



Town of The Blue Mountains 2024 Staff Compensation & Council Remuneration Reviews

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Agenda

1 Introduction – Staff Compensation & Council Remuneration

2 Staff Compensation Review – Background, Approach and Methodology

3 Council Remuneration – Background, Scope, Approach

4 Project Timelines

Introduction

Gallagher was retained to assist the Town of The Blue Mountains with a review of:

- Salaries and wages for the non-union employee group to ensure the Town is competitive while meeting pay equity compliance requirements
- Remuneration policies and practices for Elected Officials of Town Council to ensure they are fair and equitable

Staff Compensation Review – salaries and wages

Background to the Assignment

- The last market assessment for competitiveness completed in 2021 that included full review of the entire compensation program:
 - Job descriptions updated, evaluations using new JE tool, market assessment and pay equity compliance
 - Produced a market competitive grid aligned to the market median/50th percentile pay policy
- New/changed jobs have been evaluated and incorporated into the current salary structure
- Job descriptions are regularly reviewed and kept up-to-date as a best practice
- Compensation policy commits to full market review every 4 years

Background to the Assignment

- Annual across the board adjustments applied to the grid to maintain market position BUT has been a volatile and changing marketplace
 - Inflation wide range of change - 0.1% to +8%
 - Aggressive competition for talent particularly for municipal specific roles
 - Changes to the workplace – hybrid/remote work locations shifted the conversations on pay
 - Comparators do not all apply the same COLA using same criteria impacting job rates
- Town continues to have challenges with retention and attraction, and pay is a consideration
 - Recognize pay is not the whole package but is the first consideration for candidates and important to not discourage applicants at the start of the process

Components of Compensation Policy

- Fairness
 - Job rates based on the value of jobs as determined through job evaluation of current and actual qualifications and responsibilities; provides relative value of a job within an employee group
- Compliance
 - Based on analysis of job rates for female jobs relative to similar value male jobs in an employee group to achieve compliance
- Competitiveness
 - Address attraction and retention issues, achieved by paying at a competitive percentile of a defined pay market
- Affordability
 - Determined by Council having regard to budget

External Market Review

- Selecting comparators is important to credibility of the review with intent to reflect ‘the marketplace’ as best as possible
- Selection giving consideration to municipal organizations:
 - Comparable size – population served, operating \$, employee head count
 - Population growth
 - Similar employment markets
 - Equivalent scope of services including water/wastewater
 - Seasonal influx
 - Municipalities with market competitive compensation programs
 - Historical comparators
- Job matching will be based on qualifications and scope of responsibilities, not titles

Recommended Comparators (13)

- ✓ Barrie
- ✓ Caledon
- ✓ Georgina
- ✓ Muskoka Lakes
- ✓ Niagara-on-the-Lake
- ✓ Springwater
- ✓ Grey County
- ✓ Collingwood
- ✓ East Gwillimbury
- ✓ Innisfil
- ✓ New Tecumseth
- ✓ Saugeen Shores
- ✓ Simcoe County

Council Remuneration Review

Project Scope

- Gallagher was retained to undertake a review to ensure elected officials are fairly compensated relative to comparator organizations and considers:
 - Compensation that reflects their roles and responsibilities
 - Recognizes the time commitments for preparing, attending council and committee meetings, participating in other Council business, and responding to constituents
 - Is fair and reasonable to attract a diverse pool of candidates reflective of the communities they serve
 - Is within a remuneration framework that is financially sustainable and reasonable given current practices for municipal council remuneration across the province

Approach / Methodology

- **Consultation** with elected officials to gather feedback on e.g. remuneration, salary administration, expenses and eligibility criteria for reimbursements
- Comparator **Survey Questionnaire** regarding base remuneration, per diems, travel and expense policies, attendance requirements, access to benefits and pension, salary administration practices to maintain compensation levels
 - Additional – compensation to public members specific to the Committee of Adjustment
- Collate comparator responses to identify where the Town is a leader, comparable, or lagging relative to the comparator practices, and to inform recommendations for consideration

