

**STUART-NECHAKO REGIONAL HOSPITAL DISTRICT
SUPPLEMENTARY AGENDA
Thursday, October 23, 2025**

REPORT

John Illes, Treasurer - Northern Health and Hospital District Annual Meeting

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Receive

ADJOURNMENT

**Stuart-Nechako Regional Hospital District
Board of Directors
Supplementary**

To: Chair Greenaway and Board
From: John Illes, Treasurer
Date: October 23, 2025
Subject: Northern Health and Hospital District Annual Meeting

RECOMMENDATION: (all/directors/majority)

Receive

BACKGROUND

The annual meeting between Northern Health and the Hospital Districts, "The Fall Meeting", was held on October 20th. The Chair, Acting Chair, Secretary, and Treasurer attended from SNRHD.

The day ended with a tour of the Hospital in Prince George. The 20th was the first day the hospital was under capacity (98%) for over a year. The hospital usually runs between 115% and 125% capacity.

ATTACHMENTS:

Slides from the Fall Meeting

Agenda

2025-2026 Capital Projects

- Priority Investments in Progress
- Major Projects
- Carbon Neutral Capital Program (CNCP)
- IMIT Major Projects
- Major Equipment >\$100,000
- Minor Equipment Allocations
- Minor Building Integrity Allocations

⁴ Priority Investment Ksyen Regional Hospital

- Ksyen Regional Hospital (Mills Memorial Hospital) Redevelopment Project is a new approximately 33,000 square-meters (360,000 square-feet) acute care hospital and integrated services facility.
- The hospital is a center for trauma services, orthopedic surgeries, pathology, radiology, clinical support and pharmacy services as well as a training site for medical students in the Northern Medical Program.
- Seven Sisters achieved substantial completion on January 15, 2024. Relocation of the old Seven Sisters to the new facility occurred on February 6, 2024.

⁵ Priority Investment Ksyen Regional Hospital

- Substantial Completion of the new hospital was achieved on August 20, 2024.
- Patient Transfer move and transition occurred on November 24, 2024. The new Hospital is open for patients and fully operational.
- The de-construction of the old Mills Memorial Hospital was completed on May 25, 2025.
- The project will continue with main parking construction and final landscaping.
- The overall project is targeted to be complete by the end of 2025. The schedule is on track and meets the terms of the contract.

TIMELINE

Completed

>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>
MASTER PLAN	CONCEPT PLAN	BUSINESS PLAN	PROCUREMENT PROCESS	DESIGN	CONSTRUCTION	OPENING & OPERATIONS	DEMOLITION OF CURRENT HOSPITAL
3 years	4 years	1.5 years	2 years		Approx 4 years		
COMPLETED 2013	APPROVED 2018	APPROVED MAY 2018	COMPLETED MAY 2021	COMPLETED NOVEMBER 2024	COMPLETED NOVEMBER 2024	COMPLETED NOVEMBER 2024	COMPLETED MARCH 2025

We are here!

>>>	>>>
PARKING & LANDSCAPING	PROJECT COMPLETION
NOVEMBER 2025	NOVEMBER 2025



Ksyen Regional Hospital Replacement Project Terrace, BC

We are building a new, state-of-the-art hospital in Terrace, BC, to address current and future patient care needs.



Let's Talk Northern Health is where you'll find the most up-to-date information about the new hospital.



letstalk.northernhealth.ca/register

letstalkMMH@northernhealth.ca

Link to: Web Cam

Ksyen Regional Hospital⁷



Ksyen Regional Hospital⁸



Ksyen Regional Hospital⁹



Ksyen Regional Hospital¹⁰



Ksyen Regional Hospital¹¹



Ksyen Regional Hospital¹²



¹³ **Priority Investment** **Nats'oojeh Hospital & Health Centre**

- Government approved the business plan February 2020.
- The new Nats'oojeh (located in Fort St James) Hospital & Health Centre is three times larger in building size than the old building with 27 beds: 18 community care and 9 acute care beds. There is an emergency department with two treatment rooms, a trauma bay and ambulance bay. An expanded laboratory and diagnostic imaging, an in-house Spiritual Space and Gathering Space is part of the new facility. There is also a larger space for Palliative Care.
- The new hospital includes a primary care center to consolidate services offered in Fort St. James to one location. The primary care center opened on January 20, 2025.
- Commencement of construction activities on site started on May 2022 with Substantial Completion occurring on October 23, 2024 .

¹⁴ Priority Investment Nats'oojeh Hospital & Health Centre

- Patient Transfer move and transition occurred on January 14, 2025. The new Hospital is open for patients and fully operational.
- The Primary Care Clinic opened on January 20, 2025.
- The decommissioning and deconstruction of the old Stuart Lake Hospital was completed on June 15, 2025.
- The project is currently in the final stages for completion of the parking lot with activities consisting of installation of the asphalt, concrete walkways and curbs, and landscaping.
- The overall project is targeted to be complete on or before October 31, 2025. The schedule is on track and meets the terms of the contract.

TIMELINE

Completed

>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>
MASTER PLAN	CONCEPT PLAN	BUSINESS PLAN	PROCUREMENT PROCESS	DESIGN	CONSTRUCTION	OPENING & OPERATIONS	DEMOLITION OF CURRENT HOSPITAL
3 years	3 years	1.25 years					
COMPLETED 2015	APPROVED OCTOBER 2018	APPROVED JANUARY 2020	COMPLETED APRIL 2022	COMPLETED NOVEMBER 2024	COMPLETED NOVEMBER 2024	COMPLETED DECEMBER 2024	COMPLETED AUGUST 2025

We are here!

>>>
PARKING & LANDSCAPING
NOVEMBER 2025



[Link to Web Cam](#)

Stuart Lake Hospital Replacement Project Fort St. James, BC

We are building a new, state-of-the-art hospital in Fort St. James, BC, to address current and future patient care needs.



Let's Talk Northern Health is where you'll find the most up-to-date information about the new hospital.



letstalk.northernhealth.ca/register

letstalkSLH@northernhealth.ca

Nats'oojeh Hospital & Health Centre¹⁶



Nats'oojeh Hospital¹⁷ & Health Centre



Nats'oojeh Hospital¹⁸ & Health Centre



Emergency Room



Lobby

Nats'oojeh Hospital¹⁹ & Health Centre



Long Term Care



Flex Care Room

Priority Investment

Dawson Creek & District Hospital Replacement

- NH and Ministry of Health (MOH) moved ahead with an alternative design-build procurement process and successfully awarded and executed the Design-Build Agreement with Graham Design Builders LP on June 26, 2023.
- Construction started in July 2023 and is proceeding on schedule.
- The target substantial completion date is November 2026 with the facility expected to be ready for patients in March 2027.

Priority Investment

Dawson Creek & District Hospital Replacement

- Construction continues to proceed on schedule, with over 350 workers on site making steady progress across all levels of the building.
- On the exterior, site works including gravel, curbs, asphalt paving, electrical trenching and hardscaping are progressing
- Exterior insulation, brick veneer work, and ACM panel installation is underway
- Interior construction is also progressing well with mechanical and electrical rough ins, drywall, mudding, and taping underway across all levels; while finishing tasks such as painting, wall protection, flooring, ceilings, and millwork are underway on Levels 1 and 2.

Priority Investment

Dawson Creek & District Hospital Replacement

- Mock-up #4 of a typical inpatient and bariatric patient room was completed on August 18, 2025 with positive and minimal feedback from the clinical users.
- On the operational readiness front, the Operational Readiness Committee had its third meeting addressing topics such as risk management, schedules, and resourcing.
- Evaluations are underway for three submissions received in response to the relocation services Request for Proposal (RFP).

Priority Investment

Dawson Creek & District Hospital Replacement

- The Steering Committee meets monthly and includes representation from the Peace River RHD.
- The Community and Indigenous Advisory Working Groups continue to meet quarterly to keep them informed and receive input and feedback.
- An Art Committee has been formed to inform the project and DCDH leadership on all matters related to the procurement, placement, and stewardship of artwork in the facility.
- A Naming Working Group is in the process of being formed with representatives from the Treaty 8 First Nations, the City of Dawson Creek and the Peace River Regional Hospital District regarding the opportunity to recommend a new name for the new hospital.
- The project is continuing to participate in and host community events such as site tours with key partners, open houses and community fairs, luncheons and presentations, career and education fairs, etc.

Timeline

Completed



We are here!



What's next



Dawson Creek & District Hospital Replacement Project

Dawson Creek, BC

We're building a new state-of-the-art hospital in Dawson Creek, BC to address current and future patient care needs.

- 📍 letstalk.northernhealth.ca/register
- 📍 letstalk.northernhealth.ca/dcdh-replacement
- 📍 letstalkDCDH@northernhealth.ca



Let's Talk Northern Health is where you'll find everything you want and need to know about the new Dawson Creek & District Hospital.



Link to: [Construction Camera](#)

Dawson Creek & District Hospital²⁵



Building Entrance

Dawson Creek & District Hospital²⁶



Ambulance Bays and East Wall of the Exterior

Dawson Creek & District Hospital²⁷



Inpatient Mock-up Room

Dawson Creek & District Hospital²⁸



Emergency Department Care Station

UHNBC Acute²⁹ Care Tower

- Formal submission of the UHNBC Acute Care Tower Business Plan was provided to the Ministry of Health (MOH) in December 2022.
- Ministry approved Early Works consisting of new Parkade and relocation of Health Unit in August 2023.
- The announcement of the approval of the business plan was made by government on August 8, 2024.
- The project will be delivered using a Single Target Outturn Cost Alliance procurement approach.
- The Request for Qualifications (RFQ) closed on March 18, 2025.
- Three proponent teams were approved by the Project Board to proceed to the Request for Proposal (RFP) stage on April 30, 2025.

