



## **SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE**

**Wednesday, September 29, 2021**

**Held Electronically and Transmitted via the SCRD Boardroom,  
1975 Field Road, Sechelt, B.C.**

### **AGENDA**

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**CALL TO ORDER**      9:30 a.m.

#### **AGENDA**

1. Adoption of Agenda

#### **PRESENTATIONS AND DELEGATIONS**

#### **REPORTS**

2. Introduction – Board Remuneration Review Overview  
*Chief Administrative Officer*      Annex A  
Pages 1-2
3. Revised Draft – Directors Remuneration Bylaw  
*Corporate Officer*      Annex B  
pp. 3-23  
**(Voting – All Directors)**
4. Directors Remuneration Review Policy  
*Chief Administrative Officer and Deputy Corporate Officer*      Annex C  
pp. 24-32  
**(Voting – All Directors)**
5. Review of Director Reimbursement of Travel and Other Expenses  
and Constituency Expense Policies      Annex D  
pp. 33-36  
*Chief Administrative Officer*  
**(Voting – All Directors)**  
\*Attachment A - Directors – Reimbursement of Travel and Other  
Expenses Policy      \*To come  
\*Attachment B – Constituency Policy      forward
6. Directors' Roles and Responsibilities      To come  
*Chief Administrative Officer*      forward  
**(Voting – All Directors)**

#### **COMMUNICATIONS**

#### **NEW BUSINESS**

#### **IN CAMERA**

#### **ADJOURNMENT**

# SCRD Board Remuneration Review: At-A-Glance

Current SCRD Board Remuneration Rates			Remuneration Rates as approved January 2021 <sup>1</sup>					
Stipends	Current Annual Stipend	Existing Annualized* (2 Year Average includes all meetings)	Daily	Bi-Weekly	Annual	\$ per Meeting	\$ per Conference Day	Supplement for Acting for Chair
<b>Municipal Directors Base Rate</b>	\$9,945.87	\$27,284.50	\$89.82	\$898.23	\$23,354	N/A	\$158.54	\$89.82
<b>Electoral Area Directors Base Rate</b>	\$11,370.26	\$30,999	\$128.32	\$1283.19	\$33,363	N/A	\$158.54	\$89.82
<b>Board Chair Supplement</b>	\$41,940.30	\$52,311	\$89.82	\$898.23	\$23,354	N/A	N/A	N/A
<b>Board Vice Chair Supplement</b>	\$12,396.22	\$32,535	11.55	\$115.50	\$3,003	N/A	N/A	\$78.27
<b>Standing Committee Chair Supplement</b>	\$1,556.22 + \$138.79 per meeting	~ \$3,000 <sup>3</sup>	N/A	N/A	N/A <sup>3</sup>	N/A	N/A	N/A
<b>Alternate Director</b>	\$1,556.22 + \$138.79 per meeting + \$122.97 day rate	N/A	N/A	N/A	\$1,600	\$255.00 <sup>2</sup>	N/A	N/A

<sup>1</sup>The Board approved the 2022-2025 Remuneration rate structure at the January 12<sup>th</sup> Regular Board Meeting. The Board has yet to Adopt and implement the amended Director's Remuneration Bylaw.

<sup>2</sup>The proposed Alternate Director rate is the equivalent of the previous day rate (\$122.97) + the previous per meeting rate (\$138.79).

<sup>3</sup>The previous Annual stipend and supplemental per meeting fees for Standing Committee Chair were removed as per the recommendations of the Board Remuneration Committee.

## SCRD Board Allowable Expenses

Allowable Expenses (all include applicable taxes)	Existing Board Rate (2000)	Existing Staff Rate (2006)	Proposed Board Rate (2022-2025)*
<b>Commercial Accommodation</b>	Actual Cost	Actual Cost	
<b>Non-Commercial Accommodation</b>	\$35.00/night	\$35.00/night	
<b>FCM Annual Conferences and Accommodation (FCM, UBCM, AVICC)</b>	Actual cost	Actual cost	
<b>UBCM Annual Conference and Accommodation</b>	Actual cost	Actual cost	
<b>AVICC Annual Conference and Accommodation</b>	Actual cost	Actual cost	
<b>Course of Conference Registration Fee</b>	Actual cost	Actual cost	
<b>Private Motor Vehicle Use</b>	Equivalent to provincial rates	Equivalent to provincial rates	
<b>Ferry transportation</b>	Actual cost	Actual cost	
<b>Air transportation</b>	Actual cost of regular economy fare	Actual cost of regular economy fare	
<b>Maximum reimbursable meal costs including gratuities (No receipts required)<sup>1</sup></b>	B - \$14.00	B - \$14.00	B - \$21.35
	L - \$14.00	L - \$14.00	L - \$21.60
	D - \$28.00	D - \$28.00	D - \$53.00
<b>Incidentals<sup>2</sup> (no receipt required / Overnight Travel Only)</b>	None	None	I - \$17.30
<b>"Per Diem" Rate (No receipts required – overnight travel only – less meals provided)</b>	\$60.00 per day (less meals provided)	\$60.00 per day (less meals provided)	\$113.25 (less meals provided)
<b>Parking</b>	Actual cost	Actual cost	
<b>Ground Transportation (taxi/ride hailing/transit)</b>	Actual Cost	Actual Cost	

<sup>1</sup>Proposed rates based on National Joint Council of the Public Service of Canada Oct 2021 rates

<sup>2</sup>Incidentals include items such as dry cleaning/laundry, photocopying/business related fees/internet fees

## SCRD Board Constituency Fees

Board Member	Existing (2000?)	Proposed (2022-2025)	Comments
<b>Municipal Board Member</b>	\$2,500 Annually	\$2,500 Annually	Based on historical use, there is no change recommended in the annual constituency fees.
<b>Rural Director</b>	\$3,500 Annually	\$3,500 Annually	
<b>Technology Allowance</b>	N/A	\$750 per term*	This would come from <b>within</b> the existing annual Constituency fees. Does not include cell phones.

\*SCRD provides supported hardware (Microsoft surface) and cell phones for director use. All other technology is unsupported.

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – September 29, 2021

**AUTHOR:** Sherry Reid, Corporate Officer

**SUBJECT:** REVISED DRAFT - DIRECTORS' REMUNERATION BYLAW

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### RECOMMENDATION(S)

**THAT** the report titled Revised Draft - Directors' Remuneration Bylaw be received for information;

**AND THAT** the revised draft *Sunshine Coast Regional District Directors' Remuneration Bylaw No. 732, 2021* be approved as presented or amended.

