

Acknowledgments

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 - Susan Annis, Cultural Human Resources Council
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 - Roma Quapp, Canadian Heritage

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 - Françoise Bonnin, Regroupement québécoise de la danse
 - Hamal Docter, Canadian Dance Assembly
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 - Micheline McKay, Opera.ca
 - Peter Sandmark, Independent Film and Video Alliance
 - Lucy White, Professional Association of Canadian Theatres



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Canada

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I. Executive Summary

In February and March of 2003, two hundred and thirty-one (231) organizations within the not-for-profit arts sector participated in a comprehensive compensation survey. The survey was developed with a focus on management and administrative positions, and gathered data on base salary, employee benefits and perquisites as well as a number of other human resources issues.

To compile an accurate profile of compensation practices within the not-for-profit arts sector, participant organizations were grouped into five categories according to operating budget. The five categories of operating budgets include the following ranges: under \$100K; \$100K to \$250K; \$250K to \$1M; \$1M to \$5M; and over \$5M.

While specific compensation findings were numerous, key highlights and findings include:

- There is a direct correlation between the size of an organization's operating budget and the level of compensation provided to employees.
- Salaries are significantly higher in the larger organizations such that the average salary of an Executive Director in an organization with an operating budget over \$5M is nearly three and a half times that of the same position within an organization with an operating budget of less than \$1M. When the same position is compared against organizations with operating budgets under \$100K, the multiple rises to almost five. Clearly this is significant in an industry where the vast majority of organizations have operating budgets under \$1M.
- Furthermore, even amongst the larger organizations, there is a considerable difference in salary ranges. At the Director/Management level within organizations with operating budgets over \$5M, salaries are nearly double those paid within organizations at the 1-5\$M budget range.
- Ontario and the West generally lead arts sector compensation practices, and within certain positions, salaries are significantly higher in these regions.
- From an artistic discipline perspective, there is no clear overall leader in terms of compensation practices. However, service organizations generally provided the highest salaries within \$250K to \$1M operating budget category, while employees of visual and media arts organizations typically earned higher salaries than their counterparts within the under \$100K category.
- When looking at other industry sectors, compensation levels amongst arts organizations with operating budgets over \$1M were fairly comparable with the exception of certain Director level positions. However, amongst organizations with budgets under \$1M, compensation levels were, for certain positions, two to three times lower than those found within the comparison industries.

I. Executive Summary

- There are many smaller organizations within the arts sector where one or two employees perform many or most of the management and administrative duties within the organization. Thus, organizations frequently reported the position of executive director as one that also performed duties in areas as diverse as human resources, finance, marketing and information technology.

When surveyed on the scope and frequency of benefits offered, many organizations reported that they did not offer any health-related benefits (e.g. medical, dental, insurance, etc.). Larger organizations (with operating budgets over \$1M) were two to three times more likely to offer benefits than organizations with operating budgets of less than \$1M. On the whole, however, the scope and frequency of benefits offered across the not-for-profit arts sector is disproportionately lower than across other industry sectors.

Beyond health-related benefits, smaller and mid-sized organizations (operating budget under \$1M) offered their employees flexible working arrangements (flex-time, job-sharing and working from home) at a slightly higher frequency than larger organizations. Interestingly, flexible working arrangements within small and medium organizations were more commonly-offered than any of the more traditional, health-related benefits surveyed, and very few of these organizations offered any form of retirement savings.

Participant organizations were asked to comment on a variety of human resources issues, including identifying top organizational priorities and challenges. The majority of organizations responded that compensation and benefits as well as understaffing and overwork were the main human resources challenges. Moreover, most organizations reported that their most significant management challenges included insufficient funding, excessive workloads and succession planning.

The average voluntary turnover rate amongst survey participants was reported at 22.9 percent. Generally speaking, this rate is quite high. Not surprisingly, the majority of organizations expressed that the most significant challenge in attracting and retaining qualified resources was their limited ability to pay competitive salaries; excessive workload and inadequate benefits packages were also cited as significant challenges. It is important to note, however, that some organizations reported minimal or no turnover, and highlighted strategies such as allowing for flexible work arrangements, developing from within and providing fair compensation as successful means of retaining employees.

Further findings on these topics can be found in the body and appendices of this report.

II. Introduction

Cultural Human Resources Council

- The Cultural Human Resources Council (CHRC) is a national organization which brings together representatives of all the 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 the 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 initiate, coordinate and promote human resources planning, management, development and training in 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.

Survey Background

- In the last few years, there has been a growing sense of urgency in the arts sector about the imminent crisis in the arts management labour force, with the pioneer generation of managers about to retire and many leaving the sector prematurely due to stress or burnout or for better pay, benefits and working conditions elsewhere.
- Recognizing that the success of arts organizations is largely dependent on the ability to attract and retain top calibre staff, 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 a comprehensive national compensation survey — compensation being one of the most critical elements of an organization's ability to attract and retain a talented workforce.
- This survey responds to a recommendation made in the ongoing national research and consultation project, *Creative Management in the Arts and Heritage: Sustaining and Renewing Professional Management for the 21st Century*. The project is being carried out by the Canadian Conference of the Arts in conjunction with the Cultural Human Resources Council, with the support of the Samuel and Saidye Bronfman Family Foundation. It deals with how organizations can attract, develop and retain a new generation of skilled and qualified administrative and management staff.

II. Introduction

Methodology and Report Overview

- The Cultural Human Resources Council (CHRC) has retained Deloitte & Touche LLP to assist in undertaking a comprehensive compensation survey of the Canadian arts sector focusing on management and administrative positions in not-for-profit arts organizations.
- The survey was conducted in February/March of 2003. In total, 2,000 organizations from across the country were invited by email to participate.
- The survey focused on gathering data on base salary, short term incentive pay, employee benefits and perquisites as well as a number of other human resources issues, including key challenges facing organizations, attraction and retention, and the use of volunteers.
- This report presents the results from the survey, beginning with a profile of the participant organizations and followed by base salary data for each of the selected benchmark positions. In total, data was gathered on over 20 positions (please see Appendix A for a profile of each of the positions).
- Following this largely quantitative analysis, the report then turns to providing details on current trends and practices, as well as benefits and perquisites.
- Appendix B provides a copy of the templates used to collect the data.

III. Participant Profile

- In total, 231 organizations* from across the country participated in this survey. Exhibit 1 provides a summary profile of the participant organizations.
- Appendix C provides an alphabetical listing of each of the participant organizations.

Exhibit 1: Summary Profile

Region	Number of Responses	Percentage of Sample
Atlantic	17	7%
Ontario	81	35%
Prairies (MB,AB,SK)	40	17%
Quebec	50	22%
West/Northwest	43	19%
TOTAL	231	100%

Artistic Discipline	Number of Responses	Percentage of Sample
Visual and Media Arts (including Artist-run Centres and Galleries)	55	24%
Performing and Literary Arts (Dance, Festivals, Music, Performance Arts, Theatre)	143	62%
Service Organizations	33	14%
TOTAL	231	100%

Annual Budget	Number of Responses	Percentage of Sample
Under \$100,000	63	27%
\$100,000 to \$250,000	61	26%
\$250,000 to \$1,000,000	71	31%
\$1,000,000 to \$5,000,000	26	11%
Over \$5,000,000	10	4%
TOTAL	231	100%

Language	Number of Responses	Percentage of Sample
English	185	80%
French	46	20%
TOTAL	231	100%

* Note: This represents a response rate of 11.6%, given that surveys were distributed to 2,000 organizations.

IV. Research Findings – Base Salary

Section Overview

- This section of the report will summarize the key quantitative observations emerging from the research study, focusing on market average base salary practices.
- For each position (see Exhibit 2 for a list of positions and a corresponding page reference), summary data are provided for the average base salary minimum, maximum and actual as well as data at the 25th, 50th and 75th percentile.
- Summary data for each position is sorted by the annual operating budget of the organization.
- Additionally, the data has been sorted by:
 - Region
 - 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 cuts 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.
- The data are subject to statistical error and should be used with caution.

