

**National
Compensation
Study – 2009 Update**
for Management
and Administration
in Not-for-Profit
Arts Organizations

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Cultural
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1. Executive Summary

In October and November of 2008, 218 organizations within the not-for-profit arts sector participated in a comprehensive compensation study. This is the second iteration of the study, which was first undertaken in 2003. 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 issues.

A comparison of 2008 data with 2003 provides a picture of changing conditions since the previous study. There have been some improvements, especially for larger organizations, but challenges remain for the small and mid-sized organizations which make up the majority of the arts organizations in the sector. Small and mid-sized arts organizations will likely continue to struggle with attracting and retaining Director/Management and Administrative personnel because of limited ability to offer competitive salaries and benefits. Not surprisingly, the organizations in the study identify compensation and benefits as being one of their top human resource priorities. Other ongoing human resource priorities and challenges identified by arts organizations include staff turnover, succession planning and securing adequate funding and time for training initiatives. Organizations of all sizes indicated that excessive workloads and lack of resources are their biggest challenges.

The responding arts organizations represent a strong cross-section of arts organizations in Canada by organizational budget, discipline and region. For analysis purposes, participant organizations are grouped into five size categories according to operating budget: under \$100,000; \$100,000 to \$250,000; \$250,000 to \$1,000,000; \$1,000,000 to \$5,000,000 and over \$5,000,000.

Trends identified by the study include the following:

- Organizations with operating budgets of over \$5,000,000 had higher real wage increases than the general marketplace from 2003 to 2008 (about 15% vs. just under 6%).
- Relative to 2003, the frequency of benefits being offered by arts organizations has increased, especially for smaller organizations. The prevalence of extended health, dental, life and other insurance has almost doubled for these organizations. However, similar to 2003, the scope and frequency of benefits across the arts sector is disproportionately lower than other sectors.
- Retirement savings plans are also now more prevalent in larger organizations.
- There has been an increase in organizations offering incentives other than monetary bonuses, including paid time off (an increase to 34% from 19%).

While these are positive signs for the arts sector, the study also confirmed that arts organizations continue to lag behind the general not-for-profit sector and comparative industries in many areas of compensation and benefits representing an ongoing real challenge for recruitment and retention. And, though a positive trend has been noted in wage increases for larger arts organizations keeping pace with the marketplace, this should be balanced by the finding that the base salaries for these organizations are still for the most part not competitive with the not-for-profit sector as a whole and comparative industry averages.

There are few positive signs for small and mid-size arts organizations in relation to not-for-profit sector and industry comparisons. Though not across the board, the situation in some cases has actually worsened for small arts organizations. The average base salary for an Executive Director/General Manager of an arts organization in the \$100,000 to \$250,000 operating budget category stands at \$31,513 in 2008, a drop of 2.4% compared to 2003 (\$32,290).

The study confirmed that organizations with operating budgets under \$250,000 operate with a limited number of management and administrative positions. Organizations with an operating budget of under \$1,000,000 (making up 75% of the respondents of the study) are working with very limited resources,

helping to explain why one of the most commonly stated organizational challenges in the study was understaffing combined with overwork.

Smaller arts organizations consistently have fewer employees performing a much wider variety of functions in order to accomplish their organization's mandate and these organizations feel especially stretched due to their budget constraints. Further to this, the last decade has seen the proliferation of both web-site maintenance (IT positions) and project funding – frequently aimed at labor-intensive activities such as audience development, youth and cultural diversity integration (all over-and-above daily operations). This activity has necessitated the addition of Project Managers to the thin layer of human resources. This new benchmark position profile was added to the study in 2008 as it was not included in 2003 (see Appendix B).

As previously noted, small and mid-sized arts organizations have made some progress in offering health-related and other benefits. However, the overall lack of benefits combined with a limited ability to pay competitive salaries (on average, salaries are three-to-five times lower than larger organizations), makes attracting and retaining qualified resources is challenging. These organizations often compensate by relying on alternative methods to attract and retain employees (i.e. 60% 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 voluntary turnover rate is high for the arts sector at 20%, well above the 12% for the not-for-profit sector in general and an average of just under 10% for comparative industries. This staff turnover situation perhaps indicates the necessity of reliance on volunteers (including board members) for organizations to sufficiently meet their mandates.

Compensation is only one of many dimensions that serve to attract and retain talent to the broader arts sector. It is, however, an important component that if not managed effectively could represent a strategic risk to the longer term sustainability of the smaller and “start up” segments of the sector. Given that a significant number of positions within the sector are contract positions, coupled with an increasing number of managers leaving the sector due to retirement, workload “burnout” and better compensation levels offered in other sectors, it is concluded that national, provincial and local arts sector leaders need to more thoroughly examine the strategic and policy implications of this study and its opportunities for funding and compensation change.

¹² Deloitte Proprietary Data

2. Introduction

2.1 Cultural Human Resources Council

The Cultural Human Resources Council (CHRC) is a national organization which brings together representatives from all the cultural sub-sectors to address the training and career development needs of cultural workers—artists, creators, technical staff, managers, boards, volunteers, and all those engaged professionally in the sector, including those that are self-employed.

CHRC is based on a very simple premise: that the fundamental resource of Canadian culture is its people, with all their distinctive characteristics. Its mission is "To strengthen the Canadian cultural workforce by providing leadership and innovative solutions to human resource issues and to better the HR environment within the cultural sector". To that end, its role is to enable all participants in the sector to plan with people in mind—the people currently working in arts occupations, and those who will replenish and refresh our culture in the future.

2.2 Study Background

This study, first performed in 2003, was conducted because of a growing sense of urgency in the arts sector about the imminent crisis in the arts management labour force; the pioneer generation of managers was about to retire and many more leaving the sector prematurely due to stress or burnout or for better pay, benefits and working conditions elsewhere. The 2003 study examined the current compensation and working conditions in the arts sector.

Recognizing that the success of arts organizations is largely dependent on the ability to attract and retain top talent, and that the arts sector is being impacted by increasingly scarce skill sets in the labour market, the CHRC believes it to be timely to undertake the second comprehensive national compensation study—compensation being one of the most critical elements of an organization's ability to attract and retain a talented workforce.

This second 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 five years.

2.3 Methodology

The Cultural Human Resources Council (CHRC) retained Deloitte to assist in undertaking a comprehensive compensation study of the Canadian arts sector focusing on management and administrative positions in not-for-profit arts organizations. The study was conducted in October and November of 2008. In total, 2,587 organizations from across the country in the arts sector were invited to participate. The study focus included 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.

This report presents the results from the study, beginning with a profile of the participant organizations, and followed by base salary data for each of the selected benchmark positions. In total, data were gathered on 21 benchmark positions (please see Appendix B for a profile of each of the positions). Individual job matching was conducted by each participating organization.

All data went through a "cleansing" process to identify erroneous data and outliers before undertaking analysis. This process is required to ensure that the data are of the highest quality, fully defensible and relevant. Data are current as of October and November 2008 (reporting period).

Following this largely quantitative analysis, the report then 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, 218 organizations from across the country participated in this study, representing a response rate of 8%, given that 2,587 organizations were invited to participate in the study. It should also be noted that the 2008 study targeted more organizations than the 2003 initiative. Overall, the 8% response rate represents a strong cross-sectional profile of arts organizations in Canada by discipline, organizational budget, and region. The following table provides a summary profile of the participant organizations:

Region	Number of Responses	Percentage of Sample
Atlantic	19	9%
Ontario	74	34%
Prairies (MB, AB, SK)	46	21%
Quebec	43	20%
West and North	36	16%
Total	218	100%

Artistic Disciplines*	Number of Responses*	Percentage of Sample
Visual and Media Arts (including Artist-run Centres and Galleries)	51	22%
Performing and Literary Arts (Dance, Festivals, Music, Performance Arts, Theatre)	158	67%
Service Organizations	27	11%
Total	236	100%

*Where applicable, participants were able to select more than one response

Annual Budget	Number of Responses	Percentage of Sample
Under \$100,000	29	13%
\$100,000 to \$250,000	58	27%
\$250,000 to \$1,000,000	77	35%
\$1,000,000 to \$5,000,000	40	18%
Over \$5,000,000	14	6%
Total	218	100%

Annual Budget	Number of Employees by Type			
	Average Full-time Permanent	Average Full-time Contract	Average Part-time Permanent	Average Part-time Contract
Under \$100,000	3	2	2	11
\$100,000 to \$250,000	3	2	2	9
\$250,000 to \$1,000,000	3	5	3	13
\$1,000,000 to \$5,000,000	9	10	4	42
Over \$5,000,000	43	82	37	86

Language	Number of Responses	Percentage of Sample
English	180	83%
French	38	17%
Total	218	100%

*Language represents the primary language of operation, not necessarily the only language of operation.

When comparing the 2008 participant profile to 2003, the participation “spread” across the provinces/geographic regions is approximately equal, with slight increases from the Atlantic and Prairies regions, and slight decreases from the Quebec and West / North regions.

As in 2003, Performing and Literary Arts has the largest response rate, 67% for 2008, compared with 62% for 2003. Visual and Media Arts and Service Organizations response rates have declined slightly since 2003.

The number of respondents with annual budgets under \$100,000 has substantially decreased, from 27% in 2003 to 13% in 2008. However, countering this is an increase in organizations with budgets over \$1,000,000, 15% in 2003 versus 24% in 2008.

When participants were asked about the composition of the workforce, many organizations with budgets under \$5,000,000, indicated that they have substantially more part-time employees, with a focused reliance on part-time contract employees. While organizations with operating budgets over \$5,000,000 have approximately equal number of full-time and part-time employees, emphasis is still place on the number of contract employees. Given the often seasonal nature of work within the arts sectors, this finding is not surprising; however, coupled with an increasing tight labour market in certain areas, including those of strategic importance to arts organizations (i.e. marketing and development/fundraising), this may present a significant issue in the attraction and retention of employees.

Please see Appendix D for an alphabetical listing of the participant organizations.

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 actual base salary practices. Where applicable, for each position (see page 9 for a list of positions and a corresponding page reference), summary data are provided for the average actual 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 has been sorted by region and artistic discipline.

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 such factors as tenure within an organization, time in a position, individual and organization performance, and market demand for particular skill sets. Compensation levels within plus or minus 10% of an organization's target market positioning are generally considered to be within competitive norms for professional level positions.

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, but should also compare themselves against external total compensation packages (total rewards).

4.3 Summary Profile

Organizations with Operating Budgets under \$100,000								
Position	2008 Base Pay				2003 Base Pay		Variance (%)	
	Average Actual	P25	P50	P75	Average Actual	P50	Average Actual	P50
General Management								
Executive Director/ General Manager (n=22)	\$40,051	\$28,204	\$34,762	\$47,672	\$28,808	\$26,853	39.0%	29.5%
Director/ Manager, Administrative Services (n=4)	\$43,989	\$41,594	\$46,409	\$47,595	-	-	-	-
Office Administrator/ Manager (n=4)	\$35,361	\$28,193	\$31,885	\$39,052	\$24,527	\$24,051	44.2%	32.6%
Administrative Assistant (n=6)	\$32,604	\$26,000	\$31,000	\$35,410	\$22,165	\$20,989	47.1%	47.7%
Marketing / Communications / Development								
Communications Coordinator (n=3)	\$33,850	\$28,008	\$35,000	\$40,268	-	-	-	-
Other								
Education/ Outreach Coordinator (n=4)	\$33,691	\$31,174	\$35,027	\$36,876	-	-	-	-

Organizations with Operating Budgets \$100,000-\$250,000								
Position	2008 Base Pay				2003 Base Pay		Variance (%)	
	Average Actual	P25	P50	P75	Average Actual	P50	Average Actual	P50
General Management								
Executive Director/ General Manager (n=50)	\$37,044	\$32,000	\$35,027	\$41,699	\$34,842	\$34,775	6.3%	0.7%
Director/ Manager, Administrative Services (n=8)	\$31,513	\$29,364	\$30,000	\$33,857	\$32,290	\$32,183	-2.4%	-6.8%
Office Administrator/ Manager (n=8)	\$26,692	\$21,300	\$25,745	\$29,460	\$24,208	\$25,254	10.3%	1.9%
Administrative Assistant (n=8)	\$25,145	\$24,338	\$25,219	\$26,125	\$24,623	\$23,488	2.1%	7.4%
Finance & Accounting								
Finance Officer (n=3)	\$19,265	\$18,389	\$19,265	\$20,140	\$24,877	\$24,908	-22.6%	-22.7%
Marketing / Communications / Development								
Director/ Manager, Marketing/ Communications (n=7)	\$36,055	\$28,788	\$33,359	\$35,714	\$29,858	-	20.8%	-
Communications Coordinator (n=4)	\$34,146	\$26,780	\$29,412	\$36,778	\$25,893	\$27,036	31.9%	8.8%
Information Technology								
IT Technician (n=5)	\$24,335	\$15,132	\$21,000	\$29,500	\$19,315	\$21,052	26.0%	-0.2%
Other								
Director/Manager, Projects/Programs (n=12)	\$34,563	\$30,210	\$33,982	\$38,271	-	-	-	-