UHNBC Acute³⁰ Care Tower

- Two proponent teams were approved by the Project Board to proceed to the written RFP stage on May 22, 2025.
- The preferred proponent team for the design and construction of the Acute Care Tower project has now been announced. The successful team includes:
 - EllisDon Construction for the Construction
 - DIALOG BC Architecture Engineering & Interior Design Planning Inc. for the design.
- The next phase of the procurement process is the selection of the Electrical and Mechanical Alliance participants, which is anticipated to be complete by December 2025.

Timeline

Completed



We are here!



What's next?



UHNBC Acute Care Tower

Prince George

We're building a new state-of-the-art acute care tower in Prince George, BC, to address current and future patient care needs. This project has been made possible through funding provided by the Ministry of Health and the Fraser-Fort George RHD.



 northern health

Let's Talk Northern Health is where you'll find the most up-to-date information about the new hospital.



letstalk.northernhealth.ca/uhnbc
letstalk@northernhealth.ca

Early Works³²

- The Early Works (site preparation plan) will prepare the UHNBC campus for construction of the Acute Care Tower and will minimize complexity for proponents by completing this site preparation work in advance.
- The Early Works Plan includes:
 - A parking structure that is separate from the Acute Care Tower.
 - Moving the current Health Unit services to a leased environment.
 - Demolishing the existing Health Unit building.
- The Ministry of Health approved Northern Health to proceed with the Early Works and announced the approval on November 1, 2023.

Early Works – Northern Interior Health Unit³³

- The scope of the early works includes decanting, abatement and demolition of the Northern Interior Health Unit to clear the building site for the UHNBC Acute Care Tower.
- JG Mackenzie Family Practice Services will also move into the leased space as part of this move.
- Leased space is retained. Ministry of Citizen Services & Northern Health is proceeding with Design and Tenant Improvements at the Parkwood Mall.
- The demolition of the old Northern Interior Health Unit is executed by the Ministry of Citizen Services with a targeted date of Summer 2026.

34 Early Works - Parkade

- The Early Works construction includes a parking structure of 471 stalls to increase parking for staff and patients.
- Parking summary of Early Works plus the Acute Care Tower project:
 - Acute Care Tower surface and basement levels adds 206 stalls.
 - Early Works parkade adds 471 stalls.
 - Loss of Parking due to construction of Acute Care Tower – 123 stalls.
 - Net gain in parking – 554 stalls.
- Construction of the parkade is underway, and substantial completion is expected to occur October 27th with use of the parkade starting November 10th.



Parkade Construction Site

Vanderhoof Primary³⁶ Care and Community Services

- Government approved the business plan on May 3, 2023.
- Development of an integrated Primary Care Clinic and Community Health Service facility which will be adjacent to the St. John Hospital.
- Minister of Health, Adrian Dix announced the project in Vanderhoof on November 13, 2023.
- The demolition of the old St John Hospital on the proposed site of the new facility was completed April 2024.
- Design is at 90%. Class A cost estimate received indicating a budget shortfall. Currently in discussions with government and Stuart Nechako RHD.
- Regular Steering committee meetings continue and includes representation from the Stuart Nechako RHD.

37 Kitimat Dementia Care House

- On August 10, 2023, the Ministry of Health granted approval for the development of a 12-bed dementia care housing facility in Kitimat.
- Government announcement occurred on March 25, 2024.
- Design is 90% complete. The land transfer is still pending. Once it is complete, tender will proceed. Expected construction to start in winter 2025.
- Regular Steering committee meetings continue and includes representation from the North West RHD.

Fort St. John³⁸ Long Term Care

- The Ministry provisionally approved the Business Plan on July 19, 2024. Subsequent increase to the provincial funding amount was approved on May 2, 2025.
- Ministry of Infrastructure made a public announcement of the project on June 19, 2025.
- The purpose of the project is to build 84 new beds in 7 -12 bed households, for Long-Term Care, Assisted Living, Dementia Alternative Housing, and Short Stay (rehabilitation and respite) services, all facilitated by the Universal Bed Model.
- The project entails construction of a new long term care facility to be built on the site of the existing Fort St John Hospital site, adjacent to the existing Peace Villa Facility, and expansion of the existing kitchen facility on the site.
- Advisory procurements are in progress prior to commencing the Design-Build procurement on the project.

³⁹ Long Term Care Facilities Quesnel

- The Business Plan is complete and submitted to Government in April 2022.
- On August 20, 2024, the Government announced a new long term care home in Quesnel which will add 221 new beds and replace 67 beds from Dunrovin Park Lodge for a total of 288 beds.
- This is delivered through a Project Development Agreement (PDA) with Providence Living Society which has now been signed.
- The land transfer to Providence Living has now been completed.
- The schedule is anticipated to be:
 - Design: Summer 2025 to Fall 2026
 - Construction: Fall 2026 with move in Winter 2028

Long Term Care Facilities Smithers

- Business Plan submitted to Government on October 27, 2022.
- On August 20, 2024, the Government announced 160 new publicly funded beds to the Community of Smithers along with the replacement of 56 beds at Bulkley Valley Lodge for a total of 216 beds.
- This is delivered through a Project Development Agreement (PDA) with Providence Living Society which has now been signed.
- The land transfer to Providence Living is expected to be completed by the end of June 2025.
- The schedule is anticipated to be:
 - Design: Fall 2026 to late Winter 2028
 - Construction: Spring 2028 with move in to occur Winter 2030

Long Term Care Facilities⁴¹ Prince George

- Three facilities of 204 beds each (612 beds total) plus one facility for logistics and transportation/commercial services.
 - Replacement for Jubilee Lodge, Rainbow and Parkside Long Term Care.
- The Project Development Agreement and Operational Agreement with Providence Living Society (PLS) was reviewed with the NH Board in July 2023 and was submitted to the Ministry of Health for review and decision.
- Ministry approved to add 200 net new long-term care beds in Prince George via a Project Development Agreement (PDA) with Providence Living on October 25, 2023.
- Construction is anticipated to begin Summer 2025, with move in occurring in Fall 2027.

42 Priority Investment

Potential Project Risks:

- Certain retained risks materializing as construction commences/in progress (e.g., environmental, Archeological).
- Cost escalation on components due to global supply chain challenges.
- Availability of experienced contractors to bid on projects.
- Availability of materials, supplies and equipment.

Construction Inflation⁴³

Construction inflation is driven by several factors including, but not limited to:

During the height of the pandemic:

- Limited production of construction materials during the pandemic.
- COVID restrictions resulting in reduced demand for capital projects and downsizing of the labour force.

Vaccine success and opening of the economy:

- Extraordinary demand for infrastructure projects following hiatus.
- Slow return of laid off workers.
- Continuation of requirement of proof of vaccine status for contractors working in health facilities; makes healthcare projects less attractive to the market.

Construction Inflation⁴⁴

Construction inflation is driven by several factors including, but not limited to:

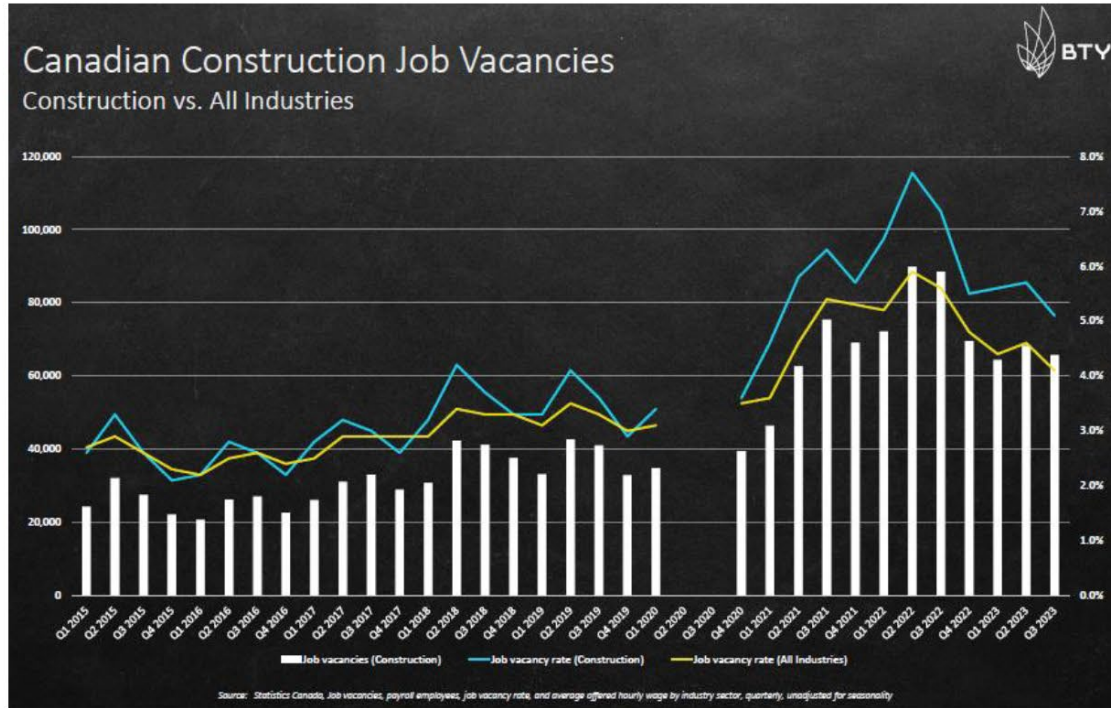
Tariffs:

- Cost of goods
- Cost of delivery to construction sites

Counter Tariffs:

- Uncertainty on how this will apply for the projects.

