



# SUNSHINE COAST REGIONAL DISTRICT



**REGULAR BOARD MEETING  
TO BE HELD ELECTRONICALLY IN ACCORDANCE WITH  
MINISTERIAL ORDER M192 AND TRANSMITTED VIA  
THE BOARDROOM OF THE SUNSHINE COAST REGIONAL DISTRICT  
OFFICES AT 1975 FIELD ROAD, SECHELT, B.C.**

**THURSDAY, JANUARY 14, 2021**

## **AMENDED AGENDA**

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**CALL TO ORDER 2:00 p.m.**

### **AGENDA**

1. Adoption of agenda

### **MINUTES**

2. Regular Board meeting minutes of December 10, 2020 Annex A  
Pages 1 – 12
3. Special Emergency Board meeting minutes of December 31, 2020 Annex B  
pp 13 – 14

### **BUSINESS ARISING FROM MINUTES AND UNFINISHED BUSINESS**

### **PRESENTATIONS AND DELEGATIONS**

4. Directors' Remuneration Review Task Force Results Annex C  
pp 15 – 66
  - i. Remuneration Task Force Review Committee Presentation - Amanda List, Silas White and Patricia York
  - ii. Directors' Remuneration Review Task Force Results Staff Report – Chief Administrative Officer **⇒ADD**  
pp 66a – f

### **REPORTS**

5. Special Corporate and Administrative Services Committee recommendation Nos. 1-4 of December 3, 2020 Annex D  
pp 67 – 68
6. Planning and Community Development Committee recommendation Nos. 1, 2, 7-9 and 11-18 of December 10, 2020 (*recommendation Nos. 3-6 and 10 previously adopted*) Annex E  
pp 69 – 74
7. Infrastructure Services Committee recommendation Nos. 1-10 of December 17, 2020 Annex F  
pp 75 – 77
8. 2021 Resolutions to the Association of Vancouver Island and Coastal Communities (AVICC) - Corporate Officer Annex G  
pp 78 – 79

**COMMUNICATIONS**

**MOTIONS**

- 9. Notice of Motion: Enforcement and Control of Cannabis Cultivation for Medical Purposes (Director Tize)

WHEREAS the federal government of Canada legislates access to cannabis for medical purposes and the registration with Health Canada to produce a limited amount of cannabis for personal medical purposes and potentially as a designated person to produce for at most one more person;

AND WHEREAS local authorities including the RCMP, local governments and provincial governments have no access to the information as to what amount is permitted to be grown and where it is grown, nor do they have the ability to control and regulate the amount grown;

AND WHEREAS local governments can't ensure and enforce that local building codes and land use, including plumbing, electrical and ventilation requirements are being adhered to as a result of the cultivation of cannabis, and the human health and safety concerns that result from that inability;

THEREFORE BE IT RESOLVED that the SCRD board write a letter to Member of Parliament, Patrick Weiler, and the federal Minister of Health, Patty Hadju, that local governments and the RCMP be given the ability and authority to adequately enforce and control cannabis cultivation for medical purposes.

**BYLAWS**

- 10. *Sunshine Coast Regional District Sanitary Landfill Site Amendment Bylaw No. 405.23, 2021* Annex H  
pp 80 - 82  
 – **first, second and third reading**  
**(Voting – All Directors – weighted vote: A-2, B-2, D-2, E-2, F-2, Sechelt-6, Gibsons-3, SIGD-1)**
  
- 11. *Egmont / Pender Harbour Official Community Plan Amendment Bylaw No. 708.2, 2020* Annex I  
pp 83 - 85  
 – **third reading and adoption**  
**(Voting – Electoral Area Directors – 1 vote each)**
  
- 12. *Sunshine Coast Regional District Electoral Area A Zoning Amendment Bylaw No. 337.122, 2020* Annex J  
pp 86 - 89  
 – **third reading and adoption**

(Voting – Electoral Area Directors – 1 vote each)

Verbal

## DIRECTORS' REPORTS

## NEW BUSINESS

## IN CAMERA

THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a), (c) and 2(b) of the *Community Charter* – “personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality”, “labour relations or other employee relations” and “the consideration of information received and held in confidence relating to negotiation between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party”.

## ADJOURNMENT

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

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**TO:** Regular Board Meeting – January 14, 2021

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

**SUBJECT:** DIRECTORS' REMUNERATION REVIEW TASK FORCE RESULTS

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### **RECOMMENDATION(S)**

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

**AND THAT** the Board provide direction on the proposed Director Remuneration and Expense Structure on recommendations 2,3,6 and 7, as follows:

2. 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;
3. That the Board continue with updating the base remuneration for Directors in accordance with the annual change in the BC Consumer Price Index;
6. That compensation be limited for external conference/workshop expenses to one per year, in addition to UBCM and AVICC, with the proviso that Directors can always make a special request to the Board to attend more, and that the practice of paying for alternate directors to attend conferences be eliminated;
7. That via the ongoing terms of reference of the Remuneration Review Task Force, an independent review of director remuneration, allowances and benefits shall be conducted every four years beginning in 2025.

