face serious risks when performing their duties.

The range of benefits being provided include:

- Group life;
- Accident and sickness insurance; and
- Medical and dental.

Of the six benchmark regional districts:

- standardized region-wide packages were offered by four of them. In one case, however, the coverage was optional and the premiums were shared 50/50 with the members (so, the members paid half of the cost of the package being made available). In another case, one of the departments has arranged additional coverage for its members, and in a third case, two of the three departments have additional coverage for their members;
- in one regional district, one of four departments has arranged for benefits; and
- in one regional district, no additional benefits are provided.

The two Improvement District Departments varied from one another. One has a significant contingent of career officers, who receive a suite of benefits through Canada Life. Members have on-duty and off-duty VFIS accident, illness and life insurance. The other department has extended medical and dental for members (including families) plus VFIS insurance.

The following table identifies the benefits provided by each regional district and their costs (where reported). Amounts are per month, unless otherwise noted.

Regional District/Departments	Benefits	Cost & Notes
ACRD – 3 departments	VFIS Group Life	~\$6500/year for 3 departments, 75 members. ~\$87/member
ACRD – 2 departments	Extended medical, dental	Single: \$20.45 Family: \$52.45
CSRD – 13 departments	None	n/a
CVRD – 1 department	On & off-duty AD&D insurance	~\$200/member
CVRD – 1 department	Fire chief is a career position. “Full CVRD benefits package.”	Cost was not reported.
KBRD – 1 department (career positions)	Blue Cross extended health and dental	Fire Chief/Deputy Family: \$521.29 Other Single: 140.22 Family: \$331.29
KBRD – 1 department (career positions)	Long-term disability firefighter group insurance Family – VFIS Accident/Sickness (includes FC and DFC)	Captain & Training officer: \$105.82 Firefighters: \$62.38 - \$94.68 (depending on seniority, length of service) \$208.91 per member
KBRD – 2 departments (career positions)	Blue Cross extended health and dental VFIS Accident and Sickness	Single: \$140.22 Family: \$331.29 Single: \$149.91
KBRD – 4 departments (non-career)	VFIS Accident and Sickness	Single: \$149.91/member

Regional District/Departments	Benefits	Cost & Notes
KBRD – 1 department (arranged by the department)	Extended medical, dental	Single: \$52.31 Family: \$179.16
RDOS – 8 departments	Optional extended health, dental, life and AD&D	<u>Members pay half of the fee</u> Single: \$129.08 (\$64.54) Family: \$156.24 (\$78.12)
SCRD Improvement Districts – 1 Department (career positions)	Canada life benefit plan + municipal pension plan	<u>\$3,120/month in total – covers all career staff, families included.</u>
SCRD Improvement Districts – 2 Departments (non-career positions)	Extended health and dental	Single: \$46.54 Family: \$110.13
	VFIS insurance	<u>[cost not reported]</u>
	VFIS Full Duty and Off Duty Coverage (accident, sickness and life insurance)	<u>\$75/members</u>
TNRD – 9 departments	Off-duty AD&D insurance On-duty AD&D insurance	\$106/member \$9,905 for 9 departments

The SCR D's benefits package, which was recently upgraded to include extended medical and dental coverage for members, was reported as follows (note: based on the information from Roberts Creek, career chiefs may also be participating in the SCR D pension plan.)

SCR D Department	Benefits	Cost & Notes
Egmont	Blue Cross extended health and dental & AD&D	Single (under 65): 79.43 Single (over 65): 69.73 (no AD&D) Family (under 65): 179.16 Family (over 65): 169.43 (no AD&D)

SCRD Department	Benefits	Cost & Notes
Gibsons	Blue Cross extended health & dental AD&D	Single: 79.43 Family: 179.16 \$76/member/year
Halfmoon Bay	Blue Cross extended health & dental AD&D	Single: 79.43 Family: 179.16 \$115/member/year
Roberts Creek	Blue Cross extended health & dental AD&D	Single: 79.43 [shown as \$80 in questionnaire] Family: 179.16 [shown as \$170 in questionnaire] \$114/member/year Off duty coverage: Single: \$73/yr. Family: \$132/yr.

5.0 Conclusion

Regional district fire departments are in the process of transitioning from their origins as purely volunteer organizations, to the POC system, with larger departments typically being led by career staff. The drivers behind such transition include increasing regulatory requirements, a growing recognition of the risks and liability associated with the provision of fire and emergency response services, and the need to attract and retain qualified individuals to chief officer (and senior officer) positions. Of the 40 departments included in the study, only one remained purely volunteer at all levels, albeit participating in the regional benefits program.

In the benchmarked departments five had career fire chiefs, and all but one provided some level of compensation – either in the form of part-time payment or some type of stipend or annual remuneration, typically supplemented by a POC system, where attendance at call-outs, practices and certain administrative functions, are separately compensated. One regional district (nine departments) compensated its Fire Chief and officer using a graduated, flat-rate POC system.

The SCR D's compensation approach generally falls within the range of the benchmarked regional districts. At the officer level, the SCR D has developed properly compensated full- and part-time chief officer positions, to ensure that its departments are professionally led. This approach is increasingly common, to ensure that departments are well led, and that their administrative, regulatory and operational requirements are being properly met.

When compared to the two Improvement District departments on the Sunshine Coast, the career positions generally match up, given the overall populations of the respective fire service areas (i.e., comparing Gibson to Sechelt). Pender Harbour has benefits packages covering all members, and provides some compensation for Fire Chief and some other officer positions.

At the members level, we examined compensation practices covering six areas:

- call-outs;
- regular practices;
- special training sessions (e.g., all-day or weekend training sessions);
- pay for administrative duties;
- wage-loss compensation; and
- pay for being on a duty crew or standby.

None of the surveyed departments paid wage loss compensation. However, the vast majority did provide some level of call-out pay and pay for attendance at regular practices, either as a flat-rate or on an hourly basis (typically varying depending on qualification level). Slightly more

than half of the departments also compensate for duty crew or standby assignments. A small number of departments reported compensating members for undertaking administrative work.

By comparison, the SCR D provides some fixed compensation for practices, but not for call-outs. It also does not compensate for duty crew or standby assignments or administrative work. Three of the four SCR D departments compensate members for special training sessions attendance (e.g., weekends).

In terms of benefits, four of the benchmarked regional districts provided access to benefits programs. In the RDOS, however, the program was optional, and half the cost was paid by the members and officers. Two regional districts did not provide any regional district level benefits, although in one case, an individual department appears to have arranged for some level of coverage for its members. The most common benefit provided was “AD&D” insurance, though a number of departments also had extended health and dental. In some cases, the health and dental were provided to career officer positions but not to POC members. In one case (the ACRD), there was a variation in benefits provided that appears to be driven largely by a question of costs and financial constraints: the smallest of the departments had only a partial benefits package compared to the two larger ACRD departments

The SCR D has developed a consistent benefits program across its four fire departments, which varies only at the most senior (i.e., career) level. However, access to extended health and dental in addition to AD&D insurance, is provided to the members of all departments. The SCR D’s benefits program is amongst the best that is provided across the benchmarked departments.

Appendix 1: Sample Questionnaire

Dave Mitchell & Associates is conducting a review of the compensation structure of the volunteer fire departments administered by the Sunshine Coast Regional District. The goal of the review is to provide recommendations and options to assist the SCRD in developing a fair compensation package for volunteer members.

To support this review, we are surveying other regional districts to gather information on how compensation in other volunteer departments is managed. Your assistance is greatly appreciated. An anonymized summary of the results will be shared with each participating regional district.

Please respond as best you can to the questions that follow. Note the survey is designed to be completed on a computer:

- the text boxes will increase in size as you type, or when you use the enter key; and
- where a "check" box is present, placing the cursor over the box and clicking on it will mark that response.

We recognize your answers may vary across the departments in your Regional District:

- please check off where the response applies to all departments or name the department(s) to which it is applicable; and
- if the approach varies by department, then simply create a copy of the survey document, and complete a separate survey for each different department.

For position qualifications, feel free to attach position descriptions instead of filling in the survey box, if the descriptions include qualification requirements. If position qualifications have not been formally established for any officer rank, simply note that and we will assume that the minimum qualifications are those set based on Provincial Training Standards requirements for the department's service level.

If there is no remuneration paid (i.e., a department's members are pure volunteer), say "none". If expenses are reimbursed for such volunteers, please note that.

If you require further information, or assistance with completing the survey, please contact:

Dave Mitchell
(604) 812-8951
dwmitchell@telus.net

[Name] Regional District

Is the compensation package the same for each fire department in the Regional District?

Yes	<input type="checkbox"/>	Please complete one survey representing all departments
No	<input type="checkbox"/>	Please complete one survey <u>for each</u> department
Partially	<input type="checkbox"/>	Please complete one survey for each <u>unique</u> department.

Declared level of service under the Provincial Training Standards:

Exterior	<input type="checkbox"/> All Departments	<input type="checkbox"/> Department Name(s):
Interior	<input type="checkbox"/> All Departments	<input type="checkbox"/> Department Name(s):
Full Service	<input type="checkbox"/> All Departments	<input type="checkbox"/> Department Name(s):

BENEFITS

Do you offer a benefits package (medical, dental, life insurance, etc.) as part of any compensation package? Yes No

Benefits for Career Positions:	Nature of Benefit Package:
	Single – cost per month/member:
	Family – cost per month/member:
	Other benefits (if relevant):
Benefits for POC or Volunteer Positions:	Nature of Benefit Package:
	Single – cost per month/member:
	Family – cost per month/member:
	Other benefits (if relevant):

REMUNERATION

Fire Chiefs	<input type="checkbox"/> All Departments <input type="checkbox"/> Department Name(s):
Full-Time or Part-Time	<input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time
Qualification requirements:	
Remuneration:	
Any other remuneration entitlement (e.g., call-out pay, training pay, standby pay, etc.):	

[Name] Regional District

Other Officers	<input type="checkbox"/> All Departments <input type="checkbox"/> Department Name(s):
Officer Title:	
Full-Time or Part-Time	<input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time
Minimum qualifications:	
Basic responsibilities:	
Remuneration:	
Any other remuneration entitlement (e.g., call-out pay, training pay, standby pay, etc.):	
Officer Title:	
Full-Time or Part-Time	<input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time
Minimum qualifications:	
Basic responsibilities:	
Remuneration:	
Any other remuneration entitlement (e.g., call-out pay, training pay, standby pay, etc.):	
Officer Title:	
Full-Time or Part-Time	<input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time
Minimum qualifications:	
Basic responsibilities:	
Remuneration:	
Any other remuneration entitlement (e.g., call-out pay, training pay, standby pay, etc.):	
Officer Title:	
Full-Time or Part-Time	<input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time
Minimum qualifications:	
Basic responsibilities:	
Remuneration:	

[Name] Regional District

Any other remuneration entitlement (e.g., call-out pay, training pay, standby pay, etc.):		
Officer Title:		
Full-Time or Part-Time	<input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time	
Minimum qualifications:		
Basic responsibilities:		
Remuneration:		
Any other remuneration entitlement (e.g., call-out pay, training pay, standby pay, etc.):		
Officer Title:		
Full-Time or Part-Time	<input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time	
Minimum qualifications:		
Basic responsibilities:		
Remuneration:		
Any other remuneration entitlement (e.g., call-out pay, training pay, standby pay, etc.):		
Firefighters	<input type="checkbox"/> All Departments <input type="checkbox"/> Department Name(s):	
Does the level of remuneration vary depending on qualifications or experience?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
If Yes, please describe (e.g., recruit, exterior operations, interior operations, full NFPA 1001)		
Call-Out Pay:	Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, amount paid:
Training Pay:	Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, amount paid:
Weekend/Special Training Pay:	Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, amount paid:
Standby or Duty Crew Pay:	Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, amount paid:

[Name] Regional District

If Yes to <i>Standby or Duty Crew Pay</i> , what are the expectations associated with it?		
Do you pay wage-loss compensation for members who leave work to respond to calls?	Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, is there a maximum amount paid:
Are Firefighters paid for administrative tasks:	Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, amount paid:
If Yes please list the administrative tasks that are compensated (e.g., Joint Committee membership, etc.)		
OTHER		
Any contributions by the Regional District to firefighter associations or similar groups?		Yes <input type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> All Departments <input type="checkbox"/> Department Name(s):		
If yes, please describe:		
Any other volunteer recognition programs paid for by the Regional District?		Yes <input type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> All Departments <input type="checkbox"/> Department Name(s):		
If yes, please describe:		
Any employer recognition programs paid for by the Regional District?		Yes <input type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> All Departments <input type="checkbox"/> Department Name(s):		
If yes, please describe:		
Any other comments you may have on compensation or benefits?		

