

Date: Wednesday, March 12, 2025

Meeting Type: Committee of the Whole

From: Brittany Drury, Deputy CAO / Director of Corporate Services

Subject: Award of RFP2025-05 Non-Union Pay Equity and Compensation Review

Report#: CAO2025-12

This document and its attachments are public and available in an accessible format upon request.

Recommendation

That RFP2025-05 Non-Union Pay Equity and Compensation Review, be awarded to Gallagher Benefit, at a cost of \$32,459.25, and

That Council endorse the municipal comparator matrix detailed herein.

Background

The Township formally established parameters for completion of market checks via creation of the Human Resources Policy manual in 2018. This includes a Pay Admin Policy, requiring market checks to be completed every four years to ensure the Township is paying employees fairly and achieving external equity.

The Township has previously completed salary reviews in 2014, 2018 and 2021. The scope of each review varied, with 2021 including an organizational structure component. The Township has not conducted a pay equity review since 2018.

Through the 2021 review, Council established a benchmark of maintaining salaries to the 60th percentile, seeking to ensure market competitiveness and demonstrating Council's commitment to attracting and retaining the best, most qualified staff team to lead the Township into the future.

Completion of a compensation and pay equity review was included in the 2025 Budget, as approved by Council in January of this year.

Analysis

RFP2025-05, seeking an external consulting service to complete a non-union compensation and pay equity review, was posted to the Township's Bids and Tenders page on January 27th. The RFP defined the scope of work required, project goals and objectives, and timelines for completion. The RFP closed on February 14th, with 8 submissions received.

The submission evaluation process was divided into two parts, technical and financial. The evaluation team first scored each technical submission, considering level of experience, completion of similar projects, project understanding and level of detail included in their respective workplans. All submissions scoring a minimum of 70% progressed to the financial phase, considering the submitted cost of project completion.

In performing this exercise, the top scoring submission in both the technical and financial reviews is recommended for reward, being Gallagher Benefit. Gallagher Benefit scored a total of 92% out of a possible 100, receiving the highest scores of all submissions in company experience, relevant project experience and project understanding. Additionally, Gallagher Benefit quoted the lowest project cost of all submissions considered in the second, financial submission phase, of \$32,459.25.

Gallagher Benefit has completed multiple similar scale projects for municipal organizations throughout the province and Grey, Simcoe, Huron and Bruce Counties, including:

- Grey County
- Bruce County
- Town of Collingwood
- City of Owen Sound
- Town of Saugeen Shores
- Municipality of Brockton
- Municipality of Central Huron
- Municipality of Huron East, and more.

The scope of work defined for 2025 will compare the Township's compensation structure to comparable municipalities throughout Ontario to ensure compliance with pay equity legislation and further, that the Township is continuing to achieve remuneration at the 60th percentile. To establish appropriate municipal comparators for

use throughout the project, staff propose defining a matrix of comparative metrics, ranked by relative importance. For example, should Council define population size as the greatest factor in determining comparative organizations, municipalities with similar population size to that of the Township will be selected to form part of the comparator group.

Metrics to consider in defining municipal comparators often include:

- Population size,
- Size and type of road network,
- Operating and Capital budget amounts,
- Scope of services (rec programs, licensing programs, etc.)
- Staff compliment,
- Average home assessment,
- Geographic location (proximity to the Township),
- Ontario Living Wage Catchment
 - Living wage catchments are generated using Statistics Canada data, combining cost of living factors to determine the appropriate living wage in a geographic area. The Township falls within the Grey Bruce Perth Huron Simcoe catchment. This means cost of living and the associated living wage remains relatively consistent across Grey, Bruce, Perth, Huron and Simcoe Counties. [Click here to learn more about living wage catchments.](#)
- Salary benchmark (ie. Compensating to the 60th percentile)

Municipal comparators will be weighted by their placement on the matrix, with Council determining which metrics should be given most importance. A preliminary matrix has been drafted below in Figure A. Council is invited to amend the order of importance and weight assigned to each metric, or add other metrics, through consideration of this report. Council's endorsed matrix will be provided to the consulting party upon onboarding to select 10-12 municipal comparators for use throughout the compensation review process.

For comprehension, rankings are demonstrated on a scale of 1 to 5. 5 being the most important comparator metric and 1 being the least important comparator metric.

Each comparator is then ranked on their similarity to the Township's established baselines. 5 is the most similar, and 1 being least similar. To achieve the weighted importance of the established criterium, the rank assigned to each comparator is then multiplied by the weight assigned to each metric.

Municipality A and B are provided for example purposes only.

Figure A. Comparator Matrix

Criteria	Ranking	Township of Georgian Bluffs Baseline	Municipal Comparator 1		Municipal Comparator 2	
			Municipality A		Municipality B	
			Metric	Rank	Metric	Rating
Ontario Living Wage Catchment	5	Grey Bruce Perth Huron Simcoe	Grey Bruce Perth Huron Simcoe	4	Greater Toronto Area	1
Combined Annual Budget	5	Total: \$24,669,585	Total: \$41,000,000	3	Total: \$1,398,338,000	1
Average home assessment	4	\$300,000	\$350,000	4	\$566,000	2
Employee compliment	4	47.5	70	4	3700	1
Geographic location	4	Grey County	Simcoe County	4	Peel Region	1
Salary benchmark	3	60th	60th	3	75th	1
Population size	3	11,100	12,966	3	791,486	1
Scope of services (AMO Classification)	1	Small Urban	Small Urban	1	Urban, City	1
Weighted Score				102		33

To generate the weighted score indicated above, the rank assigned to each comparator is multiplied by the respective criteria's ranking. The sum of the multiplied ranks are then added together to generate a total weighted score.

The highest possible score a municipal comparator can achieve is 117.

A comparator must achieve a weighted score of 70 (60%) to be considered a comparator to the Township of Georgian Bluffs. In the example provided above, Municipality A would be considered an appropriate comparator, whereas Municipality B, would not.

Following endorsement of the matrix and award of the successful party, staff will commence onboarding of the consultant and information transfer. The project is anticipated to complete within Q3 of 2025.

Financial Impact

Completion of a compensation and pay equity review was included in the 2025 Budget, as approved by Council in January of this year. A budget of \$35,000 was allocated to completion of the project. The submission recommended for award provided a project budget of \$32,459.25, under the Township's allocated budget.

Strategic Lenses

Diversity, Equity, Inclusion, and Belonging

Routine market checks ensure the Township is maintaining and prioritizing fair and equitable remuneration programs for all employees. The Township is bound by the *Pay Equity Act*, 1990, requiring gender neutrality and equality throughout positions, pay bands and the Township's compensation structure. The scheduled review will consider Pay Equity standards and make recommendations for any potential remediating actions required by the Township.

Truth and Reconciliation

No positive impact.

Climate Change

Submissions received to the tender posting were submitted virtually, minimizing paper resources used to facilitate the tender process. Information transfer will be facilitated virtually to further minimize hard copy resources.



Georgian Bluffs

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Conclusion

As the highest scoring, lowest cost submission evaluated throughout the tiered grading process, it is recommended that RFP2025-05, for completion of a Non-Union Compensation and Pay Equity Review, be awarded to Gallagher Benefit.

Respectfully Submitted: Brittany Drury, Deputy CAO / Director of Corporate Services



Report Approval Details

Document Title:	CAO2025-12 - Award of RFP2025-05 Non-Union Pay Equity and Compensation Review.docx
Attachments:	
Final Approval Date:	Feb 27, 2025

This report and all of its attachments were approved and signed as outlined below:

Niall Loble, Chief Administrative Officer