



## CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, April 26, 2018  
SCRD Boardroom, 1975 Field Road

### AMENDED AGENDA

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**CALL TO ORDER:** 9:30 a.m.

#### AGENDA

1. Adoption of Agenda

#### PETITIONS AND DELEGATIONS

2. Bill Cox, BDO Canada LLP  
Regarding: i) Audit Results and Communications Report to the Members of the Board Annex A  
Pages 1-25  
ii) Independent Auditor's Reports for SCRD and Foreshore Leases pp. 26-28  
iii) SCRD Draft Audited Financial Statements Year Ended December 31, 2017 pp.29-73

**(Voting – All Directors)**

#### REPORTS

3. General Manager, Corporate Services / Chief Financial Officer – Sunshine Coast Regional District 2017 Draft Audited Financial Statements Annex B  
pp. 74-77
  - i) Audit Results and Communications Report to the Members of the Board See pp.1-25
  - ii) Independent Auditor's Reports for SCRD and Foreshore Leases See pp. 26-28
  - iii) SCRD Draft Audited Financial Statements Year Ended December 31, 2017 See pp. 29-73

**(Voting – All Directors)**

4. General Manager, Corporate Services / Chief Financial Officer / Chief Administrative Officer - 2018 Budget Debrief Annex C  
pp. 78-81  
⇒Insert  
pp 81a-f  
**(Voting – All Directors)**
5. Chief Administrative Officer – 2018 Budget Project Status Report Annex D  
pp. 82-88  
**(Voting – All Directors)**

6. Chief Administrative Officer – Director Remuneration Review  
**(Voting – All Directors)** ⇒ Insert  
pp 88a-h
7. Financial Analyst – Provincial Changes to the Medical Services Plan  
**(Voting – All Directors)** Annex E  
pp. 89-93
8. Financial Analyst – Gas Tax Community Works Funding  
**(Voting – Electoral Area Directors)** Annex F  
pp. 94-95  
⇒ Insert  
p 95a
9. Deputy Corporate Officer - 2018 Union of British Columbia Municipalities (UBCM) Resolutions  
**(Voting – All Directors)** Annex G  
pp. 96-97
10. Financial Analyst – Investments and Reserves as at March 31, 2018  
**(Voting – All Directors)** Annex H  
pp. 98-103
11. Financial Analyst – Grants Update to March 31, 2018  
**(Voting – All Directors)** Annex I  
pp. 104-108
12. Acting Purchasing Officer – Contracts between \$50,000 and \$100,000 – January 1 to March 31, 2018  
**(Voting – All Directors)** Annex J  
pp. 109-110
13. Manager, Financial Services – Director Constituency and Travel Expenses (January-March 2018)  
**(Voting – All Directors)** Annex K  
pp. 111-112

## COMMUNICATIONS

14. Union of British Columbia Municipalities (UBCM)  
Regarding: 2017 Resolutions  
**(Voting – All Directors)** Annex L  
pp. 113-115

## NEW BUSINESS

## IN CAMERA

## ADJOURNMENT

# Attachment A

## **SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

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**TO:** Corporate and Administrative Service Committee – April 27, 2017

**AUTHOR:** Tina Perreault, General Manager, Corporate Services / Chief Financial Officer  
Janette Loveys, Chief Administrative Officer

**SUBJECT:** **2017 BUDGET DEBRIEF**

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### **RECOMMENDATION(S)**

**THAT the report titled 2017 Budget Debrief be received;**

**AND THAT the recommended improvements be incorporated into the 2018-2022 Financial Planning Process as presented.**

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### **BACKGROUND**

The Annual Budget is one of the key processes in ensuring the Board's Strategic Goals are met by allocating resources based on strategic objectives and addresses requests based on priorities.

Each year after the annual budget is concluded, a debrief is scheduled to discuss the current year's budget process, identifying where improvements or changes can be made for future years.

At the May 12, 2016 Regular Board meeting, motion #180/16 was passed with excerpt below:

**Recommendation No. 3**     *2016 Budget Debrief*

THAT the report titled "2016 Budget Debrief" be received;

AND THAT the recommended improvements be incorporated into the 2017-2021 Financial Planning Process and Manual as presented.

Recommendations for process improvements from the 2016 budget year were implemented in the 2017 process and worked well. There continues to be opportunities such as, further evolving public engagement and creating efficiencies with the process itself.

