



Drive Organizational Development Ltd.

2168 Central Avenue

Port Coquitlam

British Columbia V3C 1V5

PRIVATE & CONFIDENTIAL

Elected Officials Remuneration Research

City of Victoria

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For questions about this report, please contact:

Julie M. Case | Compensation Consultant | Drive OD Ltd.

Phone: 604.552.4484 Mobile: 604.313.1963

Email: julie@driveod.ca

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INTRODUCTION

We are pleased to present our research findings on remuneration for elected officials at the City of Victoria.

BACKGROUND & METHODOLOGY

The City of Victoria asked for assistance in conducting a review of its remuneration for elected officials. The city wishes to compare its current remuneration to other comparable Canadian cities.

Based on the direction provided by the city, we conducted a custom survey of comparable Canadian cities. The survey captured data on annual remuneration, allowances, adjustments for 2023, prevalence of benefits/perquisites, and whether the organization is considering any changes to remuneration.

We emailed the survey questionnaire to 19 cities, collected data, reviewed and validated all returned data, identified anomalies, and followed up where necessary.

The 18 Canadian cities listed below contributed data to this research. We also invited the city of Winnipeg to participate; however, it did not respond.

BC Cities

1. Coquitlam
2. Delta
3. Kamloops
4. Kelowna
5. Langley (Township)
6. Maple Ridge
7. Nanaimo
8. New Westminster
9. North Vancouver (District)
10. Saanich
11. West Vancouver

Non-BC Cities

1. Charlottetown
2. Edmonton
3. Fredericton
4. Halifax
5. Ottawa
6. Regina
7. St. John's

It is important to note that not every city answered all our questions. We followed up and asked for additional information; however, not everyone got back to us or could answer the question (especially about how many hours the part-time elected officials work). Therefore, in the tables, not all the findings add up to 18 (the total number of cities which provided information).

All findings are summarized and presented in tables. Specific definitions (e.g., median, average) to assist with understanding the data are found in Attachment 4.

FINDINGS – 2023 ANNUAL BASE SALARY

A summary of the 2023 annual base salary data for the mayor and councillor positions collected from the comparator cities is shown in Table 1. Table 2 compares the City of Victoria base salaries to the **median** market data.

Most organizations target the median level of their defined market. They do not wish to be the top of the market, nor the bottom of the market, but want to be in the middle. The key to being competitive when using the median level of the market is to define the most relevant market. In addition, the median, **not** the average, is the preferred approach when using compensation data since the median, unlike the average, is not overly affected by extremely low or high data points in the sample.

The population measures and annual expenses for BC were collected from the BC government website (www2.gov.bc.ca/gov/content/governments/local-governments/facts-framework). For the other cities, we collected data from the city's own website or Statistics Canada. We have used 2021 data to be consistent across the entire comparator group. The data is sorted by BC and non-BC cities and by largest to smallest with respect to annual expenses.

In Attachments 1-3, we provide further statistical analysis on the cities including year over year CPI, value of living wage, median total income, and base salary per capita. These data were collected from federal government websites or **Living Wage Canada** (www.livingwage.ca) which is a federally incorporated non-profit.

TABLE 1 – 2023 ANNUAL BASE SALARY SUMMARY OF COMPARATOR CITIES

City	2021 Annual Expenses (\$millions)	2021 Census Population (thousands)	Mayor –Annual Base Salary (\$000)	Councillor –Annual Base Salary (\$000)	Councillor base salary as % of mayor base salary
Victoria	216.7	91.9	127.7	51.1	40%
British Columbia Cities					
Kelowna	310.6	144.6	121.4	41.3	34%
Coquitlam	287.1	148.6	187.1	74.6	40%
Langley (Township)	265.6	132.6	158.4	58.6	37%
Delta	252.2	108.5	175.3	74.4	42%
Saanich	215.7	117.7	138.4	55.5	40%
Kamloops	212.5	97.9	117.7	47.1	40%
New Westminster	211.1	78.9	147.0	56.5	38%
North Vancouver (District)	201.8	88.2	151.6	60.7	40%
Nanaimo	180.9	99.9	129.2	51.0	39%
West Vancouver	163.0	44.1	142.5	52.2	37%
Maple Ridge	147.6	91.0	132.8	53.1	40%
Non-British Columbia Cities					
Ottawa	3940.0	1017.4	198.7	111.1	56%
Edmonton	3014.5	1010.9	211.5	119.5	56%
Halifax	832.4	439.8	196.9	95.6	49%
Regina	480.9	226.4	155.6	56.0	36%
St John's	306.3	110.5	136.6	49.0	36%
Fredericton	140.3	63.1	73.1	28.6	39%
Charlottetown	77.8	38.8	83.5	42.9	51%
All Cities Summary – not including Victoria					
Median (P50)	234.0	109.5	144.8	55.7	40%
Average	624.5	225.5	147.6	62.6	42%
BC Cities Summary – not including Victoria					
Median (P50)	212.5	99.9	142.5	55.5	40%
Average	222.5	104.7	145.6	56.8	39%
Non-BC Cities Summary – not including Victoria					
Median (P50)	480.9	226.4	155.6	56.0	49%
Average	1256.0	415.3	150.8	71.8	46%

