

# Agenda

## Sixty Sixth (66th) Annual General Meeting of the Salt Spring Island Fire Protection District

Meeting will be held as follows:

**Date:** April 13, 2026

**Time:** 6:30 p.m.

**Place:** Apparatus Bay, Ganges Fire Hall  
105 Lower Ganges Road, Salt Spring Island and  
Electronic Meeting (Microsoft Teams)

**1. CALL TO ORDER**

We would like to begin this meeting by humbly acknowledging that we live and work in the territory of the Coast Salish First Nations.

**2. APPROVAL OF AGENDA**

**3. APPOINT RECORDING SECRETARY AND PARLIAMENTARIAN**

**Motion** that the Board of Trustees appoint a Parliamentarian and Recording Secretary.

**4. CHAIR OF THE BOARD OF TRUSTEES 2025 ANNUAL REPORT**

**Motion** to accept the Chair's 2025 Annual Report.

**4.1 Committee 2025 Annual Reports**

**4.1.1 Finance and Audit Committee 2025 Annual Report – For information**

**4.1.2 Strategic Planning and Policy Development Committee 2025 Annual Report – For information**

**4.1.3 Communications and Marketing Committee 2025 Annual Report – For information**

**4.1.4 New Fire Hall Project Steering Committee 2025 Annual Report – For information**

**4.2 5-Year (2024-2029) Strategic Plan Update**

**5. 2025 AUDITED FINANCIAL REPORT**

**Motion** to accept the Annual Financial Statements for the fiscal year ending December 31, 2025 as presented.

**6. APPOINTMENT OF AUDITOR**

**Motion** to appoint \_\_\_\_\_ as Auditor for the fiscal year ending December 31, 2026.

**7. FIRE CHIEF'S 2025 ANNUAL REPORT**

**Motion** to accept the Fire Chief's 2025 Annual Report.

**8. SALT SPRING ISLAND FIRE FIGHTERS ASSOCIATION 2025 ANNUAL REPORT**

**Motion** to accept the Salt Spring Island Fire Fighters Association 2025 Annual Report.

**9. TRUSTEE REMUNERATION**

That remuneration continue at \$330 per month for Trustees and \$385 per month for the Chair for the ensuing year.

That remuneration be increased to \$\_\_\_\_\_ per month for Trustees and \$\_\_\_\_\_ per month for the Chair for the ensuing year.

That remuneration be decreased to \$\_\_\_\_\_ per month for Trustees and \$\_\_\_\_\_ per month for the Chair for the ensuing year.

**10. TRUSTEE ELECTION RESULTS**

**11. QUESTIONS FROM THE FLOOR**

**12. ADJOURNMENT**



## 2025 Board of Trustees Chair's Annual Report

The Board of Trustees and Executive Team have worked diligently over the past several years to renew and strengthen the Salt Spring Island Fire Rescue Service. I would like to extend my sincere appreciation to the Board of Trustees for their commitment to these renewal efforts. Through careful planning, we have established reserve funds to support key infrastructure investments, including the replacement of Fire Hall No. 1.

The New Fire Hall Project Steering Committee, led by Chief Administrative Officer Rodney Dieleman, has provided strong leadership throughout this initiative. We are also fortunate to benefit from the leadership of Fire Chief Jamie Holmes and the expertise of Owner's Representative Hans Hazenboom, working in collaboration with our contractor, MKM Construction Ltd. The Committee is further supported by members Trustee David Courtney, Trustee Robin Williams, public member John Wakefield, public member Lloyd Cudmore, and Board Chair Rollie Cook. Together, this team is working effectively to deliver the new fire hall on time and on budget, with the opening event scheduled for May 24, 2026.

The work of the New Fire Hall Project Steering Committee is reported regularly to the Board of Trustees. Much of the detailed work occurs at the committee level, enabling thoughtful discussion and improved decision-making. The new main fire hall will replace the existing downtown facility, originally constructed in 1959–1960. The Ganges Fire Hall has served the community well; however, it was built for a population of only a few thousand. Today, Salt Spring Island is home to approximately 12,000 residents, and the new building has a projected lifespan of 30 to 50 years. It will also include much-needed water storage capacity and office space for the CRD Emergency Services Program.

In alignment with the five-year Strategic Plan, the Trustees and Executive Team have begun planning for the replacement and reinvestment in the two secondary fire halls. The 2025 governance and strategic planning workshop brought together trustees, executive leadership, and representatives from both career and paid-on-call firefighting staff. We are grateful for the valuable input received. The Strategic Planning and Policy Development Committee continues to provide strong guidance under the leadership of Committee Chair Trustee Dennis Lucarelli, with support from Trustee Ron Lindstrom, public member Keith Ballantyne, CAO Rodney Dieleman, and Fire Chief Jamie Holmes and Board Chair Rollie Cook.

The department continues to face water supply challenges due to a warming climate, prolonged drought conditions, and increasing population demands. To address these challenges, approximately 22,400 gallons of water storage capacity has been incorporated into the new Fire Hall No. 1. In addition, a water storage pond project at the Fulford Fire Hall has been completed, providing approximately 750,000 gallons of capacity. We also appreciate the ongoing cooperation with the North Salt Spring Waterworks District for hydrant services.

The Finance and Audit Committee has worked diligently to balance cost control with the need to invest in infrastructure and operational capacity. While there is a responsibility to fund departmental priorities, there is also a commitment to minimizing tax impacts where possible. The Committee has supported the establishment of significant reserves for the new fire hall, the implementation of a 24/7 staffing model at the main hall, and the acquisition of essential equipment. Planning for the 2027 fiscal year budget is now underway. The Committee benefits from the leadership of Committee Chair Robin Williams, Trustee Rob Oliver, public member John Wakefield, CAO Rodney Dieleman, Fire Chief Jamie Holmes, and Board Chair Rollie Cook.

The Communications and Marketing Committee, chaired by Trustee Robin Williams, is actively planning for the opening of the new Fire Hall. Committee members include Trustee Hetherington, public member Jenny McClean, CAO Rodney Dieleman, Fire Chief Jamie Holmes, and Board Chair Rollie Cook.

Finally, I would like to recognize and thank our Executive Team: CAO Rodney Dieleman, Fire Chief Jamie Holmes, and Deputy Chief Dale Lundy. Their leadership ensures that the department remains well-managed, and that our community continues to receive the highest standard of emergency response services through well-trained staff, appropriate resources, and ongoing operational readiness.

It is reassuring to know that, as we face increasing emergency challenges, our community is supported by a dedicated and professional team of firefighters. On behalf of the Board of Trustees, I extend our sincere gratitude to each member of the Fire Service for their commitment and service. Your efforts are valued, particularly as we navigate the realities of a changing and increasingly demanding environment.

Respectfully submitted,

**Rollie Cook**

Chair, Board of Trustees



## **Finance and Audit Committee 2025 Annual Report**

The Finance and Audit Committee members include Chair Robin Williams, Trustee Rob Oliver, Public Member John Wakefield, Board Chair Rollie Cook, CAO Rodney Dieleman and Fire Chief Jamie Holmes. One public member seat is vacant. The Committee held four meetings in 2025.

The Terms of Reference for the Finance and Audit Committee state that:

1. The Committee shall monitor and report to the Board as required on the financial condition of the District.
2. The Committee shall report and recommend to the Board annually on:
  - a. The appointment of an external auditor;
  - b. Acceptance of the annual audited financial statements;
  - c. The annual operating budget and financial projections, as jointly developed with other committees and staff;
  - d. A capital plan;
  - e. An analysis of financing proposals for capital projects; and
  - f. A draft bylaw to levy taxes to raise the required revenue for the year.
3. The Committee shall report and recommend to the Board as required on:
  - a. Financial policies; and
  - b. Amendments to these Terms of Reference.

### **2025 Committee Highlights**

In 2025, the Finance and Audit Committee work included:

- Recommended the Board of Trustees approve the 2024 Audited Financial Statements prepared by McLean, Lizotte, Wheadon and Company;
- Recommended the Board of Trustees appoint McLean, Lizotte, Wheadon and Company Chartered Professional Accountants to be the auditor for the fiscal year ending December 31, 2025;
- Recommended the Board of Trustees accept the recommendation for a Draft 2026 Budget with a 6.9% increase and approved presentation for public consultation at the Town Hall meeting on September 8, 2025;
- Recommended the Board of Trustees give second reading to the 2026 Fire Protection Taxation Bylaw as presented;
- Recommended that the Board of Trustees approve financing for the new fire hall project through a 25-year bond at 4.4%, as recommended by the Province.

Respectfully Signed,

**Robin Williams**

Finance and Audit Committee Chair



## **Strategic Planning and Policy Development Committee 2025 Annual Report**

In 2025, the Strategic Planning and Policy Development Committee members were Chair Dennis Lucarelli, Trustee Hetherington, Public Member Keith Ballantyne, Board Chair Rollie Cook, CAO Rodney Dieleman and Fire Chief Jamie Holmes. One public member seat was vacant. The Committee held 11 meetings in 2025.

The Terms of Reference for the Strategic Planning and Policy Development Committee state that the Committee shall as appropriate, monitor, develop, initiate, report or recommend to the Board:

- a. The effect of provincial legislation and regulations on the District.
- b. Policies regarding District boundaries and out of District response.
- c. Policies regarding the services provided by the District.
- d. Policies regarding governance, including committee structure.
- e. An annual board orientation and governance workshop.
- f. Bylaw enforcement and coordination with other relevant authorities.
- g. District bylaws not within the Terms of Reference of other committees of the Board.
- h. Updates to the strategic plan.
- i. Reports or proposals referred to the Committee by the Board of Trustees; and
- j. Amendments to these Terms of Reference.

### **2025 Committee Highlights**

In 2025, the Strategic Planning and Policy Development Committee work included:

- Recommended the Board of Trustees ask staff to plan to have two voting locations for the 2025 Trustee Election to increase voter participation that would include a voting location in the south end of the island and a voting location in the Central area of the island and that the voting locations be accessible.
- Recommended the Board of Trustees ask staff to add 2025 Election Nomination forms and the request for mail in ballot to the landing page of the webpage to increase voter accessibility.
- Approved the Strategic Plan update to be presented to the Board of Trustees;
- Recommended the Board of Trustees approve draft Elections Procedures Policy No. AG-4201-01.
- Recommended the Board of Trustees direct staff to request a Fire Underwriters Survey (FUS) Fire Insurance Grade Report.
- The Committee and staff planned the 2025 Trustee Governance and Strategic Planning Workshop that was facilitated by Linda Adams to review and discuss the 5-Year (2024-2029) Strategic Plan;
- Recommended the Board of Trustees approve Draft Policy AG-5301-02 - Freedom of Information and Protection of Privacy.
- Recommended the Board of Trustees to direct staff to build an irrigation pond at Hall 2 using appropriate procedures and consultants.
- Recommended the Board of Trustees approve the draft Meeting Procedures Bylaw No 159 cited as "Meeting Procedures Bylaw 2025"
- Recommended the Board of Trustees direct staff to prepare a business plan to relocate the North End satellite fire hall and renovate the Fulford fire Hall to meet post disaster standards, and that the business

plan would include a phased approach and that staff prepare a business plan summary document to be presented at the Town Hall meeting in September 2025.