IV. Research Findings – Base Salary

Summary Profile

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
Organizations with Operating Budgets Under \$100,000						
Executive Director/General Manager (n=26)	\$24,504	\$29,201	\$28,808	\$25,678	\$26,853	\$28,027
Office Administrator (n=6)	\$22,242	\$25,860	\$24,527	\$23,147	\$24,051	\$24,956
Administrative Assistant (n=5)	\$18,945	\$23,032	\$22,165	\$19,967	\$20,989	\$22,010
Receptionist/Clerk (n=4)	\$20,250	\$23,250	\$22,067	\$21,000	\$21,750	\$22,500
Organizations with Operating Budgets \$100,000 to \$250,000						
Executive Director/General Manager (n=48)	\$33,644	\$35,905	\$34,842	\$34,209	\$34,775	\$35,340
Director/Manager, Administrative Services (n=7)	\$31,647	\$32,719	\$32,290	\$31,915	\$32,183	\$32,451
Office Administrator (n=5)	\$23,208	\$27,300	\$24,208	\$24,231	\$25,254	\$26,277
Administrative Assistant (n=18)	\$21,543	\$25,432	\$24,623	\$22,515	\$23,488	\$24,460
Director/Manager, Marketing/Communications (n=4)			\$29,858			
Communications Coordinator (n=6)	\$25,494	\$28,577	\$25,893	\$26,265	\$27,036	\$27,806
IT Technician (n=5)	\$19,252	\$22,852	\$19,315	\$20,152	\$21,052	\$21,952
Director/Manager, Education/Outreach (n=11)	\$25,811	\$28,607	\$25,992	\$26,510	\$27,209	\$27,908
Education/Outreach Coordinator (n=7)	\$24,043	\$26,796	\$26,217	\$24,731	\$25,420	\$26,108
Organizations with Operating Budgets \$250,000 to \$1,000,000						
Executive Director/General Manager (n=69)	\$42,828	\$47,432	\$44,706	\$43,979	\$45,130	\$46,281
Director/Manager, Administrative Services (n=12)	\$38,455	\$40,635	\$40,385	\$39,000	\$39,545	\$40,090
Office Administrator (n=18)	\$27,986	\$35,074	\$32,186	\$29,758	\$31,530	\$33,302
Administrative Assistant (n=15)	\$26,459	\$29,340	\$27,850	\$27,179	\$27,900	\$28,620
Receptionist/Clerk (n=11)	\$23,684	\$26,594	\$25,512	\$24,412	\$25,139	\$25,867
Director/Manager, Marketing/Communications (n=19)	\$30,668	\$34,912	\$32,632	\$31,729	\$32,790	\$33,851
Communications Coordinator (n=14)	\$25,971	\$29,322	\$27,654	\$26,809	\$27,647	\$28,484
Marketing Coordinator (n=9)	\$25,242	\$27,687	\$26,398	\$25,853	\$26,465	\$27,076
Director/Manager, Development (n=12)	\$35,292	\$39,596	\$37,137	\$36,368	\$37,444	\$38,520
Development Coordinator (n=6)	\$35,037	\$37,053	\$35,583	\$35,541	\$36,045	\$36,549
IT Technician (n=4)	\$25,686	\$36,288	\$30,579	\$28,337	\$30,987	\$33,638
Director/Manager, Membership and/or Volunteer Relations (n=6)	\$30,391	\$31,907	\$31,149	\$30,770	\$31,149	\$31,528
Membership/Volunteer Coordinator (n=11)	\$23,169	\$27,178	\$24,904	\$24,171	\$25,174	\$26,176
Director/Manager, Education/Outreach (n=12)	\$36,591	\$40,143	\$39,277	\$37,479	\$38,367	\$39,255
Education Coordinator (n=16)	\$25,388	\$27,420	\$25,648	\$25,896	\$26,404	\$26,912

IV. Research Findings – Base Salary

Summary Profile (Cont'd)

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
Organizations with Operating Budgets \$1,000,000 to \$5,000,000						
Executive Director (n=20)	\$70,518	\$77,948	\$76,422	\$72,376	\$74,233	\$76,091
Director/Manager, Administrative Services (n=7)	\$50,076	\$51,448	\$50,519	\$50,419	\$50,762	\$51,105
Office Administrator (n=7)	\$25,175	\$27,604	\$27,087	\$25,782	\$26,390	\$26,997
Administrative Assistant (n=10)	\$30,362	\$32,362	\$31,422	\$30,862	\$31,362	\$31,862
Receptionist/Clerk (n=5)	\$20,780	\$22,476	\$22,010	\$21,204	\$21,628	\$22,052
Director/Manager, Finance (n=5)	\$43,674	\$45,674	\$44,274	\$44,174	\$44,674	\$45,174
Finance Officer (n=9)	\$32,273	\$33,951	\$33,396	\$32,693	\$33,112	\$33,532
Director/Manager, Marketing/Communications (n=11)	\$35,123	\$38,032	\$36,176	\$35,850	\$36,578	\$37,305
Communications Coordinator (n=8)	\$34,228	\$36,728	\$35,403	\$34,853	\$35,478	\$36,103
Director/Manager, Development (n=9)	\$44,081	\$45,859	\$45,525	\$44,526	\$44,970	\$45,415
Development Coordinator (n=6)	\$29,333	\$32,667	\$31,200	\$30,167	\$31,000	\$31,834
Director/Manager, Membership and/or Volunteer Relations (n=3)	\$43,655	\$47,108	\$46,442	\$44,518	\$45,382	\$46,245
Membership/Volunteer Coordinator (n=5)	\$30,240	\$31,240	\$30,480	\$30,490	\$30,740	\$30,990
Director/Manager, Education/Outreach (n=4)	\$34,094	\$36,594	\$36,290	\$34,719	\$35,344	\$35,969
Education Coordinator (n=7)	\$29,055	\$31,835	\$30,144	\$29,750	\$30,445	\$31,140
Organizations with Operating Budgets Above \$5,000,000						
Executive Director/General Manager (n=10)	\$121,682	\$139,625	\$133,637	\$126,168	\$130,654	\$135,139
Director/Manager, Administrative Services (n=4)	\$88,750	\$107,500	\$93,333	\$93,438	\$98,125	\$102,813
Office Administrator (n=5)	\$38,269	\$45,754	\$40,694	\$40,140	\$42,012	\$43,883
Administrative Assistant (n=9)	\$30,184	\$39,208	\$34,020	\$32,440	\$34,696	\$36,952
Receptionist (n=8)	\$21,518	\$27,678	\$24,298	\$23,058	\$24,598	\$26,138
Director/Manager, Finance (n=7)	\$70,629	\$84,390	\$80,648	\$74,069	\$77,510	\$80,950
Finance Officer (n=6)	\$37,123	\$47,938	\$44,365	\$39,827	\$42,531	\$45,234
Director/Manager, Marketing/Communications (n=10)	\$70,603	\$91,029	\$80,430	\$75,710	\$80,816	\$85,923
Communications Coordinator (n=8)	\$37,223	\$46,078	\$40,800	\$39,437	\$41,651	\$43,864
Marketing Coordinator (n=7)	\$32,364	\$40,086	\$37,596	\$34,295	\$36,225	\$38,156
Director/Manager, Development (n=9)	\$67,486	\$85,242	\$75,422	\$71,925	\$76,364	\$80,803
Development Coordinator (n=10)	\$39,674	\$45,899	\$43,930	\$41,230	\$42,787	\$44,343
Director/Manager, Human Resources (n=5)	\$56,800	\$78,760	\$66,900	\$62,290	\$67,780	\$73,270
Human Resources Coordinator (n=3)	\$34,584	\$53,552	\$40,867	\$39,326	\$44,068	\$48,810
Director/Manager, Information Technology (n=5)	\$57,386	\$78,078	\$70,673	\$62,559	\$67,732	\$72,905
IT Technician (n=7)	\$40,313	\$47,172	\$44,323	\$42,028	\$43,743	\$45,457
Membership Coordinator (n=9)	\$32,095	\$39,619	\$34,673	\$33,976	\$35,857	\$37,738
Director/Manager, Education/Outreach (n=7)	\$49,213	\$63,329	\$57,314	\$52,742	\$56,271	\$59,800
Education Coordinator (n=5)	\$31,479	\$40,175	\$34,709	\$33,653	\$35,827	\$38,001

IV. Research Findings – Base Salary

Key Trends

- A close examination of the quantitative research findings indicates a number of key compensation trends in the not-for-profit arts sector. Specifically, we note that:
 - organizations with larger operating budgets typically offer higher base salaries;
 - the difference between salaries offered by organizations with operating budgets under \$250,000 and those offered by organizations with budgets over \$1,000,000 is quite large;
 - from a geographical perspective, Ontario and the West generally lead arts sector compensation practices; and
 - from an artistic discipline perspective, there is no clear overall leader in terms of compensation practices.