Organizations with Operating Budgets \$250,000-\$1,000,000								
Position	2008 Base Pay				2003 Base Pay		Variance (%)	
	Average Actual	P25	P50	P75	Average Actual	P50	Average Actual	P50
General Management								
Executive Director/ General Manager (n=69)	\$51,641	\$42,000	\$49,920	\$60,000	\$44,706	\$45,130	15.5%	10.6%
Director/ Manager, Administrative Services (n=18)	\$41,222	\$32,760	\$42,000	\$47,000	\$40,385	\$39,545	2.1%	6.2%
Office Administrator/ Manager (n=18)	\$36,777	\$29,000	\$32,929	\$40,305	\$32,186	\$31,530	14.3%	4.4%
Administrative Assistant (n=25)	\$28,493	\$24,589	\$27,321	\$30,577	\$27,850	\$27,900	2.3%	-2.1%
Receptionist/ Clerk (n=11)	\$22,265	\$16,550	\$22,750	\$26,184	\$25,512	\$25,139	-12.7%	-9.5%
Finance & Accounting								
Director/ Manager, Finance (n=5)	\$35,779	\$31,838	\$35,000	\$39,000	-	-	-	-
Finance Officer (n=21)	\$45,407	\$36,500	\$45,535	\$56,043	\$29,521	\$30,212	53.8%	50.7%
Marketing / Communications / Development								
Director/ Manager, Marketing/ Communications (n=15)	\$36,437	\$29,196	\$37,000	\$42,316	\$32,632	\$32,790	11.7%	12.8%
Communications Coordinator (n=20)	\$33,508	\$27,311	\$31,500	\$36,250	\$27,654	\$27,647	21.2%	13.9%
Marketing Coordinator (n=7)	\$30,062	\$27,671	\$28,600	\$33,250	\$26,398	\$26,465	13.9%	8.1%
Director/ Manager, Development (Fundraising) (n=6)	\$41,313	\$25,728	\$42,166	\$48,104	\$37,137	\$37,444	11.2%	12.6%
Development Coordinator (n=5)	\$46,518	\$41,200	\$45,535	\$50,038	\$35,583	\$36,045	30.7%	26.3%
Information Technology								
Director/ Manager, Information Technology (n=4)	\$38,350	\$32,753	\$34,335	\$39,932	-	-	-	-
IT Technician (n=5)	\$34,517	\$28,500	\$33,280	\$35,202	\$30,579	\$30,987	12.9%	7.4%
Other								
Director / Manager, Membership and/or Volunteer Relations (n=3)	\$34,359	\$25,038	\$33,000	\$43,000	\$31,149	\$31,149	10.3%	5.9%
Director/ Manager, Projects/ Programs (n=23)	\$37,693	\$32,875	\$36,050	\$42,760	-	-	-	-
Membership/ Volunteer Coordinator (n=12)	\$28,682	\$26,000	\$27,400	\$28,000	\$24,904	\$25,174	15.2%	8.8%
Director/ Manager, Education/ Outreach (n=9)	\$38,966	\$34,580	\$41,000	\$44,200	\$39,277	\$38,367	-0.8%	6.9%
Education/ Outreach Coordinator (n=14)	\$29,885	\$21,938	\$28,466	\$39,741	\$25,648	\$26,404	16.5%	7.8%

Organizations with Operating Budgets \$1,000,000-\$5,000,000								
Position	2008 Base Pay				2003 Base Pay		Variance (%)	
	Average Actual	P25	P50	P75	Average Actual	P50	Average Actual	P50
General Management								
Executive Director/ General Manager (n=39)	\$75,552	\$56,875	\$75,000	\$86,250	\$76,422	\$74,233	-1.1%	1.0%
Director/ Manager, Administrative Services (n=13)	\$51,230	\$48,000	\$52,000	\$55,000	\$50,519	\$50,762	1.4%	2.4%
Office Administrator/ Manager (n=10)	\$38,447	\$31,200	\$39,000	\$45,000	\$27,087	\$26,390	41.9%	47.8%
Administrative Assistant (n=16)	\$33,706	\$29,152	\$33,250	\$37,750	\$31,422	\$31,362	7.3%	6.0%
Receptionist/ Clerk (n=13)	\$30,369	\$26,410	\$29,142	\$33,540	\$22,010	\$21,628	38.0%	34.7%
Finance & Accounting								
Director/ Manager, Finance (n=9)	\$49,239	\$40,000	\$50,000	\$57,000	\$44,274	\$44,674	11.2%	11.9%
Finance Officer (n=17)	\$43,344	\$35,100	\$41,000	\$52,540	\$33,396	\$33,112	29.8%	23.8%
Marketing / Communications / Development								
Director/ Manager, Marketing/ Communications (n=31)	\$46,445	\$38,000	\$45,000	\$51,500	\$36,176	\$36,578	28.4%	23.0%
Communications Coordinator (n=15)	\$35,515	\$30,500	\$35,000	\$40,998	\$35,403	\$35,478	0.3%	-1.3%
Marketing Coordinator (n=10)	\$37,696	\$32,650	\$39,898	\$41,783	-	-	-	-
Director/ Manager, Development (Fundraising) (n=23)	\$56,919	\$47,250	\$55,000	\$61,950	\$45,525	\$44,970	25.0%	22.3%
Development Coordinator (n=13)	\$38,894	\$35,623	\$37,000	\$40,000	\$31,200	\$31,000	24.7%	19.4%
Information Technology								
IT Technician (n=6)	\$47,198	\$36,020	\$44,019	\$64,800	-	-	-	-
Other								
Director / Manager, Membership and/or Volunteer Relations (n=6)	\$42,516	\$27,015	\$38,250	\$54,000	\$46,442	\$45,382	-8.5%	-15.7%
Director/ Manager, Projects/ Programs (n=16)	\$51,369	\$41,975	\$51,550	\$60,350	-	-	-	-
Membership/ Volunteer Coordinator (n=9)	\$30,514	\$28,000	\$30,000	\$36,988	\$30,480	\$30,740	0.1%	-2.4%
Director/ Manager, Education/ Outreach (n=14)	\$40,473	\$33,250	\$37,355	\$47,175	\$36,290	\$35,344	11.5%	5.7%
Education/ Outreach Coordinator (n=19)	\$31,302	\$24,389	\$30,060	\$35,350	\$30,144	\$30,445	3.8%	-1.3%

Organizations with Operating Budgets Above \$5,000,000								
Position	2008 Base Pay				2003 Base Pay		Variance (%)	
	Average Actual	P25	P50	P75	Average Actual	P50	Average Actual	P50
General Management								
Executive Director/General Manager (n=13)	\$191,176	\$125,000	\$177,637	\$240,000	\$133,637	\$130,654	43.1%	36.0%
Director/ Manager, Administrative Services (n=7)	\$143,297	\$138,478	\$162,323	\$165,400	\$93,333	\$98,125	53.5%	65.4%
Office Administrator/ Manager (n=3)	\$44,177	\$40,000	\$40,000	\$46,265	\$40,694	\$42,012	8.6%	-4.8%
Administrative Assistant (n=10)	\$43,957	\$37,635	\$43,731	\$49,263	\$34,020	\$34,696	29.2%	26.0%
Receptionist/ Clerk (n=10)	\$29,711	\$25,250	\$31,099	\$32,730	\$24,298	\$24,598	22.3%	26.4%
Finance & Accounting								
Director/ Manager, Finance (n=9)	\$96,546	\$80,700	\$101,400	\$113,000	\$80,648	\$77,510	19.7%	30.8%
Finance Officer (n=8)	\$52,874	\$36,863	\$54,500	\$64,660	\$44,365	\$42,531	19.2%	28.1%
Marketing / Communications / Development								
Director/ Manager, Marketing/ Communications (n=13)	\$92,110	\$70,000	\$87,000	\$108,500	\$80,430	\$80,816	14.5%	7.7%
Communications Coordinator (n=13)	\$49,161	\$40,000	\$43,707	\$60,080	\$40,800	\$41,651	20.5%	4.9%
Marketing Coordinator (n=10)	\$48,599	\$39,250	\$47,750	\$50,980	\$37,596	\$36,225	29.3%	31.8%
Director/ Manager, Development (Fundraising) (n=11)	\$124,096	\$85,000	\$125,460	\$148,500	\$75,422	\$76,364	64.5%	64.3%
Development Coordinator (n=10)	\$47,886	\$36,025	\$45,000	\$54,827	\$43,930	\$42,787	9.0%	5.2%
Human Resources								
Director/Manager, Human Resources (n=4)	\$93,075	\$86,075	\$94,500	\$101,500	\$66,900	\$67,780	39.1%	39.4%
Information Technology								
Director/ Manager, Information Technology (n=5)	\$73,100	\$70,000	\$75,000	\$77,000	\$70,673	\$67,732	3.4%	10.7%
IT Technician (n=7)	\$44,329	\$43,500	\$45,000	\$47,500	\$44,323	\$43,743	0.0%	2.9%
Other								
Director / Manager, Membership and/or Volunteer Relations (n=4)	\$80,414	\$66,164	\$84,500	\$98,750	-	-	-	-
Director/ Manager, Projects/ Programs (n=8)	\$77,450	\$49,200	\$79,000	\$96,050	-	-	-	-
Membership/ Volunteer Coordinator (n=6)	\$40,189	\$33,056	\$40,313	\$46,500	\$34,673	\$35,857	15.9%	12.4%
Director/ Manager, Education/Outreach (n=10)	\$59,265	\$42,547	\$50,000	\$70,818	\$57,314	\$56,271	3.4%	-11.1%
Education/ Outreach Coordinator (n=9)	\$35,454	\$28,622	\$36,498	\$40,040	\$34,709	\$35,827	2.1%	1.9%

4.4 Average Actual for Positions across Operating Budget Categories

Position	Average Actual by Budget Category (2008)				
	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	\$40,051	\$37,044	\$51,641	\$75,552	\$191,176
Director / Manager Administrative Services	\$43,989	\$31,513	\$41,222	\$51,230	\$143,297
Office Administrator / Manager	\$35,361	\$26,692	\$36,777	\$38,447	\$44,177
Administrative Assistant	\$32,604	\$25,145	\$28,493	\$33,706	\$43,957
Receptionist / Clerk	-	-	\$22,265	\$30,369	\$29,711
Finance & Accounting					
Director / Manager, Finance	-	-	\$35,779	\$49,239	\$96,546
Finance Officer	-	\$19,265	\$45,407	\$43,344	\$52,874
Marketing / Communications / Development					
Director / Manager, Marketing / Communications	-	\$36,055	\$36,437	\$46,445	\$92,110
Communications Coordinator	\$33,850	\$34,146	\$33,508	\$35,515	\$49,161
Marketing Coordinator	-	-	\$30,062	\$37,696	\$48,599
Director / Manager, Development (Fundraising)	-	-	\$41,313	\$56,919	\$124,096
Development Coordinator	-	-	\$46,518	\$38,894	\$47,886
Human Resources					
Director / Manager, Human Resources	-	-	-	-	\$93,075
Human Resources Coordinator	-	-	-	-	-
Information Technology					
Director / Manager, Information Technology	-	-	\$38,350	-	\$73,100
IT Technician	-	\$24,335	\$34,517	\$47,198	\$44,329
Other					
Director / Manager, Membership and/or Volunteer Relations	-	-	\$34,359	\$42,516	\$80,414
Director / Manager, Projects / Programs	-	\$34,563	\$37,693	\$51,369	\$77,450
Membership / Volunteer Coordinator	-	-	\$28,682	\$30,514	\$40,189
Director / Manager, Education / Outreach	-	-	\$38,966	\$40,473	\$59,265
Education / Outreach Coordinator	\$33,691	-	\$29,885	\$31,302	\$35,454

4.5 Inflation Factored Wage Increases from 2003 – 2008

The following table summarizes the weighted annual wage increase variance before and after inflation by operating budget category from 2003 to 2008. According to the Bank of Canada, the cumulative inflation from 2003 – 2008 was 9.79%.