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### BACKGROUND

The Directors Remuneration Review Task Force presented their results at the January 12, 2021 Regular Board meeting. The following Task Force recommendations were then adopted by the Board (in part):

- 004/21 ...THAT the Board continue with updating the base remuneration for Directors in accordance with the annual change in the BC Consumer Price Index;
- ...THAT compensation be limited for external conference and workshop expenses to one per year, in addition to UBCM and AVICC, with the proviso that Directors may make a special request to the Board to attend more, and that the practice of paying for Alternate Directors to attend conferences be eliminated;
- ...THAT via the Terms of Reference of the Directors' Remuneration Review Task Force, an independent review of Director remuneration, allowances and benefits be conducted every four years beginning in 2025;
- ...THAT staff bring forward an amended Sunshine Coast Regional District Directors' Remuneration Bylaw in Q2 to implement the proposed changes to the remuneration structure.
- ...THAT the Board adopt base rates for electoral area and municipal area directors that encompass overall compensation for all mandatory activities associated with the defined roles and a reasonable degree of optional/additional activities that support the role according to the proposed remuneration structure as follows:

	Annual Stipend	Per Day
Electoral Area Director	\$33,363	–
Municipal Director	\$23,354	–
Chair supplement	\$23,354	–
Vice-chair supplement	\$3,003	–
Alternate Director	\$1,600	\$255

A new draft Director remuneration bylaw and amended schedule of allowable expenses to implement the approved Task Force recommendations was brought forward for the CAS Committee's consideration on May 27, 2021 (provided in Attachment C). The following was then adopted by the Board:

Corporate **It was moved and seconded**

162/21 **Recommendation No. 2** *Directors' Remuneration Bylaw Review - Policy*

THAT a policy be brought forward to outline a process, timeline and structure for Director remuneration review, to occur every 4 years.

**Recommendation No. 3** *Alternate Directors' Remuneration – Acting for Director*

THAT staff report to a future Committee with options for Alternate Director remuneration when acting in the capacity of a Director during an extended absence.

**Recommendation No. 4** *Directors' – Constituency Expenses Policy*

THAT the Constituency Expenses Policy be brought forward to a future Committee for review (e.g. cellular phone coverages).

**Recommendation No. 5** *Special Meeting for Remuneration Bylaw and Policies Review*

THAT a Special Corporate and Administrative Services Committee meeting be scheduled in July 2021 to discuss the Directors' Remuneration Bylaw, Constituency Expense Policy, Reimbursement of Travel and Other Expenses Policy, Director job descriptions and draft policy for Director remuneration review.

## DISCUSSION

The purpose of this report is to bring forward a revised draft of the remuneration bylaw to reflect the recommendations presented earlier this year by the Directors' Remuneration Review Task Force, and to further implement amendments to the bylaw as recommended at the May 27 CAS Committee meeting. Upon further review, it is recommended that an additional pay item for 'acting in the capacity of the chair' be added to align remuneration with the Bylaw. The revised

draft bylaw and a comparison table of proposed amendments has been attached for the Committee's consideration.

## **STRATEGIC PLAN AND RELATED POLICIES**

n/a

## **CONCLUSION**

### **Attachments:**

Attachment A: Directors Remuneration Bylaw – Comparison Table of Proposed Amendments

Attachment B: Revised Draft *Sunshine Coast Regional District Directors' Remuneration Bylaw No. 732, 2021*

Attachment C: Staff Report to Corporate and Administrative Services Committee – May 27, 2021

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

## ATTACHMENT A - Directors Remuneration Bylaw – Comparison Table of Proposed Amendments

Current Bylaw		Proposed Amendments	
1.	<b>Bylaw Citation</b> This Bylaw may be cited as “ <i>Sunshine Coast Regional District Directors’ Remuneration Bylaw No. 636, 2011</i> ”.	1.	<b>Bylaw Citation</b> This Bylaw may be cited as <i>Sunshine Coast Regional District Directors’ Remuneration Bylaw No. 732, 2021</i> .
2.	<b>Definitions:</b> In this bylaw: “ <b>Acting in the capacity of Board Chair</b> ” 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. “ <b>Budget Meeting</b> ” means a Corporate and Administrative Services Committee Budget or Pre-Budget meeting. “ <b>Committee</b> ” means an SCRD Standing Committee, the Transportation Committee or the Sunshine Coast Policing Committee. “ <b>Extraordinary Meeting</b> ” 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. “ <b>Intergovernmental Meeting</b> ” 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. “ <b>Meeting</b> ” 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. “ <b>Public Hearing</b> ” means a public hearing held in accordance with section 464 of the <i>Local Government Act</i> . “ <b>Standing Committee</b> ” means the Planning and Community Development Committee, the Infrastructure Services Committee or the Corporate and Administrative Services Committee. “ <b>Standing Committee Vice Chair</b> ” means the Director appointed as Vice Chair to a Standing Committee, but also includes a Director appointed as Acting Chair to a Standing	2.	<b>Definitions:</b> In this Bylaw: “ <b>Acting in the capacity of Board Chair</b> ” means those times when the Board Chair is unavailable for a period of one week or longer, or as resolved by the Board, <del>or prior to the one week period or those times</del> when the Vice Chair <del>or a Director</del> is required to attend to business in the place of the Chair, including but not limited to, document execution. “ <b>Alternate Director</b> ” means the person officially appointed by: i) an Electoral Area Director when that person is acting in the place of the Electoral Area Director; ii) each of the District of Sechelt, the Town of Gibsons, and the Sechelt Indian Government District when that person is acting in the place of the Municipal Director. “ <b>Board</b> ” means the Sunshine Coast Regional District Board in its entirety and does not include standing committees or select committees of the Board. “ <b>Committee</b> ” means a Sunshine Coast Regional District Standing or Select Committee. “ <b>Director</b> ” means an Electoral Area Director or a Municipal Director. “ <b>Electoral Area Director</b> ” means the person elected for each of Electoral Area A, Electoral Area B, Electoral Area D, Electoral Area E and Electoral Area F to sit on the Board. “ <b>Meeting</b> ” means a meeting of the Board, a Committee, or other meeting related to Regional District business including conferences, conventions and seminars as provided for in this bylaw. “ <b>Municipal Director</b> ” means the person or persons appointed by each of the District of Sechelt, the Town of Gibsons, and the Sechelt Indian Government District to sit on the Board. “ <b>Regional District</b> ” means the Sunshine Coast Regional District.

	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.	3. (1)	The remuneration for the Directors of the Sunshine Coast Regional District Board will be as per Schedule A attached to and forming part of this Bylaw.
4.	Despite Section 3, a Meeting that goes beyond 3 hours in duration shall be paid at 2 times the regular meeting rate.		N/A – no longer provision for per meeting chaired or per meeting attended
	No provision in current bylaw	3. (5)	When the Vice Chair <del>or a Director</del> is acting in the capacity of Board Chair, the Vice Chair <del>will be remunerated as the Chair or Director</del> <b>will receive a remuneration supplement</b> for the period of time they are acting in the capacity of the Chair <b>in accordance with the rate set out in Schedule A of this Bylaw.</b>
	No provision in current bylaw	<b>3. (6) NEW - ADDED to REVISED DRAFT</b>	Notwithstanding any other section of this bylaw, if a Director is absent for three consecutive meetings of the Board without the leave of the Board, the Regional District will suspend payment of the annual stipend to that Director which will be effective the day following the date of such third consecutive absence, and remain in effect until the day such Director resumes attendance at meetings of the Board following their absence.
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> .	<del>3. (6)</del> <b>3. (8)</b>	On January 1 <sup>st</sup> each year, remuneration set out in Schedule A of this Bylaw will be adjusted by the percentage change in the Consumer Price Index for Vancouver over the preceding twelve (12) month period ending 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.	<b>3. (7) NEW - ADDED to REVISED DRAFT</b>	When a Director attends a portion of a meeting and the Alternate Director attends another portion of the same meeting, the Alternate Director will be compensated as though they had attended the entire meeting.
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.		N/A – no longer provision for per meeting chaired or per meeting attended
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.	<del>3. (7)</del> <b>3. (9)</b>	Electoral Area Directors are 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.