TABLE 2 – CITY OF VICTORIA VS MEDIAN MARKET RESULT

Position	Victoria Remuneration (\$000)	Median Remuneration (\$000)	Victoria as % of market median
Mayors (All 18 cities)	127.7	144.8	88%
Mayors (All 11 BC cities)	127.7	142.5	90%
Mayors (All seven non-BC cities)	127.7	156.6	82%
Councillors (All 18 cities)	51.1	55.7	92%
Councillors (All 11 BC cities)	51.1	55.5	92%
Councillors (All seven non-BC cities)	51.1	56.0	91%

FINDINGS – FULL-TIME OR PART-TIME STATUSMayor

Thirteen (13) of 18 cities indicated their mayors work full-time and three indicated their mayors work part-time. Two cities did not answer the question.

None of the three cities with part-time mayors indicated an estimate of the number of hours.

Councillor

Thirteen (13) of 18 cities indicated their councillors work part-time and three indicated their councillors work full-time (none of the three full-time councillors were from BC). Two cities did not answer the question.

Five cities offered an estimate of hours of work for part-time councillors: four estimated up to 20 hours a week and one estimated up to 27 hours per week. The other cities replied they did not know or it varied.

Victoria

In Victoria, the mayor is considered full-time and the councillors are considered part-time.

FINDINGS – 2023 ANNUAL ADJUSTMENTS

Sixteen (16) of the 18 cities indicated they made adjustments to base salaries for elected officials in 2023. For 14 of the 16 cities that made adjustments, the adjustments were the same for the mayor and the councillors. One BC city and one non-BC city made a greater adjustment to the base salary for councillors than the mayor. A summary of the adjustments is in Table 3.

The basis for the adjustments includes (some indicated more than one option – e.g., survey of comparable cities every few years and CPI for the non-survey years):

- Same as the management or union employee group (3)
- The lowest negotiated rate of a city contract with staff (i.e., usually CPI + 2%) (1)
- Change in CPI (8)
- A survey of other comparable cities (7)
- Average increase to industrial weekly earnings (2)

TABLE 3 – 2023 ANNUAL ADJUSTMENTS

Annual Adjustment <i>(not including the city of Victoria's)</i>	Mayor Position (%)	Councillor Position (%)
All 16 cities – minimum	2.0	2.0
All 16 cities – maximum	10.0	10.5
All 16 cities – median	5.6	6.1
All 16 cities – average	5.4	5.7
All 10 BC cities – median	6.8	6.8
All 10 BC cities – average	6.2	6.3
All six non-BC cities – median	4.3	4.3
All six non-BC cities – average	4.2	4.7
City of Victoria Annual Adjustment	7.9	7.9

FINDINGS – OTHER ALLOWANCES & PERQUISITES

Table 4 summarizes the other allowances and perquisites we surveyed.

TABLE 4 – ALLOWANCES AND BENEFITS/PERQUISITES

Allowances/Perquisites	Victoria Practice	Market Practices
Acting mayor allowance	Part of base remuneration. This was considered during the last review and bi-weekly remuneration covers all duties.	<p>Five cities (5) indicated no acting mayor allowance.</p> <p>Five cities provide a fixed amount allowance (i.e., \$300, or \$350 or \$1,000 or \$1870 or \$3,380 per month).</p> <p>Three cities have a designated deputy mayor position which is paid above the councillor position but lower than the mayor position.</p> <p>Two cities pay councillors an additional 10 per cent of base salary when they are acting for the mayor.</p> <p>One city pays councillors an additional five per cent of the mayor's base salary when they are acting for the mayor.</p> <p>One city pays councillors an additional 20 per cent of the mayor's salary when they are acting for the mayor.</p> <p>One city indicated they had a discretionary allowance which council votes on when needed.</p>
Committee remuneration & other remuneration	Part of base remuneration. This was considered during the last review and bi-weekly remuneration covers all duties.	None for all.