IV. Research Findings – Base Salary

Exhibit 2: Table of Positions

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IV. Research Findings – Base Salary

Executive Director/General Manager

Organizations with Operating Budgets Under \$100,000

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=26)	\$24,504	\$29,201	\$28,808	\$25,678	\$26,853	\$28,027
Region						
Quebec (n=5)	\$24,192	\$28,816	\$28,253	\$25,348	\$26,504	\$27,660
Ontario (n=9)	\$25,004	\$29,782	\$26,505	\$26,199	\$27,393	\$28,588
Prairies (n=4)	\$21,200	\$23,450	\$23,267	\$21,763	\$22,325	\$22,888
West (n=7)	\$25,907	\$32,622	\$32,067	\$27,586	\$29,265	\$30,943
Artistic Discipline						
Performing and Literary Arts (n=17)	\$23,832	\$26,840	\$26,615	\$24,584	\$25,336	\$26,088
Visual and Media Arts (n=4)	\$22,490	\$36,240	\$35,240	\$25,928	\$29,365	\$32,803
Service (n=5)	\$28,400	\$31,600	\$29,500	\$29,200	\$30,000	\$30,800

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=48)	\$33,644	\$35,905	\$34,842	\$34,209	\$34,775	\$35,340
Region						
Atlantic (n=3)			\$20,600			
Quebec (n=10)	\$31,016	\$33,866	\$32,836	\$31,729	\$32,441	\$33,154
Ontario (n=14)	\$39,934	\$41,434	\$40,934	\$40,309	\$40,684	\$41,059
Prairies (n=14)	\$31,091	\$33,876	\$32,551	\$31,787	\$32,484	\$33,180
West (n=6)	\$35,433	\$38,767	\$36,520	\$36,267	\$37,100	\$37,934
Artistic Discipline						
Performing and Literary Arts (n=22)	\$34,216	\$36,489	\$34,941	\$34,784	\$35,353	\$35,921
Visual and Media Arts (n=18)	\$27,858	\$30,886	\$29,950	\$28,615	\$29,372	\$30,129
Service (n=8)	\$45,088	\$45,588	\$45,276	\$45,213	\$45,338	\$45,463

IV. Research Findings – Base Salary

Executive Director/General Manager

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=69)	\$42,828	\$47,432	\$44,706	\$43,979	\$45,130	\$46,281
Region						
Atlantic (n=3)	\$43,667	\$44,611	\$43,683	\$43,903	\$44,139	\$44,375
Quebec (n=18)	\$40,940	\$44,551	\$41,760	\$41,843	\$42,746	\$43,648
Ontario (n=19)	\$47,693	\$56,316	\$50,981	\$49,849	\$52,005	\$54,160
Prairies (n=11)	\$35,227	\$38,227	\$36,772	\$35,977	\$36,727	\$37,477
West (n=18)	\$44,087	\$47,031	\$46,587	\$44,823	\$45,559	\$46,295
Artistic Discipline						
Performing and Literary Arts (n=45)	\$38,781	\$42,411	\$40,291	\$39,689	\$40,596	\$41,504
Visual and Media Arts (n=14)	\$43,049	\$51,143	\$45,292	\$45,073	\$47,096	\$49,120
Service (n=10)	\$60,730	\$64,830	\$63,430	\$61,755	\$62,780	\$63,805

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=20)	\$70,518	\$77,948	\$76,422	\$72,376	\$74,233	\$76,091
Region						
Ontario (n=11)	\$80,098	\$90,098	\$80,564	\$82,598	\$85,098	\$87,598
West (n=3)	\$56,000	\$57,867	\$57,867	\$56,467	\$56,934	\$57,400
Artistic Discipline						
Performing and Literary Arts (n=15)	\$70,052	\$79,092	\$73,337	\$72,312	\$74,572	\$76,832
Service (n=3)	\$57,833	\$62,167	\$61,166	\$58,917	\$60,000	\$61,084

IV. Research Findings – Base Salary

Executive Director/General Manager

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=10)	\$121,682	\$139,625	\$133,637	\$126,168	\$130,654	\$135,139
Region						
Ontario (n=6)	\$137,536	\$155,774	\$145,099	\$142,096	\$146,655	\$151,215
Prairies (n=3)	\$103,867	\$127,200	\$121,800	\$109,700	\$115,534	\$121,367
Artistic Discipline						
Performing and Literary Arts (n=10)	\$121,682	\$139,625	\$133,637	\$126,168	\$130,654	\$135,139

IV. Research Findings – Base Salary

Director/Manager, Administrative Services

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=7)	\$31,647	\$32,719	\$32,290	\$31,915	\$32,183	\$32,451
Region						
Ontario (n=4)	\$30,375	\$32,250	\$31,500	\$30,844	\$31,313	\$31,781
Artistic Discipline						
Performing and Literary Arts (n=4)			\$33,758			

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=12)	\$38,455	\$40,635	\$40,385	\$39,000	\$39,545	\$40,090
Region						
Ontario (n=4)	\$34,743	\$39,032	\$38,992	\$35,815	\$36,888	\$37,960
West (n=5)	\$35,058	\$36,858	\$36,258	\$35,508	\$35,958	\$36,408
Artistic Discipline						
Performing and Literary Arts (n=8)	\$37,075	\$38,200	\$37,825	\$37,356	\$37,638	\$37,919
Visual and Media Arts (n=3)	\$43,286	\$47,339	\$45,339	\$44,299	\$45,313	\$46,326

IV. Research Findings – Base Salary

Director/Manager, Administrative Services

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=7)	\$50,076	\$51,448	\$50,519	\$50,419	\$50,762	\$51,105
Region						
Ontario (n=4)			\$60,134			
Artistic Discipline						
Performing and Literary Arts (n=5)	\$39,800	\$41,720	\$40,420	\$40,280	\$40,760	\$41,240

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=4)	\$88,750	\$107,500	\$93,333	\$93,438	\$98,125	\$102,813
Region						
Ontario (n=3)	\$91,667	\$106,667	\$105,000	\$95,417	\$99,167	\$102,917
Artistic Discipline						
Performing and Literary Arts (n=4)	\$88,750	\$107,500	\$93,333	\$93,438	\$98,125	\$102,813

IV. Research Findings – Base Salary

Office Administrator/Manager

Organizations with Operating Budgets Under \$100,000

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=6)	\$22,242	\$25,860	\$24,527	\$23,147	\$24,051	\$24,956
Region						
Ontario (n=3)	\$21,430	\$26,000	\$24,000	\$22,573	\$23,715	\$24,858
Artistic Discipline						
Visual and Media Arts (n=3)	\$24,333	\$27,000	\$26,333	\$25,000	\$25,667	\$26,333
Service (n=3)	\$20,150	\$24,720	\$22,720	\$21,293	\$22,435	\$23,578

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=5)	\$23,208	\$27,300	\$24,208	\$24,231	\$25,254	\$26,277
Region						
Ontario (n=3)	\$24,947	\$28,433	\$24,997	\$25,819	\$26,690	\$27,562
Artistic Discipline						
Performing and Literary Arts (n=4)	\$23,550	\$26,050	\$23,550	\$24,175	\$24,800	\$25,425

IV. Research Findings – Base Salary

Office Administrator/Manager

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=18)	\$27,986	\$35,074	\$32,186	\$29,758	\$31,530	\$33,302
Region						
Ontario (n=10)	\$29,356	\$38,985	\$35,483	\$31,763	\$34,171	\$36,578
West (n=4)	\$23,604	\$29,460	\$27,386	\$25,068	\$26,532	\$27,996
Artistic Discipline						
Performing and Literary Arts (n=7)	\$25,450	\$35,194	\$33,653	\$27,886	\$30,322	\$32,758
Visual and Media Arts (n=8)	\$28,331	\$34,454	\$29,344	\$29,862	\$31,393	\$32,923
Service (n=3)	\$32,987	\$36,444	\$34,444	\$33,851	\$34,716	\$35,580

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=7)	\$25,175	\$27,604	\$27,087	\$25,782	\$26,390	\$26,997
Artistic Discipline						
Performing and Literary Arts (n=6)	\$26,038	\$27,204	\$27,024	\$26,330	\$26,621	\$26,913

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=5)	\$38,269	\$45,754	\$40,694	\$40,140	\$42,012	\$43,883
Region						
Ontario (n=4)	\$38,211	\$47,567	\$41,243	\$40,550	\$42,889	\$45,228
Artistic Discipline						
Performing and Literary Arts (n=5)	\$38,269	\$45,754	\$40,694	\$40,140	\$42,012	\$43,883

IV. Research Findings – Base Salary

Administrative Assistant

Organizations with Operating Budgets Under \$100,000

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=5)	\$18,945	\$23,032	\$22,165	\$19,967	\$20,989	\$22,010
Region						
Ontario (n=4)	\$18,681	\$23,790	\$22,887	\$19,958	\$21,236	\$22,513
Artistic Discipline						
Performing and Literary Arts (n=3)	\$17,521	\$21,667	\$21,250	\$18,558	\$19,594	\$20,631

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=18)	\$21,543	\$25,432	\$24,623	\$22,515	\$23,488	\$24,460
Region						
Quebec (n=6)	\$19,344	\$19,927	\$19,344	\$19,490	\$19,636	\$19,781
Ontario (n=5)	\$25,332	\$27,432	\$26,533	\$25,857	\$26,382	\$26,907
Artistic Discipline						
Performing and Literary Arts (n=9)	\$20,724	\$24,724	\$22,168	\$21,724	\$22,724	\$23,724
Visual and Media Arts (n=5)	\$22,452	\$25,240	\$24,188	\$23,149	\$23,846	\$24,543
Service (n=4)	\$22,250	\$23,625	\$23,000	\$22,594	\$22,938	\$23,281