Operating Budget Category	Weighted Average Nominal Real Wage Increase Variance (%) 2003 - 2008	Weighted Average Real Wage Increase Variance (%) 2003 - 2008
Under \$100,00	N/A	N/A
\$100,000 - \$250,000	7.86%	-2%
\$250,000 - \$1,000,000	13.63%	4.64%
\$1,000,000 - \$5,000,000	14.48%	4.69%
Above \$5,000,000	23.30%	13.48%
Overall Weighted Average	15.17%	5.66%

Overall, once inflation has been accounted for, the broader sector has experienced a real wage increase of 5.7% over the five year period. This percentage gain is in line with most statistical measures of real wage growth. The cultural arts sector is increasing wages at a rate consistent with the general marketplace.

Generally, these results are not surprising given the economics of the cultural marketplace. As an organization's operating budget increases, so does its ability to increase its wages over time. For example, organizations with operating budgets greater than \$5 million typically have economic critical mass, and in many cases collective agreements that guide annual pay adjustments.

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. Specifically, we note that:

- Organizations with larger operating budgets typically offer higher base salaries.
- Salaries are significantly higher in the larger organizations, such that the average 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 with 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 five times the base salary. These multiples are slightly higher than in 2003. Clearly this remains significant in an industry where the vast majority of organizations 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 the Ontario and West / North regions. Accordingly, it is not surprising that Ontario and the West / North regions generally lead arts sector compensation practices, and for certain positions, salaries are significantly higher in these regions. However, even when examining organizations with operating budgets under \$1,000,000, Ontario and the West / North regions still tend to lead compensation practices. It is also important to note, that in organizations with operating budgets

of \$250,000 to \$5,000,000, the Prairie region is often quite competitive with the higher paying regions.

- When observing 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 (the Executive Director and Administrative roles), as well as a Finance Officer and Communications Coordinator. Organizations with operating budgets over \$250,000 tend to have positions spanning across all categories, with the exception of Human Resources. 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 of performing and literary arts and visual and media arts sectors, there is no clear compensation leader.

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 arts 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. These results are consistent with the results from 2003.

Overall, the frequency of benefits being offered has increased since 2003; however, the overall frequency of benefits, especially with regards to smaller organizations still remains low. The prevalence of extended health, dental, accidental death and dismemberment insurance and life insurance plans have increased by almost double for smaller organizations, and by approximately a third in larger organizations. This is a significant improvement, and demonstrates that smaller organizations in the not-for-profit sector are beginning to realize the importance of benefits in the attraction and retention of quality employees.

Strikingly, and consistent with previous results, less than 10% of small organizations offer any form of retirement savings. The prevalence of retirement savings has increased by approximately 23% for larger organizations.

As summarized below, the most common benefit offerings include extended health, dental, accidental death and dismemberment, life insurance, long-term disability and vision care.

Frequency of Health-Related Benefits

Provision	Frequency (% of organizations with operating budgets under \$1,000,000 [n=164])	Frequency (% of organizations with operating budgets over \$1,000,000 [n=54])
Extended Health	30%	76%
Dental	30%	76%
Accidental Death & Dismemberment Insurance	25%	74%
Long Term Disability	18%	65%
Life Insurance	23%	70%
Vision	21%	48%
Retirement Savings - Group RRSP	3%	37%
Retirement Savings - Pension Plan	4%	30%
Maternity Top-up	2%	13%
Supplemental EI Program	1%	4%

Generally speaking, and unaltered from 2003, the frequency and scope of benefits packages offered across the not-for profit arts sector are disproportionately lower than across most other industry sectors.

As summarized below, the most popular offerings for all sizes organizations include Flex-time, Training, and Work-from-Home Arrangements. These are consistent with previous results. As seen with the health-related benefits, larger organizations tend to more frequently offer non-health related benefits than smaller organizations, with the exception of working from home arrangements.

In both 2003 and 2008, the top three non-health-related benefits are more commonly offered by smaller organizations (operating budgets under \$1M) than any of the health-related benefits. This may be a result of the limited ability of smaller organizations to afford comprehensive “core” benefits; however, also signals that these organizations are creatively using alternative benefits to attract and retain talented staff.

Frequency of Non-Health-Related Benefits

Provision	Frequency (% of organizations with operating budgets under \$1,000,000 [n=164])	Frequency (% of organizations with operating budgets over \$1,000,000 [n=54])
Flex-Time	60%	59%
Training/ Professional Development (Financial or Time-off)	41%	81%
Work from Home Arrangements	45%	39%
Parking	18%	41%
Membership or Other Dues/Fees (Professional/Associations)	10%	56%
Sabbatical (unpaid leave of absence)	13%	19%
Laptop Use	24%	41%
Airline/Travel Points (Personal Accumulation)	12%	28%
Cell phone Use	23%	56%
Job Sharing	4%	6%
Membership or Other Dues/Fees (Social)	2%	11%
Moving/Relocation Allowances	5%	24%
Membership or Other Dues/Fees (Fitness/Leisure)	1%	4%

With the exception of retirement plans, 100% employee paid “core” health-related benefits have remained consistent from 2003 to 2008. Since 2003, retirement plans funded by either 100% employee paid or 100% employers paid have increased, while shared employee/employer combination contributions have decreased. Also, in comparison to 2003, overall “core” health-related benefit plans which are 100% employer paid have increased. This could be affected by an increase of larger (and possibly more unionized) organizations, or a change in the actual organizations who responded. In the majority of benefit provisions, approximately half of all respondents reported that their benefit costs are 100% employer paid. This is in contrast to the 2003 results, in which the majority of “core” health-related benefits were funded by employee and employer contributions. Even with the rise in employer paid “core” benefits, the number of employee/employer combination plans still remains for approximately a third of all respondents.

Percentage of Benefits Paid by Employee or Employer

Provision	100% Employee Paid	100% Employer Paid	Employee/Employer Combination
Accidental Death & Dismemberment Insurance (n=74)	5%	59%	35%
Dental (n=82)	6%	51%	43%
Extended Health (n=82)	5%	54%	41%
Retirement Savings - Pension Plan (n=17)	6%	59%	35%
Retirement Savings - Group RRSP (n=22)	18%	18%	64%
Life Insurance (n=67)	9%	52%	39%
Long Term Disability (n=60)	32%	38%	30%
Vision (n=51)	6%	61%	33%

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 and secondary sources 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 arts sector compares with the general marketplace and over the course of the two studies. Comparisons can be made with other industries by looking at compensation levels for similar positions.

Average actual salary (including short-term incentive pay [STIP], where applicable) information has been collected for selected benchmark positions within the following industry sectors:

- Not-for-Profit (organizations with operating budgets under \$5M)²; and
- All Industries (national average for companies with revenues under \$10M)³.

As summarized in the table on the following page, when observing organizations of all operating budget sizes, the not-for-profit arts sector lags behind the both the general not-for-profit sector and other industry sectors with respect to direct compensation.

Organizations with operating budgets under \$1,000,000 had significantly lower salaries than the comparative industry sectors. Organizations with operating budgets over \$1,000,000, on average, paid their employees similar to not-for-profit industry comparisons for the following roles: Director/Manager Administrative Services, Administrative Assistant, Receptionist/Clerk, Finance Officer, Director/Manager Development, Director/Manager Human Resources and IT Technician. Alternatively, not-for-profit organizations with budgets over \$1,000,000 also lagged behind comparative industries in the following roles: Executive Director / General Manager, Director/Manager Finance, Director/Manager Marketing/Communications, Director Manager Information Technology, and Director/Manager Membership and/or Volunteer Relations.

Overall, not-for-profit organizations tend to pay similar to the comparative not-for-profit sector, and less than the comparative all industries sector. This is due to the fact that not-for-profit organizations have operating budgets that are significantly less than organizations in the all industry sector. The gap in compensation is more apparent at the Executive and Director/Manager level. Salaries tend to become more similar between not-for-profit and comparative industries for administrative and clerical positions. This can be attributed to the fact that these positions tend to have similar job responsibilities regardless of the organization they operate in. Alternatively, managerial job responsibilities tend to vary greatly across organizations depending on their size, operating budget and mandate. As a result, the significant difference in pay for these positions can be attributed to the variance in job responsibilities.

From 2003 to 2008, average salaries in the comparative industries have nominally increased. The Director/Manager level in the not-for-profit and all industries sectors has had the most significant increases. Other positions/levels in both sectors have also increased; however, these increases tend to be less pronounced.

³ Morneau Sobeco Compensation Survey (2007/2008)

Position	2008 Not-for-Profit Arts Sector		2003 Not-for-Profit Arts Sector		2008 Comparative Industries		2003 Comparative Industries	
	Operating Budget Under \$1M	Operating Budget Over \$1M	Operating Budget Under \$1M	Operating Budget Over \$1M	Not-for-Profit	All Industries (National Average)	Not-for-Profit	All Industries (National Average)
Executive Director / General Manager	\$44,711	\$104,458	\$38,705	\$83,899	\$165,300	\$236,826	\$100,349	\$227,300
Director /Manager, Administrative Services	\$39,054	\$83,453	\$35,772	\$63,364	\$83,750	\$93,788	\$65,500	\$79,200
Administrative Assistant	\$28,543	\$37,649	\$24,509	\$32,577	\$37,248	\$40,795	\$30,653	\$34,000
Receptionist / Clerk	\$22,270	\$30,083	\$22,835	\$23,745	\$32,900	\$33,313	\$27,183	\$29,200
Director / Manager, Finance	\$31,905	\$72,892	\$34,800	\$65,492	\$90,150	\$107,933	\$75,600	\$87,900
Finance Officer	\$41,635	\$46,394	\$29,212	\$34,856	\$42,308	\$46,484	\$32,694	\$38,300
Director / Manager, Marketing / Communications	\$40,560	\$59,937	\$31,759	\$53,436	\$78,293	\$104,038	\$72,963	\$95,500
Director / Manager, Development	\$46,309	\$78,653	\$37,650	\$58,061	\$82,008	\$113,250	\$71,305	-
Director / Manager, Human Resources	-	\$93,075	-	\$66,900	\$82,008	\$97,990	\$72,374	\$84,700
Director / Manager, Information Technology	\$33,253	\$66,764	\$30,036	\$67,738	\$85,500	\$118,080	\$67,655	\$95,900
IT Technician	\$30,725	\$45,653	\$20,452	\$43,158	\$45,650	\$45,408	-	\$38,700
Director / Manager Membership and/or Volunteer Relations	\$34,359	\$57,675	\$33,499	\$45,831	\$73,900	\$85,383	\$49,047	-

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;
- general management;
- recruitment and retention; and,
- volunteer resources.

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

7.2 Compensation Design and Administration

7.2.1 Short-Term Incentive Pay

Similar to 2003, the vast majority of arts sector organizations do not have a short-term incentive pay (e.g. bonus) plan. In both 2003 and 2008, only 7% of responding organizations offer some form of short-term incentive pay (STIP) for some positions.

As in 2003, where STIP is offered, the majority of plans only target senior management (e.g. Executive Director and Directors). However, there has been a slight increase in organizations offering STIP to lower level management and non-managerial employees.

From 2003, the average STIP for the position of Executive Director/General Manager has increased from approximately 5.4% to approximately 10% of base salary. Director-level STIP practices have also increased from an average of approximately 2% to 6% of base salary.

There is not a strong relationship between organization size (as measured by operating budget) and the frequency of short-term incentive pay plans. Further, the limited use of short-term or variable pay programs is consistent with Deloitte's research and experience within the broader not-for-profit/association and public sector.

There has been an increase in organizations offering other incentives/rewards beyond monetary bonuses since 2003. In 2008, 34% of organizations provided paid time-off, compared to 19% in 2003 and 34% provide complimentary event tickets, compared to 22% in 2003. Additionally, emerging use of additional incentives/rewards, gifts/certifications (13%) and company/organization merchandise (11%), was noted in 2008 that were not offered in 2003.

In the few instances where not-for-profit organizations do have a performance-based incentive program, a key challenge remains identifying the right measures upon which to assess performance and determine performance pay. The measures most often relied upon typically include some mix of the following key elements:

- financial results (both budget and external fundraising);
- extraordinary operational or event performance;
- personal and organizational goals; and,
- additional work/tasks undertaken.

7.2.2 Base Salary Progression

In terms of base salary progression, incremental-step base salary progression has become the most common approach, with 22% (up from 12% in 2003) of respondents adopting this method. This is potentially a result of the increase in participation of larger (often unionized) organizations. However, performance-based base salary progression continues to remain a common approach, with 19% (up from 13% in 2003) of respondent organizations adopting this method.

Salary progression based on competency (e.g. knowledge, skill and ability) growth is atypical in the arts sector, with only 4% of respondent organizations using this approach.

Deloitte's "best practices" research suggests that performance-based pay is the most effective process for recognizing and encouraging excellence. Increasingly, with the exception of unionized environments, organizations are embracing performance-based salary range progression mechanisms. Arts organizations may be ideal organizations to implement performance-based pay, in order to help retain top talent.