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.	<del>3. (8)</del> 3. (10)	All Directors and Alternate Directors are 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.	3. (2)	The remuneration as set out in Schedule A of this Bylaw will 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: <ul style="list-style-type: none"> <li>i. representing the Regional District,</li> <li>ii. engaging in Regional District business,</li> <li>iii. attending a meeting, course or convention, or</li> <li>iv. attending a meeting of the Board.</li> </ul>	4. (1)	A Director or Alternate Director will be reimbursed, as per the Regional District Expense Reimbursement Policy for expenditures incurred by them when they are: <ul style="list-style-type: none"> <li>i) representing the Regional District,</li> <li>ii) engaging in Regional District business,</li> <li>iii) attending a meeting of the Board, or</li> <li>iv) attending a meeting, seminar or course.</li> </ul>
	No provision in current bylaw	4. (2)	In addition to section 4(1), a Director <b>representing the Regional District</b> will be reimbursed as per the Regional District Expense Reimbursement Policy for expenditures incurred by them when they are attending a <b>Federation of Canadian Municipalities (FCM), Union of BC Municipalities (UBCM) or Association of Vancouver Island and Coastal Communities (AVICC)</b> conference or convention.
12.	In addition to the above, the Chair, any Director or Alternate Director shall be entitled to \$158.54 per day for attending the annual conference of the Union of British Columbia Municipalities, or the Association of Vancouver Island and Coastal Communities, the UBCM Annual Electoral Area Directors Forum or Local Government Leadership Academy Conference.	3 (3)	<b>When representing the Regional District</b> , a Director will be entitled to a conference stipend as set out in Schedule A of this Bylaw for attending the annual conference of the Union of British Columbia Municipalities (UBCM), the Association of Vancouver Island and Coastal Communities (AVICC), the UBCM Annual Electoral Area Directors Forum, and the Local Government Leadership Academy Conference.
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 \$158.54 per day to attend such conference.	3 (4)	Once per calendar year, a Director may, prior to attending a conference not listed in section 3(3) of this Bylaw, request approval by Board resolution to attend such conference and receive the conference stipend as set out in Schedule A of this Bylaw.
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.	4. (3)	All expenses and expenditures not specifically authorized by the Expense Reimbursement Policy must receive the authorization of the Board before they are incurred to be eligible for reimbursement.
15.	All expenses and expenditures must be supported by	4. (4)	All expenses and expenditures must be supported by proper

	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).		and complete receipts, together with a signed claim for reimbursement or payment, and provided to the Chief Financial Officer. Receipts need not be provided for non-commercial accommodation, private motor vehicle use and per diem claims for meals.
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.	4. (5)	Within two weeks of delivery by a Director or Alternate Director to the Chief Financial Officer of a signed claim with supporting receipts in accordance with the Expense Reimbursement Policy, the Chief Financial Officer will pay to the Director or Alternate Director, the amount of the expenditures made or expenses incurred.
17.	Section repealed by 636.4		N/A
	No provision in current bylaw	5.	<b>Severability</b> If any section, subsection or clause of this Bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this Bylaw.
18.	<b>Repeal</b> <i>"Sunshine Coast Regional District Directors' Remuneration Bylaw No. 568, 2005"</i> and amendments thereto are hereby repealed.	6.	<b>Repeal</b> <i>Sunshine Coast Regional District Directors' Remuneration Bylaw No. 636, 2011</i> and amendments thereto are hereby repealed.

## SUNSHINE COAST REGIONAL DISTRICT

## BYLAW NO. 732

**A Bylaw to provide for the remuneration and expenses of  
Directors and Alternate Directors**

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**WHEREAS** it is desirable and prudent to provide for the payment of remuneration and eligible expenses of the Directors and the Alternate Directors of the Sunshine Coast Regional District for work related to attending and preparing for meetings of the Regional District; representing the Regional District at other meetings and conferences; and engaging in Regional District business generally;

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

**1. Citation**

This Bylaw may be cited as *Sunshine Coast Regional District Directors' Remuneration Bylaw No. 732, 2021*.

**2. Definitions**

In this Bylaw:

**"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 those times when the Vice Chair or a Director is required to attend to business in the place of the Chair, including but not limited to, document execution.

**"Alternate Director"** means the person officially appointed by:

- i) an Electoral Area Director when that person is acting in the place of the Electoral Area Director;
- ii) each of the District of Sechelt, the Town of Gibsons, and the Sechelt Indian Government District when that person is acting in the place of the Municipal Director.

**"Board"** means the Sunshine Coast Regional District Board in its entirety and does not include standing committees or select committees of the Board.

**"Committee"** means a Sunshine Coast Regional District Standing or Select Committee.

**"Director"** means an Electoral Area Director or a Municipal Director.

**"Electoral Area Director"** means the person elected for each of Electoral Area A, Electoral Area B, Electoral Area D, Electoral Area E and Electoral Area F to sit on the Board.

**"Meeting"** means a meeting of the Board, a Committee, or other meeting related to Regional District business including conferences, conventions and seminars as provided for in this bylaw.

**"Municipal Director"** means the person or persons appointed by each of the District of Sechelt, the Town of Gibsons, and the Sechelt Indian Government District to sit on the Board.

**"Regional District"** means the Sunshine Coast Regional District.

### **3. Remuneration**

- (1) The remuneration for the Directors of the Sunshine Coast Regional District Board will be as per Schedule A attached to and forming part of this Bylaw.
- (2) The remuneration as set out in Schedule A of this Bylaw will be paid bi-weekly.
- (3) When representing the Regional District, a Director will be entitled to a conference stipend as set out in Schedule A of this Bylaw for attending the annual conference of the Union of British Columbia Municipalities (UBCM), the Association of Vancouver Island and Coastal Communities (AVICC), the UBCM Annual Electoral Area Directors Forum, and the Local Government Leadership Academy Conference.
- (4) Once per calendar year, a Director may, prior to attending a conference not listed in section 3(3) of this Bylaw, request approval by Board resolution to attend such conference and receive the conference stipend as set out in Schedule A of this Bylaw.
- (5) When the Vice Chair or a Director is acting in the capacity of Board Chair, the Vice Chair or Director will receive a remuneration supplement for the period of time they are acting in the capacity of the Chair in accordance with the rate set out in Schedule A of this Bylaw.
- (6) Notwithstanding any other section of this bylaw, if a Director is absent for three consecutive meetings of the Board without the leave of the Board, the Regional District will suspend payment of the annual stipend to that Director which will be effective the day following the date of such third consecutive absence, and remain in effect until the day such Director resumes attendance at meetings of the Board following their absence.
- (7) When a Director attends a portion of a meeting and the Alternate Director attends another portion of the same meeting, the Alternate Director will be compensated as though they had attended the entire meeting.
- (8) On January 1<sup>st</sup> each year, remuneration set out in Schedule A of this Bylaw will be adjusted by the percentage change in the Consumer Price Index for Vancouver over the preceding twelve (12) month period ending October 31<sup>st</sup>.
- (9) Electoral Area Directors are 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.
- (10) All Directors and Alternate Directors are 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.

### **4. Expenses**

- (1) A Director or Alternate Director will 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 of the Board, or
  - iv) attending a meeting, seminar or course.

