



Special Council Meeting
Municipality of West Grey
402813 Grey County Rd 4, Durham, ON N0G 1R0

November 8, 2024, 10 a.m.

West Grey municipal office, council chambers

This meeting shall be held in the Municipality of West Grey council chambers. Members of the public may attend in person or electronically via Zoom.

To join through your computer (or smartphone with the Zoom app) go

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Municipality of West Grey 2024 Compensation Review Summary Report

Marianne Love, ML Consulting

November 4, 2024

Background

- ▶ The Municipality of West Grey completed a Compensation Review in 2020 which included a review of internal equity, pay equity compliance and the competitive pay market. The review produced a salary grid with job rates reflecting the 50th percentile of the selected comparator group.
- ▶ The salary grid has been adjusted annually to account for cost-of-living increases. Job rate is set at Step 5 with 4% step differentials.
- ▶ The Job Evaluation System has been in place at West Grey since 2020 and continues to support internal equity and pay equity compliance.
- ▶ The Consultant was retained in 2024 to conduct a review of the current compensation program; specifically, to assess the competitive pay market and the current pay practice (percentile target) in an evolving pay market, update pay equity compliance and develop proposed job rates for implementation in 2025.

Project Overview

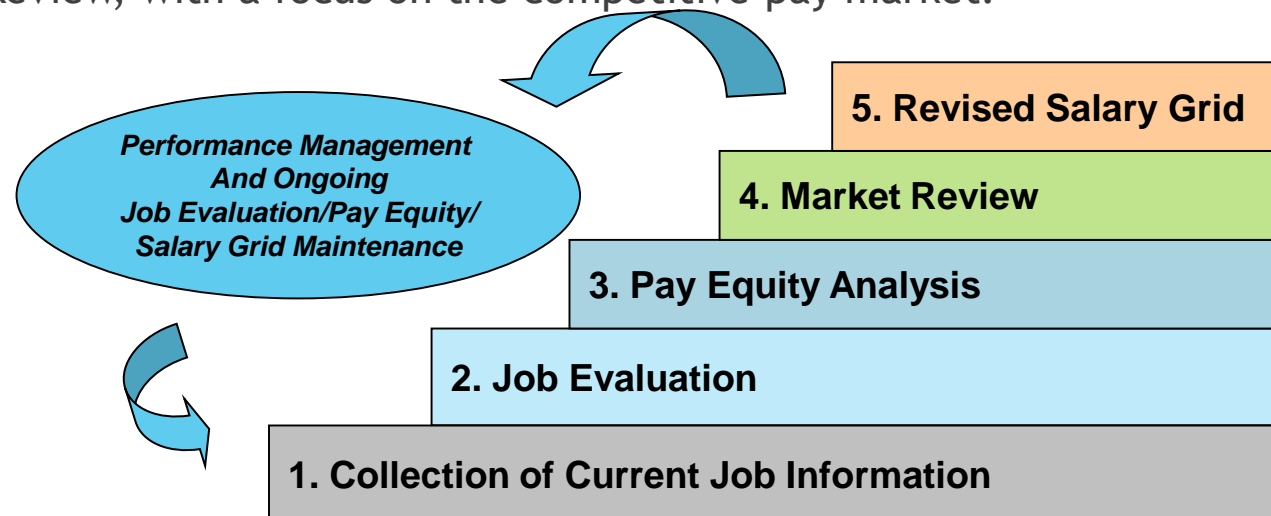
- ▶ Current job information was provided to the Consultant.
- ▶ The Consultant completed a custom market study using 13 municipal comparator organizations; these comparators were selected having regard to historical comparators, geographic placement and measures of size/scope of service.
- ▶ The Consultant reviewed evaluation ratings for all positions to ensure that any changes in job content were reflected in the updated salary grid.
- ▶ The current banding framework was tested to ensure that it continues to support organization growth and job design.
- ▶ Proposed 2024 job rates were prepared based on the competitive pay market and pay equity was tested.
- ▶ A 2024 salary grid framework was prepared; and adjusted for COLA for implementation costing in the 2025 budget cycle.

