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July 09, 2025

Mr. John Davison
President and CEO
Public Sector Employer's Council Secretariat
Suite 201, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Mr. Davison:

This will confirm that the Board of Education of School District No.45 (West Vancouver) is aware of the total compensation paid to executive staff during the 2024-2025 fiscal year and further, that we verify the amount of compensation paid was within the compensation plan as approved by the Board and reported to the Public Sector Employers' Council Secretariat.

Yours truly,

Nicole Brown
Board Chair

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Public Sector Executive Compensation Disclosure Report 2024-2025
School District No. 45 (West Vancouver)

The Board of Education encourages and adopts practices that enable the district to attract, retain, incent, and reward qualified, high-performing employees who are critical to the delivery of quality public education programs to students in School District No.45 (West Vancouver).

A key component of this approach is the development and maintenance of a framework for executive and exempt staff compensation that is rational, defensible, competitive and able to be effectively administered.

Compensation Philosophy

The Board's compensation philosophy aligns with the statutory system of exempt staff compensation administration in the K-12 public education sector and the British Columbia Public School Employers' Association (BCPSEA) exempt staff compensation management plan (BCPSEA Policy 95-06, *Compensation and Employment Standards for School District Employees Not Subject to a Collective Agreement*), which is an approved compensation plan under the *Public Sector Employers Act*.

Compensation mandates/direction facilitated by the Public Sector Employers' Council Secretariat (PSEC Secretariat) from time to time are the official policy of BCPSEA and any adjustments to exempt staff compensation levels must align with the parameters of the prevailing compensation mandate/direction.

The Board's compensation philosophy is based upon a set of principles that guide development, maintenance and decision-making with respect to salary structures and total compensation packages and programs.

At its core is an integrated view of compensation and rewards — not only traditional, quantifiable elements such as salary and benefits (compensation), but also more intangible elements such as career opportunities, learning and career development, work challenge, and supportive culture (rewards). The total rewards compensation program further integrates with plans that establish the board of education's overall education, business, and human resources strategies and objectives to facilitate the attraction and retention of qualified, experienced, motivated and high-potential employees who are committed to the board's overarching goal of delivering a high-quality public education experience to BC students.

Inherent in the compensation philosophy are the following core principles:

- Performance: The compensation structure and administration of the structure supports and promotes meaningful career growth and development opportunities, and a performance-based (merit) organizational culture.
- Differentiation: Differentiation of compensation is supported where there are differences in the scope of the position within an organization, and/or due to superior individual/team contributions.
- Accountability: Compensation decisions are objective and based upon a clear and well documented rationale that demonstrates the appropriate expenditure of public funds.
- Transparency: The compensation program is designed, managed, administered, and communicated in a manner that ensures the program is clearly understood by employees

and the public while protecting individual personal information.

Labour Market Comparators

Key to the compensation philosophy is the need to maintain a meaningful level of competitiveness with the relevant external labour market. Consistent with industry standards, "labour market" is defined in the BCPSEA sectoral exempt compensation management plan (Policy 95-06, *Compensation and Employment Standards for School District Employees Not Subject to a Collective Agreement*) as:

- The recruitment pool for these employees
- The destination sector for these employees.

The following considerations guide articulation of the relevant labour market:

- Degree of recruitment from these jurisdictions/organizations
- Size of the organization, as size drives the span of control and scope of accountability
- Geographic location
- Transferability of skills
- Comparability of qualifications and experience
- Comparability of authority and consequence of error.

For executive and exempt staff positions in the BC K-12 public education sector, the relevant labour market includes:

1. Other BC school districts (primary labour market)
2. Other BC public sector organizations
3. Other Canadian school districts where relevant (to the extent that BC school districts recruit from and lose employees to these jurisdictions, this segment of the labour market is weighted to Alberta and Ontario (and to a lesser extent, Saskatchewan) consistent with the industry-standard definition of labour market)
4. Selected private sector organizations where relevant.

The Board's executive and exempt staff salary structure was developed on a total compensation basis, consistent with governance and technical best practice, as part of the BCPSEA Sectoral Exempt Staff Compensation Review Project conducted with the approval of the PSEC Secretariat. This comprehensive market review ensured development of an executive and exempt staff salary structure for each of the province's 60 public school districts in alignment with each district's relevant comparator labour market and internal organizational structure. This approach includes:

- Consideration of all components of the total rewards model.

