

2017 National Compensation Study

**For Managerial and Administrative
Positions in Not-for-Profit Arts Organizations**



Cultural
Human Resources
Council

Conseil
des ressources humaines
du secteur culturel

2017 National Compensation Study for Managerial and Administrative Positions in Not-for-Profit Arts Organizations

Submitted to:
Alexis Andrew
Director, Research, Evaluation and Performance Measurement Section

Canada Council for the Arts
150 Elgin Street
Ottawa, Ontario
K1P 5V8

This project was funded by the Department of Canadian Heritage and the Canada Council for the Arts.

Submitted by:
Cultural Human Resources Council and Mercer (Canada) Limited

May 2, 2018

Steering Committee

Canada Council for the Arts

- Alexis Andrew, Director, Research, Evaluation and Performance Measurement Section
- Jacinthe Soulliere, Research Officer

Department of Canadian Heritage

- Katharine Maloley, Sr. Policy Analyst

Cultural Human Resources Council

- Susan Annis, Executive Director
- Lucie D'Aoust, Sr. Project Manager

Mercer (Canada) Limited

- Ian Cullwick, Partner
- Katie Curran, Sr. Associate

Advisory Committee

The Cultural Human Resources Council would also like to thank the members of the Advisory Committee for their input and assistance.

- Anne Bertrand, Artist-run Centres and Collectives Conference (ARCA)
- Geneviève Pineault, Association des théâtres francophones du Canada (ATFC)
- Kate Edwards, Association of Canadian Publishers (ACP)
- Kate Cornell, Canada Dance Assembly
- Frédéric Julien, Canadian Arts Presenting Association / Association canadienne des organismes artistiques (CAPACOA)
- Maegen Black, Canadian Crafts Federation
- Sylvie Meste, Conseil québécois du théâtre (CQT)
- Charles Smith, Cultural Pluralism in the Arts Movement Ontario (CPAMO)
- Joanne Cripps, Deaf Culture Centre
- Maggy Razafimbahiny, Fédération culturelle canadienne-française
- Christina Loewen, Opera.ca
- Katherine Carleton, Orchestras Canada/Orchestres Canada
- Sara Meurling, Professional Association of Canadian Theatres (PACT)
- Bastien Gilbert, Regroupement des centres d'artistes autogérés du Québec (RCAAQ)
- Fabienne Cabado, Regroupement québécois de la danse (Québec Danse)
- Julie-Anne Richard, RIDEAU inc.
- Maureen Parker, Writers Guild of Canada

The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Department of Canadian Heritage and the Canada Council for the Arts.

Table of Contents

1. Executive Summary	4
2. Introduction	5
3. Participant Profile	6
4. Research Findings – Base Salary	10
5. Research Findings – Benefits and Perquisites	18
6. Comparative Industry Sector Profiles	21
7. Research Findings – Current Trends and Practices	22
8. Conclusions	25
Appendix A – Detailed Base Salary Findings by Position and by Selected Participant Profile Categories	27
Appendix B – Benchmark Profiles	70
Appendix C – Study Template.....	75
Appendix D – Glossary	84

1. Executive Summary

In November and December of 2017, 436 organizations within the not-for-profit arts sector participated in a comprehensive compensation study. This is the third iteration of the study, which was first undertaken in 2003 and again in 2008. The study focused on 21 benchmark management and administrative positions, and gathered data on base salary, employee benefits and perquisites, as well as a number of other human resources trends.

A comparison of the 2017 and 2008 findings paints a picture of changing conditions over the last nine years. While organizations with small operating budgets (less than \$250,000) have experienced some compensation improvements, mid to large organizations have not realized material real wage gains, let alone improved competitive positioning relative to other industry sectors. Over this nine year period, real wages (after inflation) across the not-for-profit arts sector increased by an average of 6.7%, or 0.74% per year. In contrast, annual real wage growth across the Canadian economy over the same nine year period was found to be approximately 10% or 1.1% annually.

The organizations in the study identify compensation and benefits as being one of their top human resources priorities. Other ongoing human resources challenges and priorities identified by arts organizations include staff turnover, limited career advancement opportunities and inadequate succession planning. Organizations of all sizes indicate that excessive workloads and resource constraints are their biggest management challenges.

Participant Profile

As summarized below, a total of 436 organizations from across the country participated in this study—two times the number of responses gathered in 2008. It should also be noted that the 2017 study was an open survey, targeting over 4,000 organizations through a variety of communication tools, including email invitations, websites and social media processes. Overall, the study's participant profile represents a strong cross-section of arts organizations in Canada, further broken down by discipline and region.

Trends

Trends identified by the study include:

- **Wages:** Since the last survey in 2008, real wages have increased by an average of 6.7%.
- **Benefits:** Relative to 2008, the frequency of benefits being offered by arts organizations has increased for certain benefits, such as long-term disability and life insurance. The prevalence of benefits, such as dental and vision coverage has dramatically decreased. Although these findings are similar to what was revealed in 2003 and 2008, the scope and frequency of benefits offered across the cultural sector are disproportionately lower than what is offered in other sectors.
- **Retirement:** Retirement savings plans are also now more prevalent in smaller organizations, but the overall prevalence across the cultural sector remains quite low relative to other sectors. This is likely a major issue and constraint for a number of cultural sector employers given the demographics of Canadian labour markets and an aging workforce population, where retirement savings plans are clearly a major retention strategy for managerial top talent.

- **Flexible work arrangements:** There has been an increase in organizations offering non-health related benefits such as flexible work arrangements, now more commonly found in both small and large organizations.

The study also confirmed that arts organizations continue to lag behind the general not-for-profit and private sectors in many areas of compensation and benefits. This further highlights a real ongoing challenge for recruitment and retention.

Smaller arts organizations consistently have fewer employees, but they perform a much wider variety of functions in order to accomplish their organization's goals. These organizations feel especially stretched due to their budget constraints. In 2008, the role of Project Manager was introduced to the survey and the responses from 2017 indicate that this position is now common in organizations across all budget sizes.

For small and mid-sized arts organizations, the overall inadequacy of employer-paid benefits, combined with a limited ability to pay competitive salaries (on average, salaries are three-to-five times lower than in larger organizations), makes attracting and retaining qualified resources challenging. These organizations often compensate by relying on alternative methods to attract and retain employees. For example, 73% of organizations with operating budgets under \$1,000,000 offer flexible work arrangements. This issue remains significant in an industry where the vast majority of organizations have operating budgets under \$1,000,000.

The average employee voluntary turnover rate¹ in 2017 was calculated to be 13.3%, and has decreased materially since 2008 where it was observed to be 20.3%. The 2017 rate of 13% is still higher than the all-industry² average of 7.1%. The cultural sector turnover rate likely has significant implications for the attraction and retention of volunteers to sufficiently meet operational mandates and workload requirements.

Compensation remains a key driver to attract and retain talent to the broader cultural sector. If base salaries and overall compensation packages cannot keep up with market trends, it could represent a risk to organizations within the sector for increased turnover in staff, as well as workload "burnout".

2. Introduction

2.1 Study Background

This study, first performed in 2003³ and again in 2008⁴, was conducted because of a growing sense of urgency in the not-for profit arts sector as a generation of arts managers and leaders were leaving the workforce and the question of succession loomed large. Were new arts managers being prepared to move into leadership positions? A decade later, the sector is still dealing with issues of succession.

¹ Turnover that is due to an employee-initiated departure

² All industry includes private, public and not-for-profit sectors.

³ CHRC National Compensation Survey 2003, www.culturalhrc.ca/research/compensation_survey_e.pdf

⁴ CHRC National Compensation Study – 2009 Update for Management and Administration in Not-for-Profit Arts Organizations, www.culturalhrc.ca/research/CHRC_National_Compensation_Study-2009_Update-ArtsAdmin-en.pdf

Recognizing that the success of arts organizations is largely dependent on their ability to attract and retain top talent and leaders, the Canada Council and the Department of Canadian Heritage commissioned this third comprehensive national compensation study—compensation being one of the most critical elements of an organization's ability to recruit and retain a talented workforce.

This third iteration of the study will allow for a comprehensive view of the current trends, as well as a comparison of changes in the market over the last nine years.

2.2 Methodology

The Canada Council for the Arts and the Department of Canadian Heritage retained the Cultural Human Resources Council (CHRC) in partnership with Mercer (Canada) Limited (Mercer) to assist with a comprehensive study of the Canadian cultural sector focusing on management and administrative positions in not-for-profit arts organizations. An excel-based survey was conducted from October 27, 2017 to December 8, 2017 with over 4,000 organizations from across the country in the cultural sector invited to participate. Participants downloaded the survey, completed it and e-mailed it directly to Mercer. The survey's focus was to gather data on base salary, short-term incentive pay, employee benefits and perquisites, as well as a number of other topics, including key human resources challenges facing organizations.

In this report you will find the survey results, beginning with a profile of the participant organizations, followed by base salary data for each of the selected benchmark positions (base salaries are presented as an annual salary). In total, data were gathered for 21 benchmark positions (see Appendix B for a profile of each of the positions). Individual job-matching was conducted by each participating organization. The time series data presented in the tables throughout the report are not adjusted to reflect inflation.

All data went through a “cleansing” process to identify erroneous data and outliers before the data analysis stage. This process is required, as it ensures that the data are of the highest quality, fully defensible and relevant. Data are current as of November and December 2017 (survey completion period).

For reporting purposes, organizations that selected multiple disciplines were re-categorized and placed in the “Inter Arts and Multidisciplinary Activities” category. The one response from a “Circus Arts” organization was also reclassified to the “Inter Arts and Multidisciplinary Activities” in order to include its response in the study. Some responses were submitted by organizations that are for-profit; these were not included as the study focuses solely on not-for-profit organizations. For privacy purposes a list of respondent organizations has not been included in this report.

Following this largely quantitative analysis, this report also provides details on current trends/practices, benefits and perquisites. Appendix C provides a copy of the templates used to collect the data.

3. Participant Profile

In total, 436 organizations from across the country participated in this study—two times the number of responses gathered in 2008. It should also be noted that the 2017 study was an open survey, targeting over 4,000 organizations through a variety of communication tools, including email invitations, websites and social media tools. Overall, the study's participant profile

represents a strong cross-section of arts organizations in Canada, further broken down by discipline, organizational budget and region. The participant profile questions in the 2017 survey differed in some instances from the 2008 questionnaire.

The following tables provide a summary profile of the participant organizations:

Table 3.1 Responses by Region

Region	Number of Responses	Percentage of Sample
Atlantic	41	9%
Ontario	100	23%
Prairies (AB, MB, SK)	67	15%
Quebec	164	38%
British Columbia / Territories	64	15%
Total	436	100%

Table 3.2 Responses by Artistic Discipline

Artistic Discipline	Number of Responses	Percentage of Sample
Dance	40	9%
Digital and Media Arts	35	8%
Inter Arts and Multidisciplinary	96	22%
Music and Sound Recording	59	14%
Theatre	133	31%
Visual Arts and Craft	57	13%
Writing and Publishing	16	4%
Total	436	100%

* The *Artistic Discipline* categories differ from those identified in the 2008 survey.

** *Inter Arts and Multidisciplinary activities* include organizations that selected more than one discipline, as well as one *Circus Arts* organization.

Table 3.3 Responses by Type of Organization

Type of Organization	Number of Responses	Percentage of Sample
Creation/Production	118	27%
Curatorial	114	26%
Presenter/Dissemination	102	23%
Service/Support	57	13%
Training/Education	22	5%
Other	21	5%
Total	434	100%

**Type of Organization* was added as a new participant profile question in the 2017 survey

***Other* responses included: Community Arts Organizations, Artist Studios and Social Enterprises

Table 3.4 Responses by Annual Budget Category

Annual Budget	Number of Responses	Percentage of Sample
Under \$100,000	43	10%
Between \$100,000 - \$250,000	77	18%
Between \$250,000 - \$1,000,000	192	44%
Between \$1,000,000 - \$5,000,000	99	23%
Above \$5,000,000	25	6%
Total	436	100%

Table 3.5 Responses by Community Type

Community Type	Number of Responses	Percentage of Sample
Reserve	1	0%
Rural Community	21	5%
Urban community: small population centres, with a population of between 1,000 and 29,999	39	9%
Urban community: medium population centres, with a population of between 30,000 and 99,999	45	10%
Urban community: large urban population centres, consisting of a population of 100,000 and over	330	76%
Total	436	100%

**Community Type* was added as a new participant profile question in the 2017 survey.

Table 3.6 Number of Employees by Type and Annual Budget Category

Annual Budget	Number of Employees by Type				Total
	Average Full-time Permanent	Average Full-time Contract	Average Part-time Permanent	Average Part-time Contract	
Under \$100,000	1	2	1	6	9
Between \$100,000 - \$250,000	1	0	1	3	5
Between \$250,000 - \$1,000,000	3	2	1	5	11
Between \$1,000,000 - \$5,000,000	10	5	6	19	40
Above \$5,000,000	54	12	20	54	140
Total	69	21	29	87	

Table 3.7 Responses by Designated Groups

Designated Group	Number of Responses	Percentage of Sample
First Nations, Inuit and Métis	18	4%
Culturally Diverse	48	11%
Deaf and/or disability	9	2%
Official Language Minority Community – Anglophone	12	3%
Official Language Minority Community – Francophone	27	6%
Total	114	26%

**Designated Group* was added as a new participant profile question in the 2017 survey.

When comparing the 2017 and 2008 participant profiles, the participation spread across provinces/geographic regions is relatively equal in Atlantic Canada, the Prairies and Western and Northern regions. The Quebec region had an 18% increase over 2008; however, participation in Ontario decreased by 11%.

The Theatre and Inter Arts and Multidisciplinary Activities categories had the largest response rates at 31% and 22% respectively. In terms of the type of organization, Creation/Production and Curatorial organizations represented the highest participation rates at 26% for each, followed by Presenter/Disseminator organizations at 23%.

The number of responses from organizations with an annual budget under \$250,000 decreased from 2008. There was a 9% increase in responses from organizations with an annual budget between \$250,000 to \$1,000,000 and a 5% increase from organizations with an annual budget between \$1,000,000 to \$5,000,000.

The vast majority (76%) of participants came from large urban population centres.

With the exception of organizations with budgets over \$5,000,000, the average number of employees (full-time or part-time) decreased across all budget categories. The average number of full-time permanent employees in organizations with budgets over \$5,000,000 increased by 9% since 2008. The average number of part-time employees in the same budget category decreased by 17%. The number of contract employees decreased across the spectrum of all budget categories.

4. Research Findings – Base Salary

4.1 Section Overview

This section of the report summarizes the key quantitative observations emerging from the research study, focusing on market average base salary practices. Where applicable, for each position, summary data are provided for the average base salary and the 25th, 50th, and 75th percentile. All summary data for each position is sorted by the annual operating budget of the organization. Additionally, the data have been sorted by region and artistic discipline in Appendix A.

Please note that in all cases, data are not reported where less than three observations were available, in order to ensure participant confidentiality. As a result, data are not provided for all specific data profiles for each position. It is important to note that for many of the smaller organizations, data was provided for only one or two positions.

Additionally, in some instance, particular observations have not been used as they were deemed to be highly anomalous given the profile of the remaining observations.

4.2 Considerations for Using the Base Salary Results

Pay will vary with a number of factors such as tenure within an organization, time in a position, individual and organization performance, and market demand for particular skill sets. An organization's existing compensation levels are generally considered to be within competitive norms if they are within plus or minus 10% of the survey results.

Although organizations may approach compensation and benefits from different perspectives, they may ultimately end up with the same total compensation package. What differs is the mix of components of total compensation. Organizations often focus on base salary to determine whether or not they are competitive against the external marketplace, they should also compare themselves against external total compensation packages (total rewards – refer to Appendix D).

The following section provides base salary data and a variance calculation which has not been adjusted for inflation.

4.3 Summary Base Salary Profiles by Operating Budget Size

Table 4.3.1 Organizations with Operating Budgets Under \$100,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Under \$100,000									
Benchmark Position Title	Number of Obs. (n)	2017 Base Pay				2008 Base Pay		Variance (%)	
		Average	P25	P50	P75	Average	P50	Average	P50
General Management									
Executive Director/General Manager	25	\$51.8	\$36.6	\$42.7	\$65.9	\$40.1	\$34.8	29%	23%
Director/Manager, Administrative Services	3	\$45.5	--	--	--	\$44.0	\$46.4	4%	--
Office Administrator/Manager	3	\$49.5	--	--	--	\$35.4	\$31.9	40%	--
Administrative Assistant	4	\$38.9	--	\$37.2	--	\$32.6	\$31.0	19%	20%
Receptionist/Clerk	2	--	--	--	--	--	--	--	--
Finance & Accounting									
Director/Manager, Finance	3	\$57.2	--	--	--	--	--	--	--
Finance Officer	3	\$40.0	--	--	--	--	--	--	--
Marketing / Communications / Development									
Director/Manager, Marketing/ Communications	4	\$102.0	--	\$60.7	--	--	--	--	--
Communications Coordinator	4	\$40.3	--	\$35.9	--	\$33.9	\$35.0	19%	3%
Marketing Coordinator	2	--	--	--	--	--	--	--	--
Director/Manager, Development (Fundraising)	2	--	--	--	--	--	--	--	--
Development Coordinator	1	--	--	--	--	--	--	--	--
Human Resources									
Director/Manager, Human Resources	0	--	--	--	--	--	--	--	--
Human Resources Coordinator	0	--	--	--	--	--	--	--	--
Information Technology									
Director/Manager, Information Technology	0	--	--	--	--	--	--	--	--
IT Technician	2	--	--	--	--	--	--	--	--
Other									
Director/Manager, Membership and/or Volunteer Relations	0	--	--	--	--	--	--	--	--
Director/Manager, Projects/Programs	4	\$100.8	--	\$52.7	--	--	--	--	--
Membership/Volunteer Coordinator	0	--	--	--	--	--	--	--	--
Director/Manager, Education/Outreach	0	--	--	--	--	--	--	--	--
Education/Outreach Coordinator	2	--	--	--	--	--	--	--	--

Note regarding *Average Salary*: Some average salaries are higher than the organization's total budget as they include the salaries of part-time employees calculated on an annual basis.