A copy of the 2016 Budget Debrief staff report is attached for reference (Attachment A).

### **DISCUSSION**

One of the key objectives of the debrief is to discuss the budget process overall, review how the current process aligns with the Board's Strategic Plan, and incorporate any recommended

changes for the future years. During the 2017 budget process, both the Board and Staff identified some suggestions for improvements, which are outlined below.

### ***Year-end Surplus/Deficits***

One of the more significant changes from 2016 was the process for year-end surplus / deficits for Sunshine Coast Regional District (SCRD) services. This year, staff presented a universal and comprehensive report outlining the use of surplus funds which aligned with the Financial Sustainability Policy and mitigation strategy for those functions with material deficits.

#### ***Recommended Process Improvement:***

This process worked well and recommended to continue for 2017 year-end and 2018-2022 Financial Plan. Opportunity for improvement related to this process is to incorporate the respective reserve plans for each service. This is discussed later in the report relating to the development of capital plans.

### ***Budget Meetings***

For the 2017-2021 Financial Planning process, two Special Corporate and Administrative Services Committees were held December 1<sup>st</sup> and 2<sup>nd</sup>, 2016 for the purpose of pre-budget discussions. The first meeting focused on the SCRD's internal budget process, including an internal and external scan, preliminary financial overview, project carry-forward requests, past Board decisions, and other noteworthy items affecting the 2017-2020 Financial Plan. The second meeting focused on reviewing budget requests from Community Stakeholders and Partners such as Libraries, Museums, Chambers, tourism and cultural groups, and youth related program providers.

For Round 1 and 2 the meeting agendas were structured where SCRD related business was distinct from the Community Stakeholders and Partners which helped focus the discussion.

#### ***Recommended Process Improvement:***

The two step budget meetings worked well for 2017 and the recommended process improvements are as follows:

1. For SCRD Related Functions:
  - a. Include any information relating to the annual review for the Support Services Policy as part of pre-budget package as reference.
2. For the Committee/Board:
  - a. Request to consider the legal / legislative authority for some areas where Grant-in-Aid funding is provided.
  - b. For community budget requests, provide the Committee with clear information about which functions are funding, who participates, and who votes.
  - c. Provide guidance to the Committee on handling of community-based budget requests – what, specifically, are we asking them to do in Round 1 (R1)? What

are their options? Where does this component best fit into the overall R1 process.

3. For Stakeholders and Community Partners:

- a. See item #2c - Any information the Board can provide to Stakeholders and Community Partners in advance of pre-budget or R1 will help groups be prepared when submitting requests.
- b. A community development workshop be organized for Stakeholder and Community Partners with the purposes of:
  - i. Helping the community better understand the Regional District model; and
  - ii. Assisting with the sharing of resources, knowledge and capacity building.

**Budget Proposals**

In an effort to align the 2016 Budget Process with the Board’s strategic goals, the Senior Leadership Team (SLT) developed a set of criteria to assist with prioritizing the various proposals to provide a corporate perspective. The purpose was to ensure the various departments are working together to create better strategic alignment and corporate focus. The criteria was presented to the Board as follows:



**Recommended Process Improvement:**

*For SCRD Related Functions*

During 2017, 60 Budget Proposals were presented for consideration with 42 classified as **Mandatory**. Proposals relating to safety, imminent asset failure, and regulatory compliance were generally approved during R1 deliberations since there is little option to approve an item such as Ministry of Environment changes for landfill monitoring. Those linked to maintaining core operations or business continuity, like the Transit Expansion, were forwarded to Round 2 (R2) for further consideration as they typically involve setting service level standards.

When preliminary “Tax by Area” figures are presented at pre-budget or the start of R1, the overall figures are considerably lower than what could be reasonably expected.

Therefore, staff recommend that Mandatory Budget Proposals relating to safety, imminent asset failure, and regulatory compliance be incorporated into the R1 figures. Those Mandatory Budget Proposals relating to maintaining core operations or business continuity will still come to R1 as they relate to maintaining or setting service level standards.

The suggested process would be for the Committee / Board to review the draft project list during pre-budget deliberations. Staff will prepare different versions of the preliminary “Tax by Area” figures - one with and another without the mandatory projects included. This will provide the Board a more accurate representation of the starting point for taxation, the ability to provide strategic direction relating to the upcoming Financial Planning process, and generally a more realistic outlook on the upcoming budget figures.