7.2.3 General Management

The study asked participants to identify their top human resources priorities and/or challenges. The top human resources management priorities for the respondents in the not-for-profit arts sector did not change from 2003 to 2008. While, these priorities/challenges are as diverse as the organizations within the not-for-profit arts sector and range from health and safety to succession planning, the top responses include compensation/benefits, understaffing/overwork and ensuring appropriate work/life balance, with 18%, 17% and 8% respectively. Indeed, these three issues are very much inter-related.

Other commonly-stated human resources priorities or challenges consist of staff turnover, succession planning/leader transition, training, recruiting next generation management, and career advancement. This differs only slightly from 2003, when respondents were less focused on staff turnover and more focused on morale.

Additionally, similar to 2003, organizations are faced with the challenge of securing adequate funding and time for training initiatives. This is even more prominent in smaller or locally isolated organizations. The primary training needs identified by respondents are in the areas of information technology, marketing and communications, development and fundraising and leadership/general management, with 24%, 15%, 15%, and 15% of responses respectively (please note respondents can select more than one area of focus). While slight, there is less of a focus on finance/accounting, and human resources training requirements.

While top management challenges vary greatly from organization to organization, the majority of respondents of all sizes indicated insufficient funding and a lack of resources as their biggest challenge. The other most common challenges include time constraints, coupled with excessive workloads, and a lack of external support.

Study participants were asked several questions regarding human resources policies. Four in five organizations reported having formal job descriptions, and formal employment contracts. Furthermore, HR policies (related to vacation, training, compensation, etc) are documented within 57% of organizations, while 43% of organizations have a formal performance evaluation plan in place.

When participants were asked about their organization's overtime policies, respondents indicated that employees, on average, work seven hours in over-time per week. This is down only marginally from eight hours in 2003. The majority of respondents (67%) indicated that they compensate these over-time hours as time-in-lieu. Approximately a quarter of organizations indicate that these hours are unpaid overtime, with the remaining organizations offering paid over-time. In 2003, over-time was compensated as time-in-lieu or was unpaid.

Managers tend to work more over-time hours, eight versus six for non-management. Additionally, managers are three times more likely to work unpaid over-time (not receiving time-in-lieu or paid over-time) than employees.

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

7.2.4 Recruitment and Retention

The questionnaire asked respondents to indicate their organization’s typical voluntary turnover rate. The average turnover rate among respondents within the sector is 20.3%. This is comparable to the 22.9% result from 2003. Generally speaking, the average turnover rate across the sector is quite high. According to the Conference Board of Canada, voluntary turnover for all industry sectors in Canada in 2008 was 9.7%, and was 12.1% the not-for-profit sector.⁴ The Executive Director/General Manager, and Marketing and Development positions continue to pose the greatest recruitment and retention challenges.

As in 2003, 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. Smaller organizations also noted that a lack of job security, career opportunities, and the seasonal nature of the work made it difficult to attract and retain staff.

Similar to 2003, successful strategies for optimizing the attraction and retention of employees, included allowing for work-life balance, flexible schedules/hours and time for family responsibilities, developing from within (career opportunities, training and career advancement), providing fair and competitive compensation, and promoting a positive work environment.

7.2.5 Volunteer Resources

The vast majority of participating arts 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, technical support and public programming. Other significant roles that volunteers perform involve event support and fundraising. The table below illustrates the responses for each category:

Type of Activity Performed by Volunteers

Type	Number of Responses	Percent
Administrative Support	83	32%
Technical Support	42	16%
Public Programming	56	22%
Managerial	12	5%
Other (specify):	65	25%
Total	258	100%

*Participants were able to select more than one response

As with the 2003 study, volunteer resources comprise anywhere from 0% to 100% of an organization’s overall workforce. Smaller organizations have a high volume of volunteer resources in an administrative and managerial capacity. Larger performing arts organizations typically rely volunteers to support events and conduct fundraising.

⁴ “Compensation Planning Outlook 2009”. Conference Board of Canada.

8. Conclusions

Similar to 2003, the 2008 study found that participating organizations continued to send a clear message regarding a general challenge of being able to offer competitive levels of compensation and benefits. Excessive workload, understaffing and a general unavailability of resources continue as themes in 2008, posing significant challenges within the sector. These issues were cited as concerns, frequently stemming from insufficient funding. Not surprisingly, all of these factors continue to be cited as significant human resources challenges for the successful recruitment and retention of “top talent” employees and managers.

While the Canadian arts sector on the whole continues to lag behind other industry sectors in terms of direct compensation and benefits practices (e.g. base salary, benefits and pension), there have been improvements since the 2003 study in the frequency of benefits offered. The prevalence of extended health, dental, accidental death and dismemberment, and life insurance have increased significantly for smaller organizations. This is a significant improvement, and demonstrates that smaller organizations in the not-for-profit arts sector are beginning to realize the importance of benefits in the attraction and retention of quality employees.

Overall, not-for-profit arts organizations with budgets under \$1,000,000 tend to pay less than the comparator industry sectors. Arts organizations with operating budgets greater than \$1,000,000 tend to offer comparable pay practices to employees in the comparative not-for-profit sector, and less than the comparative all industries sector. The gap in compensation is more apparent at the Executive and Director/Manager level. Salaries tend to be similar between not-for-profit and comparative industries for lower valued and clerical positions. This can be attributed to the fact that such positions tend to have similar job responsibilities and market-based pay practices regardless of the organization they operate in. Alternatively, managerial job responsibilities will vary greatly across organizations depending on their size, operating budget and mandate. As a result, the significant difference in pay for these positions can be attributed to the variance in job responsibilities.

Furthermore, and of interest, is that smaller arts organizations with operating budgets under \$250,000 most commonly reported positions in the General Management category (Executive Director/General Manager and Administrative roles). 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.

It is also interesting to note that while smaller Canadian arts organizations are finding it difficult to offer comparable compensation programs, they have successfully employed alternative and creative methods to attract and retain top-talent staff. The most popular of these methods are alternative and flexible working arrangements and a positive and supportive work environment and culture.

In conclusion, while compensation is only one of many dimensions that serve to attract and retain talent to the broader Canadian arts sector, it is an important component that if not managed effectively, could represent a strategic risk to the longer term sustainability of the smaller and “start-up” segments of the sector and the ability to attract and retain top talent staff. Given that a significant number of positions within the sector are contract positions, coupled with an increasing number of managers leaving the sector due to retirement, workload “burn-out” and better compensation levels offered in other sectors, it is concluded that national, provincial and local arts sector leaders need to more thoroughly examine the strategic and policy implications of this study and its opportunities for funding and compensation strategy change.

Appendix A – Detailed Base Salary Findings by Position

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Receptionist/Clerk	34
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Director/Manager, Marketing/Communications	39
Communications Coordinator	41
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Director/Manager, Development (Fundraising)	44
Development Coordinator	45
Human Resources	
Director/Manager, Human Resources	46
Human Resources Coordinator	46
Information Technology	
Director/Manager, Information Technology	47
IT Technician	48
Other	
Director/Manager, Membership and/or Volunteer Relations	50
Director/Manager, Projects/Programs	51
Membership/Volunteer Coordinator	53
Director/Manager, Education/Outreach	54
Education/Outreach Coordinator	55

1.1 General Management

1.1.1 Executive Director/General Manager

Organizations with Operating Budgets under \$100,000

Position	2008 Base Salary			2003 Base Salary			Variance		
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=22)	\$40,051	\$28,204	\$34,762	\$47,672	(n=26)	\$28,808	\$26,853	39.0%	29.5%
Region									
Atlantic (n=5)	\$32,805	\$30,000	\$31,524	\$38,000	-	-	-		
Quebec (n=8)	\$40,890	\$26,169	\$38,393	\$53,872	(n=5)	\$28,253	\$26,504	44.7%	44.9%
Ontario (n=5)	\$45,607	\$29,638	\$43,416	\$46,576	(n=9)	\$26,505	\$27,393	72.1%	58.5%
West/ Northwest (n=3)	\$34,283	\$28,722	\$29,423	\$37,414	(n=7)	\$32,067	\$29,265	6.9%	0.5%
Artistic Discipline									
Performing and Literary Arts (n=15)	\$37,954	\$27,146	\$29,638	\$41,708	(n=17)	\$26,615	\$25,336	42.6%	17.0%
Visual and Media Arts (n=4)	\$45,095	\$39,858	\$50,788	\$56,025	(n=4)	\$35,240	\$29,365	28.0%	73.0%
Service Organization (n=3)	\$43,814	\$41,703	\$45,405	\$46,721	(n=5)	\$29,500	\$30,000	48.5%	51.4%

Organizations with Operating Budgets \$100,000 to \$250,000

Position	2008 Base Salary			2003 Base Salary			Variance		
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=50)	\$37,044	\$32,000	\$35,027	\$41,699	(n=26)	\$34,842	\$34,775	6.3%	0.7%
Region									
Atlantic (n=7)	\$33,135	\$30,470	\$32,000	\$35,513	(n=3)	\$20,600	-	60.8%	-
Quebec (n=8)	\$34,878	\$33,017	\$40,774	\$42,270	(n=10)	\$32,836	\$32,441	6.2%	25.7%
Ontario (n=15)	\$43,336	\$33,100	\$35,027	\$51,000	(n=14)	\$40,934	\$40,684	5.9%	-13.9%
Prairies (n=11)	\$33,900	\$31,500	\$35,027	\$38,200	(n=14)	\$32,551	\$32,484	4.1%	7.8%
West and North (n=9)	\$35,122	\$34,000	\$35,000	\$38,530	(n=6)	\$36,520	\$37,100	-3.8%	-5.7%
Artistic Discipline									
Performing and Literary Arts (n=26)	\$35,407	\$30,000	\$35,027	\$40,000	(n=22)	\$34,941	\$35,353	1.3%	-0.9%
Visual and Media Arts (n=18)	\$36,046	\$32,588	\$35,000	\$40,213	(n=18)	\$29,950	\$29,372	20.4%	19.2%
Service Organization (n=6)	\$46,856	\$36,692	\$43,385	\$54,000	(n=8)	\$45,276	\$45,338	3.5%	-4.3%

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=69)	\$51,641	\$42,000	\$49,920	\$60,000	(n=69)	\$44,706	\$45,130	15.5%	10.6%
Region									
Quebec (n=15)	\$47,501	\$43,877	\$49,038	\$51,610	(n=18)	\$41,760	\$42,746	13.7%	14.7%
Ontario (n=26)	\$57,147	\$44,595	\$58,022	\$69,540	(n=19)	\$50,981	\$52,005	12.1%	11.6%
Prairies (n=14)	\$46,698	\$35,000	\$43,500	\$51,813	(n=11)	\$36,772	\$36,727	27.0%	18.4%
West/Northwest (n=12)	\$51,637	\$45,401	\$50,019	\$53,875	(n=18)	\$46,587	\$45,559	10.8%	9.8%
Artistic Discipline									
Performing and Literary Arts (n=44)	\$47,915	\$41,500	\$48,025	\$52,625	(n=45)	\$40,291	\$40,596	18.9%	18.3%
Visual and Media Arts (n=13)	\$54,181	\$38,480	\$45,000	\$71,396	(n=14)	\$45,292	\$47,096	19.6%	-4.5%
Service Organization (n=12)	\$62,554	\$50,895	\$60,783	\$70,500	(n=10)	\$63,430	\$62,780	-1.4%	-3.2%

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=39)	\$75,552	\$56,875	\$75,000	\$86,250	(n=20)	\$76,422	\$74,233	-1.1%	1.0%
Region									
Quebec (n=5)	\$67,350	\$55,750	\$63,000	\$75,000	-	-	-	-	-
Ontario (n=16)	\$69,501	\$53,250	\$64,800	\$87,513	(n=11)	\$80,564	\$85,098	-13.7%	-23.9%
Prairies (n=12)	\$83,730	\$73,750	\$79,884	\$87,949	-	-	-	-	-
West and North (n=4)	\$89,500	\$75,000	\$76,500	\$91,000	(n=3)	\$57,867	\$56,934	54.7%	34.4%
Artistic Discipline									
Performing and Literary Arts (n=33)	\$77,231	\$58,000	\$78,000	\$87,500	(n=15)	\$73,337	\$74,572	5.3%	4.6%
Visual and Media Arts (n=4)	\$68,475	\$61,188	\$65,300	\$72,588	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=13)	\$191,176	\$125,000	\$177,637	\$240,000	(n=10)	\$133,637	\$130,654	43.1%	36.0%
Region									
Ontario (n=6)	\$240,691	\$231,109	\$240,000	\$266,250	(n=6)	\$145,099	\$146,655	65.9%	63.6%
West/Northwest (n=4)	\$166,284	\$107,000	\$143,819	\$203,103	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=10)	\$184,664	\$121,250	\$169,319	\$240,000	(n=10)	\$133,637	\$130,654	38.2%	29.6%
Visual and Media Arts (n=3)	\$212,882	\$179,573	\$228,145	\$253,823	-	-	-	-	-

