



November 29, 2023

Budget Committee  
[buc@toronto.ca](mailto:buc@toronto.ca)

Dear Committee Members:

COTAPSA has been representing the interests of the City's non-union employees for nearly 60 years. Our members come from every City Division and lead and support the delivery of various Council objectives, services, and programs. We are there when the City needs us most. We lead change to implement Council priorities and service demands and are there to support the functioning of the City during emergencies like COVID and labour disruptions.

We are writing to bring to the Committee's attention lingering issues facing the City's non-unionized employees.

In 2020 and 2021, the City eliminated Cost of Living Adjustments (COLA) for non-union employees and eliminated the Pay for Performance Program which prevented non-union employees from moving through their approved wage grades. This two year freeze in COLA and Pay for Performance represents a 7% reduction in salary expectations. These reductions, coupled with continuing high inflation rates, have had significant adverse impact on the financial well-being of our members and impacts the City's ability to retain and attract new employees.

In addition, the City continues to have difficulty filling vacant positions. In 2022, over 1,000 (16%) of the Council approved 6,900 Council approved non-union FTEs remain vacant. This continues to put pressure on non-union employees to do the work of others.

Finally, a major problem with Pay for Performance has yet to be resolved. The current 2.5% percentage increase for "meets expectations" remains inadequate as it takes nine (9) years for a non-union employee who consistently meets expectations to progress through their salary range. At the same time, union employees automatically progress through their wage grade over four (4) years.

As result of the above, we fear the City will continue to see an exodus of knowledgeable employees to other municipalities and other employers. We respectfully recommend Budget Committee consider the following:

- A 2024 Cost of Living increase that reflects current inflationary pressure and makes up for those years where no increases were received;
- A 2024 review of the Pay for Performance system that allows those that consistently meet expectations to move more quickly through their salary range;
- An increased effort to fill vacant approved positions; and
- A more regular review of salary ranges to ensure the City remains competitive with comparable employers.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "M. MAJOR". The letters are bold and slightly slanted, with a casual, personal feel.

Mike Major  
Executive Director, COTAPSA

Cc: City Councillors