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – October 12, 2023

AUTHOR: Shelley Gagnon, General Manager, Community Services

SUBJECT: SNOW REMOVAL AND ICE CONTROL EQUIPMENT

RECOMMENDATION(S)

- (1) THAT the report titled Snow Removal and Ice Control Equipment be received for information;**
 - (2) AND THAT a budget of \$112,000 be approved for the purchase of snow removal and ice control equipment funded through Building Maintenance [313] Operating Reserves;**
 - (3) AND THAT Building Maintenance [313] be approved to receive an internal vehicle transfer from Community Parks [650];**
 - (4) AND THAT \$45,000 be approved to transfer between functions for the fair market value of the vehicle ;**
 - (5) AND THAT the 2023-2027 Financial Plan be amended accordingly;**
 - (6) AND FURTHER THAT the recommendation be forwarded to the October 12, 2023, Regular Board meeting.**
-

BACKGROUND

The provision of snow removal and ice control (salting) services reduce the risk of injury to staff and the public and mitigates potential litigation due to slips and falls during periods of inclement winter weather. These services have historically been outsourced to contractors at the following Sunshine Coast Regional District (SCRD) locations:

- Field Rd Administration Office [114]
- Mason Rd Transit and Utilities Yard [315]
- Gibsons & District Fire Hall #1 & # 2 [210]
- Roberts Creek Fire Hall [212]
- Community Recreation Facilities [615]
 - Gibsons and Area Community Center
 - Gibsons and District Aquatic Facility
 - Sunshine Coast Arena
 - Sechelt Aquatic Center (Walkways only, contractor was back up resource to assist SCR D staff when required)

- Dusty Road to Sechelt Landfill [352]

Over the past few years procurement of contractors to provide this service has become increasingly difficult and was unsuccessful (no bids received) for the 2023 – 2024 season.

The purpose of this report is to seek approval to procure immediate items ahead of winter season and 2024 Budget.

DISCUSSION

In the absence of a contract for the 2023/24 winter season, and given the ongoing challenges of securing a contractor, staff are recommending that this service be provided internally, through the Building Maintenance [313].

To be ready for the upcoming winter season, equipment to provide the service needs to be procured as soon as possible. Existing SCRD fleet units will be outfitted with the necessary equipment (plow, salt spreader, winter tires), one for providing services to south coast facilities and another for the mid-coast facilities and services.

To facilitate the expediency of bringing this service internally to meet operational needs, it is proposed that an existing truck from Parks [650] be transferred/purchased by the Building Maintenance service [313].

A 2024 budget proposal for the ongoing operational budget implications will be presented at Round 1 for the Boards consideration.

Financial Implications

The cost to purchase the necessary equipment is \$67,000 and the transfer of the truck is valued at \$45,000 for a total of \$112,000. Staff recommend to fund the purchase of the equipment and internal vehicle transfer through Building Maintenance [313] Operating Reserves.

The Building Maintenance service is an internal recovery service that charges back to the other SCRD services. Therefore, the operational cost to increase the service level to perform snow & ice removal will be built into the fees they charge. This will be addressed in the 2024 Budget proposal.

Timeline for next steps or estimated completion date

If approved, staff will proceed with the procurement and installation of the equipment so that we are prepared for the upcoming snow and ice season.

STRATEGIC PLAN AND RELATED POLICIES

n/a

CONCLUSION

Snow removal and ice control services for various SCRD facilities have historically been provided through an outside contract. Securing a contractor has become increasingly difficult over the past few years and for this upcoming season no bids have been received.

Staff are recommending that this service be provided internally and to proceed with the procurement of equipment necessary to do so.

Reviewed by:			
Manager		Finance	X - T. Perreault
GM		Legislative	
CAO	X - D. McKinley	Other	X - V. Cropp

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – October 12, 2023

AUTHOR: David Nelson, Manager, Information Technology / GIS

SUBJECT: SERVER REPLACEMENTS

RECOMMENDATION(S)

- (1) **THAT the report titled Server Replacements be received for information;**
 - (2) **AND THAT the Board approve proceeding with the procurement of new servers for an estimated cost of \$302,000 (before GST);**
 - (3) **AND THAT the servers be funded through COVID-19 Re-Start Funding (\$156,838) and capital reserves (\$145,162);**
 - (4) **AND FURTHER THAT the 2023-2027 Financial Plan Bylaw be amended accordingly.**
-

BACKGROUND

Information Technology services has a draft capital plan that has identified the need to replace the Sunshine Coast Regional District's (SCRD) servers in 2024. As the organization continues to expand the hybrid working environment, the technology needs are not sufficient to meet the demands, necessitating the need to replace the servers sooner than anticipated.

The purpose of this report is to seek the Board's approval to actioning the purchase as soon as possible.

DISCUSSION

The existing IT servers are over 4 years old and no longer have sufficient capacity to support the increased need for audio-visual sound/graphics processing and remote work. This is resulting in productivity impacts, service interruption, and impacting staff and the public in various ways. This is viewed as an urgent need that should not wait until the 2024 Budget process.

Financial Implications

The estimated cost to replace the servers is \$302,000. It is recommended that the purchase be funded through the remaining unallocated COVID-19 Re-Start Funding in the amount of \$156,838 and the remaining \$145,162 through capital reserves. There are several projects that came under budget and some unallocated funds remaining at the start of 2023. The Re-Start funding was intended to expand technical capabilities to facilitate remote or hybrid services and the Province would like funds be spent prior to the year-end 2023, therefore, this is a good fit for the remaining funds. The IT service also has approximately \$562,000 in capital reserves that

can be used toward the server renewal, leaving approximately \$417,000 toward planned capital renewal, with several projects to be presented as part of 2024 Budget.

Timeline

Procurement and implementation will start as soon as approval is received and supply chains allow.

Communications Strategy

Staff communications for the server replacements and other planned IT upgrades have already begun. Most of the upgrade work will be scheduled to minimize outages for staff and members of the public with advanced notice on the SCRD website and staff Intranet as may be required.

STRATEGIC PLAN AND RELATED POLICIES

This project aligns with the Boards Strategic Plan and Financial Planning, Asset Management and Financial Sustainability Policies.

CONCLUSION

The main SCRD IT Servers require replacement with enhanced capacity for digital online work from anywhere. A feasibility and costing analysis has been completed and it recommends the immediate initiation of the preferred solution at an overall cost of \$302,000 (before GST) to be funded through COVID-19 Re-Start and capital reserves.

Reviewed by:			
Manager		CFO/Finance	X - T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – October 12, 2023

AUTHOR: Remko Rosenboom, General Manager Infrastructure Services
Mark Brown, Interim General Manager, Infrastructure Services

SUBJECT: **INFRASTRUCTURE SERVICES DEPARTMENT – 2023 Q2 REPORT**

RECOMMENDATION(S)

THAT the report titled Infrastructure Services Department – 2023 Q2 Report be received for information.

BACKGROUND

The purpose of this report is to provide an update on activities in the Infrastructures Services Department for the second quarter (Q2) of 2023: April 1 – June 30, 2023.

This report provides information on the Water, Wastewater, and Solid Waste Services provided by the several divisions within the department.

This report does not provide a detailed overview of all projects within the department, more detail is included in the Budget Project Status Report and is frequently presented to the Board.

Utilities Services Division [365, 366, 370]

The Utilities Services Division serves three water service areas, the North Pender Water Service Area [365], the South Pender Water Service Area [366], and the Regional Water Service Area [370]. The Regional Water Service Area includes the Chapman Water System as well as the smaller systems of Egmont, Cove Cay, Granthams Landing, Soames Point, Langdale, and Eastbourne. The Utilities Services Division is also responsible for 18 wastewater facilities in Areas A, B, D, E, and F.

The Sunshine Coast Regional District (SCRD) water systems supply potable water to approximately 23,000 residents between Egmont and Langdale. This includes operations and maintenance of the Church Road Wellfield, Chaster Well, Langdale, Soames Point, Granthams Landing, Eastbourne (Keats Island), and Chapman/Gray Creek; including the Chapman Creek Water Treatment Plant, the South Pender Harbour Water Treatment Plant, Cove Cay, Egmont, and North Pender Harbour Water System. In addition to water for drinking, these water systems supply potable water used for fire protection, recreation (pools and ice rinks), industrial use, and irrigation.

Combined, the SCRD water systems consist of over 382 km of watermains, 24 storage reservoirs, 21 pump stations, 38 pressure reducing valve stations, 1,422 fire hydrants, 6 chlorination stations, 12 water treatment facilities, 18 water service areas, and approximately 11,516 water connections.

This Quarterly Report includes information about larger capital works projects and noteworthy program developments, as well as monthly water distribution volumes for all water systems.

PROJECTS - CAPITAL WORKS

Watermain Replacement Program

- Henry Road Watermain Replacement
 - Construction of Henry Road watermain from Reed Road to the Henry Road Reservoir is complete, including final paving.
- Eastbourne Watermain Burying
 - The issued for construction drawings are complete for the replacement and burying of the above-ground two-inch PVC pipeline on Keats Island. Project construction is scheduled to be initiated in Q3 2023. Staff are waiting to receive Archaeological permits from three different First Nations.
- San Souci Bridge Watermain Replacement
 - This project provides for the relocation of the waterline from underneath and within the bridge structure to a new alignment adjacent to and parallel to the top of the bridge. Staff are evaluating material cost changes to reduce the cost of construction for this short segment of pipe, and this project was retendered in August 2023.
- Wescan Marine Crossing Watermain Replacement
 - This project provides for the replacement of the marine crossing watermain between Wescan Road and Sans Souci Road in Secret Cove. All works including final paving are complete.