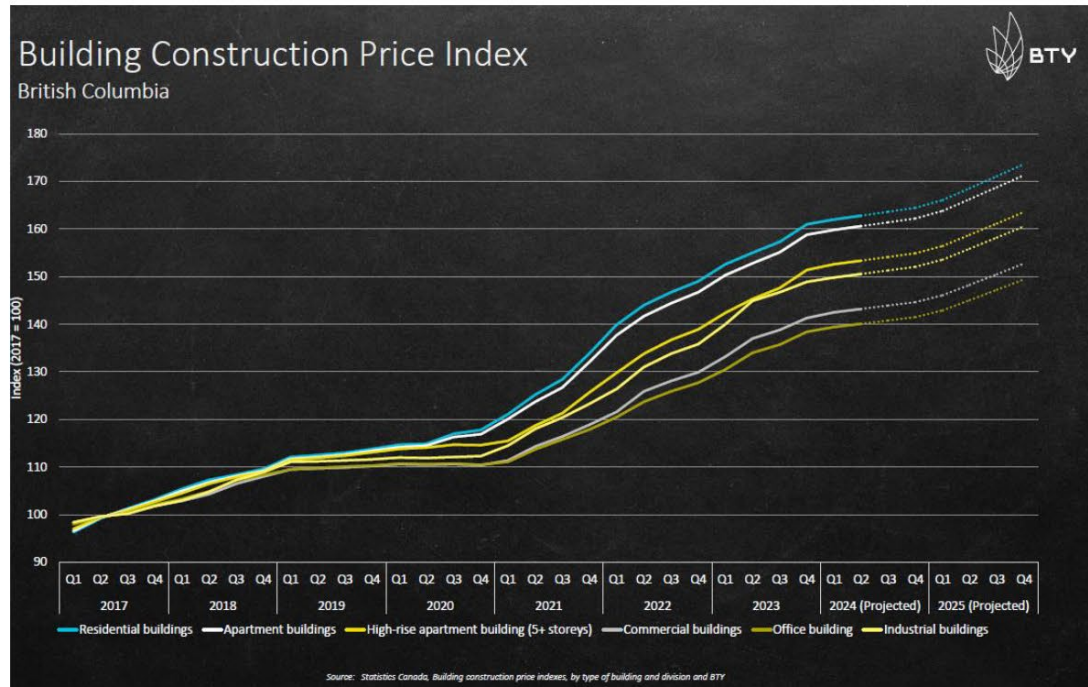
Workforce Vacancies



Construction Job Vacancies

The construction industry in Canada continues to face high job vacancy rates, driven by persistent demand for skilled labour across the country. Despite efforts to fill these roles, many positions remain unfilled due to the specialized skills required

The average hourly wage in the construction industry has increased, reflecting labour shortages and competition for skilled workers



Construction Escalation in BC

Construction costs are being driven up by surging prices for key materials such as concrete, steel, and lumber, compounded by ongoing global supply chain disruptions that have increased transportation costs and caused material shortages

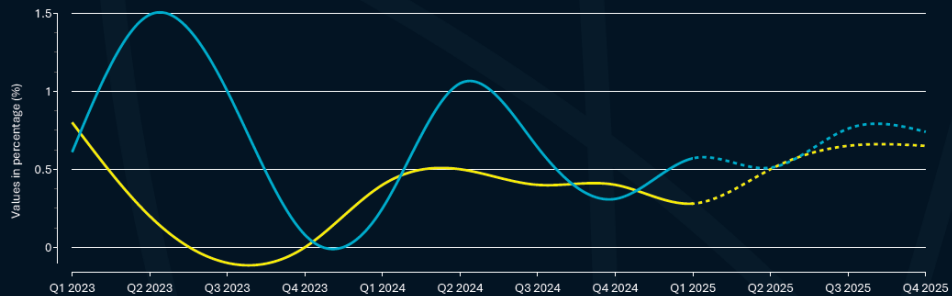
Persistent labor shortages in the construction industry are raising wages, contributing to increased costs. Additionally, high demand for residential housing, especially in urban centers like Vancouver, is inflating land and construction prices further

Construction Inflation⁴⁷

- As noted in previous slide, construction inflation is expected to continue to exceed general inflation in the near future.
- Healthcare projects will likely have higher than normal construction inflation for several reasons:
 - Specialized contractor expertise/experience needed for healthcare projects.
 - Restrictions on access to site; hospital operations are 24/7 with no downtime to allow unfettered access to site.
 - Additional precautions (ie. infection control) needed on hospital sites.
 - Plenty of opportunity for contractors outside healthcare, thereby enabling them to price healthcare projects at a premium.

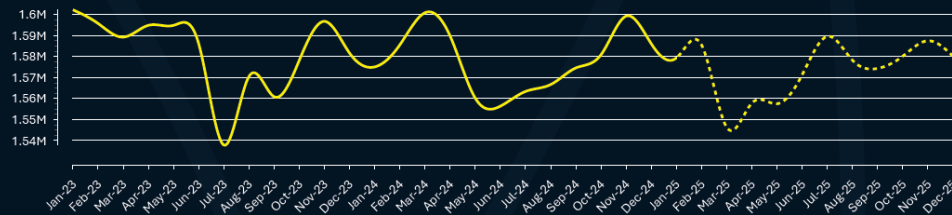
Canada - GDP and Inflation Trends

Percent Change vs. Previous Quarter,
and Projections for 2025 Shown in Dashed Lines



Canada - Construction Industry Employment Trends

Monthly Count of Workers, Seasonally Adjusted,
and Projections for 2025 Shown in Dashed Lines

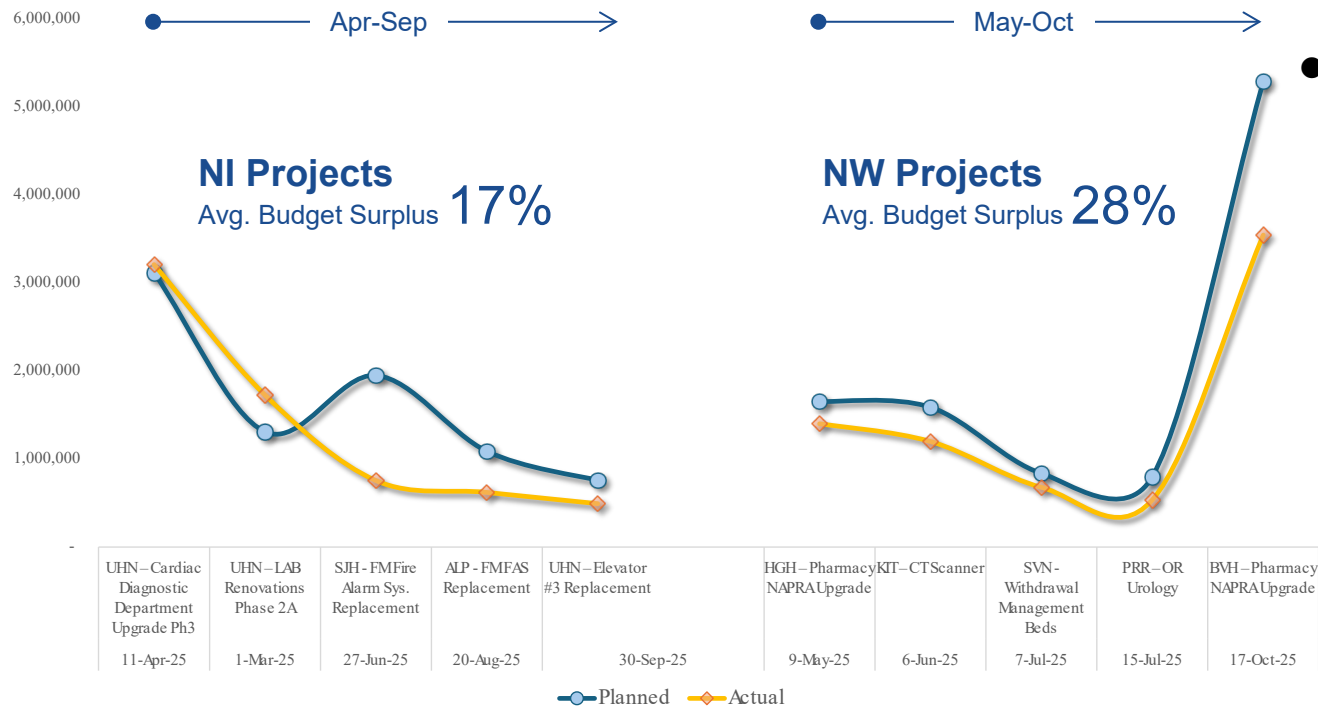


Managing Construction Inflation⁴⁹

- Pre-engineering, when necessary, on new projects.
- Finalize detailed design with design consultants with input from clinical users.
- Ensure detailed design aligns with approved scope; restrict scope creep.
- Class A estimate from qualified Quantity Surveyors (QS) on renovation projects.
- Add margins to QS Class A estimates for geography (ie. remoteness).
- Value engineering with clinical leadership where QS estimates exceeds project budget.
- Stagger project approvals for new projects until cost certainty (ie. contract award) is achieved on active projects.
- Strong project management on all projects.

NH Tender Observations⁵⁰

Tender Submissions



- Softening of market has been observed in the last two quarters with received tender bids on Major Capital Projects.

