

ONTARIO PROFESSIONAL PLANNERS INSTITUTE

ONTARIO COMPENSATION & BENEFITS SURVEY

2019

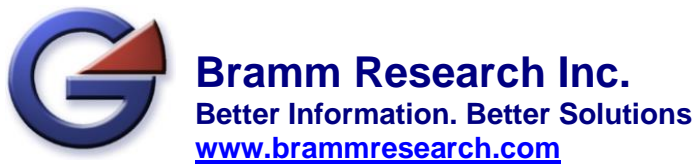
Canadian Professional Planners National Compensation and Benefits Survey

REPORT FOR THE ONTARIO PROFESSIONAL PLANNERS INSTITUTE

Prepared For:



Prepared By:



October 2019

Canadian Professional Planners

National Compensation and Benefits Survey

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Canadian Professional Planners

National Compensation and Benefits Survey

Background and Objectives

This survey was designed to gather information regarding the demographics, job responsibilities, and compensation and benefits of Canadian professional planners.

Subject areas and question topics included:

Demographics and Current Employment

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

Current Compensation

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

Work Week

- Hours in an average work week
- Overtime hours and compensation for overtime

Benefits

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

Business information (completed by Self-employed/consultant or Owner/principal)

- Years in business
- Full-time/part-time staff
- Billing rates

Method

An email invitation to participate in this survey was sent to 7,658 regulated members of professional planning institutes across Canada. Contained within the email was a link to an online survey. The fieldwork for this survey ran from May 8th to June 9th. In total, 1,850 planners from across Canada had responded. This represents a 24.2% response rate. In our experience, this is an average response rate for surveys of this type.

For each Provincial and Territorial Institute and Association (PTIA), the following table provides details related to the number of members receiving invitations, the number of responses, and response rate.

In total, 824 OPPI members responded to this survey requests. This constitutes a 24% response rate which is identical to the national average.

	MEMBERS #	RESPONSES #	RESPONSE RATE %
PIBC	1,291	297	23%
APPI	870	222	26%
SPPI	196	95	48%
MPPI	136	52	38%
OPPI	3,373	824	24%
OUQ	1,516	236	16%
API	276	114	41%
OTHER	n/a	10	n/a
TOTAL	7,658	1,850	24%

Margin of Error

With a total sample of 824 and a population of 3,373, the margin of error is plus or minus 3.0 percentage points at the 95 percent confidence level.

If, for example, 50% of the respondents report achieving a certain level of education, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 3.0%. This means that a total census of all regulated members would reveal an answer of not less than 47.0% and not more than 53.0%.

The margin of error, as stated above, applies only when the full base is being reported upon, and when the proportion being tested is 50%. As the base size being report decreases, the margin of error increases. But also, as the proportion being tested rises (e.g. 70% instead of 50%), the margin of error decreases.

Definitions: Mean and Median

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

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

Reader Note

There are a few things to note when reading this report:

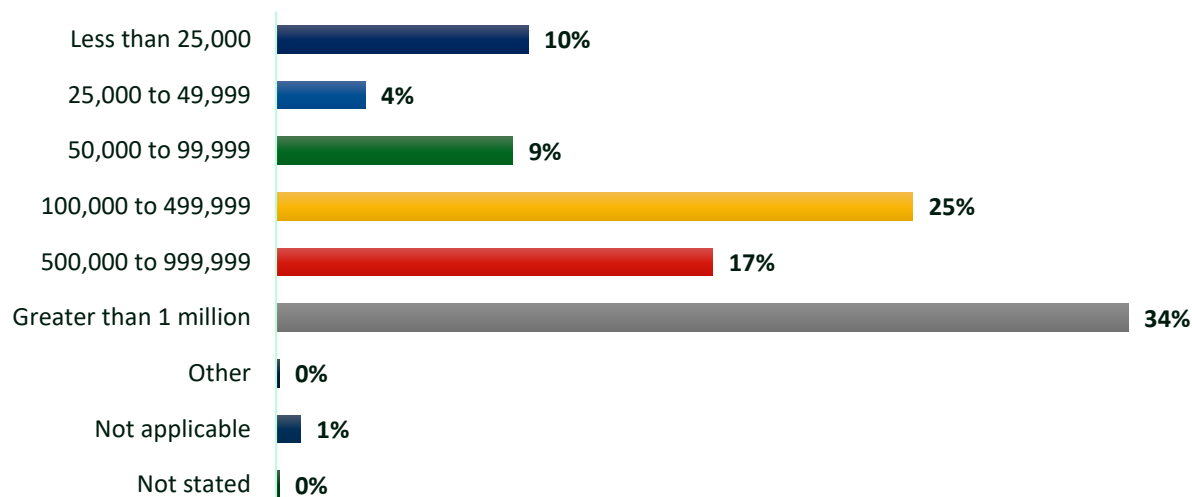
- Almost all charts are shown with rounding to the closest whole number.
- For a few geographic charts, one decimal place is shown in the percentages.
- Categories that are labelled as 0% in charts are sometimes 0%, but are also sometimes greater than 0% and less than 0.5%.
- The **group cut-off size** for showing mean and median detail is **30**. Almost all categories of <30 are not included in the average and median detail tables. Where possible and sensible, categories of <30 are combined. For example, if age categories of *66 to 70* and *Over 70* had 25 and 18 responses respectively, the they could be combined into an *Over 65* category with 43 respondents. There are, however, some cases where categories of <30 are shown in the mean and median tables. This is most notable in the final section of the survey that was completed only by the 117 respondents who identified themselves as “Self-employed/ Consultant” or “Owner/principal.”

Section 1: About You

Size of municipality where currently employed

Slightly more than half of the Ontario respondents are employed in population centres of 500,000 or more.

What size is the city, town, or region where you are currently employed?



	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1850	824	824	\$98,991	\$90,500
<i>Less than 25,000</i>	15%	10%	82	\$87,838	\$85,000
<i>25,000 to 49,999</i>	7%	4%	29	n/a	n/a
<i>50,000 to 99,999</i>	9%	9%	77	\$89,068	\$86,500
<i>100,000 to 499,999</i>	24%	25%	207	\$97,367	\$88,000
<i>500,000 to 999,999</i>	15%	17%	142	\$101,132	\$95,000
<i>Greater than 1 million</i>	28%	34%	277	\$106,000	\$94,000
Estimated average (000's)	554	642	642		

Name of municipality where employer is located

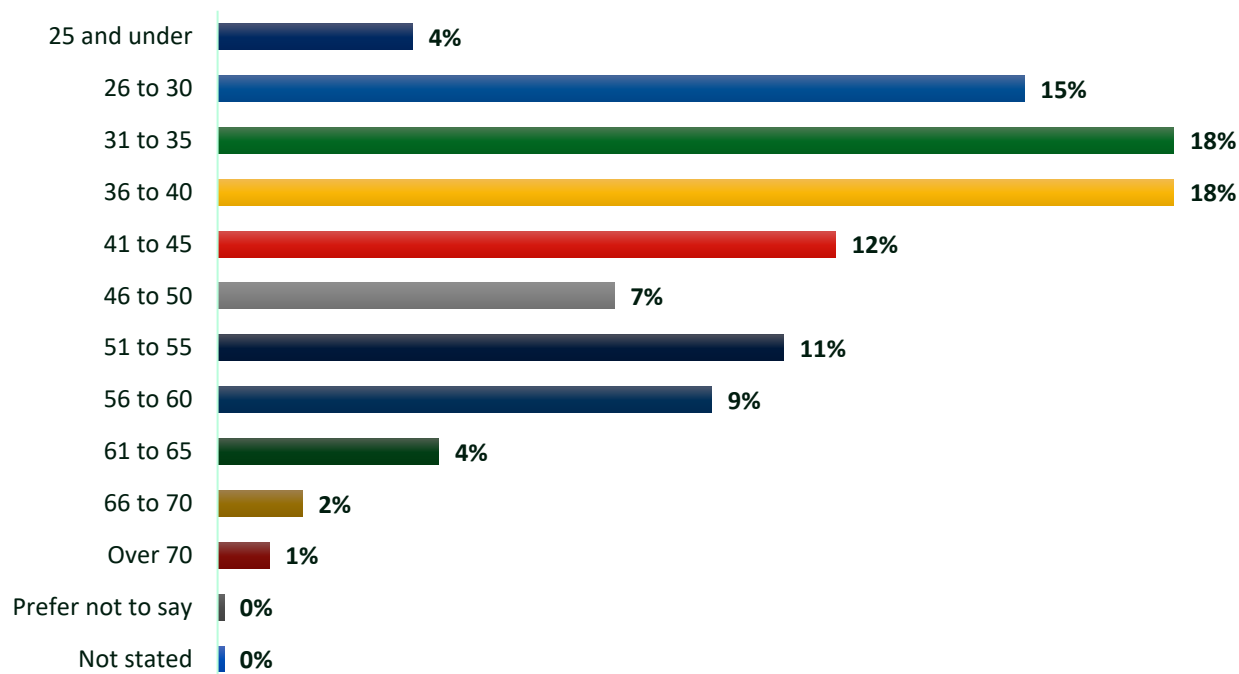
The median salary is higher in Ottawa than in other parts of Ontario.