IV. Research Findings – Base Salary

Administrative Assistant

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=15)	\$26,459	\$29,340	\$27,850	\$27,179	\$27,900	\$28,620
Region						
Quebec (n=5)	\$26,141	\$28,141	\$27,176	\$26,641	\$27,141	\$27,641
Ontario (n=4)	\$25,550	\$27,050	\$26,550	\$25,925	\$26,300	\$26,675
West (n=4)	\$30,744	\$36,300	\$33,250	\$32,133	\$33,522	\$34,911
Artistic Discipline						
Performing and Literary Arts (n=10)	\$23,318	\$26,130	\$24,386	\$24,021	\$24,724	\$25,427
Service (n=3)	\$31,667	\$33,667	\$33,000	\$32,167	\$32,667	\$33,167

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=10)	\$30,362	\$32,362	\$31,422	\$30,862	\$31,362	\$31,862
Region						
Ontario (n=5)	\$31,942	\$32,942	\$32,542	\$32,192	\$32,442	\$32,692
West (n=3)	\$28,300	\$29,967	\$29,500	\$28,717	\$29,134	\$29,550
Artistic Discipline						
Performing and Literary Arts (n=7)	\$29,553	\$32,410	\$31,067	\$30,267	\$30,982	\$31,696

IV. Research Findings – Base Salary

Administrative Assistant

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=9)	\$30,184	\$39,208	\$34,020	\$32,440	\$34,696	\$36,952
Region						
Ontario (n=5)	\$33,031	\$40,116	\$34,340	\$34,802	\$36,574	\$38,345
Prairies (n=3)	\$31,804	\$37,676	\$33,727	\$33,272	\$34,740	\$36,208
Artistic Discipline						
Performing and Literary Arts (n=9)	\$30,184	\$39,208	\$34,020	\$32,440	\$34,696	\$36,952

IV. Research Findings – Base Salary

Receptionist/Clerk

Organizations with Operating Budgets Under \$100,000

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=4)	\$20,250	\$23,250	\$22,067	\$21,000	\$21,750	\$22,500
Region						
Ontario (n=3)	\$21,000	\$22,667	\$22,000	\$21,417	\$21,834	\$22,250
Artistic Discipline						
Performing and Literary Arts (n=3)	\$21,000	\$23,366	\$22,120	\$21,592	\$22,183	\$22,775

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=11)	\$23,684	\$26,594	\$25,512	\$24,412	\$25,139	\$25,867
Region						
Quebec (n=3)			\$23,332			
West (n=5)	\$22,142	\$24,398	\$23,488	\$22,706	\$23,270	\$23,834
Artistic Discipline						
Performing and Literary Arts (n=6)	\$22,911	\$27,033	\$25,808	\$23,942	\$24,972	\$26,003
Visual and Media Arts (n=3)	\$25,617	\$28,044	\$26,527	\$26,224	\$26,831	\$27,437

IV. Research Findings – Base Salary

Receptionist/Clerk

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=5)	\$20,780	\$22,476	\$22,010	\$21,204	\$21,628	\$22,052
Artistic Discipline						
Performing and Literary Arts (n=3)	\$21,547	\$22,761	\$22,700	\$21,851	\$22,154	\$22,458

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=8)	\$21,518	\$27,678	\$24,298	\$23,058	\$24,598	\$26,138
Region						
Ontario (n=5)	\$22,208	\$29,944	\$26,544	\$24,142	\$26,076	\$28,010
Prairies (n=3)	\$20,369	\$23,901	\$21,304	\$21,252	\$22,135	\$23,018
Artistic Discipline						
Performing and Literary Arts (n=8)	\$21,518	\$27,678	\$24,298	\$23,058	\$24,598	\$26,138

IV. Research Findings – Base Salary

Director/Manager, Finance

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=5)	\$43,674	\$45,674	\$44,274	\$44,174	\$44,674	\$45,174
Artistic Discipline						
Performing and Literary Arts (n=4)	\$41,343	\$43,843	\$42,093	\$41,968	\$42,593	\$43,218

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=7)	\$70,629	\$84,390	\$80,648	\$74,069	\$77,510	\$80,950
Region						
Ontario (n=5)	\$71,230	\$82,871	\$81,508	\$74,140	\$77,051	\$79,961
Artistic Discipline						
Performing and Literary Arts (n=7)	\$70,629	\$84,390	\$80,648	\$74,069	\$77,510	\$80,950

IV. Research Findings – Base Salary

Finance Officer

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=4)	\$24,408	\$25,408	\$24,877	\$24,658	\$24,908	\$25,158
Artistic Discipline						
Performing and Literary Arts (n=3)	\$22,210	\$23,543	\$23,315	\$22,543	\$22,877	\$23,210

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=19)	\$27,637	\$32,786	\$29,521	\$28,924	\$30,212	\$31,499
Region						
Quebec (n=6)	\$28,099	\$35,348	\$28,773	\$29,911	\$31,724	\$33,536
Ontario (n=5)	\$27,259	\$30,994	\$30,452	\$28,193	\$29,127	\$30,060
Prairies (n=3)	\$15,000	\$19,800	\$16,867	\$16,200	\$17,400	\$18,600
West (n=5)	\$34,018	\$39,294	\$37,084	\$35,337	\$36,656	\$37,975
Artistic Discipline						
Performing and Literary Arts (n=11)	\$26,796	\$30,127	\$27,809	\$27,629	\$28,462	\$29,294
Visual and Media Arts (n=4)	\$21,778	\$29,046	\$26,030	\$23,595	\$25,412	\$27,229
Service (n=4)	\$34,528	\$43,838	\$37,725	\$36,856	\$39,183	\$41,511

IV. Research Findings – Base Salary

Finance Officer

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=9)	\$32,273	\$33,951	\$33,396	\$32,693	\$33,112	\$33,532
Region						
West (n=3)	\$30,833	\$32,533	\$32,533	\$31,258	\$31,683	\$32,108
Artistic Discipline						
Performing and Literary Arts (n=6)	\$32,660	\$35,177	\$34,343	\$33,289	\$33,919	\$34,548

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=6)	\$37,123	\$47,938	\$44,365	\$39,827	\$42,531	\$45,234
Region						
Ontario (n=5)	\$34,212	\$42,022	\$38,332	\$36,165	\$38,117	\$40,070
Artistic Discipline						
Performing and Literary Arts (n=6)	\$37,122	\$47,938	\$44,365	\$39,826	\$42,530	\$45,234

IV. Research Findings – Base Salary

Director/Manager, Marketing/Communications

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=4)			\$29,858			

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=19)	\$30,668	\$34,912	\$32,632	\$31,729	\$32,790	\$33,851
Region						
Quebec (n=6)	\$31,533	\$32,699	\$32,239	\$31,825	\$32,116	\$32,408
Ontario (n=6)	\$31,236	\$37,658	\$33,144	\$32,842	\$34,447	\$36,053
Prairies (n=3)	\$27,333	\$33,000	\$30,500	\$28,750	\$30,167	\$31,583
West (n=4)	\$31,021	\$35,546	\$33,954	\$32,152	\$33,284	\$34,415
Artistic Discipline						
Performing and Literary Arts (=10)	\$29,620	\$34,873	\$32,627	\$30,933	\$32,247	\$33,560
Visual and Media Arts (n=4)	\$23,524	\$27,549	\$25,081	\$24,530	\$25,537	\$26,543
Service (n=5)	\$38,480	\$40,880	\$38,680	\$39,080	\$39,680	\$40,280

IV. Research Findings – Base Salary

Director/Manager, Marketing/Communications

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=11)	\$35,123	\$38,032	\$36,176	\$35,850	\$36,578	\$37,305
Region						
Ontario (n=5)	\$36,800	\$38,800	\$37,800	\$37,300	\$37,800	\$38,300
Artistic Discipline						
Performing and Literary Arts (n=9)	\$33,817	\$37,372	\$35,103	\$34,706	\$35,595	\$36,483

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=10)	\$70,603	\$91,029	\$80,430	\$75,710	\$80,816	\$85,923
Region						
Ontario (n=6)	\$75,742	\$97,604	\$83,080	\$81,208	\$86,673	\$92,139
Prairies (n=3)	\$67,852	\$84,111	\$78,667	\$71,917	\$75,982	\$80,046
Artistic Discipline						
Performing and Literary Arts (n=10)	\$70,603	\$91,029	\$80,430	\$75,710	\$80,816	\$85,923

IV. Research Findings – Base Salary

Communications Coordinator

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=6)	\$25,494	\$28,577	\$25,893	\$26,265	\$27,036	\$27,806