*For Stakeholders and Community Partners*

It was recommend that a template be created and provided to Stakeholders and Community Partners to help guide them in providing the necessary information.

***Financial Budget Reports***

In 2017 the SCRD implemented a new Enterprise Resource Management (ERP) and Financial System-Unit 4 Business World (Agresso). The legacy financial system (Vadim) produced customized budgetary reports which have been used since 2001. The report contained narrative on the following: name and description of the service; authority / bylaw; main source of funding; taxation limits bylaw; staffing - general manager and budget manager; five-year historical budget values, participants with participation ratios of service; common tax-rates; detailed budget information with variance from a prior comparative (Attachment B).

***Recommended Process Improvement:***

A new version of the report is being developed for the 2018-2022 Financial Plan. It will include all the core information listed above, however, there will be modifications to the detailed budget information.

As part of the change in Financial System, the SCRD reformed its General Ledger structure to be more aligned with accounting standard / best practices. The revised report will align with the appending Schedules to the SCRD’s Financial Statements (Attachment C). Staff will bring forward an example of the report to a future Corporate and Administrative Services Committee for review, prior to pre-budget deliberations.

***Capital Plans***

Capital Plans are an integral part of long-term sustainable financial and asset management planning. Utilizing these plans also assists in establishing appropriate user rates and fees as well as service level standards.

Currently the SCRD does not have a consistent process to provide the Board with long-range capital plans, nor are they included in the Five Year Financial Plan in any detail. Only three functions within the SCRD have capital funds within their Base Budgets; Information Technology

[117], Regional Water [370], and just recently Community Recreation Facilities [615]. Budget Proposals for capital projects tend to focus on one year timelines and approval.

Some functions such as Regional Water [370], Ports [345], the Fire Departments [210, 212, 216 and 218], Community Recreation Facilities [615], and the Gibsons and District Public Library [640] have begun the process of developing long range plans as part of the ongoing asset management work. Twenty-year Capital Plans were presented to the Board in 2016 for the Community Recreation Facilities, Fire Departments and Regional Water the long-range plan is the Comprehensive Regional Water Plan (CRWP) which focuses on a 10-year time horizon. Staff continue to develop similar plans for other functions such as Information Technology, Parks, Ports, Fleet and Wastewater Plants.

***Recommended Process Improvement:***

A methodical and incremental approach will be required for the SCRD to begin incorporating capital plans into the Five-Year Financial Plan. The Plans also need to align with available funding and integrate with functional reserve plans. Staff recommended focusing on the functions listed above which have funds allocated in their Base Budget (Information Technology [117], Regional Water [370] and Community Recreation [615]) and functions with long-term capital plans already drafted (Fire Departments [210, 212, 216, 218] and Ports [345]).

Staff will continue work on drafting a process and template and bring it forward to a future Corporate and Administrative Services Committee for consideration. The process will include a procedure to incrementally implement these plans universally in a financially sustainable manner.

***Other Items identified by the Board:***

Public engagement opportunity related to BC Assessment to build an understanding of how assessments impact the Regional District module.

- Staff have added more information on the SCRD website related to property assessment and taxes (<http://www.scrd.ca/property-taxes>). Included are quick links and videos.
- Staff have invited BC Assessment to hold a special session on May 24, 2017 at 10:00 a.m. in the SCRD Boardroom for elected officials (including member municipalities) and senior staff.

**STRATEGIC PLAN AND RELATED POLICIES**

The five-year financial planning and budget process incorporates all major plans of the SCRD with the Strategic Plan being the key guiding document, along with the Integrated Five-Year Service Plan. The Board and staffs' Financial Sustainability Policy goals align in creating awareness of economic, social and environmental changes and responsiveness. Effectively refining the budget process over time shows commitment to the Strategic Plan Values of Collaboration, Equity, Environmental Leadership, Respect and Equality, and Transparency.

**CONCLUSION**

As the Annual Budget is one of the key processes in ensuring the Board’s Strategic Goals are met by allocating resources based on strategic objectives and addresses requests based on priorities, refining the process provides transparency and clarity to staff and the community. This budget debrief provides information of our learning through the 2017 budget process and it is recommended that the suggested changes be approved in preparation for the 2018-2022 Financial Planning process. Items such as the development of the new Budget Reports, Long-range Capital Plans, and Stakeholder and Community Partner relationships.