- Recommended the Board of Trustees direct staff to prepare applications for the UBCM Canada Community building Fund for a new ladder truck and a new satellite fire hall for the North End.
- Reviewed the agenda for the 2025 Town Hall Meeting that was held September 8, 2025.
- Recommended the Board of Trustees request Chair Cook to present the letter to request funding for a ladder truck to Housing and Municipal Affairs Minister Ravi Kahlon.
- Recommended that the Board of Trustees send a letter to Premier David Eby, the Honourable Jennifer Whiteside, Minister of Labour, and the BC Fire Chief's Association, requesting clarification on the following: "In light of the current trade challenges between the United States and Canada, could WorkSafeBC's policy requiring the purchase of NFPA-certified equipment be amended to allow for international alternatives when procuring equipment for the District?"
- Reviewed a draft Payroll Policy and decided that a payroll policy is not needed as payroll accruals and use of time banks are delegated by the IAFF contract and senior management employment contracts.
- Requested Chief Holmes to discuss the Aerial Apparatus Standards and Request to Worksafe BC with the Fire Chief's Association of BC.
- Received updates regarding the 2025 By-Election for Vacant Trustee Position
- The Committee decided to decline the offer to purchase the houses at the Fields Store as purchasing staff housing is not identified as a priority in the 5-Year Strategic Plan
- Recommended the Board of Trustees plan for up to three tiny home or RV pads at both Hall 2 and a new Satellite Hall in the north end to help with Paid On Call recruitment and retention.
- Reviewed a draft Communicable Disease Response and Remote Work Policy No. AE-2409-01
- The Committee approved a new format for the monthly Financial Report to Board of Trustees.

Respectfully Signed,

**Dennis Lucarelli**

Strategic Planning and Policy Development Committee Chair



## Communications and Marketing Committee 2025 Annual Report

The Communications and Marketing Committee is comprised of Chair Robin Williams, Trustee Mary Lynn Hetherington, public member Jenny McClean, Board Chair Rollie Cook, Chief Administrative Officer Rodney Dieleman, and Fire Chief Jamie Holmes. One public member position remains vacant.

The Committee held five meetings in 2025. A key highlight of its work was the planning of the New Fire Hall opening event, scheduled for May 24, 2026.

The Terms of Reference for the Communications and Marketing Committee state that:

1. The Committee is a standing committee of the Board and responsibilities include but are not limited to:
  - a. Developing policies regarding internal and external communications of the District, including but not limited to policies on privacy, document retention, and freedom of information requests;
  - b. Developing a policy to ensure that the public is informed of District business, as well as enhancing the District's image, via articles in the Gulf Islands Driftwood and the Salt Spring Exchange, District website and social media accounts, print advertising, and press releases;
  - c. When requested by the Board, developing and implementing a communication and marketing plan to inform and involve the public on District initiatives.
  
2. The Committee shall report and recommend to the Board of Trustees as required on:
  - a. Communications policy;
  - b. Communications plans to inform and involve public on District meetings and initiatives;
  - c. Reports or proposals referred to the Committee by the Board of Trustees;
  - d. Projects to improve communications effectiveness; and
  - e. Amendments to these Terms of Reference.

Respectfully Signed,

**Robin Williams**

Communications and Marketing Committee Chair



## **New Fire Hall Project Steering Committee 2025 Annual Report**

The New Fire Hall Project Steering Committee members include Chair and CAO Rodney Dieleman, Vice Chair and Fire Chief Jamie Holmes, Trustee Robin Williams, Trustee David Courtney, Public Member John Wakefield, Public Member Lloyd Cudmore, Board Chair Rollie Cook and Owner’s Representative Hans Hazenboom. The Committee held 13 meetings in 2025.

The Terms of Reference for the New Fire Hall Project Steering Committee state the role of the Committee is to:

1. Ensure to the extent possible, the Project will meet the objective and timelines of the District;
2. Ensure quality and rigour in the execution of the Project;
3. Ensure project outcomes are practical and meet the needs of stakeholders, including Fire Rescue members, the District’s electorate and the community of Salt Spring Island;
4. Ensure recommendations regarding the financial implications of decisions related to the Project reflect the intent that the Project will serve the residents of Salt Spring Island for the long term; and
5. Ensure that the process of completing the Project will encourage effective relationships and partnerships with other levels of government and key stakeholders.








Each month, a New Fire Hall Project Update is presented to the Board of Trustees and posted on the District website. The Committee acknowledges Owner’s Representative Hans Hazenboom and Chief Holmes for their work on the project. The opening date for the New Fire Hall No. 1 at 455 Lower Ganges Road will be held on May 24, 2026.

Respectfully Signed,

**Rodney Dieleman**

Corporate Administrator and New Fire Hall Project Steering Committee Chair

**From: Chief Administrative Officer**  
**To: Board of Trustees**  
**Subject: Strategic Plan Task Alignment – Planned vs. Actual Progress**

	 <b>Vision</b> A responsive and sustainable fire-rescue service, effectively meeting community needs and valued by those we serve.	 <b>Mission</b> Always learning, engaging and adapting to be response ready.			
<b>STRATEGIC FOCUS</b>	 <b>Finances</b>	 <b>Our People and Workplace</b>	 <b>Infrastructure</b>	 <b>Emergency Prevention and Response</b>	 <b>Community Relationships</b>
<b>GOALS</b>	Prudent financial management incorporating long term strategic thinking based on principles of transparency and accountability to all stakeholders to maintain public trust and show value for money.	Attract and retain a diverse, physically and mentally fit team that includes Career, Paid on Call and administrative members to provide value for our community  Develop a proactive mental health support program.	Infrastructure that supports an effective, reliable and resilient fire service to better address increasing risks and hazards	Deliver a fire-rescue service that prevents and responds to emergencies in a safe, effective and timely manner  Identify and implement effective options to improve response rates	Foster positive relationships to address community concerns and explore opportunities for collaboration  Build collaborative partnerships with other agencies serving Salt Spring Island
<b>OBJECTIVES</b>	Improve stakeholder engagement in the budget development process.  Communicate to ratepayers a clear rationale for tax increases.  Seek alternative revenue sources to offset increasing costs.	Review hiring and human resource policies and programs to focus on equity and diversity.  Review and update compensation, recognition, training and support programs.  Review and update compensation, recognition, training, and support programs.	Expand emergency water supply options.  Build a new Firehall #1 on time and on budget.  Augment the long-term Capital Plan.	Develop and implement a change management strategy to ensure consistent operations  Encourage community engagement, support and participation in fire prevention and life-safety activities	To increase community connection/collaboration with individual community members for Committee and Trustee position recruitments  To examine the optimal governance structure for the Salt Spring Fire Protection District

## Executive Summary

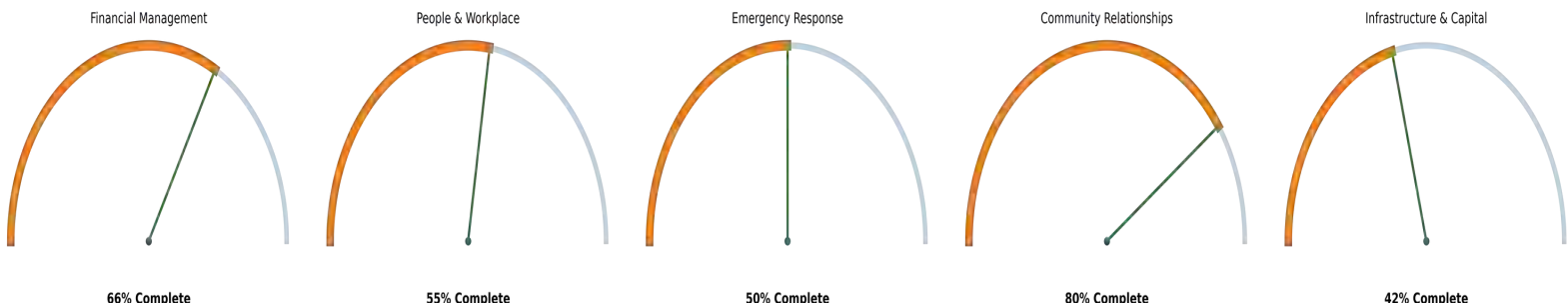
This report provides the Board of Trustees with an overview of progress against the 2024–2029 Strategic Plan, comparing approved strategic tasks with accomplishments reported to March 2026. Progress is presented through both narrative analysis and a one-page performance dashboard.

Overall, the organization is well aligned with the intent of the Strategic Plan, with measurable progress achieved across all five strategic focus areas. Strong advancement is evident in Community Relationships and Financial Management, while People & Workplace, Emergency Response, and Infrastructure & Capital reflect the expected pace of multi-year initiatives.

The Strategic Plan Performance Dashboard indicates the following completion levels:

- Financial Management: 66%
- People & Workplace: 55%
- Emergency Response: 50%
- Community Relationships: 80%
- Infrastructure & Capital: 42%

Operational delivery is strong, with several initiatives actively underway. Remaining gaps primarily relate to formal policy review and documentation, rather than execution. Overall, the Strategic Plan is being implemented as intended and continues to support effective governance and service delivery.

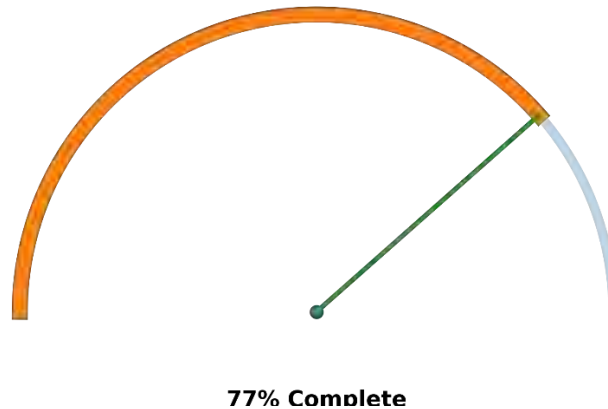


## Purpose

This report provides a detailed comparison between the approved Strategic Tasks and the actual accomplishments and progress reported to March 2026.

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### 1. Prudent Financial Management



#### Planned Strategic Tasks

- Develop a comprehensive budget communication plan
- Increase stakeholder engagement through town halls and public tools
- Clearly communicate rationale for tax increases
- Seek alternative revenue sources

#### Reported Accomplishments

- ✓ Improved budget communication activities completed and ongoing
- ✓ Town halls, Trustee meeting transparency, and public-facing financial information implemented
- ✓ Wage analysis conducted has resulted in significant wage increases for Paid-on-Call members
- ✓ Several grant applications submitted across multiple funding levels
- ✓ Pursuing office lease with the Emergency Management Organization (CRD)
- ✓ Pursuing renting the training room and conference rooms to the public

#### Assessment

##### Status: Substantially Accomplished

Core intent of transparency, engagement, and alternative revenue exploration is being met.

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## 2. Our People and Workplace



### Planned Strategic Tasks

- Equity and diversity review of hiring practices
- Compensation and benefits review
- Training, mentorship, and support programs
- Proactive mental health support program

### Reported Accomplishments

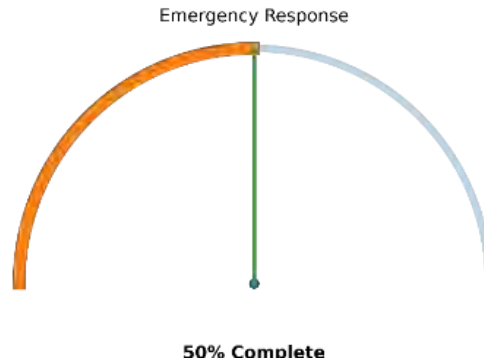
- ✓ Diverse Paid-on-Call hiring achieved (visible minorities and gender representation)
- ✓ Health benefits increased (HUB)
- ✓ Mental health budget increased with reserve mechanism
- ✓ Dedicated internal staff web portal implemented
- ✓ Updated Respectful Workplace, Diversity, Equity and Inclusion and Communicable Disease Policies
- ✓ Collaborated with mental health experts to recognize signs of mental health issues, hold mental health workshops in a supportive environment

### Assessment

#### **Status: Partially to Substantially Accomplished**

Outcomes strongly align with strategic intent. However, leadership and diversity training, mentorship frameworks, and structured training evaluations are not yet complete.