	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>	<i>ON Mean</i>	<i>ON Median</i>
TOTAL RESPONDENTS	1850	824	824	\$98,991	\$90,500
Hamilton	1%	3%	22	n/a	n/a
Kitchener/Waterloo	2%	5%	44	\$88,587	\$82,000
London	2%	3%	28	n/a	n/a
Markham	1%	2%	20	n/a	n/a
Mississauga	2%	4%	35	\$93,114	\$93,000
Ottawa	3%	7%	59	\$104,543	\$98,799
Toronto	11%	26%	211	\$104,075	\$91,096
Vaughan	1%	3%	26	n/a	n/a
Misc. ON	19%	42%	347	\$96,388	\$90,000
Not applicable	5%	3%	27	n/a	n/a

Age

Around a third of Ontario Planners (36%) were in their 30s. Mean base salaries/ incomes increased with age, topping out at over \$133k in the age bracket of Over 55. The estimated average age reported for males was 43.6 and for females was 39.3.

What is your age category?

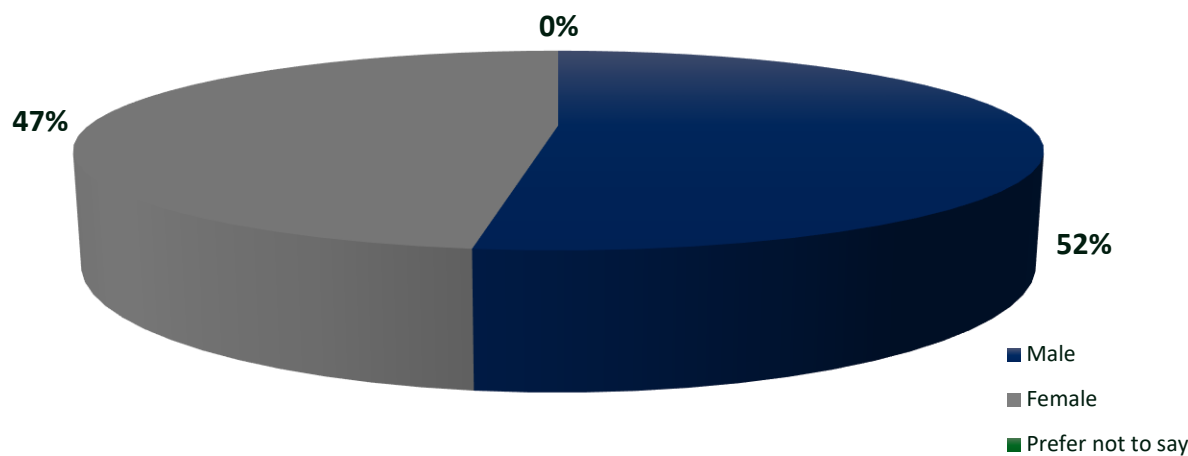


	Total Canada %	Total ON %	Total ON N	ON Males %	ON Females %	ON Mean	ON Median
TOTAL RESPONDENTS	1850	824	824	427	391	\$98,991	\$90,500
30 and under	18%	19%	154	14%	24%	\$68,582	\$68,000
31 to 35	19%	18%	147	18%	18%	\$79,890	\$80,000
36 to 40	19%	18%	147	17%	19%	\$93,781	\$94,000
41 to 45	12%	12%	95	11%	12%	\$104,229	\$100,000
46 to 55	19%	18%	148	21%	15%	\$120,877	\$110,000
Over 55	14%	16%	131	21%	11%	\$133,260	\$125,000
Estimated average	41.3	41.6	41.6	43.6	39.3		

Gender

More males than females responded from Ontario. In terms of mean base salaries/ incomes, males reported an average salary that was approximately \$14k higher than females.

What is your gender identity?

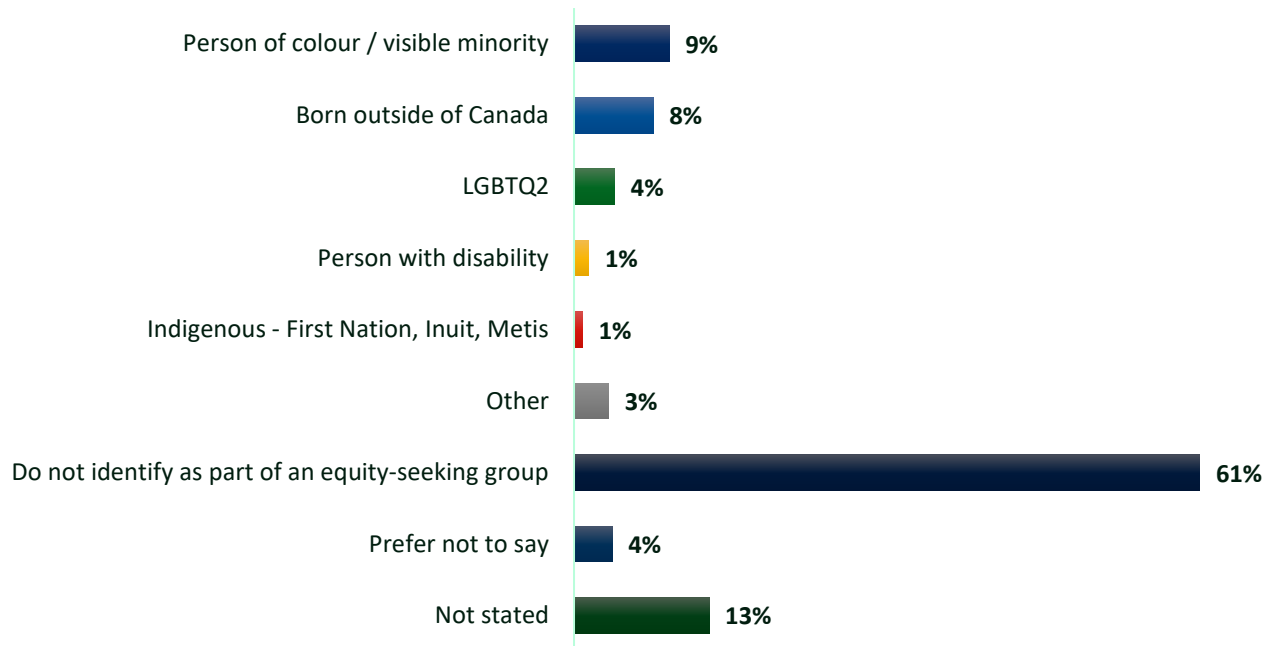


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1850	824	824	\$98,991	\$90,500
Male	51%	52%	427	\$105,871	\$96,000
Female	47%	47%	391	\$91,563	\$85,000

Identifies as part of an equity-seeking group

Twenty-two percent of Ontario respondents (179) chose to self-identify as being part of an equity-seeking group. The mean annual base salary/income for those 179 respondents was reported as \$92,867.

Do you identify as part of an equity-seeking group:



	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1850	824	824	\$98,991	\$90,500
<i>Person of colour / visible minority</i>	8%	9%	77	\$91,104	\$90,000
<i>Born outside of Canada</i>	7%	8%	64	\$89,967	\$89,000
<i>LGBTQ2</i>	5%	4%	33	\$91,280	\$85,000
<i>Do not identify as part of an equity-seeking group</i>	64%	61%	505	\$101,483	\$91,984
<i>Not stated</i>	12%	13%	109	\$98,240	\$92,000

Has an accredited Canadian planning degree

In Ontario, and nationally as well, 86% of planners have an accredited Canadian degree, with almost half in Ontario at the master's level (45%).