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=14)	\$25,971	\$29,322	\$27,654	\$26,809	\$27,647	\$28,484
Region						
Quebec (n=7)	\$24,886	\$30,109	\$27,294	\$26,192	\$27,498	\$28,803
Ontario (n=3)			\$28,581			
Artistic Discipline						
Performing and Literary Arts (n=9)	\$26,427	\$29,689	\$27,025	\$27,243	\$28,058	\$28,874
Visual and Media Arts (n=3)	\$25,702	\$26,702	\$26,122	\$25,952	\$26,202	\$26,452

IV. Research Findings – Base Salary

Communications Coordinator

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=8)	\$34,228	\$36,728	\$35,403	\$34,853	\$35,478	\$36,103
Region						
Ontario (n=3)	\$36,167	\$40,833	\$37,250	\$37,334	\$38,500	\$39,667
Artistic Discipline						
Performing and Literary Arts (n=6)	\$32,603	\$35,937	\$33,124	\$33,437	\$34,270	\$35,104

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=8)	\$37,223	\$46,078	\$40,800	\$39,437	\$41,651	\$43,864
Region						
Ontario (n=5)	\$41,600	\$52,410	\$47,004	\$44,303	\$47,005	\$49,708
Artistic Discipline						
Performing and Literary Arts (n=8)	\$37,223	\$46,078	\$40,800	\$39,437	\$41,651	\$43,864

IV. Research Findings – Base Salary

Marketing Coordinator

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=9)	\$25,242	\$27,687	\$26,398	\$25,853	\$26,465	\$27,076
Region						
Ontario (n=6)	\$24,697	\$26,697	\$25,036	\$25,197	\$25,697	\$26,197
Artistic Discipline						
Performing and Literary Arts (n=7)	\$27,029	\$30,171	\$28,867	\$27,815	\$28,600	\$29,386

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=7)	\$32,364	\$40,086	\$37,596	\$34,295	\$36,225	\$38,156
Region						
Ontario (n=5)	\$34,410	\$45,220	\$41,735	\$37,113	\$39,815	\$42,518
Artistic Discipline						
Performing and Literary Arts (n=7)	\$32,364	\$40,086	\$37,596	\$34,295	\$36,225	\$38,156

IV. Research Findings – Base Salary

Director/Manager, Development

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=12)	\$35,292	\$39,596	\$37,137	\$36,368	\$37,444	\$38,520
Region						
Quebec (n=3)	\$36,768	\$40,466	\$38,524	\$37,693	\$38,617	\$39,542
Ontario (n=7)	\$33,667	\$39,000	\$36,000	\$35,000	\$36,334	\$37,667
Artistic Discipline						
Performing and Literary Arts (n=7)	\$35,698	\$40,948	\$37,334	\$37,011	\$38,323	\$39,636
Visual and Media Arts (n=3)	\$37,283	\$42,950	\$37,425	\$38,700	\$40,117	\$41,533

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=9)	\$44,081	\$45,859	\$45,525	\$44,526	\$44,970	\$45,415
Region						
Ontario (n=4)			\$51,750			
Artistic Discipline						
Performing and Literary Arts (n=8)	\$38,966	\$40,966	\$40,591	\$39,466	\$39,966	\$40,466

IV. Research Findings – Base Salary

Director/Manager, Development

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=9)	\$67,486	\$85,242	\$75,422	\$71,925	\$76,364	\$80,803
Region						
Ontario (n=5)	\$78,180	\$98,822	\$85,500	\$83,341	\$88,501	\$93,662
Prairies (n=3)	\$56,149	\$66,912	\$66,624	\$58,840	\$61,531	\$64,221
Artistic Discipline						
Performing and Literary Arts (n=9)	\$67,486	\$85,242	\$75,422	\$71,925	\$76,364	\$80,803

IV. Research Findings – Base Salary

Development Coordinator

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=6)	\$35,037	\$37,053	\$35,583	\$35,541	\$36,045	\$36,549
Region						
West (n=3)	\$32,413	\$34,913	\$34,720	\$33,038	\$33,663	\$34,288
Artistic Discipline						
Performing and Literary Arts (n=4)	\$31,236	\$34,756	\$33,379	\$32,116	\$32,996	\$33,876

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=6)	\$29,333	\$32,667	\$31,200	\$30,167	\$31,000	\$31,834
Region						
Ontario (n=3)	\$30,667	\$34,000	\$33,000	\$31,500	\$32,334	\$33,167
Artistic Discipline						
Performing and Literary Arts (n=5)	\$27,800	\$31,800	\$29,750	\$28,800	\$29,800	\$30,800

IV. Research Findings – Base Salary

Development Coordinator

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=10)	\$39,674	\$45,899	\$43,930	\$41,230	\$42,787	\$44,343
Region						
Ontario (n=6)	\$40,582	\$48,158	\$48,134	\$42,476	\$44,370	\$46,264
Prairies (n=3)			\$40,006			
Artistic Discipline						
Performing and Literary Arts (n=10)	\$39,674	\$45,899	\$43,930	\$41,230	\$42,787	\$44,343

IV. Research Findings – Base Salary

Director/Manager, Human Resources

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=5)	\$56,800	\$78,760	\$66,900	\$62,290	\$67,780	\$73,270
Region						
Ontario (n=3)	\$57,134	\$74,869	\$65,667	\$61,568	\$66,002	\$70,435
Artistic Discipline						
Performing and Literary Arts (n=5)	\$56,800	\$78,760	\$66,900	\$62,290	\$67,780	\$73,270

IV. Research Findings – Base Salary

Human Resources Coordinator

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=3)	\$34,584	\$53,552	\$40,867	\$39,326	\$44,068	\$48,810
Artistic Discipline						
Performing and Literary Arts (n=3)	\$34,584	\$53,552	\$40,867	\$39,326	\$44,068	\$48,810

IV. Research Findings – Base Salary

Director/Manager, Information Technology

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=5)	\$57,386	\$78,078	\$70,673	\$62,559	\$67,732	\$72,905
Region						
Ontario (n=4)	\$55,588	\$73,382	\$70,230	\$60,037	\$64,485	\$68,934
Artistic Discipline						
Performing and Literary Arts (n=5)	\$57,386	\$78,078	\$70,673	\$62,559	\$67,732	\$72,905

IV. Research Findings – Base Salary

IT Technician

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=5)	\$19,252	\$22,852	\$19,315	\$20,152	\$21,052	\$21,952
Region						
Ontario (n=3)	\$15,753	\$18,087	\$17,087	\$16,337	\$16,920	\$17,504
Artistic Discipline						
Performing Arts (n=3)	\$17,753	\$20,240	\$19,023	\$18,375	\$18,997	\$19,618

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=4)	\$25,686	\$36,288	\$30,579	\$28,337	\$30,987	\$33,638
Artistic Discipline						
Visual and Media Arts (n=3)	\$20,915	\$33,383	\$27,439	\$24,032	\$27,149	\$30,266

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=7)	\$40,313	\$47,172	\$44,323	\$42,028	\$43,743	\$45,457
Region						
Ontario (n=5)	\$36,535	\$42,882	\$40,522	\$38,122	\$39,709	\$41,295
Artistic Discipline						
Performing and Literary Arts (n=7)	\$40,313	\$47,172	\$44,323	\$42,028	\$43,743	\$45,457

IV. Research Findings – Base Salary

Director/Manager, Membership and/or Volunteer Relations

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=6)	\$30,391	\$31,907	\$31,149	\$30,770	\$31,149	\$31,528
Region						
Quebec (n=3)			\$32,511			
Artistic Discipline						
Visual and Media Arts (n=3)	\$27,448	\$30,481	\$28,965	\$28,206	\$28,965	\$29,723

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=3)	\$43,655	\$47,108	\$46,442	\$44,518	\$45,382	\$46,245

IV. Research Findings – Base Salary

Membership/Volunteer Coordinator

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=11)	\$23,169	\$27,178	\$24,904	\$24,171	\$25,174	\$26,176
Region						
Quebec (n=4)			\$22,299			
Ontario (n=4)	\$21,932	\$29,552	\$25,549	\$23,837	\$25,742	\$27,647
Artistic Discipline						
Performing and Literary Arts (n=5)	\$21,932	\$29,552	\$25,549	\$23,837	\$25,742	\$27,647
Service (n=4)	\$26,000	\$27,500	\$26,250	\$26,375	\$26,750	\$27,125

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=5)	\$30,240	\$31,240	\$30,480	\$30,490	\$30,740	\$30,990
Region						
Ontario (n=3)	\$30,900	\$32,567	\$30,900	\$31,317	\$31,734	\$32,150
Artistic Discipline						
Performing and Literary Arts (n=3)	\$27,833	\$29,500	\$27,935	\$28,250	\$28,667	\$29,083