Water Projects

- Groundwater Investigation – Phase 4B Church Road Wellfield Construction
 - The SCRDR received the final authorization under its Water Licence for the commissioning of these wells on June 30 and Substantial Project Completion was issued to the contractor. The system was placed into automatic operation on July 11, with concurrence from the engineer of record. The SCRDR operations staff is in charge of operating the new water treatment plant. The two-year compliance monitoring of Soames Creek began in July as part of the operation of the water system.
- Groundwater Investigation Phase 3 – Part 2: Langdale Wellfield Development and Maryanne West Park Monitoring
 - Test wells No. 1 and 2 located in the Langdale BC Ferries overflow parking lot, have been completed. The pump stress tests have been completed and the well heads were installed in April 2023. The consultant has developed a draft conceptual layout for the new pump station, piping, water treatment plant, and the route alignment for the water transmission main. A presentation and associated staff report will be provided to the Board at the November 9 Committee of the Whole meeting.
 - Maryanne West Park Well Development: The SCRDR is in discussions with the Town of Gibsons to partner with them to drill an additional well in this aquifer.

- Eastbourne Groundwater Development
 - Drilling of three test wells began November 21, 2022, and the pump test were completed in February 2023. A presentation and associated staff report will be provided to the Board at the October 26 Committee of the Whole meeting.
- Water Meter installation – Phase 3
 - A Request for Proposal (RFP) for the supply and installation of approximately 4,500 water meters within the District of Sechelt was awarded to Neptune Technology Group. The installations will be broken into two distinct phases, with the first phase involving meter installations in existing meter pits and properties that require installations within a building. This phase is targeting a mid-October start. The second phase includes new meter pit installations, which is currently targeting a Q2 2024 start.
- Chapman, Edwards, McNeill Lake Dam Safety Upgrades
 - This project is to complete the technical assessments, permitting, design and construction of the required safety upgrades to these three dams. Construction tenders closed July 31, 2023, and contract award is in process.
- Chapman Water Treatment Plant Chlorination Conversion Project
 - This project replaced the chlorination system at the Chapman Water Treatment Plant with a sodium brine disinfection system, eliminating the need to transport and store chlorine gas at the plant. Project is anticipated to be substantially completed and put into operations in Q3 2024.
- Chapman Creek Water Treatment Plant UV Upgrade
 - The new UV system will be designed for redundancy, while the current UV system only employs a single UV module, the regulatory requirement is to have multiple UV systems to allow for redundancy in case of failure of a single unit. The project is in the 90% design phase with construction tendering planned for Q1 2024.
- Chapman Creek Water Treatment Plant Residual Disposal and Planning
 - The Chapman Creek Water Treatment Plant produces residuals from the water treatment process which get released into holding ponds. In collaboration with the shíshálh Nation and Lehigh Hanson, a temporary measure is in place to avoid overflow during the fall, winter, and spring seasons. The listed parties are discussing and collaborating on technical assessments related to the implementation of a long-term solution.
- Chaster Well Surface Seal
 - This project is intended to improve the protection against contamination of this well head. It will be tendered in December 2023 for construction to start in Q1 2024.
- Cove Cay Pump Station Rebuild
 - The Cove Cay Pump Station needs upgrades such as a new roof, siding, and interior work. All existing pump station interior infrastructure requires upgrading including the pump, motors, controls, and fittings. Discussions with Vancouver Coastal Health are ongoing regarding the current and future treatment requirements for this this location. This could result in the need to add an additional treatment of the water triggering a full scale rebuild of the pumpstation. Preliminary planning for this project has begun and will result in an RFP for a conceptual and detailed design.

- Reed Road Pump Station Zone 4 Upgrade
 - The primary objective of this project is to increase the fire flows in the Cemetery Road area. Preliminary design is paused pending the results from the 2023 Water Modelling Report and due to staffing shortage.
- Garden Bay Water Treatment Upgrade Feasibility Study-Phase 2
 - The Feasibility Study is for upgrade options to the current treatment system to address water quality issues and to meet current drinking water standards. The study included recommendations for a suitable back-up generator for the treatment plant. The project is completed and concluded that it could cost up to \$9,000,000 to do the required upgrades. SCRD staff are considering options for next steps.

Wastewater Projects

- Woodcreek Wastewater Plant
 - The findings of a condition assessment were presented at the November 19, 2020 Infrastructure Services Committee meeting. Staff applied for Provincial/Federal grant funding and were informed in early May 2022, that the project grant application was awarded in the amount of \$769,000.
 - By repairing, reconfiguring, and replacing piping, tanks, and other components, the project will increase the quality of wastewater treatment at the plant. Improvements will be made to the collection and distribution which will ensure the system complies with provincial regulations. A contract to complete detailed design and tender specifications was issued in March 2023, and is currently in progress. Carrying out operational adjustment trials to determine if much of the existing treatment plant can be salvaged. Final design delayed until operational trials are completed.
- Square Bay Wastewater Plant Infiltration
 - More repairs to the collection system are required to avoid future non-compliance incidents. This work is ongoing.
- Langdale Wastewater Plant
 - In February 2022, a grant application was submitted for funding support for required upgrades to this wastewater treatment plant under the Investing in Canada Infrastructure Program-British Columbia-Green Infrastructure-Environmental Quality Program. The SCRD was successful in receiving this grant and staff will continue discussions with the YMCA and will issues an RFP in Q4 2024 to undertake technical assessments and preliminary design work.

Water and Wastewater Service Reviews

The tables below provide an overview of the development projects that the Utility Services staff are currently reviewing for impacts to water and wastewater services. A significant amount of these will include extensions to the water distribution system, upgrades to existing systems, or the construction of new wastewater treatment plants.

Water and Wastewater Developments Under Review

Year Application First Received	Area	Address	Parcels/ Units
	Sechelt (DOS)	Lot 71 Pam Road	16
2017	Sechelt (DOS)	DL 1385	18
2017	Sechelt (DOS)	DL 1331	12
2017	North Pender	13825 Lee Road	1
2018	Sechelt (DOS)	McCourt Road	31
2018	Sechelt (DOS)	5709 Cowrie Street	31
2018	North Pender	13104 Oyster Bay Road	2
2018	Sechelt (DOS)	Lot 55 Gale Ave N	14
2019	Sechelt (DOS)	Burdett Road	5
2019	Sechelt (DOS)	5038 Havies Road	65
2019	Elphinstone	1115 Gilmour Road	1
2019	Halfmoon Bay	Priestland Road	26
2020	Halfmoon Bay	5870 Brooks Road	3
2020	South Pender	1362 Tudor Grove Road	16
2020	sNGD	Lot 40 sNGD Tsawcome	1
2020	sNGD	5573 SC Highway	34
2020	Sechelt (DOS)	5980 Sechelt Inlet Road	9
2020	Sechelt (DOS)	Binnacle Avenue	605
2020	Sechelt (DOS)	5609 Mason Road	-
2020	Sechelt (DOS)	6317 Bligh Road	8
2021	sNGD	Hwy 101 @ Selma Pk Rd	180
2021	Sechelt (DOS)	5830 Marine Way	4
2021	Roberts Creek	Lower Road	3
2021	Elphinstone	1430 Bonniebrook Heights Road	13
2021	Sechelt (DOS)	5610 Trail Ave.	-
2021	Sechelt (DOS)	Ripple Way	28
2021	Sechelt (DOS)	6472 Sunshine Coast Hwy	3
2021	Elphinstone	King Road	7
2021	Elphinstone	1380 Gower Point Road	2
2021	Sechelt (DOS)	5520 McCourt Road	1 (8 Units)
2021	Sechelt (DOS)	5625 Derby Road	1 (Multiunit care facility)
2021	Elphinstone	Lot F Grandview Road	3
2021	West Howe Sound	Lot 4 Wharf Road	6

2021	North Pender	13685 Lee Road	8
2021	North Pender	13803 Lee Road	11
2022	Sechelt (DOS)	5112 Chapman Road	13
2022	Halfmoon Bay	DL 1952 Jorgensen Drive	4
Totals			
	Area	Active Developments	Proposed New Units In Area
	West Howe Sound	1	6
	Roberts Creek	1	3
	Elphinstone	5	26
	sNGD	4	218
	Sechelt	19	862
	Halfmoon Bay	3	33
	North Pender	4	22
	South Pender	1	16

Note: The listed developments are in different stages of development; some are conceptual and there are no development applications submitted yet. Other development permits and water service applications are actively being reviewed.

Water Conservation Programs

- Approximately 847 residents are subscribed to the Monthly Water Use Update.
- Staff continue to work to resolve leaks year-round. Leak letters are sent every three months. Leak notification letters were sent to 349 residents in June. Commercial customers with a water leak received a notification on their Q2 utility bill. Water account owners subscribed to the Monthly Water Use Update are notified of leaks.
- By June 2023, more than 95% of Rainwater Harvesting Rebate funds were allocated through pre-approval.
- Staff have organized joint meetings with Sunshine Coast Regional Economic Development Organization and Sunshine Coast Tourism to support businesses' understanding of bylaw regulations and drought information.
- Staff developed a new webpage for water information, including sharing lake levels, water conservation tips, and links to water supply updates.
- Staff continue to communicate directly with properties using high amounts of water and those with detected leaks.

Water Planning and Policy Development

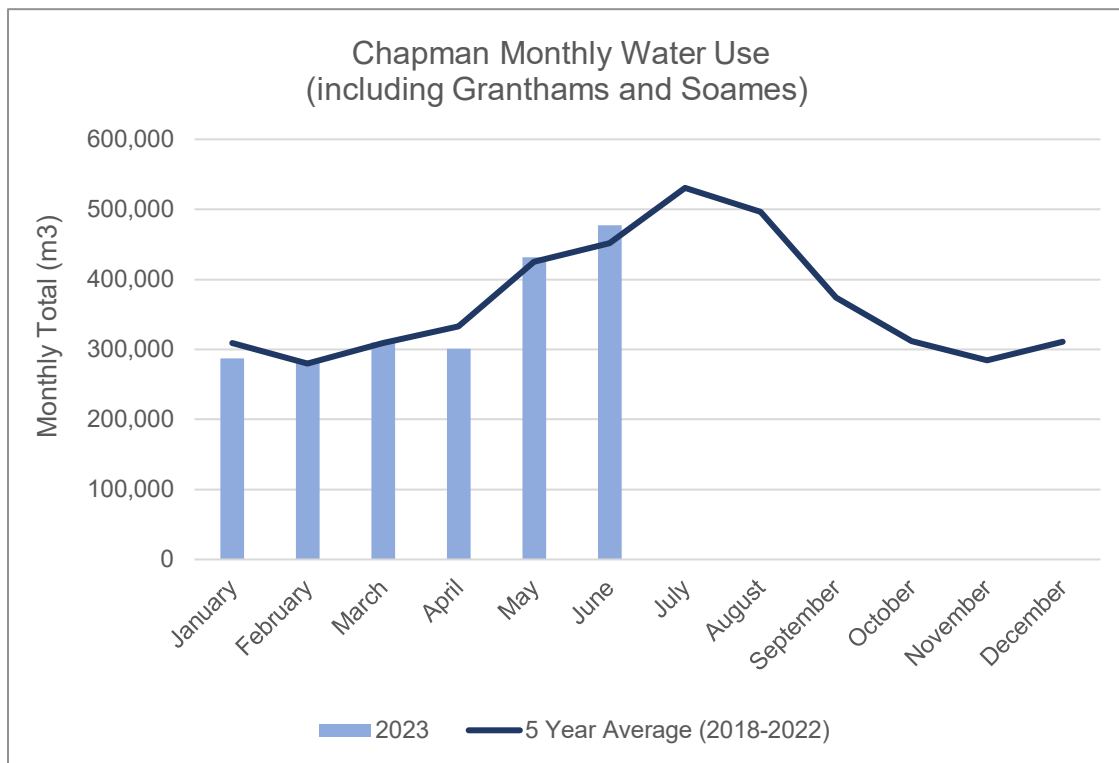
- SCRD Water Strategy
 - Staff presented a draft Water Efficiency Plan to the Water Supply Advisory Committee (WASAC). The Water Efficiency Plan is an action plan supporting the implementation of an SCRD Water Strategy. Work will continue in Q3 with further interdepartmental collaboration and a staff report to the Board with the final draft Water Strategy.