Allowances/Perquisites	Victoria Practice	Market Practices
Car allowance	None	<p><u>Mayor</u></p> <p>Nine (9) of the 18 cities indicated the mayor position receives a car allowance: the median and average allowances are \$10,300 per year.</p> <p>In BC, seven (7) cities indicated the mayor position receives a car allowance: the median allowance is \$10,300 and average allowance is \$10,100 per year.</p> <p>For the non-BC cities, the annual allowance for the mayor is \$14,500 or \$7,800.</p> <p>One city indicated the mayor receives a car and driver instead of an allowance.</p> <p>One city indicated the mayor is permitted to use a city vehicle for city business instead of an allowance.</p> <p><u>Councillor</u></p> <p>Eight (8) of the 18 cities indicated the councillor positions receive a car allowance: the median allowance is \$4,800 and the average allowance is \$5,400 per year.</p> <p>In BC, six (6) cities indicated the councillor position receives a car allowance: the median allowance is \$4,000 and average allowance is \$4,900 per year.</p> <p>For the non-BC cities, the annual allowance for the councillor is \$7,200 or \$6,900.</p>
Mileage Reimbursement	Follows the CRA approved rates.	<p>All cities reimburse for mileage: the approved rates vary from \$0.52 and \$0.68 per kilometre.</p> <p>Some cities indicated they use the CRA approved rates for reimbursement.</p> <p>The 2023 CRA approved rate is \$0.68 per km for the first 5000 kms and \$0.62 after 5,000 kms</p>

Allowances/Perquisites	Victoria Practice	Market Practices
Please describe which benefits or perquisites elected officials receive.	Extended health and dental, employee and family assistance (EFAP), optional term life insurance, and optional accidental death and dismemberment. Computers and phones. Reimbursement of all business-related costs such as travel, conference registration, meals and any equipment (chargers, headphones etc.) needed to fulfil their duties.	<p>All cities indicated they provide benefits or perquisites to elected officials. The most commonly cited benefits or perquisites include:</p> <ul style="list-style-type: none"> • Extended health and dental • Life insurance • AD & D • EAP • Tablet/laptop/computer • Cell phone • Free parking • Technology allowance • Health spending account • Transit pass <p>Five cities indicated elected officials receive the same benefits as staff (with the exception of LTD).</p> <p>Three cities indicate they offer retirement options (pension/RRSP/TFSA).</p> <p>Six cities indicated they offer a transition/severance allowance.</p>
Please indicate if there is a sick leave policy for elected officials.	The pay covers the full year, whether in attendance or not. No reduction to bi-weekly remuneration due to illness.	Four indicated they have a sick leave policy.
Please indicate if there is a parental leave policy for elected officials.		Four indicated they have a parental leave policy.

FINDINGS – OTHER PRACTICES

Table 5 summarizes the other remuneration allowances and perquisites we surveyed.

TABLE 5 – OTHER PRACTICES

Other Practices	Victoria Practice	Market Practices
Does your organization have a formally defined compensation philosophy or policy or bylaw for elected officials?	Yes, a bylaw.	Yes (15) No (3)
What other factors (i.e., other than your comparative group) are considered when reviewing compensation for elected officials? (e.g., staff adjustments, CPI, adjustments at other municipalities, etc.)	CPI	CPI (8) Adjustments received by staff (3) UBCM Guide (1) Internal survey of council (1) Industrial weekly earnings (1) Survey of other cities (1)
Does your organization have a formal and scheduled process for reviewing the policy for elected official compensation? If yes, please describe (i.e., who is involved, frequency, public input, communication process to citizens) including what factors are considered when reviewing compensation (e.g., staff adjustments, CPI, adjustments at other municipalities, etc.)	Remuneration is adjusted annually on January 1 by the Consumer Price Index for Victoria, BC in accordance with the bylaw and is fully taxable.	No (4) Seven (7) conduct an annual review of compensation. Four conduct a review during the last year of council's term. Two conduct a review every four years. One undergoes an independent review by members of the public every two terms.