Table 4.3.2 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000									
Benchmark Position Title	Number of Obs. (n)	2017 Base Pay				2008 Base Pay		Variance (%)	
		Average	P25	P50	P75	Average	P50	Average	P50
General Management									
Executive Director/General Manager	66	\$44.7	\$37.1	\$43.7	\$52.7	\$37.0	\$35.0	21%	25%
Director/Manager, Administrative Services	14	\$42.8	\$33.3	\$40.3	\$49.2	\$31.5	\$30.0	36%	34%
Office Administrator/Manager	7	\$32.4	\$28.1	\$34.1	\$41.8	\$26.7	\$25.7	21%	33%
Administrative Assistant	15	\$31.1	\$24.0	\$28.1	\$37.1	\$25.1	\$25.2	24%	12%
Receptionist/Clerk	1	--	--	--	--	--	--	--	--
Finance & Accounting									
Director/Manager, Finance	4	\$44.1	--	\$44.9	--	--	--	--	--
Finance Officer	13	\$43.5	\$30.4	\$46.9	\$55.1	\$19.3	\$19.3	126%	143%
Marketing / Communications / Development									
Director/Manager, Marketing/ Communications	11	\$43.4	\$33.0	\$39.4	\$56.3	\$36.1	\$33.4	20%	18%
Communications Coordinator	15	\$37.2	\$28.1	\$32.7	\$37.5	\$34.1	\$29.4	9%	11%
Marketing Coordinator	5	\$42.9	\$27.7	\$37.5	\$60.9	--	--	--	--
Director/Manager, Development (Fundraising)	1	--	--	--	--	--	--	--	--
Development Coordinator	3	\$28.6	--	--	--	--	--	--	--
Human Resources									
Director/Manager, Human Resources	1	--	--	--	--	--	--	--	--
Human Resources Coordinator	1	--	--	--	--	--	--	--	--
Information Technology									
Director/Manager, Information Technology	4	\$32.0	--	\$32.1	--	--	--	--	--
IT Technician	8	\$34.8	\$27.4	\$30.6	\$42.0	\$24.3	\$21.0	43%	46%
Other									
Director/Manager, Membership and/or Volunteer Relations	5	\$38.7	\$27.9	\$37.5	\$50.1	--	--	--	--
Director/Manager, Projects/Programs	13	\$39.5	\$30.0	\$37.5	\$50.8	\$34.6	\$34.0	14%	10%
Membership/Volunteer Coordinator	4	\$31.0	--	\$28.1	--	--	--	--	--
Director/Manager, Education/Outreach	4	\$34.5	--	\$34.3	--	--	--	--	--
Education/Outreach Coordinator	6	\$31.7	\$13.8	\$26.9	\$48.8	--	--	--	--

Table 4.3.3 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000									
Benchmark Position Title	Number of Obs. (n)	2017 Base Pay				2008 Base Pay		Variance (%)	
		Average	P25	P50	P75	Average	P50	Average	P50
General Management									
Executive Director/General Manager	166	\$59.3	\$47.1	\$57.9	\$66.2	\$51.6	\$49.9	15%	16%
Director/Manager, Administrative Services	58	\$51.9	\$41.0	\$48.3	\$56.7	\$41.2	\$42.0	26%	15%
Office Administrator/Manager	32	\$37.9	\$31.6	\$38.6	\$43.0	\$36.8	\$32.9	3%	17%
Administrative Assistant	53	\$36.0	\$30.4	\$35.1	\$40.5	\$28.5	\$27.3	26%	28%
Receptionist/Clerk	7	\$31.9	\$24.4	\$29.3	\$42.5	\$22.3	\$22.8	43%	29%
Finance & Accounting									
Director/Manager, Finance	12	\$48.4	\$35.4	\$50.9	\$59.8	\$35.8	\$35.0	35%	46%
Finance Officer	46	\$57.6	\$41.5	\$49.3	\$73.3	\$45.4	\$45.5	27%	8%
Marketing / Communications / Development									
Director/Manager, Marketing/ Communications	49	\$45.1	\$37.5	\$42.9	\$49.4	\$36.4	\$37.0	24%	16%
Communications Coordinator	53	\$35.5	\$32.1	\$37.4	\$40.1	\$33.5	\$31.5	6%	19%
Marketing Coordinator	20	\$39.0	\$35.2	\$38.0	\$42.9	\$30.1	\$28.6	30%	33%
Director/Manager, Development (Fundraising)	12	\$43.9	\$30.5	\$41.2	\$51.7	\$41.3	\$42.2	6%	-2%
Development Coordinator	10	\$40.9	\$25.4	\$39.4	\$48.0	\$46.5	\$45.5	-12%	-14%
Human Resources									
Director/Manager, Human Resources	3	\$48.5	--	--	--	--	--	--	--
Human Resources Coordinator	2	--	--	--	--	--	--	--	--
Information Technology									
Director/Manager, Information Technology	14	\$35.8	\$30.8	\$36.5	\$40.3	--	--	--	--
IT Technician	12	\$42.7	\$32.8	\$39.2	\$49.6	--	--	--	--
Other									
Director/Manager, Membership and/or Volunteer Relations	22	\$40.6	\$33.2	\$39.7	\$43.2	\$34.4	\$33.0	18%	20%
Director/Manager, Projects/Programs	69	\$45.0	\$36.2	\$41.8	\$51.1	\$37.7	\$36.1	19%	16%
Membership/Volunteer Coordinator	18	\$37.6	\$29.0	\$35.8	\$39.9	\$28.7	\$27.4	31%	31%
Director/Manager, Education/Outreach	27	\$39.4	\$35.1	\$37.5	\$46.0	\$39.0	\$41.0	1%	-9%
Education/Outreach Coordinator	35	\$38.0	\$33.1	\$37.5	\$41.3	\$29.9	\$28.5	27%	32%

Table 4.3.4 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000									
Benchmark Position Title	Number of Obs. (n)	2017 Base Pay				2008 Base Pay		Variance (%)	
		Average	P25	P50	P75	Average	P50	Average	P50
General Management									
Executive Director/General Manager	94	\$89.0	\$69.8	\$83.9	\$102.6	\$75.6	\$75.0	18%	12%
Director/Manager, Administrative Services	40	\$79.0	\$53.9	\$67.8	\$82.7	\$51.2	\$52.0	54%	30%
Office Administrator/Manager	34	\$42.7	\$35.5	\$42.9	\$48.5	\$38.4	\$39.0	11%	10%
Administrative Assistant	38	\$40.5	\$35.0	\$40.3	\$43.2	\$33.7	\$33.3	20%	21%
Receptionist/Clerk	11	\$45.8	\$33.5	\$37.5	\$48.2	\$30.4	\$29.1	51%	29%
Finance & Accounting									
Director/Manager, Finance	30	\$72.5	\$55.2	\$65.0	\$81.2	\$49.2	\$50.0	47%	30%
Finance Officer	51	\$53.4	\$40.5	\$48.8	\$63.4	\$43.3	\$41.0	23%	19%
Marketing / Communications / Development									
Director/Manager, Marketing/ Communications	63	\$56.9	\$46.9	\$53.6	\$66.9	\$46.4	\$45.0	23%	19%
Communications Coordinator	33	\$44.5	\$39.0	\$43.0	\$47.4	\$35.5	\$35.0	25%	23%
Marketing Coordinator	34	\$41.7	\$35.8	\$39.7	\$45.8	\$37.7	\$39.9	11%	-1%
Director/Manager, Development (Fundraising)	38	\$61.8	\$46.4	\$58.7	\$75.2	\$56.9	\$55.0	9%	7%
Development Coordinator	36	\$46.1	\$37.5	\$43.9	\$50.8	\$38.9	\$37.0	18%	19%
Human Resources									
Director/Manager, Human Resources	3	\$59.0	--	--	--	--	--	--	--
Human Resources Coordinator	4	\$38.9	--	\$39.0	--	--	--	--	--
Information Technology									
Director/Manager, Information Technology	6	\$56.7	\$45.8	\$50.6	\$71.4	--	--	--	--
IT Technician	6	\$58.9	\$37.4	\$46.9	\$70.7	\$47.2	\$44.0	25%	6%
Other									
Director/Manager, Membership and/or Volunteer Relations	21	\$51.5	\$42.8	\$50.0	\$59.8	\$42.5	\$38.3	21%	31%
Director/Manager, Projects/Programs	51	\$59.5	\$45.0	\$56.3	\$70.8	\$51.4	\$51.6	16%	9%
Membership/Volunteer Coordinator	33	\$40.2	\$33.2	\$40.6	\$45.2	\$30.5	\$30.0	32%	35%
Director/Manager, Education/Outreach	29	\$57.6	\$42.2	\$52.5	\$63.3	\$40.5	\$37.4	42%	41%
Education/Outreach Coordinator	31	\$42.7	\$37.5	\$40.0	\$45.0	\$31.3	\$30.1	36%	33%

Table 4.3.5 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000									
Benchmark Position Title	Number of Obs. (n)	2017 Base Pay				2008 Base Pay		Variance (%)	
		Average	P25	P50	P75	Average	P50	Average	P50
General Management									
Executive Director/General Manager	22	\$210.4	\$136.2	\$179.7	\$245.2	\$191.2	\$177.6	10%	1%
Director/Manager, Administrative Services	13	\$132.2	\$104.7	\$130.1	\$166.1	\$143.3	\$162.3	-8%	-20%
Office Administrator/Manager	6	\$56.8	\$42.1	\$51.0	\$71.2	\$44.2	\$40.0	29%	28%
Administrative Assistant	19	\$49.0	\$38.3	\$45.3	\$53.5	\$44.0	\$43.7	11%	4%
Receptionist/Clerk	7	\$44.0	\$31.4	\$45.3	\$53.5	\$29.7	\$31.1	48%	46%
Finance & Accounting									
Director/Manager, Finance	21	\$97.9	\$73.8	\$91.1	\$108.1	\$96.5	\$101.4	1%	-10%
Finance Officer	20	\$59.5	\$48.6	\$59.6	\$71.7	\$52.9	\$54.5	13%	9%
Marketing / Communications / Development									
Director/Manager, Marketing/ Communications	24	\$98.7	\$79.9	\$93.2	\$118.1	\$92.1	\$87.0	7%	7%
Communications Coordinator	18	\$61.1	\$48.5	\$55.1	\$69.6	\$49.2	\$43.7	24%	26%
Marketing Coordinator	17	\$49.4	\$40.6	\$49.0	\$58.8	\$48.6	\$47.8	2%	3%
Director/Manager, Development (Fundraising)	18	\$103.4	\$82.7	\$91.3	\$123.5	\$124.1	\$125.5	-17%	-27%
Development Coordinator	18	\$62.3	\$44.1	\$50.5	\$74.1	\$47.9	\$45.0	30%	12%
Human Resources									
Director/Manager, Human Resources	12	\$86.5	\$66.2	\$85.9	\$111.0	\$93.1	\$94.5	-7%	-9%
Human Resources Coordinator	10	\$56.1	\$44.4	\$56.9	\$64.1	--	--	--	--
Information Technology									
Director/Manager, Information Technology	11	\$86.9	\$64.3	\$80.4	\$106.0	\$73.1	\$75.0	19%	7%
IT Technician	14	\$58.7	\$48.5	\$58.1	\$67.4	\$44.3	\$45.0	32%	29%
Other									
Director/Manager, Membership and/or Volunteer Relations	8	\$66.4	\$51.2	\$64.3	\$77.5	\$80.4	\$84.5	-17%	-24%
Director/Manager, Projects/Programs	12	\$103.1	\$67.9	\$103.8	\$122.1	\$77.5	\$79.0	33%	31%
Membership/Volunteer Coordinator	13	\$64.4	\$39.1	\$60.2	\$72.1	\$40.2	\$40.3	60%	49%
Director/Manager, Education/Outreach	17	\$75.5	\$61.2	\$75.0	\$93.7	\$59.3	\$50.0	27%	50%
Education/Outreach Coordinator	15	\$47.1	\$31.8	\$45.4	\$56.8	\$35.5	\$36.5	33%	24%

4.4 Average Base Salary for Positions Across Operating Budget Categories

Table 4.4.1 Average Base Salary for Positions Across Operating Budget Categories

All Compensation data in \$ CAD (000's)

Benchmark Position Title	Average Base Salary by Budget Category (2017)				
	Under \$100,000	\$100,000 - \$250,000	\$250,000 - \$1,000,000	\$1,000,000 - \$5,000,000	Over \$5,000,000
General Management					
Executive Director/General Manager	\$51.8	\$44.7	\$59.3	\$89.0	\$210.4
Director/Manager, Administrative Services	\$45.5	\$42.8	\$51.9	\$79.0	\$132.2
Office Administrator/Manager	\$49.5	\$32.4	\$37.9	\$42.7	\$56.8
Administrative Assistant	\$38.9	\$31.1	\$36.0	\$40.5	\$49.0
Receptionist/Clerk	--	--	\$31.9	\$45.8	\$44.0
Finance & Accounting					
Director/Manager, Finance	\$57.2	\$44.1	\$48.4	\$72.5	\$97.9
Finance Officer	\$40.0	\$43.5	\$57.6	\$53.4	\$59.5
Marketing / Communications / Development					
Director/Manager, Marketing/ Communications	--	\$43.4	\$45.1	\$56.9	\$98.7
Communications Coordinator	\$40.3	\$37.2	\$35.5	\$44.5	\$61.1
Marketing Coordinator	--	\$42.9	\$39.0	\$41.7	\$49.4
Director/Manager, Development (Fundraising)	--	--	\$43.9	\$61.8	\$103.4
Development Coordinator	--	\$28.6	\$40.9	\$46.1	\$62.3
Human Resources					
Director/Manager, Human Resources	--	--	\$48.5	\$59.0	\$86.5
Human Resources Coordinator	--	--	--	\$38.9	\$56.1
Information Technology					
Director/Manager, Information Technology	--	\$32.0	\$35.8	\$56.7	\$86.9
IT Technician	--	\$34.8	\$42.7	\$58.9	\$58.7
Other					
Director/Manager, Membership and/or Volunteer Relations	--	\$38.7	\$40.6	\$51.5	\$66.4
Director/Manager, Projects/Programs	--	\$39.5	\$45.0	\$59.5	\$103.1
Membership/Volunteer Coordinator	--	\$31.0	\$37.6	\$40.2	\$64.4
Director/Manager, Education/Outreach	--	\$34.5	\$39.4	\$57.6	\$75.5
Education/Outreach Coordinator	--	\$31.7	\$38.0	\$42.7	\$47.1

4.5 Inflation Factored Wage Increases from 2009 to 2017

The following table summarizes the weighted annual wage increase variance before and after inflation by operating budget category from 2009 to 2017. According to the Bank of Canada, the cumulative inflation from mid-2008 to 2017 was 14.6%.

Table 4.5.1 Inflation Factored Wage Growth

Operating Budget Category	Weighted Average Nominal Wage Increase Variance (%) 2009 - 2017	Weighted Average Real Wage Increase Variance (%) 2009 - 2017
Under \$100,000	26.0%	11.4%
Between \$100,000 - \$250,000	30.2%	15.6%
Between \$250,000 - \$1,000,000	18.5%	3.9%
Between \$1,000,000 - \$5,000,000	24.6%	10.0%
Above \$5,000,000	15.0%	0.4%
Overall Weighted Average	21.3%	6.7%

Over the past nine years, once inflation has been accounted for, the broader cultural sector (including various sub-sectors) has experienced 6.7% real wage growth, which translates to 0.74% on an annualized basis. In comparison, the average real wage growth for non-unionized roles across all industry sectors was approximately 10%⁵ from 2009 to 2017, or 1.1% annualized. While real wage growth across all industry sectors have been generally minimal since the 2008/09 recession, the cultural sector is again observed to be lagging broader compensation trends found across the country.

As Table 4.5.1 indicates, real wage growth does vary within the broader cultural sector. When examined according to 'Operating Budget Category', smaller cultural organizations appear to have realized somewhat higher real wage gains than mid to large cultural entities. Further analysis however, indicates that the \$250,000 to \$1,000,000 operating budget segment, which accounts for 192 of the 436 respondents (44%), only realized 3.9% real wage growth over the nine year period (0.43% annualized). This finding, representing a core segment of the sector, suggests that compensation competitiveness may be compromised, and from a cumulative perspective, represents an attraction and retention challenge into the immediate future.

4.6 Key Trends

A close examination of the quantitative research findings indicates a number of key compensation trends that are consistent with the results from 2003 and 2008. Specifically, we note that:

- Organizations with larger operating budgets typically offer higher base salaries.
- Salaries are significantly higher in larger organizations, such that the median base salary of an Executive Director in an organization with an operating budget over \$5,000,000 is three and a half times that of the same position within an organization within an operating budget of less than \$1,000,000. When the same position is compared against organizations with operating budgets under \$100,000, the multiple rises to four times the base salary. These multiples are comparable to the findings in 2003 and 2008. Clearly this remains significant in

⁵ Conference Board of Canada. (2017, October 26). Compensation Planning Outlook 2018, <http://www.conferenceboard.ca/e-library/abstract.aspx?did=9217>

an industry where the vast majority of organizations (72%) have operating budgets under \$1,000,000.

- The same trends are observed at the Director/Management level, within organizations with operating budgets over \$5,000,000—salaries are double those paid within organizations at the \$1,000,000 to \$5,000,000 budget range.
- The majority of responding organizations with operating budgets over \$5,000,000 are from Ontario and Quebec. Accordingly, it is not surprising that Ontario and Quebec generally lead the cultural sector compensation practices, and for certain positions, salaries are significantly higher in these regions.
- When examining organizations with operating budgets between \$1,000,000 to \$5,000,000 British Columbia and the Prairies tend to lead compensation practices for certain positions.
- There were no significant geographical differences in compensation practices for organizations with operating budgets between \$250,000 to \$1,000,000. For organizations with operating budgets under \$250,000, the Prairies provide the highest compensation level for the Executive Director/General Manager position.
- When examining base salary practices across all budget categories, organizations with operating budgets under \$250,000 operate with a limited number of positions. These include the General Management category (Executive Director and Administrative roles), as well as Communications Coordinator, Finance Officer and Director of Projects/Programs. Organizations with operating budgets over \$250,000 tend to have positions spanning across all categories, with the exception of Human Resource Coordinators. These findings would suggest that organizations with operating budgets under \$250,000 are operating with minimal staff, and that the Executive Director and Administrative roles are performing a wide variety of functions in support of the organization's mandate.
- When examining the pay practices based on the Artistic Type of organization, it appears that Music and Sound Recording are slightly ahead of the other Artistic types; however, this varies greatly among operating budget categories.

It can be concluded that operating budget has a direct impact on the ability of a not-for-profit arts organization to offer not only a variety of positions, but competitive base salary levels as well.

5. Research Findings – Benefits and Perquisites

5.1 Section Overview

This section of the report summarizes the key quantitative observations emerging from the research study, focusing on practices in the areas of benefits and perquisites. For each benefit and perquisite, frequency data are provided.

5.2 Benefits

When examining the benefits of participating organizations, it is found that larger organizations are two to three times more likely to offer a comprehensive benefits package than smaller organizations. Smaller organizations are more likely to offer a limited benefits package or no benefits at all. These findings are consistent with the results from 2003 and 2008.

When comparing the responses in Table 5.2.1 to the 2008 study, the frequency of benefit offerings has increased in approximately half of benefit types, namely long-term disability and life insurance. This increased frequency of benefits offerings is longitudinally consistent, which demonstrates the ongoing importance of benefits in the attraction and retention of quality employees.

