



Employee Compensation Policy

Policy Number: HR-011

Date in Effect: May 27, 2025

POLICY STATEMENT

- 1 It is the policy of the Town of Canmore to Pay its Employees based on the following principles:
 - a) Our market comparators are Alberta municipalities with populations ranging from 25,000 to 50,000 residents, as well as the Town of Banff.
 - b) Our Job Rate target is the 55th percentile of our market comparators.
- 2 This policy applies to all Employees of the Town except:
 - a) Those governed by a collective agreement.
 - b) The Chief Administrative Officer (CAO).

PURPOSE

- 3 The purpose of this policy is to:
 - a) Ensure transparency and accountability to Town Employees and members of the public when establishing rates of Pay for Town of Canmore jobs and the job incumbents.
 - b) Ensure that Job Rates are fair and reasonable within the established market comparators.
 - c) Ensure that the Town's Total Compensation package provides external competitiveness, internal Pay equity, and financial feasibility.
 - d) Ensure that the Town's Total Compensation package attracts, supports, develops, and retains a diverse and inclusive workforce with the competencies required for our business, who are aligned and engaged with our organizations' purpose and values, and who have strong workplace performance delivering on organizational goals and services.
 - e) Ensure that the Town's Total Compensation package enables Fulltime Employees to have a dignified and reasonable standard of living. This may include livability programs to enable Employees to reside in Canmore and our Nearest Communities, and to mitigate the high cost of living in our community.

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DEFINITIONS

4 In this policy:

- a) "Canmore and Nearest Communities" means Canmore, Banff, Harvie Heights, Dead Man's Flats, Exshaw, and Lac des Arcs.
- b) "Cost of Living Adjustment" means an increase in wages designed to offset the impact of inflation.
- c) "Direct Compensation" means the monetary payments an Employee receives in exchange for their work, excluding non-monetary benefits like health insurance or vacation time, and usually includes things like salary, wages, and overtime.
- d) "Employee" means any Town Employee, supervisor or manager.
- e) "Fulltime Employee" means any Employee whose employment contract commits to regularly scheduled hours of at least 1.0 FTE for that position.
- f) "Full Time Equivalent (FTE)" means the ratio of an Employee's regularly scheduled hours compared to that of a regular work week for that position.
- g) "Fully Competent" means holding the necessary knowledge, skills, and experience to consistently perform the work of the job effectively, to established organizational standards, safely, and without limitations or deficiencies.
- h) "Indirect Compensation" means the non-monetary benefits and rewards offered to Employees in addition to their base Pay. These benefits can include health insurance, retirement plans, paid time off, flexible work arrangements, education and training, and other non-cash rewards.
- i) "Job Classification" means that jobs are grouped within Pay Grades that reflect a relative level of responsibility, skill, working conditions, impact, and effort.
- j) "Job Rate" means the rate for a Fully Competent Employee in a job, as established through Market Salary and Wage Reviews and in alignment with internal Job Classification processes.
- k) "Market Salary and Wage Review" means reviewing similar positions and associated Pay with our market comparators.
- l) "Pay" means an Employee's annual salary or hourly pay rate.
- m) "Pay Grade" means a grouping of jobs classified together in a Pay Range.
- n) "Pay Grid" means the summary of Pay Grades and the list of current jobs that fall within each.
- o) "Pay Range" is the range of Pay for a job or a group of jobs.

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- p) "Red-Circled" means an Employee's Pay is above the top of the approved Pay Range.
- q) "Total Compensation" means the total and combined monetary and non-monetary rewards an Employee receives from their employer in exchange for their work

MARKET AND SALARY REVIEWS

- 5 A full Market Salary and Wage Review will occur at a minimum of every four years to determine the Job Rate for jobs at the Town. The Pay Grid will be reviewed in conjunction with Market Salary and Wage Reviews and may be adjusted in accordance with the results of the review. The timing and scope of such adjustments will vary based on available funding and approval by the CAO.