Attachments:

1. April 28, 2016-CAS Staff Report- 2016 Budget De-Brief
2. Historical Budget Reports 5290B
3. Proposed Budget Reports

Reviewed by:			
Manager		Finance	X-T Perreault
GM		Legislative	
CAO	X-J Loveys	Other	



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – April 26, 2018

**AUTHOR:** Janette Loveys, Chief Administrative Officer

**SUBJECT:** DIRECTORS REMUNERATION REVIEW

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### RECOMMENDATION(S)

**THAT** the report titled **Directors Remuneration Review** be received;

**AND THAT** a report be provided no later than June 2018 which includes an analysis of the factors identified by Committee.

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### BACKGROUND

The Board adopted the following resolution at the regular meeting held on March 9, 2017:

096/17                      **Recommendation No. 3**      *2015-2018 Strategic Plan – Directors’ Compensation*

THAT staff report on a potential process for a Directors’ compensation review, including but not limited to working groups, qualified individuals, or citizen committees;

AND THAT the process timeline allow implementation of any changes for the new Sunshine Coast Regional District (SCRD) Board elected in 2018.

The purpose of this report is to provide Committee with background information and context which can allow for discussion and direction with respect to a future report.

### DISCUSSION

The Board has identified a need to review the Remuneration Bylaw. This is a common practice in the Province and most Regional Districts have initiated a review of some degree in the past few weeks. The SCR D Bylaw was last updated, in part, in 2014. This review provides an opportunity to ensure a more comprehensive approach is undertaken, should the Committee wish to consider other factors and/or information.

The current Bylaw (Attachment A) and Schedule (Attachment B) are attached to this report.

There are many different approaches and methodologies Regional Districts utilize to provide remuneration to their elected officials and therefore no clear comparison can be made. Regional Districts put different emphasis on different factors and requirements for the position as it relates to the expectations of their community.

Generally, most Regional Districts take the following factors into consideration:

- Number and composition of directors (First Nations, municipal and rural)
- Number of meetings (board and standing committee)
- Remuneration for conferences
- Stipend model or flat rate
- Benefits (paid or not paid)
- Travel time (paid or not paid)
- Lifts for chair, vice chair and committee chairs
- Other special meetings such as public hearings or workshops
- Regional Districts of comparative size (population)
- Percentage of annual budget (tax payer's affordability factor)

As per the Bylaw, the SCRD incorporates annual adjustments according to the Consumer Price Index (CPI) for Vancouver. The rates for 2018 are attached to this report (Attachment B). Most Regional Districts follow this same approach and annually incorporate the CPI rates. In 2011, the Bylaw was amended to add the provision of health and dental benefits for Rural Directors, and Accidental Death and Dismemberment insurance for all Directors with 100% of both monthly premiums paid by the SCRD.

In the past, Committee expressed a desire to discuss a set of principles which could be incorporated into a policy. While no principles were identified, the Committee went on to discuss the parities of the municipal director and a rural director role. An example is whether the role is full-time or part-time and how it should be recognized. Another principle which was identified was applying a living wage to the remuneration. For example, the 2017 living hourly wage for a family of four in Vancouver is \$20.10.

Regional Districts across BC appear to be discussing the same issues within their communities and whether or not Regional Districts consider the two roles (municipal and rural) as different.

Recently at the Association of Vancouver Island and Coastal Communities conference, there was discussion among local governments with respect to the term of the office (3 years vs 4 years). Elected officials spoke about the term of the office and links to remuneration and how it can affect ones' ability to secure employment outside of the elected office, its impacts on families and home/life balance.

Currently the SCRD administers Director remuneration under Bylaw No. 636. Some Regional Districts have a policy which provides for additional process and reviews over and above a bylaw. For example, some policies identify that a review will occur every 4 years while some identify certain roles undergo a review such as the Chair, some policies also identify what form the review will take. Notwithstanding any changes Committee may wish to make to the Remuneration Bylaw, staff also recommend that a policy be developed to support the Bylaw and allow for more comprehensive reviews in the future.

For the 2017 budget, the Federal Government included a change that will see the tax exemption on 1/3 of elected officials' remuneration disappear, making the remuneration 100% taxable starting in 2019. For example, a Director receiving a T4 for 2017 showing taxable income of \$25,000, would have actually received \$37,500 of remuneration as 1/3 (or \$12,500) was exempt.

