

2017 Compensation and Benefits Survey - Final Report

Prepared For:

Alberta Professional Planners Institute



Alberta Professional Planners Institute

Prepared By:



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May 2017

APPI 2017 Compensation and Benefits Survey

Final Report

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APPI 2017 Compensation and Benefits Survey

Final Report

Background and Objectives

This survey was designed to gather information regarding the demographics, job responsibilities and compensation and benefits of regulated members of the Alberta Professional Planners Institute (APPI). It replicates a previous survey that was conducted in the spring of 2015.

Subject areas and question topics included:

Demographics and Current Employment

- Gender and age, education, professional status
- Employment status and employer type
- Years of experience and area(s) of specialization
- Position in the organization and number of reports
- Job satisfaction and incidence of seeking another job

Current Compensation

- Satisfaction with current compensation
- Anticipated salary increase
- Compensation for overtime hours

Benefits

- Benefits partially paid or completely paid by employer
- Vacation time

Method

An email invitation to participate in this survey was sent to 920 regulated members of APPI. Contained within the email was a link to an online survey. The fieldwork for this survey ran from April 10th to May 8th, 2017.

In total, we had 353 fully completed surveys. This represents a response rate of 38%. In our experience, a response of the magnitude is somewhat above average.

Margin of Error

With a total sample of 353, the margin of error is plus or minus 5.4 percentage points at the 95 percent confidence level. If, for example, 50% of the respondents report achieving a certain level of education, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 5.4%. This means that a total census of all regulated members would reveal an answer of not less than 44.6% and not more than 55.4%.

Definitions: Mean, Median and Percentiles

Throughout this report are tables that use the terms “mean”, “median” and “percentiles”. The mean is simply the arithmetic average of a set of numbers. We use average and mean interchangeably. It is the sum of all values divided by the number of items in the list.

While the mean is an extremely useful statistic, it can be dramatically affected by extreme values in the dataset e.g. a very high reported salary. For this reason, the median, is often used. The median is the “middle” value and is unaffected by extreme values. When the data are arranged in order of magnitude, half of the data will be smaller than the median and half will be larger. Unless otherwise stated, we quote the median in this report.

Tables in this report also use the terms 25th percentile (25th P) and 75th percentile (75th P). If we rank order all salaries from the lowest salary to the highest salary, 25% of the reported salaries will fall below the 25th percentile and 75% of the salaries will fall below the 75th percentile.

Explanation of Tables Used in this Report

Here is an example of a table from the report. It provides information on total sample and shows the annual base compensation by females and males. For example, we see that the median salary for the total sample is \$102,840. Females make up 48% of membership and their reported median annual base salary is \$100,00. Males make up 51% of the sample and their median annual base salary is \$106,000.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	353	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Female	170	48	\$100,000	\$98,334	\$80,756	\$113,750	176	43	\$90,750	\$92,997
Male	181	51	\$106,000	\$113,236	\$89,500	\$130,000	222	55	\$98,104	\$106,687
Not stated	2	1	\$90,000	\$90,000	\$76,000	\$104,000	7	2	\$116,000	\$111,571

n Column – In this column you will find the raw numbers that percentages are based on. For example, 353 respondents completed the survey. The number of females completing the survey was 170 and the number of males was 181.

% Column – This column gives the percentage breakdown of the responses. The total sample (100%) is comprised of 48% females, 51% males and 1% not stated.

Median Column – As mentioned above, unless otherwise noted salaries quoted in this report are medians. This is a more reliable statistic than is the mean or average salary as it is not affected by extreme values. The overall median annual salary for our sample is \$102,840.

Mean Column – This column provides the mean or average salary. The overall average annual base salary of our sample is \$105,896

25th P Column and 75th P Column – These two columns provide additional salary information. The annual base salary of \$85,000 sits at the 25th percentile. The annual base salary of \$120,000 is at the 75th percentile.

2015 Columns – These columns provide key statistics from the earlier survey. We note that median salaries have risen from \$95,000 to \$102,840.

The Report

This report contains four sections plus an appendix. The four sections are:

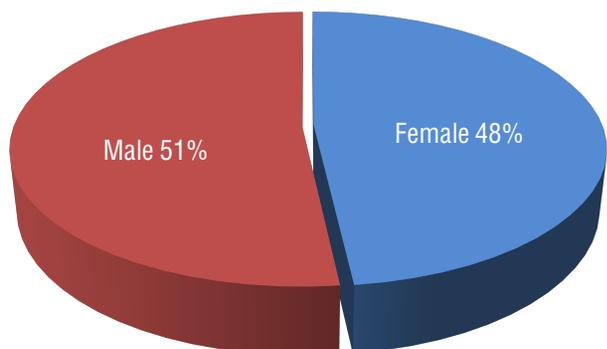
1. About You
2. About Your Compensation
3. About Your Work Week
4. Your Benefits
5. Information Related Specifically to Self-Employed and Owner-Principal Respondents

Each section contains charts, tables and a write-up of the key findings.

1. About You

1.1 Gender and Compensation

Your gender...?



This year's sample is comprised of 51% males and 48% females with 1% not stated.

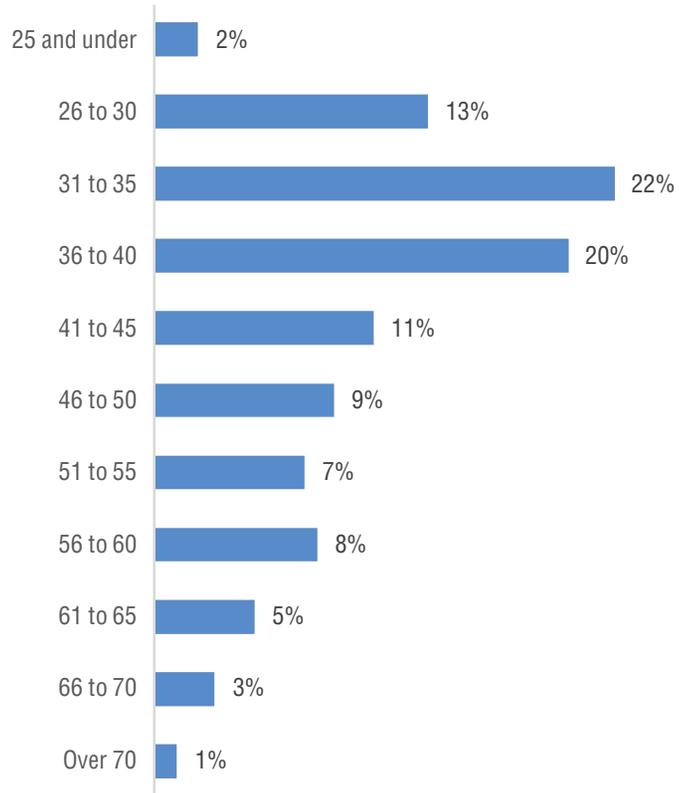
The table below provides a breakdown of the annual salary for the total sample, males, and females.

The median income for 2017 is \$102,840 compared to \$95,000 in 2015. Median income for males increased to \$106,000 (2017) compared to \$98,104 (2015). Median income for females increased to \$100,000 (2017) from \$90,750 (2015).

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	353	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Female	170	48	\$100,000	\$98,334	\$80,756	\$113,750	176	43	\$90,750	\$92,997
Male	181	51	\$106,000	\$113,236	\$89,500	\$130,000	222	55	\$98,104	\$106,687
Not stated	2	1	\$90,000	\$90,000	\$76,000	\$104,000	7	2	\$116,000	\$111,571

1.2 Age and Compensation

What is your age category?



The chart on the left shows the distribution of the total sample by age. Forty-two percent of the group falls within the 31-to-40 age bracket. More than half (57%) are under age 40.

Age and Compensation (Cont'd)

The table below breaks out compensation by age. In general, the older the respondent the higher the median salary. The only exception is in the 51 to 55 age range. It has a slightly lower median salary than those in the 46-50 group. The highest median salary is received by those in the 61 to 65 age bracket.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	353	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
25 and under	8	2	\$64,000	\$65,822	\$61,625	\$66,434	13	3	\$70,000	\$66,222
26 to 30	48	14	\$80,000	\$81,417	\$66,500	\$90,000	53	13	\$75,500	\$76,836
31 to 35	79	22	\$92,000	\$92,795	\$78,800	\$107,000	105	26	\$91,500	\$90,135
36 to 40	69	20	\$105,000	\$107,215	\$90,797	\$120,600	69	17	\$98,000	\$101,320
41 to 45	38	11	\$111,000	\$117,689	\$95,250	\$135,500	46	11	\$106,880	\$113,088
46 to 50	31	9	\$118,000	\$121,892	\$102,000	\$138,500	32	8	\$105,000	\$117,062
51 to 55	25	7	\$116,700	\$129,853	\$103,000	\$132,223	33	8	\$110,000	\$117,402
56 to 60	26	7	\$121,000	\$137,049	\$112,000	\$157,500	30	7	\$122,500	\$132,322
61 to 65	15	4	\$124,000	\$127,395	\$116,000	\$136,000	16	4	\$106,000	\$112,977
66 to 70	10	3	\$102,500	\$111,433	\$102,000	\$103,000	7	2	\$96,000	\$107,857
Over 70	4	1	n/a	n/a	n/a	n/a	1	0	\$90,000	\$90,000

1.3 Education and Compensation

What is the highest level of education that you have attained related to your planning career?

As shown in the table below, 55% of respondents have a bachelor's and master's degree compared to 41% with only a bachelor's degree. These numbers are similar to 2015. The median salary for those with only a bachelor's (\$103,000) was slightly higher than those who also have a master's (\$101,500). In 2015 the salaries were virtually identical.

We note that those with a degree involving Environmental Science/ Design/ Planning, Urban Planning/ Development/ Science, Community Design, and Planning had a lower media salary than those without. This gap increased substantially in 2017 compared to 2015 (\$9,000 and \$1,600 respectively).