At first glance, it appears that having an accredited Canadian planning degree might be detrimental to earning power since the highest salary – around \$106k – belongs to those who do not have one. But after looking at the way this question interacts with years of experience in the planning industry, it appears that it is the years of experience that is creating this effect.

“Years in planning” is related very strongly to increase in salary, as shown in the table below, where those with less than 5 years experience averaged \$67.1k in salary, and those with 31+ years, \$147.4k.

*And since those **without** an accredited degree have been in a planning position for a longer time, on average, (Bachelor's level: 17.0 years, Master's level: 12.8 years, No degree: 17.6 years – see next page) then they reported a larger average salary than those **with** a degree. This relationship can especially be seen among those who have been in a planning position for 5 years or less: 34% have an accredited bachelor's degree, 61% have a master's, and only 8% have neither. Perhaps having an accredited degree is more important now than in the past, so those without a degree have more experience.*

Do you have a Canadian accredited planning degree?

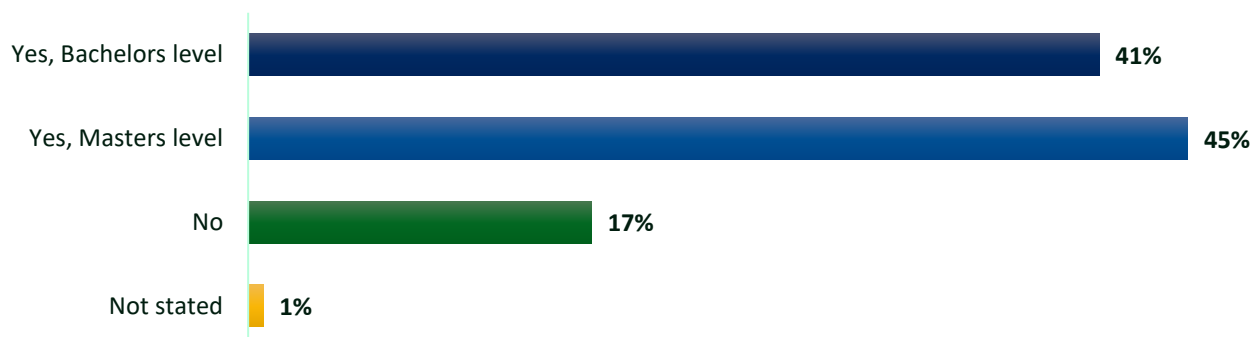


Table showing detail of accredited degree data by years in planning for Ontario

	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median	<=5 yrs %	6 to- 10 y %	11 to 15 y %	16 to 20 y %	21 to 25 y %	26 to 30 y %	31+ yrs. %
TOTAL RESPONDENTS	1850	824	824	\$98,991	\$90,500	188	167	150	89	63	74	93
<i>Yes, bachelor's level</i>	39%	41%	337	\$102,680	\$94,000	34%	31%	43%	49%	49%	36%	58%
<i>Yes, master's level</i>	47%	45%	372	\$92,638	\$85,000	61%	54%	38%	37%	43%	38%	24%
<i>No</i>	17%	17%	136	\$105,643	\$98,000	8%	17%	23%	15%	11%	26%	20%
Mean Salary (\$k)	n/a	n/a	n/a	n/a	n/a	67.1	85.6	98.7	103.2	124.9	122.6	147.4

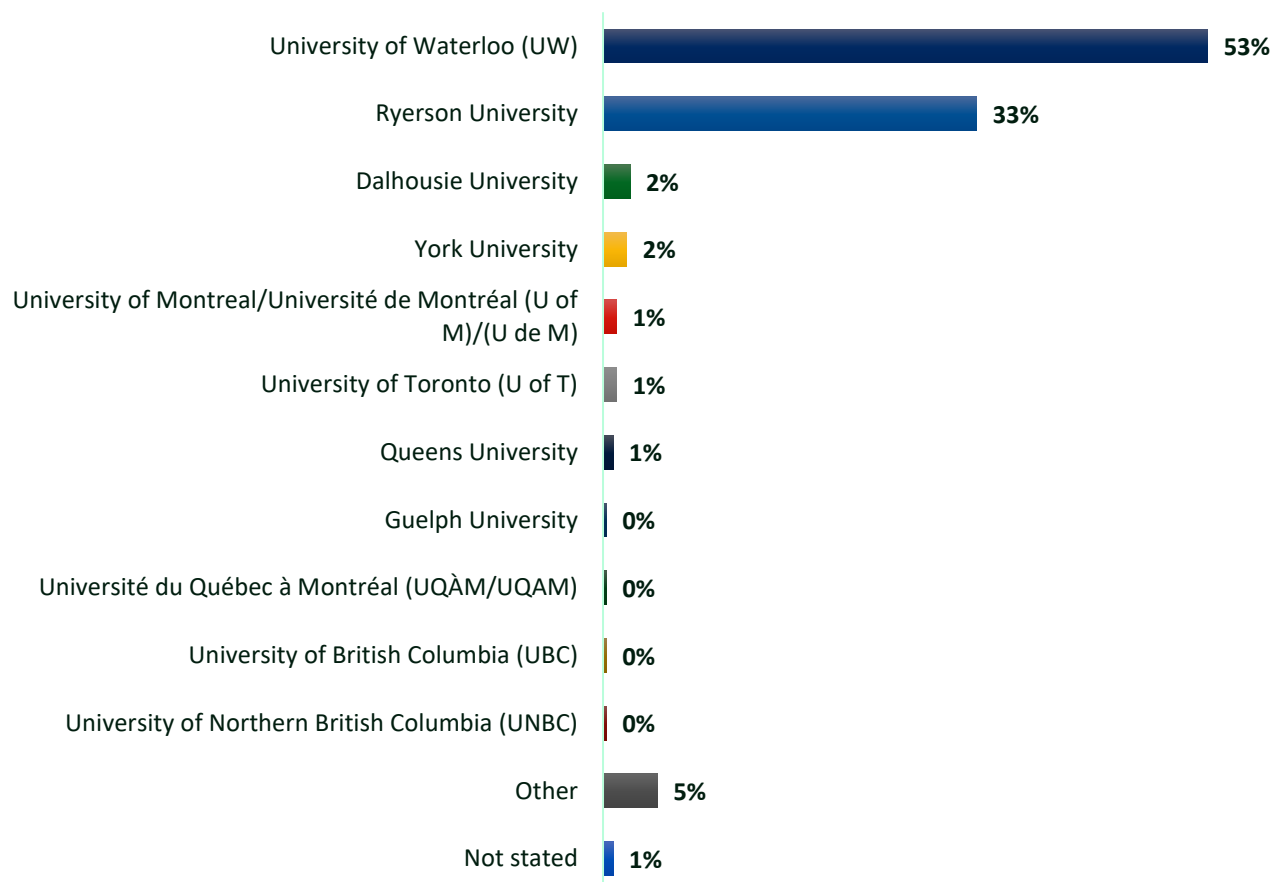
Table showing detail of years in planning by accredited degree data in Ontario

	<i>B. level degree %</i>	<i>M. level degree %</i>	<i>NO degree %</i>
TOTAL RESPONDENTS	337	372	136
<i>5 or less years in planning</i>	19%	31%	11%
<i>6 to 10</i>	15%	24%	21%
<i>11 to 15</i>	19%	15%	25%
<i>16 to 20</i>	13%	9%	10%
<i>21 to 25</i>	9%	7%	5%
<i>26 to 30</i>	8%	8%	14%
<i>31 to 35</i>	9%	3%	9%
<i>36 to 40</i>	4%	1%	3%
<i>41 or more</i>	4%	2%	2%
Mean years in planning	17.0	12.8	17.6

Accredited Canadian bachelor's degree – school

The large majority – 85% - of those with an accredited bachelor's degree in Ontario have a degree from either Waterloo or Ryerson.

For the bachelor's level accredited Canadian planning degree, please specify the school.

