



## HUMAN RESOURCES MEMORANDUM

Page: 1  
File:  
Pending #:

---

**TO: MAYOR J. LEHMAN AND MEMBERS OF COUNCIL**

**FROM: A.M. LANGLOIS, DIRECTOR OF HUMAN RESOURCES EXT.4366**

**NOTED: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER**

**RE: CITY OF BARRIE BECOMING A LIVING WAGE EMPLOYER**

**DATE: DECEMBER 14, 2020**

---

The purpose of this Memorandum is to provide members of Council with the results of the investigation into the feasibility of the City of Barrie becoming a living wage employer. This investigation took place in response to motion 19-G-286 approved by Council on October 28, 2019.

Please note employee information in this memo is reflective of the staff population at the City of Barrie and does not include details for service partners such as Barrie Public Library and Barrie Police Services.

### LIVING WAGE EMPLOYER CERTIFICATION LEVELS

Living Wage Ontario has developed a Living Wage Employer Program with phased implementation and three levels of certification as noted below.

**1. Supporter**

All full-time employees earn a living wage. The Employer is committed to begin raising the pay of all part-time employees.

**2. Leader**

All full-time and part-time employees earn a living wage. The Employer commits to including living wage requirements in service contracts and will encourage service contracts to raise the wages of their employees to a living wage level.

**3. Champion**

All full-time and part-time employees earn a living wage, and all of external service contracts pay a living wage.

### LIVING WAGE EMPLOYER CERTIFICATION PROCESS

The steps below outline the anticipated process and costs of certification should Council wish to proceed.

- 1. Expression of Interest.** Complete initial contact form. Manager of the Ontario Living Wage Network employer program will make contact to discuss certification details and answer questions.
- 2. Application Review and License Agreement.** A review of the application and contact with applicant to address any questions and determine the level of recognition. Applicant will sign the license agreement and pay the employer certification fee (noted below).
- 3. Certificate Presentation.** Arrangement for presentation of the Living Wage Employer Certificate.
- 4. Recognition.** Public recognition of the organization or business through social media, events and publications. The business or organization will be listed in the Living Wage [employer directory and map](#).
- 5. Periodic Review.** Each year, on the anniversary of certification, a renewal survey is sent and invoice for the annual employer certification fee. When the living wage calculation is updated, contact will be made to advise of the new rate. Employers have six months to make adjustments once the new rate has been announced.

There is an annual charge associated with the certification as noted below:

Organization type	Size of organization	Annual charge
<b>Private Sector</b>	<b>Greater than 501</b>	<b>\$1,000</b>
	<b>251 – 500</b>	<b>\$800</b>
	<b>51 – 250</b>	<b>\$400</b>
	<b>11 – 50</b>	<b>\$200</b>
	<b>10 or less</b>	<b>\$100</b>
<b>Non-Profit and Public Sector</b>	<b>Greater than 251</b>	<b>\$400</b>
	<b>51 – 250</b>	<b>\$200</b>
	<b>11 – 50</b>	<b>\$100</b>
	<b>10 or less</b>	<b>\$50</b>

\* [www.livingwageontario.ca](http://www.livingwageontario.ca)

## SIMCOE COUNTY LIVING WAGE

The County of Simcoe's Social and Community Services staff, in collaboration with the Poverty Reduction Task Group and the Ontario Living Wage Network, establishes the living wage rate for the area. The last published recalculation was issued January 2019 establishing the living wage at \$18.01 per hour. The detailed report, including methodology and detailed breakdown of costs, can be found at [2018 Living Wage Recalculation for Simcoe County Report](#).

These rates are reviewed and updated regularly however, as noted by the Living Wage Network on November 2, 2020 the organization made the decision not to proceed as noted below:

"Well, this is going to be a Living Wage Week like no other. For starters, we are not releasing any new or updated living wage rates, as we usually would on the first Monday of November.

Along with our local organizers, we decided there was no way to calculate 2020 living wage rates that would provide a useful representation of living expenses in the coming year. A few reasons behind this decision:

- Many calculations depend on local non-profit organizations such as United Ways, social planning councils, and development organizations whose resources are already stretched thin.
- The calculations rely on 2019 factors and price indicators that will not be relevant in 2020-2021.
- In the interest of consistency, a pause in calculations now could avoid any wild fluctuations over previous and future years.