West Grey's Approach to Compensation

West Grey's compensation philosophy addresses principles of:

- ▶ Internal Equity (fairness):
- ▶ Pay Equity (compliance)
- ▶ Market Equity (competitiveness)
- ▶ Pay for Performance
- ▶ Sustainability and Renewal

West Grey's compensation program consists of these elements, and all elements were considered in this Review, with a focus on the competitive pay market:



Compensation Principles

Fairness

Internal equity is achieved through Job Evaluation and placing similar valued positions in the same Band with a common Job Rate

Compliance

Pay Equity Act compliance is achieved and maintained through analysis to ensure there are no pay gaps for female job classes compared to male job classes of similar value

Competitiveness

Market competitiveness addresses attraction and retention issues; achieved by paying at a competitive percentile relative to the pay market

Pay for Performance

Employee will move one step on the salary grid, annually, based on performance metrics in a Performance Management Program

Sustainability and Renewal

Determined by Council taking into account budget implications, projections and workforce planning
Best practice compensation tools, systems and renewal processes are used to support the compensation program

Executive Summary

- ▶ Ensuring employees are paid fairly and competitively is a requisite for effective service delivery, given the limited resources in municipalities and the challenges in attracting and retaining staff in specialized, technical and management positions.
- ▶ The 55th percentile pay target is recommended as representative and progressive having regard to scope, size and composition of the 2024 comparator group in relation to the Municipality of West Grey, in light of an evolving pay market.
- ▶ On aggregate, West Grey pays below the current pay target (50th percentile) of the defined comparator group; with greater deviation in some positions.
- ▶ The current banding framework can support the organization design and placement of positions based on job content, internal equity and the defined pay market.
- ▶ The updated compensation framework addresses:
 - ▶ Internal equity for all positions
 - ▶ All positions are placed in pay bands using consistent interpretation and application of the Job Evaluation System
 - ▶ Pay equity compliance
 - ▶ All female job classes have a job rate equal to the male comparator job rate.
 - ▶ Pay practice with job rates that reflect the 55th percentile target of the defined pay market

Internal Equity and Pay Equity Compliance

- ▶ Internal equity has been maintained by evaluating new and changed positions using the 12-factor Job Evaluation System that produced the current banding framework.
- ▶ The current non-union banding framework consists of 17 pay bands, holds jobs of similar value and supports the current salary grid.
- ▶ Positions were reviewed and job evaluation ratings were updated; 2 positions moved in band placement supported by the job information and the competitive pay market.
- ▶ Pay Equity compliance was reviewed; there are no pay equity adjustments required (i.e., all female job classes have job rates that are equal to the male comparator job rate)

Market Competitiveness - Comparators

- ▶ The market comparator group was selected to reflect relevant scope/criteria:
 - ▶ Geographic location
 - ▶ Economic conditions
 - ▶ Similar service alignment/”like” services
 - ▶ Size - operating budget, population, tax base, service size
 - ▶ Historic comparators
- ▶ 13 comparators were selected for the 2024 Market Review.
 - ▶ Blue Mountains, Brockton, Chatsworth, Clearview, Georgian Bluffs, Grey Highlands, Guelph Eramosa, Hanover, Meaford, Minto, North Perth, Springwater, Wellington North
 - ▶ Additional pay data was sourced from Tay and Brighton for Library positions

Market Competitiveness—Approach

- ▶ Positions were matched by the Consultant to similar positions in comparator organizations having regard to job title, job information, organizational charts, and 2024 annual and hourly job rates.
- ▶ A conservative approach was used in the job matching exercise and outlier matches were removed from the analysis so that results were not skewed.
- ▶ Market statistics based on 3 or more matches were calculated to determine market competitiveness using various percentile values. Percentile targets help define the Municipality of West Grey's relative placement to the defined pay market.
- ▶ The percentile target is a measure of how the positions are ranked in the comparator group, highest to lowest.
 - ▶ the 50th percentile target is the \$ Rate where 50% of the wage rates in the comparator organizations are below this amount and 50% are above
 - ▶ the 55th percentile target is the \$ Rate where 55% of the wage rates in the comparator organizations are below this amount and 45% are above
 - ▶ the 60th percentile target is the \$ Rate where 60% of the wage rates in the comparator organizations are below this amount and 40% are above