- (2) In addition to section 4(1), a Director representing the Regional District will be reimbursed as per the Regional District Expense Reimbursement Policy for expenditures incurred by them when they are attending a Federation of Canadian Municipalities (FCM), Union of BC Municipalities (UBCM) and Association of Vancouver Island and Coastal Communities (AVICC) conference or convention.
- (3) All expenses and expenditures not specifically authorized by the Expense Reimbursement Policy must receive the authorization of the Board before they are incurred to be eligible for reimbursement.
- (4) All expenses and expenditures must be supported by proper and complete receipts, together with a signed claim for reimbursement or payment, and provided to the Chief Financial Officer. Receipts need not be provided for non-commercial accommodation, private motor vehicle use and per diem claims for meals.
- (5) Within two weeks of delivery by a Director or Alternate Director to the Chief Financial Officer of a signed claim with supporting receipts in accordance with the Expense Reimbursement Policy, the Chief Financial Officer will pay to the Director or Alternate Director, the amount of the expenditures made or expenses incurred.

**5. Severability**

If any section, subsection or clause of this Bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this Bylaw.

**6. Repeal**

*Sunshine Coast Regional District Directors' Remuneration Bylaw No. 636, 2011 and amendments thereto are hereby repealed.*

**7. Effective Date**

*Sunshine Coast Regional District Directors' Remuneration Bylaw No. 732, 2021 comes into force and effect on October 31, 2021.*

READ A FIRST TIME	this	day of
READ A SECOND TIME	this	day of
READ A THIRD TIME	this	day of
ADOPTED	this	day of

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CORPORATE OFFICER

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CHAIR

Schedule A Effective <b>October 31, 2021</b>				
	Annual Stipend	\$ for any day attending Meetings	Supplement for acting in capacity of Board Chair (per day)	Conference Stipend per day attended
Electoral Area Director	\$33,363	n/a	\$89.82	\$158.54
Municipal Director	\$23,354	n/a	\$89.82	\$158.54
Chair supplement	\$23,354	n/a		n/a
Vice-chair supplement	\$3,003	n/a	\$78.27	n/a
Alternate Director	\$1,600	\$255		n/a

# ATTACHMENT C

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – May 27, 2021

**AUTHOR:** Sherry Reid, Corporate Officer

**SUBJECT:** DRAFT DIRECTORS' REMUNERATION BYLAW

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### RECOMMENDATION(S)

**THAT** the report titled Draft Directors' Remuneration Bylaw be received for information;

**AND THAT** draft *Sunshine Coast Regional District Directors' Remuneration Bylaw No. 732, 2021* be approved as presented or amended;

**AND THAT** the *Schedule of Allowable Expenses for Board Policy 5-1800-1 Directors Reimbursement of Travel and Other Expenses* be updated to remove expense eligibility for Alternate Director attendance at conferences and add expense eligibility for Municipal Director attendance at conferences.

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### BACKGROUND

The Directors Remuneration Review Task Force presented their results at the January 12, 2021 Regular Board meeting. The following recommendations were adopted by the Board:

Directors'  
Remuneration

**It was moved and seconded**

004/21

**THAT** the report titled Directors' Remuneration Review Task Force Results be received;

**AND THAT** the Board continue with updating the base remuneration for Directors in accordance with the annual change in the BC Consumer Price Index;

**AND THAT** compensation be limited for external conference and workshop expenses to one per year, in addition to UBCM and AVICC, with the proviso that Directors may make a special request to the Board to attend more, and that the practice of paying for Alternate Directors to attend conferences be eliminated;

**AND THAT** via the Terms of Reference of the Directors' Remuneration Review Task Force, an independent review of Director remuneration, allowances and benefits be conducted every four years beginning in 2025;

**AND FURTHER THAT** staff bring forward an amended Sunshine Coast Regional District Directors' Remuneration Bylaw in Q2 to implement the proposed changes to the remuneration structure.

Directors'  
Remuneration

**It was moved and seconded**

004/21

THAT the Board adopt base rates for electoral area and municipal area directors that encompass overall compensation for all mandatory activities associated with the defined roles and a reasonable degree of optional/additional activities that support the role according to the proposed remuneration structure as follows:

	Annual Stipend	Per Day
Electoral Area Director	\$33,363	–
Municipal Director	\$23,354	–
Chair supplement	\$23,354	–
Vice-chair supplement	\$3,003	–
Alternate Director	\$1,600	\$255

## DISCUSSION

The purpose of this report is to bring forward a new remuneration bylaw to reflect the recommendations presented earlier this year by the Directors' Remuneration Review Task Force, and as adopted by the Board. In order to implement the proposed changes, an amendment to the Board policy *5-1800-1 Directors Reimbursement of Travel and Other Expenses* will also be required to eliminate the current practice of paying for Alternate Directors to attend conferences. A draft bylaw and amended Board policy has been attached for the Committee's consideration.

### *Financial Implications*

The full year implications to the pay structure are estimated to be as follows:

	Annual Stipend	# of Directors	Yearly Expense
Electoral Area Director	\$33,363	5	\$166,815
Municipal Director	\$23,354	4	\$93,416
Chair supplement	\$23,354	1	\$23,354
Vice-chair supplement	\$3,003	1	\$3,003
Alternate Director	\$1,600	9	\$14,400
<b>Total estimated Remuneration</b>			<b>\$300,988</b>

The 2021 has a Budget \$356,960 and as at mid-May, \$111,300 had been expended. As the new pay structure is within the current Budget, an amendment is not required at this time. Staff



will monitor any variability and may bring a proposal to amend the Financial Plan as part of the 2022 Budget.

## STRATEGIC PLAN AND RELATED POLICIES

n/a

## CONCLUSION

A new Director remuneration bylaw and amended schedule of allowable expenses has been brought forward for the Committee's consideration.

### Attachments:

Attachment A: Draft *Sunshine Coast Regional District Directors' Remuneration Bylaw No. 732, 2021*

Attachment B: Schedule of Allowable Expenses for Board Policy 5-1800-1 Directors Reimbursement of Travel and Other Expenses

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

SUNSHINE COAST REGIONAL DISTRICT

BYLAW NO. 732

**A Bylaw to provide for the remuneration and expenses of  
Directors and Alternate Directors**

---

**WHEREAS** it is desirable and prudent to provide for the payment of remuneration and eligible expenses of the Directors and the Alternate Directors of the Sunshine Coast Regional District for work related to attending and preparing for meetings of the Regional District; representing the Regional District at other meetings and conferences; and engaging in Regional District business generally;

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

**1. Citation**

This Bylaw may be cited as *Sunshine Coast Regional District Directors' Remuneration Bylaw No. 732, 2021*.

**2. Definitions**

In this Bylaw:

**"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, including but not limited to, document execution.

**"Alternate Director"** means the person officially appointed by:

- i) an Electoral Area Director when that person is acting in the place of the Electoral Area Director;
- ii) each of the District of Sechelt, the Town of Gibsons, and the Sechelt Indian Government District when that person is acting in the place of the Municipal Director.

**"Board"** means the Sunshine Coast Regional District Board in its entirety and does not include standing committees or select committees of the Board.

**"Committee"** means a Sunshine Coast Regional District standing committee, the Sunshine Coast Regional District Transportation Advisory Committee or the Sunshine Coast Policing and Public Safety Committee.