Other Practices	Victoria Practice	Market Practices
<p>Have you made any changes to the remuneration package or benefits of your elected officials during the last three years? If yes, please describe the changes you have made.</p>	<p>No. A review of remuneration was conducted as part of the Governance Review and the conclusion was the current remuneration was competitive and no adjustment was recommended.</p>	<p>Not including annual adjustments to wages, five cities indicated the following changes:</p> <ul style="list-style-type: none"> • Added optional benefits package • Added a retirement allowance • Added a leave of absence provision • Added a health and spending account • Increased transition allowance from 36 to 39 weeks • Updated the remuneration policy • Updated the value of the car allowance • Added car allowance
<p>Do you currently offer any in-direct or non-monetary benefits to elected officials to assist them carry out their duties? (e.g., child minding, providing meals, adjusting hours of meetings). If yes, please describe.</p>	<p>Office space and equipment.</p>	<p>Four (4) indicated they provide meals during council meetings.</p> <p>Three indicated elected officials have access to corporate wellness program (free use of fitness facilities and classes)</p> <p>One indicated elected officials have a work from home option.</p> <p>One indicated elected officials can take family leave of up to 16 weeks.</p> <p>One indicated reimbursement for expenses related to child care (\$40 per day).</p> <p>One indicated elected officials can:</p> <ul style="list-style-type: none"> • Join the Alberta Communities Pension Plan. • Contribute to a tax-free savings account (TFSA) administered by the Alberta Municipalities Association. • Contribute to a group retirement savings plan

Other Practices	Victoria Practice	Market Practices
<p>Are you considering any changes to the remuneration or benefits (monetary or non-monetary) to reduce barriers to running for elected office OR to create more diversity amongst candidates running for elected office? (e.g., child minding, recreation passes, matching RRSP contributions). If yes, what are you considering?</p>	<p>Depends on outcome of this review.</p>	<p>None indicated they were considering any further changes at this time.</p>
<p>Have you discussed making any changes to the remuneration or benefits (monetary or non-monetary) to reduce barriers to running for elected office OR to create more diversity amongst candidates running for elected office? (e.g., child minding, recreation passes, matching RRSP contributions). If yes, what have you discussed?</p>	<p>Depends on the outcome of this review.</p>	<p>None indicated they are discussing changes.</p>

Other Practices	Victoria Practice	Market Practices
Do you offer a severance or transition allowance for elected officials who choose not to run or who are defeated?	No.	<p>No (11)</p> <p>Yes (6):</p> <ul style="list-style-type: none"> • We provide the employer MPP contribution rate for the city based on salary at the time of leaving office for every year served in office. • The mayor and council will be entitled to a separation allowance upon completion of their term(s) in office equivalent to 10 percent of their highest annual remuneration for each year of service commencing after December 1st, 2008 (with a 12-year cap). • Transition allowance of one month pay for each year of completed service, to a maximum of six months. • Transition allowance upon the conclusion of their service in office, equal to three weeks of base salary for each year served, to a maximum of 39 weeks. • Severance remuneration equal to two (2) weeks of their salary for each year of service to a maximum of 26 weeks. • One indicated a continuation of health benefits for three months.

ATTACHMENT 1 – SUMMARY OF PER CAPITA BASE SALARIES

City	2021 Census Population (thousands)	Mayor –Annual Base Salary (\$000)	Annual Base Salary per Capita (Mayor) (\$)	Councillor –Annual Base Salary (\$000)	Annual Base Salary per Capita (Councillor) (\$)
Victoria	91.9	127.7	1.39	51.1	0.56
British Columbia Cities					
Kelowna	144.6	121.4	0.84	41.3	0.29
Coquitlam	148.6	187.1	1.26	74.6	0.50
Langley (Township)	132.6	158.4	1.19	58.6	0.44
Delta	108.5	175.3	1.62	74.4	0.69
Saanich	117.7	138.4	1.18	55.5	0.47
Kamloops	97.9	117.7	1.20	47.1	0.48
New Westminster	78.9	147.0	1.86	56.5	0.72
North Vancouver (District)	88.2	151.6	1.72	60.7	0.69
Nanaimo	99.9	129.2	1.29	51.0	0.51
West Vancouver	44.1	142.5	3.23	52.2	1.18
Maple Ridge	91.0	132.8	1.46	53.1	0.58
Non-British Columbia Cities					
Ottawa	1017.4	198.7	0.20	111.1	0.11
Edmonton	1010.9	211.5	0.21	119.5	0.12
Halifax	439.8	196.9	0.45	95.6	0.22
Regina	226.4	155.6	0.69	56.0	0.25
St John's	110.5	136.6	1.24	49.0	0.44
Fredericton	63.1	73.1	1.16	28.6	0.45
Charlottetown	38.8	83.5	2.15	42.9	1.10
All Cities Summary – not including Victoria					
Median (P50)	109.5	144.8	1.22	55.7	0.48
Average	225.5	147.6	1.27	62.6	0.51
BC Cities Summary – not including Victoria					
Median (P50)	99.9	142.5	1.29	55.5	0.51
Average	104.7	145.6	1.53	56.8	0.60
Non-BC Cities Summary – not including Victoria					
Median (P50)	226.4	155.6	0.69	56.0	0.25
Average	415.3	150.8	0.87	71.8	0.38