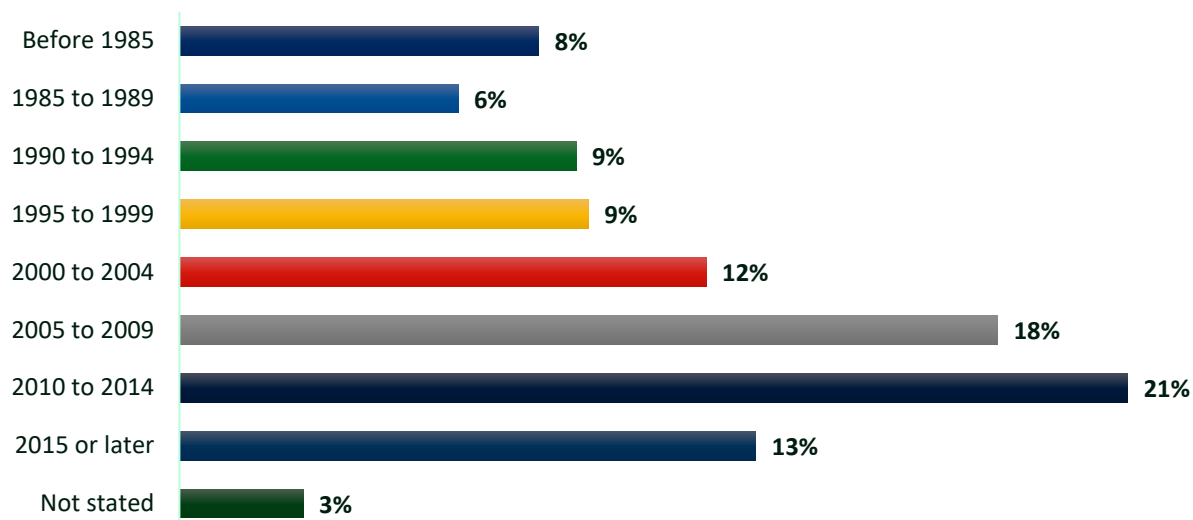


	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>	<i>ON Mean</i>	<i>ON Median</i>
TOTAL RESPONDENTS	716	337	337	\$102,680	\$94,000
<i>University of Waterloo (UW)</i>	30%	53%	178	\$102,360	\$94,000
<i>Ryerson University</i>	18%	33%	110	\$100,831	\$90,000

Accredited Canadian bachelor's degree – year

Almost half of Ontario's bachelor's level degree holders – 45% - graduated since 2005.

For the bachelor's level accredited Canadian planning degree, what year did you graduate?

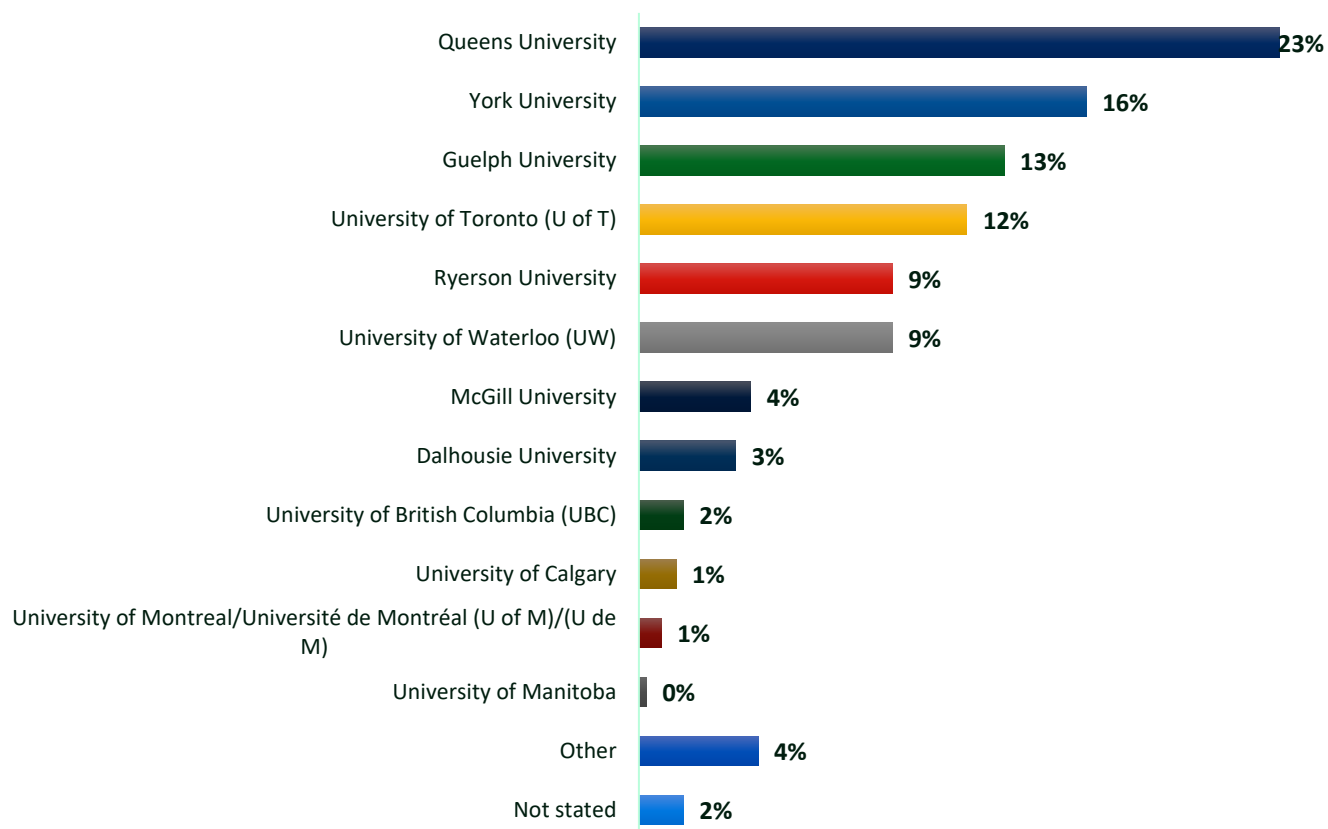


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	716	337	337	\$102,680	\$94,000
<i>Before 1985</i>	8%	10%	33	\$145,933	\$127,115
<i>1985 to 1989</i>	6%	11%	36	\$129,850	\$125,000
<i>1990 to 1994</i>	9%	9%	31	\$126,846	\$105,141
<i>1995 to 1999</i>	9%	9%	30	\$109,877	\$108,709
<i>2000 to 2004</i>	12%	13%	44	\$104,782	\$100,000
<i>2005 to 2009</i>	18%	17%	58	\$95,324	\$90,000
<i>2010 to 2014</i>	21%	18%	60	\$77,637	\$78,000
<i>2015 or later</i>	13%	11%	38	\$61,623	\$60,000

Accredited Canadian master's degree – school

There was a much greater range of schools reported at the master's level than at the bachelor's level in Ontario, although, like at the bachelor's level, the large majority are from Ontario universities.

For the master's level accredited Canadian planning degree, please specify the school.