IV. Research Findings – Base Salary

Membership/Volunteer Coordinator

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=9)	\$32,095	\$39,619	\$34,673	\$33,976	\$35,857	\$37,738
Region						
Ontario (n=8)	\$32,982	\$41,446	\$36,054	\$35,098	\$37,214	\$39,330
Artistic Discipline						
Performing and Literary Arts (n=9)	\$32,095	\$39,619	\$34,673	\$33,976	\$35,857	\$37,738

IV. Research Findings – Base Salary

Director/Manager, Education/Outreach

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=11)	\$25,811	\$28,607	\$25,992	\$26,510	\$27,209	\$27,908
Region						
Ontario (n=4)	\$26,396	\$32,084	\$27,095	\$27,818	\$29,240	\$30,662
Prairies (n=3)	\$27,375	\$29,375	\$28,200	\$27,875	\$28,375	\$28,875
Artistic Discipline						
Performing and Literary Arts (n=7)	\$27,041	\$29,511	\$27,254	\$27,659	\$28,276	\$28,894
Visual and Media Arts (n=3)	\$24,267	\$26,933	\$25,367	\$24,934	\$25,600	\$26,267

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=12)	\$36,591	\$40,143	\$39,277	\$37,479	\$38,367	\$39,255
Region						
Quebec (n=3)	\$29,334	\$31,001	\$30,501	\$29,751	\$30,168	\$30,584
Ontario (n=6)	\$43,931	\$47,853	\$46,999	\$44,912	\$45,892	\$46,873
Artistic Discipline						
Performing and Literary Arts (n=4)	\$33,654	\$41,537	\$40,675	\$35,625	\$37,596	\$39,566
Visual and Media Arts (n=4)	\$36,398	\$38,673	\$37,536	\$36,967	\$37,536	\$38,104
Service (n=4)	\$39,720	\$40,220	\$39,970	\$39,845	\$39,970	\$40,095

IV. Research Findings – Base Salary

Director/Manager, Education/Outreach

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=4)	\$34,094	\$36,594	\$36,290	\$34,719	\$35,344	\$35,969
Artistic Discipline						
Service (n=3)	\$21,507	\$31,993	\$31,500	\$24,129	\$26,750	\$29,372

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=7)	\$49,213	\$63,329	\$57,314	\$52,742	\$56,271	\$59,800
Region						
Ontario (n=5)	\$54,680	\$70,321	\$65,500	\$58,590	\$62,501	\$66,411
Artistic Discipline						
Performing and Literary Arts (n=7)	\$49,213	\$63,329	\$57,314	\$52,742	\$56,271	\$59,800

IV. Research Findings – Base Salary

Education/Outreach Coordinator

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=7)	\$24,043	\$26,796	\$26,217	\$24,731	\$25,420	\$26,108
Region						
Ontario (n=3)	\$23,333	\$26,000	\$25,000	\$24,000	\$24,667	\$25,333
Artistic Discipline						
Performing and Literary Arts (n=4)	\$23,250	\$25,250	\$25,167	\$23,750	\$24,250	\$24,750
Visual and Media Arts (n=3)	\$25,100	\$28,858	\$27,767	\$26,040	\$26,979	\$27,919

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=16)	\$25,388	\$27,420	\$25,648	\$25,896	\$26,404	\$26,912
Region						
Quebec (n=4)			\$28,096			
Ontario (n=4)	\$25,372	\$27,930	\$23,533	\$26,012	\$26,651	\$27,291
West (n=5)	\$22,368	\$26,224	\$23,768	\$23,332	\$24,296	\$25,260
Artistic Discipline						
Performing and Literary Arts (n=9)	\$23,093	\$24,427	\$23,871	\$23,427	\$23,760	\$24,094
Visual and Media Arts (n=5)	\$25,186	\$30,288	\$25,611	\$26,462	\$27,737	\$29,013

IV. Research Findings – Base Salary

Education/Outreach Coordinator

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=7)	\$29,055	\$31,835	\$30,144	\$29,750	\$30,445	\$31,140
Region						
Ontario (n=3)			\$33,900			
Artistic Discipline						
Performing and Literary Arts (n=3)	\$21,507	\$30,993	\$29,000	\$23,879	\$26,250	\$28,622

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

	Base Salary					
	Average Minimum	Average Maximum	Average Actual	25th Percentile	50th Percentile	75th Percentile
National (n=5)	\$31,479	\$40,175	\$34,709	\$33,653	\$35,827	\$38,001
Region						
Ontario (n=4)	\$31,837	\$38,950	\$33,996	\$33,615	\$35,394	\$37,172
Artistic Discipline						
Performing and Literary Arts (n=5)	\$31,479	\$40,175	\$34,709	\$33,653	\$35,827	\$38,001

V. Research Findings – Benefits and Perquisites

Section Overview

- This section of the report will summarize 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.

Benefits

- Larger arts organizations are more likely to offer a comprehensive benefits package; whereas, smaller organizations are more likely to offer a limited benefits package. In fact, larger organizations are two to three times more likely to offer the surveyed benefits.
- However, within the not-for-profit arts sector as a whole, the frequency at which each benefit is offered is quite low. Strikingly, very few organizations offer any form of retirement savings; even amongst the larger organizations, the majority do not provide benefits of this nature.
- As summarized below, the most common benefit offerings include Extended Health, Dental, Accidental Death and Dismemberment, Long-Term Disability and Life Insurance.

Frequency of Health-Related Benefits

Benefit	Frequency (% of organizations with operating budgets under \$1,000,000 [n=193])	Frequency (% of organizations with operating budgets over \$1,000,000 [n=38])
Extended Health	17%	50%
Dental	17%	45%
Accidental Death and Dismemberment	15%	47%
Long Term Disability	14%	47%
Life Insurance	12%	53%
Vision	8%	34%
Group RRSP	4%	32%
Group Pension	4%	11%
Maternity	1%	5%
EAP	0%	5%

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

V. Research Findings – Benefits and Perquisites

Benefits (Cont'd)

- As summarized below, the most popular offerings include Flex-time, Training, and Work-from-Home Arrangements.
- Interestingly, these top three non-health-related benefits are more commonly offered by smaller organizations (operating budgets under \$1M) than any of the health-related benefits shown on the previous page.
- Furthermore, smaller organizations offer benefits allowing for flexibility of working arrangements (i.e. work from home, job-sharing and flex-time) at a higher frequency than larger organizations.

Frequency of Non-Health-Related Benefits

Benefit	Frequency (% of organizations with operating budgets under \$1,000,000 [n=193])	Frequency (% of organizations with operating budgets over \$1,000,000 [n=38])
Flex-time	37%	32%
Training/Professional Development	34%	39%
Work From Home Arrangements	33%	32%
Parking	16%	16%
Professional Dues/Fees	15%	24%
Sabbatical (unpaid leave of absence)	15%	16%
Lap-top Use	12%	29%
Airline/Travel Points (personal accumulation)	12%	13%
Cellphone	11%	24%
Job Sharing	6%	5%
Social Dues/Fees	2%	5%
Moving/Relocation Allowances	2%	16%
Fitness/Leisure Dues/Fees	1%	8%
Extra Holidays	1%	5%
Complimentary Event Tickets	1%	3%
Credit with Organization	1%	0%

V. Research Findings – Benefits and Perquisites

Benefits (Cont'd)

- As summarized below, the majority of “core” benefits are financed through a shared employee/employer contribution plan, with the minority being a 100% employee paid service provided through the organization.
- A moderate number of benefits are paid 100% by the employer.

Provision	100% Employee Paid	100% Employer Paid	Employee/Employer Combination
Accidental Death and Dismemberment (n=47)	7%	43%	50%
Dental (n=50)	6%	29%	65%
EAP (n=2)		100%	
Extended Health (n=52)	4%	37%	59%
Group Pension (n=12)		8%	92%
Group RRSP (n=20)	5%	25%	70%
Life Insurance (n=43)	12%	42%	47%
Long Term Disability (n=45)	30%	20%	50%
Maternity (n=4)		50%	50%
Vision (n=29)	7%	29%	64%

VI. Comparative Industry Sector Profiles

Section Overview

- This section of the report will identify relevant comparison points and provide summary compensation data from proprietary compensation databases and secondary sources for selected benchmark positions.

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. Comparisons can be made with other industries by looking at compensation levels for similar positions.
- Average base 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)¹; and
 - All Industries (national average for companies with revenues under \$10M)².