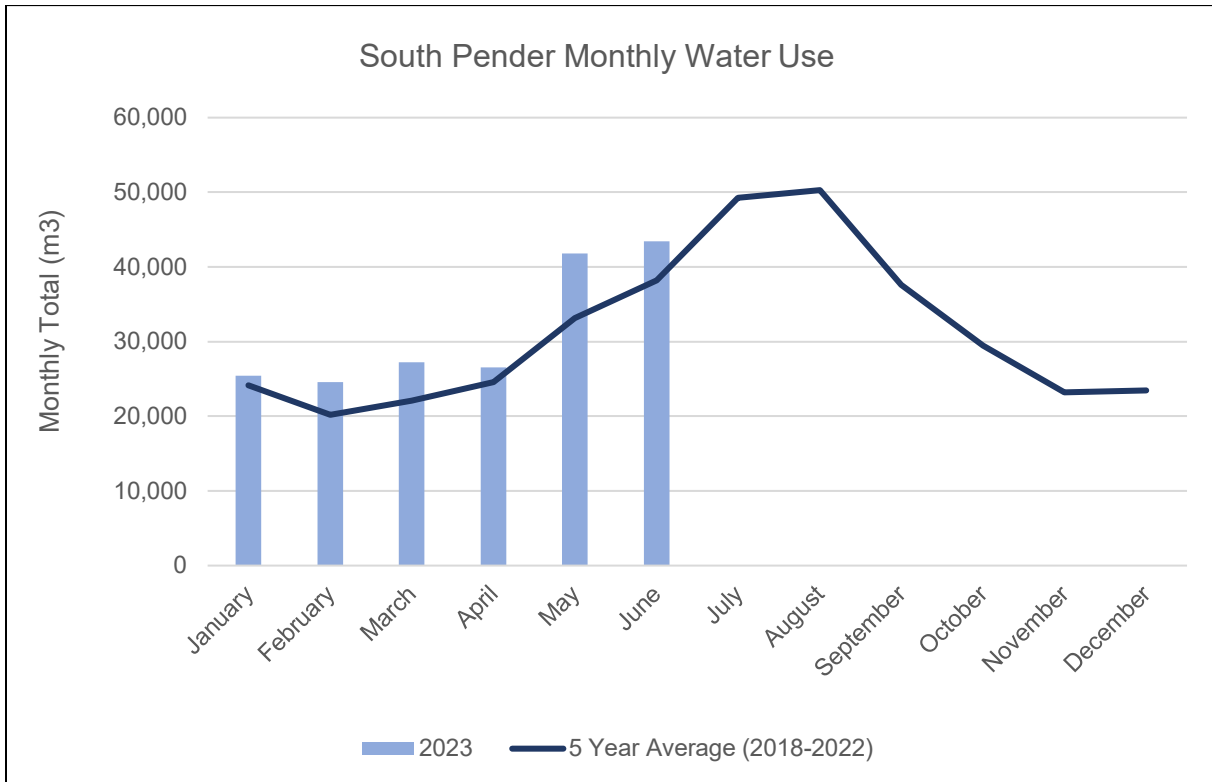
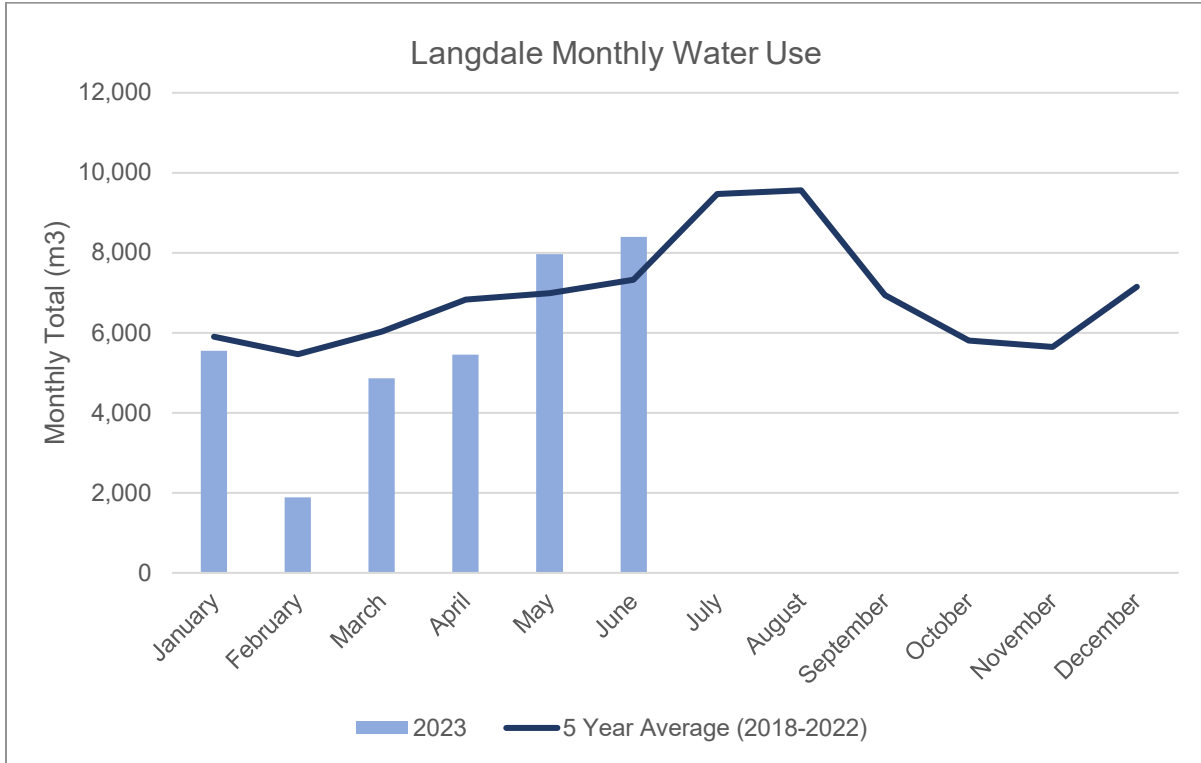
- SCRD Water Rate Structure Study
 - Staff from the Strategic Initiatives and Finance Divisions continued working with consultants to review current SCRD water rate structures and provide recommendations for future approaches.

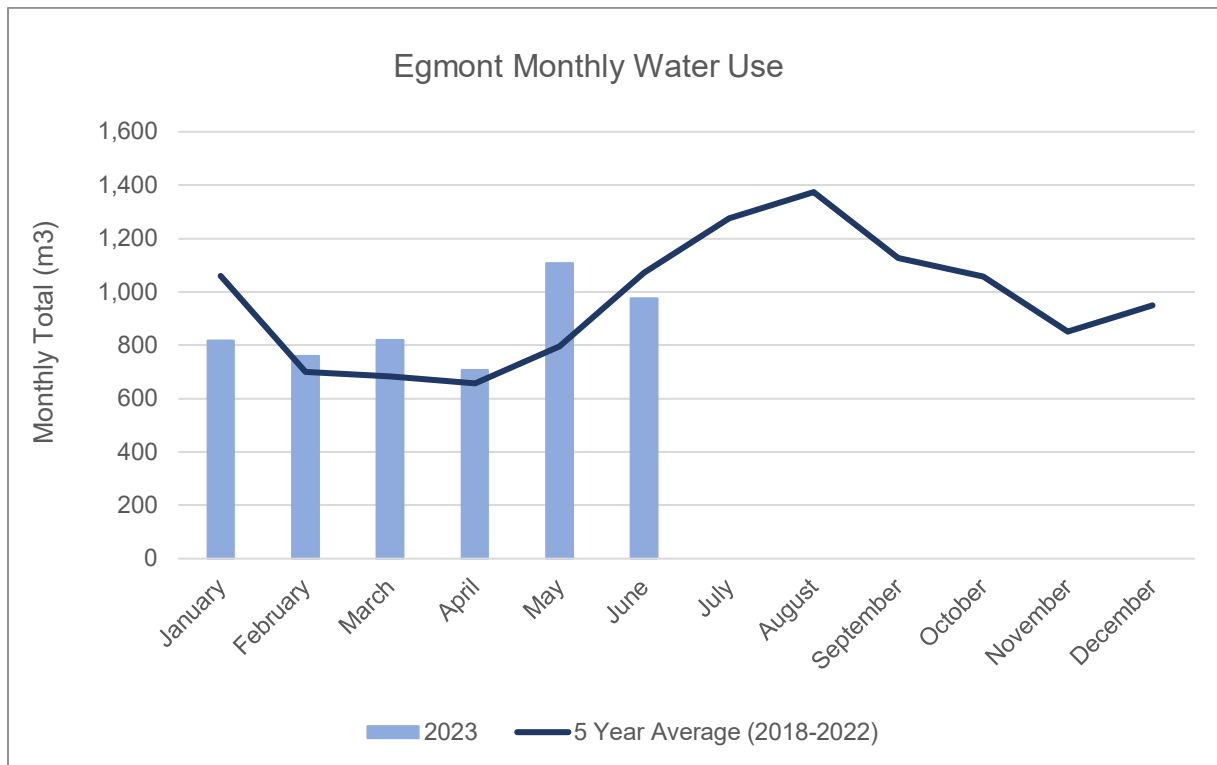
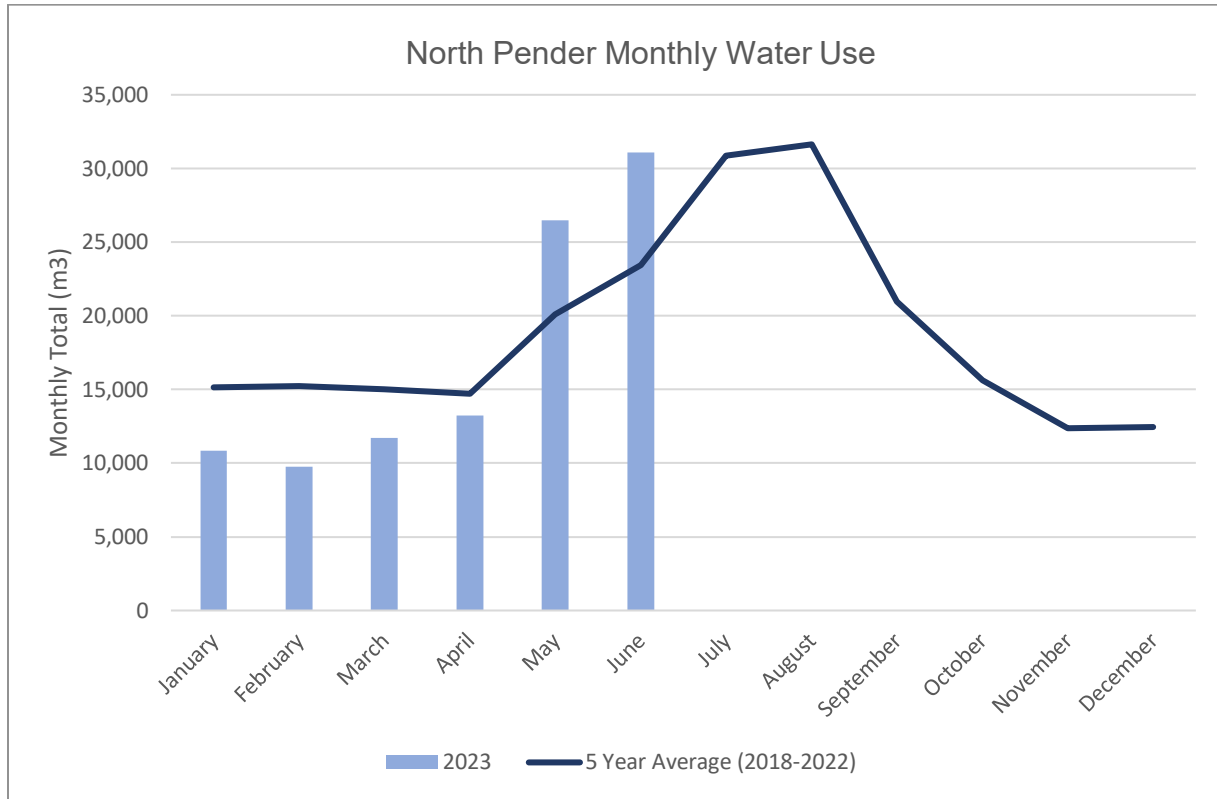
OPERATIONS - WATER DISTRIBUTION SYSTEMS