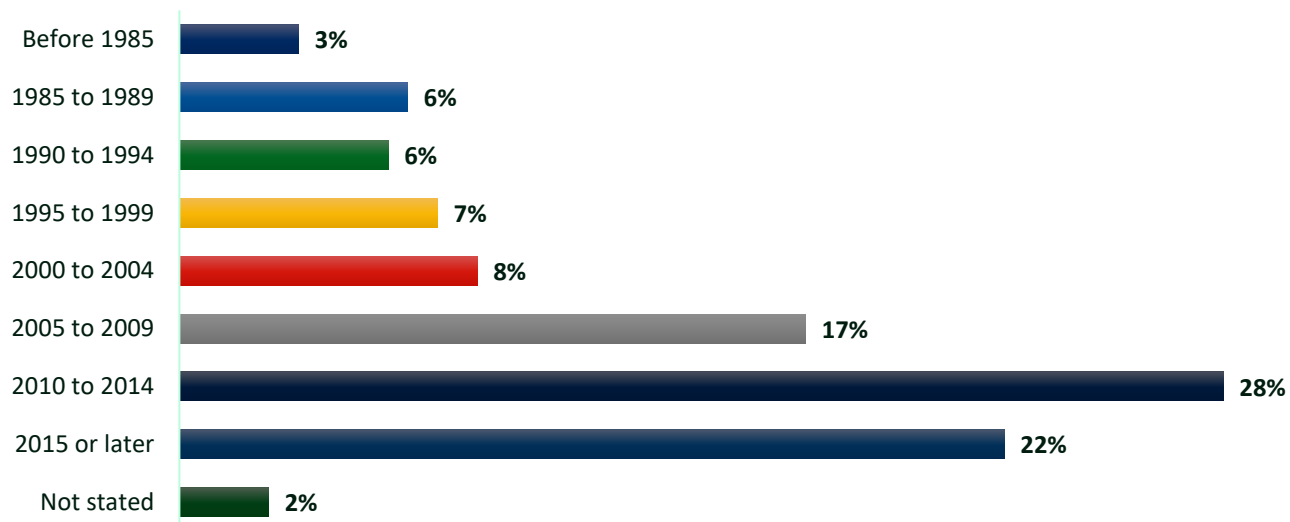


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	876	372	372	\$92,638	\$85,000
<i>Queens University</i>	8%	23%	86	\$93,055	\$85,000
<i>York University</i>	14%	16%	60	\$103,354	\$94,997
<i>Guelph University</i>	9%	13%	49	\$76,187	\$75,000
<i>University of Toronto (U of T)</i>	6%	12%	44	\$100,691	\$98,000
<i>Ryerson University</i>	7%	9%	34	\$74,181	\$72,000
<i>University of Waterloo (UW)</i>	8%	9%	34	\$88,802	\$82,000
<i>McGill University</i>	6%	4%	15	n/a	n/a
<i>Dalhousie University</i>	9%	3%	13	n/a	n/a

Accredited Canadian master's degree – year

In Ontario, 67% of master's level planners graduated since 2005. The more recent the graduation, the lower the mean annual base salary/income.

For the master's level accredited Canadian planning degree, what year did you graduate?

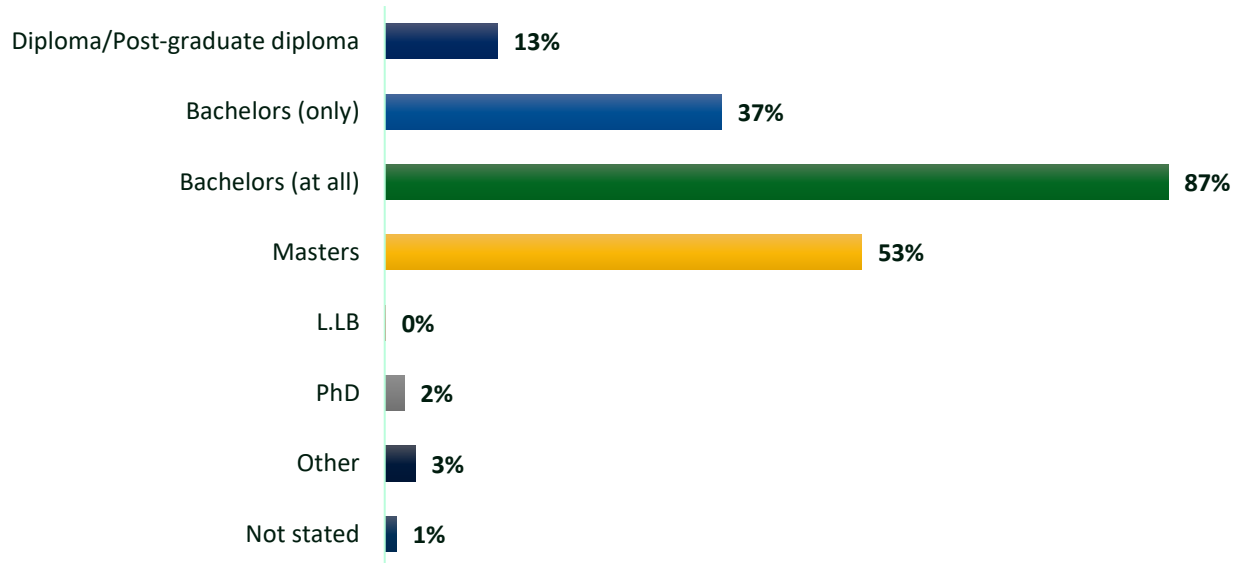


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	876	372	372	\$92,638	\$85,000
<i>Before 1985</i>	4%	3%	12	n/a	n/a
<i>1985 to 1989</i>	5%	6%	23	n/a	n/a
<i>1990 to 1994</i>	5%	6%	21	n/a	n/a
<i>1995 to 1999</i>	8%	7%	26	n/a	n/a
<i>2000 to 2004</i>	11%	8%	30	\$105,129	\$103,000
<i>2005 to 2009</i>	17%	17%	63	\$98,883	\$98,073
<i>2010 to 2014</i>	25%	28%	105	\$80,809	\$80,000
<i>2015 or later</i>	21%	22%	83	\$65,195	\$65,000

Degrees/Diplomas earned

Eighty-seven percent of Ontario planners report having a bachelor's degree and 53% have gone on to earn a master's level degree.

What degrees or diplomas have you earned?

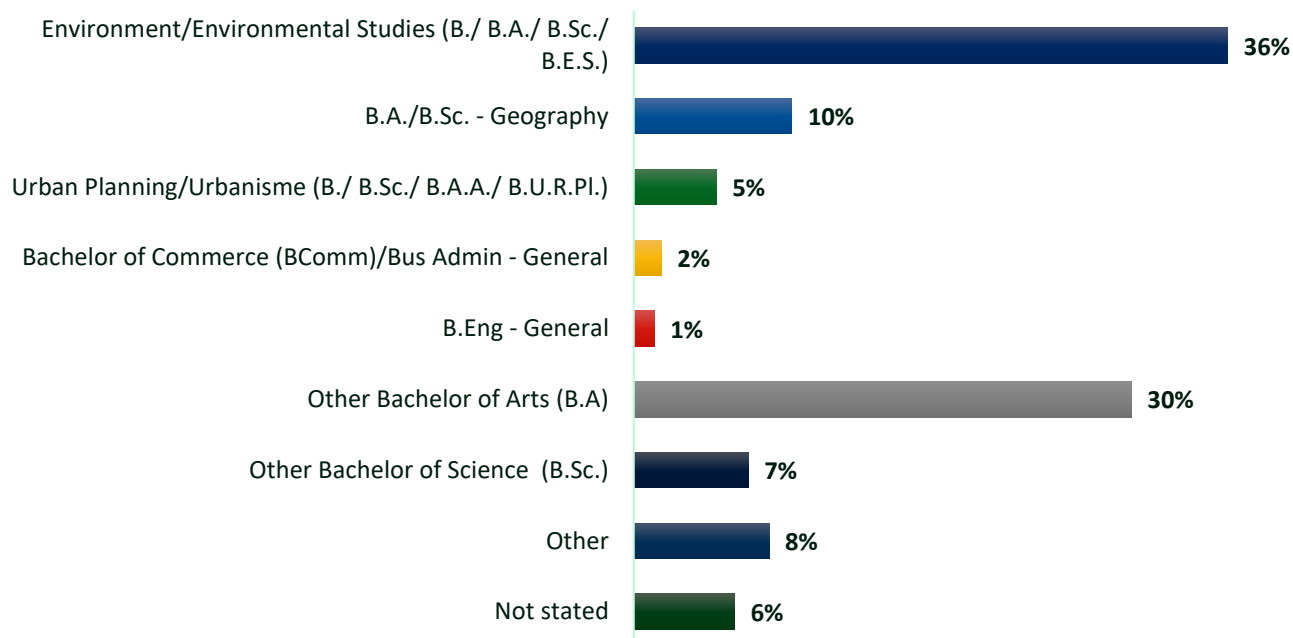


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1850	824	824	\$98,991	\$90,500
<i>Diploma/Post-graduate diploma</i>	14%	13%	103	\$98,664	\$92,000
<i>Bachelors (only)</i>	34%	37%	307	\$103,583	\$94,000
<i>Bachelors (at all)</i>	85%	87%	714	\$97,936	\$90,000
<i>Masters</i>	56%	53%	435	\$94,793	\$89,000
<i>PhD</i>	2%	2%	6	n/a	n/a

Bachelor's degree earned

In Ontario, 36% of reported bachelor's degrees are in Environment/Environmental Studies – much higher than in the rest of Canada.