The frequency of dental care provisions for both the smaller and larger organizations have dramatically decreased—down 12% and 38% respectively. This may be a result of the rising costs in dental care coverage. The prevalence of retirement savings has doubled for the smaller organizations, but still remains low compared to all other industries (where 40% of organizations provide retirement savings plans). The number of larger organizations offering retirement savings plans has decreased.

As summarized below in Table 5.2.1, the most common benefit offerings include life insurance, extended health, long-term disability and accidental death and dismemberment.

Table 5.2.1 Frequency of Health-Related Benefits

Frequency of Health-Related Benefits		
Provision	Frequency (% of organizations with operating budgets under \$1,000,000) n=309	Frequency (% of organizations with operating budgets over \$1,000,000) n=123
Extended Health	30%	73%
Dental	18%	38%
Accidental Death & Dismemberment Insurance	24%	71%
Long-Term Disability	23%	72%
Life Insurance	28%	78%
Vision	17%	34%
Retirement Savings - Group RRSP	7%	36%
Retirement Savings - Pension Plan	9%	24%
Supplemental EI Program (Including Maternity Top-Up)	8%	17%

Generally speaking, and unaltered from 2008 and 2003, the frequency and scope of benefits packages offered across the not-for-profit cultural sector are materially lower than observed across most other industry sectors. According to Mercer's 2017 *Worldwide Benefit and Employment Guidelines*, 85-95% of Canadian companies provide health-related benefits.

As summarized in Table 5.2.2, the most popular offerings for all sizes of organizations include Flex-time, Training, and Work-from-Home Arrangements. These are consistent with the previous studies. As with health-related benefits, larger organizations tend to offer more non-health related benefits than smaller organizations, with the exception of flex-time, work-from-home arrangements and job-sharing.

In 2003, 2008 and in 2017, the top non-health-related benefits (eg. flex-time) are more commonly offered by smaller organizations than any of the health-related benefits. This may be a result of the limited ability of smaller organizations to afford comprehensive core benefits which would be considered to be an inadequate trade-off.

Table 5.2.2 Frequency of Non-Health-Related Benefits

Frequency of Non-Health-Related Benefits		
Provision	Frequency (% of organizations with operating budgets under \$1,000,000) n=309	Frequency (% of organizations with operating budgets over \$1,000,000) n=123
Flex-Time	73%	63%
Training/ Professional Development (Financial or Time-off)	68%	77%
Work from Home Arrangements	69%	52%
Parking	29%	59%
Membership or Other Dues/Fees (Professional/Associations)	21%	59%
Sabbatical (unpaid leave of absence)	16%	24%
Laptop Use	39%	46%
Data Plan	9%	28%
Airline/Travel Points (Personal Accumulation)	11%	13%
Cell phone Use	30%	66%
Job Sharing	14%	4%
Membership or Other Dues/Fees (Social)	3%	7%
Moving/Relocation Allowances	6%	19%
Membership or Other Dues/Fees (Fitness/Leisure)	1%	17%

As observed in Table 5.2.3 below, the percentage of 100% employer-paid health benefits has decreased. The largest decreases are found with pension plans, accidental death and dismemberment, dental and extended health coverage. Conversely, the percentage of employee/employer shared contributions has increased which may indicate that organizations are reducing their cost of providing these benefits by entering into cost-sharing arrangements with employees. The percentage of 100% employer-paid pension plans dropped significantly by 47% since 2008 for larger organizations. Although this decrease is striking, it is consistent with organizations in a variety of industries that are attempting to control costs and limit future pension liabilities.

Table 5.2.3 Percentage of Benefits Paid by Employee or Employer

Percentage of Benefits Paid by Employee or Employer				
Provision	(N)	100% Employee Paid	100% Employer Paid	Employee/ Employer Contribution
Accidental Death & Dismemberment Insurance	153	9%	38%	51%
Dental	91	1%	35%	61%
Extended Health	169	3%	37%	58%
Retirement Savings - Pension Plan	42	5%	12%	80%
Retirement Savings - Group RRSP	56	15%	10%	73%
Life Insurance	172	10%	35%	53%
Long Term Disability	149	35%	21%	42%
Vision	89	2%	38%	57%

6. Comparative Industry Sector Profiles

6.1 Section Overview

This section of the report identifies relevant comparison points and provides summary compensation data from proprietary compensation databases for selected benchmark positions.

6.2 Comparison Points

In order to recruit and retain employees successfully, it is important to understand how compensation within the not-for-profit cultural sector compares with the general marketplace and over the course of the previous studies. Comparisons can be made with other industries by looking at compensation levels for similar positions.

Base salary information has been collected for selected benchmark positions within the following industry sectors:

- Not-for-profit Sector: includes organizations that do not declare a profit.
- All Industry: Industries: includes organizations in the private, public and not-for-profit sectors.

Table 6.2.1 Comparative Industry Sector Profiles

All Compensation data in \$ CAD (000's)

Comparative Industry Sector Profiles									
Position Title	2017 Base Pay - Cultural Survey			2017 All Industry		2017 Not-for-Profit		2008 All Industry	2008 Not-for-Profit
	(N)	Average	P50	Average	P50	Average	P50	Average	Average
Executive Director/General Manager	373	\$72.6	\$60.9	\$364.3	\$344.5	\$194.0	\$226.0	\$236.8	\$165.3
Director/Manager, Administrative Services	128	\$67.4	\$53.6	\$218.1	\$219.9	--	--	\$93.8	\$83.8
Administrative Assistant	129	\$38.8	\$37.1	\$53.8	\$53.3	\$47.0	\$52.0	\$40.8	\$37.3
Receptionist/Clerk	28	\$39.7	\$37.0	\$44.5	\$43.0	\$43.0	\$44.0	\$33.1	\$32.9
Director/Manager, Finance	70	\$73.7	\$66.8	\$169.1	\$163.6	\$135.0	\$141.0	\$107.9	\$90.2
Finance Officer	133	\$54.5	\$49.8	\$75.4	\$74.2	\$77.0	\$80.0	\$46.5	\$42.3
Director/Manager, Marketing/Communications	151	\$59.9	\$51.4	\$162.9	\$154.6	\$131.2	\$136.0	\$104.0	\$78.3
Director/Manager, Development (Fundraising)	71	\$69.2	\$60.9	\$150.7	\$146.9	--	--	\$113.3	\$82.0
Director/Manager, Human Resources	19	\$73.1	\$69.6	\$160.1	\$156.4	\$134.0	\$141.0	\$98.0	\$82.0
Director/Manager, Information Technology	35	\$55.0	\$42.9	\$159.2	\$155.7	\$143.0	\$156.0	\$118.0	\$85.5
IT Technician	42	\$53.2	\$46.9	\$76.0	\$74.8	\$75.8	--	\$45.4	\$45.7
Director/Manager, Membership and/or Volunteer Relations	56	\$48.2	\$44.0	\$101.0	\$96.4	--	--	\$85.4	\$73.9

While these industry sector profiles provide contrasting insights, they need to be viewed and used with caution. For example, and as clearly detailed in this report, the broad Canadian arts sector consists of a significant number of smaller organizations which clearly impacts the overall sectoral compensation profile. In contrast, available private sector and not-for-profit compensation data are generally sourced from mid-to-large size enterprises. Therefore, from an

economic perspective, the two larger cultural budget segments provide a more valid basis for cross-sectoral comparisons.

When the largest cultural sector budget segment and its 2017 base pay practices are comparatively examined against all Canada Not-for-Profit reference points, material negative market differentials are still clearly observed. For instance, in the context of the following five executive positions, key material variations are noted:

Table 6.2.2 P50 Base Salary Comparison – Above \$5,000,000 and Not-for-Profit

All Compensation data in \$ CAD (000's)

Benchmark Position Title	P50 Cultural Study Survey (Above \$5M)	P50 Not-for-Profit	Differential
Executive Director/General Manager	\$179.7	\$226.0	\$46.3
Director/Manager, Finance	\$91.1	\$141.0	\$49.9
Director/Manager, Marketing/ Communications	\$93.2	\$136.0	\$42.8
Director/Manager, Human Resources	\$85.9	\$141.0	\$55.1
Director/Manager, Information Technology	\$80.4	\$156.0	\$75.6

7. Research Findings – Current Trends and Practices

7.1 Section Overview

This section of the report identifies and describes key qualitative observations emerging from the research study including:

- Compensation design and administration;
- Management perspectives;
- Recruitment and retention; and
- Volunteer and intern resources.

Please refer to Appendix D for a glossary of key terminology.

7.1.2 Compensation Design and Administration

Short-Term Incentive Pay

Similar to the studies conducted in 2003 and 2008, the vast majority of arts organizations do not have a short-term incentive pay (STIP) (e.g. bonus) plan. In 2017, the percentage of organizations offering this type of plan decreased to 5.5% (down from 7% in 2003 and 2008).

As in the previous studies, where STIP is offered, the majority of plans only target senior management (e.g. Executive Director and Directors). The average STIP for the Executive Director/General Manager has decreased from 10% in 2008 to 5.5% in 2017. This observed decline from 10% to 5.5% in 2017 is not atypical for the broader Canadian not-for-profit sector, where there is indeed a trend to reduce and/or eliminate short-term incentive rewards and focus on more competitive and flexible base salary practices.

In the few instances where an incentive plan is offered, the key performance measures are ‘meeting financial targets’ and ‘meeting performance goals’. Further, and consistent with broader private and public sector practices, performance management practices are increasingly focused on enterprise-wide and team-based measurement and rewards.

Organizations continue to use other types of rewards as part of their overall compensation package. The most commonly used reward was paid time-off at 28%, followed by complimentary event tickets at 20%. One-time cash bonuses were also mentioned as a form of reward—16.5% of organizations use this type of reward with an average value of approximately \$1,200 per reward.

Base Salary Progression

In this 2017 study, 61% of respondents indicated that the financial situation (ability to pay) of the organization was the most common determinant of whether or not, and to what extent, individuals can progress through their base salary ranges. The second most common approach was based on performance—up to 22% from 19% in 2008. Competency-based progression was the third most common approach at 14% of responses.

Mercer’s best practices research suggests that performance-based salary progression is both the most effective and most common mechanism, albeit with due regard to financial controls and protocols.

7.1.3 Management Perspectives

The study asked participants to identify their top human resources priorities and/or challenges. The top human resources management priorities for the respondents did slightly shift from the 2008 study. As shown in table 7.1.3, the top HR priority is managing understaffing/overwork at 53%, with the second priority being identified as career advancement opportunities at 22%.

Table 7.1.3 Top Human Resources Priorities

Top HR Priorities	Number of Responses	Percentage of Sample
Health and Safety	13	3%
Work/Life Balance Issues	15	3%
General Health and Well-Being (leave due to work-related illness such as stress)	18	4%
Workforce Diversity	19	4%
Relations Between Artistic and Administrative Personnel	19	4%
Leadership	27	6%
Morale	31	7%
Labour Relations	47	11%
Staff Turnover	50	11%
Recruitment of Next Generation Management	54	12%
Succession Planning/Promotion	55	13%
Recruitment (in General)	57	13%
Training	58	13%
Succession Planning/Leader Transition	75	17%
Compensation/Benefits	78	18%
Career Advancement Opportunities	95	22%
Understaffing / Overwork	229	53%

While top management challenges vary greatly from organization to organization, similar to 2008, the majority of respondents of all sizes indicated insufficient funding and a lack of resources as their biggest challenges. The other more common challenges included retaining key staff and managing excessive workloads with limited full-time permanent staff. The top training needs included leadership development and succession planning, fundraising/development, diversity and human resources skills.

Study participants were asked several questions about their human resources policies. A majority (86%) of organizations reported having formal job descriptions and 82% of organizations reported having formal employment contracts (representing an increase of 6% and 2% respectively from 2008). These responses are viewed as being quite impressive relative to comparable practices found across the broader private sector. Furthermore, HR policies, related to vacation, training, compensation, etc., are documented within 45% of organizations (representing a decrease of 12% since 2008), while 52% of organizations have a formal performance evaluation plan in place (representing an increase of 9% from 2008). For a sector that generally does not use short term incentive or variable pay practices, this 52% is viewed as being quite positive.

When participants were asked about their organization's overtime policies, respondents indicated that employees, on average, work five hours in overtime per week. This is down only marginally from seven hours in 2008. Managers tend to work more overtime hours, approximately 10 overtime hours per week. The majority of respondents (71%) indicated that they compensate these overtime hours as time-in-lieu. Approximately 12% of organizations indicate that these hours are unpaid overtime, with the remaining organizations offering paid overtime. These results are consistent to the results found in the 2008 study.

Upon hire, managers are typically entitled to 3 weeks of vacation, and non-management staff typically entitled to 2 weeks of vacation.

7.1.4 Recruitment and Retention

Survey respondents were asked to provide their organization's typical voluntary turnover rate. The average turnover rate is 13.3% which is down 7% from the 20.3% reported in 2008. The average is slightly above the comparative all industry average in Canada, which according to the Conference Board of Canada was 7.1% in 2017⁶. The Executive Director/General Manager and Development/Fundraising positions continue to pose the greatest recruitment and retention challenges.

As in 2003 and 2008, the majority of organizations indicated that the most significant challenge in attracting and retaining qualified resources was their limited ability to pay competitive salaries. Other significant challenges include excessive workloads and a limited supply of skill sets in the market, as well as inadequate benefits.

The 2017 survey also asked participants to respond to a new question about the use and administration of employee engagement surveys. Out of the 436 respondents, 13.5% of organizations have administered an employee engagement survey, with an average overall job satisfaction rate of 85%. While the 13.5% usage rate is relatively low, the overall satisfaction rate is relatively high when compared to the broader private and public sectors.

⁶ Conference Board of Canada. (2017, October 26). Compensation Planning Outlook 2018, <http://www.conferenceboard.ca/e-library/abstract.aspx?did=9217>

7.1.5 Volunteer Resources and Interns

The vast majority of participating organizations reported using volunteer resources in some capacity to keep operations running effectively and in a cost-sensitive manner. The participants reported that volunteers typically perform the roles of administrative support, public programming and technical support. Other significant roles that volunteers perform include event support and fundraising. Table 7.1.5 illustrates the responses for each category:

Table 7.1.5 Type of Activity Performed by Volunteers

Volunteer Activity Type	Number of Responses	Percentage of Responses
Administrative Support	122	23%
Technical Support	78	15%
Public Programming	119	22%
Managerial	38	7%
Other	173	33%
Total	530	100%

* Participants were able to select more than one response.

As with the 2003 and 2008 studies, volunteer resources comprise anywhere from 0% to 100% of an organization's overall workforce. The average number of volunteers working for participant organizations is 81.

In addition to volunteer resources, organizations were asked to indicate how many paid or unpaid interns are within their organization. About a quarter (26%) of organizations indicated that they do have paid interns with the average number of paid interns at 2.5 per organization. Slightly less, at 22% of organizations, indicated that they have unpaid interns with the average number of unpaid interns at 3 per organization.

8. Conclusions

While the arts sector is clearly demonstrating some progressive HR policies and practices, foundational base pay practices for the majority of the broad sector clearly have not kept pace with other competing industry sectors, and have only marginally kept pace with Canadian economic growth and inflation. These trends were generally observed in both 2003 and 2008, and do have strategic and policy implications for the sector's ability to attract the best and the brightest leaders.

The 2017 results clearly indicate significantly different levels of base salary practices across the various budget categories that make up the Canadian arts sector. These observations are a function of different mandates and business models, and related 'ability to pay' and financial revenue/funding sources.

When the aggregate of base pay, benefits, retirement/pension, and other terms and conditions of employment are taken into account, and therefore a total compensation perspective, it is interesting to note that the 2017 profile indicates marginal improvements in non-health related benefits such as flex-time, but a marginal decline in the scope and nature of pension and benefits. While these trends are observed to some extent across other industry sectors, the overall compensation value proposition observed across the mid to large-sized arts organizations is static at best, and arguably in some cases, falling further behind.

In conclusion, based on the findings and conclusions observed in this particular compensation study, coupled with the reality of 2017/18 demographic trends and tightening knowledge-intensive labour markets, it is concluded that the cultural sector's human resources agenda is generally more vulnerable than observed nine years ago. While some economic progress is observed in the compensation practices found in smaller cultural organizations (Table 4.5.1), current labour market and compensation realities may result in attraction and retention challenges for mid to large cultural organizations, and which will need to be addressed over the next one to two years to ensure the viability of the sector's longer term talent management agenda.