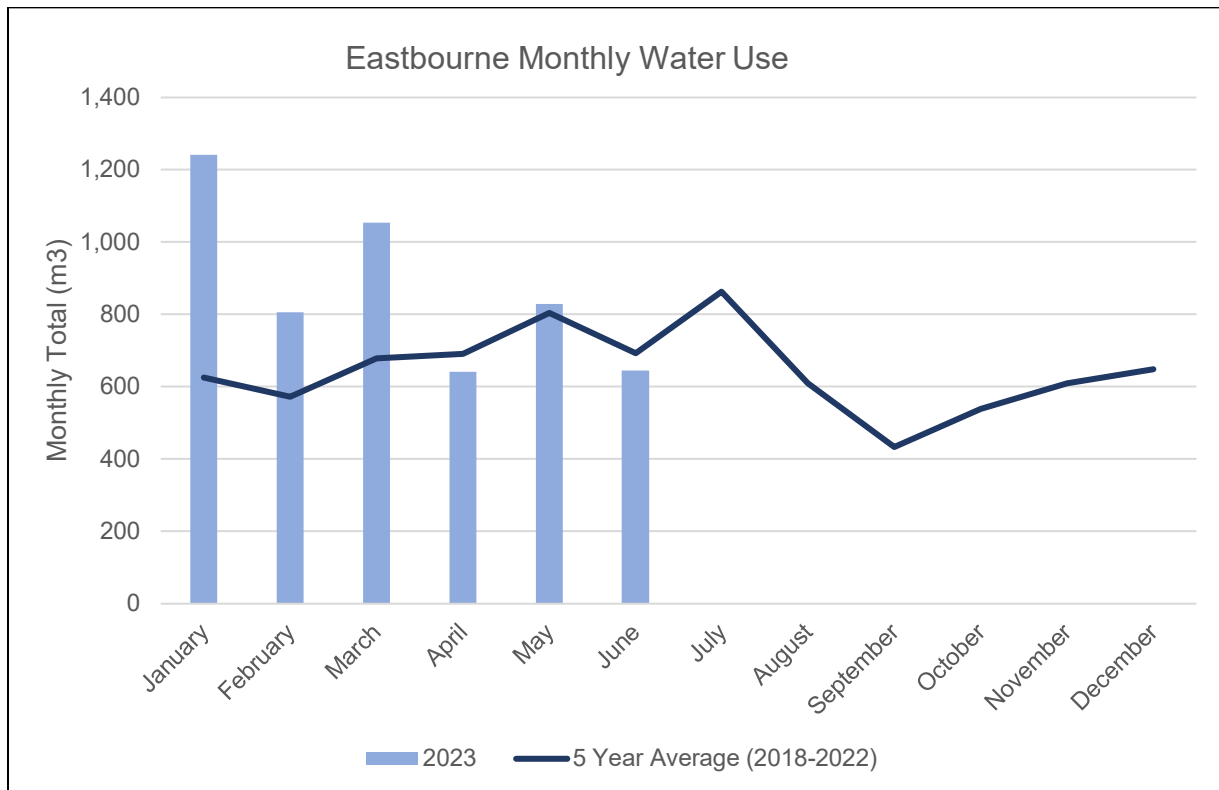
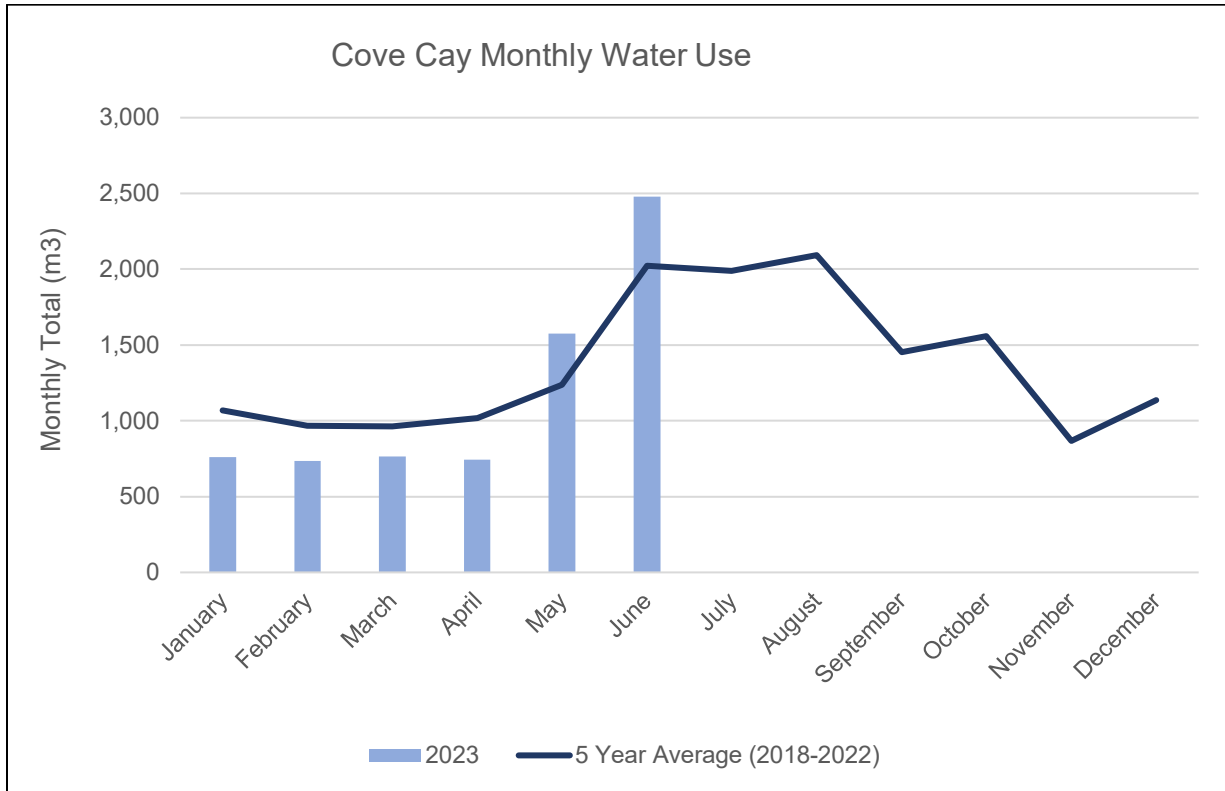
WATER USE PER WATER SYSTEM

The following graphs show the monthly total water use per SCRD water system. Each graph presents the average monthly water use over the past five years (2018 - 2022).



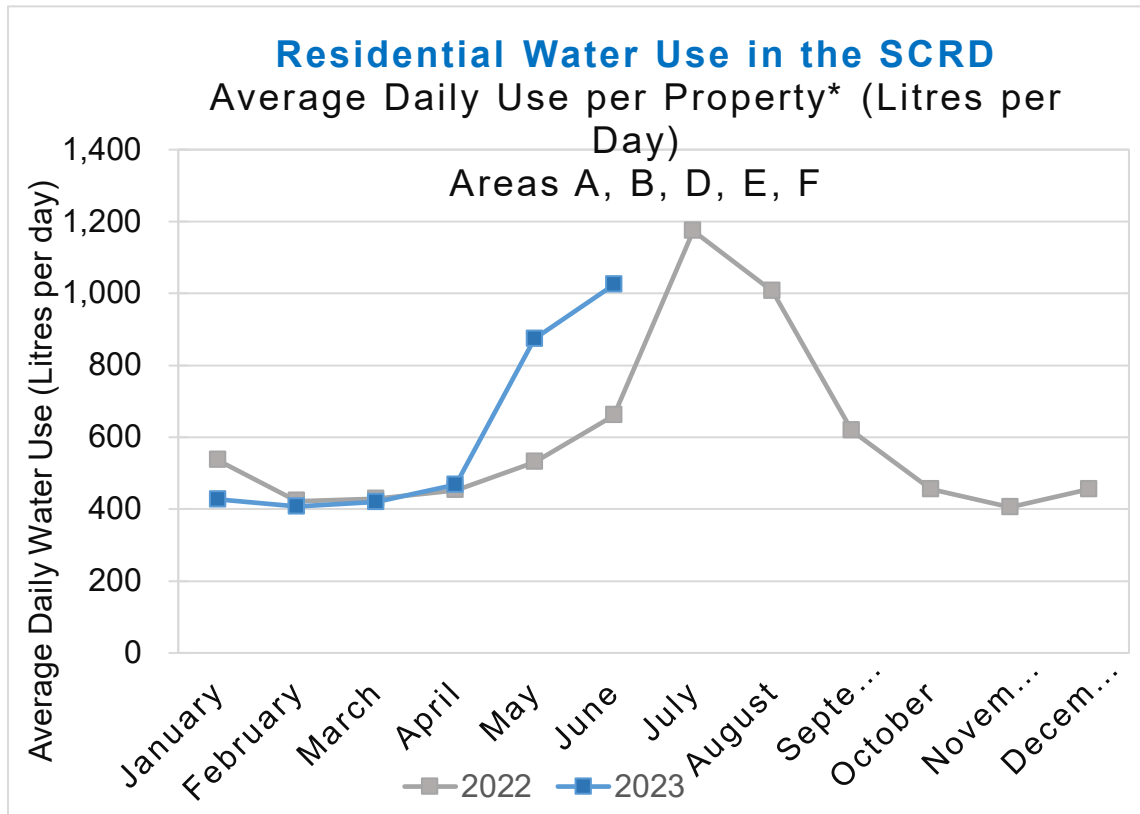






RESIDENTIAL WATER USE

The average daily residential water consumption in Q2 2023 was 789 L/day.