Based on staff’s research, many municipal councils in BC are proposing to increase the gross compensation of their Mayor and Council such that the elected officials retain the same net after tax amount. Many Regional District Boards in BC are proposing the same change.

In early 2017, the Columbia Shuswap Regional District informally gathered Director remuneration information from various Regional Districts. Staff note there are some data gaps in the information collected. The comparison is included in Attachment C, which summarizes remuneration paid from 18 Regional Districts based on the 2016 Statement of Financial Information (SOFI) disclosure forms. Based on the analysis, the SCR D has some of the highest values.

Staff recommend a report be brought back no later than June which includes any additional analysis and/or information the Committee would like to incorporate.

*Financial Implications*

Changes to remuneration will have a related financial implication. Therefore, an analysis of any proposed changes will be included as part of the report provided in June 2018.

**STRATEGIC PLAN AND RELATED POLICIES**

This report and review process links to the Board’s Strategic Priority of Enhance Board Structure and Processes. The Remuneration Bylaw was last amended in 2014 and it has been some time since the Bylaw has been reviewed in its entirety and updated to ensure it meets the needs of the organization and community.

**CONCLUSION**

The Board has identified a need to review the Remuneration Bylaw. This is a common practice in the Province and most Regional Districts have initiated a review of some degree in the past few weeks. The SCR D Bylaw was last updated, in part, in 2014. This review provides an opportunity to ensure a more comprehensive approach is undertaken, should the Committee wish to consider other factors and/or information.

The purpose of this report to provide Committee with background information and context which can allow for discussion and direction with respect to a future report no later than June 2018.

Attachment A – Bylaw 636

Attachment B – 2018 rates

Attachment C - Columbia Shuswap Regional District-SOFI Comparison

Reviewed by:			
Manager		CFO/Finance	X-T.Perreault
GM		Legislative	X-A.Legault
CAO		Other	

# Attachment A

## SUNSHINE COAST REGIONAL DISTRICT

### BYLAW NO. 636

#### A Bylaw to provide for the remuneration and expenses of Directors and Alternate Directors (consolidated for convenience only to include the 2017 Schedule)

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The Board of the Sunshine Coast Regional District, in open meeting assembled, enacts as follows:

1. This Bylaw may be cited as “*Sunshine Coast Regional District Directors’ Remuneration Bylaw No. 636, 2011*”.
2. Definitions:

In this bylaw:

Amended by  
Bylaw 636.1

“**Acting in the capacity of Board Chair**” means those times when the Board Chair is unavailable for a period of one week or longer, or as resolved by the Board, or prior to the one week period when the Vice Chair is required to attend to business in the place of the Chair e.g. for document execution.

“**Budget Meeting**” means a Corporate and Administrative Services Committee Budget or Pre-Budget meeting.

“**Committee**” means an SCRD Standing Committee, the Transportation Committee or the Sunshine Coast Policing Committee.

“**Extraordinary Meeting**” means a meeting of a subcommittee established by the Board; an intergovernmental meeting; an SCRD Strategic Planning meeting; or a special meeting that has been deemed as such by Board resolution.

“**Intergovernmental Meeting**” means a meeting between the SCRD Board and any other local government, including but not limited to the Town of Gibsons, District of Sechelt, Sechelt Indian Government District and School District No. 46.

“**Meeting**” means a meeting of the SCRD Board, an SCRD Standing Committee, the Transportation Committee, the Sunshine Coast Policing Committee, or an “Extraordinary Meeting” as defined in this bylaw.

“**Public Hearing**” means a public hearing held in accordance with section 890 of the *Local Government Act*.

“**Standing Committee**” means the Community Services Committee, the Corporate and Administrative Services Committee, the Infrastructure Services Committee or the Planning and Development Services Committee.

“**Standing Committee Vice Chair**” means the Director appointed as Vice Chair to a Standing Committee, but also includes a Director appointed as Acting Chair to a Standing Committee in the absence of the Standing Committee Chair and Standing Committee Vice Chair.

3. The remuneration for the Directors of the Sunshine Coast Regional District Board shall be as per Schedule A to this bylaw.