2 0 1 7							2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	353	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Degree										
Bachelor's	145	41	\$103,000	\$109,218	\$86,498	\$120,000	178	44	\$95,000	\$102,310
Master's	195	55	\$101,500	\$102,220	\$81,000	\$117,000	216	53	\$95,056	\$98,889
Ph. D.	6	2	\$131,000	\$145,322	\$118,000	\$160,000	3	1	\$116,157	\$132,719
Not stated	7	2	\$109,500	\$108,959	\$98,500	\$117,500	8	2	\$109,750	\$107,938
Made specific reference to Environmental Science/ Design/ Planning, Urban Planning/ Development/ Science, Community Design, Planning										
No	154	44	\$106,500	\$113,004	\$90,000	\$130,000	183	45	\$95,648	\$102,763
Yes	193	55	\$97,500	\$100,346	\$80,125	\$112,750	215	53	\$94,000	\$98,930
Not stated	6	2	\$116,000	\$110,151	\$97,000	\$118,000	7	2	\$95,648	\$108,214

1.3 Education and Compensation (Cont'd)

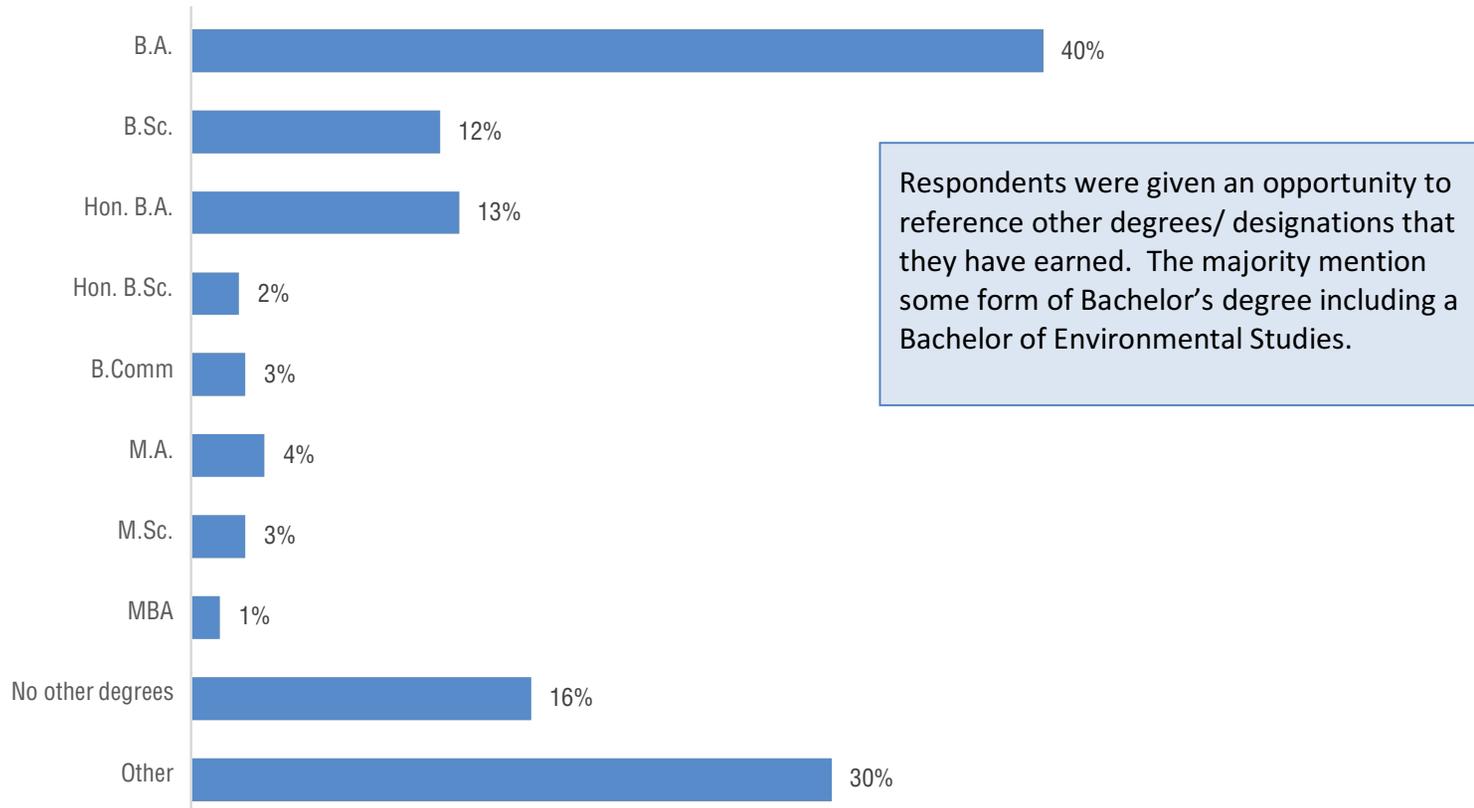
What is the highest level of education that you have attained related to your planning career? (University Name)

Those with a degree from the University of Waterloo have the highest median income (\$117,000). This is a big jump from Waterloo's 2015 median of \$98,500. In 2017 the second highest median income is the U. of Alberta (\$115,000), followed by the U. of Manitoba (\$106,750) and the U. of Saskatchewan (\$105,000).

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	353	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
University of Calgary	73	21	\$100,000	\$100,238	\$80,000	\$116,000	74	18	\$96,500	\$98,228
Dalhousie University	16	5	\$92,500	\$103,557	\$86,996	\$110,000	22	5	\$88,000	\$89,754
McGill University	7	2	\$102,000	\$106,286	\$92,500	\$116,000	10	2	\$90,750	\$97,650
Queen's University	18	5	\$101,000	\$101,029	\$80,500	\$120,000	17	4	\$96,100	\$93,655
Ryerson University	20	6	\$101,028	\$101,275	\$89,713	\$107,517	26	6	\$90,500	\$95,735
University of Saskatchewan	23	7	\$105,000	\$111,757	\$86,000	\$115,612	30	7	\$95,000	\$103,839
University of Waterloo	34	10	\$117,000	\$113,605	\$100,000	\$130,000	48	12	\$98,598	\$105,792
University of British Columbia	7	2	\$103,500	\$103,392	\$103,000	\$110,750	15	4	\$97,000	\$109,510
University of Alberta	18	5	\$115,000	\$118,066	\$85,000	\$146,216	16	4	\$117,000	\$125,831
University of Guelph	12	3	\$98,000	\$102,631	\$88,697	\$103,776	9	2	\$81,000	\$89,072
University of Lethbridge	10	3	\$96,000	\$118,122	\$85,000	\$160,000	11	3	\$81,500	\$92,867
University of Manitoba	13	4	\$106,750	\$112,100	\$81,500	\$116,100	20	5	\$101,500	\$102,223
University of North British Columbia	6	2	\$88,712	\$85,942	\$78,000	\$93,000	7	2	\$85,000	\$86,986
University of Toronto	10	3	\$96,183	\$100,503	\$85,000	\$120,180	11	3	\$111,500	\$107,591
York University	9	3	\$98,331	\$96,516	\$82,500	\$112,098	8	2	\$90,500	\$108,093
Other	62	18	\$105,000	\$106,323	\$85,000	\$122,000	66	16	\$95,000	\$100,697
Not stated	15	4	\$110,000	\$116,212	\$97,000	\$124,753	10	2	\$104,000	\$104,250

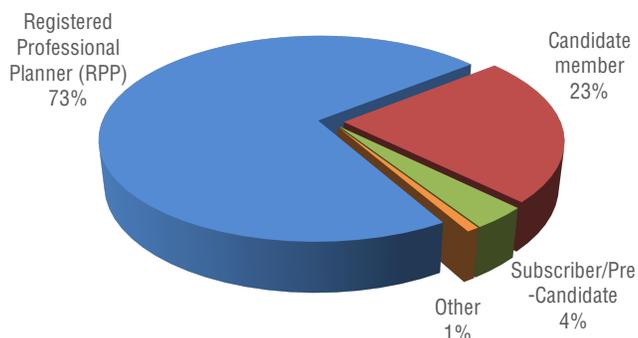
Education (Cont'd)

What are the other degrees or designations that you have earned?



1.4 Professional Status and Compensation

What is your professional status?



More than 7 out of 10 respondents (73%) are Registered Professional Planners.

Compensation details for each membership category are outlined below. We see that the median annual salary for those with an RPP designation is \$109,000. This was up from 2015 (\$103,000). In 2017 the median salary for candidate members is \$82,200.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	353	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Registered Professional Planner (RPP)	256	73	\$109,000	\$115,082	\$95,000	\$127,000	274	68	\$103,000	\$109,783
Candidate member	83	24	\$82,201	\$84,424	\$66,184	\$96,750	116	29	\$80,918	\$83,127
Subscriber/Pre-Candidate	12	3	\$82,338	\$80,390	\$66,000	\$91,500	12	3	\$69,750	\$70,222
Other	2	1	n/a	n/a	n/a	n/a	2	0	\$91,000	\$91,000
Not stated	0	0	n/a	n/a	n/a	n/a	1	0	\$85,000	\$85,000

1.5 Planning Experience and Compensation

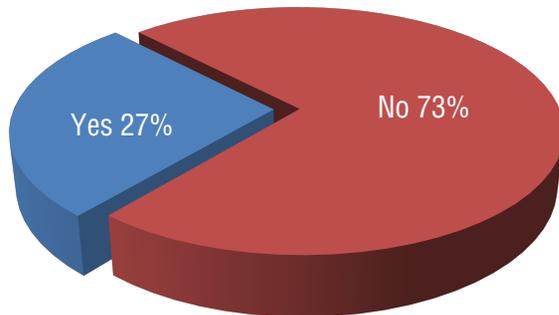
How many years have you been employed as a professional planner?

This chart shows the median salaries based on years employed as a professional planner. As one would expect we see a steady increase in median salary based on length of employment. The exception is those with more than 30 years of professional planner experience. Their median salary was (\$122,000), which is lower than those with 20 to less than 30 years' experience (\$136,950).