**"Director"** means an Electoral Area Director or a Municipal Director.

**"Electoral Area Director"** means the person elected for each of Electoral Area A, Electoral Area B, Electoral Area D, Electoral Area E and Electoral Area F to sit on the Board.

**"Meeting"** means a meeting of the Board, a Standing Committee, a Select Committee, or other meetings as authorized by the Expense Reimbursement Policy.

**"Municipal Director"** means the person or persons appointed by each of the District of Sechelt, the Town of Gibsons, and the Sechelt Indian Government District to sit on the Board.

**"Regional District"** means the Sunshine Coast Regional District.

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

### 3. Remuneration

- (1) The remuneration for the Directors of the Sunshine Coast Regional District Board will be as per Schedule A attached to and forming part of this Bylaw.
- (2) The remuneration as set out in Schedule A of this Bylaw will be paid bi-weekly.
- (3) A Director will be entitled to a conference stipend as set out in Schedule A of this Bylaw for attending the annual conference of the Union of British Columbia Municipalities (UBCM), the Association of Vancouver Island and Coastal Communities (AVICC), the UBCM Annual Electoral Area Directors Forum, and the Local Government Leadership Academy Conference.
- (4) Once per calendar year, a Director may, prior to attending a conference not listed in section 3(3) of this Bylaw, request approval by Board resolution to attend such conference and receive the conference stipend as set out in Schedule A of this Bylaw.
- (5) When the Vice Chair is acting in the capacity of Board Chair, the Vice Chair will be remunerated as the Chair for the period of time they are acting in the capacity of the Chair.
- (6) On January 1<sup>st</sup> each year, remuneration set out in Schedule A of this Bylaw will be adjusted by the percentage change in the Consumer Price Index for Vancouver over the preceding twelve (12) month period ending October 31<sup>st</sup>.
- (7) Electoral Area Directors are 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.
- (8) All Directors and Alternate Directors are 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.

### 4. Expenses

- (1) A Director or Alternate Director will 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 of the Board, or
  - iv) attending a meeting, seminar or course.
- (2) In addition to section 4(1), a Director will be reimbursed per the Regional District Expense Reimbursement Policy for expenditures incurred by them when they are attending a conference or convention.

- (3) All expenses and expenditures not specifically authorized by the Expense Reimbursement Policy must receive the authorization of the Board before they are incurred to be eligible for reimbursement.
- (4) All expenses and expenditures must be supported by proper and complete receipts, together with a signed claim for reimbursement or payment, and provided to the Chief Financial Officer. Receipts need not be provided for non-commercial accommodation, private motor vehicle use and per diem claims for meals.
- (5) Within two weeks of delivery by a Director or Alternate Director to the Chief Financial Officer of a signed claim with supporting receipts in accordance with the Expense Reimbursement Policy, the Chief Financial Officer will pay to the Director or Alternate Director, the amount of the expenditures made or expenses incurred.

**5. Severability**

If any section, subsection or clause of this Bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this Bylaw.

**6. Repeal**

*Sunshine Coast Regional District Directors' Remuneration Bylaw No. 636, 2011* and amendments thereto are hereby repealed.

**7. Effective Date**

*Sunshine Coast Regional District Directors' Remuneration Bylaw No. 732, 2021* comes into force and effect on June 13, 2021.

READ A FIRST TIME                      this                      day of

READ A SECOND TIME                      this                      day of

READ A THIRD TIME                      this                      day of

ADOPTED                      this                      day of

\_\_\_\_\_  
CORPORATE OFFICER

\_\_\_\_\_  
CHAIR

Schedule A Effective June 13, 2021			
	Annual Stipend	\$ for any day attending Meetings	Conference Stipend per day attended
Electoral Area Director	\$33,363	n/a	\$158.54
Municipal Director	\$23,354	n/a	\$158.54
Chair supplement	\$23,354	n/a	n/a
Vice-chair supplement	\$3,003	n/a	n/a
Alternate Director	\$1,600	\$255	n/a

## Sunshine Coast Regional District BOARD POLICY MANUAL

Section:	Finance	5
Subsection:	Expense Accounts	1800
Title:	Directors – Reimbursement of Travel & Other Expenses	1

### POLICY

The Regional District will reimburse directors and alternate directors of the Regional District for reasonable food, accommodation and travel expenses in accordance with the attached *Schedule of Allowable Expenses*.

Regional District business includes attendance at conferences, conventions, meetings and seminars.

Those claiming expenses in accordance with this policy should be aware of the following general guidelines:

- The most economical mode of transportation is to be used, unless there is a specific practical reason to choose otherwise, e.g. flying may be preferable to driving more than 3 hours, one way.
- The “per diem” rate may not be claimed when meals are provided as part of a function and paid for as part of a registration for that function. When some but not all meals are included, expenses may be claimed for the additional meal when travelling. The amount payable for the additional meal will be the actual cost of the meal or the amount outlined in Section 11 of the attached *Schedule of Allowable Expenses*. If the actual expense is greater than the standard amount, receipt must be attached to the claim together with an explanation for the expense item.
- The “per diem” rate may be claimed for travel days when these involve being away from the office for more than half a day, subject to the above limitation.

### REASON FOR POLICY

To clarify how various provisions with respect to reimbursement of travel and other expenses will be administered by the Regional District.

### AUTHORITY TO ACT

Delegated to Staff

## PROCEDURE

### 1. Scope of Policy

This procedure applies to all directors and alternate directors of the SCRD who incur expenses while engaged in Regional District business unless otherwise stated.

### 2. Responsibility

#### Chief Administrative Officer

- To review and approve expense claims in a manner consistent with this policy, procedure and attached *Schedule of Allowable Expenses*.

#### Directors and Alternate Directors

- To submit expense claim in a manner consistent with the following procedure.

### 3. Materials Required

- Expense Report Form
  1. Details of all claimable expenses are contained in the attached Schedule.
  2. The Expense Report Form is the only form used for claiming travel and related expenses. Expenses for more than one trip can be claimed on one form, but the claim must be approved and submitted to Accounts Payable within 60 days of the earliest expense incurred.
  3. Complete the form under each heading and review for accuracy. Attach receipts, unless the “per diem” rate is being claimed (which does not require receipts). The “per diem” rate may not be claimed when meals are provided as part of the function and paid for as part of the registration.
  4. On completion, the form must be approved by the CAO and forwarded to Accounts Payable for processing.