2025/26 Capital Plan⁵¹

Major Capital Projects

RHD	Community	Project	Budget	RHD Funding
NWRHD	Prince Rupert	ACM Vocera Nurse Call Interface	TBD	TBD
CCRHD	Quesnel	DPL FM Nurse Call Replacement	TBD	TBD
CCRHD	Quesnel	GRB FM Breaker Upgrade	\$0.62m	\$0.25m
NWRHD	Prince Rupert	PRO Health Unit Expansion Planning	TBD	TBD
NWRHD	Prince Rupert	PRR NUR Seclusion Rooms Renovation	TBD	TBD
NWRHD	Prince Rupert	PRR Nurse Call Upgrade and Vocera	TBD	TBD
SNRHD	Vanderhoof	SJH FM Fire Panel Replacement	\$2.89m	\$0.62m

2025/26 Capital Plan⁵²

Major Capital Projects

RHD	Community	Project	Budget	RHD Funding
NWRHD	Terrace	TVL Kitchen Renovation	TBD	TBD
FFGRHD	Prince George	UHN FM Electrical Room 1 and 6 Upgrade	TBD	TBD
FFGRHD	Prince George	UHN FM Elevator 3 Upgrade	\$1.15m	\$0.46m
FFGRHD	Prince George	UHN LAB Histology Ventilation Upgrade	\$1.34m	\$0.54m
FFGRHD	Prince George	UHN LAB Morgue Racking System Replacement	TBD	TBD

Major⁵³ Projects

Acropolis Manor (Prince Rupert) Vocera Nurse Call Interface

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: The Vocera Communication System intends to provide instant communication and significantly decreases the need for public paging and allow staff to make direct contact with co-workers while improving security and provide staff immediate access to; call bells, other departments/staff, codes, contribute to an improved working alone policy and provide wireless communication for staff to staff, telephony, and nurse call alert capability.
- Project Status: In procurement. Tender is closed, to be awarded. Estimated completion: Spring 2026.

Major Projects

Dunrovin (Quesnel) Nurse Call Replacement

- Project Value: TBD
- Cariboo Chilcotin RHD Funding: TBD
- Project Description: The project intends to replace the existing Nurse Call system that has reached end of life and it has had ongoing issue for the past several years (e.g. parts are now very difficult to find).
- Project Status: In design. Estimated completion: Winter 2026

Major Projects

GR Baker Hospital (Quesnel) Breaker Upgrade

- Project Value: \$0.62M
- Cariboo Chilcotin RHD Funding: \$0.25M
- Project Description: To ensure reliable on-going power supply for the hospital the project aims to retrofit three circuit breakers (38 years old) into the existing switchgear. The new withdrawable breakers will be installed within the existing switchgear cells and will include all necessary custom buswork and metal fabrication.
- Project Status: In construction. Estimated completion: Spring 2026

Major⁵⁶ Projects

Prince Rupert Health Unit Expansion Planning

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: Planning for renovations of net new clinical space that will allow for expansion of the existing Health Unit.
- Project Status: Currently with CBRE to establish their Project Charter documentation and engage with a tendered design team. Delays have been experienced with the current job action with BCGEU but do anticipate kick off design meeting to start in November.

Major⁵⁷ Projects

Prince Rupert Seclusion Rooms Renovation

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: The project intends to renovate two existing designated seclusion rooms at PRRH rooms to meet provincial standards. Currently they don't meet the standard specifications as set out by the provincial Ministry of Health "Provincial Quality, Health and Safety Standards and Guidelines for Secure Room in Designated Facilities under the Mental Health Act".
- Project Status: On-Hold / Planning (Go/No-Go decision pending from site operations).

Major⁵⁸ Projects

Prince Rupert Nurse Call Upgrade and Vocera

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: Replacement of existing nurse call system that is over twenty years old ensuring compatibility with Vocera.
- Project Status: In procurement, tender to be awarded. Estimated completion: Spring 2026

Major⁵⁹ Projects

St John Hospital (Vanderhoof) Fire Panel Replacement

- Project Value: \$2.89M
- Stuart Nechako RHD Funding: \$0.62M
- Project Description: Replacement of existing fire panel that is obsolete as several components and items in the system are non-compliant. Though temporarily fixed, the current system is in a critical state and is prone to major failure warranting security requirements for fire watch for extended period during repairs.
- Project Status: In construction. Estimated completion: Fall 2026

Major⁶⁰ Projects

Terraceview Lodge Kitchen Renovation

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: Current kitchen is over 40 years old, has significant wear and tear and is too small for the size of facilities and hasn't had an upgrade. The project intends to design a new kitchen in the west wing of TVL to enhance kitchen services.
- Project Status: Design is 90% complete. Estimation ongoing. Estimated project completion: Early 2027

Major⁶¹ Projects

UHNBC Electrical Room 1 and 6 Upgrade

- Project Value: TBD
- Fraser Fort George RHD Funding: TBD
- Project Description: Electrical equipment from 1960s construction and 1980s expansion is in poor to inadequate condition with several items identified as critically inadequate. For some of this equipment there are limited or no available spare parts, with several pieces of equipment found to be obsolete and unsafe to operate. The project intends to design and upgrade equipment in both rooms as they serve critical areas in the hospital.
- Project Status: In procurement. Estimated completion: Spring 2026

Major⁶²Projects

UHNBC Elevator 3 Upgrade

- Project Value: \$1.15m
- Fraser Fort George RHD Funding: \$0.46m
- Project Description: It is one of the oldest elevator in UHNBC and prone to failures due to obsolete controls and parts that need replacement. The project intends to upgrade the existing elevator systems and finishes.
- Project Status: In construction. Estimated completion: Early 2026

Major⁶³ Projects

UHNBC Lab Histology Ventilation Upgrade

- Project Value: TBD
- Fraser Fort George RHD Funding: TBD
- Project Description: The projects intends to alleviate inadequate ventilation and exhaust within Histology that is resulting in staff exposed to higher-than-expected levels of designated substances under WorkSafeBC e.g. Formalin, ethylbenzene, and toluene.
- Project Status: In design. Estimated completion: Fall 2026

Major⁶⁴Projects

UHNBC Lab Morgue Racking System Replacement

- Project Value: TBD
- Fraser Fort George RHD Funding: TBD
- Project Description: UHNBC Morgue is frequently at or over permanent capacity and rely heavily on temporary morgue tents. These morgue tents are not on back up power and are not intended to be used long-term. The projects intends to provide new racking system that would increase permanent capacity from 32 to 45.
- Project Status: Equipment procurement. Estimated completion: Winter 2026/27

Schedule

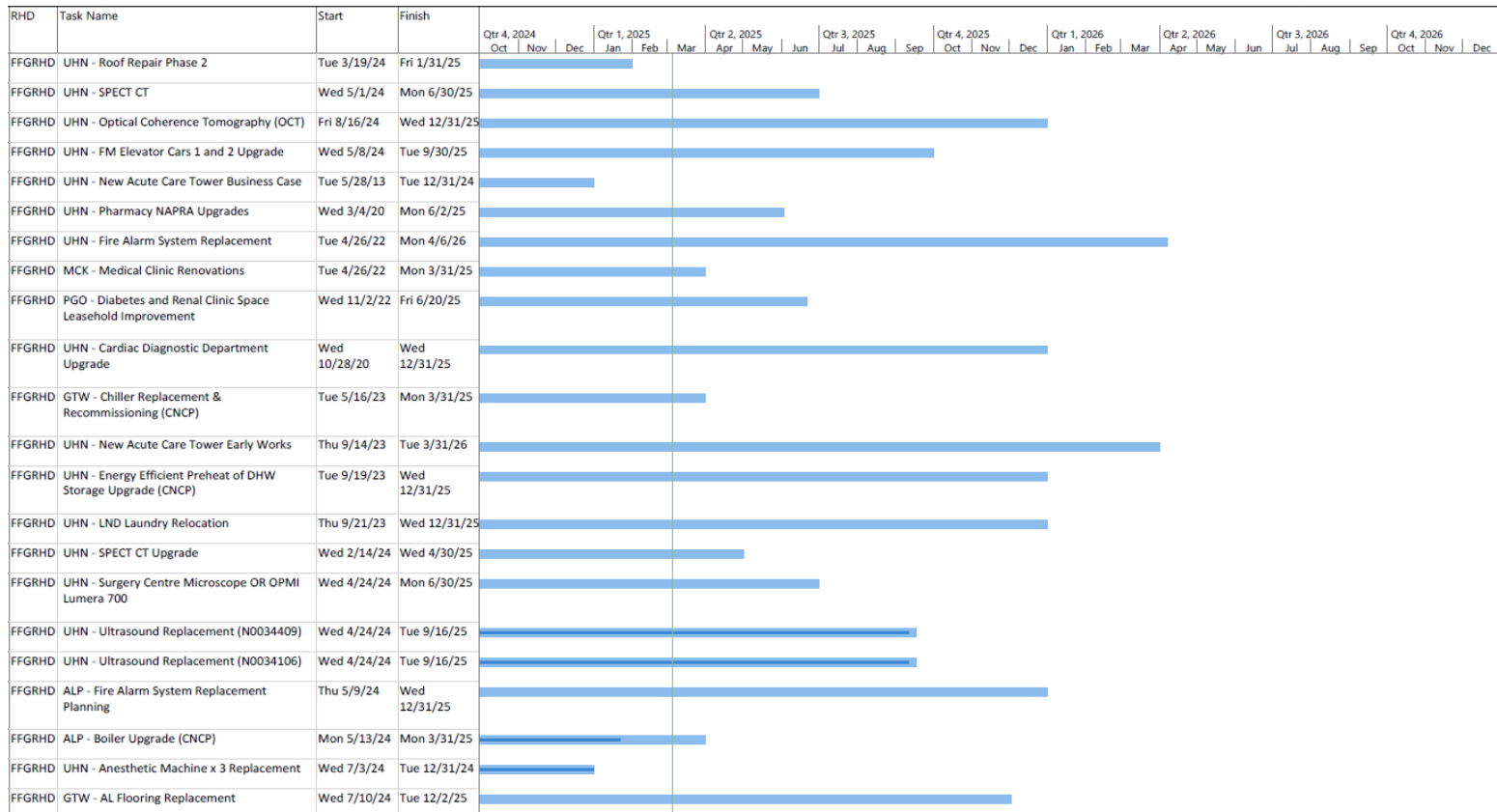
	2025			2026												2027												2028											
Projects	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J						
ACM - Vocera Nurse Call Interface																																							
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PRR - Nurse Call Upgrade and Vocera																																							
SJH - Fire Alarm System Replacement																																							
TVL - Kitchen Renovation																																							
UHN - Electrical Room 1 and 6 Upgrade																																							
UHN - Elevator 3 Replacement																																							
UHN - LAB Histology Ventilation Upgrade																																							
UHN - LAB Morgue Racking System Replacement																																							