Solid Waste Services Division [350, 355]

The Solid Waste Services Division provides solid waste management for the Sunshine Coast. In British Columbia, Regional Districts are mandated by the Provincial *Environmental Management Act* to develop Solid Waste Management Plans. The SCRD’s 2011 Solid Waste Management Plan (SWMP) guides how the SCRD manages its solid waste including waste diversion programs, services, and disposal activities.

The Division oversees the operation and maintenance of the Sechelt Landfill and the Pender Harbour Transfer Station. The Division also maintains the contracts for curbside garbage and food waste collection services for Electoral Areas B, D, E and F, three recycling depots, and the green waste recycling program.

This quarterly report provides an update on current projects, diversion programs, services, and monthly statistics.

Solid Waste Projects

Future Waste Disposal Options

A second opinion on the results of the Future Waste Disposal Options Detailed Analysis, to confirm the feasibility of developing a new landfill in the region, has been completed by Sperling Hansen Associates. Discussions with the shíshálh Nation to assess the viability of potential future

waste disposal options are taking place. The results of the Future Waste Disposal Options Detailed Analysis and outcome of discussions with the Nation will be presented at a future Committee of the Whole meeting in order for the Board to decide next steps.

Solid Waste Management Plan Review and Update

Consultants, Morrison Hershfield (MH), continue to engage the Public and Technical Advisory Committee (PTAC) on the Solid Waste Management Plan Update. Staff initiated Public Engagement Period 1 for the Solid Waste Management Plan from May 9 – June 9, 2023. This engagement period included the creation of a project webpage to provide related reports and studies, Frequently Asked Questions, and feedback form. MH will review the feedback received during this period and draft an engagement summary report that will be discussed at a Public and Technical Advisory Committee meeting in Q4.

Biocover Feasibility Study - Phase 2

The SCR D identified a biocover as a potential final cover for the Sechelt Landfill when it closes in mid-2025. A biocover is a type of landfill final cover that is designed to oxidize methane emissions into carbon dioxide to reduce greenhouse gas (GHG) emissions. The Sechelt Landfill Biocover Feasibility Study Phase 1 was undertaken in 2020 which concluded that a biocover would provide economic benefits to the SCR D and community, and significantly reduce GHG emissions.

Phase 2 involves a pilot study where a biocover will be added to a small portion of the Sechelt Landfill and monitored over a one-year period. A Partnership Agreement between the District of Sechelt (DOS) and SCR D was formalized in Q4 2022 for the provision of biosolids to complete the Phase 2 pilot should the SCR D decide to pursue a biocover for the final cover.

A Request for Proposal to retain services to provide Phase 2 of the pilot study closed on May 24, 2023, and was awarded to Sperling Hansen Associates and site preparation work is underway.

SOLID WASTE PROGRAMS

Metro Vancouver Municipal Waste Reduction Coordinator Committee (MVMWRCC)

Staff attended a MVMWRCC meeting on May 17, 2023; updates were provided by member municipalities highlighting work by the Ridge Meadows Recycling Society and District of West Vancouver. The group was provided updates on waste composition study results and food scraps recycling education campaign launched in May.

British Columbia Product Stewardship Council (BCPSC)

Staff attended BCPSC meetings on May 3 and 23, 2023. The Ministry of Environment provided updates regarding upcoming plan amendments and a study completed on a framework for accessibility with regards to Extender Producer Responsibility recycling programs. There were discussions around work being done in other regions to address household hazardous waste round ups and Recycle BC contamination in curbside collection.

Islands Clean Up

Staff prepared for 2023 clean up events and the collection of garbage, scrap metal, recycling, propane tanks, car batteries, paint, and tires. Information with regards to participation will be provided in Q3 once all of the events are completed. Information about this year's program has been posted at <https://letstalk.scrd.ca/islands-cleanup>.

Waste Reduction Initiatives Program

Recipients of the 2022 Waste Reduction Initiatives Program completed their projects and successfully reduced waste going to the landfill. In total there were six projects; project summaries can be found at <https://letstalk.scrd.ca/wrip>. Two projects focused on reducing single use items by implementing reusable dishware, one project repurposed waste into art, another reduced the use of disposable markers, and two others reduced waste by adding paper towel composting. Five of the six projects were implemented in School District No. 46 schools.

Area A Food Waste Program

The Pender Harbour Transfer Station Food Waste Drop-Off Program commenced on November 1, 2022, coinciding with the food waste regulation start. The program is aimed at providing a food waste drop-off option for residents and small businesses in Electoral Area A. Staff are continuing to reach out to the community and have provided a mailout to the area to assist with educating residents on the new program. From January 1 to June 30, 2023, the site received 23.73 tonnes of food waste from residents.

Major Appliance Recycling Program (MARR)

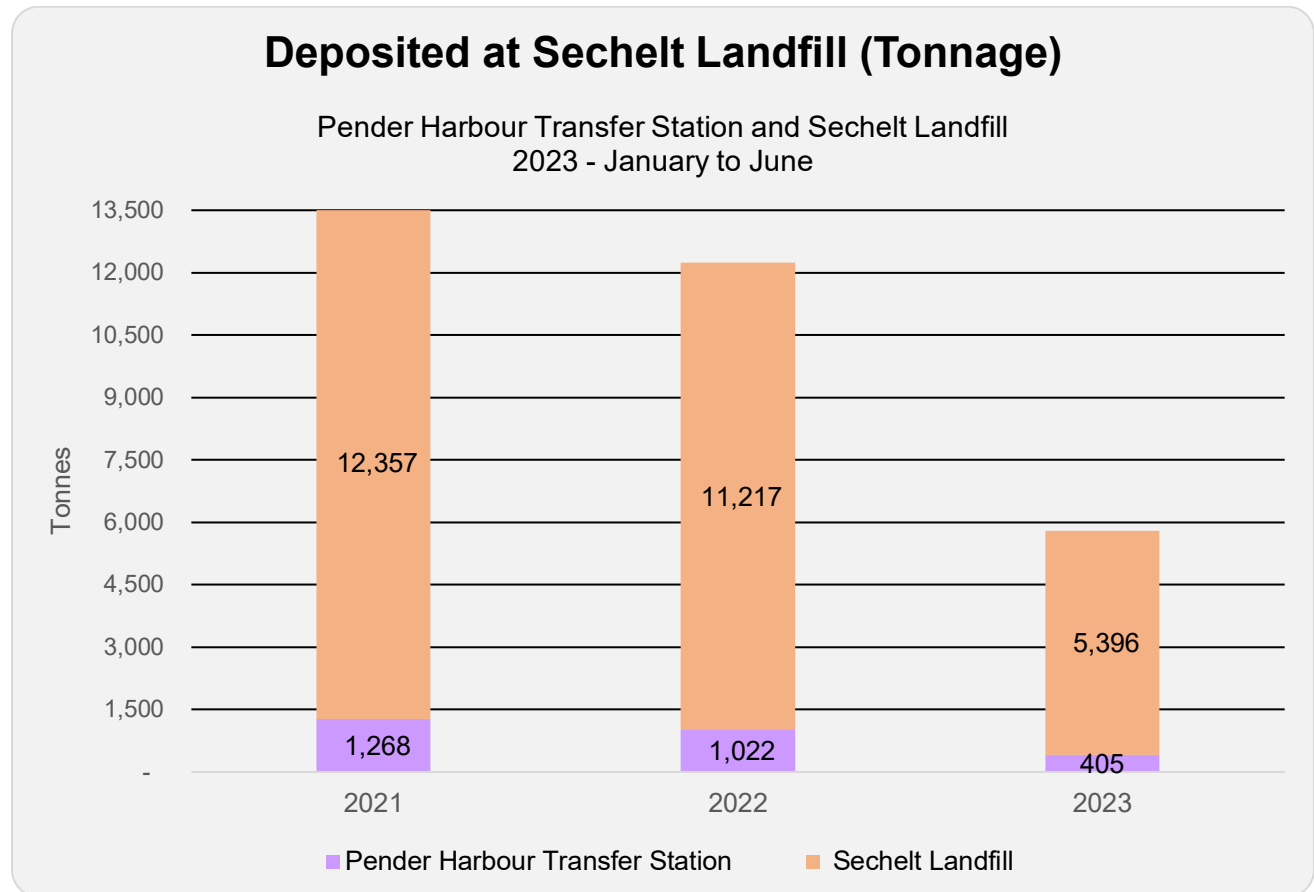
On November 1, 2022, the Sechelt Landfill and Pender Harbour Transfer Station, in partnership with the MARR program, began accepting major household/residential appliances for free. From January 1 to June 30, 2023, the program accepted 1,101 appliances from residents.

Textile Recycling Program

The SCR D has teamed up with Diabetes Canada to launch a textile recycling program at the Sechelt Landfill and Pender Harbour Transfer Station. From January 1 to June 30, 2023, the program accepted 1,153 kilograms of textiles combined at both SCR D sites.