### 3. Emergency Prevention and Response



#### Planned Strategic Tasks

- Improve response rates through data, technology, and process improvement
- Implement change management strategy
- Expand community fire prevention education

#### Reported Accomplishments

- ✓ New dispatch system implemented, FIRST DUE
- ✓ Tender pumping test planned and executed successfully through FUS
- ✓ Inspection services arrangement with the CRD.
- ✓ Expansion of the FireSmart program and ongoing fire prevention community events

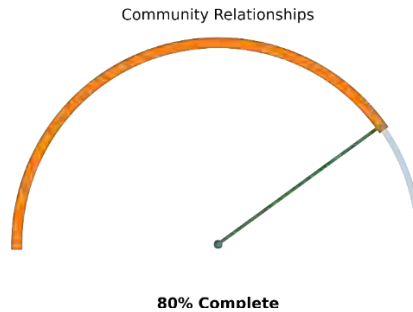
#### Assessment

##### Status: Partially Accomplished

Technology upgrades and inter-agency collaboration support objectives are progressing. However, formal response-time analysis, drills, and change management frameworks are not yet documented.

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## 4. Community Relationships



### Planned Strategic Tasks

- Formal collaboration with agencies
- MOUs and structured partnerships
- Community engagement in governance and elections

### Reported Accomplishments

- ✓ Two public “Ask Salt Spring” town halls delivered
- ✓ Strengthened partnerships with North Salt Spring Water through a hydrant maintenance MOU
- ✓ MLA and Minister engagement with community leaders at lunch meeting and through correspondence.
- ✓ Trustee election policy modernization
- ✓ Agreement with the CRD regarding property inspection responsibilities on the island.

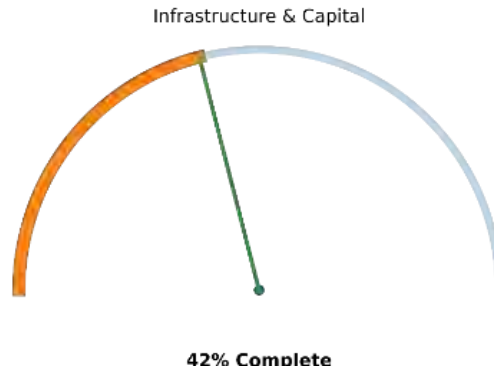
### Assessment

#### **Status: Substantially Accomplished**

Strategic intent clearly met through meaningful engagement.

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## 5. Infrastructure and Capital Planning



### Planned Strategic Tasks

- Build Firehall #1 on time and on budget
- Expand emergency water supply
- Augment long-term capital plan

### Reported Accomplishments

- ✓ New Fire Hall Grand Opening on May 24, 2026
- ✓ Emergency water reserve pond of 750,000 gallons was constructed in 2025
- ✓ Land acquisition opportunities are being pursued with a draft subdivision plan prepared
- ✓ Used apparatus purchases were completed in 2025
- ✓ Apparatus Tender under construction for delivery in 2026.
- ✓ Portable fire tank and pump acquired
- ✓ Creation of a long-term Capital Plan for Buildings, Equipment and other funds.

### Assessment

#### Status: Partially Accomplished

Tangible progress on risk mitigation and capital assets.

## TASKS NOT YET ACCOMPLISHED OR NOT FULLY EVIDENCED

### Human Resources

- Documented mentorship or coaching program
- Structured training needs assessment and training GAP analysis

### Financial Engagement

- Media partnerships for budget education
- Formal public budget workshops or webinars

### Emergency Response

- Documented response-time analysis and reporting
- Formal change management strategy
- Continuous improvement feedback framework

### Infrastructure

- Planning for buildings and property

## Strategic Plan – Task Status Dashboard List

This list uses a Red/Amber/Green (RAG) status system based on accomplishments and progress evidenced in the Strategic Plan Town Hall Update to January 2025.

Legend:

- Green = Complete / substantially complete and evidenced
- Amber = In progress / underway and evidenced
- Red = Not yet evidenced as started or completed (documentation not reported)

### Financial Management

	Strategic Task
<span style="color: green;">●</span>	Develop and implement a comprehensive budget communication plan
<span style="color: green;">●</span>	Engage stakeholders through town halls and public forums to inform budget priorities
<span style="color: green;">●</span>	Provide transparent budget information to ratepayers (web/calendar/meeting package access)
<span style="color: green;">●</span>	Conduct wage and financial pressure analysis to inform compensation and budgeting
<span style="color: green;">●</span>	Pursue alternative revenue sources (grant applications and other programs)
<span style="color: red;">●</span>	Formalize media partnerships and deliver public budget workshops/webinars

### People & Workplace

	Strategic Task
<span style="color: green;">●</span>	Recruit and hire a diverse Paid-On-Call workforce (representation outcomes reported)
<span style="color: green;">●</span>	Increase health benefits for Paid-on-Call staff
<span style="color: green;">●</span>	Increase mental health supports and allocate funding to health reserve mechanism
<span style="color: green;">●</span>	Implement internal staff communication / resource portal for Paid-on-Call workforce
<span style="color: red;">●</span>	Review and update HR/hiring policies and programs to focus on equity and diversity (formal review)
<span style="color: red;">●</span>	Review and update compensation, recognition, training and support programs (formal framework)
<span style="color: red;">●</span>	Implement mentorship/coaching program (formal program design and launch)
<span style="color: red;">●</span>	Review and update the Diversity, Equity and Inclusion (DEI) Policy
<span style="color: red;">●</span>	Review and update the Respectful Workplace Policy
<span style="color: red;">●</span>	Review and update the Communicable Disease Policy

### Emergency Prevention and Response

	Strategic Task
●	Install and stabilize new dispatch system with incident reporting and shift tracking (implementation ongoing)
●	Conduct operational testing (tender pumping test) to validate capability and readiness
●	Advance reciprocity / mutual support arrangements with other municipalities (in progress)
●	Complete formal response time analysis and identify bottlenecks (data-driven report not yet evidenced)
●	Develop and implement a documented change management strategy to ensure consistent operations
●	Implement a continuous improvement feedback process (post-incident learning loop)

### Community Relationships and Governance

	Strategic Task
●	Deliver public engagement sessions (Ask Salt Spring town halls)
●	Strengthen partnerships with agencies serving Salt Spring Island (e.g., water authority collaboration)
●	Improve Trustee election access and participation (policy enabling mail-in ballots)
●	Engage elected officials and community leaders (e.g., MLA visit)
●	Develop collaboration agreements/MOUs with partner agencies (relationships evidenced; formal MOUs not yet evidenced)

### Infrastructure & Capital Planning

	Strategic Task
●	Monitor and manage Firehall #1 construction risks and report on risk mitigation activities
●	Plan and expand emergency water supply options (e.g., reserve pond planning)
●	Pursue land acquisition opportunities (donations/swaps)
●	Acquire capital assets to improve readiness (used vehicles and portable fire tank/pump acquired)
●	Augment the long-term Capital Plan (capital actions underway; formal plan update not yet evidenced)

**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Financial Statements**  
**Year Ended December 31, 2025**

**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Index to Financial Statements**  
**Year Ended December 31, 2025**

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## **MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING**

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The financial statements of Salt Spring Island Fire Protection District have been prepared in accordance with Canadian public sector accounting standards (PSAS). When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. These statements include certain amounts based on management's estimates and judgments. Management has determined such amounts based on a reasonable basis in order to ensure that the financial statements are presented fairly in all material respects.

The integrity and reliability of Salt Spring Island Fire Protection District's reporting systems are achieved through the use of formal policies and procedures, the careful selection of employees and an appropriate division of responsibilities. These systems are designed to provide reasonable assurance that the financial information is reliable and accurate.

The Board of Directors is responsible for ensuring that management fulfills its responsibility for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board carries out this responsibility principally through its Audit Committee. The Audit Committee is appointed by the Board and meets periodically with management and the members' auditors to review significant accounting, reporting and internal control matters. Following its review of the financial statements and discussions with the auditors, the Audit Committee reports to the Board of Directors prior to its approval of the financial statements. The Committee also considers, for review by the Board and approval by the members, the engagement or re-appointment of the external auditors.

The financial statements have been audited on behalf of the members by McLean, Lizotte, Wheadon and Company, in accordance with Canadian generally accepted auditing standards.

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Jamie Holmes, Fire Chief

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Rodney Dieleman, Chief  
Administrative Office

Salt Spring Island, BC  
March 14, 2026

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## INDEPENDENT AUDITOR'S REPORT

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To the Members of Salt Spring Island Fire Protection District

*Report on the Financial Statements*

*Opinion*

We have audited the financial statements of Salt Spring Island Fire Protection District (the "District"), which comprise the statement of financial position as at December 31, 2025, and the statements of operations, changes in accumulated surplus, changes in net financial assets (debt) and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the District as at December 31, 2025, and the results of its operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards (PSAS).

*Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the District in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the District's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the District's financial reporting process.

*(continues)*

*Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Salt Spring Island, British Columbia  
March 14, 2026

**MCLEAN, LIZOTTE, WHEADON AND COMPANY**  
**Chartered Professional Accountants**



**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Statement of Financial Position**  
**December 31, 2025**

	2025	2024
<b>ASSETS</b>		
Cash (Note 3)	\$ 9,529,633	\$ 3,829,500
Accounts receivable	184,716	93,862
Long term Investments	1,641,498	1,357,354
<b>TOTAL FINANCIAL ASSETS</b>	<b>11,355,847</b>	<b>5,280,716</b>
<b>LIABILITIES</b>		
Accounts payable	1,224,763	543,074
Due to government agencies	25,489	7,229
Interest payable	49,111	-
Wages payable	123,994	105,240
Compensated absences and post-employment benefits	508,414	345,787
Deferred revenue	3,019,000	2,794,091
Long term debt (Note 6)	9,700,000	-
<b>TOTAL FINANCIAL LIABILITIES</b>	<b>14,650,771</b>	<b>3,795,421</b>
<b>NET FINANCIAL ASSETS (DEBT)</b>	<b>(3,294,924)</b>	<b>1,485,295</b>
<b>NON-FINANCIAL ASSETS</b>		
Inventory	-	345
Prepaid expenses	32,184	32,374
Tangible capital assets (Note 4)	11,399,491	5,565,575
	<b>11,431,675</b>	<b>5,598,294</b>
<b>ACCUMULATED SURPLUS</b>	<b>\$ 8,136,751</b>	<b>\$ 7,083,589</b>