Market Competitiveness—Aggregate Comparison

**Aggregate Comparison—
Municipality of West Grey Job Rates
compared to Market Percentile Targets
(% below target)**

	<i>P50</i>	<i>P55</i>	<i>P60</i>
<i>Annual Job Rate</i>	7.0%	8.4%	9.5%
<i>Hourly Job Rate</i>	6.9%	8.0%	9.3%

- ▶ The Market Summary indicates that on aggregate, Job Rates for Municipality of West Grey positions are low when compared to the competitive pay market target for all percentiles; with greater deviation in some positions (i.e., paying below typical salary).
- ▶ Differences in annual and hourly market deviations are due to differences in annual hours of work for positions amongst the comparator group.
- ▶ West Grey is less competitive when comparing job rates (maximum pay rates) for mid-level/senior management positions. This is in keeping with market observations for other municipalities across the province, given the challenges to attract and retain talent.
- ▶ Job rates for 95% of the matched positions are below current percentile target (50th percentile); some positions are closer to the pay target than others (deviations range from 3% to 18.9% below target).
- ▶ There is an inequity in competitive pay throughout the employee group.

Result of the Market Review

- ▶ Contributing factors to current market placement:
 - ▶ The last market review was conducted in 2020.
 - ▶ An evolving pay market...
 - ▶ Many of the Comparators have completed a salary review in the last 3 to 4 years and adjusted their salary grids accordingly.
 - ▶ Many of the Comparators have revisited their compensation practice and adjusted their comparator pool and/or increased the target market percentile to achieve competitive job rates.
 - ▶ 5 of the 13 comparators have adopted a pay target at the 55th percentile or higher (pay targets range from the 55th to the 60th percentile)
 - ▶ 4 comparators completed a compensation review in 2023

Recommended Percentile Target

- ▶ It is recommended that the Municipality of West Grey adopt a pay practice that establishes job rates that reflect the 55th percentile of the defined pay market, having regard to:
 - ▶ the size/scope of the 2024 comparator group;
 - ▶ a conservative approach to job matching;
 - ▶ attraction and retention challenges;
 - ▶ geographic placement;
 - ▶ evolving pay practice in the comparator group; and
 - ▶ economic conditions and external influencers within the local/regional area.
- ▶ This reflects a progressive approach in aligning job rates with an evolving and competitive pay market and can be supported by adopting a 3 to 4-year review cycle.
- ▶ The pay target will align the competitive pay rates for positions in the employee group and achieve equity when comparing to the defined pay market.

Revised 2024 Job Rates and 2025 Salary Grid

- ▶ A 2024 non-union salary grid framework was prepared for positions using job rates (maximum rates) that reflect the 55th percentile of the pay market.
- ▶ The framework consists of 5 steps with a 4% step differential; Step 5 (or the highest step in the Band) is job rate (maximum rate) for the pay band.
- ▶ The framework has been adjusted by 1.9% to account for an economic adjustment for 2025.
- ▶ Staff have prepared an implementation costing for placement of all positions on the new Grid, considering a step-to-step approach. This approach reflects equity and consistency and supports retention and sustainability.

Pay Practice and Future Considerations

- ▶ It is recommended that the Municipality of West Grey adopts the pay practice of targeting the 55th percentile of the defined pay market, and that West Grey implements the proposed 2025 Salary Grid effective January 1, 2025.
- ▶ It is recommended that the following practices be adopted to build resilience in the compensation program, supported by prevailing practice in the sector:
 - ▶ That West Grey adopt the practice of undertaking a periodic market review of all positions on a 3 to 4-year cycle in order to ensure competitive pay practices in light of changing demographics and work practices in the municipal sector.
 - ▶ This has become a best practice in the sector, providing analysis that supports adjustments to the salary grid to ensure an organization is not overpaying or underpaying positions.
 - ▶ That annual increases to the management/non-union salary Grid be determined by conducting a review of the comparator organizations to determine an average of the comparator group projected salary grid increases. This information, together with information relating to CPI increases and locally negotiated increases will inform the appropriate salary grid adjustments having regard to maintaining a sustainable compensation framework. |
 - ▶ That new and changed positions continue to be evaluated using the job evaluation system; and that pay equity compliance be reviewed annually.