**SUNSHINE COAST REGIONAL DISTRICT  
SCHEDULE OF ALLOWABLE EXPENSES**

- |           |  |   |           |         |       |         |        |         |
|-----------|--|---|-----------|---------|-------|---------|--------|---------|
| 1.        | Commercial accommodation   | Actual cost   |           |         |       |         |        |         |
| 2.        | Non-commercial accommodation   | \$35.00 per night   |           |         |       |         |        |         |
| 3.        | FCM Annual conference and accommodation<br>( <del>Chair</del> , Electoral Area <u>or Municipal</u> Directors <del>or Alternates</del> only)  | Actual cost   |           |         |       |         |        |         |
| 4.        | UBCM Annual conference and accommodation<br>( <del>Chair</del> , Electoral Area <u>or Municipal</u> Directors <del>or Alternates</del> only) | Actual cost   |           |         |       |         |        |         |
| 5.        | AVICC conference and accommodation<br>( <del>Chair</del> , Electoral Area <u>or Municipal</u> Directors <del>and Alternates</del> only)      | Actual cost   |           |         |       |         |        |         |
| 6.        | Course or conference registration fees   | Actual cost   |           |         |       |         |        |         |
| 7.        | Required course material   | Actual cost   |           |         |       |         |        |         |
| 8.        | Private Motor Vehicle Use  | Amount equal to Provincial reimbursement  |           |         |       |         |        |         |
| 9.        | Ferry transportation   | Actual cost   |           |         |       |         |        |         |
| 10.       | Air transportation   | Actual cost of regular economy fare   |           |         |       |         |        |         |
| 11.       | Telephone or facsimile charges   | Actual cost   |           |         |       |         |        |         |
| 12.       | Meal charges including gratuities<br>(no receipts required)  | <table border="0"> <tr> <td>Breakfast</td> <td>\$14.00</td> </tr> <tr> <td>Lunch</td> <td>\$18.00</td> </tr> <tr> <td>Dinner</td> <td>\$28.00</td> </tr> </table> | Breakfast | \$14.00 | Lunch | \$18.00 | Dinner | \$28.00 |
| Breakfast | \$14.00  |   |           |         |       |         |        |         |
| Lunch     | \$18.00  |   |           |         |       |         |        |         |
| Dinner    | \$28.00  |   |           |         |       |         |        |         |
| 13.       | Provincial and Federal taxes applicable to allowable expenses  | Actual cost   |           |         |       |         |        |         |
| 14.       | "Per Diem" rate<br>(no receipts required, overnight travel only)   | \$60.00 per day (in lieu of meal charges) exclusive of accommodation  |           |         |       |         |        |         |
| 15.       | Parking  | Actual cost   |           |         |       |         |        |         |
| 16.       | Taxis  | Actual cost   |           |         |       |         |        |         |

Approval Date:	September 14, 2000	Resolution No.	409/00
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	



### SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – September 29, 2021

**AUTHOR:** Dean McKinley, Chief Administrative Officer  
Jennifer Hill, Deputy Corporate Officer

**SUBJECT:** DIRECTORS' REMUNERATION REVIEW POLICY

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#### RECOMMENDATIONS

**THAT the report titled Directors' Remuneration Review Policy be received for information;**

**AND THAT the proposed Directors - Remuneration Review Policy 5-1900-2 be approved;**

**AND FURTHER THAT the amended Directors' Remuneration Review Task Force Terms of Reference, as shown in Attachment B, be adopted.**

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#### BACKGROUND

On January 14, 2021 the Sunshine Coast Regional District (SCRD) Board resolved that, per recommendation No. 7 from the SCRD Directors' Remuneration Review Task Force report, an independent review of Director remuneration, allowances and benefits will be conducted every four years, beginning in 2025.

The Board also adopted the following resolution at the regular meeting held on June 10, 2021:

162/21      **Recommendation No. 2** *Directors' Remuneration Bylaw Review - Policy*

THAT a policy be brought forward to outline a process, timeline and structure for Director remuneration review, to occur every 4 years.

In the Council and Board Remuneration Guide, the Union of British Columbia Municipalities (UBCM) explains that local governments undertake remuneration reviews to assess the fairness of elected officials' pay, expenses and benefit packages to ensure that remuneration levels for local elected officials remain fair over time. In some jurisdictions, elected official remuneration is reviewed by the municipal council or regional district board itself, or by a committee of the council or board. In most places, however, reviews are assigned to other parties in order to relieve elected officials from developing their own levels and terms of compensation. The three most common options are local government staff, an independent task force and experienced consultants.

The option of an independent task force, comprised largely or entirely of local residents, is used by some local governments across the province, including large cities, small villages and towns and regional districts. The size and composition of the task force are important points to

consider, in addition to the mandate of the committee, its methodology and the support it is provided. To date, the SCRD has had no official formalized process for regular and ongoing reviews of the Board's remuneration rates.

## **DISCUSSION**

Several best practices recommended in the UBCM's Council and Board Remuneration Guide for setting elected official remuneration include:

- establishing an independent task force to conduct reviews of elected official remuneration;
- conducting remuneration reviews, and reporting the results, at least one year before the next election;
- conducting remuneration reviews once per term; and
- setting out the timing for subsequent reviews in remuneration policies or bylaws.

As noted above, UBCM identifies the appointment of an independent task force as the preferred method for undertaking elected official remuneration reviews. The main value being its independence from elected officials as well as staff, and therefore ensuring the review process is conducted at arms-length from the local government.

An SCRD 'Directors - Remuneration Review Policy 5-1900-2' has been drafted (see Attachment A) that establishes a process, structure and timeline for conducting SCRD Director remuneration reviews. The draft policy provides a framework where SCRD Directors' remuneration, allowances, expenses and benefits are reviewed once per term by a Chief Administrative Officer appointed independent task force as outlined in the Directors' Remuneration Review Task Force Terms of Reference (see Attachment B). Upon completion of the review, the task force would then present their recommendations to the Board. The approved recommendations would be implemented in the succeeding Board's term.

A minor amendment has been made to the Directors' Remuneration Review Task Force Terms of Reference, where the text in section 2.2. 'no later than end of Q2, 2020' has been removed.

### *Timeline for next steps or estimated completion date*

Director remuneration reviews will be conducted once every four years, beginning in 2025.

## **STRATEGIC PLAN AND RELATED POLICIES**

N/A.

## **CONCLUSION**

It is important that local governments regularly review their elected official remuneration programs in order to ensure that they remain fair over time as expectations and circumstances change. Remuneration levels that are left static in the face of changing circumstances, including shifts in the cost-of-living, risk becoming barriers to participation for individuals who

may wish to serve their community. In these cases, diversity in the membership of local governing bodies may be difficult to achieve.

Currently, the SCRD has no official process for regular and ongoing reviews of the Board's remuneration rates. Implementation of a policy and procedure that provides a framework for this task, and recognizes the Chair and Directors' roles, responsibilities and time commitments, will address this deficit. Staff recommend that Directors - Remuneration Review Policy 5-1900-2 be approved to provide guidance, consistency and accountability to this process.

Attachment A: Directors – Remuneration Review Policy 5-1900-2 (Draft)

Attachment B: Directors' Remuneration Review Task Force Terms of Reference (Draft)

Reviewed by:			
Manager		Finance	X – T. Perreault
GM		Legislative	X – S. Reid
CAO	X – D. McKinley	Other	



## BOARD Policy

Section:	Administration	5
Subsection:	Committees	1900
Title:	Directors Remuneration Review	2

### 1. PURPOSE

To establish a process, structure and timeline for conducting Sunshine Coast Regional District (SCRD) Director remuneration, allowance, expense and benefit reviews that are reasonable, independent and transparent.

### 2. SCOPE

Applies to all Directors of the SCRD.

### 3. DEFINITIONS

- 3.1 **"Allowance"** means predetermined amounts or flat rates that are allocated to SCRD Directors for expenses that may be incurred in the course of their duties.
- 3.2 **"Benefit"** means the incentives, services and protections provided to SCRD Directors during their time in office.
- 3.3 **"Board"** means the SCRD Board in its entirety and does not include standing committees or select committees of the Board.
- 3.4 **"Director"** means an Electoral Area Director or Municipal Director.
- 3.5 **"Expense"** means the charges incurred by SCRD Directors in the course of their duties, and are necessary in order to perform their duties.
- 3.6 **"Remuneration"** means money that is paid to SCRD Directors as compensation for the duties they perform, and includes base salaries and supplemental payments that typically take the form of per-meeting stipends. Remuneration is also used in a broader sense to include expenses and benefit packages, in addition to money.
- 3.7 **"Remuneration Review"** means the formal assessment of existing remuneration provided to SCRD Directors. These reviews include a consideration of pay, allowances, expenses and benefits.