**ON BEHALF OF THE BOARD**

\_\_\_\_\_ Trustee

\_\_\_\_\_ Trustee

**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Statement of Operations**  
**Year Ended December 31, 2025**

	Budget 2025	Total 2025	Total 2024
<b>REVENUES</b>			
Taxation	\$ 5,588,184	\$ 5,588,183	\$ 5,142,000
Other income	55,000	211,820	98,119
Interest	6,750	129,541	155,184
	<u>5,649,934</u>	<u>5,929,544</u>	<u>5,395,303</u>
<b>OPERATING EXPENSES</b>			
Automotive	103,500	116,014	101,681
Awards and recognition	10,300	1,898	1,760
Fire protection	80,500	27,248	14,996
Repairs and maintenance - building	76,800	33,720	34,561
Repairs and maintenance - equipment	136,020	201,414	106,449
Training	79,500	82,698	70,315
Utilities	39,500	39,026	78,392
	<u>526,120</u>	<u>502,018</u>	<u>408,154</u>
	<u>5,123,814</u>	<u>5,427,526</u>	<u>4,987,149</u>
<b>ADMINISTRATIVE EXPENSES</b>			
Advertising and promotion	30,000	9,846	35,081
Amortization	205,000	200,804	211,329
Annual dinner	8,000	9,031	7,610
Convention, dues and subscriptions	10,100	5,562	6,599
Fireworks	5,000	5,837	4,860
Insurance	54,000	57,064	53,357
Interest on long term debt	-	49,111	868
Office	99,950	48,888	34,100
Rental	18,000	15,518	15,018
Technical and professional fees	56,100	38,081	59,605
Telephone	20,000	3,909	17,462
	<u>506,150</u>	<u>443,651</u>	<u>445,889</u>
<b>SURPLUS FROM OPERATIONS BEFORE WAGES, BENEFITS AND RELATED ITEMS</b>	<u>4,617,664</u>	<u>4,983,875</u>	<u>4,541,260</u>
<b>SURPLUS BEFORE WAGES AND BENEFITS</b>			
Labour relations	(24,000)	(14,486)	(17,397)
Wages and benefits	(3,714,539)	(3,916,227)	(3,545,723)
	<u>(3,738,539)</u>	<u>(3,930,713)</u>	<u>(3,563,120)</u>
<b>SURPLUS BEFORE OTHER ITEMS</b>	879,125	1,053,162	978,140
<b>OTHER ITEMS</b>			
Community works funds (Note 7)	-	-	1,000,000
<b>ANNUAL SURPLUS</b>	<u>\$ 879,125</u>	<u>\$ 1,053,162</u>	<u>\$ 1,978,140</u>

**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Statement of Changes in Accumulated Surplus**  
**Year Ended December 31, 2025**

	<b>2025</b>	<b>2024</b>
<b>ACCUMULATED SURPLUS (DEFICIT) - BEGINNING OF YEAR</b>	<b>\$ 7,083,589</b>	<b>\$ 5,105,449</b>
<b>ANNUAL SURPLUS</b>	<b>1,053,162</b>	<b>1,978,140</b>
<b>ACCUMULATED SURPLUS - END OF YEAR</b>	<b>\$ 8,136,751</b>	<b>\$ 7,083,589</b>

**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Statement of Changes in Net Financial Assets (Debt)**  
**Year Ended December 31, 2025**

	Budget 2025	2025	2024
<b>ANNUAL SURPLUS</b>	\$ 879,125	\$ 1,053,162	\$ 1,978,140
Amortization of tangible capital assets	205,000	200,804	211,329
Purchase of tangible capital assets including capital leases	-	(6,034,719)	(2,560,708)
Loss (gain) on disposal of assets	-	-	(2)
Decrease (increase) in prepaid expenses	-	189	(2,909)
Decrease in inventory	-	345	900
	<u>205,000</u>	<u>(5,833,381)</u>	<u>(2,351,390)</u>
<b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	1,084,125	(4,780,219)	(373,250)
<b>NET FINANCIAL ASSETS - BEGINNING OF YEAR</b>	<u>1,485,295</u>	<u>1,485,295</u>	<u>1,858,545</u>
<b>NET FINANCIAL ASSETS (DEBT) - END OF YEAR</b> <i>(Note 3)</i>	<u>\$ 2,569,420</u>	<u>\$ (3,294,924)</u>	<u>\$ 1,485,295</u>

**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Statement of Cash Flows**  
**Year Ended December 31, 2025**

	2025	2024
<b>OPERATING ACTIVITIES</b>		
Annual surplus	\$ 1,053,162	\$ 1,978,140
Item not affecting cash:		
Amortization of tangible capital assets	<u>200,804</u>	<u>211,329</u>
	<u>1,253,966</u>	<u>2,189,469</u>
Changes in non-cash working capital:		
Accounts receivable	(90,854)	77,843
Accounts payable	681,688	459,310
Deferred revenue	224,909	223,091
Inventory	345	900
Prepaid expenses	190	(2,909)
Interest payable	49,111	-
Wages payable	18,754	(3,949)
Due to government agencies	18,260	-
Compensated absences and post-employment benefits	<u>162,627</u>	<u>(110,137)</u>
	<u>1,065,030</u>	<u>644,149</u>
Cash flow from operating activities	<u>2,318,996</u>	<u>2,833,618</u>
<b>INVESTING ACTIVITIES</b>		
Purchase of tangible capital assets including capital leases	(6,034,719)	(2,560,710)
Long term Investments	<u>(284,144)</u>	<u>448,102</u>
Cash flow used by investing activities	<u>(6,318,863)</u>	<u>(2,112,608)</u>
<b>FINANCING ACTIVITIES</b>		
Proceeds from long term financing	9,700,000	-
Repayment of obligations under capital lease	<u>-</u>	<u>(60,623)</u>
Cash flow from (used by) financing activities	<u>9,700,000</u>	<u>(60,623)</u>
<b>INCREASE IN CASH FLOW</b>	<b>5,700,133</b>	<b>660,387</b>
Cash - beginning of year	<u>3,829,500</u>	<u>3,169,113</u>
<b>CASH - END OF YEAR (Note 3)</b>	<b><u>\$ 9,529,633</u></b>	<b><u>\$ 3,829,500</u></b>

# SALT SPRING ISLAND FIRE PROTECTION DISTRICT

## Notes to Financial Statements

Year Ended December 31, 2025

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### 1. PURPOSE OF THE DISTRICT

The Salt Spring Island Fire Protection District (the "District") is an improvement district incorporated under the Local Government Act of British Columbia in 1959.

The purpose of the District is to provide fire protection services to the residents of the District.

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### 2. SIGNIFICANT ACCOUNTING POLICIES

#### Financial Statement presentation

The financial statements of the district have been prepared in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the district are as follows:

#### Basis of accounting

The District follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

#### Fund accounting

Funds within the financial statements consists of operating, tangible capital assets, and general capital purpose reserve.

Revenues and expenses related to program delivery and administrative activities are reported in the Operating Fund.

The Tangible Capital Assets Fund reports the assets, liabilities, revenues, and expenses related to Salt Spring Island Fire Protection District's capital assets and building improvements campaign.

The General Capital Purpose Reserve Fund was established by bylaw #134 on June 25, 2018. These funds can only be disbursed through bylaws approved and passed by the Trustees and further approved by the Inspector of Municipalities of the Province of British Columbia for the purposes of upgrading or replacing existing tangible capital assets. Transfers to the Reserve will be made periodically from operating surplus or the sale of district land. Transfers from the Reserve will be made periodically to account for approved disbursements.

#### Cash and cash equivalents

Cash includes cash and cash equivalents. Cash equivalents are investments in treasury bills and are valued at cost plus accrued interest. The carrying amounts approximate fair value because they have maturities at the date of purchase of less than ninety days.

#### Investments

Investments are comprised of term deposits and are recorded at cost, plus accrued interest.

#### Compensated absences and post-employment benefits

It is the policy of the District to record banked post-employment benefits and compensated absences as an expense in the year earned.

*(continues)*

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**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Notes to Financial Statements**  
**Year Ended December 31, 2025**

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2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Employee future benefits

The District and its employees make contributions to the Municipal Pension Plan. The District's contributions are expensed as incurred.

Deferred revenue and deposits

Deferred revenue consists of an advance on next year's tax revenues. Revenue is recognized in the period which it was collected for.

Revenue recognition

The provincial government collects and distributes taxes to the District. Taxation revenues are recorded in the year in for which they are levied. In addition, the provincial government also collects taxes for the capital advance tax levy, which is used to offset the long term debt held with the provincial government.

Non-financial assets and liabilities

Non-financial assets and liabilities are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

I. Tangible capital assets including capital leases

Tangible capital assets are recorded at cost which includes amounts that are directly attributed to aquisition, construction, development or betterment of an asset. The cost, less residual value of the capital asset is amortized on a declining balance basis at the following rates:

Buildings	5%
Computers	30%
Containers and storage	10%
Equipment	20%
Motor vehicles	10%

The District regularly reviews its non-financial assets to eliminate obsolete items. Government grants are treated as a reduction of non-financial assets cost.

Non-financial assets acquired during the year but not placed into use are not amortized until they are placed into use. Non-financial assets no longer in use are not amortized.

Assets under construction are not depreciated until the asset is placed in service.

II. Inventory and prepaid expenses

Inventories and prepaid expenses are recorded at the lower of cost and replacement cost.

*(continues)*

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**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Notes to Financial Statements**  
**Year Ended December 31, 2025**

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Use of estimates

Preparation of the financial statements in conformity with Canadian public sector accounting standards requires the Board to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Significant estimates include assumptions used in estimating historical cost and useful lives of tangible capital assets and estimating provisions for accrued liabilities. Actual results could differ from these estimates and adjustments, if any, will be reflected in the period of settlement or upon a change in the estimate.

Financial instruments

The District's financial instruments consist of cash, accounts receivable, investments, accounts payable, and deferred revenue. The carrying amount of these financial instruments approximates their fair value because they are short-term in nature or because they bear interest at market rates.

Unless otherwise noted, it is management's opinion that the District is not exposed to significant interest, liquidity or credit risk arising from these financial instruments.

3. CASH

	<b>2025</b>	<b>2024</b>
Restricted cash	\$ 3,136	\$ 38,986
Unrestricted cash	<b>9,526,497</b>	3,790,514
	<b>\$ 9,529,633</b>	<b>\$ 3,829,500</b>

Restricted cash was established by bylaw #39 to fund the Capital Works Renewal Reserve Fund and the General Capital Purpose Reserve Fund. These funds can only be disbursed by a bylaw passed by the Trustees and approved by the Inspector of Municipalities of the Province of British Columbia for the purposes of upgrading or replacing existing tangible capital assets.

**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Notes to Financial Statements**  
**Year Ended December 31, 2025**

4. TANGIBLE CAPITAL ASSETS

<u>Cost</u>	2024 Balance	Additions	Disposals	2025 Balance
Buildings	\$ 661,078	\$ -	\$ -	\$ 661,078
Computer equipment	63,446	-	-	63,446
Containers and storage	38,676	-	-	38,676
Equipment	971,934	54,416	-	1,026,350
Land	801,492	83,365	-	884,857
Motor vehicles	4,039,342	38,848	-	4,078,190
Assets under construction	2,986,381	5,858,090	-	8,844,471
	<b>\$ 9,562,349</b>	<b>\$ 6,034,719</b>	<b>\$ -</b>	<b>\$ 15,597,068</b>

<u>Accumulated Amortization</u>	2024 Balance	Amortization	Accumulated Amortization on Disposals	2025 Balance
Buildings	\$ 458,712	\$ 10,118	\$ -	\$ 468,830
Computer equipment	60,728	815	-	61,543
Containers and storage	26,636	1,204	-	27,840
Equipment	793,535	46,563	-	840,098
Motor vehicles	2,657,163	142,103	-	2,799,266
	<b>\$ 3,996,774</b>	<b>\$ 200,803</b>	<b>\$ -</b>	<b>\$ 4,197,577</b>

<u>Net book value</u>	2025	2024
Buildings	\$ 192,248	\$ 202,366
Computer equipment	1,903	2,718
Containers and storage	10,836	12,040
Equipment	186,252	178,399
Land	884,857	801,492
Motor vehicles	1,278,924	1,382,179
Assets under construction	8,844,471	2,986,381
	<b>\$ 11,399,491</b>	<b>\$ 5,565,575</b>

Assets under construction have not been amortized. Amortization of these assets will commence when the asset is put into service.

