

**ADDENDUM TO  
FINANCE AND ADMINISTRATION COMMITTEE REPORT SEPTEMBER 29, 2021  
FOR SPECIAL SEPTEMBER 27, 2021 COMMITTEE MEETING**

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**BY-LAWS**

**17. County Council Compensation Review Request for Proposal [Strategic Plan Goal #1]**

**RESOLUTION NO. FA-CC-21-09-113**

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law to Authorize the Warden and Clerk to Enter Into a Service Agreement Between the Corporation of the County of Renfrew and Gallagher Benefit Services (Canada) Group Inc. to complete a Council Compensation review in the amount of \$5,350.00 excluding HST at this session of Council; AND FURTHER THAT the funding for this project be allocated from the unspent funds in the Administration – Strategic Plan Implementation account with a 2021 Budget of \$30,000.

**Background**

The County of Renfrew conducted a Council Compensation Review in 2018 through the implementation of a Citizens Remuneration Panel. This three person Panel recommended significant changes to Council remuneration for the current term of Council. A similar Council Compensation Review was also conducted in 2014 through a Citizens Remuneration Panel report. In preparation for the 2022 municipal election cycle, the Human Resource Division had issued a Request for Proposal to engage a third party to undertake a review of total Council compensation in relation to comparator municipalities according to similar service alignment (like services), population, total municipal expenditures and economic indicators (average median household income).

The County of Renfrew Council Compensation Review Request for Proposal (RFP) was issued in early August with a closing date of noon on Tuesday, August 31, 2021. The intent of the RFP and resulting contract is to establish an agreement for professional services of a qualified consultant to

undertake a study to conduct a compensation review for 17 elected officials that considers the nature and responsibilities associated with these positions, which is reflective of comparator municipalities. The successful bidder must have demonstrated experience in the preparation of compensation reviews.

The County has structured the project into five tasks to complete a Council Compensation Review addressing the following:

1. Conduct an overall review of Council total compensation.
2. Total Compensation should include, but not be limited to the following for the Head of Council and each Member of Council:
  - i. Base pay (salary or per diem rate annualized)
  - ii. Additional stipend for Committee Chair or Vice Chair
  - iii. Travel allowances (mileage, hotel, meals, etc.)
  - iv. Conference allowance
  - v. Benefit entitlements
  - vi. Method of annual adjustment and cyclical compensation
3. The review must identify comparator municipalities according to similar service alignment (like services), population, total municipal expenditures and economic indicators (average median household income).
4. Base pay comparative statistics should be calculated using the comparator mean, median, and recommended statistical percentile target values.
5. The review must identify the common practice and make recommendations on the preferred method of annual adjustment and cyclical compensation (i.e.: each term of Council)

A total of six written submissions were received as follows:

<b>Proponent</b>	<b>Amount \$</b>
Gallagher Benefit Services (Canada) Group Inc.	\$5,350
ML Consulting (Marianne Love)	\$6,000
Stratford	\$12,500
The Delfi Group	\$12,500
Pesce & Associates	\$12,600

Proponent	Amount \$
Compensation Governance Partners (CGP)	\$26,000

The top three proponents scoring the highest evaluation points from the first round of written proposals were invited to a second round of evaluations, which involved a presentation to the Evaluation Committee on September 24, 2021. The Evaluation Committee was comprised of Mr. Jeffrey Foss, Director of Corporate Services; Mr. Greg Belmore, Manager of Human Resources; Ms. Amanda Nesbitt, Human Resources Coordinator and Mr. Brady Smith, Human Resources Coordinator. Each proponent was expected to demonstrate the following:

- Ability to meet requirements set out in the proposal requirements;
- Detailed overview how the proponent will meet the requirements;
- Knowledge of Accessibility for Ontarians with Disabilities Act (AODA) requirements and how this will be incorporated into the reports to enforce compliance with the regulation;
- Detailed overview of the proponent's work plan for each phase of the project; and
- Detailed overview of similar reviews the proponent has developed with in the last 3 years.

Using a fair and competitive purchasing process as per Policy GA-01, it is the Evaluation Committee's recommendation that the County of Renfrew award RFP-HR-2021-02 Council Compensation Review to Gallagher Benefit Services (Canada) Group Inc. in the one-time amount of \$5,350.00 excluding HST. The By-law is attached as Appendix XI.