- Consideration of the relevant labour market for compensation comparison purposes.

- Linking pay ranges to neutral, relevant factors (e.g., job content (specific duties/responsibilities), required skill level, required competencies, required qualifications).

- Ensuring appropriate relationships exist between positions in the district's organizational hierarchy.

- Considering the ways in which appropriate organizational and individual performance measures may be linked to the administration of the compensation system.

In balancing external competitiveness with internal equity, the reference point for executive and exempt total compensation is currently the median of the relevant comparator labour market.

The Board's total compensation package for executive/senior management staff is comprised of the following elements.

Cash Compensation

Total cash compensation includes annual base salary and monthly vehicle allowance or leased vehicle.

- **Annual base salary**

  Annual base salary is considered in the context of the total compensation package.

- **Vehicle provisions**

  Due to the diverse geography of the district and the need to visit schools and other district worksites, the Board provides a leased vehicle to the Superintendent, and a monthly vehicle allowance for other senior management positions. An annual allowance for vehicle insurance and maintenance is also provided to some senior positions. These allowances are set at a level competitive with the vehicle allowances provided to Superintendents and other senior managers in districts of similar size and geography.

Non-cash Compensation

The non-cash elements of the total compensation package include:

- **Health and welfare benefits** such as basic medical, extended medical, dental, group life, short-term and long-term disability, employee and family assistance program, etc. consistent with such benefits as offered in the K-12 sector generally.

- **Pension benefits** through either the Teachers' Pension Plan or the Municipal Pension Plan.

  In addition, upon retirement executive/senior management employees are eligible to receive a long-service recognition award based on the following criteria:

  - Up to and including fifteen (15) hears of consecutive service – twenty-five ($25.00) per year. Over fifteen years of consecutive service – thirty-five ($35.00) per year.

- **Paid time off** including an annual vacation entitlement of 30 days. Pursuant to the *Public Sector Employers Act*, carry forward of unused accumulated vacation is not permitted. If, however, the individual employment contract does allow for carry forward of unused accumulated vacation, then such vacation may be carried forward for one year only and at the end of that year, the unused accumulated vacation must be used in full, paid out, or a combination of the two.

  In addition, some executive staff may take up to eighteen (18) additional days paid time off annually over Christmas and Spring breaks, in addition to their annual vacation entitlement, in recognition of extraordinarily long work hours during specific times of the year, including attendance at meetings during evenings and weekends.

Other exempt staffs, governed by their individual agreements, receive annual vacation entitlements as follows:

Complete Years of Service	Vacation Entitlement
0 – 1 year	15 days
2 – 4 years	20 days
5 – 10 years	23 days
10+ years	25 days

Compensation Administration

The Board engages in consistent and ongoing administration of the compensation structure to ensure that reality matches philosophy and that equity is maintained. An ongoing system of compensation review conducted and managed through BCPSEA and the PSEC Secretariat ensures that total compensation levels are benchmarked externally against the appropriate labour market and internally against appropriate job criteria.

The Board works with BCPSEA to obtain information and advice relating to the executive and exempt compensation structures and to ensure alignment with the compensation mandates/directions established for the provincial public sector by PSEC Secretariat.

- **Annual base salary administration**

  The salary structure for executive and exempt positions is based on placement at the appropriate salary range in the structure reflective of labour market competitiveness and internal equity. Placement and progression through the salary range is dependent upon competency growth and performance. The maximum of the salary range typically represents the job rate for the position, defined as the salary that should be paid to an incumbent who has established him/herself as meeting all the goals and expectations of the position in a fully satisfactory manner. New hires are generally not placed at the job rate on commencement of employment, although due to the key leadership roles and responsibilities, such individuals are generally recruited at a highly competent level and are often placed at the mid- to maximum point in the salary range reflective of the required competence, qualifications, and experience.

  The decision whether to grant a salary increase to the position of Superintendent only is at the sole discretion of the Board of Education and is the only executive/exempt position for which BCPSEA approval of an increase to any element of the compensation package is not required. In determining whether a salary increase is warranted, the Board considers such factors as performance, competence, external competitiveness, and internal equity including the maintenance of appropriate salary differentials through the organization. The Board typically utilizes market compensation data and salary/compensation structures developed by BCPSEA for this position as well as all other positions in the exempt staff structure. Potential increases are considered within the Board's overall compensation budget.