1.1.2 Director/Manager, Administrative Services

Organizations with Operating Budgets up to \$100,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=4)	\$43,989	\$41,594	\$46,409	\$47,595	-	-	-	-	-

Organizations with Operating Budgets \$100,000 to \$250,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=8)	\$31,513	\$29,364	\$30,000	\$33,857	(n=7)	\$32,290	\$32,183	-2.4%	-6.8%
Region									
Prairies (n=3)	\$31,000	\$30,000	\$30,000	\$31,500	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=7)	\$31,729	\$28,728	\$30,000	\$34,714	(n=4)	\$33,758	-	-6.0%	-

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=18)	\$41,222	\$32,760	\$42,000	\$47,000	(n=12)	\$40,385	\$39,545	2.1%	6.2%
Region									
Quebec (n=7)	\$34,944	\$30,000	\$31,395	\$40,445	-	-	-	-	-
Ontario (n=5)	\$51,246	\$47,000	\$47,000	\$54,730	(n=4)	\$38,992	\$36,888	31.4%	27.4%
Prairies (n=3)	\$45,667	\$44,500	\$47,000	\$47,500	-	-	-	-	-
West and North (n=3)	\$41,000	\$37,000	\$39,000	\$44,000	(n=5)	\$36,258	\$35,958	13.1%	8.5%
Artistic Discipline									
Performing and Literary Arts (n=11)	\$44,120	\$37,391	\$47,000	\$48,500	(n=8)	\$37,825	\$37,638	16.6%	24.9%
Visual and Media Arts (n=4)	\$33,660	\$29,060	\$30,030	\$37,380	(n=3)	\$45,339	\$45,313	-25.8%	-33.7%
Service Organization (n=3)	\$48,243	\$45,000	\$45,000	\$49,865	-	-	-	-	-

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=13)	\$51,230	\$48,000	\$52,000	\$55,000	(n=7)	\$50,519	\$50,762	1.4%	2.4%
Region									
Ontario (n=7)	\$53,655	\$49,000	\$53,560	\$57,567	(n=4)	\$60,134	-	-10.8%	-
Artistic Discipline									
Performing and Literary Arts (n=10)	\$51,259	\$48,500	\$52,000	\$56,500	(n=5)	\$40,420	\$40,760	26.8%	27.6%
Visual and Media Arts (n=3)	\$51,131	\$49,730	\$53,560	\$53,747	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=7)	\$143,297	\$138,478	\$162,323	\$165,400	(n=4)	\$93,333	\$98,125	53.5%	65.4%
Region									
Ontario (n=4)	\$153,070	\$145,916	\$157,839	\$164,992	(n=3)	\$105,000	\$99,167	45.8%	59.2%
Artistic Discipline									
Performing and Literary Arts (n=5)	\$136,945	\$123,600	\$162,323	\$165,800	(n=4)	\$93,333	\$98,125	46.7%	65.4%

1.1.3 Office Administrator/Manager

Organizations with Operating Budgets under \$100,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=4)	\$35,361	\$28,193	\$31,885	\$39,052	(n=6)	\$24,527	\$24,051	44.2%	32.6%

Organizations with Operating Budgets \$100,000 to \$250,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=8)	\$26,692	\$21,300	\$25,745	\$29,460	(n=5)	\$24,208	\$25,254	10.3%	1.9%
Region									
Prairies (n=5)	\$22,591	\$19,200	\$22,000	\$25,219	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=6)	\$25,956	\$19,900	\$23,610	\$27,884	(n=4)	\$23,550	\$24,800	10.2%	-4.8%

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=18)	\$36,777	\$29,000	\$32,929	\$40,305	(n=18)	\$32,186	\$31,530	14.3%	4.4%
Region									
Ontario (n=9)	\$36,491	\$32,500	\$35,027	\$38,220	(n=10)	\$35,483	\$34,171	2.8%	2.5%
Prairies (n=4)	\$32,868	\$23,222	\$27,354	\$37,000	-	-	-	-	-
West and North (n=3)	\$54,022	\$39,000	\$48,000	\$66,032	(n=4)	\$27,386	\$26,532	97.3%	80.9%
Artistic Discipline									
Performing and Literary Arts (n=8)	\$39,750	\$27,210	\$38,165	\$43,250	(n=7)	\$33,653	\$30,322	18.1%	25.9%
Visual and Media Arts (n=8)	\$34,558	\$28,177	\$30,600	\$37,019	(n=8)	\$29,344	\$31,393	17.8%	-2.5%

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=10)	\$38,447	\$31,200	\$39,000	\$45,000	(n=7)	\$27,087	\$26,390	41.9%	47.8%
Region									
Ontario (n=5)	\$44,339	\$43,659	\$45,000	\$45,035	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=9)	\$37,623	\$30,900	\$38,064	\$43,994	(n=6)	\$27,024	\$26,621	39.2%	43.0%

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=3)	\$44,177	\$40,000	\$40,000	\$46,265	(n=5)	\$40,694	\$42,012	8.6%	-4.8%

1.1.4 Administrative Assistant

Organizations with Operating Budgets under \$100,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=6)	\$32,604	\$26,000	\$31,000	\$35,410	(n=5)	\$22,165	\$20,989	47.1%	47.7%
Region									
Quebec (n=3)	\$38,637	\$29,750	\$34,250	\$43,137	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=3)	\$22,120	\$20,181	\$26,000	\$26,000	(n=3)	\$21,250	\$19,594	4.1%	32.7%
Visual and Media Arts (n=2)	\$33,940	\$32,160	\$33,320	\$35,410	-	-	-	-	-

Organizations with Operating Budgets \$100,000 to \$250,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=8)	\$25,145	\$24,338	\$25,219	\$26,125	(n=18)	\$24,623	\$23,488	2.1%	7.4%
Region									
Ontario (n=3)	\$21,488	\$19,632	\$21,750	\$23,475	(n=5)	\$26,533	\$26,382	-19.0%	-17.6%
Artistic Discipline									
Visual and Media Arts (n=6)	\$26,405	\$25,205	\$25,360	\$27,375	(n=5)	\$24,188	\$23,846	9.2%	6.3%

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=25)	\$28,493	\$24,589	\$27,321	\$30,577	(n=15)	\$27,850	\$27,900	2.3%	-2.1%
Region									
Quebec (n=7)	\$25,140	\$20,947	\$24,000	\$28,761	(n=5)	\$27,176	\$27,141	-7.5%	-11.6%
Ontario (n=9)	\$28,579	\$25,019	\$26,775	\$28,000	(n=4)	\$26,550	\$26,300	7.6%	1.8%
Prairies (n=4)	\$33,354	\$29,142	\$32,789	\$37,000					
West and North (n=4)	\$30,707	\$27,522	\$30,625	\$33,810	(n=4)	\$33,250	\$33,522	-7.6%	-8.6%
Artistic Discipline									
Performing and Literary Arts (n=17)	\$27,977	\$24,000	\$27,321	\$30,577	(n=10)	\$24,386	\$24,724	14.7%	10.5%
Visual and Media Arts (n=5)	\$29,143	\$25,019	\$26,775	\$27,521	-	-	-	-	-
Service Organization (n=3)	\$30,333	\$27,500	\$30,000	\$33,000	(n=3)	\$33,000	\$32,667	-8.1%	-8.2%

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=16)	\$33,706	\$29,152	\$33,250	\$37,750	(n=10)	\$31,422	\$31,362	7.3%	6.0%
Region									
Ontario (n=6)	\$33,187	\$29,766	\$36,000	\$39,250	(n=5)	\$32,542	\$32,442	2.0%	11.0%
Prairies (n=6)	\$34,468	\$29,500	\$33,500	\$36,300	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=13)	\$35,802	\$31,000	\$36,000	\$40,000	(n=7)	\$31,067	\$30,982	15.2%	16.2%

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=10)	\$43,957	\$37,635	\$43,731	\$49,263	(n=9)	\$34,020	\$34,696	29.2%	26.0%
Region									
Ontario (n=6)	\$43,352	\$36,753	\$43,257	\$49,263	(n=5)	\$34,340	\$36,574	26.2%	18.3%
Artistic Discipline									
Performing and Literary Arts (n=7)	\$45,623	\$37,757	\$49,000	\$51,675	(n=9)	\$34,020	\$34,696	34.1%	41.2%
Visual and Media Arts (n=3)	\$40,070	\$36,646	\$40,545	\$43,731	-	-	-	-	-

1.1.5 Receptionist/Clerk

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=11)	\$22,265	\$16,550	\$22,750	\$26,184	(n=11)	\$25,512	\$25,139	-12.7%	-9.5%
Region									
Quebec (n=3)	\$26,000	\$22,750	\$23,660	\$28,080	(n=3)	\$23,332	-	11.4%	-
Ontario (n=3)	\$17,084	\$15,368	\$16,813	\$18,529	-	-	-	-	-
Prairies (n=4)	\$22,454	\$15,692	\$20,166	\$26,928	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=4)	\$22,411	\$16,550	\$20,691	\$26,553	(n=6)	\$25,808	\$24,972	-13.2%	-17.1%
Visual and Media Arts (n=3)	\$19,332	\$14,370	\$16,147	\$21,110	(n=3)	\$26,527	\$26,831	-27.1%	-39.8%
Service Organization (n=4)	\$25,051	\$23,205	\$23,669	\$25,515	-	-	-	-	-

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=13)	\$30,369	\$26,410	\$29,142	\$33,540	(n=5)	\$22,010	\$21,628	38.0%	34.7%
Region									
Quebec (n=3)	\$28,301	\$26,951	\$28,402	\$29,701	-	-	-	-	-
Ontario (n=3)	\$31,361	\$27,776	\$29,142	\$33,836	-	-	-	-	-
Prairies (n=7)	\$30,830	\$26,500	\$30,870	\$34,970	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=10)	\$31,084	\$26,125	\$30,935	\$35,685	(n=3)	\$22,700	\$22,154	36.9%	39.6%
Visual and Media Arts (n=3)	\$27,985	\$27,406	\$28,402	\$28,772	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=10)	\$29,711	\$25,250	\$31,099	\$32,730	(n=8)	\$24,298	\$24,598	22.3%	26.4%
Region									
Ontario (n=6)	\$30,046	\$26,269	\$31,719	\$32,730	(n=5)	\$26,544	\$26,076	13.2%	21.6%
West and North (n=3)	\$30,279	\$27,840	\$30,680	\$32,919	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=8)	\$28,805	\$24,880	\$28,340	\$32,190	(n=8)	\$24,298	\$24,598	18.5%	15.2%

1.2 Finance and Accounting

1.2.1 Director/Manager, Finance

Organizations with Operating Budgets \$250,000-\$1,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=5)	\$35,779	\$31,838	\$35,000	\$39,000	-	-	-	-	-
Region									
Quebec (n=4)	\$38,469	\$34,210	\$37,000	\$41,259	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=3)	\$40,679	\$37,000	\$39,000	\$43,518	-	-	-	-	-

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=9)	\$49,239	\$40,000	\$50,000	\$57,000	(n=5)	\$44,274	\$44,674	11.2%	11.9%
Region									
Prairies (n=5)	\$51,909	\$40,000	\$55,000	\$57,000	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=8)	\$51,668	\$41,875	\$52,500	\$58,074	(n=4)	\$42,093	\$42,593	22.7%	23.3%

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=9)	\$96,546	\$80,700	\$101,400	\$113,000	(n=7)	\$80,648	\$77,510	19.7%	30.8%
Region									
Ontario (n=5)	\$111,362	\$110,000	\$113,000	\$117,000	(n=5)	\$81,508	\$77,051	36.6%	46.7%
Artistic Discipline									
Performing and Literary Arts (n=7)	\$96,459	\$76,000	\$101,400	\$113,500	(n=7)	\$80,648	\$77,510	19.6%	30.8%

1.2.2 Finance Officer

Organizations with Operating Budgets \$100,000 to \$250,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=3)	\$19,265	\$18,389	\$19,265	\$20,140	(n=4)	\$24,877	\$24,908	-22.6%	-22.7%