Amended by  
BL 636.2

4. Despite Section 3, a Meeting that goes beyond 3 hours in duration shall be paid at 2 times the regular meeting rate.

Amended by  
BL 636.3

5. On January 1<sup>st</sup> each year all stipends on Schedule A to this bylaw shall be adjusted by the percentage change over the preceding twelve (12) months in the Consumer Price Index for Vancouver at October 31<sup>st</sup>.

6. When a Director attends a portion of a meeting and the Alternate Director attends another portion of the same meeting, each shall be compensated as though they had attended the entire meeting.

Added by BL  
636.2

7. When the Chair leaves a meeting and the Vice Chair is required to preside over said meeting for a period of 30 minutes or more, each shall be compensated as though they had presided over the entire meeting.

Added by BL  
636.2

8. Electoral Area Directors shall be entitled to Provincial Medical, Extended Health and Dental benefits as are provided to employees of the Regional District and the Regional District will pay one hundred (100)% of the cost of monthly premiums.

Added by BL  
636.2

9. All Directors and Alternate Directors shall be entitled to Accidental Death and Dismemberment insurance for injuries sustained while travelling on the business of the Regional District as per the terms of the policy and the Regional District will pay one hundred (100%) of the cost of monthly premiums.

10. The remuneration as set out in Schedule A of this Bylaw shall be paid bi-weekly.

11. A Director or Alternate Director may be reimbursed, as per the Regional District Expense Reimbursement Policy for expenditures incurred by them when they are:

- i. representing the Regional District,
- ii. engaging in Regional District business,
- iii. attending a meeting, course or convention, or
- iv. attending a meeting of the Board.

Amended by  
BL 636.3

12. In addition to the above, the Chair, any Director or Alternate Director shall be entitled to \$150 per day for attending the annual conference of the Union of British Columbia Municipalities, the Federation of Canadian Municipalities, or the Association of Vancouver Island and Coastal Communities, the UBCM Annual Electoral Area Directors Forum or Leadership Academy Conference.

Amended by  
BL 636.3

13. The Chair, a Director or Alternate Director may, prior to attending a conference not listed in Section 12, request approval by the Board to receive \$150 per day to attend such conference.
14. All expenses and expenditures not specifically authorized by the Expense Reimbursement Policy must receive the authorization of the Board or the Corporate and Administrative Services Committee before they are incurred to be eligible for reimbursement.
15. All expenses and expenditures must be supported by proper and complete receipts, together with a signed claim for reimbursement or payment, and given to the Treasurer. Receipts need not be given for non-commercial accommodation, private motor vehicle use and meal charges (set amounts).
16. Within two weeks of delivery by a Director or Alternate Director to the Treasurer of a signed claim with supporting receipts in accordance with the Expense Reimbursement Policy, the Treasurer will pay to the Director or Alternate Director, the amount of the expenditures made or expenses incurred.
17. A designation of 1/3 of all remuneration received under this Bylaw is deemed to be an allowance for expenses incidental to those other than expenses referred to in section 8.
18. *"Sunshine Coast Regional District Directors' Remuneration Bylaw No. 568, 2005"* and amendments thereto are hereby repealed.

# Attachment B

SCRD Bylaw No. 636  
Directors' Remuneration  
Effective January 1, 2018

CPI Vancouver 12 Month % Change  
at October 31:  
2.4%


	Annual Stipend 2018			Standing Committee Chair			\$ per Board Meeting Chaired 2018			\$ per Committee Meeting 2018			\$ per meeting attended 2018			\$ for any day attending meetings 2018			\$ for acting in capacity of Board 2018		
	2017 Rate	Increase	2018 Rate	2017 Rate	2018 Increase	2018 Rate	2017 Rate	increase	2018 Rate	2017 Rate	increase	2018 Rate	2017 Rate	increase	2018 Rate	2017 Rate	increase	2018 Rate	2017 Rate	increase	2018 Rate
Chair	\$ 36,383.32	\$ 873.20	\$ 37,256.52										\$ 121.68	\$ 2.92	\$ 124.60						
Vice Chair	\$ 11,350.71	\$ 272.42	\$ 11,623.13				\$ 226.61	\$ 5.44	\$ 232.05				\$ 121.68	\$ 2.92	\$ 124.60				\$ 141.96	\$ 3.41	\$ 145.37
Director	\$ 9,107.03	\$ 218.57	\$ 9,325.60										\$ 121.68	\$ 2.92	\$ 124.60						
Rural Area Director Supplement	\$ 1,304.25	\$ 31.30	\$ 1,335.55																		
Alternate Director	\$ 1,424.98	\$ 34.20	\$ 1,459.18										\$ 121.68	\$ 2.92	\$ 124.60	\$ 107.81	\$ 2.59	\$ 110.40			
Standing Committee Chair	\$ 9,107.03	\$ 218.57	\$ 9,325.60	\$ 1,424.98	\$ 34.20	\$ 1,459.18				\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60						
Standing Committee Vice Chair	\$ 9,107.03	\$ 218.57	\$ 9,325.60							\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60						
Public Hearing Chair										\$ 121.68	\$ 2.92	\$ 124.60									
Public Hearing Alternate Chair													\$ 121.68	\$ 2.92	\$ 124.60						
Policing & Transportation Chair										\$ 121.68	\$ 2.92	\$ 124.60									