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	353	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Less than 2	15	4	\$62,500	\$71,923	\$56,500	\$82,000	28	7	\$63,500	\$65,706
2 to less than 5	62	18	\$77,201	\$81,693	\$65,579	\$89,000	54	13	\$77,000	\$78,618
5 to less than 8	56	16	\$90,500	\$93,571	\$81,000	\$101,747	73	18	\$90,000	\$88,966
8 to less than 11	65	18	\$104,000	\$104,579	\$95,000	\$115,500	83	20	\$95,000	\$96,914
11 to less than 15	53	15	\$107,250	\$110,117	\$95,375	\$119,500	49	12	\$105,000	\$107,510
15 to less than 20	31	9	\$119,926	\$130,496	\$109,750	\$146,250	36	9	\$112,278	\$123,854
20 to less than 30	42	12	\$136,946	\$144,655	\$116,750	\$156,500	50	12	\$122,500	\$132,609
30 or more	27	8	\$122,000	\$131,079	\$103,000	\$139,000	30	7	\$116,000	\$121,050
Not stated	2	1	\$103,000	\$103,000	\$96,500	\$109,500	2	0	\$63,500	\$110,400

1.6 Union Membership

Do you belong to a union?

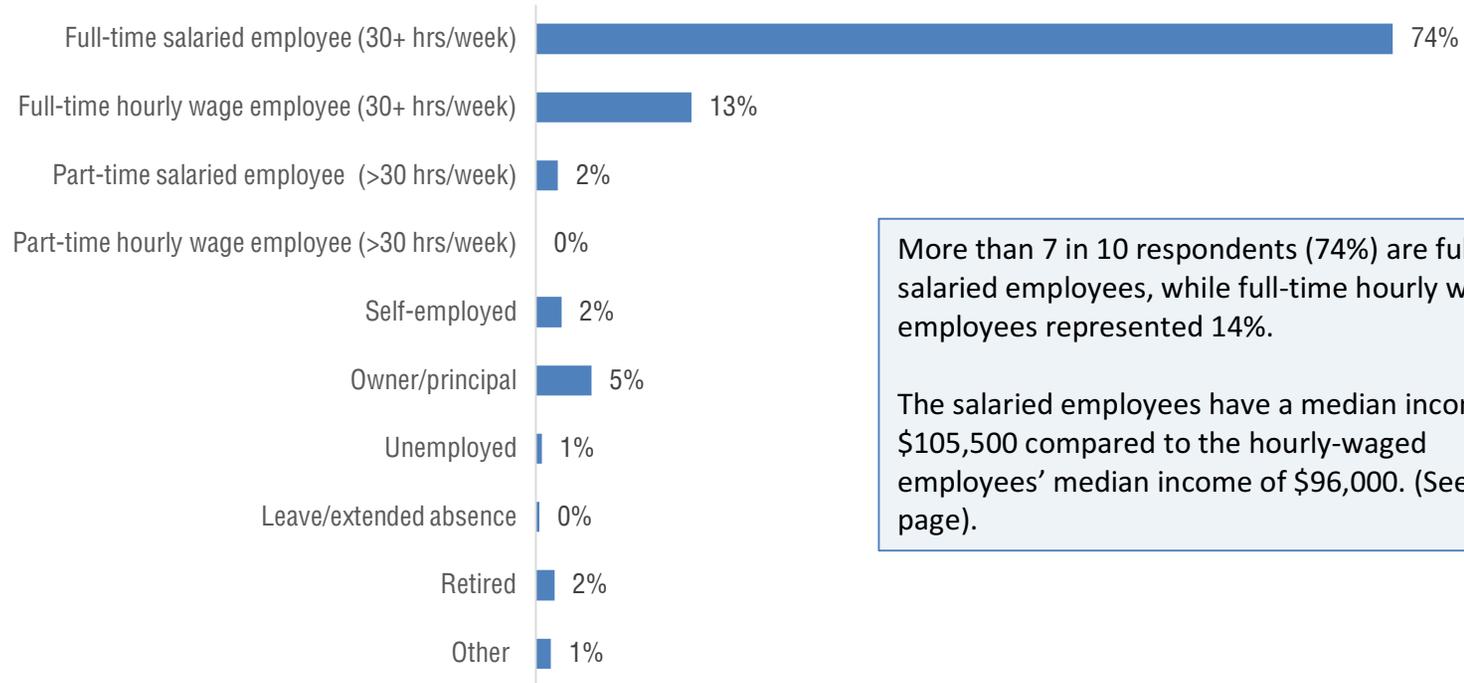


Just over 1 in 4 respondents (27%) are members of a union. Their median salary is \$96,342. The 72% who are not members of a union have a higher median salary of \$110,000.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	353	100	\$102,840	\$105,896	\$85,000	\$120,000	n/a	n/a	n/a	n/a
Yes	95	27	\$96,342	\$94,381	\$86,289	\$103,000	n/a	n/a	n/a	n/a
No	253	72	\$110,000	\$110,415	\$83,825	\$125,250	n/a	n/a	n/a	n/a
Not stated	5	1	\$100,000	\$121,667	\$95,000	\$137,500	n/a	n/a	n/a	n/a

1.7 Professional Status and Compensation

What is your current employment status as of January 1, 2017?



More than 7 in 10 respondents (74%) are full-time salaried employees, while full-time hourly wage employees represented 14%.

The salaried employees have a median income of \$105,500 compared to the hourly-waged employees' median income of \$96,000. (See next page).

1.7 Current Employment Status (Cont'd)

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	353	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Full-time salaried employee (30+ hrs/week)	261	74	\$105,500	\$109,311	\$86,999	\$122,000	n/a	n/a	n/a	n/a
Full-time hourly wage employee (30+ hrs/week)	49	14	\$96,000	\$95,370	\$81,000	\$103,000	n/a	n/a	n/a	n/a
Full-time salaried employee	n/a	n/a	n/a	n/a	n/a	n/a	353	87	\$95,000	\$100,377
Part-time salaried employee (<30 hrs/week)	7	2	\$56,000	\$63,141	\$50,000	\$69,500	n/a	n/a	n/a	n/a
Part-time hourly wage employee (<30+ hrs/week)	0	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Part-time salaried employee	n/a	n/a	n/a	n/a	n/a	n/a	10	2	\$88,320	\$101,114
Self-employed	7	2	n/a	n/a	n/a	n/a	7	2	\$90,000	\$108,143
Owner/principal	18	5	n/a	n/a	n/a	n/a	15	4	\$130,000	\$128,467
Unemployed	2	1	n/a	n/a	n/a	n/a	2	0	\$101,000	\$101,000
Leave/extended absence	1	0	n/a	n/a	n/a	n/a	4	1	\$77,050	\$66,025
Retired	4	1	n/a	n/a	n/a	n/a	1	0	\$115,000	\$115,000
Other	4	1	\$76,500	\$77,000	\$74,750	\$78,750	11	3	\$93,456	\$85,405
Not stated	0	0	n/a	n/a	n/a	n/a	2	0	\$92,098	\$92,098

1.8 Employer Type and Compensation

Where are you currently employed?

Municipalities employ a substantial majority of members (70%). Their median salary is \$95,380. Private firms are the second-largest employer, and the median income for this group is \$94,000. These numbers are virtually unchanged from 2015.

The two highest median income groups were employed by educational institutions and territorial government, but the sample size represented a small fraction of respondents.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
A municipality	225	70	\$103,000	\$107,855	\$89,000	\$120,180	244	60	\$95,380	\$100,632
Provincial government	18	6	\$95,000	\$88,336	\$80,500	\$98,000	25	6	\$93,000	\$95,719
Territorial government	2	1	\$104,528	\$104,528	\$104,292	\$104,764	3	1	\$120,000	\$115,667
Federal government	2	1	\$88,500	\$88,500	\$76,750	\$100,250	3	1	\$85,000	\$91,078
Not for profit	5	2	\$62,500	\$71,300	\$55,000	\$81,000	11	3	\$76,500	\$89,670
Private firm	56	17	\$94,000	\$105,062	\$68,750	\$122,750	89	22	\$95,000	\$100,507
Educational institution	7	2	\$118,000	\$125,475	\$95,639	\$150,000	3	1	\$97,000	\$117,667
Other	5	2	\$86,000	\$104,800	\$76,500	\$105,000	26	6	\$94,750	\$110,231
Not stated	1	0	\$109,000	\$109,000	\$109,000	\$109,000	1	0	\$115,000	\$115,000

1.9 Years of Experience With Current Employer and Compensation

How many years have you been employed with this organization?