What degrees or diplomas have you earned? [Bachelor's degree]

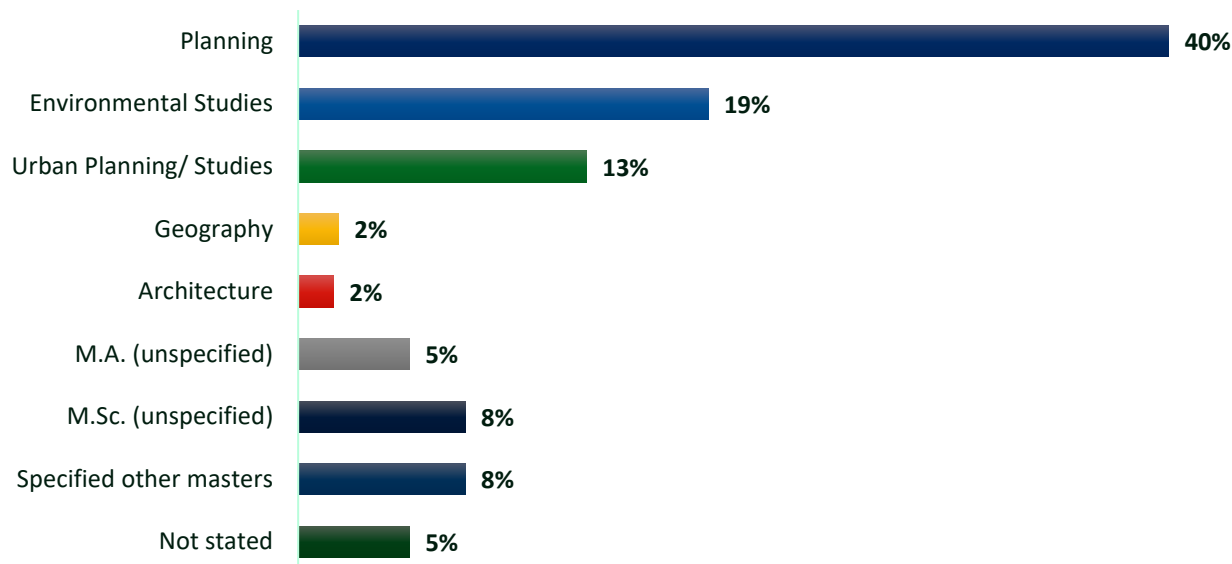


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1576	714	714	\$96,345	\$90,000
<i>Environment/Environmental Studies (B./ B.A./ B.Sc./ B.E.S.)</i>	23%	36%	259	\$99,987	\$95,000
<i>B.A./B.Sc. - Geography</i>	10%	10%	69	\$103,541	\$95,000
<i>Urban Planning/Urbanisme (B./ B.Sc./ B.A.A./ B.U.R.Pl.)</i>	9%	5%	36	n/a	n/a
<i>Bachelor of Commerce (BComm)/Bus Admin - General</i>	2%	2%	12	n/a	n/a
<i>B.Eng - General</i>	2%	1%	9	n/a	n/a
<i>Other Bachelor of Arts (B.A)</i>	32%	30%	217	\$98,149	\$89,500
<i>Other Bachelor of Science (B.Sc.)</i>	12%	7%	50	\$91,232	\$85,000
<i>Other</i>	10%	8%	59	\$97,837	\$91,096

Master's degree earned

Similar to the national results, 71% of Ontario respondents with master's degrees were specialized in: planning (unspecified), environmental studies, or urban planning/ urban studies.

What degrees or diplomas have you earned? [Masters's degree]

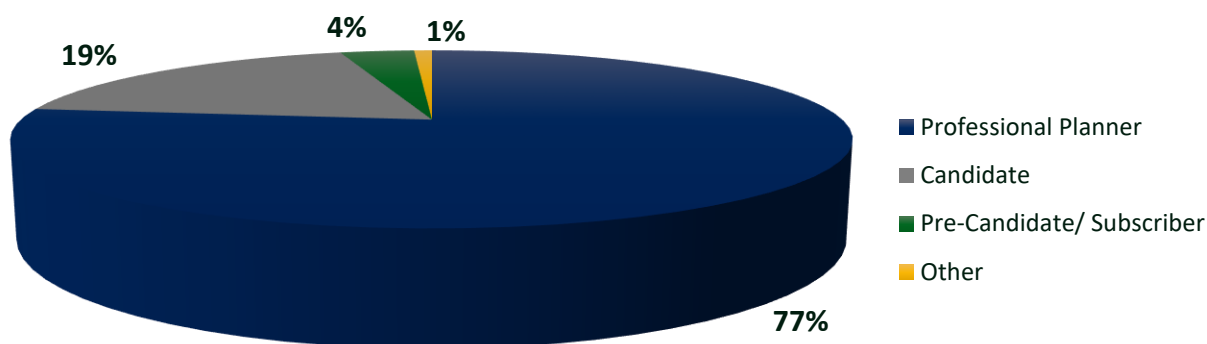


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1036	435	435	\$94,793	\$89,000
<i>Planning</i>	41%	40%	172	\$86,134	\$80,000
<i>Environmental Studies</i>	15%	19%	81	\$102,472	\$99,800
<i>Urban Planning/ Studies</i>	17%	13%	57	\$96,596	\$93,700
<i>Geography</i>	2%	2%	8	n/a	n/a
<i>Architecture</i>	2%	2%	7	n/a	n/a
<i>M.A. (unspecified)</i>	5%	5%	22	n/a	n/a
<i>M.Sc. (unspecified)</i>	5%	8%	33	\$88,138	\$84,000
<i>Specified other masters</i>	9%	8%	33	\$116,533	\$109,000

Professional status

“Professional Planners” make up 77% of those who responded to the survey in Ontario, and their mean annual base salary/income is over \$35k higher than those who do not have that professional planning status.

What is your professional planning status?



Definitions used in survey:

Professional Planner - An individual who has met their Provincial and Territorial Institute’s certification criteria to become a Registered Professional Planner/Licensed Professional Planner/urbaniste or equivalent, and is currently in good standing with their Provincial and Territorial Institute.

Candidate - An individual who is in the process of meeting their Provincial and Territorial Institute’s certification criteria to become a Registered Professional Planner/Licensed Professional Planner/urbaniste or equivalent.

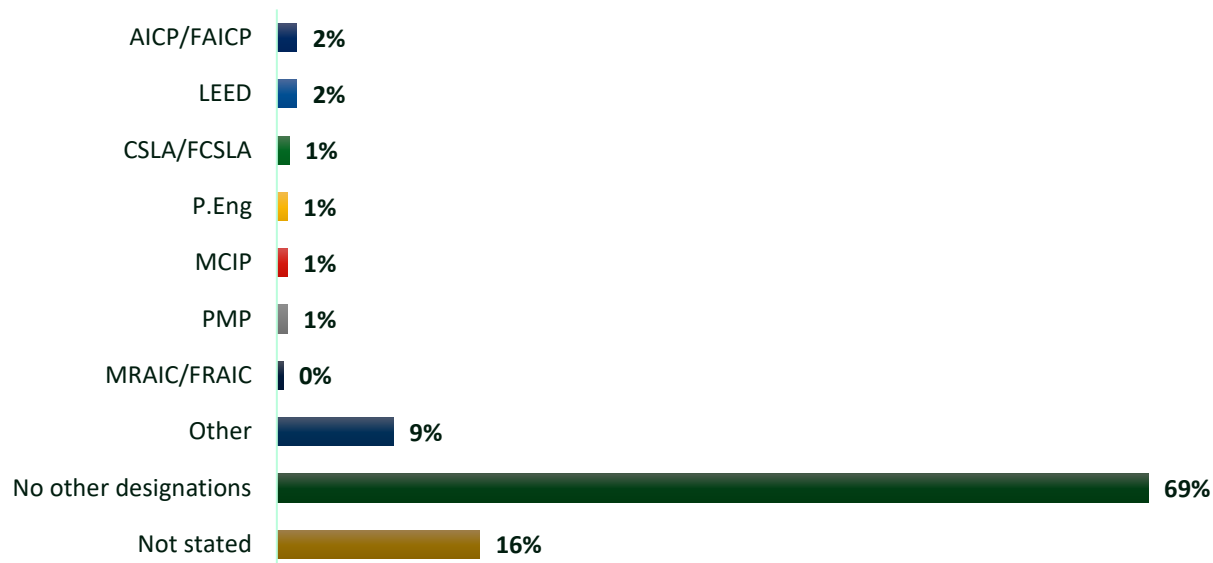
Pre-Candidate/Subscriber - An individual who is pursuing a career in planning, but is not yet eligible to apply for Candidate status with their Provincial or Territorial Institute.