Appendix A – Detailed Base Salary Findings by Position and by Selected Participant Profile Categories

1. General Management

1.1 Executive Director / General Manager

Table 1.1.1 Organizations with Operating Budgets Under \$100,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Under \$100,000										
Executive Director/General Manager	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	25	\$51.8	\$36.6	\$42.7	\$65.9	22	\$40.1	\$34.8	29%	23%
Region										
Atlantic	5	\$35.8	\$23.1	\$33.8	\$49.5	5	\$32.8	\$31.5	9%	7%
Ontario	5	\$53.0	\$34.5	\$51.4	\$72.2	5	\$45.6	\$43.4	16%	18%
Prairies (AB, MB, SK)	4	\$67.5	--	\$42.7	--	--	--	--	--	--
Quebec	9	\$52.4	\$36.8	\$50.0	\$68.8	8	\$40.9	\$38.4	28%	30%
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	5	\$40.9	\$37.1	\$39.1	\$45.6					
Music and Sound Recording	5	\$60.3	\$35.6	\$64.4	\$82.9					
Theatre	9	\$54.1	\$30.6	\$42.8	\$57.8					
Visual Arts and Craft	3	\$42.3	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 1.1.2 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Executive Director/General Manager	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	66	\$44.7	\$37.1	\$43.7	\$52.7	50	\$37.0	\$35.0	21%	25%
Region										
Atlantic	11	\$45.6	\$39.2	\$40.6	\$50.3	7	\$33.1	\$32.0	38%	27%
Ontario	9	\$48.3	\$36.4	\$52.1	\$59.6	15	\$43.3	\$35.0	11%	49%
Prairies (AB, MB, SK)	5	\$50.3	\$37.8	\$49.0	\$63.6	--	--	--	--	--
Quebec	35	\$43.6	\$35.4	\$42.9	\$52.6	8	\$34.9	\$40.8	25%	5%
British Columbia / Territories	6	\$39.3	\$31.4	\$41.3	\$48.8	--	--	--	--	--
Artistic Discipline										
Dance	7	\$49.5	\$37.5	\$52.6	\$60.0					
Digital and Media Arts	10	\$39.8	\$36.4	\$37.9	\$42.1					
Inter Arts and Multidisciplinary	23	\$46.1	\$32.1	\$43.9	\$59.0					
Music and Sound Recording	4	\$49.6	--	\$52.5	--					
Theatre	13	\$41.8	\$35.9	\$40.4	\$48.9					
Visual Arts and Craft	7	\$44.8	\$39.0	\$43.8	\$48.0					
Writing and Publishing	2	--	--	--	--					

Table 1.1.3 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Executive Director/General Manager	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	166	\$59.3	\$47.1	\$57.9	\$66.2	69	\$51.6	\$49.9	15%	16%
Region										
Atlantic	14	\$52.3	\$45.5	\$52.0	\$59.0	--	--	--	--	--
Ontario	50	\$65.2	\$47.5	\$61.1	\$77.2	26	\$57.1	\$58.0	14%	5%
Prairies (AB, MB, SK)	20	\$61.7	\$48.5	\$61.0	\$74.3	--	--	--	--	--
Quebec	56	\$55.2	\$46.9	\$53.6	\$62.8	15	\$47.5	\$49.0	16%	9%
British Columbia / Territories	26	\$58.5	\$46.9	\$58.8	\$65.2	--	--	--	--	--
Artistic Discipline										
Dance	17	\$54.8	\$45.9	\$51.2	\$62.6					
Digital and Media Arts	15	\$56.9	\$46.6	\$52.7	\$62.8					
Inter Arts and Multidisciplinary	25	\$60.0	\$44.5	\$57.9	\$72.5					
Music and Sound Recording	19	\$63.7	\$46.9	\$61.1	\$81.5					
Theatre	53	\$55.5	\$46.8	\$56.3	\$64.5					
Visual Arts and Craft	28	\$63.4	\$51.8	\$58.8	\$65.6					
Writing and Publishing	9	\$69.6	\$59.8	\$68.6	\$81.0					

Table 1.1.4 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Executive Director/General Manager	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	94	\$89.0	\$69.8	\$83.9	\$102.6	39	\$75.6	\$75.0	18%	12%
Region										
Atlantic	5	\$95.9	\$64.0	\$107.1	\$122.2	--	--	--	--	--
Ontario	21	\$80.5	\$62.0	\$75.0	\$89.1	16	\$69.5	\$64.8	16%	16%
Prairies (AB, MB, SK)	22	\$92.8	\$73.5	\$83.6	\$107.5	--	--	--	--	--
Quebec	29	\$86.8	\$68.3	\$85.7	\$100.1	5	\$67.4	\$63.0	29%	36%
British Columbia / Territories	17	\$95.9	\$72.0	\$84.4	\$116.8	--	--	--	--	--
Artistic Discipline										
Dance	4	\$90.2	--	\$91.2	--					
Digital and Media Arts	6	\$76.9	\$67.8	\$71.9	\$87.3					
Inter Arts and Multidisciplinary	22	\$89.5	\$66.2	\$80.8	\$99.0					
Music and Sound Recording	18	\$95.1	\$69.6	\$86.6	\$118.6					
Theatre	36	\$85.7	\$65.6	\$83.6	\$103.4					
Visual Arts and Craft	7	\$99.8	\$83.6	\$85.0	\$122.9					
Writing and Publishing	1	--	--	--	--					

Table 1.1.5 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Executive Director/General Manager	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	22	\$210.4	\$136.2	\$179.7	\$245.2	13	\$191.2	\$177.6	10%	1%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	8	\$267.1	\$198.7	\$220.8	\$370.7	6	\$240.7	\$240.0	11%	-8%
Prairies (AB, MB, SK)	5	\$168.4	\$150.0	\$177.0	\$182.4	--	--	--	--	--
Quebec	7	\$168.2	\$104.2	\$177.1	\$182.1	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$232.1	--	--	--					
Music and Sound Recording	7	\$239.9	\$168.8	\$182.1	\$353.6					
Theatre	6	\$175.2	\$115.1	\$155.4	\$229.4					
Visual Arts and Craft	3	\$195.4	--	--	--					
Writing and Publishing	0	--	--	--	--					

1.2 Director/Manager, Administrative Services**Table 1.2.1 Organizations with Operating Budgets Under \$100,000**

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Under \$100,000										
Director/Manager, Administrative Services	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	3	\$45.5	--	--	--	4	\$44.0	\$46.4	4%	--

Table 1.2.2 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Director/Manager, Administrative Services	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	14	\$42.8	\$33.3	\$40.3	\$49.2	8	\$31.5	\$30.0	36%	34%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	5	\$41.7	\$32.1	\$41.0	\$51.5	--	--	--	--	--
Prairies (AB, MB, SK)	0	--	--	--	--	--	--	--	--	--
Quebec	7	\$39.4	\$30.4	\$37.0	\$42.9	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	4	\$42.3	--	\$38.6	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	4	\$42.7	--	\$43.2	--					
Music and Sound Recording	1	--	--	--	--					
Theatre	3	\$44.8	--	--	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 1.2.3 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Director/Manager, Administrative Services	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	58	\$51.9	\$41.0	\$48.3	\$56.7	18	\$41.2	\$42.0	26%	15%
Region										
Atlantic	4	\$42.5	--	\$42.6	--	--	--	--	--	--
Ontario	15	\$53.0	\$45.0	\$53.0	\$60.9	--	--	--	--	--
Prairies (AB, MB, SK)	5	\$43.9	\$32.3	\$42.9	\$56.0	--	--	--	--	--
Quebec	26	\$53.7	\$41.0	\$45.5	\$52.1	--	--	--	--	--
British Columbia / Territories	8	\$53.8	\$46.2	\$52.1	\$62.7	--	--	--	--	--
Artistic Discipline										
Dance	9	\$50.3	\$45.5	\$51.4	\$54.6					
Digital and Media Arts	3	\$46.5	--	--	--					
Inter Arts and Multidisciplinary	9	\$73.2	\$49.1	\$62.5	\$90.0					
Music and Sound Recording	5	\$52.4	\$41.7	\$53.6	\$62.6					
Theatre	22	\$47.3	\$38.9	\$46.4	\$50.4					
Visual Arts and Craft	7	\$47.8	\$41.2	\$45.7	\$58.1					
Writing and Publishing	3	\$41.0	--	--	--					

Table 1.2.4 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Director/Manager, Administrative Services	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	40	\$79.0	\$53.9	\$67.8	\$82.7	13	\$51.2	\$52.0	54%	30%
Region										
Atlantic	2	--	--	--	--	--	--	--	--	--
Ontario	8	\$67.4	\$56.6	\$66.2	\$80.7	7	\$53.7	\$53.6	26%	24%
Prairies (AB, MB, SK)	8	\$75.3	\$48.5	\$70.4	\$103.3	--	--	--	--	--
Quebec	15	\$63.7	\$52.7	\$60.9	\$80.4	--	--	--	--	--
British Columbia / Territories	7	\$129.0	\$62.4	\$75.0	\$131.3	--	--	--	--	--
Artistic Discipline										
Dance	3	\$72.9	--	--	--					
Digital and Media Arts	5	\$49.0	\$38.2	\$50.1	\$59.3					
Inter Arts and Multidisciplinary	13	\$71.6	\$50.7	\$65.6	\$94.4					
Music and Sound Recording	3	\$71.7	--	--	--					
Theatre	13	\$101.4	\$60.5	\$71.9	\$86.1					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	1	--	--	--	--					

Table 1.2.5 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Director/Manager, Administrative Services	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	13	\$132.2	\$104.7	\$130.1	\$166.1	7	\$143.3	\$162.3	-8%	-20%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	5	\$158.9	\$128.1	\$155.8	\$191.2	4	\$153.1	\$157.8	4%	-1%
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	6	\$116.8	\$78.5	\$120.0	\$151.3	--	--	--	--	--
British Columbia / Territories	0	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$158.9	--	--	--					
Music and Sound Recording	3	\$127.7	--	--	--					
Theatre	4	\$120.3	--	\$109.4	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

1.3 Office Administrator/Manager

Table 1.3.1 Organizations with Operating Budgets Under \$100,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Under \$100,000										
Office Administrator/Manager	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	3	\$49.5	--	--	--	4	\$35.4	\$31.9	40%	--

Table 1.3.2 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Office Administrator/Manager	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	7	\$32.4	\$28.1	\$34.1	\$41.8	8	\$26.7	\$25.7	21%	33%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	1	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	1	--	--	--	--	--	--	--	--	--
Quebec	4	\$32.1	--	\$35.0	--	--	--	--	--	--
British Columbia / Territories	0	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	5	\$30.8	\$21.8	\$34.1	\$38.2					
Music and Sound Recording	0	--	--	--	--					
Theatre	0	--	--	--	--					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 1.3.3 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Office Administrator/Manager	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	32	\$37.9	\$31.6	\$38.6	\$43.0	18	\$36.8	\$32.9	3%	17%
Region										
Atlantic	2	--	--	--	--	--	--	--	--	--
Ontario	15	\$37.1	\$32.1	\$38.6	\$42.2	9	\$36.5	\$35.0	2%	10%
Prairies (AB, MB, SK)	5	\$35.6	\$29.6	\$37.5	\$40.7	--	--	--	--	--
Quebec	7	\$40.4	\$29.3	\$39.0	\$49.3	--	--	--	--	--
British Columbia / Territories	3	\$45.3	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	6	\$36.0	\$29.3	\$36.8	\$43.2					
Digital and Media Arts	3	\$35.7	--	--	--					
Inter Arts and Multidisciplinary	6	\$37.7	\$27.3	\$37.7	\$49.1					
Music and Sound Recording	5	\$36.5	\$26.2	\$38.6	\$45.8					
Theatre	10	\$39.4	\$32.1	\$38.0	\$42.1					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	1	--	--	--	--					

Table 1.3.4 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Office Administrator/Manager	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	34	\$42.7	\$35.5	\$42.9	\$48.5	10	\$38.4	\$39.0	11%	10%
Region										
Atlantic	2	--	--	--	--	--	--	--	--	--
Ontario	10	\$43.5	\$33.9	\$42.9	\$49.9	5	\$44.3	\$45.0	-2%	-5%
Prairies (AB, MB, SK)	7	\$44.1	\$39.4	\$46.3	\$49.0	--	--	--	--	--
Quebec	9	\$40.9	\$31.9	\$40.2	\$51.0	--	--	--	--	--
British Columbia / Territories	6	\$43.9	\$39.6	\$41.4	\$49.6	--	--	--	--	--
Artistic Discipline										
Dance	4	\$54.8	--	\$51.3	--					
Digital and Media Arts	3	\$32.7	--	--	--					
Inter Arts and Multidisciplinary	9	\$37.4	\$30.6	\$37.5	\$43.3					
Music and Sound Recording	7	\$41.3	\$39.4	\$42.9	\$43.6					
Theatre	9	\$46.6	\$40.8	\$47.7	\$52.5					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	1	--	--	--	--					

Table 1.3.5 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Office Administrator/Manager	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	6	\$56.8	\$42.1	\$51.0	\$71.2	3	\$44.2	\$40.0	29%	28%

1.4 Administrative Assistant**Table 1.4.1 Organizations with Operating Budgets Under \$100,000**

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Under \$100,000										
Administrative Assistant	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	4	\$38.9	--	\$37.2	--	6	\$32.6	\$31.0	19%	20%

Table 1.4.2 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Administrative Assistant	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	15	\$31.1	\$24.0	\$28.1	\$37.1	8	\$25.1	\$25.2	24%	12%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	2	--	--	--	--	3	\$21.5	\$21.8	--	--
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	9	\$30.8	\$23.7	\$29.5	\$38.0	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	6	\$25.7	\$19.9	\$25.2	\$30.8					
Music and Sound Recording	1	--	--	--	--					
Theatre	3	\$31.6	--	--	--					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	1	--	--	--	--					

Table 1.4.3 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Administrative Assistant	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	53	\$36.0	\$30.4	\$35.1	\$40.5	25	\$28.5	\$27.3	26%	28%
Region										
Atlantic	4	\$32.6	--	\$32.6	--	--	--	--	--	--
Ontario	8	\$36.7	\$29.8	\$36.2	\$44.3	9	\$28.6	\$26.8	28%	35%
Prairies (AB, MB, SK)	7	\$38.6	\$29.3	\$37.4	\$45.5	--	--	--	--	--
Quebec	25	\$36.3	\$30.9	\$35.2	\$42.6	7	\$25.1	\$24.0	44%	46%
British Columbia / Territories	9	\$33.9	\$31.2	\$33.2	\$35.1	--	--	--	--	--
Artistic Discipline										
Dance	8	\$33.4	\$29.7	\$34.2	\$37.8					
Digital and Media Arts	2	--	--	--	--					
Inter Arts and Multidisciplinary	8	\$34.2	\$32.2	\$33.2	\$35.1					
Music and Sound Recording	6	\$38.3	\$29.0	\$36.2	\$45.3					
Theatre	20	\$35.5	\$29.8	\$35.8	\$41.6					
Visual Arts and Craft	6	\$41.7	\$34.6	\$40.1	\$48.8					
Writing and Publishing	3	\$32.0	--	--	--					

Table 1.4.4 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Administrative Assistant	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	38	\$40.5	\$35.0	\$40.3	\$43.2	16	\$33.7	\$33.3	20%	21%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	6	\$37.2	\$33.3	\$38.1	\$41.0	6	\$33.2	\$36.0	12%	6%
Prairies (AB, MB, SK)	8	\$39.5	\$30.9	\$39.3	\$48.2	--	--	--	--	--
Quebec	17	\$41.2	\$35.1	\$41.4	\$45.4	--	--	--	--	--
British Columbia / Territories	6	\$42.8	\$34.2	\$40.0	\$49.6	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	3	\$33.2	--	--	--					
Inter Arts and Multidisciplinary	8	\$44.6	\$38.3	\$42.2	\$51.6					
Music and Sound Recording	8	\$38.9	\$29.6	\$35.1	\$42.5					
Theatre	13	\$40.6	\$34.1	\$37.5	\$47.9					
Visual Arts and Craft	3	\$41.5	--	--	--					
Writing and Publishing	1	--	--	--	--					

Table 1.4.5 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Administrative Assistant	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	19	\$49.0	\$38.3	\$45.3	\$53.5	10	\$44.0	\$43.7	11%	4%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	6	\$60.1	\$41.9	\$61.6	\$75.7	6	\$43.4	\$43.3	39%	42%
Prairies (AB, MB, SK)	5	\$43.1	\$37.4	\$40.3	\$50.1	--	--	--	--	--
Quebec	6	\$46.2	\$42.5	\$45.3	\$52.7	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	4	\$47.7	--	\$41.4	--					
Music and Sound Recording	6	\$50.3	\$39.8	\$44.1	\$59.5					
Theatre	4	\$47.3	--	\$50.4	--					
Visual Arts and Craft	3	\$47.4	--	--	--					
Writing and Publishing	0	--	--	--	--					

1.5 Receptionist/Clerk**Table 1.5.1 Organizations with Operating Budgets Between \$250,000 to \$1,000,000**

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Receptionist/Clerk	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	7	\$31.9	\$24.4	\$29.3	\$42.5	11	\$22.3	\$22.8	43%	29%

Table 1.5.2 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Receptionist/Clerk	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	11	\$45.8	\$33.5	\$37.5	\$48.2	13	\$30.4	\$29.1	51%	29%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	0	--	--	--	--	3	\$31.4	\$29.1	--	--
Prairies (AB, MB, SK)	5	\$43.7	\$31.7	\$37.0	\$59.0	--	--	--	--	--
Quebec	0	--	--	--	--	3	\$28.3	\$28.4	--	--
British Columbia / Territories	6	\$47.5	\$35.9	\$41.3	\$57.6	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	2	--	--	--	--					
Music and Sound Recording	3	\$56.3	--	--	--					
Theatre	1	--	--	--	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 1.5.3 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Receptionist/Clerk	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	7	\$44.0	\$31.4	\$45.3	\$53.5	10	\$29.7	\$31.1	48%	46%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	5	\$47.1	\$35.4	\$45.3	\$59.9	6	\$30.0	\$31.7	57%	43%
Prairies (AB, MB, SK)	1	--	--	--	--	--	--	--	--	--
Quebec	1	--	--	--	--	--	--	--	--	--
British Columbia / Territories	0	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$47.9	--	--	--					
Music and Sound Recording	1	--	--	--	--					
Theatre	0	--	--	--	--					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

2. Finance and Accounting

2.1 Director/Manager, Finance

Table 2.1.1 Organizations with Operating Budgets Under \$100,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Under \$100,000										
Director/Manager, Finance	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	3	\$57.2	--	--	--	--	--	--	--	--

Table 2.1.2 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Director/Manager, Finance	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	4	\$44.1	--	\$44.9	--	--	--	--	--	--

Table 2.1.3 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Director/Manager, Finance	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	12	\$48.4	\$35.4	\$50.9	\$59.8	5	\$35.8	\$35.0	35%	46%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	2	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	3	\$50.1	--	--	--	--	--	--	--	--
Quebec	5	\$48.4	\$36.4	\$50.8	\$59.2	4	\$38.5	\$37.0	26%	37%
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	0	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	1	--	--	--	--					
Music and Sound Recording	0	--	--	--	--					
Theatre	10	\$49.2	\$37.5	\$50.9	\$57.5					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 2.1.4 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Director/Manager, Finance	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	30	\$72.5	\$55.2	\$65.0	\$81.2	9	\$49.2	\$50.0	47%	30%
Region										
Atlantic	3	\$58.7	--	--	--	--	--	--	--	--
Ontario	3	\$75.3	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	7	\$73.5	\$48.2	\$66.2	\$87.8	--	--	--	--	--
Quebec	9	\$62.6	\$54.8	\$56.2	\$74.2	--	--	--	--	--
British Columbia / Territories	8	\$87.0	\$61.4	\$81.2	\$87.3	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	2	--	--	--	--					
Inter Arts and Multidisciplinary	7	\$74.0	\$48.8	\$80.4	\$87.9					
Music and Sound Recording	8	\$69.5	\$56.7	\$71.9	\$82.8					
Theatre	11	\$75.9	\$50.7	\$63.8	\$75.0					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 2.1.5 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Director/Manager, Finance	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	21	\$97.9	\$73.8	\$91.1	\$108.1	9	\$96.5	\$101.4	1%	-10%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	8	\$111.9	\$71.5	\$85.1	\$160.4	5	\$111.4	\$113.0	1%	-25%
Prairies (AB, MB, SK)	6	\$86.8	\$67.7	\$85.9	\$104.1	--	--	--	--	--
Quebec	5	\$87.0	\$75.4	\$77.1	\$103.6	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	4	\$87.4	--	\$86.1	--					
Music and Sound Recording	7	\$100.2	\$70.7	\$80.7	\$117.9					
Theatre	5	\$83.3	\$66.5	\$91.1	\$96.1					
Visual Arts and Craft	3	\$100.8	--	--	--					
Writing and Publishing	0	--	--	--	--					

2.2 Finance Officer

Table 2.2.1 Organizations with Operating Budgets Under \$100,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Under \$100,000										
Finance Officer	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	3	\$40.0	--	--	--	--	--	--	--	--

Table 2.2.2 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Finance Officer	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	13	\$43.5	\$30.4	\$46.9	\$55.1	3	\$19.3	\$19.3	126%	143%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	3	\$50.3	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	7	\$37.1	\$28.1	\$37.5	\$48.8	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	6	\$37.9	\$15.4	\$30.4	\$66.2					
Music and Sound Recording	1	--	--	--	--					
Theatre	2	--	--	--	--					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	1	--	--	--	--					