#### **18. Non-Union Compensation Review Request for Proposal [Strategic Plan Goal #1]**

##### **RESOLUTION NO. FA-CC-21-09-114**

THAT County Council adopt a By-law to Authorize the Warden and Clerk to Enter Into a Service Agreement Between the Corporation of the County of Renfrew and Gallagher Benefit Services (Canada) Group Inc. to complete a Non-Union Compensation review in the amount of \$21,425.00 excluding HST at this session of Council; AND FURTHER THAT the funding for this project be allocated from the unspent funds in the Administration – Strategic Plan Implementation account with a 2021 Budget of \$30,000.

## **Background**

The County of Renfrew conducted a Non-Union Compensation Review in 2013 to analyze the salary ranges of key benchmark positions at the County of Renfrew to ensure that the Non-Union salary grid continues to address internal equity and reflect the compensation practices when compared to external market comparators. The Chief Administrative Officer has asked the Human Resource Division to issue a Request for Proposal to engage a third party to undertake a similar review for presentation to Council in early 2022. Due to the evaluation process involving our own County of Renfrew staff, it was determined that a third party consultant, independent of our organization should be selected rather than utilizing our own Human Resources Division.

The County of Renfrew Non-Union Compensation Review Request for Proposal (RFP) was issued in early August with a closing date of noon on Tuesday, August 31, 2021. The intent of the RFP and resulting contract is to establish an agreement for professional services of a qualified consultant to undertake a study to conduct a non-union salary review for 200 staff and the associated 17 salary groups, which is reflective of current labour market conditions and comparator municipalities.

The County has structured the project into five tasks to complete a Non-Union Compensation Review addressing the following:

1. Review job descriptions as necessary and conduct any necessary staff/management interviews to gain a solid understanding of the roles and responsibilities of each position.
2. Review the current job evaluation, compensation review and pay grade methodology to confirm that it creates a systematic and equitable classification structure.
3. Identify and define comparator municipalities according to similar service alignment (like services), population, total municipal expenditures and economic indicators (average median household income)
4. Conduct, tabulate, analyze and summarize a survey of identified (benchmark) positions against appropriate comparators.
5. Recommend a compensation pay structure including salary ranges for each job classification that defines the number of pay steps or minimum/maximum for each range for all regular full-time positions.
6. Comparative statistics should be calculated using the comparator mean,

median, and recommended statistical percentile target values.

7. Complete an independent job evaluation of specific positions that have significantly changed since the last evaluation period using revised job descriptions and job fact sheets. Based on this analysis, make recommendations to Council for any movement of these positions within the pay grade system.
8. Recommend and describe in detail methodologies to be utilized for the ongoing maintenance of the classification and compensation system.

A total of six written submissions were received as follows:

<b>Proponent</b>	<b>Amount \$</b>
Gallagher Benefit Services (Canada) Group Inc.	\$21,425
Stratford	\$24,000
Pesce & Associates	\$28,000
ML Consulting (Marianne Love)	\$28,800
The Delfi Group	\$29,000
Compensation Governance Partners (CGP)	\$47,500

The top four proponents scoring the highest evaluation points from the first round of written proposals were invited to a second round of evaluations, which involved a presentation to the Evaluation Committee on September 24, 2021. The Evaluation Committee was comprised of Mr. Jeffrey Foss, Director of Corporate Services; Mr. Greg Belmore, Manager of Human Resources; Ms. Amanda Nesbitt, Human Resources Coordinator and Mr. Brady Smith, Human Resources Coordinator. Each proponent was expected to demonstrate the following:

- Ability to meet requirements set out in the proposal requirements;
- Detailed overview how the proponent will meet the requirements;
- Knowledge of AODA requirements and how this will be incorporated into the reports to enforce compliance with the regulation;
- Detailed overview of the proponent's work plan for each phase of the project; and
- Detailed overview of similar reviews the proponent has developed with in the last 3 years.

Using a fair and competitive purchasing process as per Policy GA-01, it is the Evaluation Committee's recommendation that the County of Renfrew award RFP-HR-2021-01 Non-Union Compensation Review to Gallagher Benefit Services (Canada) Group Inc. in the one-time amount of \$21,425.00 excluding HST. The By-law is attached as Appendix XII.

All of which is respectfully submitted.

Jennifer Murphy, Chair

And Committee Members: J. Brose, G. Doncaster, M. Donohue, B. Hunt,  
T. Peckett, D. Robinson, R. Sweet