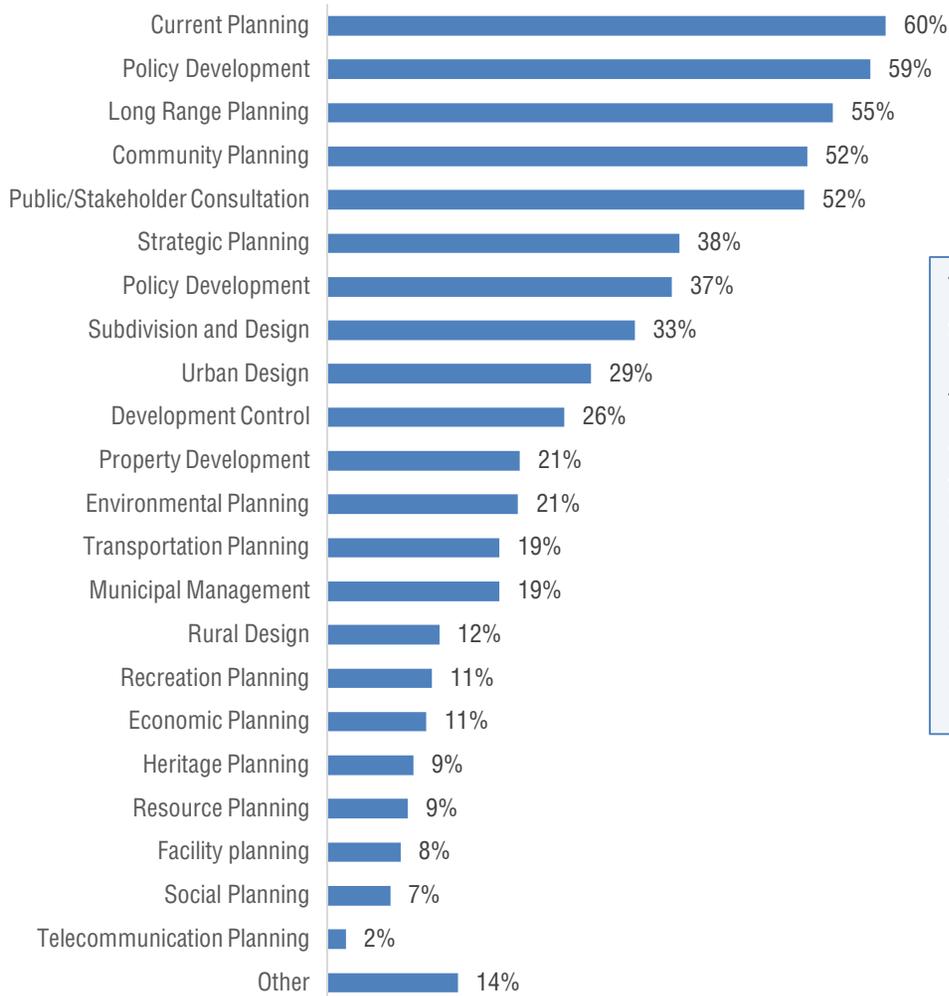
The table below shows that more than half of respondents (55%) have been with their current employer five years or less.

It is clear, that in general, the longer a respondent has been with their current employer, the higher their median salary. This was the case in 2015 as well. The median salary of a respondent with more than 30-years employment with their current employer is \$122,000.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Less than 2	63	20	\$85,000	\$88,788	\$70,000	\$104,000	93	23	\$90,000	\$92,423
2 to less than 5	113	35	\$100,000	\$101,446	\$80,000	\$115,000	119	29	\$92,000	\$92,466
5 to less than 8	48	15	\$102,776	\$103,028	\$94,435	\$112,500	65	16	\$93,000	\$99,250
8 to less than 11	43	13	\$112,000	\$116,540	\$93,500	\$137,000	49	12	\$103,000	\$111,588
11 to less than 15	20	6	\$114,112	\$125,952	\$104,460	\$131,966	28	7	\$108,750	\$118,945
15 to less than 20	20	6	\$117,000	\$135,741	\$109,375	\$158,250	23	6	\$115,310	\$126,917
20 to less than 30	7	2	\$117,000	\$124,143	\$109,500	\$137,500	11	3	\$116,000	\$111,332
30 or more	3	1	\$122,000	\$148,685	\$113,028	\$171,000	6	1	\$121,175	\$133,225
Not stated	4	1	\$101,500	\$99,000	\$79,500	\$121,000	11	3	\$90,000	\$94,687

1.10 Area(s) of Specialization

Within your current job, what are your areas of specialization?



This chart shows, in descending order, areas of specialization.

The table on the next page provides detail on areas of specialization and current base annual salary. We note the highest median salaries (\$110,000+) for those specializing in municipal management, economic planning, strategic planning and property development. Within the “other” category we most often see mentions of project management and regional planning.

1.10 Area(s) of Specialization (Cont'd)

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	346	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Current Planning	209	60	\$102,552	\$106,017	\$85,000	\$120,000	235	58	\$95,000	\$98,620
Policy Development	203	59	\$102,840	\$104,799	\$86,719	\$119,000	232	57	\$95,000	\$99,662
Long Range Planning	188	54	\$102,420	\$104,088	\$86,999	\$117,250	211	52	\$95,000	\$100,522
Community Planning	179	52	\$104,000	\$105,946	\$85,000	\$120,000	181	45	\$95,000	\$98,851
Public/Stakeholder Consultation	177	51	\$102,000	\$104,752	\$85,000	\$119,000	n/a	n/a	n/a	n/a
Strategic Planning	132	38	\$110,000	\$113,725	\$95,000	\$126,750	159	39	\$103,000	\$109,462
Policy Development	128	37	\$103,500	\$107,187	\$89,642	\$122,000	154	38	\$97,000	\$101,589
Subdivision and Design	115	33	\$104,000	\$109,059	\$84,157	\$128,000	168	41	\$95,000	\$101,546
Urban Design	97	28	\$102,776	\$109,724	\$85,000	\$122,500	114	28	\$95,000	\$104,398
Development Control	86	25	\$109,000	\$112,152	\$91,000	\$124,000	112	28	\$95,000	\$100,994
Property Development	73	21	\$110,000	\$115,765	\$87,750	\$133,531	81	20	\$100,000	\$107,023
Environmental Planning	69	20	\$97,500	\$107,265	\$82,101	\$127,000	77	19	\$95,000	\$101,750
Transportation Planning	65	19	\$105,000	\$107,457	\$87,000	\$119,500	54	13	\$96,800	\$99,940
Municipal Management	64	18	\$124,000	\$133,057	\$110,000	\$153,000	68	17	\$112,750	\$121,989
Rural Design	41	12	\$100,000	\$109,545	\$84,500	\$122,829	60	15	\$95,000	\$101,276
Recreation Planning	39	11	\$97,500	\$103,040	\$85,875	\$112,848	36	9	\$89,741	\$92,088
Economic Planning	37	11	\$119,200	\$121,377	\$97,750	\$130,750	38	9	\$105,000	\$112,267
Heritage Planning	31	9	\$102,840	\$110,055	\$90,000	\$115,000	33	8	\$89,500	\$92,606
Resource Planning	29	8	\$95,750	\$110,514	\$90,169	\$126,500	41	10	\$95,000	\$103,898
Facility planning	28	8	\$102,420	\$103,831	\$88,514	\$120,000	28	7	\$94,250	\$96,330
Social Planning	22	6	\$94,957	\$94,690	\$78,000	\$111,600	26	6	\$89,000	\$90,778
Telecommunication Planning	6	2	\$95,000	\$94,521	\$91,536	\$102,552	14	3	\$90,000	\$95,692
Other	49	14	\$109,000	\$112,979	\$100,000	\$117,000	87	21	\$98,000	\$104,012

1.11 Job Title

What is your job title?

In an open-ended question, respondents were asked to provide their job title. In the table below, we have grouped these responses into categories and provided a percentage that fall into each category.

Jr. Planner/ Designer/ Planner I/II/ Officer are most common at 34%. Sr. Planner/ Designer/ Lead designer/ Associate/ Principal Planner is next at 26%, followed by managers at 11%.

Director and Executive Director/ President/ Principal/ C-Level positions were the most highly compensated.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Jr. Planner/ Designer/ Planner I/II/ Officer	110	34	\$80,588	\$81,260	\$68,250	\$90,506	143	35	\$80,835	\$80,502
Sr. Planner/ Designer/ Lead designer/ Associate/ Principal Planner	83	26	\$103,000	\$105,621	\$96,092	\$116,500	94	23	\$103,000	\$103,208
Coordinator/ Project Manager	14	4	\$104,000	\$102,749	\$88,039	\$113,366	29	7	\$95,000	\$96,544
Supervisor	9	3	\$110,000	\$111,556	\$93,000	\$120,000	45	11	\$110,000	\$120,676
Manager	34	11	\$117,500	\$122,230	\$106,172	\$135,716	5	1	\$126,800	\$124,207
Director	29	9	\$140,000	\$145,734	\$120,800	\$165,000	20	5	\$129,000	\$142,700
General Manager/ VP Planning/ Senior Associate/ Senior Manager/ Advisor	19	6	\$120,000	\$138,342	\$105,500	\$145,000	23	6	\$131,000	\$135,224
Executive Director/ President/ Principal/ C-Level	6	2	\$140,000	\$145,167	\$124,000	\$151,500	17	4	\$145,000	\$126,294
Other	13	4	\$105,000	\$111,000	\$98,500	\$121,500	24	6	\$89,000	\$89,052
Not stated	4	1	\$131,377	\$132,688	\$121,065	\$143,000	5	1	\$106,000	\$104,000