### 4. POLICY/PROCEDURE

- 4.1 The *Local Government Act* provides that a board may by bylaw, provide for the remuneration, expense reimbursements and benefits of Directors.



## BOARD Policy

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- 4.2** The SCRД provides for the remuneration allowances and expense reimbursements of Directors in accordance with the bylaw cited as *Sunshine Coast Regional District Directors' Remuneration Bylaw No. 732, 2021*.
- 4.3** SCRД Directors' remuneration, allowances, expense reimbursements and benefits will be reviewed once per term by a Chief Administrative Officer (CAO) appointed independent task force as outlined in the Directors' Remuneration Review Task Force Terms of Reference. Upon completion of the review, the task force is to present their recommendations to the Board. The approved recommendations will be implemented in the succeeding Board's term.

## 5. AUTHORITY TO ACT

The Chief Administrative Officer is responsible for administering the remuneration review process.

## 6. REFERENCES (Bylaws, Procedures and Guiding Documents)

- 6.1** Directors' Remuneration Review Task Force Terms of Reference
- 6.2** Directors – Reimbursement of Travel & Other Expenses Policy 5-1800-1
- 6.3** Constituency Expenses Policy 5-1800-2
- 6.4** *Sunshine Coast Regional District Board Procedures Bylaw No. 717, 2018*
- 6.5** *Sunshine Coast Regional District Directors' Remuneration Bylaw No. 732, 2021*

Approval Date:		Resolution No.	
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	

## TERMS OF REFERENCE

### DIRECTORS' REMUNERATION REVIEW TASK FORCE

#### 1. Purpose

- 1.1 The purpose of the **Directors' Remuneration Review Task Force** is to:

Conduct a compensation review for the SCRD Chair and Directors and recommend a remuneration structure that recognizes the roles, responsibilities and time commitment necessary to fulfil their obligations as elected officials and meet public expectations in the performance of their duties.

#### 2. Mandate

- 2.1 The mandate of the Directors' Remuneration Review Task Force is to make recommendations on the following:

- (a) annual remuneration structure, including consideration of an annual flat rate remuneration structure;
- (b) additional stipends, supplements and allowances;
- (c) annual adjustment calculations;
- (d) benefits;
- (e) options for making periodic adjustments for ongoing compensation; and
- (f) calculation formulas to replace the current remuneration structure, taking into consideration costing formulas used by other regional districts and UBCM best practices.

- 2.2 The Task Force will provide a report to the Chief Administrative Officer with its recommendations, ~~no later than end of Q2, 2020~~. Recommendations will be presented to directors at a Corporate and Administrative Services meeting, as soon as possible, following the Chief Administrative Officer's receipt of the Task Force recommendations.

- 2.3 The Directors' Remuneration Review Task Force will be dissolved once the Task Force recommendations have been forwarded to the Regular Board meeting for receipt and consideration of adoption.

#### 3. Structure/Operations

- 3.1 The Directors' Remuneration Review Task Force will be comprised of no more than three (3) members, who will be appointed by the Chief Administrative Officer on the basis of their experience and credentials, and should include representation from:

- (a) the local business community;
- (b) the non-profit sector; and,
- (c) a former elected official or senior staff member of government.

- 3.2 The Chair of the Task Force will be selected from amongst its members.

- 3.3 The Chief Administrative Officer will sit as an *ex officio* member of the Task Force.
- 3.4 A majority of the members of the Task Force, as listed in section 3.1, will constitute a quorum.
- 3.5 A Directors' Remuneration Review Task Force meeting will be convened upon the appointment of members. The purpose of the inaugural meeting will be to review the Terms of Reference, establish a meeting schedule and establish preliminary research requirements.
- 3.6 The Task Force will operate on a consensus basis. Where consensus cannot be reached, decisions will be made according to Roberts' Rules of Order.
- 3.7 The Task Force will act independently of the SCRD Board and its individual members. The Board will not intervene or influence the Task Force's review and determination of a remuneration structure.
- 3.8 Task Force members must respect and maintain the confidentiality of the issues brought before them. Deliberations that take place at Task Force meetings are in confidence, and final recommendations will not be publicly discussed until the final report is submitted and presented to directors at a Corporate and Administrative Services Committee meeting.
- 3.9 Task Force members serve without remuneration but may be eligible to have reasonable expenses reimbursed in accordance with the SCRD Policy on Committee Volunteer Meeting Expenses.

#### 4. Scope of Work

##### 4.1 Factors to consider

*The Union of BC Municipalities Council & Board Remuneration Guide* provides a best practices approach to developing compensation programs that are fair both for elected officials and local taxpayers. The Guide recognizes there are considerable differences among local governments as well as the inherent differences in the roles and workload of regional district electoral area directors and municipal directors. The Task Force may research and consider any aspect of compensation it believes is relevant to making its recommendations, but will specifically consider the following:

**Representative government** – Regional District Boards are representative governing bodies. Their legitimacy is strengthened when they reflect the diversity of the communities they serve. Compensation paid to directors must be sufficient to attract individuals from all walks of life to stand for election to public office.

**Time commitment** – The functions and responsibilities of the Regional District Chair and directors, the level of community engagement and the time commitment required of elected officials, including, but not limited to, attending meetings, public events, preparation time, and serving on external committees and commissions can be significant and may vary among electoral area and municipal directors. Significant time may also be spent responding to constituents' inquiries and concerns via email, telephone and in person.

**Responsibility** – Regional District Boards are responsible for increasingly broad and complex local government services. Elected officials must accept responsibility for funding, policy direction and service delivery decisions that can be weighty and contentious and affect the everyday lives residents and the long-term prosperity of the community. The public exposure involved in politics can significantly affect the personal lives of elected officials as well as their family's lives. Fair remuneration is warranted for individuals willing to accept this level of responsibility and commitment.

**Employment and Financial Impacts** – The significant time required to serve on the Regional District Board will reduce the amount of time available for elected officials to spend on other paid work. It may also impact future career development and earning potential since the time spent serving the community means less time available to build a career path.

#### 4.2 **Assessment of Current Compensation**

The Task Force will assess current compensation levels for Regional District on the basis of comparison of remuneration paid to elected officials in other similar jurisdictions, in particular:

- (a) compensation paid to directors with comparable workloads and time commitments in other similar regional districts (data from 5 to 7 comparable jurisdictions will be provided);
- (b) compensation paid to elected officials in other local governments on the Sunshine Coast;
- (c) historical SCRD compensation adjustments; and,
- (d) any other factors the Task Force considers relevant.

#### 4.3 **Review and Evaluation Process**

In considering relevant factors and assessing current compensation the Task Force members may use a variety of resources and techniques to complete its review, including, but not limited to;

- (a) research and review of current trends and approaches, including living wage data, used to set Regional District director remuneration levels;
- (b) conducting interviews with persons thought to be appropriate, such as former elected officials, government agencies or Regional District volunteers;
- (c) conduct public engagement to receive feedback from the community (online and/or in-person information sessions);
- (d) review of existing and past policies; and,
- (e) discussions with Regional District staff to gather technical information and data.