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=21)	\$45,407	\$36,500	\$45,535	\$56,043	(n=19)	\$29,521	\$30,212	53.8%	50.7%
Region									
Quebec (n=3)	\$44,314	\$38,449	\$40,398	\$48,220	(n=6)	\$28,773	\$31,724	54.0%	27.3%
Ontario (n=6)	\$57,758	\$54,742	\$59,458	\$63,749	(n=5)	\$30,452	\$29,127	89.7%	104.1%
Prairies (n=5)	\$28,687	\$23,993	\$26,270	\$28,372	(n=3)	\$16,867	\$17,400	70.1%	51.0%
West and North (n=5)	\$54,103	\$45,535	\$49,178	\$63,749	(n=5)	\$37,084	\$36,656	45.9%	34.2%
Artistic Discipline									
Performing and Literary Arts (n=11)	\$38,903	\$26,183	\$40,398	\$45,535	(n=11)	\$27,809	\$28,462	39.9%	41.9%
Visual and Media Arts (n=4)	\$46,805	\$38,092	\$48,600	\$57,313	(n=4)	\$26,030	\$25,412	79.8%	91.2%
Service Organization (n=6)	\$56,398	\$54,961	\$59,896	\$63,749	(n=4)	\$37,725	\$39,183	49.5%	52.9%

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=17)	\$43,344	\$35,100	\$41,000	\$52,540	(n=9)	\$33,396	\$33,112	29.8%	23.8%
Region									
Quebec (n=3)	\$29,887	\$24,330	\$25,000	\$33,000	-	-	-	-	-
Ontario (n=5)	\$45,239	\$35,100	\$39,780	\$52,540	-	-	-	-	-
Prairies (n=5)	\$46,518	\$38,249	\$45,535	\$51,000	-	-	-	-	-
West and North (n=4)	\$47,102	\$39,399	\$48,454	\$56,157	(n=3)	\$32,533	\$31,683	44.8%	52.9%
Artistic Discipline									
Performing and Literary Arts (n=15)	\$45,880	\$37,065	\$42,032	\$53,708	(n=6)	\$34,343	\$33,919	33.6%	23.9%

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=8)	\$52,874	\$36,863	\$54,500	\$64,660	(n=6)	\$44,365	\$42,531	19.2%	28.1%
Region									
Ontario (n=5)	\$64,608	\$59,000	\$63,300	\$68,739	(n=5)	\$38,332	\$38,117	68.5%	66.1%
Artistic Discipline									
Performing and Literary Arts (n=7)	\$54,891	\$40,600	\$59,000	\$66,020	(n=6)	\$44,365	\$42,530	23.7%	38.7%

1.3 Marketing/Communications/Development

1.3.1 Director/Manager, Marketing/Communications

Organizations with Operating Budgets \$100,000 to \$250,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=7)	\$36,055	\$28,788	\$33,359	\$35,714	(n=4)	\$29,858	-	20.8%	-
Region									
West and North (n=4)	\$38,260	\$27,584	\$31,511	\$42,187	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=4)	\$39,952	\$31,587	\$34,894	\$43,258	-	-	-	-	-

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=15)	\$36,437	\$29,196	\$37,000	\$42,316	(n=19)	\$32,632	\$32,790	11.7%	12.8%
Region									
Quebec (n=6)	\$29,869	\$24,773	\$27,291	\$34,623	(n=6)	\$32,239	\$32,116	-7.4%	-15.0%
Ontario (n=4)	\$40,921	\$39,975	\$43,392	\$44,338	(n=6)	\$33,144	\$34,447	23.5%	26.0%
Prairies (n=3)	\$42,875	\$37,313	\$38,625	\$46,313	(n=3)	\$30,500	\$30,167	40.6%	28.0%
Artistic Discipline									
Performing and Literary Arts (n=10)	\$32,977	\$27,191	\$32,963	\$39,656	(n=10)	\$32,627	\$32,247	1.1%	2.2%
Visual and Media Arts (n=3)	\$44,595	\$39,892	\$43,784	\$48,892	(n=4)	\$25,081	\$25,537	77.8%	71.5%

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=31)	\$46,445	\$38,000	\$45,000	\$51,500	(n=11)	\$36,176	\$36,578	28.4%	23.0%
Region									
Quebec (n=3)	\$40,218	\$36,327	\$38,000	\$43,000	-	-	-	-	-
Ontario (n=12)	\$45,934	\$37,500	\$43,066	\$57,207	(n=5)	\$37,800	\$37,800	21.5%	13.9%
Prairies (n=11)	\$48,059	\$40,500	\$45,000	\$50,500	-	-	-	-	-
West and North (n=3)	\$53,500	\$48,750	\$50,000	\$56,500	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=27)	\$46,666	\$38,000	\$45,000	\$51,500	(n=9)	\$35,103	\$35,595	32.9%	26.4%
Visual and Media Arts (n=3)	\$44,939	\$39,000	\$40,000	\$48,408	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=13)	\$92,110	\$70,000	\$87,000	\$108,500	(n=10)	\$80,430	\$80,816	14.5%	7.7%
Region									
Ontario (n=7)	\$109,732	\$93,500	\$108,500	\$140,000	(n=6)	\$83,080	\$86,673	32.1%	25.2%
West and North (n=3)	\$81,333	\$70,000	\$70,000	\$87,000	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=10)	\$89,563	\$70,000	\$79,750	\$106,375	(n=10)	\$80,430	\$80,816	11.4%	-1.3%
Visual and Media Arts (n=3)	\$100,600	\$85,900	\$104,000	\$117,000	-	-	-	-	-

1.3.2 Communications Coordinator

Organizations with Operating Budgets under \$100,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=3)	\$33,850	\$28,008	\$35,000	\$40,268	-	-	-	-	-
Region									
Quebec (n=3)	\$33,850	\$28,008	\$35,000	\$40,268	-	-	-	-	-

Organizations with Operating Budgets \$100,000 to \$250,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=4)	\$34,146	\$26,780	\$29,412	\$36,778	(n=6)	\$25,893	\$27,036	31.9%	8.8%
Artistic Discipline									
Performing and Literary Arts (n=3)	\$37,122	\$29,412	\$31,524	\$42,032	-	-	-	-	-

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=20)	\$33,508	\$27,311	\$31,500	\$36,250	(n=14)	\$27,654	\$27,647	21.2%	13.9%
Region									
Quebec (n=6)	\$31,012	\$27,305	\$28,661	\$33,375	(n=7)	\$27,294	\$27,498	13.6%	4.2%
Ontario (n=7)	\$31,865	\$25,445	\$30,399	\$36,321	(n=3)	\$28,581	-	11.5%	-
Prairies (n=4)	\$31,875	\$30,375	\$32,750	\$34,250	-	-	-	-	-
West and North (n=3)	\$43,963	\$37,923	\$45,535	\$50,789	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=12)	\$33,794	\$25,794	\$30,310	\$39,768	(n=9)	\$27,025	\$28,058	25.0%	8.0%
Visual and Media Arts (n=6)	\$32,153	\$27,494	\$29,756	\$34,125	(n=3)	\$26,122	\$26,202	23.1%	13.6%

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=15)	\$35,515	\$30,500	\$35,000	\$40,998	(n=8)	\$35,403	\$35,478	0.3%	-1.3%
Region									
Ontario (n=6)	\$35,083	\$31,875	\$38,250	\$40,399	(n=3)	\$37,250	\$38,500	-5.8%	-0.6%
Prairies (n=4)	\$39,184	\$35,000	\$38,100	\$42,284	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=13)	\$36,286	\$34,000	\$37,500	\$41,132	(n=6)	\$33,124	\$34,270	9.5%	9.4%

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=13)	\$49,161	\$40,000	\$43,707	\$60,080	(n=8)	\$40,800	\$41,651	20.5%	4.9%
Region									
Ontario (n=7)	\$52,115	\$40,750	\$43,707	\$66,500	(n=5)	\$47,004	\$47,005	10.9%	-7.0%
West and North (n=3)	\$54,093	\$51,100	\$57,200	\$58,640	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=10)	\$50,901	\$41,625	\$44,354	\$63,050	(n=8)	\$40,800	\$41,651	24.8%	6.5%
Visual and Media Arts (n=3)	\$43,360	\$35,000	\$40,000	\$50,040	-	-	-	-	-

1.3.3 Marketing Coordinator

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=7)	\$30,062	\$27,671	\$28,600	\$33,250	(n=9)	\$26,398	\$26,465	13.9%	8.1%
Region									
Ontario (n=4)	\$28,930	\$26,416	\$28,311	\$30,825	(n=6)	\$25,036	\$25,697	15.6%	10.2%
Artistic Discipline									
Performing and Literary Arts (n=6)	\$30,403	\$27,641	\$28,800	\$35,375	(n=7)	\$28,867	\$28,600	5.3%	0.7%

Organizations with Operating Budgets \$1,000,000-\$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=10)	\$37,696	\$32,650	\$39,898	\$41,783	-	-	-	-	-
Region									
Ontario (n=8)	\$36,770	\$30,000	\$38,000	\$42,197	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=9)	\$38,417	\$37,000	\$40,795	\$42,000	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=10)	\$48,599	\$39,250	\$47,750	\$50,980	(n=7)	\$37,596	\$36,225	29.3%	31.8%
Region									
Ontario (n=6)	\$50,167	\$39,250	\$44,500	\$55,000	(n=5)	\$41,735	\$39,815	20.2%	11.8%
Artistic Discipline									
Performing and Literary Arts (n=7)	\$49,740	\$38,090	\$49,000	\$53,500	(n=7)	\$37,596	\$36,225	32.3%	35.3%
Visual and Media Arts (n=3)	\$45,935	\$43,250	\$46,500	\$48,903	-	-	-	-	-

1.3.4 Director/Manager, Development (Fundraising)

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=6)	\$41,313	\$25,728	\$42,166	\$48,104	(n=12)	\$37,137	\$37,444	11.2%	12.6%
Region									
Ontario (n=4)	\$46,908	\$36,798	\$46,169	\$56,279	(n=7)	\$36,000	\$36,334	30.3%	27.1%
Artistic Discipline									
Performing and Literary Arts (n=5)	\$45,517	\$42,032	\$42,300	\$50,038	(n=7)	\$37,334	\$38,323	21.9%	10.4%

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=23)	\$56,919	\$47,250	\$55,000	\$61,950	(n=9)	\$45,525	\$44,970	25.0%	22.3%
Region									
Ontario (n=9)	\$57,002	\$46,000	\$60,000	\$66,551	(n=4)	\$51,750	-	10.1%	-
Prairies (n=8)	\$56,165	\$46,400	\$53,000	\$56,775	-	-	-	-	-
West and North (n=4)	\$58,875	\$49,375	\$54,000	\$63,500	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=20)	\$57,854	\$47,875	\$55,000	\$63,213	(n=8)	\$40,591	\$39,966	42.5%	37.6%

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=11)	\$124,096	\$85,000	\$125,460	\$148,500	(n=9)	\$75,422	\$76,364	64.5%	64.3%
Region									
Ontario (n=6)	\$161,933	\$145,500	\$148,500	\$154,500	(n=5)	\$85,500	\$88,501	89.4%	67.8%
West and North (n=3)	\$98,487	\$85,000	\$110,000	\$117,730	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=9)	\$123,340	\$60,000	\$125,460	\$150,000	(n=9)	\$75,422	\$76,364	63.5%	64.3%

1.3.5 Development Coordinator

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=5)	\$46,518	\$41,200	\$45,535	\$50,038	(n=6)	\$35,583	\$36,045	30.7%	26.3%
Region									
West and North (n=3)	\$47,117	\$42,768	\$45,535	\$50,675	(n=3)	\$34,720	\$33,663	35.7%	35.3%
Artistic Discipline									
Performing and Literary Arts (n=4)	\$48,147	\$44,451	\$47,787	\$51,483	(n=4)	\$33,379	\$32,996	44.2%	44.8%

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=13)	\$38,894	\$35,623	\$37,000	\$40,000	(n=6)	\$31,200	\$31,000	24.7%	19.4%
Region									
Ontario (n=4)	\$39,750	\$35,000	\$38,000	\$42,750	(n=3)	\$33,000	\$32,334	20.5%	17.5%
Prairies (n=6)	\$38,104	\$35,967	\$37,250	\$39,375	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=10)	\$39,262	\$35,717	\$37,250	\$40,000	(n=5)	\$29,750	\$29,800	32.0%	25.0%
Visual and Media Arts (n=3)	\$37,667	\$34,000	\$36,000	\$40,500	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=10)	\$47,886	\$36,025	\$45,000	\$54,827	(n=10)	\$43,930	\$42,787	9.0%	5.2%
Region									
Ontario (n=5)	\$49,911	\$35,700	\$40,000	\$68,000	(n=6)	\$48,134	\$44,370	3.7%	-9.8%
West and North (n=3)	\$45,435	\$42,500	\$50,000	\$50,653	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=7)	\$48,157	\$36,350	\$40,000	\$59,000	(n=10)	\$43,930	\$42,787	9.6%	-6.5%
Visual and Media Arts (n=3)	\$47,254	\$42,881	\$51,306	\$53,653	-	-	-	-	-