1.12 Number of Reports and Compensation

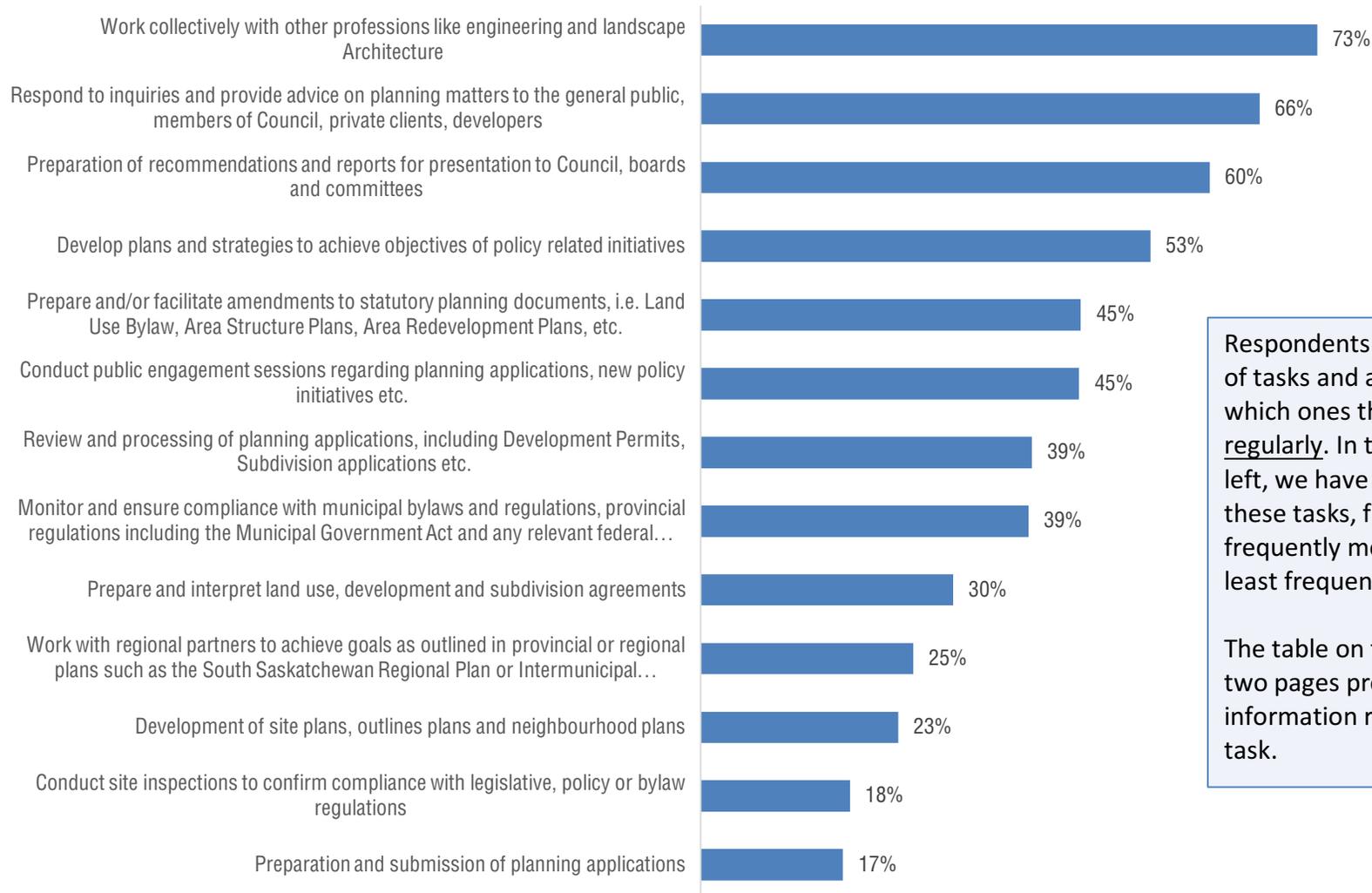
Do you manage people?

Forty-six percent of respondents indicated that they manage people. The table below provides a break-down of this group by the number of individuals they manage. The more people that an individual manages, the higher their compensation. This was also true in 2015. In 2017, 5% of respondents manage more than 30 people, and they receive a median salary of \$175,500.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Yes	148	46	\$118,500	\$125,294	\$104,750	\$141,000	179	44	\$108,000	\$118,948
1 or 2	31	10	\$104,000	\$106,533	\$97,500	\$118,500	39	10	\$95,000	\$97,754
3 or 4	26	8	\$111,000	\$104,196	\$93,350	\$121,500	45	11	\$106,000	\$112,267
5 to 9	51	16	\$119,000	\$129,093	\$110,000	\$145,000	59	15	\$113,500	\$120,333
10 to 29	22	7	\$133,446	\$127,208	\$112,250	\$148,750	24	6	\$130,500	\$146,210
30 or more	17	5	\$175,500	\$177,618	\$150,000	\$205,000	10	2	\$163,000	\$172,100
No	173	54	\$90,000	\$89,108	\$75,000	\$102,776	225	56	\$87,360	\$86,340
Not stated	0	0	n/a	n/a	n/a	n/a	1	0	\$115,000	\$115,000

1.13 Regularly Performed Tasks and Compensation

Listed below are various tasks that you may perform as part of your job. Beside each task please indicate if you perform this task regularly, occasionally or never.



Respondents were given a list of tasks and asked to indicate which ones they perform regularly. In the chart to the left, we have rank ordered these tasks, from the most frequently mentioned to the least frequently mentioned.

The table on the following two pages provides salary information related to each task.

1.13 Regularly Performed Tasks and Compensation (Cont'd)

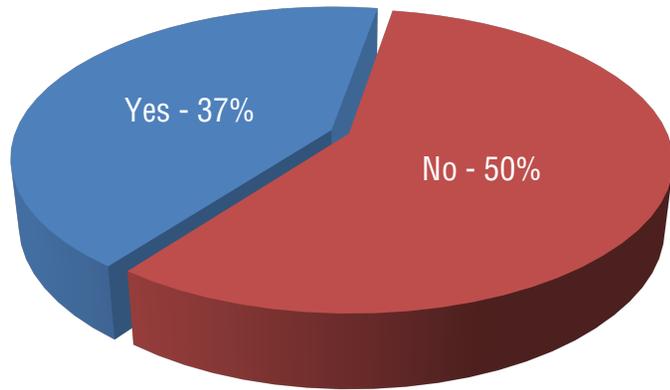
	2017						2015			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	346	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Work collectively with other professions like engineering and landscape Architecture	247	71	\$103,500	\$107,971	\$88,534	\$120,813	292	72	\$97,000	\$103,116
Respond to inquiries and provide advice on planning matters to the general public, members of Council, private clients, developers	224	65	\$102,696	\$104,924	\$85,000	\$119,000	271	67	\$95,000	\$99,197
Preparation of recommendations and reports for presentation to Council, boards and committees	205	59	\$103,000	\$108,334	\$88,967	\$121,426	252	62	\$96,324	\$101,408
Develop plans and strategies to achieve objectives of policy related initiatives	178	51	\$104,000	\$108,710	\$87,000	\$122,000	189	47	\$102,000	\$106,984
Conduct public engagement sessions regarding planning applications, new policy initiatives etc.	151	44	\$103,000	\$105,722	\$85,000	\$120,000	181	45	\$97,600	\$102,428
Prepare and/or facilitate amendments to statutory planning documents, i.e. Land Use Bylaw, Area Structure Plans, Area Redevelopment Plans, etc.	150	43	\$101,662	\$104,212	\$84,000	\$117,000	193	48	\$95,000	\$99,716

1.13 Regularly Performed Tasks and Compensation (Cont'd)

	2017						2015			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	346	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Review and processing of planning applications, including Development Permits, Subdivision applications etc.	132	38	\$100,000	\$101,046	\$84,118	\$113,000	169	42	\$93,500	\$94,298
Monitor and ensure compliance with municipal bylaws and regulations, provincial regulations including the Municipal Government Act and any relevant federal legislation, as related to planning and development	129	37	\$104,028	\$107,872	\$90,000	\$120,000	141	35	\$93,000	\$96,613
Prepare and interpret land use, development and subdivision agreements	98	28	\$103,000	\$106,193	\$86,875	\$119,250	100	25	\$95,000	\$97,816
Work with regional partners to achieve goals as outlined in provincial or regional plans such as the South Saskatchewan Regional Plan or Intermunicipal Development Plan, watershed plans etc.	83	24	\$106,689	\$113,591	\$90,000	\$130,000	84	21	\$105,000	\$113,555
Development of site plans, outlines plans and neighbourhood plans	77	22	\$100,000	\$103,551	\$80,000	\$125,000	97	24	\$96,500	\$102,195
Preparation and submission of planning applications	56	16	\$103,000	\$102,304	\$78,443	\$121,000	91	22	\$95,000	\$99,931
Conduct site inspections to confirm compliance with legislative, policy or bylaw regulations	57	16	\$100,000	\$107,169	\$87,500	\$122,000	57	14	\$92,000	\$91,657

1.14 Desire to Expand Upon Current Responsibilities and Compensation

Are there certain responsibilities that you would like to focus on or would like to be doing more of in your current job?



Respondents were asked if there are other responsibilities that they would like to focus on.

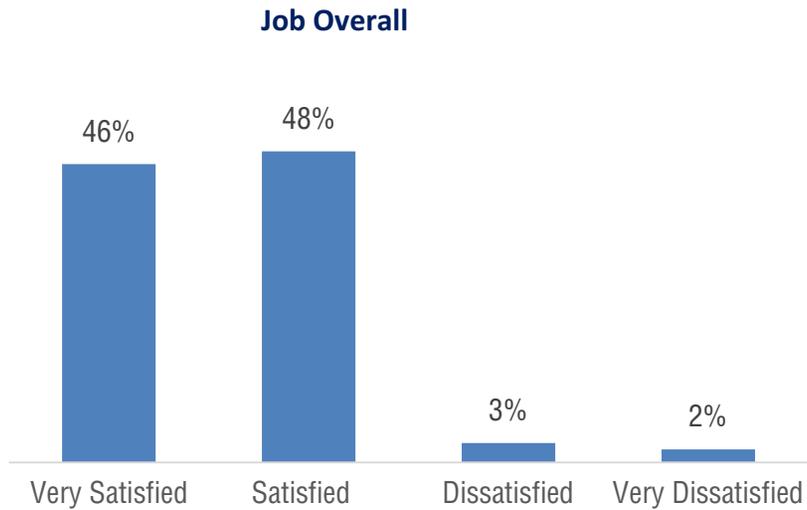
Thirty-seven percent responded “yes” to this question. From a salary standpoint, those who say “yes” have a median annual salary \$10,000 less than those who say “no.” It would seem that people would like to expand their responsibilities so they could achieve a higher salary.

By contrast, in 2015 the median salary of those who said “yes” and “no” were equal.

2 0 1 7							2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	346	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Yes	129	37	\$98,600	\$99,292	\$84,157	\$110,000	163	40	\$95,000	\$98,938
No	173	50	\$108,196	\$110,258	\$85,000	\$122,000	224	55	\$95,500	\$102,408
Not stated	44	13	\$100,000	\$111,477	\$88,428	\$109,500	18	4	\$94,000	\$98,148

1.15 Job Satisfaction and Compensation

How satisfied are you with the following...?



Respondents were asked to rate their job satisfaction on six attributes.

This chart on the left shows that half (46%) of members say they are “very satisfied” with their job overall. This is down from 2015 (54%). However, the percent “satisfied” went up in 2017, so that “very satisfied/satisfied” were essentially unchanged.

The table below shows that in 2017, those who are “very satisfied” with their job have the highest median income (\$109,500). Those who were “satisfied” (47%) earned the next highest median income (\$100,000).