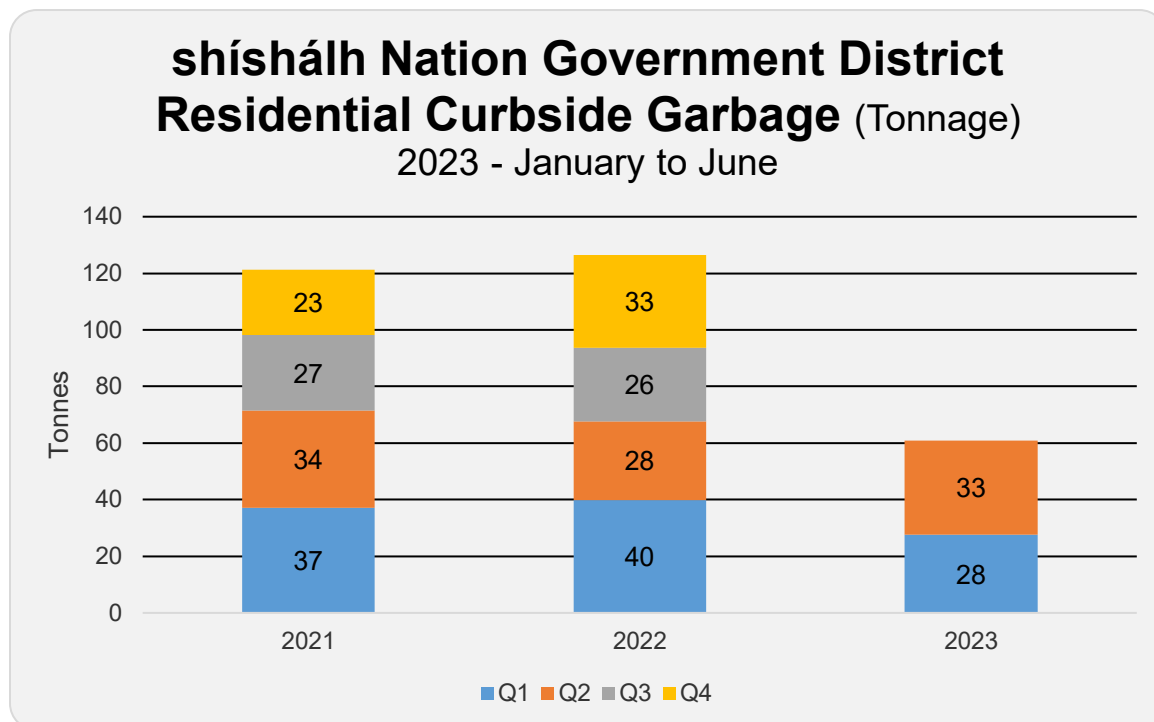
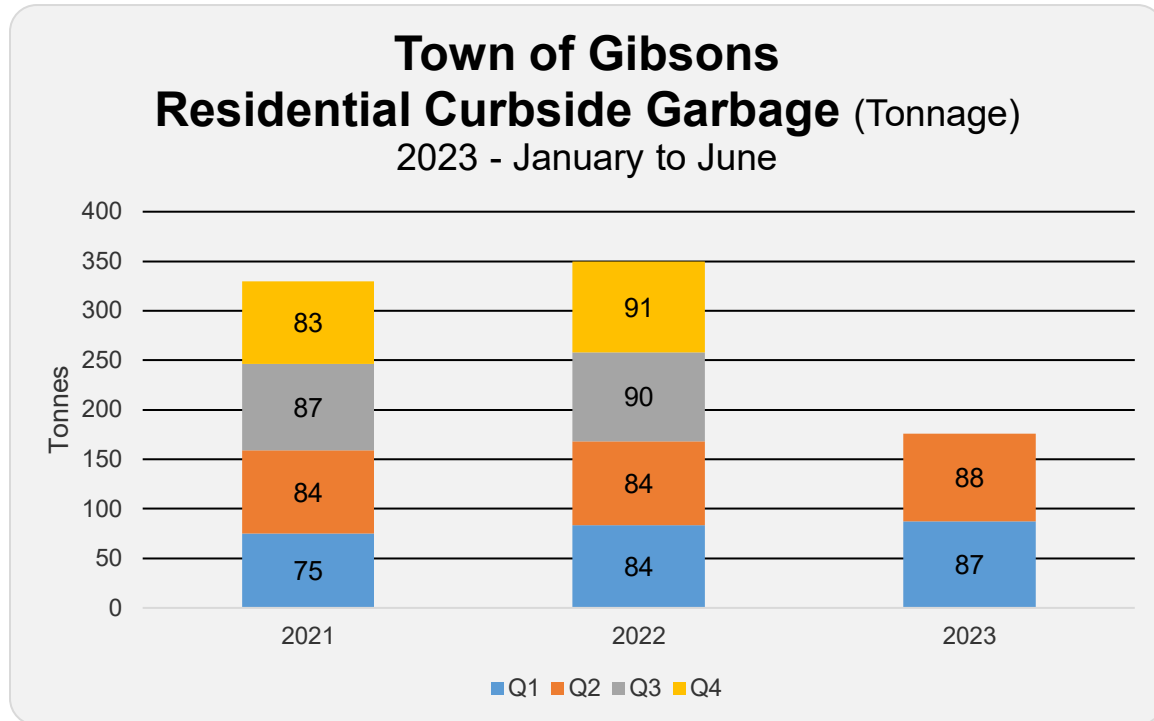
Statistics – Landfill

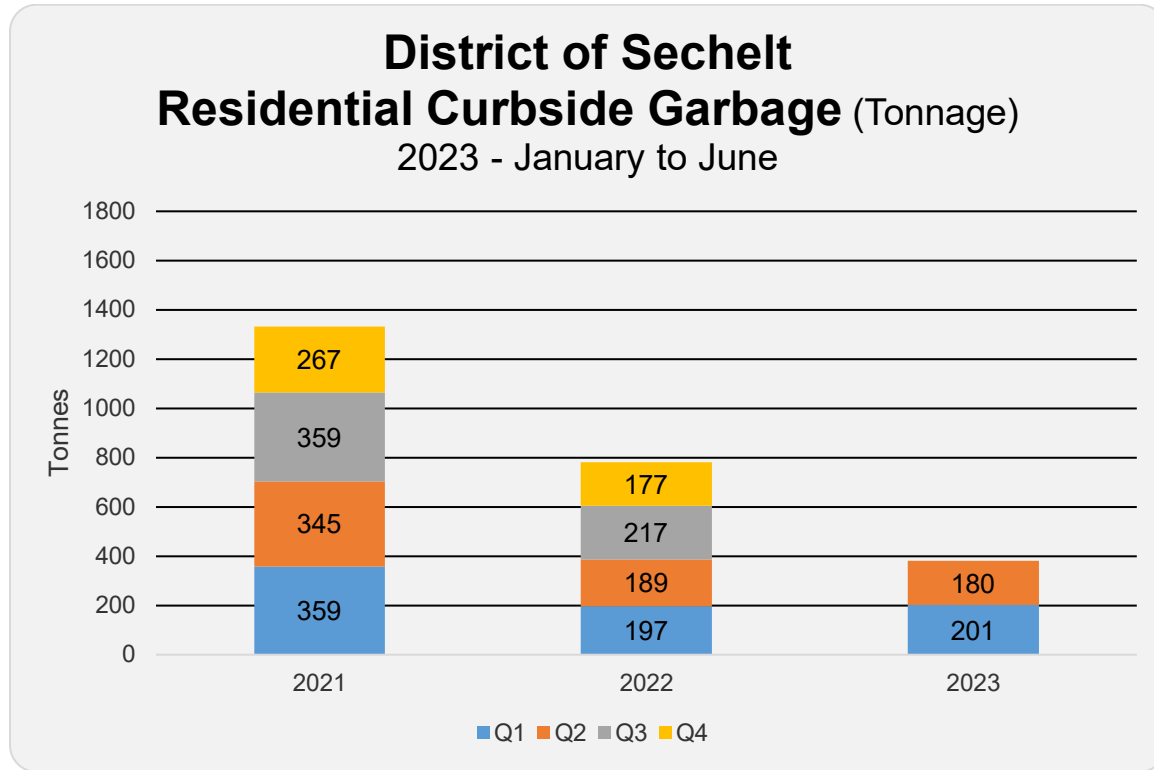
The tonnage presented in the following chart includes an estimated combined total of all material from the Pender Harbour Transfer Station that is transferred to the Sechelt Landfill for burial, and all materials received at the Sechelt Landfill for burial. This includes residential curbside garbage, self-hauled garbage, commercial garbage, roofing, dead animals, asphalt, asbestos, durable goods (e.g., couches, chairs), concrete, dirt and rocks, and Styrofoam (non-recyclable).



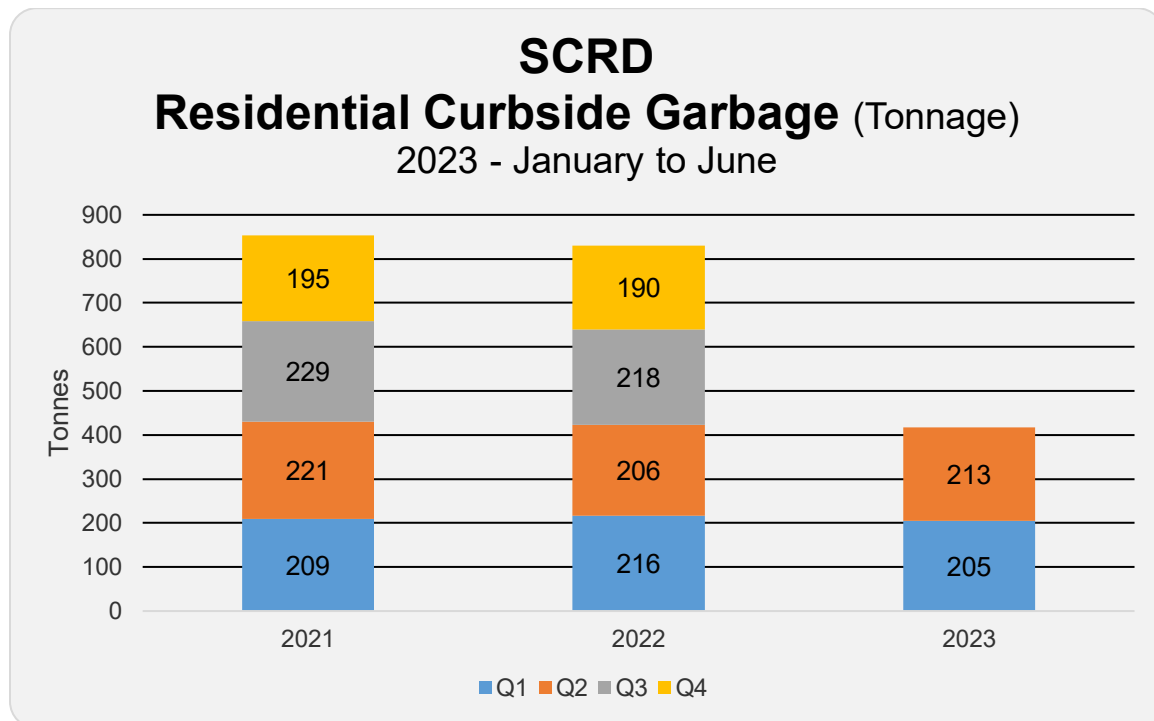
Statistics – Curbside Collection Services