Table 2.2.3 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Finance Officer	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	46	\$57.6	\$41.5	\$49.3	\$73.3	21	\$45.4	\$45.5	27%	8%
Region										
Atlantic	4	\$54.7	--	\$49.0	--	--	--	--	--	--
Ontario	16	\$66.9	\$43.4	\$62.2	\$86.6	6	\$57.8	\$59.5	16%	5%
Prairies (AB, MB, SK)	10	\$51.5	\$41.1	\$45.8	\$58.5	--	--	--	--	--
Quebec	9	\$47.9	\$35.2	\$40.8	\$62.2	3	\$44.3	\$40.4	8%	1%
British Columbia / Territories	7	\$59.0	\$47.9	\$48.8	\$75.0	--	--	--	--	--
Artistic Discipline										
Dance	4	\$53.8	--	\$39.6	--					
Digital and Media Arts	3	\$55.6	--	--	--					
Inter Arts and Multidisciplinary	9	\$64.2	\$51.6	\$68.3	\$78.4					
Music and Sound Recording	8	\$64.8	\$37.1	\$58.2	\$89.4					
Theatre	17	\$49.8	\$38.7	\$43.9	\$51.7					
Visual Arts and Craft	4	\$46.9	--	\$51.7	--					
Writing and Publishing	1	--	--	--	--					

Table 2.2.4 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Finance Officer	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	51	\$53.4	\$40.5	\$48.8	\$63.4	17	\$43.3	\$41.0	23%	19%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	11	\$61.1	\$41.3	\$57.0	\$78.0	5	\$45.2	\$39.8	35%	43%
Prairies (AB, MB, SK)	11	\$48.5	\$41.3	\$48.3	\$50.7	--	--	--	--	--
Quebec	20	\$51.7	\$38.8	\$51.9	\$62.1	3	\$29.9	\$25.0	73%	108%
British Columbia / Territories	9	\$53.6	\$39.7	\$48.8	\$66.7	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	3	\$44.1	--	--	--					
Inter Arts and Multidisciplinary	11	\$52.9	\$39.0	\$49.2	\$60.0					
Music and Sound Recording	7	\$50.6	\$33.2	\$41.3	\$63.6					
Theatre	25	\$54.5	\$43.1	\$48.8	\$61.3					
Visual Arts and Craft	3	\$61.7	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 2.2.5 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Finance Officer	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	20	\$59.5	\$48.6	\$59.6	\$71.7	8	\$52.9	\$54.5	13%	9%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	6	\$62.2	\$46.8	\$59.5	\$78.4	5	\$64.6	\$63.3	-4%	-6%
Prairies (AB, MB, SK)	5	\$53.9	\$41.9	\$58.8	\$63.5	--	--	--	--	--
Quebec	7	\$60.7	\$42.6	\$62.1	\$75.5	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$61.2	--	--	--					
Music and Sound Recording	6	\$56.4	\$40.0	\$54.6	\$72.9					
Theatre	6	\$64.6	\$50.7	\$67.5	\$76.9					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

3. Marketing/Communications/Development

3.1 Director/Manager, Marketing/Communications

Table 3.1.1 Organizations with Operating Budgets Under \$100,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Under \$100,000										
Director/Manager, Marketing/ Communications	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	4	\$102.0	--	\$60.7	--	--	--	--	--	--

Table 3.1.2 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Director/Manager, Marketing/ Communications	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	11	\$43.4	\$33.0	\$39.4	\$56.3	7	\$36.1	\$33.4	20%	18%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	1	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	1	--	--	--	--	--	--	--	--	--
Quebec	7	\$35.7	\$31.2	\$35.5	\$39.4	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	2	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$42.3	--	--	--					
Music and Sound Recording	2	--	--	--	--					
Theatre	1	--	--	--	--					
Visual Arts and Craft	0	--	--	--	--					
Writing and Publishing	1	--	--	--	--					

Table 3.1.3 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Director/Manager, Marketing/ Communications	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	49	\$45.1	\$37.5	\$42.9	\$49.4	15	\$36.4	\$37.0	24%	16%
Region										
Atlantic	2	--	--	--	--	--	--	--	--	--
Ontario	16	\$45.3	\$37.5	\$42.9	\$48.8	4	\$40.9	\$43.4	11%	-1%
Prairies (AB, MB, SK)	6	\$45.0	\$35.2	\$39.3	\$55.3	--	--	--	--	--
Quebec	19	\$44.3	\$35.5	\$43.6	\$49.6	6	\$29.9	\$27.3	48%	60%
British Columbia / Territories	6	\$43.8	\$36.6	\$43.3	\$52.0	--	--	--	--	--
Artistic Discipline										
Dance	7	\$45.1	\$39.4	\$45.3	\$50.0					
Digital and Media Arts	2	--	--	--	--					
Inter Arts and Multidisciplinary	6	\$53.0	\$39.3	\$51.4	\$68.4					
Music and Sound Recording	6	\$48.6	\$38.5	\$46.8	\$56.9					
Theatre	18	\$42.3	\$35.9	\$38.0	\$44.0					
Visual Arts and Craft	7	\$39.3	\$33.2	\$42.7	\$47.5					
Writing and Publishing	3	\$54.8	--	--	--					

Table 3.1.4 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Director/Manager, Marketing/ Communications	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	63	\$56.9	\$46.9	\$53.6	\$66.9	31	\$46.4	\$45.0	23%	19%
Region										
Atlantic	5	\$58.2	\$35.0	\$55.1	\$83.0	--	--	--	--	--
Ontario	16	\$49.6	\$44.8	\$47.9	\$51.2	12	\$45.9	\$43.1	8%	11%
Prairies (AB, MB, SK)	16	\$63.5	\$55.0	\$59.0	\$70.8	--	--	--	--	--
Quebec	18	\$58.6	\$47.8	\$54.4	\$72.3	3	\$40.2	\$38.0	46%	43%
British Columbia / Territories	8	\$54.0	\$40.8	\$51.0	\$65.6	--	--	--	--	--
Artistic Discipline										
Dance	4	\$54.4	--	\$55.6	--					
Digital and Media Arts	5	\$49.6	\$41.7	\$45.0	\$59.9					
Inter Arts and Multidisciplinary	11	\$62.4	\$50.0	\$55.1	\$80.9					
Music and Sound Recording	14	\$58.4	\$42.9	\$56.5	\$72.6					
Theatre	25	\$55.3	\$47.3	\$54.1	\$61.5					
Visual Arts and Craft	4	\$59.3	--	\$53.0	--					
Writing and Publishing	0	--	--	--	--					

Table 3.1.5 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Director/Manager, Marketing/ Communications	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	24	\$98.7	\$79.9	\$93.2	\$118.1	13	\$92.1	\$87.0	7%	7%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	8	\$107.6	\$65.2	\$109.2	\$139.1	7	\$109.7	\$108.5	-2%	1%
Prairies (AB, MB, SK)	6	\$92.0	\$84.4	\$92.4	\$100.4	--	--	--	--	--
Quebec	8	\$92.5	\$72.3	\$90.1	\$116.1	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	4	\$117.2	--	\$119.0	--					
Music and Sound Recording	7	\$91.0	\$69.6	\$92.0	\$100.3					
Theatre	8	\$84.8	\$64.0	\$86.5	\$99.1					
Visual Arts and Craft	3	\$105.7	--	--	--					
Writing and Publishing	0	--	--	--	--					

3.2 Communications Coordinator

Table 3.2.1 Organizations with Operating Budgets Under \$100,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Under \$100,000										
Communications Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	4	\$40.3	--	\$35.9	--	3	\$33.9	\$35.0	19%	3%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	1	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	1	--	--	--	--	--	--	--	--	--
Quebec	2	--	--	--	--	3	\$33.9	\$35.0	--	--
British Columbia / Territories	0	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	0	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	1	--	--	--	--					
Music and Sound Recording	1	--	--	--	--					
Theatre	2	--	--	--	--					
Visual Arts and Craft	0	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 3.2.2 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Communications Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	15	\$37.2	\$28.1	\$32.7	\$37.5	4	\$34.1	\$29.4	9%	11%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	2	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	1	--	--	--	--	--	--	--	--	--
Quebec	10	\$30.9	\$27.3	\$31.9	\$34.1	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	4	\$32.8	--	\$32.9	--					
Inter Arts and Multidisciplinary	5	\$43.8	\$27.2	\$28.1	\$68.3					
Music and Sound Recording	0	--	--	--	--					
Theatre	1	--	--	--	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	1	--	--	--	--					

Table 3.2.3 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Communications Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	53	\$35.5	\$32.1	\$37.4	\$40.1	20	\$33.5	\$31.5	6%	19%
Region										
Atlantic	6	\$36.3	\$31.2	\$38.8	\$41.3	--	--	--	--	--
Ontario	12	\$36.1	\$31.9	\$36.8	\$39.2	7	\$31.9	\$30.4	13%	21%
Prairies (AB, MB, SK)	6	\$36.4	\$34.9	\$37.6	\$38.5	--	--	--	--	--
Quebec	24	\$35.0	\$30.7	\$36.6	\$40.9	6	\$31.0	\$28.7	13%	28%
British Columbia / Territories	5	\$34.2	\$30.1	\$32.8	\$39.0	--	--	--	--	--
Artistic Discipline										
Dance	5	\$34.1	\$28.7	\$29.3	\$41.9					
Digital and Media Arts	3	\$34.2	--	--	--					
Inter Arts and Multidisciplinary	5	\$28.2	\$19.6	\$28.3	\$36.8					
Music and Sound Recording	2	--	--	--	--					
Theatre	24	\$36.6	\$35.2	\$38.3	\$40.9					
Visual Arts and Craft	12	\$35.4	\$31.2	\$37.1	\$37.8					
Writing and Publishing	2	--	--	--	--					

Table 3.2.4 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Communications Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	33	\$44.5	\$39.0	\$43.0	\$47.4	15	\$35.5	\$35.0	25%	23%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	2	--	--	--	--	6	\$35.1	\$38.3	--	--
Prairies (AB, MB, SK)	9	\$45.9	\$41.3	\$44.4	\$46.5	--	--	--	--	--
Quebec	18	\$44.4	\$37.5	\$42.1	\$47.9	--	--	--	--	--
British Columbia / Territories	3	\$38.7	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	4	\$34.7	--	\$38.3	--					
Inter Arts and Multidisciplinary	9	\$43.6	\$38.3	\$40.0	\$47.4					
Music and Sound Recording	8	\$45.4	\$44.7	\$46.5	\$49.7					
Theatre	10	\$48.8	\$40.9	\$44.5	\$50.6					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 3.2.5 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Communications Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	18	\$61.1	\$48.5	\$55.1	\$69.6	13	\$49.2	\$43.7	24%	26%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	5	\$78.0	\$60.1	\$69.1	\$100.3	7	\$52.1	\$43.7	50%	58%
Prairies (AB, MB, SK)	6	\$52.6	\$40.1	\$49.7	\$62.8	--	--	--	--	--
Quebec	6	\$57.7	\$51.4	\$55.6	\$65.3	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	2	--	--	--	--					
Music and Sound Recording	6	\$55.7	\$45.1	\$49.6	\$72.0					
Theatre	5	\$57.5	\$51.0	\$56.8	\$64.4					
Visual Arts and Craft	3	\$72.9	--	--	--					
Writing and Publishing	0	--	--	--	--					

3.3 Marketing Coordinator**Table 3.3.1 Organizations with Operating Budgets Between \$100,000 to \$250,000**

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Marketing Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	5	\$42.9	\$27.7	\$37.5	\$60.9	--	--	--	--	--
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	0	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	0	--	--	--	--	--	--	--	--	--
Quebec	4	\$44.3	--	\$38.7	--	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--

Table 3.3.2 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Marketing Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	20	\$39.0	\$35.2	\$38.0	\$42.9	7	\$30.1	\$28.6	30%	33%
Region										
Atlantic	2	--	--	--	--	--	--	--	--	--
Ontario	5	\$35.8	\$34.4	\$35.4	\$37.3	4	\$28.9	\$28.3	24%	25%
Prairies (AB, MB, SK)	4	\$40.1	--	\$40.9	--	--	--	--	--	--
Quebec	7	\$41.4	\$35.1	\$42.9	\$43.6	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	2	--	--	--	--					
Music and Sound Recording	3	\$39.7	--	--	--					
Theatre	7	\$40.4	\$36.9	\$42.9	\$43.2					
Visual Arts and Craft	4	\$41.3	--	\$37.2	--					
Writing and Publishing	3	\$38.4	--	--	--					

Table 3.3.3 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Marketing Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	34	\$41.7	\$35.8	\$39.7	\$45.8	10	\$37.7	\$39.9	11%	-1%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	9	\$38.0	\$32.6	\$38.9	\$42.5	8	\$36.8	\$38.0	3%	2%
Prairies (AB, MB, SK)	9	\$45.0	\$38.7	\$41.0	\$52.0	--	--	--	--	--
Quebec	9	\$41.3	\$33.9	\$35.1	\$50.9	--	--	--	--	--
British Columbia / Territories	7	\$42.6	\$39.0	\$42.2	\$53.0	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	3	\$35.1	--	--	--					
Inter Arts and Multidisciplinary	7	\$49.9	\$42.2	\$48.3	\$56.3					
Music and Sound Recording	2	--	--	--	--					
Theatre	19	\$40.7	\$36.0	\$39.0	\$45.0					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 3.3.4 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Marketing Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	17	\$49.4	\$40.6	\$49.0	\$58.8	10	\$48.6	\$47.8	2%	3%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	6	\$54.6	\$39.1	\$58.5	\$67.3	6	\$50.2	\$44.5	9%	31%
Prairies (AB, MB, SK)	5	\$45.0	\$38.1	\$45.0	\$52.0	--	--	--	--	--
Quebec	5	\$49.2	\$39.6	\$49.0	\$58.8	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$54.2	--	--	--					
Music and Sound Recording	6	\$42.2	\$35.0	\$42.9	\$47.4					
Theatre	4	\$52.0	--	\$52.0	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

3.4 Director/Manager, Development (Fundraising)**Table 3.4.1 Organizations with Operating Budgets Between \$250,000 to \$1,000,000**

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Director/Manager, Development (Fundraising)	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	12	\$43.9	\$30.5	\$41.2	\$51.7	6	\$41.3	\$42.2	6%	-2%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	6	\$45.5	\$36.2	\$43.2	\$55.4	4	\$46.9	\$46.2	-3%	-7%
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	1	--	--	--	--	--	--	--	--	--
British Columbia / Territories	3	\$49.8	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$48.4	--	--	--					
Music and Sound Recording	1	--	--	--	--					
Theatre	4	\$36.1	--	\$35.1	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 3.4.2 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Director/Manager, Development (Fundraising)	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	38	\$61.8	\$46.4	\$58.7	\$75.2	23	\$56.9	\$55.0	9%	7%
Region										
Atlantic	3	\$84.5	--	--	--	--	--	--	--	--
Ontario	8	\$61.4	\$45.1	\$49.9	\$87.0	9	\$57.0	\$60.0	8%	-17%
Prairies (AB, MB, SK)	12	\$61.3	\$48.4	\$60.5	\$65.6	--	--	--	--	--
Quebec	6	\$50.8	\$35.5	\$54.7	\$61.3	--	--	--	--	--
British Columbia / Territories	9	\$62.5	\$41.7	\$64.3	\$78.9	--	--	--	--	--
Artistic Discipline										
Dance	3	\$56.0	--	--	--					
Digital and Media Arts	3	\$57.7	--	--	--					
Inter Arts and Multidisciplinary	6	\$68.9	\$50.7	\$74.6	\$84.0					
Music and Sound Recording	7	\$68.3	\$58.5	\$64.3	\$84.6					
Theatre	14	\$54.2	\$44.0	\$49.1	\$61.5					
Visual Arts and Craft	4	\$75.0	--	\$68.9	--					
Writing and Publishing	1	--	--	--	--					

Table 3.4.3 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Director/Manager, Development (Fundraising)	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	18	\$103.4	\$82.7	\$91.3	\$123.5	11	\$124.1	\$125.5	-17%	-27%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	7	\$123.9	\$86.1	\$107.1	\$160.7	6	\$161.9	\$148.5	-23%	-28%
Prairies (AB, MB, SK)	6	\$87.4	\$74.9	\$86.3	\$100.4	--	--	--	--	--
Quebec	3	\$84.4	--	--	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	1	--	--	--	--					
Music and Sound Recording	7	\$99.2	\$48.4	\$91.8	\$136.4					
Theatre	6	\$92.3	\$84.5	\$89.0	\$98.4					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

3.5 Development Coordinator

Table 3.5.1 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Development Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	3	\$28.6	--	--	--	--	--	--	--	--

Table 3.5.2 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Development Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	10	\$40.9	\$25.4	\$39.4	\$48.0	5	\$46.5	\$45.5	-12%	-14%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	3	\$34.0	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	3	\$30.9	--	--	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	0	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	1	--	--	--	--					
Music and Sound Recording	4	\$45.8	--	\$35.9	--					
Theatre	3	\$39.7	--	--	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 3.5.3 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Development Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	36	\$46.1	\$37.5	\$43.9	\$50.8	13	\$38.9	\$37.0	18%	19%
Region										
Atlantic	2	--	--	--	--	--	--	--	--	--
Ontario	9	\$41.2	\$35.9	\$38.6	\$46.2	4	\$39.8	\$38.0	4%	2%
Prairies (AB, MB, SK)	9	\$48.9	\$37.6	\$44.9	\$56.1	--	--	--	--	--
Quebec	6	\$44.5	\$41.7	\$44.6	\$47.2	--	--	--	--	--
British Columbia / Territories	10	\$46.5	\$37.5	\$40.6	\$56.9	--	--	--	--	--
Artistic Discipline										
Dance	0	--	--	--	--					
Digital and Media Arts	3	\$39.7	--	--	--					
Inter Arts and Multidisciplinary	6	\$46.0	\$40.9	\$43.6	\$51.5					
Music and Sound Recording	12	\$44.8	\$37.8	\$45.8	\$51.9					
Theatre	10	\$44.8	\$35.6	\$40.2	\$48.0					
Visual Arts and Craft	4	\$60.2	--	\$58.9	--					
Writing and Publishing	1	--	--	--	--					

Table 3.5.4 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Development Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	18	\$62.3	\$44.1	\$50.5	\$74.1	10	\$47.9	\$45.0	30%	12%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	6	\$81.6	\$44.7	\$78.5	\$110.9	5	\$49.9	\$40.0	64%	96%
Prairies (AB, MB, SK)	6	\$52.8	\$42.8	\$46.4	\$60.8	--	--	--	--	--
Quebec	4	\$54.5	--	\$54.2	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	2	--	--	--	--					
Music and Sound Recording	7	\$58.7	\$42.9	\$48.2	\$85.7					
Theatre	6	\$49.4	\$45.5	\$48.3	\$54.7					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