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Very Satisfied	147	46	\$109,500	\$112,631	\$90,000	\$124,938	220	54	\$98,000	\$105,923
Satisfied	151	48	\$100,000	\$100,642	\$80,250	\$114,112	148	37	\$93,000	\$93,893
Dissatisfied	11	3	\$93,000	\$97,287	\$87,500	\$111,000	23	6	\$90,000	\$95,555
Very Dissatisfied	6	2	\$96,000	\$109,333	\$87,000	\$117,000	10	2	\$103,000	\$102,000
Don't know/ not sure	5	2	\$81,807	\$87,154	\$65,000	\$103,961	1	0	\$110,000	\$110,000
Not stated	1	0	\$65,000	\$65,000	\$65,000	\$65,000	3	1	\$109,000	\$102,000

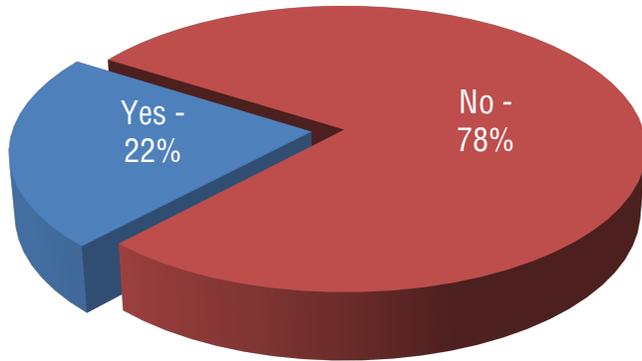
1.16 Job Satisfaction Based on Six Attributes

The chart below examines satisfaction based on the six attributes measured. We see the highest percentage of those who are “very satisfied/satisfied” are for “your relationship with your peers” and “your salary”. Levels of satisfaction are lowest for “performance recognition” and “opportunities for advancement”.



1.17 Incidence of Job Seeking and Compensation

Will you be looking for a job with another employer in 2017?



Almost 8-in-10 respondents (78%) say that they will not be looking for a job with another employer in 2017. This is up marginally from 2015.

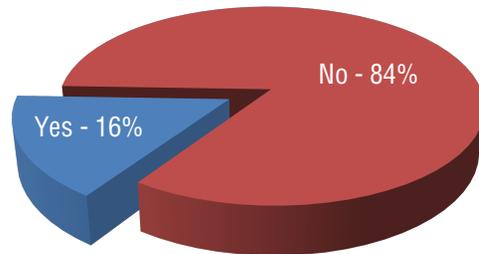
The median salary of those who say that they will be looking for another job (\$100,000) is slightly less than those who are not in market for a new job (\$103,000).

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Yes	72	22	\$100,000	\$100,579	\$84,150	\$116,000	104	26	\$94,228	\$96,559
No	249	78	\$103,000	\$107,419	\$85,000	\$120,045	300	74	\$96,550	\$102,253

2.0 About Your Compensation

2.1 Bonuses and Incentives

Did you receive any bonuses or other financial incentives in 2016?

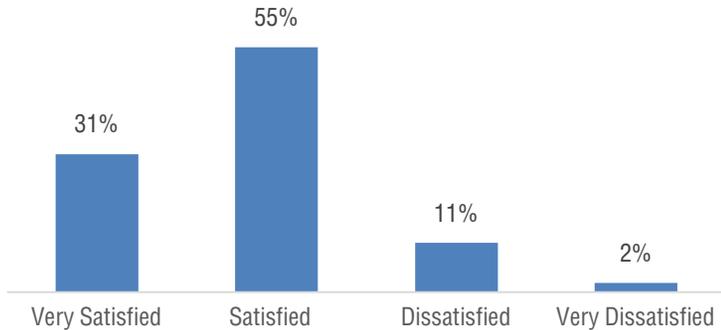


Sixteen percent of respondents received a bonus or other financial incentive for their work in 2017. This is down slightly from the 21% in 2015.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Yes	50	16	\$113,500	\$119,268	\$85,750	\$142,500	87	21	\$110,000	\$115,345
Dollar amount	37	12	\$105,500	\$115,822	\$85,750	\$135,000	66	16	\$106,500	\$112,472
Less than \$2,000	6	2	\$91,813	\$89,204	\$85,928	\$97,678	15	4	\$97,600	\$100,564
\$2,000 to less than \$10,000	13	4	\$115,000	\$109,629	\$80,000	\$130,000	19	5	\$93,500	\$93,276
\$10,000 to less than \$30,000	9	3	\$106,000	\$101,222	\$65,000	\$135,000	22	5	\$110,040	\$114,385
\$30,000 or higher	6	2	\$162,500	\$180,333	\$127,500	\$220,000	10	2	\$147,500	\$171,800
Percent of annual base salary	14	4	\$121,000	\$130,571	\$107,500	\$155,250	19	5	\$110,000	\$117,817
Less than 5%	4	1	\$124,500	\$134,000	\$119,500	\$139,000	6	1	\$117,064	\$119,688
5% to less than 10%	3	1	\$81,000	\$91,333	\$77,000	\$100,500	4	1	\$105,000	\$105,750
10% or higher	6	2	\$138,500	\$144,667	\$109,500	\$166,750	9	2	\$109,300	\$124,822
No	257	80	\$101,662	\$103,197	\$85,000	\$117,000	303	75	\$93,000	\$96,503

2.2 Satisfaction With Overall Level of Compensation

How satisfied are you with your overall level of compensation in 2016?



Slightly under one-third of the sample (31%) say that they are “Very satisfied” with their overall compensation. An additional 55% are “Satisfied”.

The combined total of 86% (Very satisfied/satisfied) is identical to the percentage seen in 2015.

Not surprisingly, the “Very satisfied” are also the most highly compensated. “Satisfied” are the second-highest.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Very Satisfied	99	31	\$110,000	\$117,380	\$92,807	\$133,531	146	36	\$98,104	\$106,398
Satisfied	177	55	\$100,000	\$101,657	\$82,302	\$116,550	202	50	\$95,000	\$99,035
Dissatisfied	34	11	\$93,957	\$98,198	\$77,250	\$116,000	39	10	\$92,600	\$91,967
Very Dissatisfied	6	2	\$97,000	\$95,500	\$86,000	\$100,000	6	1	\$99,585	\$87,195
Don't know/ not sure	2	1	\$100,500	\$100,500	\$97,750	\$103,250	7	2	\$92,000	\$88,129
Not stated	3	1	\$87,000	\$83,829	\$76,000	\$93,243	5	1	\$92,000	\$113,400

2.3 Percentage Increase that Would be Satisfactory

What additional amount, as a percentage of your current salary, would you consider to be satisfactory?

Those who are dissatisfied with their salary were asked to indicate what additional amount would be satisfactory.

Almost one-half (48%) are looking for an increase of 10% to 20%. An additional one-third (35%) seek an increase in the 20%+ range. These numbers are virtually identical to the responses from 2015.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	40	100	\$94,913	\$97,852	\$77,000	\$117,000	45	100	\$93,000	\$90,416
Less than 10%	5	13	\$100,000	\$99,900	\$86,000	\$109,000	63	16	\$99,170	\$100,047
10% to less than 20%	19	48	\$93,000	\$92,328	\$76,000	\$99,000	189	47	\$97,000	\$93,583
20% or higher	14	35	\$95,000	\$98,192	\$78,000	\$117,000	135	33	\$87,000	\$81,487
Not stated	2	5	\$103,000	\$143,000	\$85,250	\$120,000	18	4	\$95,000	\$111,000

2.4 Agreement With the Following Statements Regarding Compensation

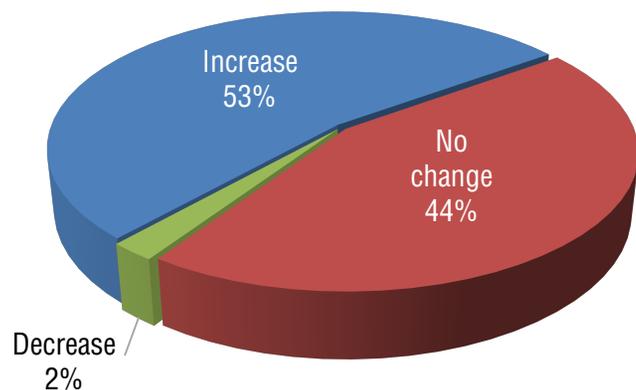
With regards to your compensation, do you agree or disagree with the following statements:

Respondents were asked to express their level of agreement with four statements that related to their compensation. As the table below indicates, members generally believe that their compensation has kept up with their responsibilities and that they are fairly compensated. Seventy-six percent agree (strongly/ somewhat) that their compensation has kept up with their job responsibilities. Eighty percent agree (strongly/somewhat) that they are fairly compensated for the work they do.

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
My compensation level has kept up with my job responsibilities	33%	43%	16%	9%
I am fairly compensated for the work that I do	38%	42%	15%	5%
My compensation is fair but other benefits are lacking	11%	27%	38%	23%
My compensation has not kept pace with my colleagues at other organizations	13%	26%	40%	21%

2.5 Expectations of An Increase

Do you anticipate an increase or decrease in your base salary in 2017?



Just more than half (53%) anticipate an increase in their base salary in 2017. This is a substantial drop from the 69% that expected increases in 2015. Accordingly, those that expect no change in 2017 (44%) are a higher proportion than 2015 (26%).

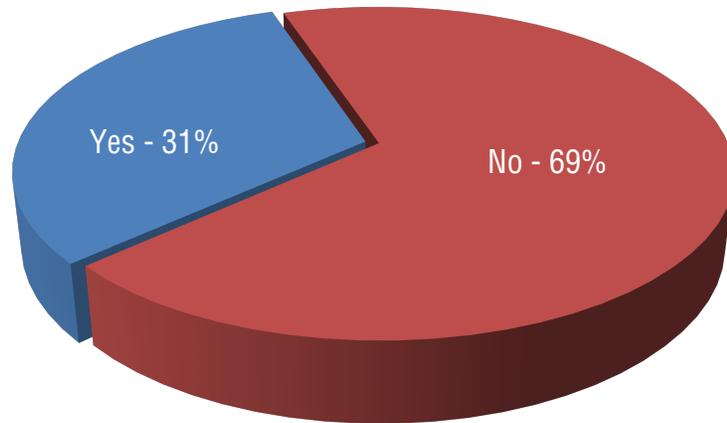
Those who expect an increase have a median salary of \$100,000 in 2017, compared to a median salary of \$95,380 in 2015.