West Grey
Proposed Salary Grid (P55)

Similar Value Group	Job Code	Job Title	Hours Annual	2024 Job Rate Annual	2024 Job Rate \$P.HR	2024 PROPOSED SALARY GRID P55					
						4% Steps					
						Step 1 4%	Step 2 4%	Step 3 4%	Step 4 4%	Step 5 (Job Rate) \$P.HR	
17	1	CAO	1,820	\$170,810	\$93.85	1,820	\$163,173	\$169,700	\$176,488	\$183,547	\$190,889
16	2	Director of Finance/ Treasurer	1,820	\$130,951	\$71.95	1,820	\$118,223	\$122,952	\$127,870	\$132,985	\$138,304
16	6	Director of Community Development/CBO	1,820	\$130,951	\$71.95						
16	54	Director of Infrastructure/Public Works	1,820	\$130,951	\$71.95						
16	5	Director of Legislative Services/Clerk	1,820	\$130,951	\$71.95						
15						1,820	\$108,073	\$112,396	\$116,892	\$121,567	\$126,430
14	4	Fire Chief/Emergency Measures/Health & Safety	1,820	\$103,113	\$56.66	1,820	\$97,924	\$101,841	\$105,914	\$110,151	\$114,557
14	45	Manager of Public Works	1,820	\$103,113	\$56.66						
14	9	Manager, Planning & Development	1,820	\$103,113	\$56.66						
13	7	CEO/Chief Librarian	1,820	\$93,821	\$51.55	1,820	\$84,729	\$88,118	\$91,643	\$95,309	\$99,121
13	43	Deputy Fire Chief	1,820	\$93,821	\$51.55						
13	36	Deputy CBO	1,820	\$93,821	\$51.55						
13	12	Deputy Treasurer/Tax Collection	1,820	\$82,501	\$45.33						
12	38	Officer, Community and Corporate Initiatives	1,820	\$82,501	\$45.33	1,820	\$75,213	\$78,222	\$81,351	\$84,605	\$87,989
12	44	Environment and Capital Projects Officer	1,820	\$82,501	\$45.33	2,080	\$85,966	\$89,405	\$92,981	\$96,700	\$100,568
12	11	Utility Supervisor	2,080	\$94,286	\$45.33						
12	10	Roads Supervisor	2080	\$94,286	\$45.33						
12	15	Building Inspector	1,820	\$73,219	\$40.23						
11	14	Facility Superintendent	2,080	\$83,678	\$40.23		\$37.45	\$38.95	\$40.50	\$42.13	\$43.81
						2,080	\$77,894	\$81,010	\$84,250	\$87,620	\$91,125

West Grey
Proposed Salary Grid (P55)