	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1850	824	824	\$98,991	\$90,500
<i>Professional Planner</i>	79%	77%	635	\$107,179	\$99,000
<i>Candidate</i>	17%	19%	153	\$70,015	\$67,000
<i>Pre-Candidate/ Subscriber</i>	3%	4%	29	\$71,265	\$69,000
<i>Other</i>	2%	1%	7	n/a	n/a

Additional professional designations

In Ontario, those with no other designations made up 69% of respondents.

Do you hold any additional professional designations?

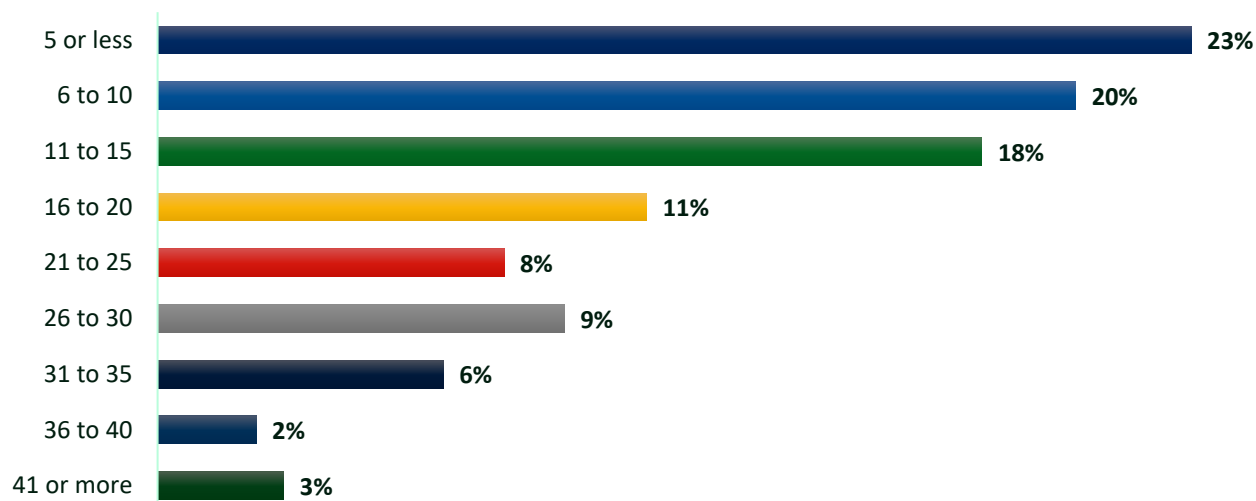


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1850	824	824	\$98,991	\$90,500
AICP/FAICP	2%	2%	13	n/a	n/a
LEED	1%	2%	13	n/a	n/a
CSLA/FCSLA	1%	1%	8	n/a	n/a
P.Eng	1%	1%	7	n/a	n/a
MCIP	1%	1%	7	n/a	n/a
PMP	1%	1%	7	n/a	n/a
MRAIC/FRAIC	0%	0%	4	n/a	n/a
Other	15%	9%	76	\$99,779	\$94,000
No other designations	63%	69%	567	\$99,473	\$90,282

Years employed in a planning position

In Ontario, 43% of respondents have been employed in a planning position for 15 years or less – very similar to national numbers. Once again, there is a pattern in which the mean base salaries/ incomes increase with experience. The overall average experience was 15.3 years, very close to the national average. For males it was 17.1 and for females, 13.4.

How many years have you been employed in a planning position?

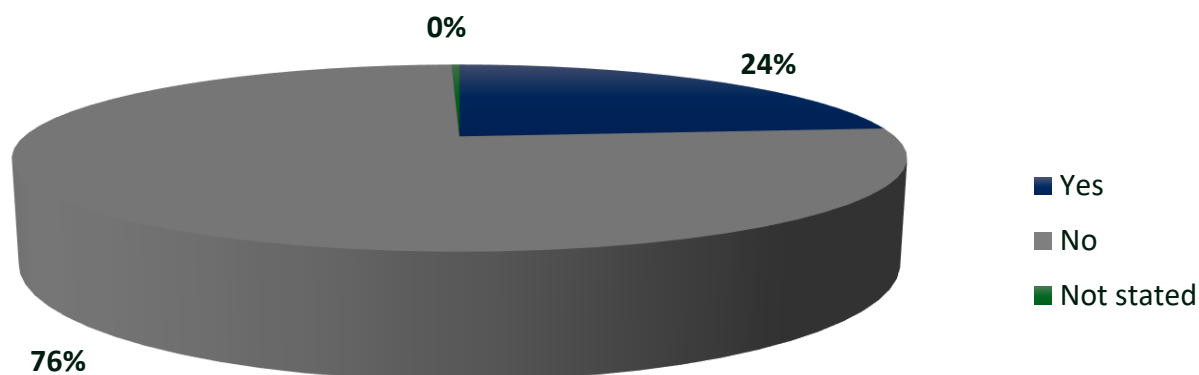


	Total Canada %	Total ON %	Total ON N	ON Males %	ON Females %	ON Mean	ON Median
TOTAL RESPONDENTS	1850	824	824	427	391	\$98,991	\$90,500
5 or less	23%	23%	188	21%	25%	\$67,144	\$65,320
6 to 10	21%	20%	167	18%	23%	\$85,601	\$82,000
11 to 15	20%	18%	150	16%	21%	\$98,727	\$96,000
16 to 20	11%	11%	89	11%	11%	\$103,201	\$103,000
21 to 25	8%	8%	63	7%	8%	\$124,865	\$117,000
26 to 30	8%	9%	74	11%	6%	\$122,606	\$118,000
31 to 35	4%	6%	52	9%	3%	\$148,755	\$135,000
36 to 40	2%	2%	18	2%	2%	n/a	n/a
41 or more	2%	3%	23	5%	1%	n/a	n/a
Average years	14.5	15.3	15.3	17.1	13.4		

Belongs to a union

In Ontario, 24% of respondents belong to a union – lower than the national average of 29%. At the junior level, union membership appears to be advantageous - union members were paid around \$8k than those who were not in a union. At higher management levels, however, on average, there is either no advantage or those with union membership receive a lower salary.

Do you belong to a union?



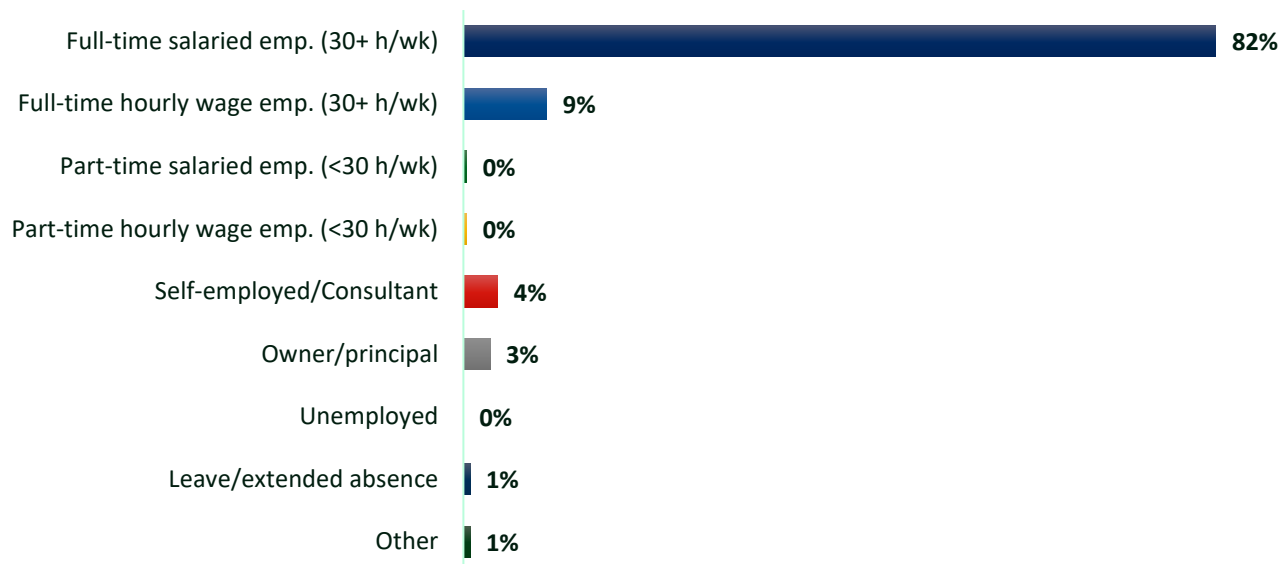
	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median	ON Exec Mean	ON Sr. Mean	ON Mid. Mean	ON Jr. Mean
TOTAL RESPONDENTS	1850	824	824	\$98,991	\$90,500	\$143,682	\$104,871	\$80,654	\$61,426
Yes	29%	24%	194	\$86,519	\$82,000	n/a	\$100,337	\$78,938	\$66,736
CUPE	12%	14%	114	\$80,612	\$80,000	n/a	\$91,975	\$77,039	n/a
Other	12%	6%	50	\$95,552	\$94,997	n/a	n/a	n/a	n/a
No	70%	76%	627	\$102,888	\$95,000	\$143,964	\$106,196	\$81,481	\$58,997