#### 4.4 **Staff Resources**

Regional District staff will be assigned to serve the Task Force in a liaison/resource capacity. The role of the staff liaison may include:

- (a) providing information and professional advice;
  - (b) assisting the Task Force in writing reports and recommendations to the Board;
- and



- (c) bringing such matters to the Task Force's attention as are appropriate for it to consider in support of their mandate.

#### 4.5 Information Resources

The Regional District will provide the following information to the Task Force:

- information on SCRD role, structure and authority under the *Local Government Act*;
- population, scope of services, staffing, operating budget and tax base information for the SCRD and other comparable regional districts;
- remuneration rates and compensation information from other comparable regional districts;
- current SCRD compensation information (bylaws and policies);
- UBCM Council & Board Remuneration Guide, September 2019; and,
- other information which the Task Force or the SCRD considers relevant.

### 5. Reference Documents

- 5.1 SCRD Procedure Bylaw No. 717
- 5.2 *Community Charter*, Section 100 – 109 – Conflict of Interest
- 5.3 Board Policy 7-2830-1 Committee Volunteer Meeting Expenses

Approval Date:	January 30, 2020	Resolution No.	025/20 rec. No. 10
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – September 29, 2021

**AUTHOR:** Dean McKinley, Chief Administrative Officer

**SUBJECT:** REVIEW OF DIRECTOR REIMBURSEMENT OF TRAVEL AND OTHER EXPENSES AND CONSTITUENCY EXPENSE POLICIES

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### RECOMMENDATION(S)

**THAT** the report titled Review of Director Reimbursement of Travel and Other Expenses and Constituency Expense Policies be received for information;

**AND THAT** the direction be provided with respect to amendments to the Director Reimbursement of Travel and Other Expenses and Constituency Expense policies.

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### BACKGROUND

At the regular Board Meeting of June 20, 2021, the following Resolutions were adopted:

162/21      **Recommendation No. 4**      *Directors' – Constituency Expenses Policy*

THAT the Constituency Expenses Policy be brought forward to a future Committee for review (e.g. cellular phone coverages).

**Recommendation No. 5**      *Special Meeting for Remuneration Bylaw and Polices Review*

THAT a Special Corporate and Administrative Services Committee meeting be scheduled in July 2021 to discuss the Directors' Remuneration Bylaw, Constituency Expense Policy, Reimbursement of Travel and Other Expenses Policy, Director job descriptions and draft policy for Director remuneration review.

### DISCUSSION

As part of the Remuneration Bylaw update, these two policies were identified as important pieces to the Director Remuneration. However, both these policies are out of date.

The Directors Reimbursement of Travel and Other Expenses Policy - last updated in September 14, 2000 (Policy 1).

The Constituency Expenses Policy – last updated December 11, 2014 (Policy 2).

***The Directors Reimbursement of Travel and Other Expenses Policy (Policy 1)***

This policy applies to all directors of the SCRD who incur expenses while engaged in Regional District business.

This intent of this policy is to reimburse directors of the Regional District for reasonable food, accommodation and travel expenses in accordance with the attached **revised** *Schedule of Allowable Expenses*. In order to implement the proposed changes, an amendment to the Board policy 5-1800-1 *Directors Reimbursement of Travel and Other Expenses* is also be required to eliminate the current practice of paying for Alternate Directors to attend conferences.

Those claiming expenses in accordance with this policy should be aware of the following general guidelines:

The most economical mode of transportation is to be used, unless there is a specific practical reason to choose otherwise, e.g. flying may be preferable to driving more than 3 hours, one way.

The per diem rate may not be claimed when meals are provided as part of a function and paid for as part of a registration for that function. When some but not all meals are included, expenses may be claimed for the additional meal when travelling. The amount payable for the additional meal will be the actual cost of the meal or the amount outlined in the *Schedule of Allowable Expenses*. If the actual expense is greater than the standard amount, receipt must be attached to the claim together with an explanation for the expense item.

Staff have identified that although this is in alignment with the employee travel and expense reimbursement policy, it is very low for today's costs.

The per diem rate may be claimed for travel days when these involve being away from the office for overnight travel only and subject to the above limitation.

Mileage is calculated at the provincial rate which is currently at \$.55/km and is updated April 1 of each year.

### ***Constituency Expenses***

As per the Constituency Expenses Policy, "Constituency expenses must be incurred as a result of SCRD business and the duties of the office of the Director. These expenses include but are not limited to:

- Phone charges, printing supplies, advertising local issues for their area, support for producing newsletters and travel expenses in support of local issues."

In alignment with other Regional Districts, the Committee may wish to consider updating outdated language as well as contemplating the inclusion internet costs and other associated expenses related to working from home offices and participating in virtual meetings etc.

The Remuneration Committee recommended the following:

*A portion of internet and data charges (2/3 for electoral Area, 1/3 for municipal directors), other technology expenses such as subscriptions for software necessary to Director*

*duties (such as online meetings), home office expenses, printing supplies, facility rentals, support for producing newsletters, website hosting for blogs, and travel and meal expenses in support of local issues.*

However, staff propose the fourth clause of the policy be replaced with the following:

Directors will be provided an allowance of \$750 per term to purchase personal technology accessories (such as monitor, headphones, mouse). These devices will not be maintained by the SCRD and will not be required back at the end of service. This does not include computers/laptops or cell phones as these are provided by the SCRD.

Monthly claims should be submitted on a monthly bases with complete receipts for each claim (other than mileage).

*Where are we at?*

The 2021 Financial Plan for line items Legislative Services Constituency Expenses and UBCM/AVICC Constituency Expenses provide a combined budget of \$20,300. The applicable policy provides a maximum \$2,500 allowance per Director from Legislative Services [110] and an additional \$1,000 for Electoral Area Directors from UBCM/AVICC [130] for the expense of running an elected official office.

As of June 30, 2021, the 2021 Financial Plan for Constituency Expenses and Travel Expenses provides a total budget of \$56,444. For the period ending June 30, 2021, the total amount posted to Constituency and Electoral Expenses is \$3,439 leaving a remaining budget of \$53,005.

Year	Total Budget	Amount posed to constituency & Electoral Expenses	Surplus/ <span style="color: red;">Deficit</span> Balance
2018	\$ 55,944	\$ 43,159	\$ 12,785
2019	\$ 56,444	\$ 56,273	\$ 171
2020	\$ 56,444	\$ 16,178	\$ 40,266
2021 (To June 30)	\$ 56,444	\$ 3,439	\$ 53,005

### *Financial Implications*

Based on decisions made at this Special meeting, there could be further financial implications moving forward.

## **STRATEGIC PLAN AND RELATED POLICIES**

Applicable Board policies:

- 5-1800-1 - Reimbursement of Travel and Other Expenses
- 5-1800-2 - Constituency Expenses

**CONCLUSION**

As part of the Remuneration Bylaw update, these two policies were identified as important pieces to the Director Remuneration. Both have been updated and are presented for the Committee's consideration.

**ATTACHMENTS:**

A – Directors – Reimbursement of Travel and Other Expenses Policy  
B – Constituency Policy

Reviewed by:			
Manager		Finance	X – T. Perreault
GM		Legislative	X – S. Reid
CAO	X – D. McKinley	Other	