Accountability

Underlying the Board's compensation philosophy and approach is the understanding that legal and regulatory mandates are considered a baseline for implementing any compensation plan or practice. Compensation administration in the K-12 public education sector currently operates within the following context:

- the *Public Sector Employers Act*, which establishes the legislative policy framework for exempt staff compensation administration in the public sector

- the BCPSEA exempt staff compensation management plan (Policy 95-06, *Compensation and Employment Standards for School District Employees Not Subject to a Collective Agreement*), which is an approved compensation plan under the *Public Sector Employers Act*.

- compensation mandates/direction facilitated by the PSEC Secretariat from time to time. Any adjustments to exempt staff compensation levels must align with the parameters of the prevailing compensation mandate/direction.

Under the current compensation administration system in the K-12 sector:

- the Board of Education is solely responsible for the establishment and maintenance of compensation levels for the position of Superintendent of Schools. As elected school trustees, the Board is accountable to its public and therefore ensures that it adheres to proper human resources practices including statutory requirements with respect to executive and exempt staff compensation.

- proposed salary range placement and compensation adjustments for all other executive and exempt positions in the district must be reviewed and approved by BCPSEA prior to implementation.

School District 45 (West Vancouver)

Summary Compensation Table at 2025

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2024/2025 Total Compensation	Previous Two Years Totals Total Compensation	
							2023/2024	2022/2023
Chris James Kennedy, Superintendent & CEO	$ 288,835	-	$ 19,663	$ 32,638	$ 26,355	$ 367,491	$ 349,942	$ 313,966
Elizabeth Hill, Deputy Superintendent	$ 204,750	-	$ 14,085	$ 23,137	$ 6,420	$ 248,392	$ 237,955	
Julia Margot Leiterman, Secretary-Treasurer & C.F.O.	$ 216,739	-	$ 16,049	$ 20,178	$ 9,845	$ 262,811	$ 254,415	$ 240,961
Stephanie Mascoe, Director of Human Resources	$ 186,276	-	$ 17,512	$ 17,342	$ 13,135	$ 234,265	$ 207,839	$ 193,113

Summary Other Compensation Table at 2025

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Chris James Kennedy, Superintendent & CEO	$ 26,355	-	$ 6,042	-	$ 13,995	-	$ 6,318
Elizabeth Hill, Deputy Superintendent	$ 6,420	-	-	-	$ 6,000	-	$ 420
Julia Margot Leiterman, Secretary-Treasurer & C.F.O.	$ 9,845	-	-	-	$ 9,425	-	$ 420
Stephanie Mascoe, Director of Human Resources	$ 13,135	-	$ 3,493	-	$ 9,222	-	$ 420

Notes

Chris James Kennedy, Superintendent & CEO	**General Note:** SD45 provided a 5% performance-based increase effect August 01, 2024. Superintendent compensation decisions are the purview of elected school board officials. Vehicle transportation allowance includes repairs, insurance and auto lease costs, all of which are paid out as incurred. **Other Note:** RRSP matching $5,898, Internet $420
Elizabeth Hill, Deputy Superintendent	**General Note:** Elizabeth Hill received an increase in salary of 5% on July 01, 2024. Included in her contract is a vehicle allowance $500/mth; internet allowance $420/yr **Other Note:** Internet allowance
Julia Margot Leiterman, Secretary-Treasurer & C.F.O.	**General Note:** Julia Leiterman received a 3% performance-based salary increase as of July 01, 2024, in accordance with the K-12 sector-based process for such increases for exempt staff; Vehicle allowance of $500/mth + insurance and repairs; Internet allowance $420/yr **Other Note:** Internet allowance
Stephanie Mascoe, Director of Human Resources	**General Note:** Vehicle allowance of $500/mth; car insurance of $3,222, internet allowance of $420/yr. Stephanie Mascoe received a salary increase of 9.5% on July 1, 2024, in accordance with the K-12 sector-based process for annual, performance-based salary increases for exempt staff. Due to the inclusion of a retro payment of auto allowance in base salary in 2023/24, the year over year base salary increase calculates slightly below the actual increase received, at 9.2%. **Other Note:** Internet allowance