ATTACHMENT 2 – SUMMARY OF ECONOMIC INDICATORS OF COMPARATOR CITIES

City	October 2023 Provincial CPI (year over year %)	2023 (except where noted) Living Wage (\$ per hour)	Median total income in 2020 among recipients (\$000)	Median total income of house hold in 2020 (\$000)	Number of elected officials
Victoria	2.7%	\$25.40	43.2	67.5	9
British Columbia Cities					
Kelowna	2.7%	\$24.60	41.6	82.0	9
Coquitlam	2.7%	\$25.68	40.0	92.0	9
Langley (Township)	2.7%	\$25.68	45.6	108.0	9
Delta	2.7%	\$25.68	42.4	108.0	9
Saanich	2.7%	\$25.40	44.8	93.0	9
Kamloops	2.7%	\$20.91	43.2	88.0	9
New Westminster	2.7%	\$25.68	44.8	82.0	7
North Vancouver (District)	2.7%	\$25.68	49.6	123.0	7
Nanaimo	2.7%	\$22.87	40.0	75.5	9
West Vancouver	2.7%	\$25.68	44.4	104.0	7
Maple Ridge	2.7%	\$25.68	44.8	105.0	7
Non-British Columbia Cities					
Ottawa	3.3%	\$21.95	50.0	102.0	25
Edmonton	2.1%	\$22.25	44.0	90.0	13
Halifax	3.2%	\$26.50	42.0	81.0	17
Regina	1.8%	\$17.80	46.4	88.0	11
St John's	2.4%	\$18.85 (2019)	40.0	75.0	11
Fredericton	2.8%	\$23.45 (2022)	40.4	73.0	13
Charlottetown	1.7%	\$19.30 (2020)	36.8	66.0	11
All Cities Summary – not including Victoria					
Median (P50)	2.7%	\$25.00	43.6	89.0	9
Average	2.6%	\$23.54	43.4	90.9	11
BC Cities Summary – not including Victoria					
Median (P50)	2.7%	\$25.68	44.4	93.0	9
Average	2.7%	\$24.87	43.7	96.4	8
Non-BC Cities Summary – not including Victoria					
Median (P50)	2.4%	\$21.95	42.0	81.0	13
Average	2.5%	\$21.44	42.8	82.1	14

ATTACHMENT 3 – CITY OF VICTORIA VS MEDIAN MARKET RESULTS

Annual Base Salary per Capita

Annual Base Salary per Capita	Victoria Base Salary per Capita	Median Base Salary Per Capita	Victoria as % of median
Mayors (all 18 cities)	1.39	1.22	114%
Mayors (all 11 BC cities)	1.39	1.29	108%
Mayors (all seven non-BC cities)	1.39	0.69	202%
Councillors (all 18 cities)	0.56	0.48	117%
Councillors (all 11 BC cities)	0.56	0.51	110%
Councillors (all seven non-BC cities)	0.56	0.25	224%

Median Total Income in 2020

Median Total Income Among Recipients	Victoria Median Total Income Among Recipients* (\$000)	Median of the Median Total Income Among Recipients of Market (\$000)	Victoria as % of median
All 18 cities	43.2	43.6	99%
All 11 BC cities	43.2	44.4	97%
All seven non-BC cities	43.2	42.0	103%
Median Total Income of House Hold	Victoria Median Total Income of House Hold* (\$000)	Median of the Median Total Income of House Hold (\$000)	Victoria as % of median
All 18 cities	67.5	89.0	76%
All 11 BC cities	67.5	93.0	73%
All seven non-BC cities	67.5	81.0	83%