4. Human Resources

4.1 Director/Manager, Human Resources

Table 4.1.1 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Director/Manager, Human Resources	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	3	\$48.5	--	--	--	--	--	--	--	--

Table 4.1.2 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Director/Manager, Human Resources	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	3	\$59.0	--	--	--	--	--	--	--	--
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	0	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	0	--	--	--	--	--	--	--	--	--
Quebec	3	\$59.0	--	--	--	--	--	--	--	--
British Columbia / Territories	0	--	--	--	--	--	--	--	--	--

Table 4.1.3 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Director/Manager, Human Resources	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	12	\$86.5	\$66.2	\$85.9	\$111.0	4	\$93.1	\$94.5	-7%	-9%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	5	\$92.1	\$62.7	\$95.2	\$120.0	3	\$94.8	\$101.0	-3%	-6%
Prairies (AB, MB, SK)	0	--	--	--	--	--	--	--	--	--
Quebec	6	\$86.7	\$69.7	\$85.9	\$100.9	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	4	\$95.8	--	\$93.5	--					
Music and Sound Recording	1	--	--	--	--					
Theatre	2	--	--	--	--					
Visual Arts and Craft	3	\$98.5	--	--	--					
Writing and Publishing	0	--	--	--	--					

4.2 Human Resources Coordinator**Table 4.2.1 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000**

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Human Resources Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	4	\$38.9	--	\$39.0	--	--	--	--	--	--

Table 4.2.2 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Human Resources Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	10	\$56.1	\$44.4	\$56.9	\$64.1	--	--	--	--	--
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	4	\$58.5	--	\$60.8	--	--	--	--	--	--
Prairies (AB, MB, SK)	3	\$47.2	--	--	--	--	--	--	--	--
Quebec	2	--	--	--	--	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	1	--	--	--	--					
Music and Sound Recording	3	\$52.2	--	--	--					
Theatre	3	\$50.3	--	--	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

5. Information Technology

5.1 Director/Manager, Information Technology

Table 5.1.1 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Director/Manager, Information Technology	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	4	\$32.0	--	\$32.1	--	--	--	--	--	--
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	0	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	0	--	--	--	--	--	--	--	--	--
Quebec	3	\$30.8	--	--	--	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--

Table 5.1.2 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Director/Manager, Information Technology	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	14	\$35.8	\$30.8	\$36.5	\$40.3	4	\$38.4	\$34.3	-7%	6%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	2	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	4	\$38.4	--	\$40.3	--	--	--	--	--	--
Quebec	4	\$35.0	--	\$34.8	--	--	--	--	--	--
British Columbia / Territories	3	\$34.2	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	0	--	--	--	--					
Digital and Media Arts	4	\$40.4	--	\$40.6	--					
Inter Arts and Multidisciplinary	2	--	--	--	--					
Music and Sound Recording	0	--	--	--	--					
Theatre	5	\$36.4	\$31.5	\$38.0	\$40.6					
Visual Arts and Craft	3	\$33.0	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 5.2.3 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Director/Manager, Information Technology	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	6	\$56.7	\$45.8	\$50.6	\$71.4	--	--	--	--	--
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	0	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	1	--	--	--	--	--	--	--	--	--
Quebec	3	\$60.7	--	--	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--

Table 5.2.4 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Director/Manager, Information Technology	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	11	\$86.9	\$64.3	\$80.4	\$106.0	5	\$73.1	\$75.0	19%	7%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	4	\$115.2	--	\$114.9	--	4	\$73.9	\$76.0	56%	51%
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	3	\$74.2	--	--	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	2	--	--	--	--					
Music and Sound Recording	3	\$70.3	--	--	--					
Theatre	3	\$80.2	--	--	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

5.2 IT Technician**Table 5.2.1 Organizations with Operating Budgets Between \$100,000 to \$250,000**

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
IT Technician	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	8	\$34.8	\$27.4	\$30.6	\$42.0	5	\$24.3	\$21.0	43%	46%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	1	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	0	--	--	--	--	--	--	--	--	--
Quebec	5	\$31.9	\$26.6	\$28.1	\$39.1	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	3	\$31.3	--	--	--					
Inter Arts and Multidisciplinary	2	--	--	--	--					
Music and Sound Recording	0	--	--	--	--					
Theatre	1	--	--	--	--					
Visual Arts and Craft	0	--	--	--	--					
Writing and Publishing	1	--	--	--	--					

Table 5.2.2 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
IT Technician	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	12	\$42.7	\$32.8	\$39.2	\$49.6	5	\$34.5	\$33.3	24%	18%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	3	\$42.8	--	--	--	3	\$36.3	\$33.3	18%	--
Prairies (AB, MB, SK)	3	\$36.9	--	--	--	--	--	--	--	--
Quebec	3	\$36.6	--	--	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	4	\$51.9	--	\$41.9	--					
Inter Arts and Multidisciplinary	2	--	--	--	--					
Music and Sound Recording	1	--	--	--	--					
Theatre	4	\$41.4	--	\$45.0	--					
Visual Arts and Craft	0	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 5.2.3 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
IT Technician	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	6	\$58.9	\$37.4	\$46.9	\$70.7	6	\$47.2	\$44.0	25%	6%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	1	--	--	--	--	3	\$59.7	\$70.1	--	--
Prairies (AB, MB, SK)	1	--	--	--	--	--	--	--	--	--
Quebec	2	--	--	--	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--

Table 5.2.4 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
IT Technician	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	14	\$58.7	\$48.5	\$58.1	\$67.4	7	\$44.3	\$45.0	32%	29%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	6	\$65.7	\$51.9	\$66.2	\$79.8	4	\$41.0	\$43.5	60%	52%
Prairies (AB, MB, SK)	3	\$46.8	--	--	--	--	--	--	--	--
Quebec	3	\$58.3	--	--	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$68.9	--	--	--					
Music and Sound Recording	4	\$50.5	--	\$52.0	--					
Theatre	4	\$55.4	--	\$58.5	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

6. Other

6.1 Director/Manager, Membership and/or Volunteer Relations

Table 6.1.1 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Director/Manager, Membership and/or Volunteer Relations	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	5	\$38.7	\$27.9	\$37.5	\$50.1	--	--	--	--	--

Table 6.1.2 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Director/Manager, Membership and/or Volunteer Relations	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	22	\$40.6	\$33.2	\$39.7	\$43.2	3	\$34.4	\$33.0	18%	20%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	6	\$51.4	\$36.3	\$42.9	\$66.2	--	--	--	--	--
Prairies (AB, MB, SK)	4	\$36.5	--	\$37.4	--	--	--	--	--	--
Quebec	8	\$39.5	\$34.0	\$39.7	\$44.1	--	--	--	--	--
British Columbia / Territories	3	\$29.2	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	2	--	--	--	--					
Inter Arts and Multidisciplinary	4	\$30.9	--	\$35.6	--					
Music and Sound Recording	2	--	--	--	--					
Theatre	3	\$36.6	--	--	--					
Visual Arts and Craft	9	\$39.7	\$33.0	\$41.3	\$42.8					
Writing and Publishing	0	--	--	--	--					

Table 6.1.3 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Director/Manager, Membership and/or Volunteer Relations	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	21	\$51.5	\$42.8	\$50.0	\$59.8	6	\$42.5	\$38.3	21%	31%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	6	\$48.4	\$39.6	\$50.0	\$54.0	--	--	--	--	--
Prairies (AB, MB, SK)	5	\$53.9	\$44.2	\$46.0	\$67.6	--	--	--	--	--
Quebec	5	\$56.1	\$45.5	\$54.0	\$67.7	--	--	--	--	--
British Columbia / Territories	4	\$47.5	--	\$48.5	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	4	\$56.0	--	\$53.2	--					
Music and Sound Recording	5	\$52.8	\$43.6	\$50.0	\$63.3					
Theatre	9	\$46.8	\$38.2	\$43.4	\$54.2					
Visual Arts and Craft	0	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 6.1.4 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Director/Manager, Membership and/or Volunteer Relations	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	8	\$66.4	\$51.2	\$64.3	\$77.5	4	\$80.4	\$84.5	-17%	-24%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	2	--	--	--	--	4	\$80.4	\$84.5	--	--
Prairies (AB, MB, SK)	3	\$52.6	--	--	--	--	--	--	--	--
Quebec	2	--	--	--	--	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	0	--	--	--	--					
Music and Sound Recording	4	\$57.2	--	\$60.2	--					
Theatre	2	--	--	--	--					
Visual Arts and Craft	1	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

6.2 Director/Manager, Projects/Programs**Table 6.2.1 Organizations with Operating Budgets Under \$100,000**

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Under \$100,000										
Director/Manager, Projects/Programs	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	4	\$100.8	--	\$52.7	--	--	--	--	--	--
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	1	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	0	--	--	--	--	--	--	--	--	--
Quebec	3	\$120.8	--	--	--	--	--	--	--	--
British Columbia / Territories	0	--	--	--	--	--	--	--	--	--

Table 6.2.2 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Director/Manager, Projects/Programs	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	13	\$39.5	\$30.0	\$37.5	\$50.8	12	\$34.6	\$34.0	14%	10%
Region										
Atlantic	4	\$35.2	--	\$33.4	--	3	\$41.8	\$36.0	-16%	-7%
Ontario	2	--	--	--	--	4	\$39.1	\$38.8	--	--
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	3	\$35.4	--	--	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	6	\$41.9	\$26.5	\$45.9	\$54.6					
Music and Sound Recording	0	--	--	--	--					
Theatre	2	--	--	--	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	1	--	--	--	--					

Table 6.2.3 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Director/Manager, Projects/Programs	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	69	\$45.0	\$36.2	\$41.8	\$51.1	23	\$37.7	\$36.1	19%	16%
Region										
Atlantic	6	\$34.1	\$31.2	\$35.6	\$38.0	--	--	--	--	--
Ontario	21	\$49.2	\$38.6	\$44.5	\$52.1	9	\$42.9	\$42.1	15%	6%
Prairies (AB, MB, SK)	11	\$42.7	\$33.6	\$42.9	\$47.6	--	--	--	--	--
Quebec	19	\$43.8	\$34.4	\$40.8	\$49.7	3	\$26.0	\$30.0	68%	36%
British Columbia / Territories	12	\$47.0	\$38.1	\$44.9	\$56.1	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	9	\$45.6	\$35.0	\$47.0	\$54.9					
Inter Arts and Multidisciplinary	15	\$46.0	\$38.0	\$41.7	\$53.6					
Music and Sound Recording	4	\$53.1	--	\$36.5	--					
Theatre	16	\$42.5	\$36.4	\$43.8	\$49.4					
Visual Arts and Craft	18	\$45.2	\$35.0	\$39.7	\$49.4					
Writing and Publishing	5	\$45.9	\$42.1	\$45.0	\$50.1					

Table 6.2.4 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Director/Manager, Projects/Programs	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	51	\$59.5	\$45.0	\$56.3	\$70.8	16	\$51.4	\$51.6	16%	9%
Region										
Atlantic	4	\$69.3	--	\$61.1	--	--	--	--	--	--
Ontario	10	\$56.4	\$44.9	\$52.9	\$69.3	6	\$48.4	\$44.9	17%	18%
Prairies (AB, MB, SK)	18	\$63.2	\$45.3	\$61.4	\$83.2	--	--	--	--	--
Quebec	12	\$53.0	\$39.9	\$48.2	\$63.1	--	--	--	--	--
British Columbia / Territories	7	\$59.9	\$46.9	\$56.6	\$72.9	--	--	--	--	--
Artistic Discipline										
Dance	3	\$55.0	--	--	--					
Digital and Media Arts	5	\$54.5	\$41.3	\$48.1	\$71.0					
Inter Arts and Multidisciplinary	12	\$55.8	\$42.2	\$54.3	\$64.8					
Music and Sound Recording	9	\$65.1	\$48.2	\$64.3	\$81.8					
Theatre	18	\$59.0	\$45.7	\$58.8	\$69.3					
Visual Arts and Craft	4	\$69.9	--	\$67.7	--					
Writing and Publishing	0	--	--	--	--					

Table 6.2.5 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Director/Manager, Projects/Programs	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	12	\$103.1	\$67.9	\$103.8	\$122.1	8	\$77.5	\$79.0	33%	31%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	4	\$112.7	--	\$96.7	--	5	\$81.7	\$88.0	38%	10%
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	5	\$90.3	\$62.0	\$103.6	\$111.8	--	--	--	--	--
British Columbia / Territories	1	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	2	--	--	--	--					
Music and Sound Recording	4	\$133.9	--	\$129.1	--					
Theatre	2	--	--	--	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

6.3 Membership/Volunteer Coordinator

Table 6.3.1 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Membership/Volunteer Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	4	\$31.0	--	\$28.1	--	--	--	--	--	--

Table 6.3.2 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Membership/Volunteer Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	18	\$37.6	\$29.0	\$35.8	\$39.9	12	\$28.7	\$27.4	31%	31%
Region										
Atlantic	2	--	--	--	--	--	--	--	--	--
Ontario	6	\$41.1	\$29.5	\$37.0	\$52.6	5	\$27.8	\$27.4	48%	35%
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	5	\$35.2	\$28.6	\$38.0	\$40.3	--	--	--	--	--
British Columbia / Territories	3	\$30.6	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	2	--	--	--	--					
Inter Arts and Multidisciplinary	4	\$33.0	--	\$32.9	--					
Music and Sound Recording	1	--	--	--	--					
Theatre	6	\$42.1	\$36.2	\$38.7	\$46.5					
Visual Arts and Craft	4	\$33.6	--	\$30.6	--					
Writing and Publishing	0	--	--	--	--					

Table 6.3.3 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Membership/Volunteer Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	33	\$40.2	\$33.2	\$40.6	\$45.2	9	\$30.5	\$30.0	32%	35%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	9	\$37.8	\$26.3	\$38.2	\$46.3	5	\$29.4	\$30.0	29%	27%
Prairies (AB, MB, SK)	10	\$41.8	\$32.2	\$42.7	\$45.1	--	--	--	--	--
Quebec	10	\$41.9	\$35.6	\$41.3	\$46.7	--	--	--	--	--
British Columbia / Territories	4	\$36.9	--	\$34.7	--	--	--	--	--	--
Artistic Discipline										
Dance	0	--	--	--	--					
Digital and Media Arts	3	\$31.8	--	--	--					
Inter Arts and Multidisciplinary	5	\$47.6	\$38.5	\$46.5	\$57.2					
Music and Sound Recording	7	\$41.2	\$32.1	\$42.1	\$45.4					
Theatre	14	\$39.8	\$32.9	\$39.4	\$45.6					
Visual Arts and Craft	4	\$36.7	--	\$36.5	--					
Writing and Publishing	0	--	--	--	--					

Table 6.3.4 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Membership/Volunteer Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	13	\$64.4	\$39.1	\$60.2	\$72.1	6	\$40.2	\$40.3	60%	49%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	6	\$51.5	\$31.4	\$55.1	\$66.4	4	\$40.0	\$40.3	29%	37%
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	5	\$90.7	\$57.5	\$71.3	\$133.7	--	--	--	--	--
British Columbia / Territories	0	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$60.0	--	--	--					
Music and Sound Recording	2	--	--	--	--					
Theatre	4	\$69.0	--	\$42.0	--					
Visual Arts and Craft	3	\$66.9	--	--	--					
Writing and Publishing	0	--	--	--	--					

6.4 Director/Manager, Education/Outreach

Table 6.4.1 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Director/Manager, Education/Outreach	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	4	\$34.5	--	\$34.3	--	--	--	--	--	--

Table 6.4.2 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Director/Manager, Education/Outreach	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	27	\$39.4	\$35.1	\$37.5	\$46.0	9	\$39.0	\$41.0	1%	-9%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	13	\$42.7	\$35.8	\$40.5	\$47.5	3	\$39.8	\$41.0	7%	-1%
Prairies (AB, MB, SK)	4	\$32.8	--	\$31.0	--	--	--	--	--	--
Quebec	5	\$35.3	\$20.9	\$36.1	\$49.4	--	--	--	--	--
British Columbia / Territories	4	\$40.6	--	\$40.2	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	4	\$39.2	--	\$38.6	--					
Inter Arts and Multidisciplinary	6	\$40.3	\$26.8	\$39.3	\$52.2					
Music and Sound Recording	2	--	--	--	--					
Theatre	9	\$34.5	\$31.7	\$36.1	\$39.0					
Visual Arts and Craft	5	\$45.1	\$37.9	\$42.9	\$53.5					
Writing and Publishing	0	--	--	--	--					

Table 6.4.3 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Director/Manager, Education/Outreach	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	29	\$57.6	\$42.2	\$52.5	\$63.3	14	\$40.5	\$37.4	42%	41%
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	7	\$55.0	\$40.0	\$55.3	\$70.3	7	\$41.5	\$38.3	33%	44%
Prairies (AB, MB, SK)	11	\$54.9	\$43.9	\$50.3	\$58.0	--	--	--	--	--
Quebec	5	\$66.0	\$45.9	\$66.2	\$86.0	--	--	--	--	--
British Columbia / Territories	5	\$61.9	\$39.8	\$45.0	\$92.5	--	--	--	--	--
Artistic Discipline										
Dance	0	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	5	\$67.1	\$44.0	\$52.7	\$97.4					
Music and Sound Recording	5	\$50.1	\$40.9	\$46.1	\$61.4					
Theatre	15	\$58.6	\$41.4	\$52.7	\$66.2					
Visual Arts and Craft	4	\$51.2	--	\$51.3	--					
Writing and Publishing	0	--	--	--	--					

Table 6.4.4 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Director/Manager, Education/Outreach	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	17	\$75.5	\$61.2	\$75.0	\$93.7	10	\$59.3	\$50.0	27%	50%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	6	\$68.8	\$52.2	\$68.9	\$82.2	6	\$58.4	\$59.0	18%	17%
Prairies (AB, MB, SK)	5	\$62.2	\$42.0	\$66.2	\$80.3	--	--	--	--	--
Quebec	4	\$98.2	--	\$99.3	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$89.1	--	--	--					
Music and Sound Recording	5	\$71.0	\$55.8	\$75.1	\$84.1					
Theatre	4	\$59.8	--	\$53.5	--					
Visual Arts and Craft	3	\$94.2	--	--	--					
Writing and Publishing	0	--	--	--	--					

6.5 Education/Outreach Coordinator

Table 6.5.1 Organizations with Operating Budgets Between \$100,000 to \$250,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$100,000 - \$250,000										
Education/Outreach Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	6	\$31.7	\$13.8	\$26.9	\$48.8	--	--	--	--	--
Region										
Atlantic	1	--	--	--	--	--	--	--	--	--
Ontario	1	--	--	--	--	--	--	--	--	--
Prairies (AB, MB, SK)	2	--	--	--	--	--	--	--	--	--
Quebec	2	--	--	--	--	--	--	--	--	--
British Columbia / Territories	0	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	0	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	3	\$39.0	--	--	--					
Music and Sound Recording	0	--	--	--	--					
Theatre	1	--	--	--	--					
Visual Arts and Craft	2	--	--	--	--					
Writing and Publishing	0	--	--	--	--					

