

**COMMUNITY LIVING BRITISH COLUMBIA
EXECUTIVE COMPENSATION REPORTING
For the fiscal year ending March 31, 2012**

Summary Compensation Table

Name Position Title	Holdback		Benefits	Pension	All Other Compensation		Total 2011/12	Previous Years
	Salary	Plan			Severance	Vacation Payout		
Rick Mowles ¹ Chief Executive Officer	\$104,331	N/A	\$3,052	\$10,786	Severance Vacation Payout	\$110,696 \$16,830	\$245,695	2009-10 = \$230,804 2010-11 = \$229,919
Doug Woollard ¹ VP Organisational Development	\$75,852	\$6,978	\$4,603	\$7,479	-	-	\$94,912	2009-10 = \$175,736 2010-11 = \$175,921
Interim Chief Executive Officer	\$70,176	\$6,456	\$7,076	\$6,562	-	-	\$90,270	
Richard Hunter VP Corporate Services	\$137,977	\$13,191	\$11,127	\$13,566	-	-	\$175,861	2009-10 = \$175,967 2010-11 = \$176,231
Carol Goozh VP Policy & Program Development	\$137,842	\$13,591	\$11,125	\$13,443	-	-	\$176,001	2009-10 = \$175,848 2010-11 = \$175,801
Jack Styan ² VP Strategic Initiatives	\$5,000	-	\$472	\$328	-	-	\$5,800	-

¹ Rick Mowles ceased employment with CLBC October 13, 2011 and Doug Woollard assumed the position as Interim CEO effective October 14, 2011

² Jack Styan commenced employment with CLBC on March 19, 2012

CLBC'S Compensation Philosophy

In March 2011, CLBC had a performance-based rewards program that included a salary holdback for senior managers, directors and vice-presidents. At CLBC's inception in July 2005, compensation was based on a structure proposed by the Ministry of Children and Family Development (MCFD) and approved by PSEC. *Appendix A* outlines the basis for MCFD's recommended structure.

At the request of the Minister in October 2011, CLBC's performance based rewards program has been discontinued effective April 1, 2012. Commitments made to employees about at-risk performance pay for 2011/12 will be honoured.

There are three components to the 2011/12 PSEC-approved CLBC excluded compensation model: base salary, at-risk compensation payments (salary holdbacks) and the Government benefits package.

- **Base Pay** – is established at hire based on a candidate's entry level competency and market conditions; and can vary from 80-100 per cent of the position range. The incumbent progresses through salary adjustments (merit pay) to the 100 per cent level of the range based on in-year demonstrated on-the-job performance related to CLBC's core and leadership competencies, subject to budget availability.
- **Benefits** – parallel the benefits package offered to senior level public service positions with the exception that CLBC does not have flexible benefits. The package for the former CEO was equivalent to that of a deputy minister and included a vehicle allowance.

- **At-risk Compensation (salary holdbacks)** – is tied to position level as outlined in *Appendix A*. Vice-Presidents earn up to 10% of base salary as at-risk compensation for the fiscal year. Hold-back payments are awarded following an annual review process conducted in May and are based on the achievement of goals set at the beginning of the business cycle. Historically, the CEO had the potential to earn up to 15% in at-risk pay; in 2009-10, the former CEO had the potential to earn up to 15% in at-risk pay; in 2009-10, the former CEO's re-earnable at-risk pay was discontinued and a 13.5% increase in salary was implemented.

Currently, both salary increases and at-risk compensation payments are tied to performance as measured by the achievement of goals set out in the executive's annual performance plan. The annual performance plan is established at the beginning of the fiscal year and is directly linked to the CLBC Operational Plan formulated jointly by the Board and senior management team. Weights are assigned to goals to differentiate goals by organizational priority and thereby obtain an adjusted performance rating.

At-Risk Compensation Plan Performance Measurement

CLBC's At-Risk Compensation performance targets and measures are captured in the organization's Operational Plan which is derived from the Strategic and Service Plan key directions. The main categories within the 2011/12 Operational Plan are as follows:

1. Connect individuals and families with supports, services and community opportunities to advance their vision of a good life.
2. Support the development of welcoming communities to enable citizenship and contribution.
3. Improve services through strengthened relationships and partnerships.
4. Develop a culture of service excellence provided by exceptional staff.
5. Demonstrate effective governance, leadership and fiscal responsibility.
6. Develop data and information management systems that support the work of CLBC and its partners.

Operational goals within each category are assigned to CLBC executives and performance measures are assigned to each operational goal. The executive's progress towards the achievement of stated goals is regularly monitored throughout the year and assessed at fiscal year-end. The annual review provides the basis for the at-risk performance- pay calculation (holdback).

Vacation Entitlements

Vacation leaves for executive positions at CLBC vary and were negotiated at hire based on the amount of leave the incumbent had in his/her former position prior to joining CLBC. There is no relationship between vacation leave and the organization's compensation philosophy except insofar as a hiring is concerned.

Position	Vacation Entitlement
CEO	210 hours (30 days)
VP, Organizational Development	210 hours (30 days)
VP, Corporate Services	210 hours (30 days)
VP, Policy & Program Development	245 hours (35 days)
VP, Strategic Initiatives	140 hours (20 days)

Community Living BC Board Attestation

I am aware of the executive compensation paid in the prior fiscal year and verify that compensation provided was within approved compensation plans.



Signature

Jan Marston
Chair, CLBC Governance & Human Resources Committee

July 6, 2012

Appendix 1

CLBC BASE SALARY AND HOLD BACK COMPENSATION

In April 2004, PSEC approved a Compensation Plan developed by MCFD respecting base salary and at-risk compensation for differing levels of the organization outlined in Table 1 below:

Table 1 – PSEC Recommendations for Base Salary and At-Risk Compensation

Position	Cash Compensation (not including benefits) ¹	At Risk Compensation (Hold Back)
CEO	\$150,000 to \$195,151	Discontinued in 2009/10
VP/CFO	\$115,900 to \$137,977	Up to 10% of Base Pay

In making the above recommendations regarding executive compensation, MCFD selected key characteristics of CLBC and from those characteristics, selected examples against which to benchmark the corresponding CLBC position as follows:

Characteristics	CLBC Benchmark
Scope of financial responsibility, i.e. size of operating budget	\$600 million/year
Complexity of services/business lines	<i>Moderately Complex as a result of Service contracts, volume of vendors, Pressures on both the supply and Demand side of service delivery</i>
Operational responsibility	<i>Operational including policy and Program</i>
Relative Stability of Operating Environment	Significant change anticipated

MCFD then adapted the levels to account for sectoral and government comparators as follows:

- A report prepared for MCFD in March 2003 by Western Compensation and Benefits Consultants
- Blue book comparators for ministries with similar budgets to CLBC and the corresponding public sector compensation for deputies in those ministries
- Regional Health Authorities with budgets comparable to CLBC and compensation packages for their senior-most staff
- Other inter-provincial data where available specifically for Community Living

¹ As at March 31, 2012.