



## **Compensation Discussion and Analysis**

for fiscal year 2010/11

### **Compensation Philosophy**

Compensation is comprised of a base salary, incentive plan and benefits including vacation, and pension. It is designed to compensate and reward achievement of the goals as outlined in the organization's Service Plan and as may also be identified by the Human Resources Committee of the Board of Directors in its Corporate Performance Goals. A vehicle allowance is provided to the CEO and the Executive Lead, Strategic Initiatives to reimburse the cost of the use of a personal vehicle for business purposes.

The base salary, benefits and incentive target is benchmarked at least every three years using comparators that include public, private and not-for-profit organizations. The comparators are intended to position the organization to be reflective of the environment in which the organization operates. The Board approves the comparator organizations for the CEO position. The Human Resources Committee of the Board and CEO approve the comparator organizations for all other positions in the organization. Levels are set at the market median. The market compensation survey is administered by an independent, full service Human Resource organization using best practices identified by the consultant.

### **Incentive Plan Performance Targets**

Incentive Plan goals are renewable annually, approved by the Human Resources Committee of the Board of Directors, and calculated using quantifiable measures. The goals are preset, weighted performance goals within an incentive range of 0-20% for each specific goal (total target level is 10%). In 2010/11 the incentive plan was reduced to 50% and compensation paid for 2009/2010 was 3.08%. The incentive plan target in 2010/2011 remained reduced by 50% and payout for performance in the 2010/2011 to be paid at the end of June 2011 has not as yet been determined.<sup>1</sup>

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<sup>1</sup> The Board will meet mid June 2011 to determine what if any bonus payouts will happen for the 2010/2011 year. These amounts will be reported as soon as they are known

## Leaves

The organization provides vacation and sick leave to employees as well as other leaves required under Employment Standards (e.g. Family Responsibility Leave).

## Summary Compensation table 2010/2011

<b>Name &amp; Position</b>	<b>Salary</b>	<b>Incentive Plan Compensation</b>	<b>Pension</b>	<b>All Other Compensation</b>	<b>Total</b>
Kevin Evans CEO	\$173,910	\$10,730	\$17,170	Car allowance and Benefits \$25,816	\$227,626
Sue Thomas, CFO	\$129,287	\$5,986	\$12,583	Benefits \$9,388	\$157,243
Sandy Steward, Executive Lead, Strategic Initiatives (separated Feb 2011)	\$115,473	\$5,832	\$12,242	Car allowance, Benefits \$14,540	\$148,086
Jeff Nugent, CSO	\$125,494	\$5,810	\$12,193	Benefits \$ 6,721	\$150,218
Gary Macey COO (hired Sept 2010)	\$71,638	\$0	\$6,290	Benefits \$8,555	\$86,483

Note 1 Amounts in the table reflect payments made between April 1 2010 and March 31 2011

Note 2 Pension amounts include the employer share of contributions for PSPP

Note 3 All other Compensation amounts include any vacation pay out, car allowance, MSP, Life Insurance, Health, Dental, CPP and EI

**Summary Compensation table 2009/2010**

<b>Name &amp; Position</b>	<b>Salary</b>	<b>Incentive Plan Compensation</b>	<b>Pension</b>	<b>All Other Compensation</b>	<b>Total</b>
Kevin Evans CEO	\$173,910	\$23,339	\$17,127	Car allowance, Benefits \$29,242	\$243,618
Sue Thomas, Executive Lead Finance and Corporate Services	\$129,287	\$12,029	\$12,556	Benefits Additional Vacation Days \$11,885	\$165,756
Sandy Steward, Executive Lead, Strategic Initiatives	\$125,970	\$12,036	\$12,227	Car allowance Benefits Additional Vacation Days \$22,142	\$172,375
Jeff Nugent, Executive Lead, Strategy and Policy	\$125,494	\$11,071	\$12,150	Benefits \$ 6742	\$155,458

**Summary Compensation table 2008/2009**

<b>Name &amp; Position</b>	<b>Salary</b>	<b>Incentive Plan Compensation</b>	<b>Pension</b>	<b>All Other Compensation</b>	<b>Total</b>
Kevin Evans CEO	\$158,925	\$15,831	\$25,315	\$30,059	\$230,130
Geoff Stevens Executive lead, Operations and ITO	\$134,275	\$20,145	\$12,916	\$18,819	\$186,155

I hereby attest that to the best of my knowledge the above information is accurate, true and complete. The board is fully aware of the compensation plans for the aforementioned executives and agree that it complies with ITA compensation plans.

A handwritten signature in cursive script, appearing to read "Frank Pasacreta".

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Frank Pasacreta: Chair, Board of Directors

June 6, 2011