
To: Mayor and Council

From: Tammy Gill, Director, Human Resources

Meeting Date: November 10, 2025

Subject: Report # HR-003-2025 – Non-Union Staff Compensation and Pay Equity Review

Recommendation #1:

Be It Resolved that Council of the Township of Clearview hereby receive report HR-003-2025 (Non-Union Staff Compensation and Pay Equity Review) dated November 10, 2025; and,

- 1) That Council direct staff to implement the following:
 - a. That the non-union salary structure and employee pay adjustments maintain the 60th percentile of market rates; and,
 - b. That the CAO implement the recommended 2025 non-union salary grid for all departments with the exception of Fire & Emergency Services effective January 1, 2026, at a cost of \$200,663. for 2026; and,
 - c. That staff follow the recommendations of Marianne Love Consulting including conducting the next Non-Union Compensation and Pay Equity Review before the end of 2029.

Recommendation #2:

Be It Resolved that Council of the Township of Clearview hereby receive report HR-003-2025 (Non-Union Staff Compensation and Pay Equity Review) dated November 10, 2025; and,

- 1) That Council direct the CAO to implement the recommended 2025 non-union salary for Fire & Emergency Services effective January 1, 2026, at a cost of \$10,021, for 2026.

Background

Clearview Township's Management Team bears the responsibility of ensuring quality services be delivered to its residents, and that strategic goals continue to be fulfilled. This can only be achieved with qualified and experienced employees. As such, the Management Team must ensure high caliber staff continue to work for the Township by providing fair market and competitive salaries.

Compensation is a vital component of employee attraction, performance, satisfaction, motivation, and retention; thus, compensation administration must be effective in the overall management of human resources to support the strategic goals of the organization.

In addition, Clearview Township is required to ensure compliance with Pay Equity Act, R.S.O. 1990

As such during the 2022 Non-Union Compensation and Pay Equity Review, Council provided direction to staff to conduct a subsequent review using Marianne Love Consulting in 2025.

As a part of the budget approval package for 2025, a resolution was passed by Council for staff to conduct a Compensation Review, a Pay Equity Review, and a Council Remuneration Review. As a result, they were captured in the 2025 corporate goals.

Comments and Analysis

Marianne Love Consulting, an independent consulting service, was retained to conduct a compensation market review for all non-union positions within Clearview Township. The process included updating job descriptions where required, determining thirteen (13) municipal comparators, and securing data regarding rates of pay, male/female comparators, and number of hours worked per week.

As part of the review conducted by Marianne Love Consulting, it was confirmed that all female job classes have a job rate equal to the male comparator job rate to ensure compliance with the Pay Equity Act.

It is vital for Clearview Township to remain competitive to attract and retain qualified and experienced staff to continue to provide quality services for the municipality and to the residents of Clearview Township.

Financial Implications

The financial impact of \$210,385 is 3.6% of the total 2025 wages which are paid using taxation funds.

Clearview's Strategic Plan

The above initiative supports the following strategic pillars:

- Communication

Report Appendices

N/A

Approvals

Submitted by: Tammy Gill, CHRL, Dipl. M.M., Director Human Resources

Reviewed by: John Ferguson, CAO

**Financial Implications
Reviewed by:** Kelly McDonald, Treasurer / Director of Finance

Approved by: John Ferguson, CAO