Almost all of the regional calculations have undergone a year or more without an update. We've just never pressed pause for all of them at once."

[www.ontariolivingwage.ca/livingwageweek2020](http://www.ontariolivingwage.ca/livingwageweek2020)



## HUMAN RESOURCES MEMORANDUM

Page: 3  
File:  
Pending #:

### LIVING WAGE IN OTHER MUNICIPALITIES

Staff undertook a scan of municipalities across the province and discovered that, while many communities are examining living wage as a means of addressing poverty, only a handful have become certified as living wage employers, as noted in the chart below.

Municipality	Approval by Council	Living Wage Level
City of Cambridge	November 2015	Supporter
Municipality of North Perth	May 2019	Supporter
Huron County	December 2019	Supporter
City of Kingston	January 2020	Supporter

### CITY OF BARRIE EMPLOYEE INFORMATION

#### Full Time Employees

The City currently has a total of 980 active employees in the SAP system at full time hours (35 hours or more weekly) in either permanent or temporary/casual positions.

The lowest hourly rate of pay for each employee class, excluding students, is as follows:

Employee Group	Hourly rate	Effective date
Non-Union	\$28.30	January 1, 2020
CUPE	\$20.82	January 1, 2020
BPFFA	\$28.28	July 1, 2020

#### Part Time Employees

The City currently has a total of 419 active employees in the SAP system at part time hours (working less than 35 hours weekly) in either permanent or temporary/casual positions. Part-time employees only fall into one employee class as part-time employees are excluded from CUPE and BPFFA. It is important to note that some part time positions are paid at the same rate as any one of the employee classes provided the position meets the criteria for equal pay.

The lowest hourly rate of pay for each employee class is as follows:

Employee Group	Hourly rate	Effective date
Non-Union	\$14.92	July 8, 2020



## HUMAN RESOURCES MEMORANDUM

Page: 4  
File:  
Pending #:

### IMPACTS OF BECOMING A LIVING WAGE EMPLOYER

The City of Barrie is already paying its full-time employees above the current living wage rate set for Simcoe County (\$18.01).

In the event Council is interested in proceeding with commencing the certification process to become a Living Wage Employer it is important to understand that the 'Supporter' level would require the City to have a documented plan to move those working less than full time hours to the living wage. The implications of this requirement are outlined below.

#### Moving Part Time Employees to Living Wage

Moving all employees who are currently below \$18.01 on the part-time wage grid up to this wage rate will include the positions noted in the chart below. This would also result in the elimination of the bottom two levels of the part-time non-union pay grid.

BAND	Position Title	
4	Assistant Instructor (Dance) Assistant Instructor (General interest) Assistant Instructor (Sports) Child Care Attendant Custodian	Senior Camp Leader Senior Inclusion Camp Leader Senior Skate Attendant Youth Program Leader Elections Assistant
3	Camp Leader Greeter Inclusion Camp Leader Fitness Monitor	Program Monitor (pre-school) Program Monitor (Sports/Gym) Skate Attendant

While this change may seem relatively simple there would be implications to the way our current pay grid, and internal equity, is structured and administered which serves an important purpose.

#### 1. Internal Equity

Internal equity exists when employees in an organization perceive that they are being rewarded fairly according to the relative value of their jobs within an organization. It occurs when employees perceive that they are being compensated in a fair and equitable manner according to the relative value of their jobs within their organization. Shrinking the differential between pay bands by elevating one role and not subsequent roles in the structure may create issues with internal inequity. This could result in additional costs to the City.

As an example: The Skate Attendant position sits in the lower Band 3, and one band above that (4) is the Senior Skate attendant position. Part-time staff are promoted from skate attendant to senior skate attendant when a position becomes available, and they have the required experience to be effective in the senior skate attendant position, which has a greater level of responsibility. If both of these bands are eliminated, and both the skate attendant and senior skate attendant positions were paid at \$18.01, the following issues would arise:

- Incentive to take on the additional duties of the Senior Skate Attendant would be lessened given that the junior role would pay the same.
- The Senior Skate Attendants could argue unfairness in compensation provided for work done, as they would be given the same compensation as the staff who come to them for direction and assistance.