**AND THAT** the implementation date for remuneration changes to take effect be determined;

**AND THAT** the proposed roles and responsibilities, Board governance and constituency allowance recommendations (recommendations 1, 4 and 5) be forwarded to staff for further review and presentation at a future Committee, as follows:

1. That the Board adopt as policy Roles and Responsibilities of Directors (generally), Electoral Area Directors, Municipal Directors, Board Chair and Vice Chair; and a Code of Ethics, as recommended by the Board's auditor, to further clarify the role;
4. That in Q1 2021, the Board pilots a new governance model that is more aligned with other boards in the province, further detailed in Appendix D of this report;

5. That the purpose of constituency allowances be updated and make it an expectation in the Board Code of Conduct for Directors to transparently declare and claim all Director expenses rather than to subsidize public service with private income.

**AND FURTHER THAT the Director Remuneration Review Task Force members be thanked for their contributions.**

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## **BACKGROUND**

At the October 10, 2019 regular Board meeting the following Resolution was adopted:

245/19      **Recommendation No. 6**      Remuneration Structure Review Task Force

THAT the Sunshine Coast Regional District (SCRD) strike an independent task force to review Directors' Remuneration Bylaw No. 636, based on best practices identified in the Union of British Columbia Municipalities Council and Board Remuneration Guide;

AND THAT the task force specifically consider the structure of remuneration (e.g. payments per meeting, stipends, meetings over 3 hours), and the roles, responsibilities and workload of rural directors.

At the January 30, 2020 Special Board meeting the following Resolution was adopted:

**Recommendation No. 10**      Director Remuneration Review Process

THAT the report titled Director Remuneration Review Process be received;

AND THAT the proposed 2020 Director Remuneration Review Terms of Reference be approved as amended as follows:

- Section 4.1 Time Commitment - Add reference to significant time spent responding to constituents' inquires and concerns via email, by telephone and in person;
- Section 4.1 Responsibility – Add reference to the public exposure involved in politics can significantly affect the personal lives of elected officials as well as their family's;
- Section 4.3 a) – include reference to living wage data;
- Section 2.1 a) ensure a flat rate remuneration structure is considered;

AND FURTHER THAT a review of Director compensation be undertaken by an independent task force as outlined in the amended 2020 Director Remuneration Review Terms of Reference.

**DISCUSSION**

*Options and Analysis*

In February 2020 staff advertised for volunteers to be a part of the Directors’ Remuneration Review Task Force. Advertisements went out in the Coast Reporter and Facebook noting that the purpose of the Task Force was to recommend a Board remuneration structure that recognizes the roles, responsibilities and time commitment necessary to fulfill the obligations as elected officials and meet public expectations in the performance of Board duties. Three interested applicants responded and all three were selected to participate in the Task Force. The Task Force was initially scheduled to begin work in the spring however delays from COVID-19 pandemic saw the Task Force commence work in September 2020.

The Task Force is made up of two HR professionals, Amanda List and Patricia York, with over 40 years’ experience combined and a former local government Elected Official, Silas White, with experience as a regional district director, municipal councillor and school trustee for a combined total of 13 years’ experience.

The Task Force met weekly either in person or via zoom. They were provided the following documents to assist in their analysis:

**Package No. 1 - Samples of Regional District Remuneration Bylaws & Policies:**

1. Alberni-Clayoquot Regional District – Policy
2. Bulkley-Nechako Regional District - Bylaw
3. Comox Valley Regional District – Staff Report with Comparatives and Recommendations
4. Cowichan Valley Regional District – Bylaw
5. North Okanagan Regional District - Bylaw
6. Peace River Regional District – Bylaw
7. qathet Regional District – Survey of Director Remuneration – November 2019
8. Squamish – Lillooet Regional District – Bylaw

**Package No. 2 – Supplemental Information**

1. SCRD Director Remuneration Bylaw No. 636
2. SCRD Board – Directors – Reimbursement of Travel & Other Expenses – Policy
3. Data Summary of Comparator BC Regional Districts (2018)
4. 2018-June Director Remuneration Analysis
5. Civic Info Survey Results

*Task Force Recommendations*

As presented in the Task Force report, they have recommended the following:

1. That the Board adopt as policy Roles and Responsibilities of Directors (generally), Electoral Area Directors, Municipal Directors, Board Chair and Vice Chair; and a Code of Ethics, as recommended by the Board’s auditor, to further clarify the role. (See drafts in Appendix A and Appendix B.)
2. That the Board adopts 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. (See Exhibit 4 and Appendix C.)
3. That the Board continue with updating the base remuneration for Directors in accordance with the annual change in the BC Consumer Price Index.
  4. That in Q1 2021, the Board pilots a new governance model that is more aligned with other boards in the province, further detailed in Appendix D of this report.
  5. Update the purpose of constituency allowances and make it an expectation in the Board Code of Conduct for Directors to transparently declare and claim all Director expenses rather than to subsidize public service with private income. (See Appendix E and Appendix B.)
  6. Limit compensation for external conference/workshop expenses to one per year in addition to UBCM and AVICC, with the proviso that Directors can always make a special request to the Board to attend more. Eliminate the practice of paying for alternate directors to attend conferences. (See Appendix F.)
  7. That via the ongoing terms of reference of the Remuneration Review Task Force, an independent review of director remuneration, allowances and benefits shall be conducted every four years beginning in 2025.

**PROPOSED DIRECTOR REMUNERATION AND EXPENSE STRUCTURE**

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

*Future Policy Development*

As referenced in the Task Force report, gaps have been identified in the procedures relating to roles and responsibilities, code of ethics and a new governance model. There are number of factors which are more aligned to a policy discussion as the factors are viewed as philosophic and value based. A good example is the difference of a stipend model and flat rate model. As demonstrated in past reports, Regional District Director remuneration across the Province is very mixed and there is no clear preferred model no real comparisons can be concluded. Further analysis of future policy development and governance require a holistic approach with respect to timing, policy alignment and staff/Board capacity as this was not in the scope of the terms of reference for this task force. Should the Board want staff to investigate these initiatives, such direction is required.

*Financial Implications*

Depending on the timeline should the Board choose to implement changes for Board Remuneration for 2021, a budget proposal may need to be prepared for Round 1 Budget.

*Legislative Implications*

Board direction to implement a revised Remuneration structure will necessitate bylaw amendments to the existing Director Remuneration Bylaw No. 636 or possibly a complete re-write. Changes to remuneration will not come into effect until a new or amended bylaw receives three readings and is adopted.

*Timeline for Implementation of Changes*

As stated in the UBCM Council and Board Remuneration Guide, the following is advised:

When considering the issue of timing as it relates to the implementation of changes, it is important to distinguish among the types of changes being put forward. The three key types include: changes to base remuneration that emerge from full reviews; changes that are prompted by shifts in the tax system; and annual adjustments to reflect increases in the cost of living.

> Base Remuneration — Councils and boards have full control over the timing of their remuneration reviews, even in cases where timing is prescribed by policy and/or bylaw. Similarly, councils and boards have full authority to choose when to implement any changes that emerge from reviews. In general, it is preferable to have such changes take effect at the beginning of the following term. This best practice is particularly important to follow when reviews conclude that significant increases to base pay and/or benefit packages are warranted. A decision to implement changes immediately, or even during the existing term, can create perceived conflicts of interest.

There will be some cases where implementation during the existing council or board term is considered necessary, perceptions of conflict notwithstanding. Consider the situation in which a council or board entered office following an election in which stagnant compensation was portrayed as a barrier to participation. The council or board could decide that implementation of changes that emerged from a review conducted early in the new term is necessary.

Given that the proposed changes would streamline process and significantly reduce staff processing time, the Board could choose, in their discretion, to implement the proposed changes sooner. Choosing to implement the base remuneration changes immediately or upon the next term would align with the UBCM best practices.

**STRATEGIC PLAN AND RELATED POLICIES**

Board remuneration does not directly link to any of the strategic focus areas of the SCRD 2019-2023 strategic plan. It does, however, align with the following SCRD Bylaws and Policies:

- ◆ SCRD Director Remuneration Bylaw No. 636
- ◆ SCRD Board – Directors – Reimbursement of Travel & Other Expenses – Policy
- ◆ SCRD Constituency Expense – Policy
- ◆ SCRD Procedures Bylaw No. 717



**CONCLUSION**

In 2019 the Board requested an independent task force be struck to review Directors’ Remuneration. The Task Force, consisting of highly qualified HR and local government professionals, was assembled in the Spring of 2020; however, the review process was delayed until September due to the pandemic. Staff provided many documents to assist in the review process and attended weekly meetings to support the Task Force.

In December 2020 Sunshine Coast Regional District Directors’ Remuneration Review Report was concluded. Seven recommendations were presented for consideration.

Staff seek Board direction on the proposed Director Remuneration and Expense Structure. If the Board wishes to implement remuneration changes, an implementation date is also requested.

The Task Force also presented suggestions on Board governance and constituency allowance which require further review by staff to address these considerations.

Lastly, staff suggest the Director Remuneration Review Task Force members be thanked for their time commitment and contributions.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	