5. COMPENSATED ABSENCES AND POST-EMPLOYMENT BENEFITS

The District provides sick leave and certain other benefits to its employees. The accrued benefit obligation has been estimated by the District.

**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Notes to Financial Statements**  
**Year Ended December 31, 2025**

6. LONG TERM DEBT

	<b>2025</b>	<b>2024</b>
Bylaw #161 loan bearing interest at 4.4% per annum, repayable in annual blended payments of \$636,976. The loan matures on July 1, 2050.	<b>\$ 9,700,000</b>	\$ -
Amounts payable within one year	-	-
	<b>\$ 9,700,000</b>	<b>\$ -</b>

The Province of British Columbia collects the capital advance tax levy on behalf of the District and these funds are used directly to offset these long term debt.

No interest has been paid, but interest was accrued to December 31, 2025 in the amount of \$49,111.

Principal repayment terms are approximately:

2026	\$ 373,880
2027	226,627
2028	236,598
2029	247,009
2030	257,877
	<b>\$ 1,341,991</b>

7. COMMUNITY WORKS FUNDS

Community Works Fund Agreement funding is provided by the Government of Canada and use of the funding is established by a funding agreement between the Capital Regional District and the Union of British Columbia Municipalities. Total funding under this agreement is one million dollars and must be used for the construction of the new fire hall.

8. PENSION PLAN

The District and certain of its employees contribute to the Municipal Pension Plan ("the plan"). The plan is a multi-employer defined benefit plan. The British Columbia Pension Corporation administers the Plan, including the payment of pension benefits on behalf of employers and employees in accordance with the Public Sector Pension Plans Act and the Municipal Pension Plan Rules. The risks and rewards associated with the Plan's unfunded liability or surplus are shared between the employers and the Plan's members and may be reflected in their future contributions.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year. This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

During the year, the District contributed \$281,201 (2024 - \$308,018) on behalf of the employees.

**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Notes to Financial Statements**  
**Year Ended December 31, 2025**

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9. BUDGET

The financial plan is prepared on a revenue and expenditure basis. The unaudited budget figures presented in these financial statements have been approved by the trustees for the year and are presented for information purposes only.

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10. FINANCIAL INSTRUMENTS

The District is exposed to certain risks from its financial instruments:

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The District is exposed to credit risk through its cash and cash equivalents, accounts receivable and investments. The maximum exposure to credit risk on these instruments is their carrying value.

Credit risk associated with cash and cash equivalents is minimized by ensuring that these assets are held at financial institutions with a high credit quality. The District has deposited cash with reputable financial institutions, from which management believes the risk of loss to be remote.

The District assess, on a continuous basis, accounts receivables and provides for any amounts that are not collectible.

Liquidity risk

Liquidity risk is the risk that the District will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The District manages its liquidity risk by monitoring its operating and capital requirements. The District prepares budget and cash flow forecasts to ensure it has sufficient funds to fulfill its obligations.

Market risk

Market risk is the risk that changes in market prices, as a result of changes in foreign exchange rates or interest rate will affect the District's value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters while optimizing return on investments.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the District manages exposure through its normal operating and financing activities.

The District is exposed to interest rate risk primarily through its interest earned on its term deposits, and interest rate paid on its long term debt.

There has been no significant change to the risk exposure from the 2025 fiscal year.

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**SALT SPRING ISLAND FIRE PROTECTION DISTRICT**  
**Notes to Financial Statements**  
**Year Ended December 31, 2025**

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11. CONTRACTUAL OBLIGATIONS

New Fire Hall Construction

The District began construction of a new fire hall during the 2024 fiscal year. The total cost of this project is estimated to be \$13,000,000 which includes a 13% contingency. The total borrowing will not exceed \$9,700,000 as per the 2022 referendum. The borrowing term will be 25 years.

Construction began in the 2024 fiscal year, and continued into 2025. Expenditures towards the construction of the new fire hall have been capitalized as part of assets under construction.

The project is estimated to be completed during the 2026 fiscal year.

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12. CONTINGENCIES

In January 2025, the District was served notice of litigation for which management is unable to determine the outcome. No provision has been made in the financial statements for this claim.

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**Salt Spring Island Protection District**  
**Schedule showing the Remuneration and Expenses Paid to or on behalf of each Employee**  
**For 2025**

**1. Elected Officials (Board of Trustees)**

Name	Position	Earnings in 2025	Pension 2025	Expense Reimbursement	Box 14 2025 T4's Total Reimbursement
Rollie Cook	Chair	\$ 4,679.31			\$ 4,679.31
Mary Lynn Hetherington	Board Member	\$ 4,010.79			\$ 4,010.79
David Courtney	Board Member	\$ 4,010.79			\$ 4,010.79
Dennis Lucarelli	Board Member	\$ 4,010.79			\$ 4,010.79
Robin Williams	Board Member	\$ 4,010.79			\$ 4,010.79
Rob Oliver	Board Member	\$ 4,010.79			\$ 4,010.79
John Wakefield	Board Member	\$ 1,370.79			\$ 1,370.79
<b>A) Total Elected Officials (Board of Trustees)</b>		<b>\$ 26,104.05</b>			<b>\$ 26,104.05</b>

**2. Other Employees**

Name	Position	Earnings in 2025	Overtime in 2025	Taxable Benefits	Expense Reimbursement	Box 14 2025 T4's Total Reimbursement
Holmes, Jamie	Fire Chief	\$ 180,321.21	\$ -	\$ 9,199.16	\$ 1,478.50	\$ 228,696.20
Lundy, Dale	Deputy Chief	\$ 175,713.61	\$ -	\$ 10,440.94	\$ 1,000.00	\$ 186,154.55
Sherrin, Mitchell (retired)	Assistant Chief	\$ 22,904.02	\$ -	\$ 1,652.64		\$ 122,659.75
Akerman, Patrick (Ken)	Assistant Chief	\$ 173,514.22	\$ 18,938.49	\$ 7,970.07		\$ 205,440.80
Hunsberger, Cody	Captain	\$ 157,203.86	\$ 26,862.79	\$ 6,835.82	\$ 242.73	\$ 196,696.79
Akerman, Clayton J	Captain	\$ 153,737.67	\$ 13,678.40	\$ 4,937.77		\$ 172,353.84
Byne, Patrick	Captain	\$ 162,028.37	\$ 10,991.65	\$ 3,921.39	\$ 211.94	\$ 176,941.41
Nuyens, Warren S	Captain	\$ 164,928.68	\$ 9,106.24	\$ 6,384.95	\$ 759.60	\$ 200,803.07
Capranos, Krystal	Fire Fighter	\$ 151,949.88	\$ 5,269.58	\$ 300.40	\$ 2,191.10	\$ 157,519.86
Fraser, Gordon	Fire Fighter	\$ 128,286.77	\$ 17,510.55	\$ 3,754.36	\$ 1,299.26	\$ 149,551.68
Proudfoot, Cameron	Fire Fighter	\$ 127,995.52	\$ 9,549.92	\$ 3,696.04	\$ 1,110.93	\$ 141,241.48
Lindstrom, Joshua	Fire Fighter	\$ 125,052.82	\$ 1,085.00	\$ 3,628.05		\$ 129,765.87
Smith, Daniel (retired)	Fire Fighter	\$ 93,466.93	\$ 1,488.77	\$ 3,445.15	\$ 150.00	\$ 102,164.85
Dieleman, Rodney	CAO	\$ 118,281.55	\$ -	\$ 2,865.96	\$ 339.20	\$ 121,147.51
<b>B) Employee Remuneration greater than \$75,000</b>		<b>\$ 1,935,385.11</b>	<b>\$ 114,481.39</b>	<b>\$ 69,032.70</b>	<b>\$ 8,783.26</b>	<b>\$ 2,291,137.66</b>

All Employees Earning Greater than \$75,000 per year: \$ 2,291,137.66  
All Other Employees Earning Less than \$75,000 per year: \$ 650,759.48  
Elected Officials: \$ 26,104.05  
**B) Total Employee Payments for 2025: \$ 2,968,001.19**

**3. Reconciliation**

Per 2025 T4 Data Box 14: Elected Officials: \$ 26,104.05  
Career Fire Fighter Wages: \$ 2,169,990.15  
Volunteer Wages: \$ 382,969.54  
Administration: \$ 388,937.45  
**Box 14 2025 T4's: \$ 2,968,001.19**

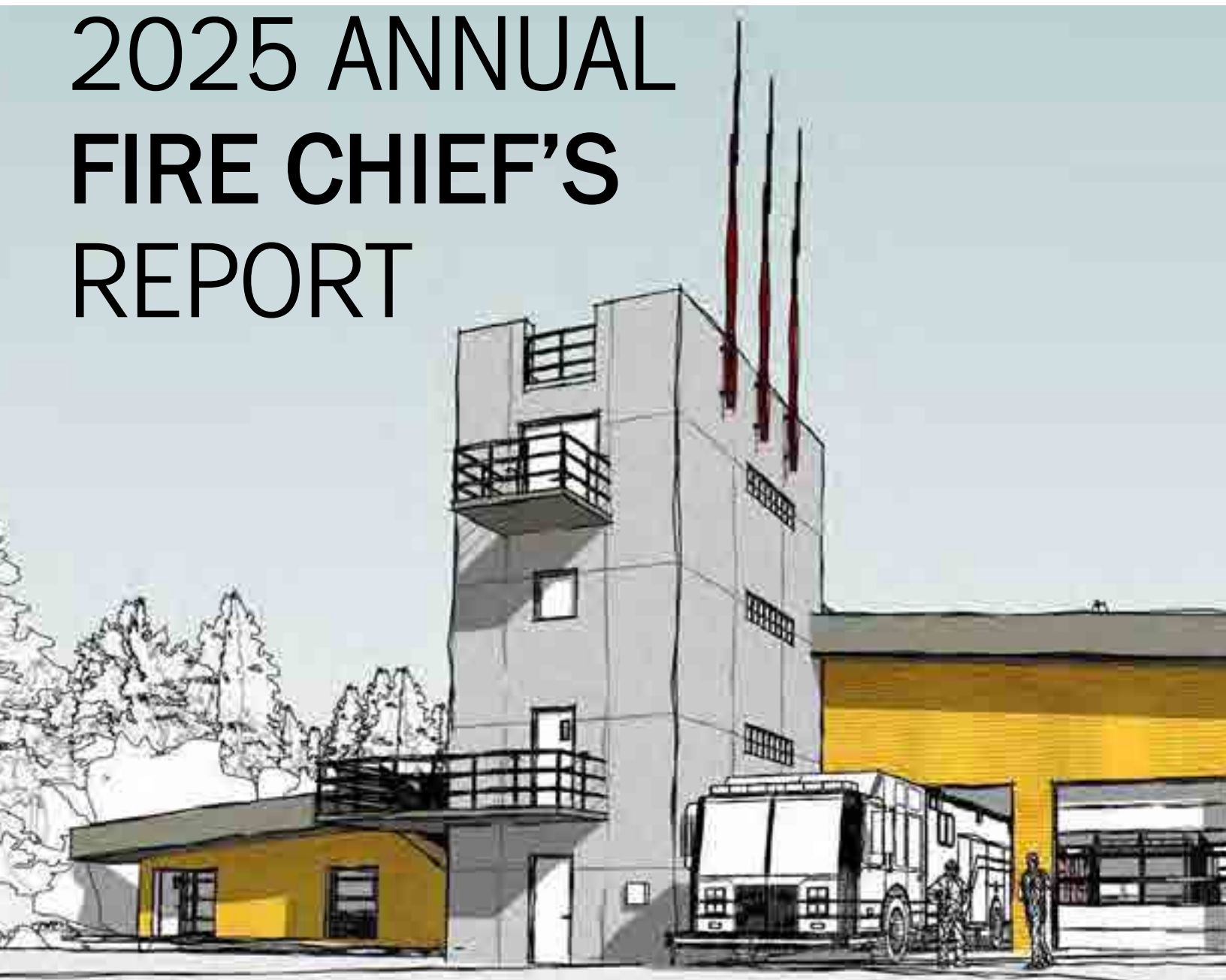
**4. 2025 Payments to Suppliers of Goods and Services in Excess of \$25,000.**