1.4 Human Resource

1.4.1 Director/Manager, Human Resources

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=4)	\$93,075	\$86,075	\$94,500	\$101,500	(n=5)	\$66,900	\$67,780	39.1%	39.4%
Region									
Ontario (n=3)	\$94,767	\$90,650	\$101,000	\$102,000	(n=3)	\$65,667	\$66,002	44.3%	53.0%

1.4.2 Human Resources Coordinator

No reportable data

1.5 Information Technology

1.5.1 Director/Manager, Information Technology

Organizations with Operating Budgets \$250,000-\$1,000,000

Position	2008 Base Salary			2003 Base Salary			Variance		
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=4)	\$38,350	\$32,753	\$34,335	\$39,932	-	-	-	-	-
Artistic Discipline									
Visual and Media Arts (n=4)	\$38,350	\$32,753	\$34,335	\$39,932	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary			2003 Base Salary			Variance		
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=5)	\$73,100	\$70,000	\$75,000	\$77,000	(n=5)	\$70,673	\$67,732	3.4%	10.7%
Region									
Ontario (n=4)	\$73,875	\$71,625	\$76,000	\$78,250	(n=4)	\$70,230	\$64,485	5.2%	17.9%
Artistic Discipline									
Performing and Literary Arts (n=4)	\$72,125	\$67,875	\$72,500	\$76,750	(n=5)	\$70,673	\$67,732	2.1%	7.0%

1.5.2 IT Technician

Organizations with Operating Budgets \$100,000 to \$250,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=5)	\$24,335	\$15,132	\$21,000	\$29,500	(n=5)	\$19,315	\$21,052	26.0%	-0.2%
Artistic Discipline									
Visual and Media Arts (n=4)	\$19,911	\$14,851	\$18,066	\$23,125	-	-	-	-	-

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=5)	\$34,517	\$28,500	\$33,280	\$35,202	(n=4)	\$30,579	\$30,987	12.9%	7.4%
Region									
Ontario (n=3)	\$36,295	\$30,818	\$33,280	\$40,265	-	-	-	-	-
Artistic Discipline									
Visual and Media Arts (n=3)	\$32,279	\$30,818	\$33,280	\$34,241	(n=3)	\$27,439	\$27,149	17.6%	22.6%

Organizations with Operating Budgets \$1,000,000-\$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=6)	\$47,198	\$36,020	\$44,019	\$64,800	-	-	-	-	-
Region									
Ontario (n=3)	\$59,703	\$54,527	\$70,054	\$70,054	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=6)	\$47,198	\$36,020	\$44,019	\$64,800	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=7)	\$44,329	\$43,500	\$45,000	\$47,500	(n=7)	\$44,323	\$43,743	0.0%	2.9%
Region									
Ontario (n=4)	\$41,000	\$39,500	\$43,500	\$45,000	(n=5)	\$40,522	\$39,709	1.2%	9.5%
Artistic Discipline									
Performing and Literary Arts (n=5)	\$43,400	\$45,000	\$45,000	\$47,000	(n=7)	\$44,323	\$43,743	-2.1%	2.9%

1.6 Other

1.6.1 Director/Manager, Membership and/or Volunteer Relations

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=3)	\$34,359	\$25,038	\$33,000	\$43,000	(n=6)	\$31,149	\$31,149	10.3%	5.9%
Artistic Discipline									
Performing and Literary Arts (n=3)	\$34,359	\$25,038	\$33,000	\$43,000	-	-	-	-	-

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=6)	\$42,516	\$27,015	\$38,250	\$54,000	(n=3)	\$46,442	\$45,382	-8.5%	-15.7%
Artistic Discipline									
Performing and Literary Arts (n=5)	\$42,019	\$25,520	\$31,500	\$57,000	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=4)	\$80,414	\$66,164	\$84,500	\$98,750	-	-	-	-	-
Region									
Ontario (n=4)	\$80,414	\$66,164	\$84,500	\$98,750	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=3)	\$93,000	\$84,500	\$95,000	\$102,500	-	-	-	-	-

1.6.2 Director/Manager, Projects/Programs

Please note this position was not evaluated in 2003.

Organizations with Operating Budgets \$100,000-\$250,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=12)	\$34,563	\$30,210	\$33,982	\$38,271	-	-	-	-	-
Region									
Atlantic (n=3)	\$41,751	\$33,484	\$36,028	\$47,156	-	-	-	-	-
Ontario (n=4)	\$39,051	\$32,375	\$38,750	\$45,426	-	-	-	-	-
Prairies (n=3)	\$23,662	\$17,761	\$28,022	\$31,743	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=3)	\$29,889	\$21,482	\$35,465	\$41,084	-	-	-	-	-
Visual and Media Arts (n=6)	\$35,931	\$28,751	\$33,229	\$35,900	-	-	-	-	-
Service Organization (n=3)	\$36,500	\$32,250	\$32,500	\$38,750	-	-	-	-	-

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=23)	\$37,693	\$32,875	\$36,050	\$42,760	-	-	-	-	-
Region									
Quebec (n=3)	\$26,033	\$22,800	\$30,000	\$31,250	-	-	-	-	-
Ontario (n=9)	\$42,855	\$39,925	\$42,080	\$46,525	-	-	-	-	-
Prairies (n=5)	\$36,000	\$35,000	\$35,000	\$35,000	-	-	-	-	-
West and North (n=6)	\$36,330	\$35,045	\$36,050	\$42,356	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=9)	\$33,889	\$33,000	\$35,027	\$41,860	-	-	-	-	-
Visual and Media Arts (n=7)	\$37,806	\$35,000	\$35,100	\$40,950	-	-	-	-	-
Service Organization (n=7)	\$41,874	\$31,875	\$42,071	\$45,738	-	-	-	-	-

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=16)	\$51,369	\$41,975	\$51,550	\$60,350	-	-	-	-	-
Region									
Ontario (n=6)	\$48,363	\$44,046	\$44,917	\$52,862	-	-	-	-	-
Prairies (n=5)	\$53,254	\$48,100	\$59,772	\$61,400	-	-	-	-	-
West and North (n=3)	\$65,354	\$57,500	\$60,000	\$70,531	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=13)	\$54,189	\$45,000	\$55,483	\$61,400	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=8)	\$77,450	\$49,200	\$79,000	\$96,050	-	-	-	-	-
Region									
Ontario (n=5)	\$81,660	\$50,000	\$88,000	\$100,700	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=6)	\$79,183	\$52,600	\$79,000	\$97,525	-	-	-	-	-

1.6.3 Membership/Volunteer Coordinator

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=12)	\$28,682	\$26,000	\$27,400	\$28,000	(n=11)	\$24,904	\$25,174	15.2%	8.8%
Region									
Ontario (n=5)	\$27,805	\$26,345	\$27,411	\$27,875	(n=4)	\$25,549	\$25,742	8.8%	6.5%
Prairies (n=5)	\$28,807	\$21,857	\$27,400	\$27,500	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=7)	\$25,889	\$25,647	\$26,671	\$27,425	(n=5)	\$25,549	\$25,742	1.3%	3.6%
Visual and Media Arts (n=3)	\$34,952	\$28,928	\$36,000	\$41,500	-	-	-	-	-

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=9)	\$30,514	\$28,000	\$30,000	\$36,988	(n=5)	\$30,480	\$30,740	0.1%	-2.4%
Region									
Ontario (n=5)	\$29,359	\$28,000	\$30,000	\$30,000	(n=3)	\$30,900	\$31,734	-5.0%	-5.5%
West and North (n=3)	\$31,335	\$28,502	\$36,988	\$36,994	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=8)	\$30,828	\$27,509	\$31,913	\$36,991	(n=3)	\$27,935	\$28,667	10.4%	11.3%

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=6)	\$40,189	\$33,056	\$40,313	\$46,500	(n=9)	\$34,673	\$35,857	15.9%	12.4%
Region									
Ontario (n=4)	\$39,956	\$36,769	\$40,313	\$43,500	(n=8)	\$36,054	\$37,214	10.8%	8.3%
Artistic Discipline									
Performing and Literary Arts (n=4)	\$39,656	\$36,469	\$40,313	\$43,500	(n=9)	\$34,673	\$35,857	14.4%	12.4%

1.6.4 Director/Manager, Education/Outreach

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=9)	\$38,966	\$34,580	\$41,000	\$44,200	(n=12)	\$39,277	\$38,367	-0.8%	6.9%
Region									
Ontario (n=3)	\$39,809	\$38,714	\$41,000	\$41,500	(n=6)	\$46,999	\$45,892	-15.3%	-10.7%
Artistic Discipline									
Performing and Literary Arts (n=5)	\$37,746	\$34,580	\$36,427	\$42,000	(n=4)	\$40,675	\$37,596	-7.2%	-3.1%
Visual and Media Arts (n=3)	\$38,498	\$31,748	\$41,000	\$46,500	(n=4)	\$37,536	\$37,536	2.6%	9.2%

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=14)	\$40,473	\$33,250	\$37,355	\$47,175	(n=4)	\$36,290	\$35,344	11.5%	5.7%
Region									
Ontario (n=7)	\$41,487	\$33,500	\$38,311	\$49,000	-	-	-	-	-
Prairies (n=4)	\$46,054	\$42,850	\$46,450	\$49,654	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=11)	\$40,938	\$32,000	\$36,400	\$51,408	-	-	-	-	-
Visual and Media Arts (n=3)	\$38,770	\$36,655	\$38,311	\$40,655	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=10)	\$59,265	\$42,547	\$50,000	\$70,818	(n=7)	\$57,314	\$56,271	3.4%	-11.1%
Region									
Ontario (n=6)	\$58,359	\$45,000	\$59,000	\$70,818	(n=5)	\$65,500	\$62,501	-10.9%	-5.6%
Artistic Discipline									
Performing and Literary Arts (n=8)	\$54,449	\$43,000	\$50,000	\$70,273	(n=7)	\$57,314	\$56,271	-5.0%	-11.1%

1.6.5 Education/Outreach Coordinator

Organizations with Operating Budgets under \$100,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=4)	\$33,691	\$31,174	\$35,027	\$36,876	-	-	-	-	-

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=14)	\$29,885	\$21,938	\$28,466	\$39,741	(n=16)	\$25,648	\$26,404	16.5%	7.8%
Region									
Quebec (n=5)	\$25,787	\$21,840	\$22,180	\$24,018	(n=4)	\$28,096	-	-8.2%	-
Prairies (n=5)	\$28,358	\$21,857	\$28,918	\$30,000	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=6)	\$28,663	\$21,307	\$25,549	\$36,453	(n=9)	\$23,871	\$23,760	20.1%	7.5%
Visual and Media Arts (n=6)	\$30,290	\$23,396	\$29,006	\$37,500	(n=5)	\$25,611	\$27,737	18.3%	4.6%

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary				2003 Base Salary			Variance	
	Average Actual	P25	P50	P75	(N)	Average Actual	P50	Average Actual	P50
National (n=19)	\$31,302	\$24,389	\$30,060	\$35,350	(n=7)	\$30,144	\$30,445	3.8%	-1.3%
Region									
Ontario (n=8)	\$34,997	\$28,000	\$29,120	\$42,000	(n=3)	\$33,900	-	3.2%	-
Prairies (n=6)	\$27,270	\$21,345	\$28,000	\$34,250	-	-	-	-	-
Artistic Discipline									
Performing and Literary Arts (n=14)	\$31,152	\$24,130	\$31,762	\$36,050	(n=3)	\$29,000	\$26,250	7.4%	21.0%
Visual and Media Arts (n=4)	\$27,975	\$28,000	\$28,013	\$29,120	-	-	-	-	-

Organizations with Operating Budgets above \$5,000,000

Position	2008 Base Salary				(N)	2003 Base Salary		Variance	
	Average Actual	P25	P50	P75		Average Actual	P50	Average Actual	P50
National (n=9)	\$35,454	\$28,622	\$36,498	\$40,040	(n=5)	\$34,709	\$35,827	2.1%	1.9%
Ontario (n=6)									
Ontario (n=6)	\$34,290	\$30,217	\$35,749	\$37,250	(n=4)	\$33,996	\$35,394	0.9%	1.0%
Artistic Discipline									
Performing and Literary Arts (n=7)	\$33,040	\$26,921	\$35,000	\$38,770	(n=5)	\$34,709	\$35,827	-4.8%	-2.3%

Appendix B - Benchmark Profiles

General Management Positions

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, 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, 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, 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

In total, 218 of organizations across the country participated in this study.