Position	Not-for-Profit Arts Sector		Comparative Industries	
	Operating Budget under \$1M	Operating Budget over \$1M	Not-for-Profit	All Industries (National Average)
Executive Director	\$38,705	\$83,899	\$100,349	\$227,300
Director/Manager, Administrative Services	\$35,772	\$63,364	\$65,500	\$79,200
Administrative Assistant	\$24,509	\$32,577	\$30,653	\$34,000
Receptionist/Clerk	\$22,835	\$23,745	\$27,183	\$29,200
Director/Manager, Finance	\$34,800	\$65,492	\$75,600	\$87,900
Finance Officer	\$29,212	\$34,856	\$32,694 ³	\$38,300
Director/Manager, Marketing/Communications	\$31,759	\$53,436	\$72,983	\$95,500
Director/Manager, Development	\$37,650	\$58,061	\$71,305	
Director/Manager, Human Resources		\$66,900	\$72,374	\$84,700
Director/Manager, Information Technology	\$30,036	\$67,738	\$67,755	\$95,900
IT Technician	\$20,452	\$43,158		\$38,700
Director/Manager, Membership and/or Volunteer Relations	\$33,499	\$45,831	\$49,047	

1. Excludes hospitals, municipalities, and school boards
2. Morneau Sobeco Compensation Survey 2002-2003
3. Bookkeeper/Accounting Clerk

VII. Research Findings – Current Trends and Practices

Section Overview

- This section of the report will identify and describe key qualitative observations emerging from the research study and includes:
 - compensation design and administration;
 - general management;
 - recruitment and retention; and,
 - volunteer resources.

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

Compensation Design and Administration

Short-Term Incentive Pay

- The vast majority of arts sector organizations do not have a short-term incentive pay (e.g. bonus) plan. Indeed, only 7% of respondent organizations offer short-term incentive pay (STIP) for some positions.
- Where STIP is offered, the majority of plans target senior management only (e.g. Executive Director and Directors).
- Average STIP magnitude for the position of Executive Director/General Manager is approximately 5.4% of base salary, while Directors typically receive STIP at the average magnitude of 2% of base salary.
- Generally, there is no strong relationship between organization size (as measured by operating budget) and the frequency of short-term incentive pay plans.
- Beyond monetary bonuses, 22% of organizations provide complimentary event tickets, and 19% offer paid time-off as rewards to recognize outstanding performance.

VII. Research Findings – Current Trends and Practices

Compensation Design and Administration

Short-Term Incentive Pay

- The relative infrequency of short term or variable pay programs is similar to what Deloitte & Touche’s research into the broader not-for-profit/association and public sector suggests.
- 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 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);
 - external relations;
 - leadership and development;
 - programming; and,
 - public image/reputation.

Base Salary Progression

- Performance-based base salary progression is the common approach, with 13% of respondent organizations adopting this method. Beyond performance-based progression, a number of organizations (12%) stated that salary progression is based on the incremental step approach.
- Salary progression based on competency (e.g. knowledge, skill and ability) growth is atypical in the arts sector, with only 5% of respondent organizations using this approach.
- Deloitte & Touche’s “best practices” research suggest that performance-based pay, is the more effective process for recognizing and encouraging excellence. Increasingly, with the exception of unionized environments, organizations are embracing performance-based salary range progression mechanisms.

VII. Research Findings – Current Trends and Practices

General Management

- The survey asked participants to identify their top human resources priorities and/or challenges. The top human resources management priorities in the not-for-profit arts sector today include compensation/benefits, understaffing/overwork and ensuring appropriate work/life balance. Indeed, these three issues are very much inter-related.
- Other commonly-stated human resources challenges consist of training, succession planning/promotion, career advancement opportunities, morale and the recruitment of next generation management.
- Additionally, many organizations are faced with the challenge of securing adequate funding and time for training initiatives. The primary training needs identified by respondents are in the areas of information technology, general management, financial management, marketing and fundraising.
- With regard to managing operations, the top challenges vary greatly from organization to organization. However, the most commonly-noted challenges, for both small and large arts organizations alike, are insufficient funding, workload/lack of time, and succession planning.
- We also asked participants several direct questions regarding human resources policies. Survey respondents reported that 59% of organizations have formal job descriptions, and 56% provide employees with formal employment contracts. Furthermore, HR policies (regarding such elements as vacation, training, compensation, etc...) are documented within 46% of organizations, while 29% of organizations have a formal performance evaluation plan in place.
- When questioned about their organization's overtime policies, respondents provided data indicating that employees, on average, work eight hours in over-time per week. These over-time hours are either unpaid or compensated with time-in-lieu.

VII. Research Findings – Current Trends and Practices

Recruitment and Retention

- The survey asked respondents to indicate their organization's typical voluntary turnover rate. The average turnover rate amongst respondents within the sector is 22.9%. Generally speaking, the average turnover rate across the sector is quite high.
- In both large and small organizations, marketing, development and Executive Director/ General Manager positions currently pose the greatest recruitment and retention challenges.
- The majority of organizations expressed that the most significant challenge in attracting and retaining qualified resources was their limited ability to pay competitive salaries. Other significant challenges include an excessive workload and inadequate benefits packages. Smaller organizations also noted that a lack of job security and career opportunities made it difficult to attract and retain staff.
- In order to achieve success in terms of the attraction and retention of employees, organizations stated that allowing for flexibility of working arrangements and hours, developing from within, providing fair compensation, hiring younger employees, and promoting a positive work environment, have proved to be successful strategies.

Volunteer Resources

- The vast majority of arts organizations use volunteer resources in some capacity to keep operations running effectively and in a cost-sensitive manner.
- Volunteers typically perform the roles of administrative support and technical support. Other significant roles that volunteers perform involve event support and fundraising.
- Volunteer resources can comprise anywhere from 0% to 100% of an organization's overall workforce, with smaller organizations generally making more significant use of volunteer resources in an administrative and managerial capacity. Larger performing arts organizations typically have a greater amount of volunteers; however, these volunteers are generally used to support events and conduct fundraising.

VIII. Conclusions

While compensation is only one of many dimensions that serve to attract and retain staff to and with the broader Canadian not-for-profit arts sector, it is an important component that if not managed effectively, could represent a strategic risk to the longer term sustainability of the sector or sub-sectors within. Like all industries in Canada, the ability to attract and retain the best possible leadership and managerial talent directly contributes to the longer term viability of an organization.

The results of this “baseline” compensation sector study clearly indicate that while the not-for-profit arts sector provides for a variety of compensation practices, many of the direct compensation and benefits practices (e.g. base salary, benefits and pension) lag behind other industry practices for comparable roles and responsibilities. This observed trend was most noticeable for smaller and mid-sized not-for-profit arts organizations with operating budgets of less than \$1 Million. These findings are significant given that the vast majority of not-for-profit arts organizations in Canada fall into the small to medium range. This in turn, has broader policy implications for longer term viability of Canada’s arts sector.

While some compensation and alternative work arrangement best practices were observed, participant organizations sent a clear message that a general inability to offer competitive levels of compensation and benefits is one of the main challenges in the not-for-profit arts sector today. Excessive workload and understaffing were also mentioned repeatedly as posing significant challenges within the sector, and were often cited along with concerns about insufficient funding. Not surprisingly, all of these factors were identified in the aggregate as a significant human resources challenge for the successful recruitment and retention of “top talent” employees and managers. Although compensation is not the only determining factor for successful recruitment and retention, it is the most tangible means by which employers recognize and value employee contributions. Accepting that organizations will not be able to compensate their employees appropriately due to limited “ability to pay” ensures that the long term sustainability of the not-for-profit arts sector will remain at risk.

The longer term success of arts organizations across the country is, among other strategic factors, largely dependent on attracting and retaining top calibre management and administrative staff. With a significant number of the pioneer generation of managers leaving the sector due to retirement over the next five to ten years, and with the increasing risk of managerial turnover due to excessive workload 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 opportunities for change.

VIII. Conclusions

While this study is indeed a proactive step in this regard, the following list of initiatives are recommended for consideration by national, regional, provincial and local arts agencies and organizations:

- Where possible, developing and sharing human resources (e.g. alternative work arrangements) and compensation reference frameworks based on “best practices”;
- Providing reference points and guidelines for direct remuneration for core roles and responsibilities in specific geographical and sub-sector labour markets;
- Examining the possibility of creating benefits administration consortia (to ensure economies of scale and cost-effectiveness) within various geographical areas or sub-sectors in order to provide basic health and dental benefits to employees of smaller to mid-size arts organizations. Where consortia do exist, increasing the scope of coverage and encouraging wider dissemination;
- In the context of organization-specific structures, investigating the possibility of implementing variable pay programs (e.g. surplus sharing, cost improvement sharing, etc.) to supplement fixed base salary rates of pay;
- For specific organizations, implementing Group RRSP or RRSP contributions to provide for some form of retirement savings;
- Research into and sharing of other “best practice” management processes and practices (planning, budgeting, fundraising, private/not-for-profit partnerships, etc.);
- Encouraging the Boards of arts organizations to place more emphasis on the development of strong human resources practices; and
- In the context of determining grants to not-for-profit arts organizations, encouraging funding bodies to consider effective human resources practices as an important criterion in grant decisions.