Supplier	Description of Good or Service	Amount
MKM Projects Ltd	New Fire Hall Construction Service	\$ 5,192,362.13
BC Hydro	New Fire Hall Electrical Infrastructure	\$ 148,587.85
Benefits By Design	Group Benefits	\$ 143,827.48
Johnston Davidson Architects	New Fire Hall Design Service	\$ 136,442.39
MasterCard	Various Goods and Services	\$ 118,434.42
Rainwalk Design & Mapping	Fulford Water Reserve Pond	\$ 82,664.84
Hub Health and Welfare Trust	Paid on Call Health Benefits	\$ 67,538.45
North Salt Spring Water Works	Hydrant Maintenance and Water Services	\$ 52,972.92
Velocity Truck Centre	Fleet Maintenance	\$ 38,738.90
Seafirst Insurance Brokers	Corporate Insurance	\$ 38,627.00
Columbia Fuels	Diesel Fuel for Trucks and Heating Fuel	\$ 31,045.72

# Salt Spring Island Fire Rescue



# 2025 ANNUAL FIRE CHIEF'S REPORT



**PERSONAL MISSION:** *To be honest, helpful, and human.*

**PERSONAL VISION:** *To see potential, instead of obstacles.*

**CHIEF OFFICERS' VISION:** *Empower others within our organization.*

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## Message from the Fire Chief's Office

As Fire Chief of Salt Spring Island Fire Rescue, I am honored to present the 2025 **Annual Fire Chief's Report**. I want to take this opportunity to extend my gratitude to the Salt Spring Island Fire Protection District Board of Trustees and the volunteer committee members who devoted countless hours in 2025 to enhance our community and the department.

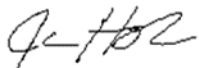
I am immensely proud of the men and women serving in all capacities of Salt Spring Island Fire Rescue. They are skilled professionals who face physical, mental, and emotional challenges regularly. This report aims to showcase our performance and the achievements we celebrated throughout the year.

In 2025, Salt Spring Island Fire Rescue achieved several key milestones that reflect our commitment to community safety and service excellence. We successfully maintained high response times, ensuring that emergencies were addressed promptly and effectively. Our team conducted numerous training sessions, enhancing the skills and readiness of our personnel. We also implemented new fire prevention programs that significantly increased community awareness and preparedness. Additionally, we upgraded our emergency equipment to meet safety standards, further bolstering our operational capacity. Overall, our department fostered strong community relationships through outreach initiatives, emphasizing the importance of fire safety and emergency preparedness.

I would also like to thank the families of our members for their unwavering support, as they are an integral part of our fire service family. Our aim is to foster a healthy community for our staff, residents, and visitors. SSIFR is comprised of dedicated professionals committed to delivering exceptional service to our community. We are privileged to serve this great community.

I want to express my sincere appreciation to every member of our department for their extraordinary dedication and hard work throughout the year.

*Sincerely,*



*Jamie Holmes*

Fire Chief

jholmes@saltspringfire.com

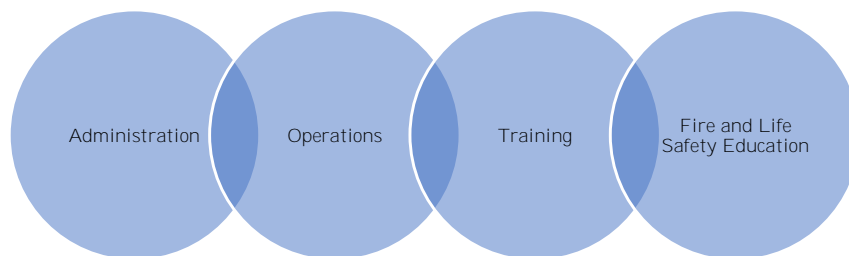


# Our Purpose to Serve



## Focus 2025

- Continue to enhance the health and livability of our community.
- Enhance our relationships with our neighbours and community leaders.
- Foster and support a resilient and diverse community.
- Continue to address the operational and financial requirements for our department.
- Encourage employee mental wellness.
- Construction of a new community fire station.

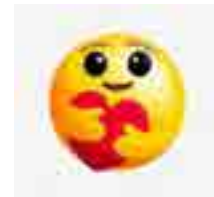


# Organizational Overview

The Salt Spring Island Fire Rescue (SSIFR) is a full-service department providing fire/rescue operations, emergency medical services, fire investigations, fire inspections, and fire and life safety education.

The Fire Department operates from three fire halls located strategically throughout the island to provide a rapid response. Service is delivered utilizing three Engines, three Water Tenders, one Brush Truck, one Mini Pumper, one Rehab Support Unit, three Medic Units, one Hazmat Unit, one Inland Water Rescue Boat, one Wildland Sprinkler Unit (SPU) along with three reserve apparatus.

The Fire Department maintains accreditation through Fire Underwriters Survey (FUS) for our water delivery capabilities under the certification of Superior Tender Shuttle.



**Bel Manson**  
Being a firefighter at SSIFR is/was one of my proudest experiences. Thank you for being an amazing, supportive service to represent. Happy International Women's Day to all the current and past serving members.  
2w Love Reply Hide



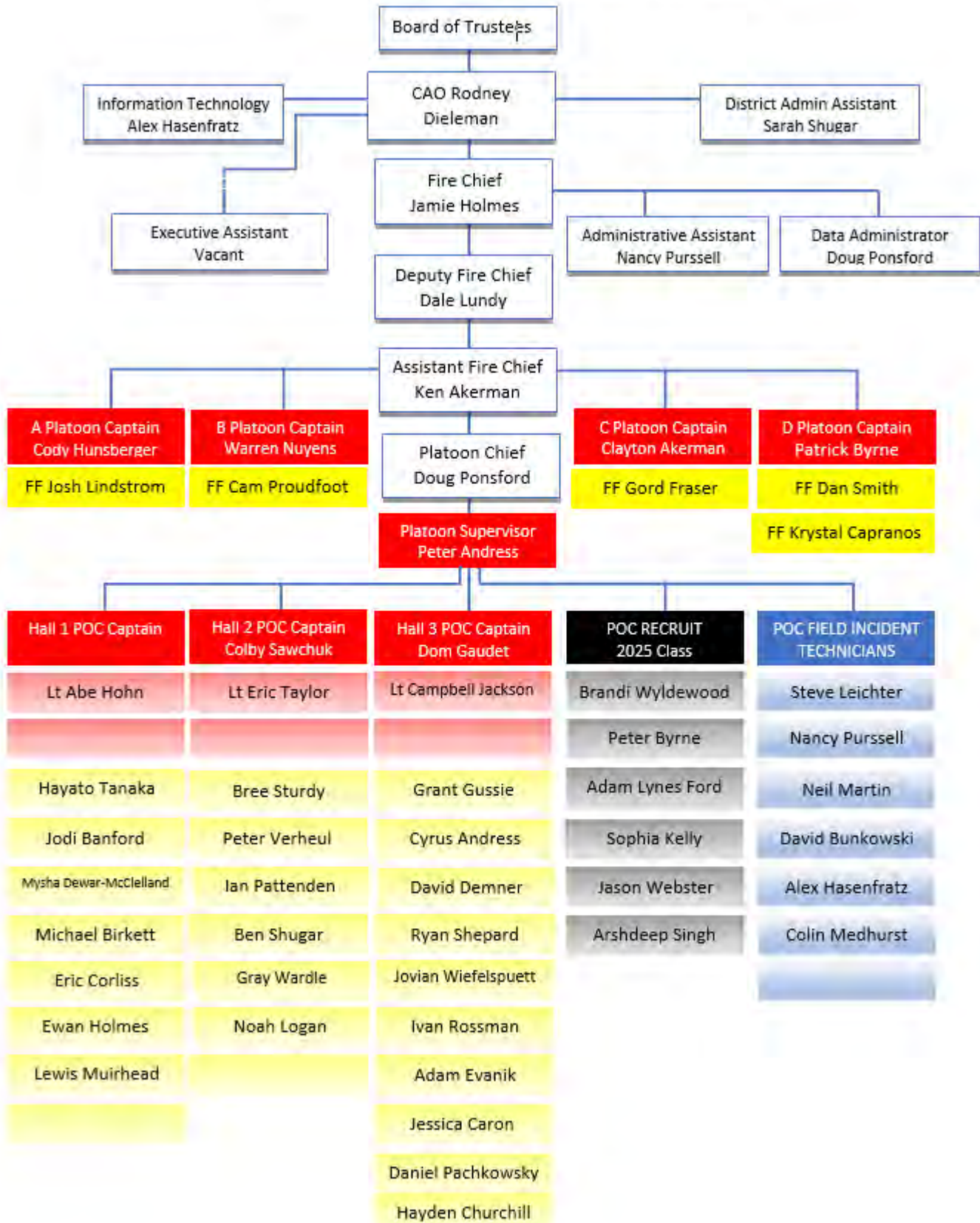
**Theresa Burley-Hughes**  
Thank you for being awesome and watching out for us. 🌈❤️  
28w Like Reply Hide

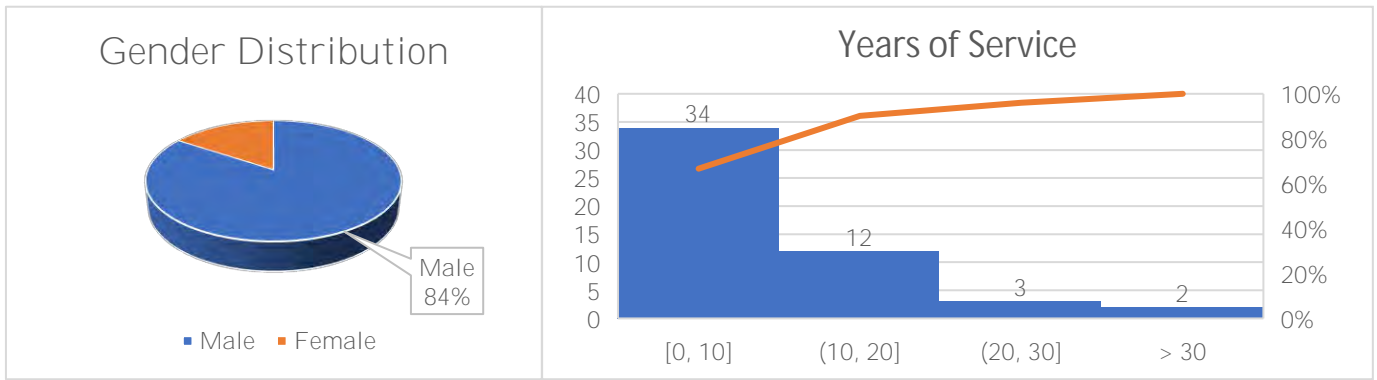


**Rosemary Kilmer**  
Beautiful energy..we are so grateful these folks stepped up..feel safer already!  
12w Love Reply Hide



## Salt Spring Fire Rescue Organizational Chart 2025





SSIFR took on six additional recruit members in 2025. We continue to be a relatively junior department, with more than half of our membership under the ten-year service mark. The average length of service currently sits at 9.9 years, which is higher than average for Paid-On-Call (POC) departments. SSIFR continues to promote diversity in our department with sixteen percent of the membership being non-male. SSIFR is well above the Canadian average of five percent gender diversity. Our members range in age from sixteen to sixty plus with the average being 44 years old. The average recruit age is **34, so it's not too late if you are thinking of volunteering.**

Salt Spring Island Fire Rescue is very proud to recognize our talented and dedicated members who celebrated years of service milestones in 2025.