Major Projects Timeline: Cariboo Chilcotin RHD

RHD	Task Name	Start	Finish	Qtr 4, 2024			Qtr 1, 2025			Qtr 2, 2025			Qtr 3, 2025			Qtr 4, 2025			Qtr 1, 2026			Qtr 2, 2026			Qtr 3, 2026			Qtr 4, 2026		
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cariboo	GRB - DI EPIQ Elite Ultrasound	Fri 8/16/24	Tue 12/31/24																											
Cariboo	GRB - OR Surgical Tower Replacement	Tue 12/19/23	Tue 4/30/24																											

Project: Project Timeline and St Date: Wed 3/5/25	Task		Summary		Inactive Summary		Manual Summary		External Milestone	
	Start10		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	

Major Projects Timeline: Fraser-Fort George RHD



Project: Project Timeline and St
Date: Wed 3/5/25

Task

Start10

Split

Milestone

Summary

Project Summary

Inactive Task

Inactive Milestone

Inactive Summary

Manual Task

Duration-only

Manual Summary Rollup

Manual Summary

Start-only

Finish-only

External Tasks

External Milestone

Deadline

Progress

Manual Progress

◆

↓

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Major Projects Timeline: Northern Rockies RHD

RHD	Task Name	Start	Finish	Qtr 4, 2024			Qtr 1, 2025			Qtr 2, 2025			Qtr 3, 2025			Qtr 4, 2025			Qtr 1, 2026			Qtr 2, 2026			Qtr 3, 2026			Qtr 4, 2026		
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
North R	FNH - Elevator Upgrade	Wed 4/24/24	Tue 9/30/25																											

Task		Summary	Inactive Summary	Manual Summary	External Milestone
Start	◆	Project Summary	Manual Task	Start-only	Deadline
Split		Inactive Task	Duration-only	Finish-only	Progress
Milestone	◆	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress

Major Projects Timeline: North West RHD

RHD	Task Name	Start	Finish	Qtr 4, 2024			Qtr 1, 2025			Qtr 2, 2025			Qtr 3, 2025			Qtr 4, 2025			Qtr 1, 2026			Qtr 2, 2026			Qtr 3, 2026			Qtr 4, 2026					
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
NWRHD	PRR - Condensing Boilers and Controls (CNCP)	Thu 7/20/23	Wed 12/11/24																														
NWRHD	PRR - OR Urology Suite	Thu 11/23/23	Wed 12/31/25																														
NWRHD	BVH - FM Cooling and Heat Recovery Upgrade (CNCP)	Mon 8/26/24	Fri 1/16/26																														
NWRHD	HAZ - Long Term Care Business Plan	Fri 7/31/20	Fri 11/28/25																														
NWRHD	KIT - DCC Control and BOS Replacement	Wed 5/8/24	Tue 9/30/25																														
NWRHD	MMH - Hospital Replacement	Thu 5/25/17	Fri 11/29/24																														
NWRHD	BVH - Pharmacy NAPRA Upgrades	Fri 2/21/20	Tue 3/31/26																														
NWRHD	PRR - Pharmacy NAPRA Upgrades	Fri 2/21/20	Mon 3/2/26																														
NWRHD	STE - Boiler Upgrade (CNCP)	Thu 3/17/22	Mon 3/31/25																														
NWRHD	TVL - Boiler & HVAC Recommissioning Upgrade (CNCP)	Mon 4/4/22	Mon 6/30/25																														
NWRHD	KIT - Laundry Equipment Replacement	Tue 4/26/22	Tue 6/24/25																														
NWRHD	BVH - Hospital Electrical Upgrade	Fri 6/24/22	Wed 12/31/25																														
NWRHD	PRR - Source Water Treatment	Fri 7/15/22	Tue 12/31/24																														
NWRHD	PRR - Emergency Department Renovations	Tue 5/28/13	Mon 6/2/25																														
NWRHD	TEO - Specialist Clinic Leasehold Improvement	Thu 8/5/21	Tue 2/25/25																														
NWRHD	ATL - NUR Exam Room Renovation	Tue 2/6/24	Mon 6/30/25																														
NWRHD	HGH - Pharmacy NAPRA Upgrade (2024)	Tue 6/27/23	Wed 12/31/25																														
NWRHD	WRI - Master Planning	Tue 12/19/23	Fri 11/29/24																														
NWRHD	KIT - Dementia Care House	Fri 1/19/24	Fri 5/21/27																														
NWRHD	BVH - CT Software Upgrade	Thu 2/29/24	Fri 8/30/24																														
NWRHD	HDT - Roof Drain System	Wed 8/9/23	Tue 12/31/24																														
NWRHD	BUL - Cooling and Radiant Heating Upgrade (CNCP)	Thu 8/8/24	Wed 12/31/25																														
NWRHD	PRR - OR 4k Surgical Tower Spy-Phi	Tue 5/9/23	Mon 9/30/24																														

Task

Start/End

Split

Milestone

Summary

Project Summary

Inactive Task

Inactive Milestone

Summary

Manual Task

Duration-only

Manual Summary Rollup

Inactive Summary

Manual Task

Duration-only

Manual Summary Rollup

Manual Summary

Start-only

Finish-only

External Tasks

External Milestone

Deadline

Progress

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Major Projects Timeline: Peace River RHD⁷⁰

RHD	Task Name	Start	Finish	Qtr 4, 2024			Qtr 1, 2025			Mar	Qtr 2, 2025			Qtr 3, 2025			Qtr 4, 2025			Qtr 1, 2026			Qtr 2, 2026			Qtr 3, 2026			Qtr 4, 2026		
				Oct	Nov	Dec	Jan	Feb	Apr		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
PRRHD	DCH - DI X-Ray Replacement	Tue 9/12/23	Mon 2/3/25																												
PRRHD	DCH - Lab Chemistry Analyzer Replacement	Fri 12/1/23	Mon 3/31/25																												
PRRHD	PEV - Air Conditioning Upgrade	Thu 3/9/23	Wed 7/31/24																												
PRRHD	DCH - Hospital Replacement	Wed 7/4/18	Fri 6/23/28																												
PRRHD	FSO - OD Prevention Site Leasehold Improvement	Wed 8/4/21	Mon 12/30/24																												
PRRHD	FSH - Lab VITEK MS Prime System	Mon 6/3/24	Fri 10/24/25																												
PRRHD	FSH - DI Bone Densitometer Replacement	Wed 8/9/23	Tue 12/31/24																												

Project: Project Timeline and St
Date: Wed 3/5/25

Task		Summary		Inactive Summary		Manual Summary		External Milestone	
Start10		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	

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Project: Project Timeline and St Date: Wed 3/5/25	Task		Summary		Inactive Summary		Manual Summary		External Milestone	
	Start10		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	

2025/26 Capital Plan⁷²

Major Carbon Neutral Capital Projects

RHD	Community	Project	Budget	RHD Funding
FFGRHD	Prince George	UHN Phase 2 – Energy Efficient Preheat of DHW Storage	TBD	TBD
NWRHD	Prince Rupert	PRR Heat Pump and RCx (Phase 3)	TBD	TBD
PRRHD	Dawson Creek	Rotary Manor Main Building Controls Upgrade	\$0.96m	\$0.39m
PRRHD	Dawson Creek	Rotary Manor Boiler Upgrade	TBD	TBD
FFGRHD	Prince George	UHN Condensate System Upgrades	TBD	TBD

CNCP ⁷³Projects

UHNBC Phase 2 – Energy Efficient Preheat of Domestic Hot Water Storage

- Project Value: TBD
- Fraser Fort George RHD Funding: TBD
- Project Description: Phase 2 mainly focuses on excess heat recovery as there are many sources of excess heat to recover heat from, making this DHW preheat a good candidate for utilizing heat recovery. The application of Gas Absorption Heat Pumps (GAHP) could increase the efficiency of the preheated domestic water up to 125% versus 80%, thereby saving gas use.
- Project Status: Pending approval from CNCP.

CNCP ⁷⁴ Projects

Prince Rupert Heat Pump and RCx (Phase 3)

- Project Value: TBD
- North West RHD Funding: TBD
- Project Description: This project is for heat pump to be installed that could recover heat from the main exhaust stream of the hospital from EF-1. It is located on the roof and in nearby proximity to the matching supply fan AHU-1.
- Project Status: Not prioritized this year due to funding cap.

CNCP⁷⁵ Projects

Rotary Manor (Dawson Creek) Main Building Controls Upgrade

- Project Value: \$0.96M
- Peace River RHD Funding: \$0.39M
- Project Description: The project is to replace the existing Honeywell system with a Reliable Control system, aligning it with the Tower building. This will Standardize the control systems across both main and tower buildings and will streamline maintenance and operations
- Project Status: Tendering process

CNCP⁷⁶ Projects

Rotary Manor (Dawson Creek) Boiler Upgrade

- Project Value: TBD
- Peace River RHD Funding: TBD
- Project Description: The project is to replace existing boilers with new high efficiency condensing boilers and upgrade air handling units with pre-heat coils with new un-tempered heating water from boiler plant.
- Project Status: Pending approval.

CNCP⁷⁷ Projects

UHNBC Condensate System Upgrades

- Project Value: TBD
- Fraser Fort George RHD Funding: TBD
- Project Description: Install a new condensate collection tank and transfer pumps designed to the current standards in Mechanical Room 11.
- Project Status: Not prioritized this year due to funding cap.