---

## 2. Pay Grid

All of the City's pay grids include both pay bands and pay steps within each band. The existing non-union part time pay grid is included as Appendix A.

At the City, positions in bands 3, 4 and 5 of the part-time pay grid are geared towards high school and post-secondary level students, looking to earn some income on weekends and in the evenings while attending school. Part-time positions that might attract adults that make part-time work their regular income and career generally start at band 6. The starting wage for band 6 is currently \$18.70, above the rate set as the living wage defined by the Living Wage Network Framework.

Moving all part time employees in the bottom two pay bands to a single rate would impact the existing progression through the pay grid that would be maintained for others in higher levels.

The Part-time and Student pay grids are designed intentionally to overlap. The top steps of the student grid levels are the same rates as the bottom steps of the part-time grid levels. This is to ensure a seamless transition in wage, when students who are in part-time jobs during the year, transition to full-time student jobs in the summer. The job itself is exactly the same job they were doing as a part-timer, but in order to be allowed to work full-time in the summer, they must be re-classified from part-time to student worker or else the position would fall under the CUPE Collective Agreement. If a wage rate of \$18.01 were implemented for the part-time grid, but the student grid was not matched, the City would be facing a situation whereby someone doing the same job could be making a different rate depending on the months employed.

## 3. Financial

In order to appropriately illustrate an annualized impact staff analyzed 2019 operational hours for those employees not working 35 hours or more, calculating the impact of elevating the hourly rate to the current living wage. This was done since 2020 data would be unreliable. Approximately 25% of the total part time employees were paid below the \$18.01 in 2019.

The financial impact would be approximately \$200K and is largely dependent on entitlements of employees beyond gross pay (pay in lieu of benefits etc.), what the part time numbers would be at implementation, the living wage at that time as well as any changes to pay rates at the City as a result of an approved economic adjustments. In addition, the potential of additional costs associated with adjusting pay grids would have to be considered.

Prior to making a decision to proceed with the certification process all of the implications noted would require careful consideration and a phased approach so that critical elements of internal equity and pay grid structure were maintained while ensuring a gradual financial impact to the City.



## HUMAN RESOURCES MEMORANDUM

Page: 6  
File:  
Pending #:

---


### APPENDIX "A"

#### SUBMITTED DOCUMENTS



# HUMAN RESOURCES MEMORANDUM

Page: 7  
File:  
Pending #:

<div>  <b>POSITION CHART &amp; PAY STRUCTURE</b>  <b>NON-UNION GROUP (PT) (Effective: July 8, 2020)</b> </div>						
LEVEL		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
12	Hourly Rate	\$33.32	\$35.78	\$38.41	\$41.24	\$44.29
11	Hourly Rate	\$31.04	\$33.32	\$35.78	\$38.42	\$41.25
10	Hourly Rate	\$28.77	\$30.73	\$32.84	\$35.08	\$37.48
	Corporate Sponsorship Coordinator (PT)* Project Researcher (PT) <i>* Special pay circumstances also apply</i>					Recreation Inclusion Programmer (PT)
9	Hourly Rate	\$25.72	\$27.59	\$29.59	\$31.73	\$34.03
8	Hourly Rate	\$22.78	\$24.59	\$26.51	\$28.61	\$30.90
	Aquatics Course Conductor (SFA) (PT) Aquatics Course Conductor (NLS) (PT) Aquatics Course Conductor (IT) (PT) Aquatics Examiner (PT) Assistant Right-of-Way (ROWA) Inspector (PT) Culture Events Assistant (PT) Development Assistant (PT)					Environmental Field Technician (PT) Senior Recreation Client Services Representative (PT) Senior Transit Ticket Sales Clerk (PT) Specialty Instructor (Dance) (PT) Specialty Instructor (General Interest) (PT) Specialty Instructor (Sports) (PT) Venue Technician (PT)
7	Hourly Rate	\$20.46	\$22.09	\$23.86	\$25.78	\$27.84
	Chemical and Materials Assistant (PT) Fitness Instructor (PT) High Five Quest 2 Program Evaluator (PT) Instructor (Dance) (PT) Instructor (General Interest) (PT) Instructor (Sports) (PT) Landfill Operations Labourer (PT)					Lead Aquatics Instructor (PT) Lead Lifeguard (PT) Parks Maintenance Labourer (PT) Personal Trainer (PT) Spring Into Clean Coordinator (PT) Venue Concierge (PT) Voting Location Supervisor (PT)
6	Hourly Rate	\$18.70	\$19.94	\$21.27	\$22.69	\$24.20
	Data Entry Clerk (PT) Facilities Attendant (PT) Fitness Equipment Technician (PT) Game Operations Attendant (PT) Horticultural Labourer (PT) Inter-Facility Mail Courier (PT)					Lifeguard-Instructor (PT) Marina Attendant (PT) Recreation Client Services Representative (PT) Recreation Facility Attendant (PT) Transit Ticket Sales Clerk (PT)