SCRHD Bylaw No. 72  
Directors' Remuneration  
Effective January 1, 2018

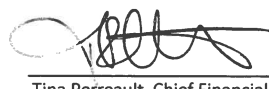
CPI Vancouver 12 Month % Change  
at October 31:  
2.4%

	Per Board meeting attended and chaired 2018			All other Directors and Alternate Directors per meeting attended			Chair, Directors and Alternate Directors per extraordinary meeting attended (deemed extraordinary by Board resolution) 2018			Appointed Directors for attending St. Mary's Hospital Governance Committee meetings 2018			Appointed Directors for attending Liason meetings and Capital Planning meetings held pursuant to the MOU with VCHA 2018		
	2017 Rate	Increase	2018 Rate	2017 Rate	2018 Increase	2018 Rate	2017 Rate	increase	2018 Rate	2017 Rate	increase	2018 Rate	2017 Rate	increase	2018 Rate
Chair	\$ 243.37	\$ 5.84	\$ 249.21				\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60
Vice Chair	\$ 243.37	\$ 5.84	\$ 249.21	\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60
Director				\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60
Alternate Director				\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60	\$ 121.68	\$ 2.92	\$ 124.60

Approved by:

  
Janette Loveys, Chief Administrative Officer  
Date: Nov 24 2017

  
Angie Legault, Corporate Officer  
Date: Nov. 23, 2017

  
Tina Perreault, Chief Financial Officer  
Date: NOVEMBER 24/17.

## Attachment C

	Regional District									
	CSRD	Squamish Lilloet	Fraser-Fort George	Nanaimo	East Kootenay	Cowichan Valley	Alberni-Clayoquot	Powell River	Central Coast	
	SOFI Information									
Chair	\$ 54,152	\$ 25,604	\$ 34,393	\$ 54,347	\$ 48,299	\$ 42,750	\$ 12,550	\$ 28,181	\$ 5,900	
Total EA Directors	\$ 181,478	\$ 90,478	\$ 113,297	\$ 204,007		\$ 284,637		\$ 106,676	\$ 21,675	
Average EA Director	\$ 30,246	\$ 22,620	\$ 16,185	\$ 29,144		\$ 31,626		\$ 21,335	\$ 4,335	
Total Muni Directors	\$ 72,318	\$ 49,559	\$ 84,793	\$ 155,094		\$ 108,736		\$ 21,845		
Average Muni Director	\$ 14,464	\$ 9,912	\$ 12,113	\$ 15,509	\$ -	\$ 18,123	\$ -	\$ 10,923		
Total all directors excluding alternates	\$ 253,797	\$ 165,641	\$ 232,483	\$ 413,448	\$ 364,493	\$ 393,373	\$ 94,468	\$ 128,521	\$ 21,675	
Average per Director	\$ 23,072	\$ 18,405	\$ 16,606	\$ 24,320	\$ 24,300	\$ 26,225	\$ 6,748	\$ 18,360	\$ 4,335	
<b>Board Remuneration from SOFI as % of Budget</b>	0.65%	0.76%	0.51%	0.47%	0.95%	0.51%	0.53%	0.93%	0.74%	
	Fraser Valley	Comox Valley	Thompson Nicola	Caribou	Peace River	Central Okanagan	Bulkley Nechako	North Okanagan	Sunshine Coast	
Chair	\$ 28,683	\$ 61,556				\$ 40,661	\$ 40,490	\$ 42,369	\$ 50,046	
Total EA Directors	\$ 156,056	\$ 158,977						\$ 136,897	\$ 185,052	
Average EA Director	\$ 19,507	\$ 52,992	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,379	\$ 37,010	
Total Muni Directors	\$ 159,217	\$ 134,855						\$ 113,135	\$ 56,536	
Average Muni Director	\$ 10,614	\$ 19,265	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,571	\$ 18,845	
Total all directors excluding alternates	\$ 318,272	\$ 308,616	\$ 504,885	\$ 314,583	\$ 208,027	\$ 227,538	\$ 313,363	\$ 253,853	\$ 241,587	
Average per Director	\$ 13,838	\$ 30,862	\$ 19,419	\$ 19,661	\$ 17,336	\$ 18,962	\$ 20,891	\$ 18,132	\$ 30,198	
<b>Board Remuneration from SOFI as % of Budget</b>	1.31%	0.28%	1.11%	0.46%	0.35%	0.42%	1.97%	0.32%	0.40%	