2025/26 Capital Plan⁷⁸ IMIT Projects

RHD	Community	Project	Budget	RHD Funding
Regional	All	NHR IT Cybersecurity Initiatives incl Fore Scout	TBD	TBD
Regional	All	NHR IT AGFA EI PACS Upgrade	TBD	TBD
FFGRHD	Prince George	UHN IT Network Replacement	\$1.89m	\$0.75m

IT Cybersecurity Initiatives Including Fore Scout



Project Objective Statement

The purpose of the Cybersecurity Program is to establish a sustainable, enterprise-wide security capability that:

- Reduces organizational risk to patient safety, clinical operations, and sensitive data.
- Aligns Northern Health with provincial and national standards, including the NIST Cybersecurity Framework (CSF), FOIPPA, and Ministry directives.
- Provides a pragmatic, phased roadmap that balances clinical continuity with measurable security maturity uplift.

Health Indicators

Rigour	●	Overall Status	●
Scope	●	Budget	●
Schedule	●	Human Resources	●

Overall Project Funding

TBD

Fraser Fort George RHD Funding

TBD



Project Status

The multi-year cybersecurity plan and roadmap to guide tactical and long-term actions draft is complete.

Project definition for all projects within the initiative are in progress.

Project steering committee is formed.

Project team meetings are scheduled.





Project Objective Statement

Upgrade the Northern Health Agfa EI PACS (Picture Archiving and Communication System) from version 8.1.2 to the latest supported version (8.3 or 8.4. This upgrade will mitigate operational risks associated with end-of-service-life software



Health Indicators

Rigour	●	Overall Status	●
Scope	●	Budget	●
Schedule	●	Human Resources	●

Overall Project Funding

TBD

Fraser Fort George RHD Funding

TBD



Project Status

The project is just starting due to resource constraints, both on the project management side and on the operational resource side.

An IMIT project manager has been assigned and has started a project definition document.

The new IMIT service manager is engaged.

Project team meetings are scheduled to develop the project plan and schedule.

UHNBC IT Network Replacement



Project Objective Statement

Replace the aging and unsupported Cisco LAN infrastructure (wired and wireless) at UHNBC with a modern, secure, and high-performance network that aligns with the organization's digital hospital standards. The scope includes the replacement of 97 switches, 97 DAC 1M cables, 1 DAC 3M cable, and 225 access points.



Health Indicators

Rigour	●	Overall Status	●
Scope	●	Budget	●
Schedule	●	Human Resources	●

Overall Project Funding

\$1.89M

Fraser Fort George RHD Funding

\$0.75M



Project Status

The team has completed a walkthrough and site assessment at UHNBC to identify the requirements for each network closet.

During the site assessment, we identified several additional tasks that need to be completed to meet the project objective. A budget review and recommendation are in progress.

A Statement of Work (SOW) is currently being developed, incorporating floor maps that outline each network closet.

The draft SOW, floor maps, recycling process, and factory reset requirements have been shared with our vendor Core Network Solutions for their review.

A kick-off meeting has been scheduled with Core Network Solutions and our Network team to review the site assessment and proposed SOW.

The Project Definition Document is in progress.

Facilities Management is assisting with the installation of air conditioning units in network closets identified as having high heat levels.

The team is also working on adding fiber connections to the network closets at UHNBC.

2025/26 Capital Plan⁸² Major Equipment (>\$100,000)

RHD	Community	Project	Budget	RHD Funding	Status
SNRHD	Burns Lake	BLH LAB Chemistry Analyzer Replacement	\$0.52m	\$0.21m	In Progress
NRRHD	Fort Nelson	FNH DI X-Ray Machine and Portable Replacement	\$1.53m	\$0.61m	In Progress
NRRHD	Fort Nelson	FNH LAB Chemistry Analyzer Replacement	\$0.72m	\$0	In Progress
PRRHD	Fort St John	FSH DI X-Ray Room 2 Replacement	\$1.93m	\$0.77m	In Progress
PRRHD	Fort St John	FSH LND Large Piece Folder Replacement	\$0.80m	\$0.32m	In Progress
CCRHD	Quesnel	GRB DI Ultrasound Replacement	\$0.25m	\$0.10m	Closing
FFGRHD	Mackenzie	MCK LAB Chemistry Analyzer Replacement	TBD	TBD	TBD
NWRHD	Prince Rupert	PRR DI CT Scanner Replacement	\$2.88m	\$1.15m	In Progress
NWRHD	Prince Rupert	PRR OR Trauma Orthopedic Table Replacement	\$0.25m	0.10m	In Progress

2025/26 Capital Plan⁸³ Major Equipment (>\$100,000)

RHD	Community	Project	Budget	RHD Funding	Status
PRRHD	Tumbler Ridge	THC Automated Medication Dispensing Cabinet	\$0.21m	\$0.08m	In Progress
FFGRHD	Prince George	UHN DI CT 64 Replacement	TBD	TBD	TBD
FFGRHD	Prince George	UHN DI Ultrasound Replacement	\$0.24m	\$0.10m	In Progress
FFGRHD	Prince George	UHN DI X-Ray N0001340 Replacement	\$1.57m	\$0.63m	In Progress
FFGRHD	Prince George	UHN LAB Electrophoresis System Replacement	\$0.38m	\$0.15m	In Procurement
FFGRHD	Prince George	UHN LAB Urinalysis Replacement	\$0.13m	\$0.05m	In Procurement
FFGRHD	Prince George	UHN OR Anesthesia Units x3 Replacement	\$0.46m	\$0.18m	Closing
FFGRHD	Prince George	UHN OR General Surgical Towers x4 Replacement	\$0.76m	\$0.30m	Closing
FFGRHD	Prince George	UHN OR Urology Laser Replacement	\$0.20	\$0.08m	In Progress

Building Integrity Allocations

RHD	Total Allocation	RHD Portion
FFGRHD	\$250,000	\$100,000
SNRHD	\$75,000	\$30,000
CCRHD	\$108,000	\$43,000
PRRHD	\$116,000	\$46,000
NRRHD	\$50,000	\$20,000
NWRHD	\$250,000	\$100,000

Minor Equipment Allocations

RHD	Total Allocation	RHD Portion
FFGRHD	\$2,801,000	\$1,120,400
SNRHD	\$452,000	\$180,800
CCRHD	\$512,000	\$204,800
PRRHD	\$1,517,000	\$606,800
NRRHD	\$178,000	\$71,200
NWRHD	\$2,562,000	\$1,024,800



Planning Updates & Facility Condition Index NH/RHD Fall Meeting

October 20, 2025

Agenda

- 10 Year Master Plan
- Master Planning Updates
- Facilities Condition Index

10 Year Master Plan⁸⁸

- The selection and prioritization of future sites for Master Planning was based on the sites Facility Condition Index (FCI) rating, and existing and anticipated challenges delivering health services to current and future populations.
- Master Planning will explore further the condition of the building and validate assumptions regarding service challenges.
- Annually, NH will select a site to complete the Master Plan. NH reviews the 10-year master plan annually and adjust as new information is received.

10 Year Master Plan

- For level 2 hospitals and level 1 health centres, it is proposed to execute the master programming as a group as they share many service characteristics. However, as each of the current facilities have varying configurations, each would need to be assessed individually to determine its ability to enable the needed health service delivery.
- Facility master plans help assess and prepare the facility for current and future service delivery, extending the useful life of the facility, minimizing service disruption from unplanned events due to factors such climate change.

10 Year Master Plan⁹⁰

- The outcome of the master plan may lead to a recommendation to replace the facility, in whole or in part. Government approval will be sought to move forward to Concept Planning for facility redevelopment.
- The master plan may also recommend minor upgrades to the facility; these recommendations would be considered when developing NH's annual Capital Expenditure Plan.
- Development of master plans require an investment of time and funding:
 - Master Planning requires the efforts of NH Capital Planning and consultants with specialized knowledge.
 - Master Planning requires the efforts and time commitment of local physicians, leadership and staff.

Master Planning Updates⁹¹

- Bulkley Valley District Hospital (Smithers): Master planning completed July 2020. Submitted to Government with a request to move to Concept Plan. Ministry has not provided any timelines for approval.
- Master Planning for Wrinch Memorial Hospital has commenced. Discussions with local First Nations in progress. Steering Committee is now set up.
- Master Planning for Fort Nelson has been delayed.
- GR Baker – Re-evaluating and looking at options for re-starting the master planning/program.