Similar Value Group	Job Code	Job Title	Hours Annual	2024 Job Rate Annual	2024 Job Rate \$P.HR	2024 PROPOSED SALARY GRID P55				
						4% Steps				
						Step 1 4%	Step 2 4%	Step 3 4%	Step 4 4%	Step 5 (Job Rate) \$P.HR
10	20	Communicatons Coordinator	1,820	\$69,360	\$38.11					
10		Planning Tehnician	1,820	\$69,360	\$38.11	1,820	\$61,436	\$63,894	\$66,450	\$69,108
10	29	Legislative Coordinator	1,820	\$69,360	\$38.11	2,080	\$70,213	\$73,021	\$75,942	\$78,980
9	13	Rural Lead Hand	2,080	\$73,320	\$35.25					
9		Utility Lead Hand	2,080	\$73,320	\$35.25	1,820	\$57,158	\$59,445	\$61,822	\$64,295
9	18	Payroll Specialist	1,820	\$64,155	\$35.25	2,080	\$65,323	\$67,936	\$70,654	\$73,480
8	17	Utility Operator/Labourer	2,080	\$66,997	\$32.21					
8	19	Administrative Assistant - Building Services	1,820	\$58,622	\$32.21	1,820	\$52,770	\$54,881	\$57,077	\$59,360
8	47	Administrative Assistant, Community Services	1,820	\$58,622	\$32.21	2,080	\$60,310	\$62,722	\$65,231	\$67,840
8	21	Adult Services Librarian	1,820	\$58,622	\$32.21					
8	22	Child & Youth Librarian	1,820	\$58,622	\$32.21					
7	25	Operator/Labourer	2,080	\$64,002	\$30.77					
7	27	Seasonal/Operator/Labourer	2,080	\$64,002	\$30.77	1,820	\$49,006	\$50,966	\$53,005	\$55,125
7	40	Library Digital Services Coordinator	PT		\$30.77	2,080	\$56,007	\$58,247	\$60,577	\$63,000
7	31	Library Communications/Programming Coordinator	PT		\$30.77					
7	23	Public Works Administrative Assistant	1,820	\$56,001	\$30.77					
7	24	Accounts Payable Clerk	1,820	\$56,001	\$30.77					
7	39	Administrative Assistant, Finance & Asset Managemen	1,820	\$56,001	\$30.77					
7	26	Administrative Assistant Finance & Accounts Receivab	1,820	\$56,001	\$30.77					

West Grey
Proposed Salary Grid (P55)

Similar Value Group	Job Code	Job Title	Hours Annual	2024 Job Rate Annual	2024 Job Rate \$P.HR	2024 PROPOSED SALARY GRID P55 4% Steps					
						Step 1	Step 2	Step 3	Step 4	Step 5 (Job Rate)	
						4%	4%	4%	4%	\$P.HR	
6	30	Recreation Attendant	PT		\$26.83						
6	51	Facilities Attendant	2,080	\$55,806	\$26.83	2,080	\$51,704	\$53,772	\$55,923	\$58,160	\$60,486
6	50	Road Patrol	2,080	\$55,806	\$26.83						
6	32	Library Assistant	PT		\$26.83						
5							\$23.05	\$23.97	\$24.93	\$25.92	\$26.96
4	33	Landfill Attendant	PT		\$24.63		\$21.23	\$22.08	\$22.97	\$23.88	\$24.84
3	34	Crossing Guard	PT		\$20.38		\$19.36	\$20.14	\$20.94	\$21.78	\$22.65
3	52	Bartender	PT		\$20.38						
2	35	Page	PT		\$15.60		\$16.20				



Staff Report

Report To: Council
Report From: Michele Harris, Chief Administrative Officer
Meeting Date: November 8, 2024
Subject: West Grey 2024 Compensation Review

Recommendations:

THAT in consideration of staff report 'West Grey 2024 Compensation Review' and the presentation provided by ML Consulting, Council approves the 2025 salary framework, as presented, with job rates reflecting the ____ percentile pay target, effective January 1, 2025.

Highlights:

- The Municipality of West Grey completed a compensation review in 2020, which included a review of internal equity, pay equity compliance and the competitive pay market. The review produced a salary grid with job rates reflecting the 50th percentile of the selected comparator group.
- ML Consulting was retained in 2024 to conduct a review of the Municipality's current compensation program; specifically, to assess the competitive pay market and the current pay practice (percentile target) in an evolving pay market, update pay equity compliance and develop proposed job rates for implementation in 2025.
- ML Consulting will present the findings of the compensation review for staff (including West Grey Library staff), as well as recommendations for Council consideration, at the special Council meeting of November 8, 2024.
- A market review of Council remuneration will be undertaken separately, and will be presented at a subsequent meeting.

Previous Report/Authority:

[Municipal Compensation Market Check – August 13, 2024](#)

Analysis:

The Municipality of West Grey last conducted a comprehensive compensation review, including a review of internal equity, pay equity compliance and the competitive pay market, in 2020. Industry standards recommend conducting a market review every three to five years, and on August 13, 2024, Council authorized staff to retain the services of a consultant to undertake an updated compensation review for consideration as part of the 2025 municipal budget deliberations.