## Gas Tax Community Works Fund Summary of Commitments 2018 Funding Year

	<b>Function</b>	<b>A</b>	<b>B</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>Total</b>
<b>CWF Funding</b>		<u>Z10159</u>	<u>Z10160</u>	<u>Z10161</u>	<u>Z10162</u>	<u>Z10163</u>	
Balance of 2017 Uncommitted Funds to 2018		\$ 794,404	\$ 182,114	\$ 602,926	\$ 799,439	\$ 506,010	\$ 2,884,893
2017 Interest Earned		5,423	2,670	3,262	4,859	3,841	20,053.96
Balance of 2017 Committed Funds to 2018 (Carry Forwards)		160,509	336,462	63,084	121,721	166,357	848,133
<b>Funding Available as at December 31, 2017</b>		<b>\$ 960,336</b>	<b>\$ 521,245</b>	<b>\$ 669,272</b>	<b>\$ 926,018</b>	<b>\$ 676,208</b>	<b>\$ 3,753,080</b>
<b>2018 Anticipated Funding Allocation (based on 2016 Census data)</b>							
First Installment (August)		61,430	63,818	80,088	85,777	47,828	338,941
Second Installment (December)		61,430	63,818	80,088	85,777	47,828	338,941
<b>Funding Available for Projects in 2018</b>		<b>\$ 1,083,196</b>	<b>\$ 648,881</b>	<b>\$ 829,448</b>	<b>\$ 1,097,572</b>	<b>\$ 771,865</b>	<b>\$ 4,430,962</b>
<b>2018 Budgeted Funding Commitments</b>							
Area A - Lily Lake Area Bicycle/Walking Path (CF)	667	160,509					160,509
Area B - Redroofs Rd Bicycle/Walking Path - Hwy 101 to Mintie (CF)	665		140,964				140,964
Area B - Coopers Green Park - Hall & Parking Design Plans (CF)	650		94,691				94,691
Area B - Coopers Green Hall Replacement - \$100k in each of 2017, 2018 & 2019	650		200,000				200,000
Area D - Beach Avenue Bicycle Path, South of Flume (CF)	665			44,543			44,543
Area D - Lower Road, Remaining Sections - Planning (CF)	665			8,694			8,694
Area D - Village to Pier - Planning (CF)	665			9,847			9,847
Area E - Highway 101 Bicycle/Walking Path - Barrier Fencing Replacement (CF)	665				32,532		32,532
Area E - Gower Point Rd Bicycle/Walking Path - Secret Beach to Gibsons (CF)	665				89,189		89,189
Area F - Granthams Hall Restoration - Design & Engineering (CF)	650					166,357	166,357
		<b>\$ 160,509</b>	<b>\$ 435,655</b>	<b>\$ 63,084</b>	<b>\$ 121,721</b>	<b>\$ 166,357</b>	<b>\$ 947,326</b>
<b>Uncommitted CWF Gax Tax Funds for 2018</b>		<b>\$ 922,687</b>	<b>\$ 213,226</b>	<b>\$ 766,364</b>	<b>\$ 975,851</b>	<b>\$ 605,508</b>	<b>\$ 3,483,636</b>
<b>CWF Funds allocation (per capita basis using 2016 Census data)</b>		<b>18.12%</b>	<b>18.83%</b>	<b>23.63%</b>	<b>25.31%</b>	<b>14.11%</b>	<b>100.00%</b>