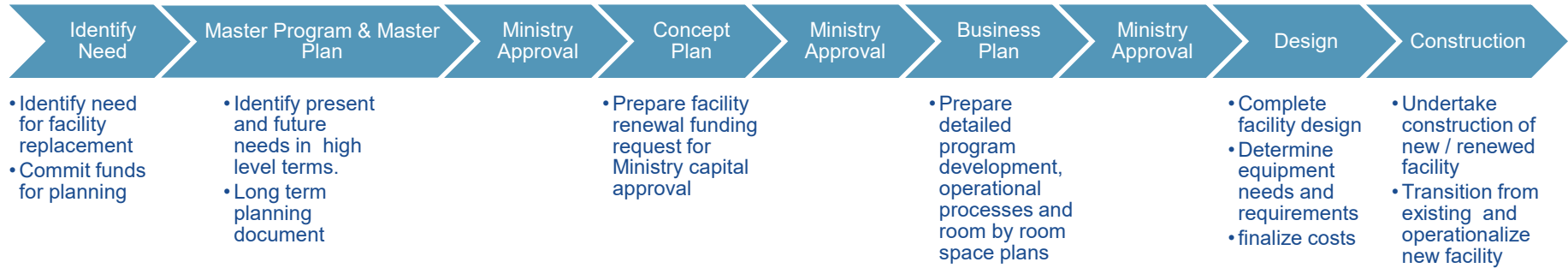
10 Year Master Plan⁹²

Site	Level of Care	Facility Condition Index	Proposed Fiscal Year of Master Plan
Wrinch Memorial Hospital	3	0.90	2024-2025 (Started)
Fort Nelson Hospital	3	0.73	2025-2027 (Started)
St John Hospital	3	0.70	2027-2028
Prince Rupert Regional Hospital	4	0.77	2029-2031
Chetwynd Hospital	2	0.79	2031-2033
McBride & District Hospital	2	0.77	2031-2035
Mackenzie & District Hospital	2	0.68	2031-2035
Stewart Health Centre	1	0.74	2035-2038
Tumbler Ridge Health Centre	1	0.74	2035-2038
Hudson's Hope Health Centre	1	0.68	2035-2038
Houston Health Centre	1	0.70	2035-2038
Fraser Lake Health Centre	1	0.67	2035-2038

10 Year Master Plan⁹³

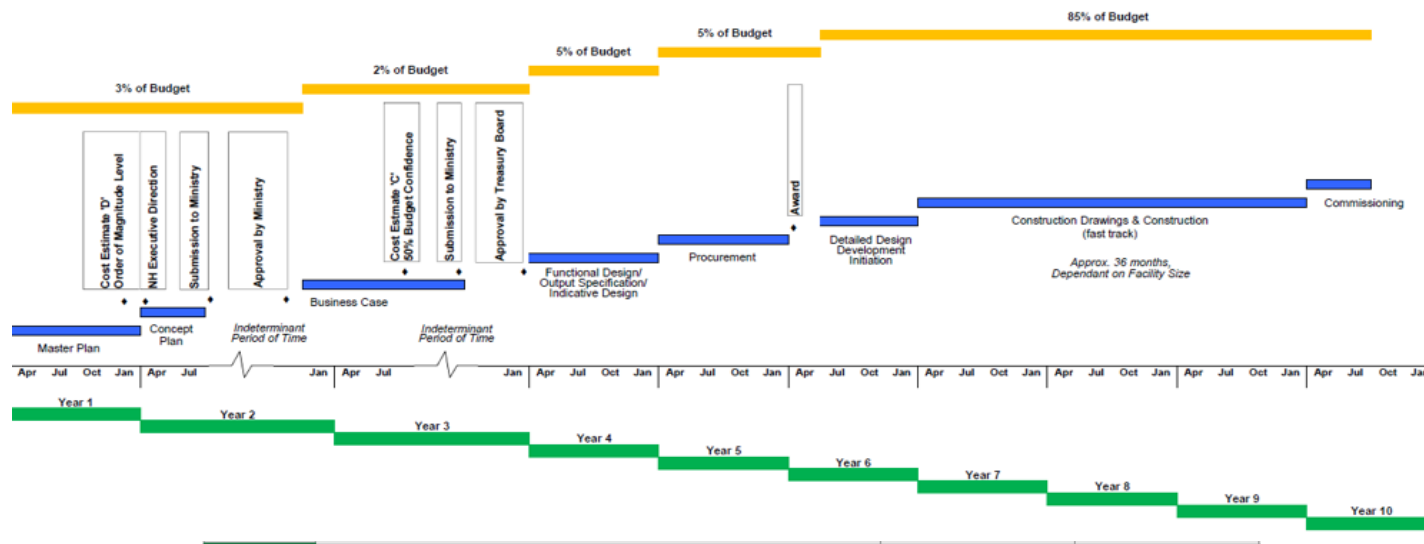
Site	Level of Care	Facility Condition Index	Proposed Fiscal Year of Master Plan
GR Baker Hospital	4	0.85	TBD
Eileen Ramsay Memorial Clinic (Quesnel)	1	0.61	TBD
Stikine Health Center (Dease Lake)	1	0.47	TBD
Nechako Center (Prince George)	1	0.47	TBD
Fort St John Medical Clinic	1	0.31	TBD
Valemount D&T Center	1	0.29	TBD

The Capital Planning Process for Facility Renewal⁹⁴



Project Scheduling & Budgeting

Facility Replacement – Approximate Timeline and Cashflow Projections – Project Budgets Exceeding \$50 Million



Year	Task Name	Approx. Duration	% of Budget
Y1	Master Plan	12 months	3%
	Approval by Ministry	Unknown	
Y2	Concept Plan	6 months	
	Approval by Ministry	Unknown	2%
Y2 to Y3	Business Case	9 to 12 months	
Y3	Approval by Treasury Board	Unknown	
Y4	Functional Design/Output Specification/Indicative Design	9 months	5%
Y5	Procurement	12 months	5%
Y6	Detailed Design Development Initiation	6 months	85%
Y6 to Y9	Construction Drawings & Construction (fast track)	36-48 months+	
Y10	Commissioning	6 months	

Facility Condition Assessments (FCA)

Provincial Capital Asset Management Framework (CAMF):

- all ministries to establish and maintain an inventory of their facilities and their physical condition



In 2003:

- Ministry of Health contracted VFA Inc. to complete a province-wide inventory and assessment of 500 health care facilities

Assessments were completed in 2006

- Contract did not address need for re-assessments to ensure facility condition data reflects ongoing capital investments

New FCA Agreement⁹⁷

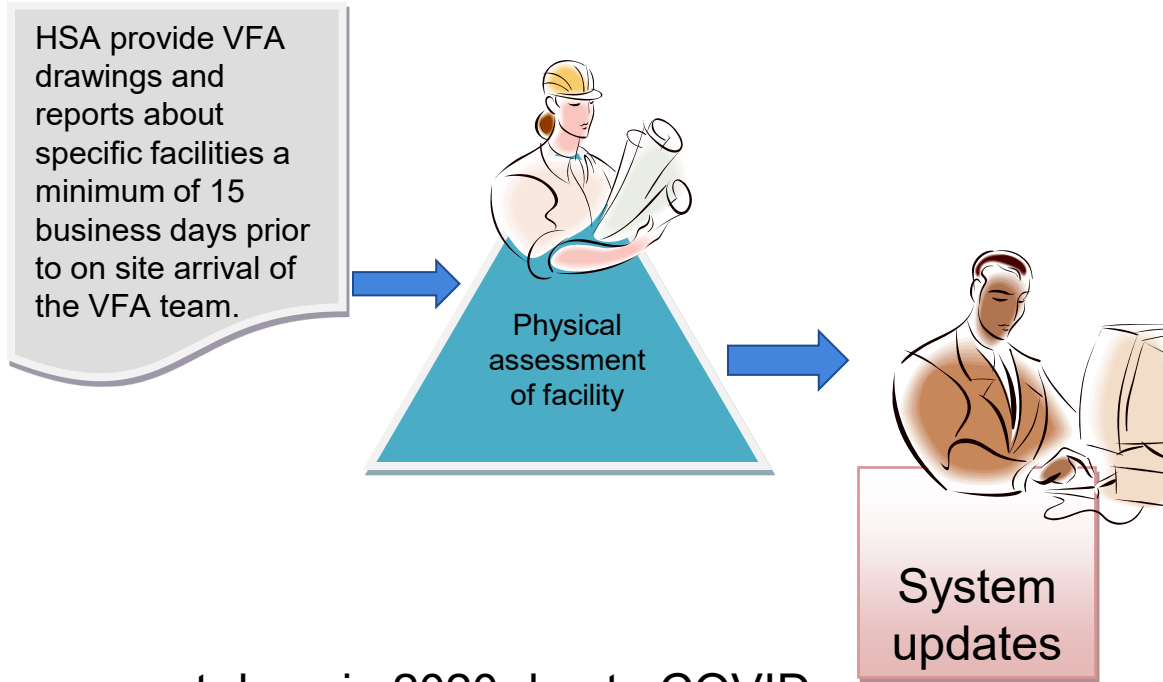
- 2012 – Ministry of Health selected VFA Canada Corporation (VFA) as the successful RFP proponent for facility assessment service
- The Agreement:
 - was signed in July 2012 for a term of 5 years;
 - includes two 5-year options for renewal, at the sole discretion of the Ministry;
 - requires VFA to assess approx. 20% (based on m²) of health care facilities per year;
 - requires VFA to assess all identified BC health care over the 5-year term.

New FCA Agreement⁹⁸ (cont'd)

- Physical assessments of approx. 500 health facilities (3 million m²) to:
 - identify deficiencies;
 - estimate work required to update the infrastructure.
- Assessments are performed by VFA teams of professionals:
 - architects
 - professional engineers
 - quantity surveyors
- Hosting and maintaining a secure database system to provide the Ministry and Health Authorities with data for:
 - tracking and reporting facility physical condition
 - identifying future capital projects



The Assessment Process



Assessments were not done in 2020 due to COVID

Facility Condition Index (FCI)

The FCI is:

- the numeric outcome of a facility assessment
- **an industry-standard indicator** that measures the relative physical condition of a facility and its systems (mechanical, electrical, plumbing, etc.) at a specific point in time

FCI ratio:

Total cost of facility systems repairs/renewals (\$)

Facility replacement value (\$)



FCI Example

The diagram illustrates the calculation of the Facility Condition Index (FCI) using two boxes on the left and two boxes on the right. The top box on the left, labeled 'Value of outstanding renewal needs', has a blue arrow pointing to a grey box containing '\$90,000'. The bottom box on the left, labeled 'Current value of building replacement¹', has a blue arrow pointing to a grey box containing '\$1,000,000'. A horizontal blue line separates the two grey boxes. To the right of the line, the text '= 0.09 FCI' is displayed.

$$\frac{\text{Value of outstanding renewal needs}}{\text{Current value of building replacement}^1} = 0.09 \text{ FCI}$$

¹ Current Replacement Value is the total amount required to replace a facility to its optimal condition.