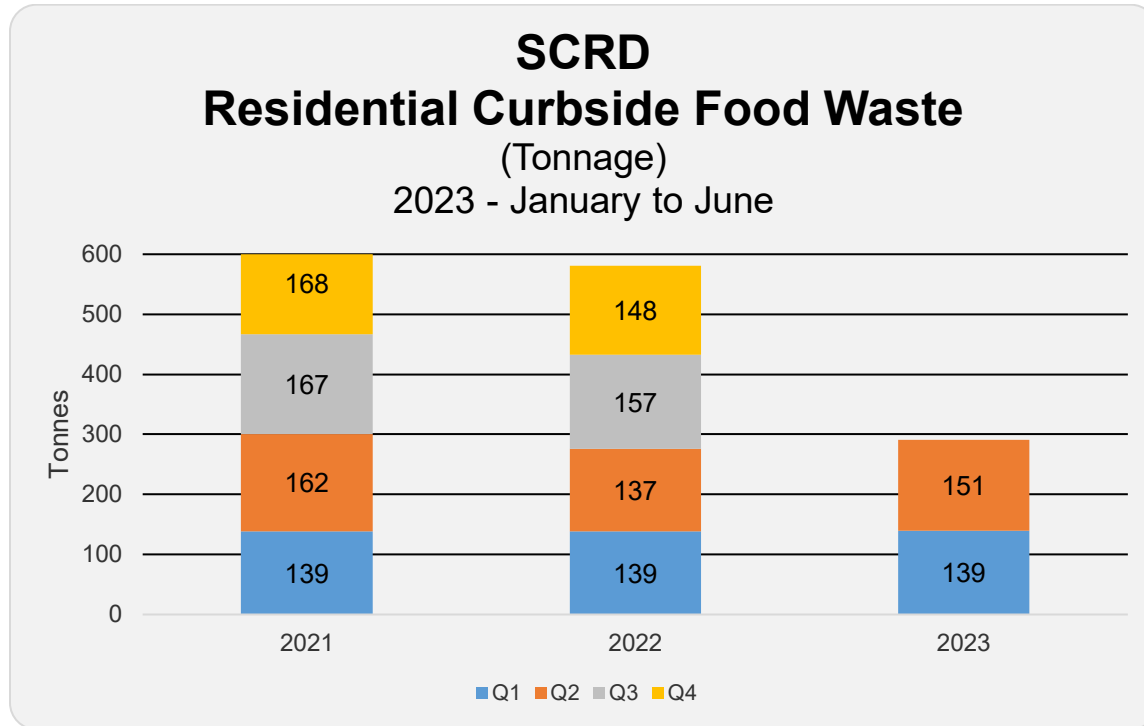
The residential curbside garbage tonnage presented in the charts below includes garbage collected curbside from residential dwellings in the Town of Gibsons, shíshálh Nation Government District (sNGD) and District of Sechelt (DOS). Curbside residential garbage is then delivered to the Sechelt Landfill and buried. The DOS initiated the food waste collection program in 2022, which accounts for the significant decrease in garbage tonnage in comparison to previous years.





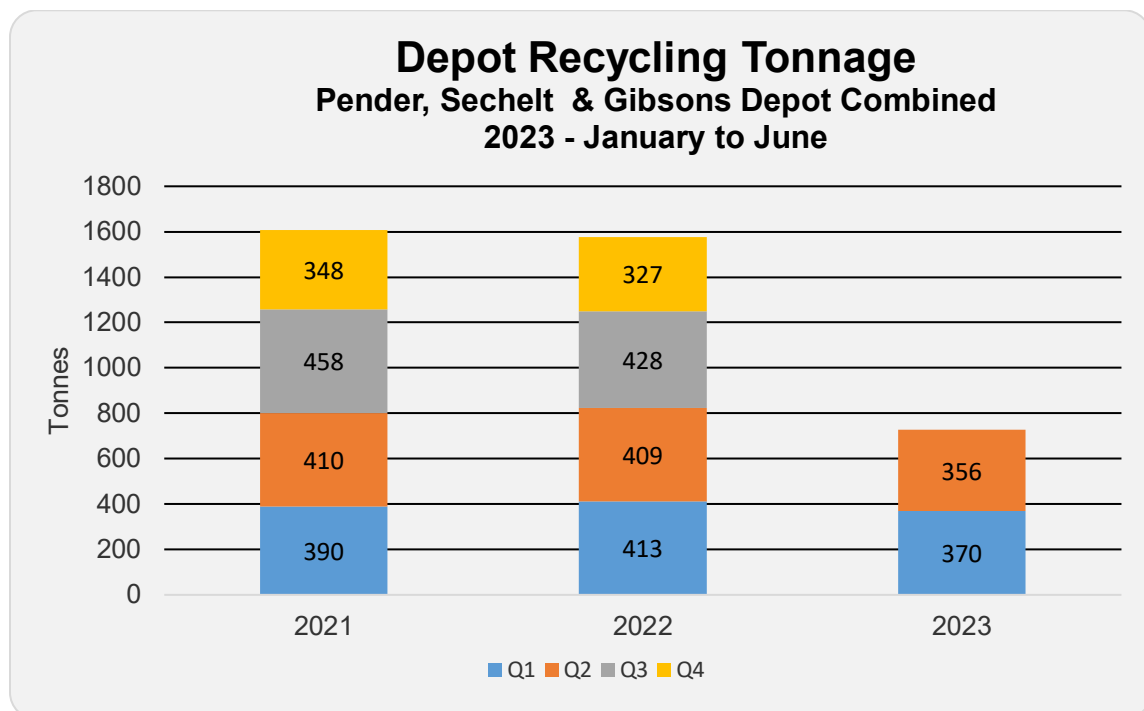
The residential curbside tonnage presented in the following charts is for the SCRD curbside collection program. Curbside residential garbage is delivered to the Sechelt Landfill and buried. Curbside residential food waste is delivered to Salish Soils for composting.





Statistics – Recycling

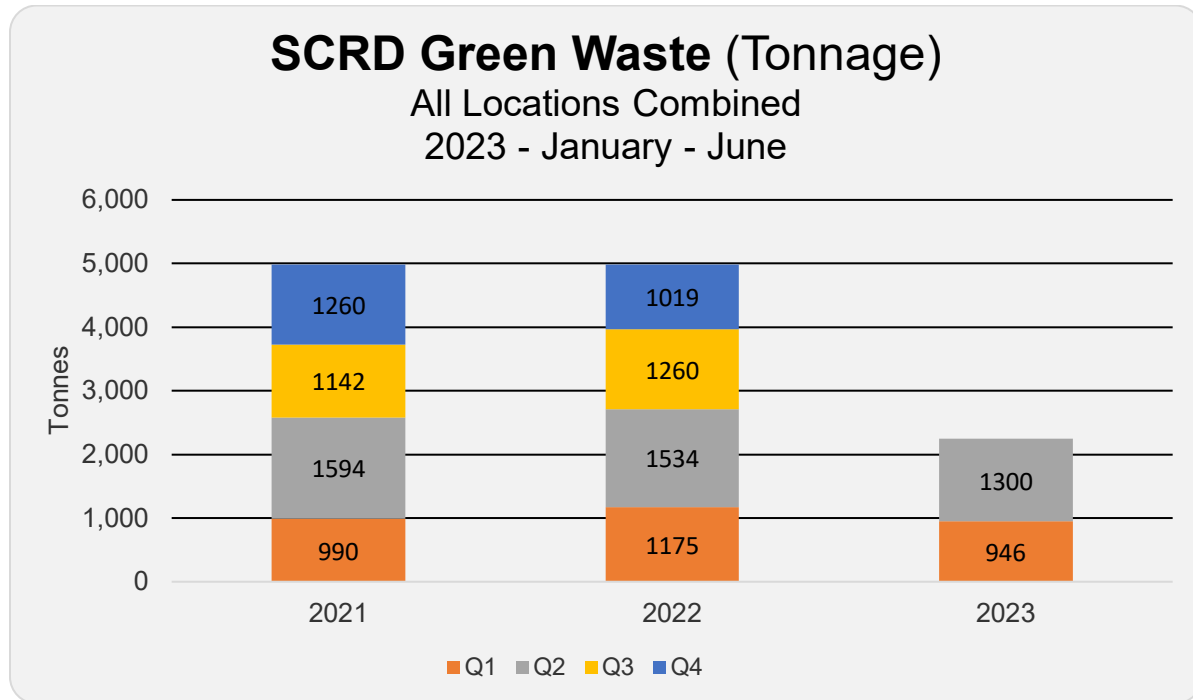
The SCRD has an agreement with RecycleBC to provide residential packaging and paper products (PPP) depot recycling services in Gibsons, Pender Harbour and Sechelt. The SCRD contracts these services to Gibsons Recycling, GRIPS and Salish Soils respectively. The data presented in the chart below is provided by RecycleBC and represents the combined monthly weight (by tonne) of the materials dropped off at the three recycling depots.



Statistics - Green Waste

The SCR D Green Waste Recycling Program provides collection locations for residents to self-haul and drop-off yard and garden green waste at the South Coast Residential Green Waste Drop-off Depot, Pender Harbour Transfer Station, and Salish Soils. The SCR D also provides commercial sector green waste drop-off at the Pender Harbour Transfer Station and Sechelt Landfill. The collected green waste is hauled to Sechelt and processed into compost.

The data presented in the following chart provides the combined weight (by tonne) of green waste dropped off at the SCR D locations.



Reviewed by:			
Managers	X - M. Edbrooke X - S. Misiurak X - B. Shoji X - M. Sole	Finance	
GM		Legislative	
CAO	X - D. McKinley	Other	

**SUNSHINE COAST REGIONAL DISTRICT
WATER SUPPLY ADVISORY COMMITTEE**

September 11, 2023

RECOMMENDATIONS FROM THE WATER SUPPLY ADVISORY COMMITTEE MEETING HELD IN THE CEDAR ROOM OF THE SUNSHINE COAST REGIONAL DISTRICT AT 1975 FIELD ROAD, SECHELT, BC.

PRESENT:	Chair Vice-Chair	V. Macfarlane J. Bell
	Members	B. Fielding S. Fitchell K. Freemantle M. Hennessy B. Thicke
Regrets:		S. Leech G. Moore L. Chivers

ALSO PRESENT:

(Non-voting)	Manager, Strategic Initiatives Water Sustainability Coordinator Director, Area A Public	M. Edbrooke G. Starsage L. Lee 2
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CALL TO ORDER 3:45 p.m.

AGENDA The agenda was adopted as presented.

MINUTES

Recommendation No. 1 *Water Supply Advisory Committee Meeting Minutes of May 6, 2023.*

The Water Supply Advisory Committee recommended that the Water Supply Advisory Committee meeting minutes of May 6, 2023, be received.

REPORTS

Integrated Sustainability presented a verbal presentation on the 2023 SCRD Water Demand Analysis.

Discussion included the following:

- Questions about the community water use assumptions of the Water Demand Model.
- Confirmed drought period was set to 200 days to represent a low snowpack and early snow melt with a long dry season until November 15.
- Clarification that the SCRD water sourcing policy was moved to a performance-based scenario of staying within Stage 2.

- Discussion about model assumptions and if more scenarios should be considered.
- Question if an extensive hydrological study could be completed.
- Approaches to how we can meet the water deficit and discussions about Langdale, Church Road, operations of the system.
- Question on how to support the shíshálh Nation reservoir proposal.
- Staff encouraged further feedback on the Water Demand Analysis by email.

Manager, Strategic Initiatives, opened the floor to discussion on future WASAC Meeting Topics

Discussion included the following:

- WASAC has interest in reviewing the Water Rate Structure Report once completed and a presentation.

NEXT MEETING November 6, 2023, 3:30 p.m. online via Zoom

ADJOURNMENT 5:44 p.m.