1





# HUMAN RESOURCES MEMORANDUM

Page: 8  
File:  
Pending #:

 <b>POSITION CHART &amp; PAY STRUCTURE</b> <b>NON-UNION GROUP (PT) (Effective: July 8, 2020)</b>						
LEVEL	Hourly Rate	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
5	Hourly Rate	\$17.25	\$18.12	\$19.04	\$20.01	\$21.03
	Deputy Returning Officer (PT) Fitness Attendant (PT) Inclusion Support Assistant (PT)			Lifeguard (PT) Referee (PT) Senior Youth Program Leader (PT)		
4	Hourly Rate	\$16.06	\$16.64	\$17.24	\$17.87	\$18.52
	Assistant Instructor (Dance) (PT) Assistant Instructor (General Interest) (PT) Assistant Instructor (Sports) (PT) Child Care Attendant (PT) Custodian (PT) Elections Assistant (PT) <i>**Starting rate is Step 2, for all other positions the starting rate is Step 1</i>			Senior Camp Leader (PT) Senior Inclusion Camp Leader (PT)** Senior Skate Attendant (PT) Street Performer (PT) Youth Program Leader (PT)		
3	Hourly Rate	\$14.92	\$15.27	\$15.61	\$15.97	\$16.34
	Camp Leader (PT)* Greeter (PT) Inclusion Camp Leader (PT) Fitness Monitor (PT) <i>*Starting rate is Step 1, for all other positions the starting rate is Step 2</i>			Program Monitor (Pre-School) (PT) Program Monitor (Sports/Gym) (PT) Skate Attendant (PT)		
NON-UNION PART-TIME POSITIONS WITH SPECIAL PAY CIRCUMSTANCES						
POSITIONS				PAY INFORMATION		
<ul style="list-style-type: none"> <li>• Building Official (PT)</li> <li>• Corporate Sponsorship Coordinator (PT)</li> <li>• Court Administration Clerk (PT)</li> <li>• Courtroom Support Clerk (PT)</li> <li>• Graphic Designer (PT)</li> <li>• Labourer (PT)</li> <li>• Municipal Law Enforcement Officer I (PT)</li> <li>• Municipal Law Enforcement Officer II (PT)</li> <li>• Office Services Assistant (PT)</li> <li>• Performance Analyst (PT)</li> <li>• Plans Examiner (PT)</li> <li>• Project Technician (PT)</li> </ul>				<ul style="list-style-type: none"> <li>• Prosecutions Clerk (PT)</li> <li>• Recreation Active Living Programmer (PT)</li> <li>• Recreation Aquatics Programmer (PT)</li> <li>• Recreation Community Programs Programmer (PT)</li> <li>• Recreation Older Adult Programmer (PT)</li> <li>• Scalehouse Attendant (PT)</li> <li>• Senior Infrastructure Planning Technologist (PT)</li> <li>• Service Barrie Customer Service Representative (PT)</li> <li>• Telecommunications Analyst (PT)</li> <li>• Transit Revenue Clerk (PT)</li> <li>• Water Works Operator (PT)</li> <li>• Zoning Officer (PT)</li> </ul>		
				<p>For pay information please email: <a href="mailto:HR.Compensation@Barrie.ca">HR.Compensation@Barrie.ca</a></p>		