### Celebrating Milestones

- 10 Years - Cam Proudfoot
- 15 Years - Clayton Akerman, Nancy Purssell, Grant Gussie
- 20 Years - Dominique Gaudet
- 30 Years - Ken Akerman

- Most Dedicated to Training – Mysha Dewar-McClelland 455 hours
- Most Dedicated to Calls – Colby Sawchuk 211 hours
- Most Dedicated to Fire and Life Safety Education – Mysha Dewar-McClelland 197 hours
- Recruit Firefighter of the Year – Gray Wardle
- Fire Officer of the Year – Abrahm Hohn

Congratulations to **Dominique Gaudet** for receiving the 2025 BC Wildland Firefighter Vanguard Award at the FireSmartBC awards. On top of the work Captain Gaudet puts in for SSIFR he also works for BC Forestry and has worked on deployments all over BC. We're very lucky to have Dom on our team and utilize his knowledge to help keep our crews safe at home and while out on deployments.



# Operations

Our mission is to minimize injuries, death and property loss related to fires, medical emergencies, and other disasters through efficient delivery of effective fire suppression, rescue and pre-hospital care.

The career members ensure our equipment is in good order, and ready for emergency responses through weekly hall inspections and truck equipment checks. Paid-on-Call members assist in emergency responses, when available, to give us the numbers required to deal with emergency situations safely and effectively.

The change in staffing model to a twenty-four-hour staffed Fire Hall #1 that took place in 2021 continued to pay dividends in 2025. Several structure fires were knocked down while still small due to the quick response of on-Duty Crews backed up by Paid-on-Call members. This year SSIFR responded to eleven structures where fires were extinguished and prevented from spreading to adjacent buildings or to nearby wildland interface areas.

Our fleet continues to be maintained to Fire Underwriter Survey (FUS) standards. We purchased a “new to us” Ambulance Unit from Texas, saving over 90% of the cost of a new unit. This unit now serves as Rehab Support Unit 1 (RSU1) and allows us to assess, evaluate, and rehabilitate our members at the scene of major events. It can also provide assistance with communications, first aid, and traffic control.



## 2025 Operational Highlights

**New Firehall #1:** The bulk of the new Firehall #1 build was completed in 2025. It certainly took a considerable amount of my time day to day and week to week. The important part? We are on time and on budget. I would like to thank Owner Representative Hans Hazenboom and steering committee members, Trustee Rollie Cook, Trustee Robin Williams, Trustee David Courtney, John Wakefield, Lloyd Cudmore, and CAO Rodney Dieleman. The committee was in place to ensure we maintained an operational building within the budget, and reach of our community.

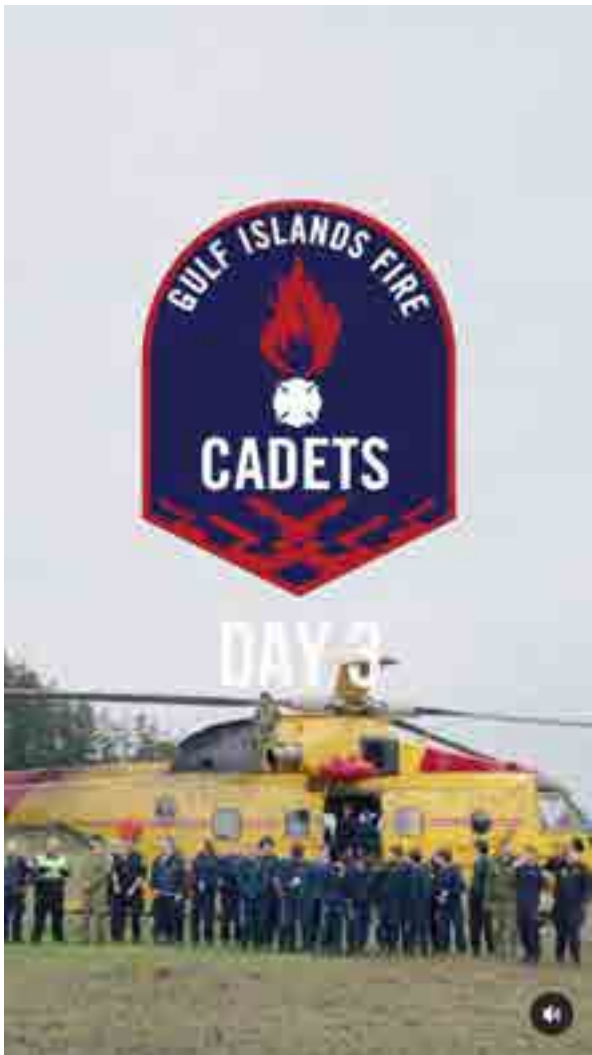


**Superior Tender Shuttle Service Accreditation:** The Superior Tender Shuttle Accreditation (STSS) is a significant fire protection method for areas without fire hydrants. It involves using water trucks, known as tenders, to shuttle water from a source to the site of a fire. This method aims to provide a level of fire protection equivalent to a municipal hydrant system. To achieve STSS accreditation, fire departments must demonstrate their ability to transport and maintain a water flow of 200 Imperial Gallons Per Minute (IGPM) for at least 1 hour. This accreditation can lead to reduced insurance premiums for property owners within the covered areas, which include properties within 8 km of a firehall and 5 km of a recognized water source.

Salt Spring Island Fire Rescue first received this accreditation in April 2011, which was a significant achievement for the department. This led to decreased fire insurance rates for many residents. The department re-accredited in 2016 and, after a reprieve due to COVID-19, prepared for another on-site accreditation process in 2025.

In February 2025, a team consisting of 24 department members practiced diligently and successfully completed the accreditation test, with Fire Protection Specialist Jomari Gaza from **Fire Underwriters Survey** overseeing the process. His positive remark, **“Beautiful”** at the 30-minute mark highlighted the team’s excellent performance. Deputy Chief Lundy and Platoon Chief Ponsford organized the evaluation team and the whole crew did an amazing job. We would also like to thank BC Ferries for letting us use the ferry lanes at Long Harbour for the evaluation and North Salt Spring Waterworks for ensuring the fire hydrants and water system stayed in great working order.





**Gulf Island Fire Cadet Camp:** Four of our members headed over to Pender Island to instruct at the bi-annual fire camp. Spanning six days during spring break, students from the Gulf Islands and greater Victoria logged around 100 hours in fire and rescue disciplines. Some of this year's highlights included, live fire, rappelling, 149 Cormorant Search and Rescue helicopter, Coast Guard Hovercraft, and RCMP command boat. Each cadet takes away something different with all of them finding a challenge at some point of the camp and pushing through it. I think one parent said it best, "This experience was beneficial on so many levels including team building, learning firefighting skills, and working through perceived limitations. From our perspective, the fire cadet camp is a unique immersion program where the teens get to feel part of a firefighting family."

I want to thank the Board of Trustees for your continued support of the Fire Cadet camp and the program. We have seen so many positive results over the years from this great event.

**Wildfire Deployment:** SSIFR was requested by the province to assist with the Wesley Ridge fire above Cameron Lake August 1<sup>st</sup> through August 8<sup>th</sup>. Two apparatus, Brush 2 with Tender 1, and five members were deployed. The crews received excellent performance reviews, and the Fire District made a few extra dollars off our apparatus. Reserve apparatus back filled our firehalls during the deployment period.



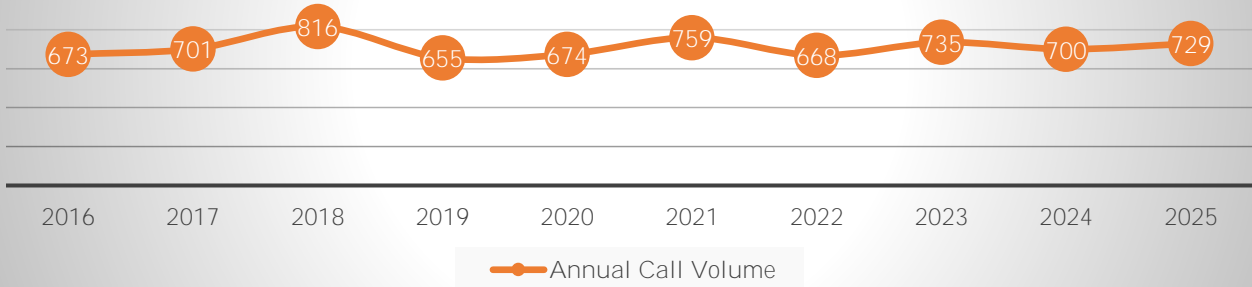
**Water Supply Pond Fulford:** A 750,000-gallon pond behind the Fulford Firehall was completed in 2025. A dry hydrant has been installed and will provide water for both drills and emergency calls for the whole island. Water supply has been a major strategic goal for the Fire District and the completion of the pond in Fulford is a major accomplishment for SSIFR. The pond was fully funded from the Water Supply Capital Reserve Fund.



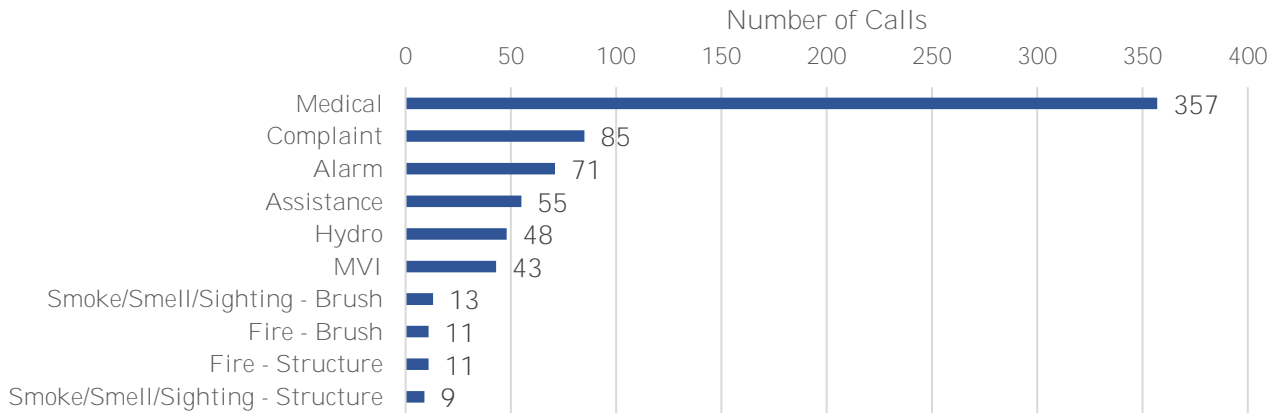
Your Salt Spring Island Firefighters



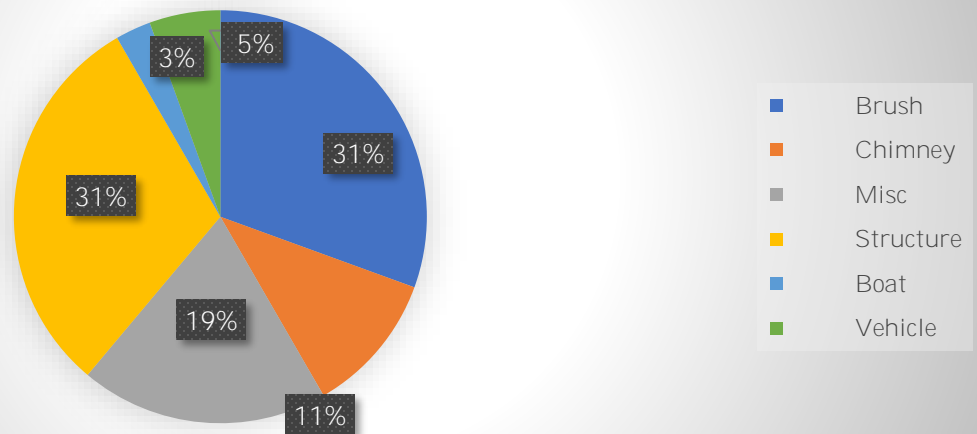
## Annual Call Volume 10 Year Trendline



## Top 10 Call Types — 2025



## 2025 Active Fire Breakdown



*Brush, Chimney, Misc., Structure, Boat, Vehicle (As Dispatched by Fire Dispatch)*