Table 6.5.2 Organizations with Operating Budgets Between \$250,000 to \$1,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$250,000 - \$1,000,000										
Education/Outreach Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	35	\$38.0	\$33.1	\$37.5	\$41.3	14	\$29.9	\$28.5	27%	32%
Region										
Atlantic	4	\$43.2	--	\$39.6	--	--	--	--	--	--
Ontario	13	\$36.5	\$33.1	\$35.1	\$40.1	--	--	--	--	--
Prairies (AB, MB, SK)	5	\$45.1	\$34.2	\$45.6	\$55.6	--	--	--	--	--
Quebec	7	\$38.1	\$31.7	\$34.0	\$45.7	5	\$25.8	\$22.2	48%	53%
British Columbia / Territories	6	\$31.9	\$27.8	\$33.0	\$35.7	--	--	--	--	--
Artistic Discipline										
Dance	3	\$36.8	--	--	--					
Digital and Media Arts	4	\$31.3	--	\$33.1	--					
Inter Arts and Multidisciplinary	8	\$34.1	\$29.9	\$34.1	\$38.6					
Music and Sound Recording	2	--	--	--	--					
Theatre	10	\$36.7	\$31.2	\$34.1	\$42.4					
Visual Arts and Craft	7	\$42.3	\$33.8	\$45.6	\$48.8					
Writing and Publishing	1	--	--	--	--					

Table 6.5.3 Organizations with Operating Budgets Between \$1,000,000 to \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Between \$1,000,000 - \$5,000,000										
Education/Outreach Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	31	\$42.7	\$37.5	\$40.0	\$45.0	0	\$31.3	\$30.1	36%	33%
Region										
Atlantic	2	--	--	--	--	--	--	--	--	--
Ontario	8	\$39.3	\$36.0	\$38.7	\$41.4	0	\$35.0	\$29.1	12%	33%
Prairies (AB, MB, SK)	10	\$46.9	\$40.2	\$43.8	\$51.7	--	--	--	--	--
Quebec	4	\$38.7	--	\$39.0	--	--	--	--	--	--
British Columbia / Territories	7	\$38.7	\$32.8	\$37.8	\$42.9	--	--	--	--	--
Artistic Discipline										
Dance	2	--	--	--	--					
Digital and Media Arts	1	--	--	--	--					
Inter Arts and Multidisciplinary	6	\$44.8	\$37.0	\$39.5	\$50.5					
Music and Sound Recording	7	\$43.3	\$39.0	\$40.3	\$45.0					
Theatre	9	\$40.3	\$38.0	\$40.4	\$42.3					
Visual Arts and Craft	6	\$43.4	\$31.9	\$37.5	\$54.6					
Writing and Publishing	0	--	--	--	--					

Table 6.5.4 Organizations with Operating Budgets Above \$5,000,000

All Compensation data in \$ CAD (000's)

Organizations with Operating Budgets: Above \$5,000,000										
Education/Outreach Coordinator	2017 Base Pay					2008 Base Pay			Variance (%)	
	(N)	Average	P25	P50	P75	(N)	Average	P50	Average	P50
General Management										
National	15	\$47.1	\$31.8	\$45.4	\$56.8	9	\$35.5	\$36.5	33%	24%
Region										
Atlantic	0	--	--	--	--	--	--	--	--	--
Ontario	5	\$47.0	\$26.3	\$45.0	\$68.6	6	\$34.3	\$35.7	37%	26%
Prairies (AB, MB, SK)	4	\$46.0	--	\$49.3	--	--	--	--	--	--
Quebec	4	\$54.5	--	\$59.0	--	--	--	--	--	--
British Columbia / Territories	2	--	--	--	--	--	--	--	--	--
Artistic Discipline										
Dance	1	--	--	--	--					
Digital and Media Arts	0	--	--	--	--					
Inter Arts and Multidisciplinary	2	--	--	--	--					
Music and Sound Recording	7	\$37.2	\$27.1	\$36.4	\$45.4					
Theatre	2	--	--	--	--					
Visual Arts and Craft	3	\$66.9	--	--	--					
Writing and Publishing	0	--	--	--	--					

Appendix B – Benchmark Profiles

General Management

Executive Director / General Manager

Senior-most administrative position in organization, reporting directly to the Board of Directors. Has primary responsibility for the sound and efficient operation of the organization, in particular its overall administrative and financial development and operation. Leads the development of strategies and policies. Plans and directs all facets of administration, which may include financial planning and control, facility management, marketing, development, government/funder relations, public relations, audience services, staff relations, contract negotiations. Often represents the organization externally with funding bodies and the artistic community.

Titles may include: Executive Director, General Manager, President/CEO, Executive Producer, Administrative Director, Coordinator, Administrative Coordinator, Managing Director, Company Manager, Business Manager, Director of Operations, etc.

In smaller organizations, the senior administrator may have few or no subordinate staff or any middle layer “management positions”.

Director / Manager, Administrative Services

Has primary responsibility for managing and coordinating organizational operations within and across several functional areas. Scope of responsibility may include directing or overseeing areas such as finance, human resources, office administration, and information technology. Develops and controls the implementation of operational plans and policies.

Position is often titled “Administration and Finance”.

Office Administrator / Manager

Responsible for supervising the efficient operation of administrative services within guidelines/policies set by management. Scope of responsibility may include coordinating and supervising the activities of office staff, maintaining office equipment and supplies, and ensuring the orderly performance of administrative functions.

Administrative Assistant

Responsible for providing direct administrative support to an individual or group, normally managers. Scope of responsibility may include generating memos, agendas and reports, assembling and analyzing confidential information, coordinating meetings and travel arrangements, and providing broad administrative support.

Receptionist / Clerk

Responsible for performing a variety of semi-routine clerical activities or a series of specialized clerical activities. Scope of responsibility may include directing visitors, maintaining files and records, directing calls, processing documents, preparing reports, maintaining files, coordinating supplies.

Finance and Accounting

Director / Manager, Finance

Has primary responsibility for developing and controlling the implementation of financial policies, procedures and plans. Scope of responsibility may include directing or overseeing financial planning and control, budgeting, financial decision-making, maintaining accounting records, overseeing/approving expenditures, preparing financial statements.

Position is often titled "Administration and Finance".

Finance Officer

Responsible for administering financial and/or accounting procedures within guidelines and policies set by management. Scope of responsibilities may include maintaining accounting records, preparing financial statements, performing financial analysis, overseeing expenditures, remitting required payments, etc. Specific titles might include accounting officer, bookkeeper, and comptroller.

Marketing / Communications / Development

Director / Manager, Marketing / Communications

Has primary responsibility for marketing/communication. Develops and controls the implementation of marketing and communication campaigns, strategies and plans. Scope of responsibility may include directing or overseeing marketing strategies, market research, rental and sale campaigns, promotion and promotional materials in various media as well overseeing communications with public, media and other stakeholders.

Marketing and development are frequently combined in a single position.

Communications Coordinator

Responsible for implementing communications plans within guidelines/policies set by management. Scope of responsibility may include liaising with media and specific interest groups, preparing and distributing speeches, articles and other publications, responding to public and media inquiries. Specific titles might include publicist, PR officer, media relations officer, and editor/writer.

Marketing Coordinator

Responsible for implementing established marketing plans within guidelines/policies set by management. Scope of responsibilities may include conducting and analyzing market research, preparing and distributing promotion materials, working with specific community groups to promote the organization and help develop audiences.

Director / Manager, Development (Fundraising)

Has primary responsibility for developing and controlling the implementation of development policies and plans, overseeing and directing the organization's fundraising activities. Scope of responsibilities may include directing or overseeing campaigns to secure financial support from individuals, corporations, foundations and the like, member and donor initiatives, sponsorship development, patron services, capital programs and fundraising events.

Development and marketing are frequently combined in one position.

Development Coordinator

Responsible for implementing established development plans within guidelines/policies set by management. Scope of responsibility may include fundraising functions in general or (in larger organizations) specific areas such as major gifts, planned giving, annual fund, sponsorship development, etc.

Human Resources

Director / Manager, Human Resources

Has primary responsibility for developing and controlling the implementation of human resource policies, plans and procedures. Scope of responsibility may include directing or overseeing job design, planning, labour relations, performance management, contractual agreements, job analysis, recruitment, selection, compensation, training and health and safety.

This position is rare except in large or government-operated arts organizations.

Human Resources Coordinator

Responsible for implementing established HR plans within guidelines/policies set by management. Scope of responsibility may include labour relations, artists' relations, contracts, and payroll, copyright, job analysis, recruitment, selection, training and compensation reviews, and providing internal advice on the application of HR policies and practices. Few arts organizations have this position.

Information Technology

Director / Manager, Information Technology

Has primary responsibility for developing and controlling the implementation of information technology policies, procedures and plans. Scope of responsibility may include directing or overseeing information technology analysis, design, acquisition/development, applications programming, network and database administration, and hardware and systems maintenance.

Except in large arts organizations, this position is rare, and website management and very basic IT responsibilities are joined with other position functions such as communications or member services.

IT Technician

Responsible for administering various aspects of one or more of the organization's IT applications/systems within guidelines/policies set by management. Scope of responsibility may include design, programming, documentation, data security, troubleshooting, website management, etc. May also be responsible for fixing equipment.

Other

Director / Manager, Membership and/or Volunteer Relations

Has primary responsibility for membership and/or volunteer relations. Scope of responsibility may include directing or overseeing liaison with members and/or volunteers, recruitment, membership services, volunteer training and volunteer deployment.

Membership is a function particularly in arts service organizations. Sometimes membership is linked to development or marketing positions. In large organizations, there may be two separate positions responsible for members and for volunteers.

Director / Manager, Projects / Programs

Has primary responsibility for controlling the implementation of projects/programs. Scope of responsibility may include directing or overseeing of projects or programs within the mandate of the organization - meeting organizing, contracting, setting timelines and objectives etc.

The content of this position is highly dependent on the nature of the organization's activities and the art form, and titles vary considerably.

Membership / Volunteer Coordinator

Responsible for administering various aspects of the organization's membership and/or volunteer programs within guidelines/policies set by management. Scope of responsibility may include maintenance of member/volunteer databases, recruitment, provision of membership services, development and provision of training programs for volunteers, overseeing use of volunteers, etc.

Director / Manager, Education / Outreach

Has primary responsibility for establishing and controlling the implementation of outreach plans and programs. Scope of responsibility may include directing or overseeing outreach initiatives, distribution of artistic products, and educational or audience development activities.

The content of this position is highly dependent on the nature of the organization's activities and the art form, and titles vary considerably. It may involve distributing artistic products, organizing/coordinating tours or school bookings, organizing community programs, administering professional development workshops, providing member access to services, etc.

Education/outreach is sometimes linked with marketing or communications.

Audience development is sometimes a responsibility linked to education/outreach. It may also be linked to the marketing or communications position or to an artistic programming position not included in these benchmarks.

Education / Outreach Coordinator

Responsible for implementing established outreach plans and activities within guidelines/policies set by management. Scope of responsibility may include tour or school booking management/coordination, distribution of artistic products, community relations initiatives, or other education programs. As noted above, titles vary considerably in different art forms.

Appendix C – Study Template

Section 1 - Organization Profile																					
Organization Name	_____																				
Contact Name	_____ Telephone No. _____																				
Title	_____																				
e-Mail	_____																				
Mailing Address	_____ _____																				
Location of Head Office	<input style="width: 150px; height: 20px;" type="text"/> Community Size* <input style="width: 150px; height: 20px;" type="text"/>																				
Employee Status**	<table style="width: 100%; border: none;"> <tr> <td style="width: 40%;">Full-Time (Permanent) Employees</td> <td style="width: 20%;">_____</td> <td style="width: 20%;">Annual Operating Budget</td> <td style="width: 20%;">\$ _____</td> </tr> <tr> <td>Full-Time (Contract, including seasonal)</td> <td>_____</td> <td></td> <td></td> </tr> <tr> <td>Part-Time (Permanent) Employees</td> <td>_____</td> <td></td> <td></td> </tr> <tr> <td>Part-Time (Contract, including seasonal)</td> <td>_____</td> <td>Number of Volunteers</td> <td>_____</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: center;">0</td> <td>Total Volunteer Hours/Week</td> <td>_____</td> </tr> </table>	Full-Time (Permanent) Employees	_____	Annual Operating Budget	\$ _____	Full-Time (Contract, including seasonal)	_____			Part-Time (Permanent) Employees	_____			Part-Time (Contract, including seasonal)	_____	Number of Volunteers	_____	Total	0	Total Volunteer Hours/Week	_____
Full-Time (Permanent) Employees	_____	Annual Operating Budget	\$ _____																		
Full-Time (Contract, including seasonal)	_____																				
Part-Time (Permanent) Employees	_____																				
Part-Time (Contract, including seasonal)	_____	Number of Volunteers	_____																		
Total	0	Total Volunteer Hours/Week	_____																		
Discipline (please 'X' the box)	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <input type="checkbox"/> Circus Arts <input type="checkbox"/> Dance <input type="checkbox"/> Digital and Media Arts (including film and video) <input type="checkbox"/> Inter Arts and Multidisciplinary Activities </td> <td style="width: 50%; vertical-align: top;"> <input type="checkbox"/> Music and Sound Recording <input type="checkbox"/> Theatre <input type="checkbox"/> Visual Arts and Craft (including art museums that collect/present visual arts and craft) <input type="checkbox"/> Writing and Publishing </td> </tr> </table>	<input type="checkbox"/> Circus Arts <input type="checkbox"/> Dance <input type="checkbox"/> Digital and Media Arts (including film and video) <input type="checkbox"/> Inter Arts and Multidisciplinary Activities	<input type="checkbox"/> Music and Sound Recording <input type="checkbox"/> Theatre <input type="checkbox"/> Visual Arts and Craft (including art museums that collect/present visual arts and craft) <input type="checkbox"/> Writing and Publishing																		
<input type="checkbox"/> Circus Arts <input type="checkbox"/> Dance <input type="checkbox"/> Digital and Media Arts (including film and video) <input type="checkbox"/> Inter Arts and Multidisciplinary Activities	<input type="checkbox"/> Music and Sound Recording <input type="checkbox"/> Theatre <input type="checkbox"/> Visual Arts and Craft (including art museums that collect/present visual arts and craft) <input type="checkbox"/> Writing and Publishing																				
Type of organisation (please 'X' the box)	<input type="checkbox"/> Creation/production organization (e.g., orchestra, theatre company, dance company, circus troupe) <input type="checkbox"/> Curatorial organization (e.g., museum, gallery) <input type="checkbox"/> Presenter/Dissemination organization (e.g., festival, media distribution centre, reading series) <input type="checkbox"/> Service/support organization <input type="checkbox"/> Training/education organization (e.g., conservatory, school) <input type="checkbox"/> Other, please specify: _____																				
Please 'X' the box if your organization's mandate and the majority (i.e. 51% or more) of its activities, artistic content, and financial and human resources dedicated to one or more of the following designated groups:																					
<input type="checkbox"/> First Nations, Inuit and Métis <input type="checkbox"/> Culturally Diverse <input type="checkbox"/> Deaf and/or disability <input type="checkbox"/> Official Language Minority Community – Anglophone <input type="checkbox"/> Official Language Minority Community – Francophone																					

Section 2 - Study Positions and Clusters

INSTRUCTIONS

This study is organized into clusters or groupings of positions, as illustrated below. To determine the positions for which you might be able to provide information, please review the listed positions and proceed to Section 3, Position Profiles, for descriptions of the relevant position profiles. To ensure that appropriate position matches are made, please read and consider the position profiles carefully, as opposed to relying solely on position titles. For example, although the actual title may be Director, Finance, depending on job content, the best position match may be Director/Manager, Administrative Services. Where there is overlap between the specified positions, please provide information on the one position that best represents the role (i.e. the position that encompasses the majority of duties). We would ask that you read the position profiles and indicate in the space provided on the data collection tool the quality of the match. "Quality of Match" refers to whether the position you have selected as a match is less than, equal to or greater than the benchmark position in terms of roles and responsibilities.

Please feel free to provide any additional comments, either separately or directly on the data collection tool, to assist in developing strong matches. We also understand that smaller organizations may only have one or two employees who perform the duties of many of the listed positions. Accordingly, please provide information on those one or two relevant positions.

Once you have identified possible matching positions for study completion, please go to Section 4, Study Template: Base Pay, Rewards and Recognition, Benefits, and provide the requested information, if applicable.

Finally, please fill out Section 5, Human Resources Issues, to complete the study.

I. General Management

Executive Director/General Manager
 Director/Manager, Administrative Services
 Office Administrator/Manager
 Administrative Assistant
 Receptionist/Clerk

II. Finance & Accounting

Director/Manager, Financial Services
 Finance Officer

III. Marketing/Communications/Development

Director/Manager, Marketing/Communications
 Communications Coordinator
 Marketing Coordinator
 Director/Manager, Development (Fundraising)
 Development Coordinator

IV. Human Resources

Director/Manager, Human Resources
 Human Resources Coordinator

V. Information Technology

Director/Manager, Information Technology
 IT Technician

VI. Other

Director/Manager, Membership and/or Volunteer Relations
 Director/Manager, Projects/Programs
 Membership/Volunteer Coordinator
 Director/Manager, Education/Outreach
 Education/Outreach Coordinator

Section 3 - Position Profiles

I. General Management

Executive Director/General Manager

Senior-most administrative position in organization, reporting directly to the Board of Directors. Has primary responsibility for the sound and efficient operation of the organization, in particular its overall administrative and financial development and operation. Leads the development of strategies and policies. Plans and directs all facets of administration, which may include financial planning and control, facility management, marketing, development, government/funder relations, public relations, audience services, staff relations, contract negotiations. Often represents the organization externally with funding bodies and the artistic community.

Titles may include: Executive Director, General Manager, President/CEO, Executive Producer, Administrative Director, Coordinator, Administrative Coordinator, Managing Director, Company Manager, Business Manager, Director of Operations, etc.

In smaller organizations, the senior administrator may have few or no subordinate staff or any middle layer "management positions".

Director/Manager, Administrative Services

Has primary responsibility for managing and coordinating organizational operations within and across several functional areas. Scope of responsibility may include directing or overseeing areas such as finance, human resources, office administration, information technology. Develops and controls the implementation of operational plans and policies.

Position is often titled "Administration and Finance".

Office Administrator/Manager

Responsible for supervising the efficient operation of administrative services within guidelines/policies set by management. Scope of responsibility may include coordinating and supervising the activities of office staff, maintaining office equipment and supplies, and ensuring the orderly performance of administrative functions.