Comparators for Council Remuneration

- Considerations in selecting comparators:
 - Comparable size as indicated by population served, households, and taxation
 - Geography and composition such as urban/rural, seasonal influx, and tourism impacts on municipal services
 - Growth that impacts on diversity and complexity of issues before Council
 - Historical comparators for some continuity
 - Public perception – credibility of the comparators influences the acceptance of recommendations
- Ideally should mirror the comparators for staff review but differences are necessary and appropriate
 - Looking for comparable not competitive
 - Staff comparators can cross lower, upper and single tier

Comparator Review

Municipality	Population	Taxation - Own Purposes	F/time E'es	Stats Canada Population Growth %	Land Sq Km	Pop Density	2021 Council Review	2024 Council Review
Muskoka Lakes Township	6,588	\$13,224,649	90	16	774	10	YES	YES
The Blue Mountains	8,794	\$19,237,898	142	10	285	33		
Penetanguishene	10,077	\$11,995,499	54	12	25	396	YES	NO
Grey Highlands	10,424	\$11,900,224	68	6	879	12	YES	YES
Meaford	11,485	\$15,878,312	83	5	588	20	YES	YES
Tiny	12,966	\$16,961,873	69	34	335	39	NO	YES
Gravenhurst	13,157	\$17,545,404	93	7	489	27	YES	YES
Clearview	14,814	\$18,151,147	69	5	556	27	YES	YES
Saugeen Shores	15,908	\$19,298,101	115	16	170	94	YES	YES
Midland	17,817	\$24,049,692	134	6	35	504	YES	YES
Niagara-on-the-Lake	19,088	\$14,826,995	99	9	131	145	YES	YES
Huntsville	21,147	\$18,145,085	133	7	705	30	YES	YES
Owen Sound	21,612	\$31,952,941	236	1	24	893	YES	YES
Collingwood	24,811	\$38,464,174	202	14	33	748	YES	YES
Wasaga Beach	24,862	\$28,365,808	166	20	57	433	YES	YES
Orangeville	30,338	\$38,033,901	154	4	15	1990	YES	NO
Orillia City	33,411	\$63,470,882	290	7	29	1171	YES	NO
East Gwillimbury Town	37,665	\$28,271,104	177	44	245	141	YES	NO
Bradford West Gwillimbury	40,251	\$41,831,017	217	21	201	214	YES	YES
New Tecumseth	43,948	\$40,493,726	214	28	274	161	YES	YES
Innisfil	44,099	\$53,137,238	250.23	19	262	165	YES	YES
Georgina Township	49,992	\$49,469,336	308	5	288	166	NO	YES

Recommended Comparators - 2024		2021 Review	2024 Review
1	Bradford West Gwillimbury	Y	Y
2	Clearview	Y	Y
3	Collingwood	Y	Y
4	Georgina	NO	Y
5	Gravenhurst OR Huntsville OR Muskoka Lakes	Y x 3	CHANGE
6	Grey Highlands	Y	Y
7	Innisfil	Y	Y
8	Meaford	Y	Y
9	Midland	Y	Y
10	New Tecumseth	Y	Y
11	Niagara-on-the-Lake	Y	Y
12	Owen Sound	Y	Y
13	Saugeen Shores	Y	Y
14	Tiny	NO	Y
15	Wasaga Beach	Y	Y
Removed from List			
	East Gwillimbury Town	Y	NO
	Orangeville	Y	NO
	Orillia City	Y	NO
	Penetanguishene	Y	NO

Next Steps

- Council to review and confirm comparators
- Options for Council consultation:
 - Deploy a questionnaire to each member of council
 - 1-1 interviews
 - 1 or 2 group discussions
- Consultant will deploy Council Survey Questionnaire/solicit for salary data for staff positions - May
 - Collate responses, review preliminary results with Project Lead – June
 - Implementation costing, draft report - June
 - Report and presentation to Council - July



Insurance | Risk Management | Consulting

Jane Mizanski

Senior Consultant

Jane_Mizanski@ajg.com

647-407-5256

181 University Avenue

Toronto, ON M5H 3M7

Canada

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