What does FCI mean?

The lower the FCI value,

- the better condition that a facility is in, and
- the lesser the need for renovations or renewal funding relative to the facility's value.

For health facilities, the target FCI of 0.10 (10%) was recommended by VFA².



FCI does not capture all costs

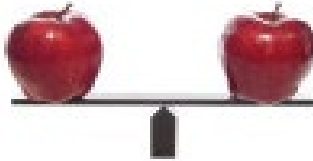
FCI calculations do not include:

- taxes
- LEED improvements
- financing costs
- architectural fees
- Inspection of systems
- commissioning of systems
- consulting fees
- asbestos removal
- site work
- equipment or furniture

How to Use FCI Values¹⁰⁴

FCI allows the Ministry and Health Authorities to:

- compare the condition of facilities against industry-wide standards;
- compare similar facilities by their physical condition;
- identify areas of facilities in the greatest need for updating, repair or replacement.



How to Use FCI Values (cont'd)

- FCI is only **one** component (related to facilities physical infrastructure) used in the process of making informed capital planning decision.
- In capital planning, other conditions and criteria other than the FCI value must be taken into consideration, such as:
 - Is the facility providing the right services?
 - Is the facility over or under capacity?
 - Is the facility adaptable to current standards?

A well maintained 1960 era hospital with a low FCI value is still designed to deliver care as if it's 1960

FCI - Next Steps

- Once facilities have been assessed, Health Authorities use the FCI data, together with other relevant criteria, to plan and prioritize future capital investments.
- FCI data must be considered together with other strategic criteria such as: facility functionality, market trends (e.g. available funding), demographic needs.

Cariboo Chilcotin RHD

As of October 2, 2025

Building	City	FCI	Year Constructed	Date of Most Recent Assessment	Replacement Value (\$ Millions)	Facility Repairs/ Renewals (\$ Millions)
Dunrovin Park Lodge	Quesnel	0.59	1974	6/24/2024	40.16	23.54
Dunrovin Park Lodge Addition	Quesnel	0.35	2007	6/24/2024	34.17	11.96
Eileen Ramsay Memorial Clinic	Quesnel	0.61	1954	6/24/2024	2.03	1.24
G R Baker Memorial Hospital	Quesnel	0.85	1954	6/26/2023	122.34	103.99

Fraser Fort George RHD

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As of October 2, 2025

Building	City	FCI	Year Constructed	Date of Most Recent Assessment	Replacement Value (\$ Millions)	Facility Repairs/ Renewals (\$ Millions)
Mackenzie Hospital	Mackenzie	0.68	1988	2/2/2024	24.30	16.52
Storage	Mackenzie	0.49	1995	2/2/2024	0.72	0.35
McBride and District Hospital	McBride	0.77	1963	6/26/2023	15.65	12.05
Alward Place	Prince George	0.46	1986	10/18/2021	51.17	23.54
Aspen 1 Independent Living	Prince George	0.65	1965	6/24/2024	5.97	3.88
Aspen 2 Independent Living	Prince George	0.69	1964	6/24/2024	5.66	3.90
Duplex Cottage Independent Living	Prince George	0.57	1959	6/24/2024	0.94	0.54
Fourplex Cottage Independent Living	Prince George	0.71	1959	6/24/2024	1.61	1.14
Gateway Lodge Assisted Living	Prince George	0.24	2009	6/24/2024	43.84	10.52
Gateway Lodge Complex Care	Prince George	0.22	2009	6/24/2024	77.40	17.08
Iris House	Prince George	0.28	2002	6/24/2024	7.93	2.22
JG Mackenzie Family Practice Centre	Prince George	0.59	1996	6/26/2023	5.12	3.02
Laurier Manor	Prince George	0.23	2001	10/18/2021	16.10	3.70
Learning & Development Centre	Prince George	0.15	2015	6/26/2023	5.65	0.85
Nechako Centre	Prince George	0.47	2001	2/2/2024	8.07	3.80
Parkside Intermediate Care Home	Prince George	0.58	1983	6/24/2024	19.44	11.28
Rainbow Intermediate Care Home	Prince George	0.61	1972	6/26/2023	12.47	7.61
Spruceland	Prince George	0.72	1955	2/2/2024	14.60	10.52
University Hospital of Northern British Columbia	Prince George	0.63	1958	6/26/2023	431.62	270.48
Valemount D and T Centre	Valemount	0.29	1978	10/18/2021	5.13	1.47

Stuart Nechako RHD

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As of October 2, 2025

Building	City	FCI	Year Constructed	Date of Most Recent Assessment	Replacement Value (\$ Millions)	Facility Repairs/ Renewals (\$ Millions)
Burns Lake - The Pines	Burns Lake	0.53	1992	5/20/2024	17.60	9.33
Lakes District Hospital and Health Centre	Burns Lake	0.16	2015	10/18/2021	52.72	8.44
Southside Health and Wellness Centre	Burns Lake	0.30	2003	10/18/2021	1.94	0.58
Stuart Lake Hospital (old)	Fort St. James	0.60	1972	11/24/2017	13.99	8.35
Nats'oojeh Hospital and Health Centre	Fort St James	New Build – To be assessed				
Fraser Lake Community Health Centre	Fraser Lake	0.67	1979	5/20/2024	8.53	5.71
Nurses Residence	Vanderhoof	0.66	1935	2/2/2024	4.12	2.72
St John Hospital	Vanderhoof	0.70	1971	6/26/2023	37.29	26.10
Stuart Nechako Manor	Vanderhoof	0.25	2004	2/2/2024	29.16	7.29

Peace River RHD¹⁰

As of October 2, 2025

Building	City	FCI	Year Constructed	Date of Most Recent Assessment	Replacement Value (\$ Millions)	Facility Repairs/ Renewals (\$ Millions)
Chetwynd General Hospital	Chetwynd	0.79	1971	2/2/2024	25.62	20.24
Dawson Creek and District Hospital	Dawson Creek	0.83	1960	2/2/2024	116.09	96.67
Dawson Creek and District Hospital Service Building	Dawson Creek	1.09	1996	2/2/2024	15.28	16.65
Rotary Manor	Dawson Creek	0.31	2002	2/14/2022	27.69	8.58
Rotary Manor Addition	Dawson Creek	0.26	2008	2/14/2022	23.17	6.02
Fort St John Hospital	Fort St John	0.20	2012	5/20/2024	243.45	48.69
Fort St John Medical Clinic	Fort St John	0.31	1963	2/2/2024	8.62	2.67
Peace Villa Residential Care	Fort St John	0.17	2012	5/20/2024	56.22	9.56
Hudson's Hope Health Centre	Hudson's Hope	0.68	1997	5/20/2024	10.18	6.89
Tumbler Ridge D and T Centre	Tumbler Ridge	0.74	1983	2/2/2024	11.20	8.29

Northern Rockies RHD¹¹¹

As of October 2, 2025

Building	City	FCI	Year Constructed	Date of Most Recent Assessment	Replacement Value (\$ Millions)	Facility Repairs/ Renewals(\$ Millions)
Fort Nelson General Hospital	Fort Nelson	0.73	1963	6/26/2023	36.87	26.92

112 Northwest RHD

As of October 2, 2025

Building	City	FCI	Year Constructed	Date of Most Recent Assessment	Replacement Value (\$ Millions)	Facility Repairs/ Renewals (\$ Millions)
Atlin Health Center	Atlin	New Build – To be assessed				
22 Tatcho Street	Dease Lake	0.70	1979	11/6/2014	0.52	0.37
23 Tatcho Street	Dease Lake	0.58	1979	11/6/2014	0.47	0.27
3rd Avenue	Dease Lake	0.67	1982	11/6/2014	0.52	0.35
Stikine Health Centre	Dease Lake	0.47	1994	7/21/2025	12.02	5.65
Hazelton Duplex	Hazelton	0.61	1998	5/8/2023	1.09	0.67
Wrinch Memorial Hospital	Hazelton	0.90	1977	5/8/2023	32.63	29.37
Houston D and T Centre	Houston	0.70	1982	5/20/2024	9.65	6.76
Kitimat General Hospital	Kitimat	0.40	2002	5/20/2024	100.72	39.92
Kitimat Mixed Elder Care	Kitimat	0.38	2002	5/20/2024	24.01	9.05
Masset Assisted Living	Masset	0.27	2008	2/14/2022	1.82	0.49
Northern Haida Gwaii Hospital and Health Centre	Masset	0.17	2008	2/14/2022	14.79	2.49
Duplex at 2208 and 2210 Dogwood	Masset	0.64	1970	2/14/2022	0.67	0.43
Acropolis Manor	Prince Rupert	0.15	2011	2/14/2022	29.96	4.52
Prince Rupert Regional Hospital	Prince Rupert	0.77	1971	5/8/2023	72.77	56.38
Haida Gwaii Hospital	Daaing Giids	0.07	2017	2/14/2022	29.73	2.18
Bulkley Lodge	Smithers	0.49	1978	5/8/2023	24.32	11.92
Bulkley Valley District Hospital	Smithers	0.82	1954	5/8/2023	39.18	32.13
Stewart Health Centre	Stewart	0.74	1993	5/20/2024	17.60	13.02
Birchwood Place	Terrace	0.32	1994	5/20/2024	2.79	0.89
McConnell Estates	Terrace	0.19	2002	5/20/2024	11.55	2.19
Mills Memorial Hospital (old)	Terrace	0.81	1959	11/24/2017	75.67	61.29
Ksyen Regional Hospital	Terrace	New Build – To be assessed				
Seven Sisters	Terrace	New Build – To be assessed				
Terraceview Lodge	Terrace	0.56	1984	2/2/2024	27.04	15.21
Terraceview Lodge New Addition	Terrace	0.27	2009	2/2/2024	20.62	5.57