We note that the seven respondents (2%) that expect a decrease in salary have a median income of \$130,000.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Increase	171	53	\$100,000	\$101,018	\$81,000	\$115,000	280	69	\$95,380	\$99,375
1.0% or less	14	4	\$104,500	\$107,812	\$90,750	\$122,000	n/a	n/a	n/a	n/a
1.1% to 2.0%	57	18	\$101,500	\$102,470	\$85,000	\$115,000	n/a	n/a	n/a	n/a
2.0% or less	n/a	n/a	n/a	n/a	n/a	n/a	73	18	\$94,000	\$98,611
2.1% to 4.0%	60	19	\$103,000	\$102,743	\$82,000	\$116,000	141	35	\$97,000	\$101,956
4.1% to 6.0%	18	6	\$88,360	\$100,359	\$80,686	\$108,750	31	8	\$100,000	\$96,111
6.1% to 10.0%	9	3	\$75,000	\$82,944	\$62,000	\$86,995	22	5	\$89,250	\$93,465
10.1% or greater	12	4	\$95,000	\$92,764	\$65,000	\$113,500	10	2	\$95,000	\$94,500
No change	142	44	\$105,000	\$110,907	\$91,536	\$124,000	105	26	\$95,000	\$104,305
Decrease	7	2	\$130,000	\$123,000	\$96,500	\$142,500	18	4	\$95,500	\$103,189
Not stated	1	0	\$109,000	\$109,000	\$109,000	\$109,000	2	0	\$99,250	\$99,250

2.6 Aspects of Job Not Being Fairly Compensated

In your opinion, are there aspects of your job that you are not being properly compensated for e.g. overtime, expenses, sick pay etc?



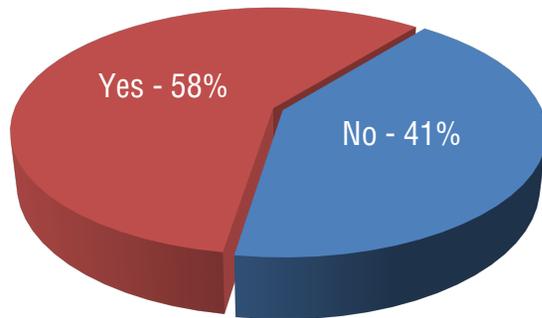
A minority of respondents (31%) felt that there were aspects of their job in which they were not being properly compensated. This was higher than in 2015 (24%).

The median salary of those who feel they are not being properly compensated is \$106,000, compared to a \$100,000 median salary of those who believe they are properly compensated.

2 0 1 7							2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Yes	100	31	\$106,000	\$109,709	\$93,307	\$124,877	99	24	\$96,100	\$100,640
No	219	68	\$100,000	\$104,219	\$81,434	\$117,000	299	74	\$95,000	\$100,647
Not stated	2	1	\$110,000	\$110,000	\$110,000	\$110,000	7	2	\$115,000	\$110,901

2.7 Other Methods of Reward

Other than more money, are there other ways that you would like to be rewarded for your work e.g. recognition, more responsibility or vacation time?



Almost 6-in-10 (58%) feel that there are ways other than money that they could be compensated for the work they do. This is virtually identical to the 60% that felt this way in 2015.

Echoing the question itself, the three dominant ways that respondents would like to be rewarded were vacation time, responsibility and recognition.

2 0 1 7							2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Yes	186	58	\$101,662	\$100,426	\$85,000	\$115,224	243	60	\$95,000	\$97,232
No	133	41	\$105,845	\$113,895	\$86,926	\$131,592	160	40	\$97,800	\$105,941
Not stated	2	1	\$84,000	\$84,000	\$74,500	\$93,500	2	0	\$127,500	\$127,500

3.0 About Your Work Week

3.1 Hours Worked in an Average Week

Over the course of 2016, how many hours did you work in an average work week?

We note that 61% of our respondents report that their average work week is 35 to 40 hours. This is identical to the responses in 2015.

An additional 29% are working more than 40 hours per week. This is virtually identical to 2015 (30%). The median income for those who work more than 50 hours per week is \$150,000.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	346	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Less than 28	16	5	\$62,000	\$64,178	\$50,000	\$75,000	14	3	\$80,000	\$77,857
28 to 34.9	17	5	\$99,800	\$99,613	\$88,499	\$103,000	21	5	\$85,000	\$80,088
35	54	16	\$100,000	\$97,262	\$77,500	\$116,000	80	20	\$95,000	\$95,780
35.1 to 37.5	66	19	\$90,000	\$90,036	\$80,000	\$101,662	65	16	\$87,000	\$89,701
37.6 to 40	91	26	\$106,000	\$105,346	\$85,000	\$120,000	101	25	\$93,000	\$97,437
40.1 to 45	52	15	\$108,598	\$114,087	\$93,000	\$128,750	67	17	\$100,000	\$108,464
45.1 to 50	24	7	\$122,400	\$127,451	\$97,750	\$143,000	32	8	\$116,579	\$124,749
More than 50	24	7	\$150,000	\$153,190	\$117,000	\$186,000	21	5	\$145,000	\$146,474
Not stated	2	1	\$131,500	\$131,500	\$118,750	\$144,250	4	1	\$97,500	\$98,000

3.2 Overtime Hours

Although workloads will vary throughout the year how many overtime hours did you work in a typical week over the course of 2016?

Seventy-two percent say that they typically work five or fewer overtime hours a week. This is virtually identical to 2015 (71%).

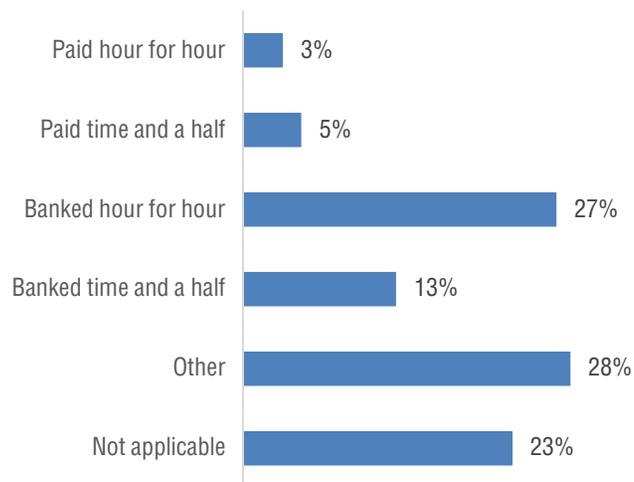
Twenty-two percent say they work between more than five up to 20 hours per week of overtime. This is just higher than 19% who said this was the case in 2015.

Those working 10-20 hours of overtime a week had a median salary of \$130,000. For those working more than 20 hours of overtime, the median salary was \$119,000.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
0	41	13	\$96,092	\$98,589	\$80,075	\$116,250	70	17	\$90,000	\$92,158
0.1 to 1	49	15	\$92,000	\$90,433	\$81,000	\$102,552	47	12	\$86,246	\$86,688
1.1 to 2	53	17	\$94,913	\$96,054	\$80,675	\$113,000	56	14	\$92,500	\$95,312
2.1 to 5	88	27	\$106,000	\$109,011	\$91,581	\$120,000	115	28	\$94,000	\$99,566
5.1 to 10	47	15	\$115,000	\$112,000	\$91,838	\$129,000	50	12	\$101,000	\$114,441
10.1 to 20	22	7	\$130,500	\$142,118	\$98,950	\$161,750	28	7	\$121,000	\$128,455
More than 20	12	4	\$119,590	\$115,226	\$88,652	\$138,000	26	6	\$98,000	\$101,805
Not stated	9	3	\$106,000	\$117,556	\$72,000	\$157,000	13	3	\$90,000	\$119,562

3.3 Methods of Being Compensated For Overtime Hours

How are you most often compensated for your overtime hours?



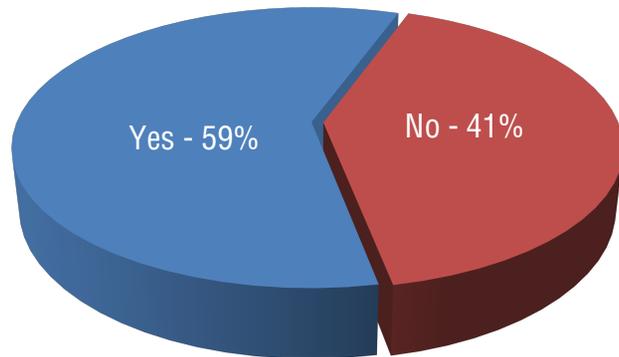
As the chart on the left demonstrates, we see a variety of methods are used for compensating respondents for overtime. The banked hour-for-hour method was the most frequently used at 27%. Within the “other” category we see mentions of banked double time (8%) and not compensated for overtime (6%).

The popularity of the different methods changed very little from 2015.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Paid hour for hour	11	3	\$81,000	\$83,414	\$72,500	\$94,100	8	2	\$72,000	\$76,375
Paid time and a half	16	5	\$106,250	\$103,678	\$93,750	\$119,463	28	7	\$105,500	\$103,363
Banked hour for hour	86	27	\$85,000	\$85,771	\$70,000	\$101,662	89	22	\$86,000	\$88,095
Banked time and a half	42	13	\$91,000	\$88,369	\$75,000	\$100,000	61	15	\$87,900	\$87,166
Other	89	28	\$106,000	\$112,859	\$98,600	\$122,000	107	26	\$96,100	\$102,835
Not applicable	73	23	\$120,000	\$133,525	\$109,000	\$152,000	109	27	\$111,779	\$118,302
Not stated	4	1	\$131,500	\$124,775	\$95,750	\$160,525	3	1	\$90,000	\$90,667

3.4 Exemptions for Being Compensated For Overtime Hours

(For those that hold Management Positions) Are you exempt from the arrangements outlined above?