Administrative Assistant

Responsible for providing direct administrative support to an individual or group, normally managers. Scope of responsibility may include generating memos, agendas and reports, assembling and analyzing confidential information, coordinating meetings and travel arrangements, and providing broad administrative support.

Receptionist/Clerk

Responsible for performing a variety of semi-routine clerical activities or a series of specialized clerical activities. Scope of responsibility may include directing visitors, maintaining files and records, directing calls, processing documents, preparing reports, maintaining files, coordinating supplies.

II. Finance & Accounting

Director/Manager, Finance

Has primary responsibility for developing and controlling the implementation of financial policies, procedures and plans. Scope of responsibility may include directing or overseeing financial planning and control, budgeting, financial decision-making, maintaining accounting records, overseeing/approving expenditures, preparing financial statements.

Position is often titled "Administration and Finance".

Finance Officer

Responsible for administering financial and/or accounting procedures within guidelines and policies set by management. Scope of responsibilities may include maintaining accounting records, preparing financial statements, performing financial analysis, overseeing expenditures, remitting required payments, etc. Specific titles might include accounting officer, bookkeeper, comptroller.

III. Marketing/Communications/Development

Director/Manager, Marketing/Communications

Has primary responsibility for marketing/communication. Develops and controls the implementation of marketing and communication campaigns, strategies and plans. Scope of responsibility may include directing or overseeing marketing strategies, market research, rental and sale campaigns, promotion and promotional materials in various media (including social media) as well as overseeing communications with public, media and other stakeholders.

Marketing and development are frequently combined in a single position.

Communications Coordinator

Responsible for implementing communications plans within guidelines/policies set by management. Scope of responsibility may include liaising with media and specific interest groups, preparing and distributing speeches, articles and other publications, responding to public and media inquiries. Specific titles might include publicist, PR officer, media relations officer, social media coordinator, editor/writer.

Marketing Coordinator

Responsible for implementing established marketing plans within guidelines/policies set by management. Scope of responsibilities may include conducting and analyzing market research, preparing and distributing promotion materials, working with specific community groups to promote the organization and help develop audiences.

Director/Manager, Development (Fundraising)

Has primary responsibility for developing and controlling the implementation of development policies and plans, overseeing and directing the organization's fundraising activities. Scope of responsibilities may include directing or overseeing campaigns to secure financial support from individuals, corporations, foundations and the like, member and donor initiatives, sponsorship development, patron services, capital programs and fundraising events.

Development and marketing are frequently combined in one position.

Development Coordinator

Responsible for implementing established development plans within guidelines/policies set by management. Scope of responsibility may include fundraising functions in general or (in larger organizations) specific areas such as major gifts, planned giving, annual fund, sponsorship development, etc.

IV. Human Resources**Director/Manager, Human Resources**

Has primary responsibility for developing and controlling the implementation of human resource policies, plans and procedures. Scope of responsibility may include directing or overseeing job design, planning, labour relations, performance management, contractual agreements, job analysis, recruitment, selection, compensation, training and health and safety.

Human Resources Coordinator

Responsible for implementing established HR plans within guidelines/policies set by management. Scope of responsibility may include labour relations, artists' relations, contracts, and payroll, copyright, job analysis, recruitment, selection, training and compensation reviews, and providing internal advice on the application of HR policies and practices.

V. Information Technology**Director/Manager, Information Technology**

Has primary responsibility for developing and controlling the implementation of information technology policies, procedures and plans. Scope of responsibility may include directing or overseeing information technology analysis, design, acquisition/development, applications programming, network and database administration, and hardware and systems maintenance.

Sometimes website management and very basic IT responsibilities are joined with other position functions such as communications or member services.

IT Technician

Responsible for administering various aspects of one or more of the organization's IT applications/systems within guidelines/policies set by management. Scope of responsibility may include design, programming, documentation, data security, troubleshooting, website management, etc. May also be responsible for fixing equipment.

VI. Other**Director/Manager, Membership and/or Volunteer Relations**

Has primary responsibility for membership and/or volunteer relations. Scope of responsibility may include directing or overseeing liaison with members and/or volunteers, recruitment, membership services, volunteer training and volunteer deployment.

Membership is a function particularly in arts service organizations. Sometimes membership is linked to development or marketing positions. There may be two separate positions responsible for members and for volunteers.

Director/Manager, Projects/Programs

Has primary responsibility for controlling the implementation of projects/programs. Scope of responsibility may include directing or overseeing of projects or programs within the mandate of the organization - meeting organizing, contracting, setting timelines and objectives etc.

The content of this position is highly dependent on the nature of the organization's activities and the art form, and titles vary considerably.

Membership/Volunteer Coordinator

Responsible for administering various aspects of the organization's membership and/or volunteer programs within guidelines/policies set by management. Scope of responsibility may include maintenance of member/volunteer databases, recruitment, provision of membership services, development and provision of training programs for volunteers, overseeing use of volunteers, etc.

Director/Manager, Education/Outreach

Has primary responsibility for establishing and controlling the implementation of outreach plans and programs. Scope of responsibility may include directing or overseeing outreach initiatives, distribution of artistic products, and educational or audience development activities.

The content of this position is highly dependent on the nature of the organization's activities and the art form, and titles vary considerably. It may involve distributing artistic products, organizing/coordinating tours or school bookings, organizing community programs, administering professional development workshops, providing member access to services, etc.

Education/outreach is sometimes linked with marketing or communications.

Audience development is sometimes a responsibility linked to education/outreach. It may also be linked to the marketing or communications position or to an artistic programming position not included in these benchmarks.

Education/Outreach Coordinator

Responsible for implementing established outreach plans and activities within guidelines/policies set by management. Scope of responsibility may include tour or school booking management/coordination, distribution of artistic products, community relations initiatives, or other education programs. As noted above, titles vary considerably in different art forms.

Section 4 - Study Template: Base Pay, Rewards and Recognition, Benefits and Perquisites

BASE PAY

Notes:
 (1) For **Quality of Match**, please indicate "a" if your position is of smaller scope; "b" if your position is of equal scope; or "c" if your position is of larger scope.
 (2) For **Other Duties**, if the position is accountable for significant responsibilities in another function, please indicate the applicable functional areas as listed (e.g. single incumbent with multiple roles).
 (3) For **Salary Range**, please indicate a minimum and maximum where formal ranges are in place. If salary ranges do not exist, please indicate the actual salary of the current incumbent (where multi-incumbent, use the average). You may report hourly or annual rates. For part-time employees, please report part-time salaries; do not annualize salaries.

Benchmark Position Title	Your Applicable Matching Position Title	Quality of Match (1)	Other Duties (2) Select one of: 1 - Finance 2 - Marketing 3 - HR 4 - IT 5 - Other	Status (Full-Time, Seasonal or Part-Time)	Standard Paid Hours Per Week (excluding over-time)	Months Per Year	Salary Range (3)			Effective Date of the Salary	Anticipated Salary Increase for Next Fiscal Year (%)
							Min	Max	Actual		
<i>Example: Marketing Officer</i>	<i>Marketing Assistant</i>	<i>c</i>	<i>3</i>	<i>Full-Time</i>	<i>35</i>	<i>12</i>	<i>23,000</i>	<i>33,000</i>		<i>1/1/2008</i>	<i>1</i>
General Management											
Executive Director/General Manager											
Director/Manager, Administrative Services											
Office Administrator/Manager											
Administrative Assistant											
Receptionist/Clerk											
Finance & Accounting											
Director/Manager, Finance											
Finance Officer											
Marketing/Communications/Development											
Director/Manager, Marketing/Communications											
Communications Coordinator											
Marketing Coordinator											
Director/Manager, Development (Fundraising)											
Development Coordinator											
Human Resources											
Director/Manager, Human Resources											
Human Resources Coordinator											
Information Technology											
Director/Manager, Information Technology											
IT Technician											
Other											
Director /Manager, Membership and/or Volunteer Relations											
Director/Manager, Projects/Programs											
Membership/Volunteer Coordinator											
Director/Manager, Education/Outreach											
Education/Outreach Coordinator											

Section 4 - Study Template: Base Pay, Rewards and Recognition, Benefits and Perquisites

REWARDS & RECOGNITION

What is the primary basis for base salary range progression ?

Performance-Based Financial Situation of Organization
 Competency-Based Other: _____

Which of the following rewards are used to recognize outstanding performance within your organization?

Gifts/Certificates Complimentary Event Tickets
 Company/Organization Merchandise Cash Bonuses (Please indicate the typical amount) : _____
 Paid Time-off Other: _____

Does your organization have a bonus plan? (e.g. merit pay, short-term incentives)

Yes No

If yes, please indicate which employee groups are eligible, the target payout and actual payout for the last fiscal year:

Position	Target (as a % of Base Pay)	Actual Payout (as a % of Base Pay)
<input type="checkbox"/> ED/DM	_____ %	_____ %
<input type="checkbox"/> Management	_____ %	_____ %
<input type="checkbox"/> Non-Management	_____ %	_____ %
<input type="checkbox"/> Other _____	_____ %	_____ %

What are the key performance measures for determining bonus payouts?

Section 4 - Study Template: Base Pay, Rewards and Recognition, Benefits and Perquisites

BENEFITS AND PERQUISITES

Do you provide?	Staff Covered (all or specify, for example, Part-time or Full-time)	% of Premium that is Employee Paid	% of Premium that is Employer Paid	Maximum Value (\$) of Benefit/Year
<input type="checkbox"/> Accidental Death & Dismemberment Insurance	_____	_____ %	_____ %	_____
<input type="checkbox"/> Life Insurance	_____	_____ %	_____ %	_____
<input type="checkbox"/> Extended Health Insurance (the basic plan usually includes preventive dental care)	_____	_____ %	_____ %	_____
<input type="checkbox"/> Additional Dental Care Insurance (for example, restorative care and/or orthodontics)	_____	_____ %	_____ %	_____
<input type="checkbox"/> Vision Care Insurance	_____	_____ %	_____ %	_____
<input type="checkbox"/> Long Term Disability Insurance	_____	_____ %	_____ %	_____
<input type="checkbox"/> Retirement Savings - Pension Plan	_____	_____ %	_____ %	_____
<input type="checkbox"/> Retirement Savings - Group RRSP	_____	_____ %	_____ %	_____
<input type="checkbox"/> EI - Supplemental Unemployment Benefit Program (SUB) - including, for example, maternity top-up	_____	_____ %	_____ %	_____
<input type="checkbox"/> Other (specify): _____	_____	_____ %	_____ %	_____
<input type="checkbox"/> Other (specify): _____	_____	_____ %	_____ %	_____

BENEFITS AND PERQUISITES

Do you provide?	Scope of Provision	Positions Included
<input type="checkbox"/> Work from Home Arrangements	_____	_____
<input type="checkbox"/> Job Sharing	_____	_____
<input type="checkbox"/> Flex-Time	_____	_____
<input type="checkbox"/> Membership or Other Dues/Fees (Social)	_____	_____
<input type="checkbox"/> Membership or Other Dues/Fees (Professional/Associations)	_____	_____
<input type="checkbox"/> Membership or Other Dues/Fees (Fitness/Leisure)	_____	_____
<input type="checkbox"/> Training/ Professional Development (Financial or Time-off)	_____	_____
<input type="checkbox"/> Moving/Relocation Allowances	_____	_____
<input type="checkbox"/> Parking	_____	_____
<input type="checkbox"/> Airline/Travel Points (Personal Accumulation)	_____	_____
<input type="checkbox"/> Sabbatical (unpaid leave of absence)	_____	_____
<input type="checkbox"/> Cell phone Use	_____	_____
<input type="checkbox"/> Data plan	_____	_____
<input type="checkbox"/> Laptop Use	_____	_____
<input type="checkbox"/> Other (specify): _____	_____	_____

Section 4 - Study Template: Base Pay, Rewards and Recognition, Benefits and Perquisites

BENEFITS AND PERQUISITES

Please indicate the number of years of service required to accrue the following vacation entitlements. For example, if managers receive 4 weeks of vacation after 10 years of service, enter 10 in the corresponding box.

Vacation Entitlement	Years of Service Required	
	All Positions	Management (if different from "All Positions")
1 week	_____	_____
2 weeks	_____	_____
3 weeks	_____	_____
4 weeks	_____	_____
5 weeks	_____	_____
6 weeks	_____	_____

Upon hire, managers are typically entitled to ____ weeks of vacation.

Upon hire, non-management staff are typically entitled to ____ weeks of vacation.

Does your organization allow employees to "carry" unused weeks of vacation forward into the new fiscal year?

No
 Yes (Please indicate maximum allowable weeks) _____

Section 5 - HR Issues

Please outline your organization's overtime policies and practices. ▮

All Positions		Management (If different from "All Positions")	
	Typical OT Hours/Week per employee		Typical OT Hours/Week per employee
OT Policy		OT Policy	
<input type="checkbox"/> Paid OT	_____	<input type="checkbox"/> Paid OT	_____
<input type="checkbox"/> Time Off in Lieu	_____	<input type="checkbox"/> Time Off in Lieu	_____
<input type="checkbox"/> Unpaid OT	_____	<input type="checkbox"/> Unpaid OT	_____

Does your organization have formal job descriptions?

Yes
 No

Does your organization provide employees with formal employment contracts?

Yes
 No

Does your organization generally document its human resource policies (e.g. vacation, training, compensation, benefits, hours of work, etc.)?

Yes
 No

Does your organization have a formal performance evaluation program?

Yes
 No

What are the managerial or administrative positions that are most difficult to attract?

What are the reasons for this difficulty?

<input type="checkbox"/> Excessive Workload <input type="checkbox"/> Non-competitive Salaries <input type="checkbox"/> Inadequate Benefit Packages <input type="checkbox"/> Lack of Job Security <input type="checkbox"/> Work/Life Balance Issues	<input type="checkbox"/> Seasonal Nature of Work <input type="checkbox"/> Skill Shortage in Labour Market <input type="checkbox"/> Lack of Training Opportunities <input type="checkbox"/> Lack of Career Opportunities Other: _____
--	--

What are the managerial or administrative positions that are most difficult to retain?

What are the reasons for this difficulty?

<input type="checkbox"/> Excessive Workload <input type="checkbox"/> Non-competitive Salaries <input type="checkbox"/> Inadequate Benefit Packages <input type="checkbox"/> Lack of Job Security <input type="checkbox"/> Work/Life Balance Issues	<input type="checkbox"/> Seasonal Nature of Work <input type="checkbox"/> Skill Shortage in Labour Market <input type="checkbox"/> Lack of Training Opportunities <input type="checkbox"/> Lack of Career Opportunities Other: _____
--	--

If you have experienced success in attracting and/or retaining employees, what are some of the strategies that you have found to be useful?

Please estimate your organization's typical voluntary turnover rate among managers and administrative staff. # Per Year _____
 (For example, given a staff of 15, 2 employees leave voluntarily each year, turnover equals 2 divided by 15, or 13.3%) % of Total Staff _____%

From the list below, please identify your organization's top 3 Human Resources priorities/challenges.

<input type="checkbox"/> Training	<input type="checkbox"/> Work/Life Balance Issues
<input type="checkbox"/> Morale	<input type="checkbox"/> Health & Safety
<input type="checkbox"/> Leadership	<input type="checkbox"/> Labour Relations
<input type="checkbox"/> Recruitment (in General)	<input type="checkbox"/> Workforce Diversity
<input type="checkbox"/> Recruitment of Next Generation Management	<input type="checkbox"/> General Health and Well-being (leave due to work-related illness such as stress)
<input type="checkbox"/> Succession Planning/Promotion	<input type="checkbox"/> Relations Between Artistic and Administrative Personnel
<input type="checkbox"/> Succession Planning/Leader Transition	<input type="checkbox"/> Other (specify): _____
<input type="checkbox"/> Staff Turnover	<input type="checkbox"/> Other (specify): _____
<input type="checkbox"/> Understaffing/Overwork	<input type="checkbox"/> Other (specify): _____
<input type="checkbox"/> Compensation/Benefits	
<input type="checkbox"/> Career Advancement Opportunities	

What would you identify as your top organization-wide training needs/priorities?

Does your organization undertake employee satisfaction or engagement surveys? Yes No

If yes, what is the percentage of employees with high job satisfaction based on your last survey results? _____

What are your most significant management challenges?

Volunteers	Interns
If applicable, what functions are performed by volunteers <input type="checkbox"/> Administrative Support <input type="checkbox"/> Technical Support <input type="checkbox"/> Public Programming <input type="checkbox"/> Managerial <input type="checkbox"/> Other (specify): _____	Does your organization have paid or unpaid interns _____ # of paid interns _____ # of unpaid interns <hr/> <p style="text-align: center;">ONCE YOU HAVE COMPLETED THE SURVEY PLEASE RETURN BY E-MAIL TO ottawa.surveys@mercer.com</p>

Appendix D – Glossary

25th Percentile – The salary rate within the average minimum to maximum salary range which is higher than 25% of the average rates reported.

50th Percentile – The salary rate within the average minimum to maximum salary range which is higher than 50% of the average rates reported.

75th Percentile – The salary rate within the average minimum to maximum salary range which is higher than 75% of the average rates reported.

Average – Sum of the salary rates in a sample divided by the total number of salary rates in the sample.

Base Salary – The fixed compensation paid to an employee for performing specific job responsibilities. It is typically paid as an annual salary, hourly rate, or piece rate. In this report it is presented as an annual salary.

Job Capsule – A summary of the primary duties and responsibilities of a position used for job matching.

Market Pricing – Relative to compensation, the technique of validating an organization's current compensation levels based on the prevailing rate for benchmark jobs in the labour market(s) relevant to the organization.

Median (or P50) – The middle item in a set of ranked data points containing an odd number of items. When an even number of items are ranked, the median is the average of the two middle items.

Percentiles – Percentiles are values that divide a set of observations in to 100 equal parts. The percentile rank is the proportion of values in a distribution that a specific value is greater than or equal to (e.g. P25 would therefore correspond to the value below which 25% of the values fall).

Sabbatical – An extended leave allowance for the purpose of study or research. Sabbaticals may be 100% employer paid or 100% employee paid. In the latter circumstance, an employee may work for several years at a reduced salary to receive a given paid period of leave.

Short-Term Incentive – An after-the-fact reward or payment based on the performance of an individual, a group of workers operating as a unit, a division or business unit, or an entire work force. It may be based on a formula or be at the discretion of management. Its time horizon is typically within twelve months. Payments may be made in cash, share options or other items of value.

Total Cash Compensation – The sum of all cash payments made to an individual for employment services during a given year. Comprised of base pay and variable pay, also called short-term incentive. Does not include long-term incentives (e.g. stock options, restricted stock, stock appreciation rights), perquisites, pension and benefits.

Total Rewards – All of the tools available to the employer that may be used to attract, retain and motivate employees. Total rewards are everything the employee perceives to be of value resulting from the employment relationship. It includes both tangible (e.g. cash, benefits, and bonus) and intangible rewards (e.g. flexible schedule, working conditions, and location).