*Individuals 15 years and older in private residents

ATTACHMENT 4 – DATA DEFINITIONS

The data in this report have been rounded, aggregated, and summarized using tables. Some definitions to assist with understanding the data follow:

- The number of observations (# obs) indicates the number of organizations that provided data.
- An average (mean) is the sum of all data divided by the number of observations included.
- A median value (50th percentile or P50) is the number that falls within the middle of a series of observations (e.g., if there are seven data observations and they are ranked in order of highest to lowest, the number or observation that is in the fourth position is the middle value and represents the median value). It is the most common percentile statistic included in survey data. It is the point at which half of the data fall below and half of the data fall above.

ATTACHMENT 5 – CONSULTANT PROFILES

Julie M. Case

Julie Case has over 20 years in the compensation field. During her career, Julie has worked with a variety of private and public sector clients to develop compensation structures, implement job evaluation plans, conduct custom compensation market surveys, advise on general salary administration, conduct market pricing, and develop compensation philosophies.

Julie’s work involves developing and implementing compensation strategies for a variety of employee groups including: executive, management, and professional, technical, and unionized staff.

Over the course of her career, Julie gained considerable compensation expertise in the public and private sectors. She specializes in defining strategic compensation philosophies that align to the business goals of the organization. Julie handles compensation projects from the strategic planning stage through to the collection and analysis of compensation data and finally to the recommendations and implementation stages. Julie has designed job evaluation plans for use in exempt and union environments. She has facilitated many job evaluation committees.

Julie has considerable experience working with municipalities in British Columbia. She has worked with some of the largest cities in the province as well as some of the smallest! Once upon a time, Julie worked for a municipal government: she spent four years working in the chief administrative officer’s office at the City of Maple Ridge, BC. This role included facilitating business planning sessions, defining corporate performance measures, and leading performance improvement reviews.

Julie holds a Bachelor of Arts degree from Simon Fraser University with a major in economics and a minor in biology. She also holds a Master of Arts degree in leadership and training from Royal Roads University. She is currently a member of WorldatWork.

Julie worked for Watson Wyatt Worldwide in Vancouver as a compensation consultant where she was hired by senior consultant Tim Dillon. Tim opened his own firm in 2006 and Julie worked as an associate of Case Dillon & Associates (formerly Tim Dillon & Associates) from 2006 until the end of 2017 when Tim Dillon passed away. Julie continued to work with all her same clients and associates as an independent consultant until 2021 when she incorporated her consulting business with her partner John Leeburn and formed Drive Organizational Development.

When not working, Julie enjoys travelling, gardening, and lounging on the couch between her two Golden Retrievers. Julie has a passion for pet therapy which began more than 20 years ago when she began volunteering with BC Pets and Friends. Since 2017, Julie has served on the board of directors of Pets and Friends: initially as vice president and currently as president. Pets and Friends is a registered charity that provides and promotes the healing comfort and companionship of animals through pet therapy visits.

John Leeburn

John established his consulting practice in the summer of 2018 after 31 years in municipal government. In 2021, John incorporated his consulting business with his partner Julie Case and formed Drive Organizational Development.

John is a proud member of the small, but mighty group of municipal chief administrative officers whose background and training was in human resources. His passion is in helping individuals, teams, and organizations to grow and improve.

John's professional career started in a Winnipeg slaughterhouse as a human resources generalist. His working conditions improved greatly when he joined the City of New Westminster where he began his years in municipal service.

John left the City of New Westminster to become the director human resources the City of Maple Ridge where he enjoyed 17 productive years. The last eight of those years were in the role of deputy chief administrative officer. In September 2012 John joined the City of Port Coquitlam as its chief administrative officer. He retired from Port Coquitlam in July 2018.

John has a BCOM from UBC, specializing in industrial relations, and an MBA from SFU where he wrote his provocatively titled thesis "Does Size Matter: An Analysis of the Rationale for Municipal Amalgamation in Canada." He is a contributing author to the book "The Role of Canadian City Managers in Their Own Words" (University of Toronto Press, 2023).

John is often seen walking the parks and trails of Port Coquitlam attempting to get his two Golden Retrievers to walk nicely on their leashes.