The majority holding management positions said that they were exempt from these arrangements. (See previous chart).

2 0 1 7							2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	152	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
Yes	89	59	\$130,000	\$136,650	\$112,000	\$150,000	111	27	\$118,000	\$127,630
No	63	41	\$110,000	\$107,475	\$93,200	\$120,426	87	21	\$100,000	\$103,309

4.0 Benefits

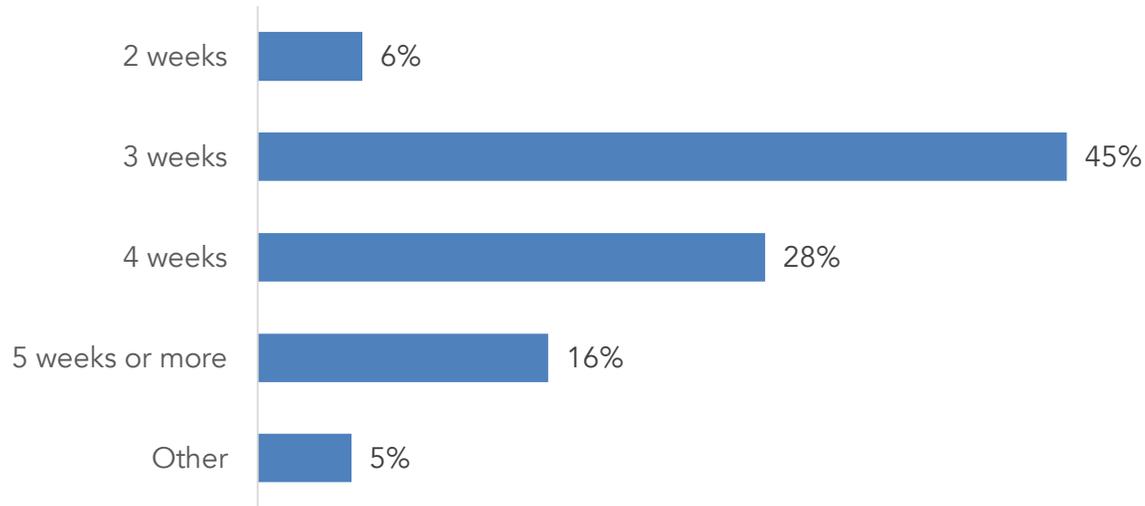
4.1 Benefits Offered By Employer

Which of the following benefits are provided by your employer? For each item please indicate if your employer pays all, a portion or if the specific benefit is not offered.

	Employer Pays All	Employer Pays More Than 50%	Employer Pays Half (50%)	Employer Pays Less Than 50%	NOT Offered By Employer
Professional Member Dues	87%	1%	1%	1%	9%
Continuing Education Seminars/Events/Professional Development	68%	14%	5%	4%	9%
Travel Allowance/reimbursement	64%	5%	0%	1%	30%
Cell/Smart Phone/reimbursement	47%	4%	1%	1%	47%
Parking Allowance/reimbursement	32%	3%	1%	1%	63%
Medical & Dental Plan for employees	23%	51%	21%	3%	3%
Group Life insurance	22%	38%	25%	6%	8%
Medical & Dental Plan for families of employees	22%	51%	21%	3%	3%
Vision care insurance for employees	21%	35%	17%	11%	16%
Vision care insurance for families of employees	21%	34%	18%	10%	17%
Company Car	17%	0%	0%	0%	83%
Car Share reimbursement	6%	0%	0%	0%	93%
Pension Plan	5%	42%	31%	2%	20%
RRSP Program/Savings Plan	4%	10%	13%	4%	70%

4.2 Vacation Time Paid For Per Year

How much vacation time are you paid for per year?



Three weeks of paid vacation is the norm. As one might expect, higher salaries are correlated with increased vacation time.

	2 0 1 7						2 0 1 5			
	n	%	Median	Mean	25th P	75th P	n	%	Median	Mean
TOTAL	321	100	\$102,840	\$105,896	\$85,000	\$120,000	405	100	\$95,000	\$100,822
2 weeks	18	6	\$79,400	\$76,581	\$66,750	\$87,079	31	8	\$78,200	\$76,898
3 weeks	139	43	\$91,349	\$90,217	\$77,050	\$103,000	161	40	\$89,460	\$87,718
4 weeks	87	27	\$115,224	\$117,035	\$102,026	\$132,931	115	28	\$106,000	\$109,337
5 weeks or more	53	17	\$122,000	\$138,196	\$112,000	\$150,000	72	18	\$120,000	\$131,150
Other	13	4	\$97,300	\$98,592	\$87,000	\$105,625	0	0	n/a	n/a
Not stated	11	3	\$115,000	\$114,818	\$101,500	\$134,500	26	6	\$82,500	\$88,846

4.3 Review of Previous Salary Survey

Did you review the results of the previous 2015 Salary survey?

Forty-four percent report reviewing the results from the previous survey. The majority found the results to be very or somewhat useful.

2 0 1 7						
	n	%	Median	Mean	25th P	75th P
TOTAL	346	100	\$102,840	\$105,896	\$85,000	\$120,000
Yes	153	44	\$99,000	\$102,659	\$83,076	\$117,000
No	178	51	\$103,000	\$107,209	\$87,500	\$120,000
Not stated	15	4	\$124,500	\$126,917	\$105,250	\$144,250

Were they useful?

2 0 1 7						
	n	%	Median	Mean	25th P	75th P
TOTAL	158	100	\$99,000	\$102,659	\$83,076	\$117,000
Very useful	84	53	\$94,240	\$100,178	\$80,756	\$114,500
Somewhat useful	67	42	\$106,345	\$108,413	\$86,875	\$120,000
Not useful	4	3	\$65,000	\$61,667	\$53,500	\$71,500
Not stated	3	2	\$103,000	\$93,054	\$88,213	\$120,645

5.0 Self-Employed and Owner-Principal Information

5.1 Total Gross Income – Self-Employed

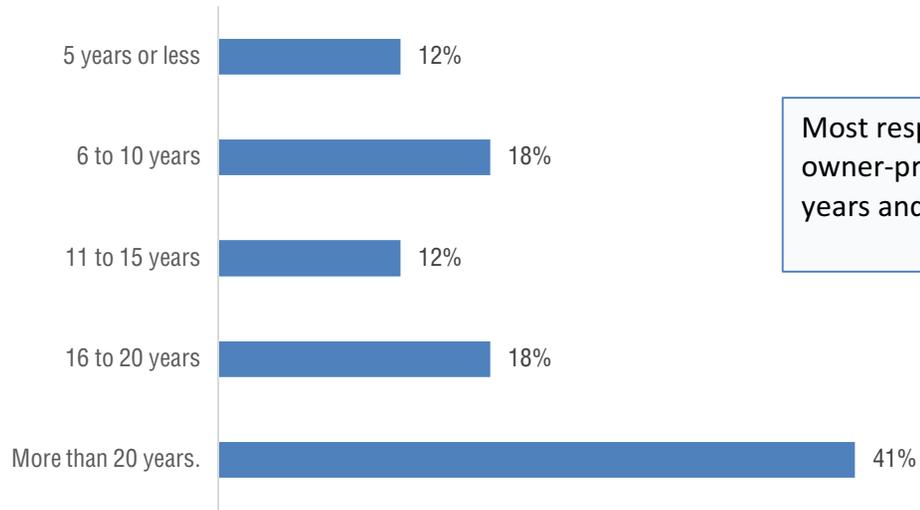
What was your total gross income (before taxes) in 2016? [SELF-EMPLOYED] N = 7

\$0
\$63,000
\$68,000
\$70,000
\$79,000
\$110,000
\$143,550
Mean (Including \$0) - \$76,221
Mean (excluding \$0) - \$88,925

Only seven respondents defined themselves as self-employed. The mean salary amongst this group (excluding a respondent who reported \$0) is \$88,925.

5.2 Years in Business – Owner-Principal

How many years has your firm been in business? [OWNER-PRINCIPAL]



Most respondents (71%) who classify themselves as owner-principals have been in business for over ten years and 41% over 20 years.

5.3 Full-time and Part-time Staff – Owner-Principal

What is the total number of full-time staff employed by your firm? [OWNER-PRINCIPAL] N = 20

	n	%
TOTAL	20	100
None	2	10
One	4	20
Two to Five	4	20
Six to Eleven	2	10
Eleven to Fifty	6	30
120 locally	1	5
11,000	1	5

The majority of owner-principals (90%) report having one or more full-time staff. They are less likely to report having part-time staff.

What is the total number of part-time staff employed by your firm? [OWNER-PRINCIPAL]

	n	%
TOTAL	12	100
None	5	42
One	3	25
Two	2	17
Five to Ten (Estimated)	1	8
2000	1	8

5.4 Number of Planners Employed – Owner-Principal

How many planners do you employ? [OWNER-PRINCIPAL]

	n	%
TOTAL	17	100
None	5	29
One	5	29
Two	2	12
Five to Ten (Estimated)	3	18
2000	2	12

Twenty-nine percent report that they do not employ a planner. The remainder employ one or more planner(s).

5.5 Total Gross Billings – Owner-Principal

What were your total gross billings in 2016? [OWNER-PRINCIPAL]

	n	%
TOTAL	14	100
\$0	1	7
\$60,000 to \$86,000	3	21
\$105,000 to \$180,000	5	36
\$350,000	1	7
\$975,000	1	7
\$3,000,000	1	7
\$8,000,000 to \$8,500,000	2	14
Mean (excluding 0)	\$1,672,769	

This table provides information on the gross billings of owner-principals. Slightly over half (57%) report gross billings between \$60,000 and \$180,000. Twenty-one percent report billings between \$3M and \$8.5M. The average (\$1.67M) is being impacted by these billings at the high end.