Data from the 15 comparator municipalities (approved by Council in 2023) was solicited, and responses were received by 13 of the comparator communities. This comparator data was used as a basis for analysis.

As noted in the consultant's presentation:

- Ensuring employees are paid fairly and competitively is a requisite for effective service delivery, given the challenges in attracting and retaining staff in specialized, technical and management positions.
- The 55th percentile pay target is recommended as representative and progressive having regard to scope, size and composition of the 2024 comparator group, in light of an evolving pay market.
- Current West Grey job rates for 95 percent of the matched positions are below current percentile target (50th percentile) of the defined comparator group.
- While some positions are closer to the pay target than others, West Grey is particularly less competitive when comparing job rates for mid-level and senior management positions, which is in keeping with market observations for other municipalities across the province, given the challenges to attract and retain talent.
- The updated compensation framework, as presented by ML Consulting, addresses internal pay equity for all positions and pay equity compliance.

The presentation at the November 8, 2024, special Council meeting is to discuss compensation for municipal staff positions (including the library). Traditionally, council remuneration is considered and approved for the next term of council by a sitting council. As such, the consultant will be completing the comparator analysis for council remuneration over the coming weeks and a report will be brought forward at a subsequent meeting for consideration.

Financial Implications:

Adopting the proposed new wage grid for 2025, as presented, at the 55th percentile, would have an additional budget impact of \$66,382, over the draft 2025 operational budget that was presented to Council on October 22, 2024 (which included a proposed 1.9 percent cost of living allowance, based on the September 2024 CPI).

If the proposed wage grid was adopted at the 50th percentile, there would be no additional budget impact on the proposed operational budget that was presented to Council on October 22, 2024 (which included a proposed 1.9 percent cost of living allowance, based on the September 2024 CPI).

Communication Plan:

Communication of this report is through the posting of council meeting agendas on the Municipality of West Grey website.

Consultation:

ML Consulting

Attachments:

None.

Submission recommended and approved by:

Michele Harris, Chief Administrative Officer

For more information on this report, please contact Michele Harris, CAO at cao@westgrey.com or 519-369-2200, ext. 222.



**The Corporation of the Municipality of West Grey
Bylaw No. 2024-091**

A bylaw to confirm the proceedings of the special meeting of council of the Corporation of the Municipality of West Grey.

WHEREAS Section 5(3) of the *Municipal Act, 2001*, as amended, provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by bylaw unless the municipality is specifically authorized to do otherwise; and

WHEREAS Section 8 of the *Municipal Act, 2001*, as amended, provides that the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues; and

WHEREAS the council of the Corporation of the Municipality of West Grey deems it expedient to adopt, confirm and ratify matters dealt with at all meetings of council;

NOW THEREFORE the council of the Corporation of the Municipality of West Grey hereby enacts as follows:

1. That the proceedings and actions taken by the council of the Municipality of West Grey at the special meeting of November 8, 2024, and in respect of each report, motion, recommendation, bylaw and any other business conducted are, except where the prior approval of the Ontario Land Tribunal or other authority is required by law, hereby adopted and confirmed and shall have the same force and effect as if each and every one of them had been the subject matter of a separate bylaw duly enacted.
2. The mayor and proper officials of the Corporation of the Municipality of West Grey are hereby authorized and directed to do all things necessary to give effect to the action of the council of the Corporation of the Municipality of West Grey referred to in the preceding section thereof.
3. That on behalf of the Corporation of the Municipality of West Grey the mayor or presiding officer of council and the clerk or CAO, where instructed to do so, are authorized and directed to execute all documents necessary, and to affix the seal of the Corporation of the Municipality of West Grey thereto.
4. That this bylaw shall come into force and take effect upon being passed by council.

Read a first, second and third time and finally passed this 8th day of November, 2024.

Mayor Kevin Eccles

Jamie M. Eckenswiller, Clerk