COST OF LIVING ADJUSTMENT (COLA)

- 6 If approved in the municipal budget, COLA is applied to the Pay Grid and to eligible Employees' Pay, effective at the start of the first pay period for that budget year.
- 7 An Employee whose Pay has been Red-Circled shall receive the COLA as a lump sum payment until such a time as the Employee's salary or wage falls within the Pay Range for their position.

PAY DETERMINATION

- 8 An Employee's Pay will be assigned within a Pay Range, based upon consistent and demonstrated performance within defined competency areas that advance the organization's goals, vision, strategy and culture. Competency areas will include technical job skills, as well as the behavioural skills required for an inclusive and respectful workplace, discernment, open & honest conversations, collaboration, appreciation, and development.

JOB CLASSIFICATION

- 9 At times market demand for specific skills may necessarily drive compensation rates outside of a position's internal equity classification within the Pay Grid. As such, non-municipal specific professionals and front-line positions may be compared to private and public sector jobs within the local community as appropriate, and where reliable data is available, and this may result in either upwards or downwards Job Classification.
- 10 Where it can be established that gender, racial, or other discriminatory biases exist within the marketplace that have impacted the market rate for a position, the Town may adjust the Job Classification to align with other positions of similar responsibility and/or qualifications.
- 11 When budget allows, variable Pay in the form of a lump-sum payment may be awarded to reflect temporary and dramatic changes in the job market.

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LOCAL AFFORDABILITY/LIVABILITY

- 12 It is important to distinguish and separate a fair Job Rate from other forms of compensation meant to address local affordability challenges. When needed, the Town may develop and provide Direct and Indirect Compensation programs aimed at addressing aspects of the higher cost of living in Canmore for those whose primary residence is within Canmore and our Nearest Communities. These programs will be reassessed on a regular ongoing basis and must be approved within the Town's municipal budget

RESPONSIBILITIES

- 13 It is the responsibility of the Manager of Human Resources, or designate, to:
- a) Conduct Market Salary and Wage Reviews as required and recommend changes based on the results.
 - b) Maintain and publish the Town's Pay Grids.
 - c) Maintain and publish transparent procedures to support the implementation of this policy in a clear, fair, and consistent manner.
 - d) Provide and publish tools and education for leaders and staff.
 - e) Ensure that the Town's compensation system remains legislatively compliant.
 - f) Recommend appropriate budget amounts to support this policy and its associated procedures.
 - g) Hire and pay Employees in alignment with this policy and any associated procedures.
- 14 It is the responsibility of the CAO, or designate, to:
- a) Review and consider for approval the recommendations arising from Market Salary and Wage Reviews.
- 15 It is the responsibility of General Managers, Managers, and Supervisors to:
- a) Understand this policy and associated procedures and be able to answer questions about Pay determination for their direct reports.
 - b) Ensure their direct reports receive an orientation to the Town's compensation system.

POLICY REVIEW

- 16 This policy will be reviewed at least once in every term of Council.

RELATED DOCUMENTS

2025-2030 Budget and Business Plan

Policy approved by:

 

ATTACHMENTS

None.

REPEALS POLICY: Employee Pay Policy HR-006**AUTHORIZATION:**

Sean Krausert
Mayor

Cheryl Hyde
Manager, Municipal Clerk's Office**REVISION HISTORY**

Action	Date	Council Motion	Notes
Approved	1990-04-24	207-90	Salary/Wage Administration
Amended	1992-06-23	296-92	Added section on "Third Fridays Off"
Repealed	2005-11-15	518-2005	
Approved	2005-11-15	518-2005	Salary, Wage and Human Resource Administration
Repealed	2011-08-23	318-2011	
Approved	2011-08-23	318-2011	Salary and Wage Administration
Repealed	2014-10-21	266-2014	
Approved	2014-10-21	266-2014	Salary and Wage Administration
Repealed	2017-06-27	208-2017	
Approved	2017-06-27	209-2017	Employee Pay HR-006
Amended	2021-07-06	176-2021	Advancement through Pay Range deleted and moved to administrative procedure.
Repealed	2025-05-27	150-2025	
Approved	2025-05-27	150-2025	Employee Compensation HR-011

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