# 2025 Incident Information



INCIDENT LEGEND	Dec-25												TOTAL CALLS: 729			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC				
Act/Bylaw	5	2	5	4	12	13	9	13	8	5	5	4	85			
Aircraft													0			
Alarm	2		4	6	3	8	9	10	10	7	5	7	71			
Assistance	1	1	4	5	4	11	3	3	9	4	4	6	55			
Explosion													0			
Fire		1			1	1	1	1	5			1	11			
Brush													4			
Chimney	2		1							1			7			
Misc		1		1		5							7			
Structure	2	1		2	1	1	1		2	1			11			
Boat					1								1			
Vehicle						1							2			
HazMat		2			1			1					4			
Hydro	1	5	2	1	1	1	2	8	4	3	3	17	48			
Medical	29	28	36	27	23	31	31	39	33	37	18	25	357			
MVI	7	2	2	3	5	2	4	4	2	5	5	2	43			
Rescue	1	1	1		2		1	1		1			8			
Smoke/Smell/Sighting			2	1	1	2	1	4	1	1			13			
Structure	2			1	1	2	1	1	1				9			
<b>Total Calls for the month:</b>	<b>52</b>	<b>44</b>	<b>57</b>	<b>51</b>	<b>56</b>	<b>78</b>	<b>63</b>	<b>86</b>	<b>75</b>	<b>65</b>	<b>40</b>	<b>62</b>	<b>729</b>			
<b>2025</b>																
<b>FIRE</b>	<b>9</b>	<b>10</b>	<b>9</b>	<b>12</b>	<b>10</b>	<b>21</b>	<b>15</b>	<b>26</b>	<b>23</b>	<b>13</b>	<b>8</b>	<b>25</b>	<b>181</b>			
<b>RESCUE</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>51</b>			
<b>MEDICAL</b>	<b>29</b>	<b>28</b>	<b>36</b>	<b>27</b>	<b>23</b>	<b>31</b>	<b>31</b>	<b>39</b>	<b>33</b>	<b>37</b>	<b>18</b>	<b>25</b>	<b>357</b>			
<b>ASSISTANCE</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>9</b>	<b>16</b>	<b>24</b>	<b>12</b>	<b>16</b>	<b>17</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>140</b>			

# Fire and Life Safety Education (F&LSE)

Salt Spring Island Fire Rescue had a busy year with the Education division. We taught GISS Grade 9 students CPR level C and the TASK program Grade 11-12 students Emergency First Aid. We also went to all the Elementary Schools during Fire Safety Week and taught Lithium Battery Safety. We also visited Family Place five times and Co-Op Pre School once where there was a variety of Life Safety topics discussed with the parents.



SSIFR attended many public events to teach a variety of Fire and Life Safety subjects, some of which are Seedy Saturday, Ruckle Farm Day, Canada Day Car Show, Emergency Fair, and Fire Safety Week. Our members had countless interactions and Hall Tours where we had the opportunity to share some education and talk about the work that Salt Spring Island Fire Rescue does within the community.



The year was a huge success for FireSmart. SSIFR performed seventy-nine Fire Smart Home Assessment and had six neighbourhoods working towards a Neighbourhood Recognition. Over the year seven properties took advantage of the B.C. Fire Smart Rebate and got some money back for making their house and property more fire resilient. Several PODs had FireSmart training and CPR/AED awareness training.

I would like to thank everyone that helped with Fire and Life Safety as well as FireSmart for the 2025 year.

Ken Akerman  
Assistant Chief





# THE TRAINING REPORT

Salt Spring Island Fire Rescue  
2025



# Salt Spring Island Fire Rescue (SSIFR) 2025 Training Report

In 2025, Salt Spring Island Fire Rescue recorded a total of **9,757 training hours** across all divisions. Training efforts focused on foundational skills, officer development, specialized rescue operations, and the successful onboarding of new recruits.

---

## Courses Delivered in 2025

A wide range of training programs were provided to support operational readiness and professional development:

- Report Writing & Note Taking
- Level 1 Fire Investigation (Career staff)
- Fire Inspector Level 1 (Career staff)
- Haz-Mat Awareness (Recruits)
- Haz-Mat Technician (1 career member)
- Low to Steep Angle Rope Rescue (14 members)
- Haz-Mat Operations (Recruits)
- Confined Space Operations/Technical (15 members)
- Live Fire Training (Recruits)
- Fire Officer 1 (5 members)
- Fire Officer 2 (1 career member)
- Occupational Health & Safety courses (3 OH&S team members)
- Pumps & Pumping
- Occupational Health Wellness (all members)



# Recruit Training

The 2025 recruit program began with 12 job offers. 8 candidates accepted and entered the program in January. The year concluded with 5 successful graduates.

In late 2025, the training branch launched the 2026 recruitment cycle, again offering 12 positions. All 12 accepted and began training in January 2026.

The training year is an intensive program focused on achieving the NFPA 1001 standard. Each recruit trains between 250 – 300 hrs in their first year. These hours do not include studying and reading on their own time to ensure they are prepared to be successful. SSIFR has partnered with the College of the Rockies for the last several years, as the accrediting agency, and work closely with the college on all testing, both practical, and theoretically.



---

## Field Incident Technician (FIT) Training

The FIT program embraced a “Back to Basics” theme for 2025. FIT members play a critical support role during emergency operations, contributing to:

- Accountability
- Scribing
- Drone operations
- Traffic control
- Rehabilitation
- Area command support
- Other incident support functions

The 2025 training plan reinforced fundamental skills to ensure FIT members could reliably support incident operations.

---

# POC (Paid-on-Call) Member Training

Regular members also focused on “Back to Basics” throughout 2025. Early in the year, significant training time was dedicated to preparing for and successfully completing the Tender Shuttle Accreditation test.

Ongoing training through the year emphasized:

- NFPA 1001 JPR proficiency
- First Responder medical skills
- Alternative Water Supply techniques
- Fire attack operations
- Additional core firefighting competencies

Another component of the POC training opportunities is the Shift Familiarization on alternating Fridays and Sundays. Two POC members spend the day with the career staff, learning the daily jobs related with being a fulltime firefighter. This has been well received and a valuable training tool for the group, as well as a great venue to get to work with the career staff on a more consistent basis.

---

# Career Member Training

Most career members dedicate time during every shift to train on the essential skills **required to “be on the job.”** They also provide significant support to our Paid-On-Call (POC) firefighters, guiding them through many of the competencies they must develop to be successful in their roles. This committed group plays an instrumental part in building the confidence and abilities the POC team relies on—especially in complex, time-intensive areas such as Driving and Pumps & Pumping.

The career staff remain an integral component of the training program, and we want to extend our sincere thanks to each of them for their ongoing dedication, mentorship, and professionalism.

---

# Training Summary

2025 was a year of strong foundational training, successful onboarding of new firefighters, and broad delivery of technical and officer development programs. SSIFR continues to prioritize readiness, consistency, and professional growth across all its membership groups.

I would like to extend my sincere thanks to the Board of Trustees and the Fire Chief for their ongoing support. Their leadership and commitment make it possible for our training program to thrive. I also want to express my appreciation to all members of SSIFR for their dedication, professionalism, and continuous contributions to the training that makes us the best we can be.

Respectfully submitted,  
Dale Lundy  
Deputy Fire Chief/Training Officer



A photograph of a forest fire. In the foreground, a large, dark tree trunk stands vertically. The background is filled with thick, grey smoke that obscures the trees. In the lower-left area, there are patches of bright orange and yellow flames. The overall scene is hazy and somber.

Jamie Holmes, Fire Chief

105 Lower Ganges Road

Salt Spring Island, BC

250-537-2531

[firechief@saltspringfire.com](mailto:firechief@saltspringfire.com)

**EVERYONE PLAYS A ROLE**



## 2025 Salt Spring Island Fire Fighters Association President's Annual Report

To Salt Spring Island Fire Protection District Trustees,

The Salt Spring Island Fire Fighters Association (SSIFFA) is a Member-Funded BC Society, which means that members choose to donate a portion of our hourly pay to the SSIFFA. The priorities of the SSIFFA are determined by members in monthly meetings in the form of official motions and votes. Once determined, the executive body is responsible for ensuring implementation of said priorities, whether financial, social, community-based, fitness, or other.

In 2025, we ran many initiatives throughout the year:

- Monthly donations of \$250 to island organizations
- Ad-hoc donations of almost \$5,000 to on- and off-island groups and individuals
- Social events in most months to foster departmental cohesion, family involvement, and improve mental health
- Emergency Funds to any members in need
- Bi-monthly pre-meeting dinners for all firefighters to get to know each other
- \$2,500 in scholarships to four Grade 12 students
- Thank-you gifts for retired members
- Weekly free fitness classes for all firefighters; fitness equipment purchases
- Old Truck community events, including Ruckle Park Day, Ladysmith Light Up, and the Salt Spring Cruisers parade

We also organized or participated in specific events or activities:

- We kick off every year with a Meet and Greet where we invite all members to the Legion to greet the new recruits and have some lightly competitive games like darts.
- In May, our long weekend Boot Drive for Muscular Dystrophy Canada raised \$3,075.00
- In June, executives participated in Board of Trustee strategic planning sessions
- In October, we organized and partially paid for Hallowe'en Fireworks (Canada Day fireworks are cancelled due to wildfire risk) and gave out over 300 hot dogs and hot chocolate. This is somewhat bittersweet as the last Hallowe'en in our downtown Ganges Fire Hall
- In November, members participated in the Remembrance Day parade and ran traffic control
- In December, Light-up Ganges holiday event where we decorated the museum
- In December, decorating all three fire halls for the enjoyment of our community members
- Also in December, we held our annual Christmas party at Harbour House hotel and invited current members, retired members, trustees, our CAO, plus individuals playing key roles in the new Fire Hall construction.
- ALSO in December, we participated in the first annual Trucker n' Trade holiday parade. We entered two trucks and many members volunteered to help with traffic control along the parade route.
- Finally, starting in December, we published the third edition of the Fire Fighter calendar, with a theme this year of Fire Fighters favorite locations on SSI. Sales ultimately provided \$2,000 to the Burn Fund

I personally want to thank all members and fellow executives, especially the individuals who volunteered significant time throughout the year on top of their member contributions, to make our Fire Fighter family and our Salt Spring Island community a better place.

David Demner, President