The not-for-profit arts sector is home to some of the most dedicated, innovative and talented managers and administrators in the country, and these resources will provide the leadership foundation for the broad sector for years to come. Accordingly, it will be important for public, not-for-profit and private sector stakeholders to collectively work together to build on the successes and best practices cited in this report and to effectively address the compensation and human resources challenges that will no doubt continue to grow if left unabated.

Appendix A



*Benchmark Position
Profiles*

Benchmark Position Profiles

General Management Positions

Executive Director/General Manager

Senior-most administrative position in organization. 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 institutional 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, board administration, 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.

Benchmark Position Profiles

General Management Positions (continued)

Administrative Assistant

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

Receptionist/Clerk

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

Benchmark Position Profiles

Finance & Accounting Positions

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.

Benchmark Position Profiles

Marketing/Communications/Development Positions

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.

Benchmark Position Profiles

Marketing/Communications/Development Positions (continued)

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.

Benchmark Position Profiles

Human Resources Positions

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.

Benchmark Position Profiles

Information Technology Positions

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.

Benchmark Position Profiles

Other Positions

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.

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.

Benchmark Position Profiles

Other Positions (Continued)

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 B

Survey Template

Appendix C

*Participant
Organizations*

Participant Organizations

➤ In total, over 231 organizations from across the country have participated in this survey.

List of Participants

A Space Gallery
Alberta Ukrainian Dance Association
ALUCINE IV Toronto Latino Film & Video Festival
Amadeus Choir of Greater Toronto
Antitube
Apple Core
ARCCO (Artist-Run Centres and Collectives of Ontario)
Archive Montreal
Arnait Video Productions
Art Dealers Association of Canada
Art Gallery of Greater Vancouver
Art Gallery of Hamilton
Art Gallery of Mississauga
Art Gallery of Newfoundland & Labrador
Artons Publishing
Artspeak
ArtSpring, Island Arts Centre Society
Association des traducteurs et traductrices littéraires du Canada-Literary Translators' Association
Association Presse Papier Inc.
Ballet British Columbia
Belfry Theatre Society
Blue Metropolis Foundation
Blue Saints
Brantford Symphony Orchestra
Brock University
Calgary Opera Association
Cambridge Galleries
Canadian Alliance of Dance Artists
Canadian Conference of the Arts
Canadian Dance Assembly
Canadian Magazine Publishers Association
Canadian Music Centre National Office
Canadian Opera Company
CAPACOA
Caripeg arts Organization of MB Inc.
Centaur Theatre Company
Centre d'artistes Vaste et Vague
Centre d'exposition de Val-d'Or
Centre Est-Nord-Est
Centre for Art Tapes
Charles Street Video
Choeur Les Rhapsodes
Chor Leoni Men's Choir
Cinema Libre
Circuit-Est centre chorégraphique
CMC Canadian Music Centre
COBA Collective of Black Artists
Company Blonde
Confederation Centre art Gallery
Conseil culturel fransaskois
Corpus Dance Projects
Craft Council of Newfoundland and Labrador
Creative Women Workshops Association / The Women in the Director's Chair Workshop
Cultural Human Resources Council
DanceArts Vancouver
Dancer Transition Resource Centre
Dancers Dancing
DanceWorks
DARE-DARE
Dynamo Théâtre
Eastern Edge Gallery
Eckhardt-Gramatté National Music Competition
Elmer Iseler Singers
EM Media Gallery & Production Society

Participant Organizations (cont'd)

Ensemble Musica Orbium
Equity Showcase Theatre
Fado Performance Inc.
FCCF Fédération culturelle canadienne-française
Festival 500 Corp.
Festival de musique sacrée de Saint-Roch
Festival interculturel du conte du Québec
Film and Video Arts Society - Alberta
Foundation To Assist Canadian talent On Records
Free Will Players Theatre Guild
Full Figure Theatre Company Society
Galerie Sans Nom
Gallery 101
Go7 - The Group of Seven Theatres
Great Canadian Theatre Company
Green Thumb Theatre for Young People
Grimsby Public Art Gallery
GroundSwell
Groupe Molior
Gwiig Amiilk Gii Golth
Harbourfront Centre
Hillside Festival
ICED IN BLACK: Canadian Black Experience on Film
ICTV - Independent Community Television Cooperative
IFCO - Independent Filmmakers Cooperative of Ottawa
Images Festival
Imago Theatre Inc.
Independent Film and Video Alliance
Island Media Arts Co-op
Japanese Folklore Theatre Productions
JazzyBards Entertainment
Jeunesses Musicales du Canada
Kamloops Symphony
Kelowna Art Gallery
Khyber Arts Society
Kids' Entertainment
La La La Human Steps
La Rotonde, Centre chorégraphique contemporain de Québec
Le Théâtre La Rubrique
Les Nuages en pantalon
Les Productions DansEncorps Inc.
Les productions Nathalie Derome
Les Violons du Roy
Little Pear Garden Collective
Living Skies Festival of Words
Lunchbox Theatre
Manitoba Chamber Orchestra
Margie Gillis Dance Foundation
McIntosh Gallery
Mermaid Theatre of Nova Scotia
Mission Folk Music Festival Society
Moving Pictures Festival of Dance on Film and Video
Neutral Ground
New Brunswick Filmmakers' Co-operative
New Forms Festival Vancouver
New performance works
New University Television Society
Niagara Symphony
Northern Light Theatre
Oakville Galleries
OMO Dance Company
On the Cutting Edge Productions Society (On Edge)
Opera Lyra Ottawa
Orchestre symphonique de Drummondville
Orchestre symphonique de Sherbrooke
Oscillations
Ottawa Chamber Music Society
Ottawa International Jazz Festival
Ottawa Symphony Orchestra
PACT - Professional Association of Canadian Theatres
Peace on the Planet Canada
Performing Arts Lodges of Canada
Periodical Writers Association of Canada
Peterborough Arts Umbrella Inc.

Participant Organizations (cont'd)

Planet Blue Management & Marketing
Playwrights Theatre Centre
Playwrights' Workshop Montreal
Poculi Ludique Societas
Projet recherche what what i what
Pumphouse Theatres Society
Québec Art Cité
Québec Art Cité - Centre international d'animation urbaine
Red Deer Symphony Orchestra
red red rose
Regent Park School of Music
Regina Guild of Folk Artists
Regroupement Québécoise de la Danse
Richard Paul Concert Artists
Robert Missen Artists
Royal Winnipeg Ballet
Saint Crispin's Chamber Ensemble
Salon du Livre d'Edmundston
Salon du livre du Saguenay-Lac-Saint-Jean
Sampradaya Dance Creations
Saskatchewan FilmPool Cooperative
Saskatoon Symphony Society
Satellite Video Exchange Society
Savac - South Asian Visual Arts Collective
SAW Gallery
SDCA Mohigan Inc.
Shakespeare on the Saskatchewan Festival
Shameless Hussy Production Society
Society of Northern Alberta Print-artists (SNAP)
Soundstreams Canada
South Country Fair Association
Springboard Dance
St. Michael's Printshop
STAF - Small Theatres Administrative Facility
Stratford Festival of Canada
Studio 303
Sugar+Estate Art Salon
Sunshine Theatre Company
Sursaut compagnie de danse
Symphonie of the Kootenays
Symphony Nova Scotia
Tangente
The Bone Picker Ensemble
The Brian Webb Dance Company
The Canadian Stage Company
The Cellar Singers
The Citadel Theatre
The National Ballet of Canada
The New Gallery (Clouds & Water Gallery and Visual Production Society)
The Prince Edward Island Symphony Society
The Shaw Festival Theatre Foundation
The Stride Art Gallery Association
The Weiwaikum arts Society / Gildas Box of Treasures Theatre
The Winnipeg Jazz Orchestra
The Winnipeg Singers
Theatre & Company
Théâtre Blanc
Théâtre de l'Aubergine
Théâtre du Nouveau Monde
Theatre In the Raw
Théâtre Les moutons noirs
Theatre Modular Organizational Management Society
Theatre Newfoundland Labrador
Théâtre Officiel del Farfadet
Theatre One
Theatre Ontario
Théâtre populaire d'Acadie
Thirteen Strings Chamber Orchestra
Thunder Bay Symphony Orchestra Association
TNW Theatre North West
Tonic Records
Toronto Animated Image Society
Toronto International Film Festival
Trent Radio
Vancouver Chamber Choir
Vancouver International Writers Festival

Participant Organizations (cont'd)

Vancouver Island Symphony Orchestra

Vancouver New Music Society

VDC Dance Centre Society (The Dance Centre)

VideoCabaret

Voies Culturelles des Faubourgs

Volcano

VU

Western Canada Theatre

Western Front

Winnipeg Folk Festival

Winnipeg Philharmonic Choir

Wishbone Productions

WordFest

Workshop West Playwrights Theatre Society

Yukon Art Society

Appendix D

Glossary

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.

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.