Cultural Compensation Study for Management and Administration	
Section 1 - Organization Profile	
Organization Name	_____
Contact Name	_____ Telephone No. _____
Title	_____ Fax No. _____
e-Mail	_____
Mailing Address	_____ _____
Location of Head Office	<div style="border: 2px solid black; width: 150px; height: 20px; display: inline-block;"></div>
Organization Size*	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 _____ Total Volunteer Hours/Week _____
Type of Organization	<input type="checkbox"/> Theatre <input type="checkbox"/> Media Arts <input type="checkbox"/> Dance <input type="checkbox"/> Interdisciplinary and Performance Art <input type="checkbox"/> Music <input type="checkbox"/> Art Gallery <input type="checkbox"/> Festivals (including Literary) <input type="checkbox"/> Service Organization <input type="checkbox"/> Artist-Run Centre <input type="checkbox"/> Other (specify) _____
<p>*Employee Status Definitions: Full-Time: Paid employees who work at least 30 hours per week for MORE than 6 consecutive months. Seasonal: Paid employees who work at least 30 hours per week for LESS than 6 consecutive months. Part-Time: Paid employees who work less than 30 hours per week.</p>	
<p>ONCE YOU HAVE COMPLETED THE STUDY PLEASE RETURN BY E-MAIL TO CULTURALSECTORSTUDY@DELOITTE.CA</p>	

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, Finance
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.

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Position is often titled "Administration and Finance".

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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

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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.

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.

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.

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.

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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

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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.

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

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

- Gifts/Certificates
- Company/Organization Merchandise
- Paid Time-off
- Complimentary Event Tickets
- Cash Bonuses (Please indicate the typical amount) \$ _____
- 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/GM	_____ %	_____ %
<input type="checkbox"/> Management	_____ %	_____ %
<input type="checkbox"/> Non-Management	_____ %	_____ %
<input type="checkbox"/> Other _____	_____ %	_____ %

What are the key performance measures for determining bonus payouts?

What is the primary basis for base salary range progression ?

- Incremental Step
- Performance-Based
- Competency-Based
- Ad Hoc
- Financial Situation of Organization
- Other

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	_____	_____ %	_____ %	_____
<input type="checkbox"/> Dental	_____	_____ %	_____ %	_____
<input type="checkbox"/> Vision	_____	_____ %	_____ %	_____
<input type="checkbox"/> Long Term Disability	_____	_____ %	_____ %	_____
<input type="checkbox"/> Retirement Savings - Pension Plan	_____	_____ %	_____ %	_____
<input type="checkbox"/> Retirement Savings - Group RRSP	_____	_____ %	_____ %	_____
<input type="checkbox"/> Supplemental EI Program	_____	_____ %	_____ %	_____
<input type="checkbox"/> Maternity Top-up	_____	_____ %	_____ %	_____
<input type="checkbox"/> Other (specify): _____	_____	_____ %	_____ %	_____
<input type="checkbox"/> Other (specify): _____	_____	_____ %	_____ %	_____

BENEFITS AND PERQUISITES

Do you provide?	<u>Scope of Provision</u>	<u>Positions Included</u>
<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"/> 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")	
OT Policy	Typical OT Hours/Week per employee	OT Policy	Typical OT Hours/Week per employee
<input type="checkbox"/> Paid OT	_____	<input type="checkbox"/> Paid OT	_____
<input type="checkbox"/> Time in Lieu	_____	<input type="checkbox"/> Time 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"/> Seasonal Nature of Work |
| <input type="checkbox"/> Non-competitive Salaries | <input type="checkbox"/> Skill Shortage in Labour Market |
| <input type="checkbox"/> Inadequate Benefit Packages | <input type="checkbox"/> Lack of Training Opportunities |
| <input type="checkbox"/> Lack of Job Security | <input type="checkbox"/> Lack of Career Opportunities |
| <input type="checkbox"/> Work/Life Balance Issues | <input type="checkbox"/> 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"/> Seasonal Nature of Work |
| <input type="checkbox"/> Non-competitive Salaries | <input type="checkbox"/> Skill Shortage in Labour Market |
| <input type="checkbox"/> Inadequate Benefit Packages | <input type="checkbox"/> Lack of Training Opportunities |
| <input type="checkbox"/> Lack of Job Security | <input type="checkbox"/> Lack of Career Opportunities |
| <input type="checkbox"/> Work/Life Balance Issues | <input type="checkbox"/> 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.
(For example, given a staff of 15, 2 employees leave voluntarily each year, turnover equals 2 divided by 15, or 13.3%)

Per Year _____
% 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?

What are your most significant management challenges?

Volunteer Staff

If applicable, what functions are performed by volunteer staff?

- Administrative Support
- Technical Support
- Public Programming
- Managerial
- Other (specify): _____

Appendix D – Participant Organization

In total, 218 organizations from across the country have participated in this study.

- 4th Line Theatre
- A Space Gallery
- Across Oceans: collaborations in contemporary arts
- Alliance des arts médiatiques indépendants
- Arbor Theatre
- Art Dealers Association of Canada
- Art Gallery of Mississauga
- Art Gallery of Southwestern Manitoba
- Artengine
- Arts Club Theatre Company
- Artspace
- Artspeak
- Association des théâtres francophones du Canada (ATFC)
- AVATAR
- Azimuth Theatre Association
- Ballet Jörgen Canada
- Belfry Theatre Society
- Black Theatre Workshop
- Blyth Centre for the Arts
- Calgary Opera Association
- Calgary Society of Independent Filmmakers (CSIF)
- Canada Dance Festival
- Canadian Art Museum Directors' Organization
- Canadian Crafts Federation
- Canadian Museum of Carpets and Textiles (Operating as Textile Museum of Canada)
- Canadian Opera Company
- CAPACOA
- Carleton University Art Gallery
- Catalyst Theatre Society of Alberta
- Celtic Colours International Festival
- Centre de théâtre francophone d'Ottawa-Carleton inc. (La Nouvelle Scène)
- Chants Libres, compagnie lyrique de création
- Charles Street Video
- Chester Playhouse
- CineVic: Society of Independent Filmmakers
- Cineworks Independent Filmmakers Society
- Circuit-Est centre chorégraphique
- City of Medicine Hat Esplanade Arts and Heritage Centre
- Coastal Jazz and Blues Society
- COBA, Collective of Black Artists
- Common Weal Community Arts
- Compagnie Marie Chouinard
- Compagnie musicale La Nef
- Concrete Theatre Society
- Conférence des collectifs et des centres d'artistes autogérés
- Conseil culturel et artistique francophone de la Colombie-Britannique
- Conseil de la sculpture du Québec
- Contemporary Art Gallery
- Correspondance
- Cultural Human Resources Council
- Dancer Transition Resource Centre
- Dancing Sky Theatre Inc.
- Danse Danse / LOMA
- Dawson City Arts Society
- Diagramme gestion culturelle
- Directors Guild of Canada
- Eastern Edge Gallery
- EDAM Performing Arts Society
- Editors' Association of Canada
- Edmonton International Street Performers Festival
- Edmonton Opera Association
- Elektra Women's Choir
- Esther Honens International Piano Competition Foundation
- Festival des Musiques de Création du SLSJ
- Festival International de la Poésie
- Festival of Words
- Fleming Artists Management
- Flicks International Film Festival for Young People
- Fortier Danse-Création
- Galerie Sans Nom

- Gallery 101
- Geordie Productions Inc.
- Georgian Bay Symphony
- Globe Theatre Society
- Greater Vancouver Professional Theatre Alliance
- Independent Filmmakers Co-operative of Ottawa (IFCO)
- Innovations en concert
- Inside Out Toronto Lesbian and Gay Film and Video Festival
- John Arcand Fiddle Fest Inc.
- Kamloops Symphony
- Kelowna Ballet Society
- Kids' Entertainment
- Kingston Symphony Association
- Kitchener Waterloo Art Gallery
- Laudate Singers
- Le Cercle Molière
- Les Films de l'Autre
- Lighthouse Festival Theater
- Lorraine Kimsa Theatre for Young People
- Lunchbox Theatre
- Magnus Theatre Company Northwest Incorporated
- Manitoba Chamber Orchestra
- Manitoba Opera Association Inc.
- Mermaid Theatre of Nova Scotia
- Metro Cinema Society
- Mixed Company Theatre (Incorporated as Maple Leaf Theatre for Social Responsibility)
- Moose Jaw Art Museum
- Mulgrave Road Theatre
- Musee D'Art de Joliette
- Musica Intima
- Musical Ventures Inc. (NB Summer Music Festival & Atlantic Sinfonia)
- National Youth Orchestra of Canada
- Neutral Ground Inc
- New Brunswick Choral Federation
- New Dance Horizons Inc.
- New Music Concerts
- New Performance Works Society
- Newworld Theatre Society
- Nickel Independent Film Festival
- Northern Light Theatre
- Opera Atelier
- Opera de Montreal
- Opera de Quebec
- Opera Lyra Ottawa
- Opera New Brunswick
- Opera.ca
- Orchestras Canada/Orchestres Canada
- Orchestre de chambre I Musici de Montréal
- Orchestre symphonique de Trois-Rivières
- Ottawa Jazz Festival Inc.
- OUT Productions (les productions Out)
- Pacific Opera Victoria
- Paraloeil
- PAVED Arts
- Peggy Baker Dance Projects
- Pink Ink Theatre Productions
- Powell River Film Festival
- Prairie Debut Inc
- Prairie Theatre Exchange
- Presentation House Theatre
- Prince Edward Island Symphony Orchestra
- Prince George Symphony Orchestra
- Professional Association of Canadian Theatres
- PUENTE Theatre Society
- Québec Art Cité
- QUEEN OFPUDDINGS MUSIC THEATRE
- Quickdraw Animation Society
- Radix Theatre Society
- Regina Symphony Orchestra
- Regroupement des éditeurs canadiens-français
- Repercussion Theatre/Théâtre Répercussion
- Richard Paul Concert Artists, Inc
- Saskatchewan Playwrights Centre
- Saskatoon Opera
- Saskatoon Symphony Orchestra
- SAW VIDEO
- Schème Danse
- SHARE TML (Sautes d'Humeurs Artistiques Regroupée Ensembles de Montréal)
- Shaw Festival
- She Said Yes !
- Simon Fraser University Gallery
- Sleeping Dog Theatre
- SODEP – Société de développement des périodiques culturels québécois

- Songwriters Association of Canada
- Sony Centre for the Performing Arts
- St. Michael's Printshop
- Story Theatre Company
- Stratford Shakespeare Festival
- Stride Art Gallery Association
- Struts Gallery & Faucet Media Arts Centre
- Studio 303
- Sudbury Theatre Centre
- Sursaut compagnie de danse
- Symphony New Brunswick
- Symphony Nova Scotia
- Tangente
- Tapestry new opera works
- Tarragon Theatre
- Te-Amim Music Theatre
- TERRES EN VUES
- Teya Peya Productions
- The CanDance Network
- The Citadel Theatre
- The Images Festival
- The Other Guys Theatre Society
- The Piano Six Foundation (operating Piano Plus)
- The Toronto Consort
- The Toronto Symphony
- The VDC Dance Centre Society (The Dance Centre)
- The Winnipeg Art Gallery
- The Winnipeg Symphony Orchestra Inc.
- Théâtre ambulant des Laurentides
- Théâtre de l'Oeil
- Théâtre des Fonds de Tiroirs
- Theatre Gargantua
- Theatre Junction Society
- Théâtre Momentum
- Theatre Network
- Theatre Newfoundland Labrador (TNL)
- Théâtre Pupulus Mordicus
- Théâtre Q Art – Q Art Theatre
- Théâtre Sortie de Secours
- Theatre Terrific Society
- Thousand Islands Playhouse
- Toronto Animated Image Society
- Toronto Dance Theatre
- Toronto Festival of Arts, Culture & Creativity, d/b/a Luminato
- Toronto International Film Festival Group
- Toronto Mendelssohn Choir
- Toronto Summer Music Foundation
- Tramore Productions Inc.
- Tribal Crackling Wind
- TRIP dance company
- Ukrainian Shumka Dancers
- Vancouver Access Artist Run Centre DBA Access Gallery
- Vancouver Community College
- Vancouver East Cultural Centre
- Vancouver International Centre for Contemporary Asian Art
- Vancouver Opera Association
- Vancouver Art Gallery
- Vertigo Theatre
- Volcano Non-Profit Productions Inc
- VTAPE
- We Few
- Wide Open Theatrical Escapades Inc
- Winnipeg Folk Festival
- Winnipeg's Contemporary Dancers
- Yorkton Short Film and Video Festival

Appendix E – 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 into 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).



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