*mean annual base salaries – n/a shown for base sizes below 30

Employment status

The large majority (82%) of respondents from Ontario were full-time salaried employees. Salaried employees in Ontario averaged around \$20k more than their hourly counterparts.

What is your current employment status as of January 1, 2019?

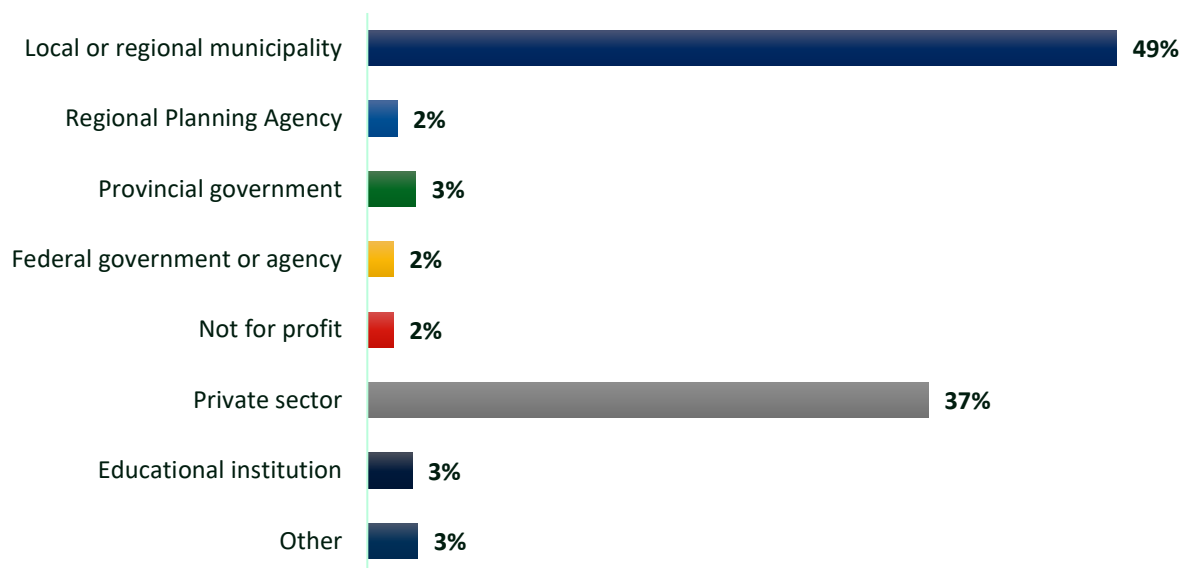


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1850	824	824	\$98,991	\$90,500
<i>Full-time salaried emp. (30+ h/wk)</i>	78%	82%	676	\$98,885	\$91,984
<i>Full-time hourly wage emp. (30+ h/wk)</i>	12%	9%	75	\$78,830	\$76,000
<i>Self-employed/Consultant</i>	4%	4%	31	\$108,887	\$85,000
<i>Owner/principal</i>	2%	3%	24	n/a	n/a

Type of organization

Ontario had the highest percentage of planners reporting in from the private sector – 37% vs. 21% in the combined rest of Canada. The average private sector wage of around \$101k was higher than that of “Local or regional municipality,” but the median was lower, suggesting some large wages in the private sector. Nationally, the highest paid organization type was “Educational institution,” with an average of approximately \$118k. The lowest was the “Not for profit” sector, with an average of approximately \$73k.

Where are you currently employed?

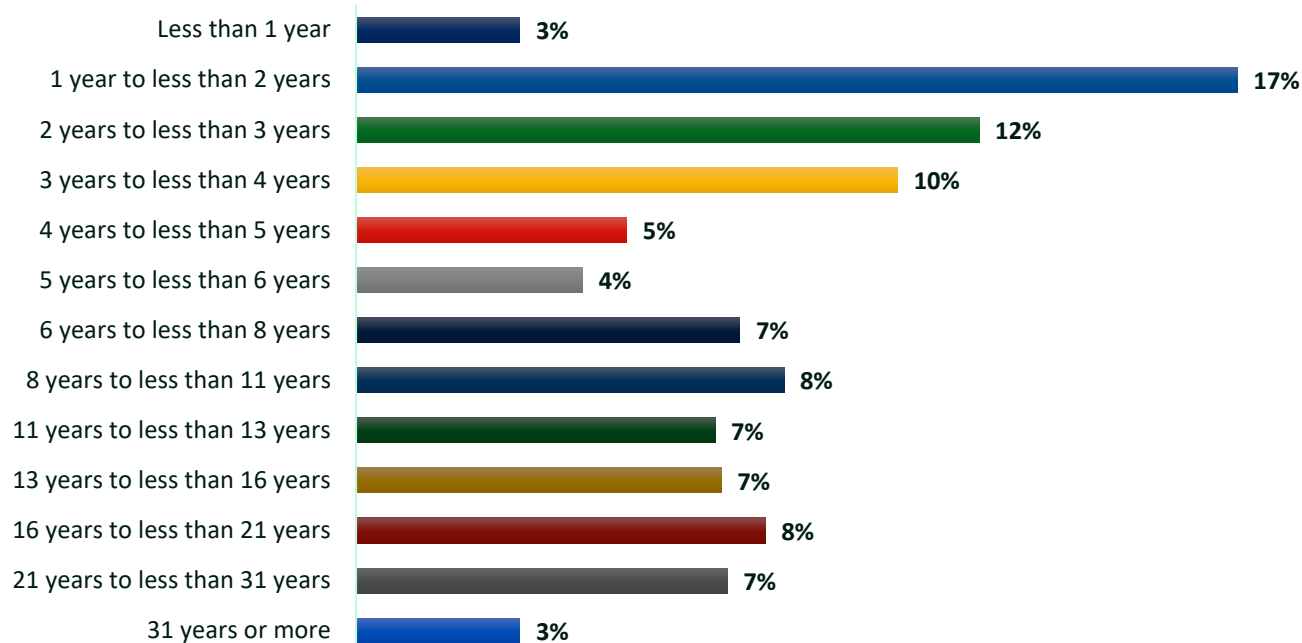


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median	Not ON %
TOTAL RESPONDENTS	1835	824	824	\$98,991	\$90,500	1011
Local or regional municipality	55%	49%	402	\$95,749	\$92,000	59%
Regional Planning Agency	3%	2%	16	n/a	n/a	4%
Provincial government	5%	3%	26	n/a	n/a	7%
Federal government or agency	1%	2%	14	n/a	n/a	1%
Not for profit	2%	2%	14	n/a	n/a	2%
Private sector	28%	37%	301	\$100,954	\$87,000	21%
Educational institution	2%	3%	24	n/a	n/a	2%
Other	3%	3%	27	n/a	n/a	3%

Years with organization

Although the average number of years in the industry is 15.3, the respondents' average number of years with their current organization is 8.6 – a bit higher than the national average of 8.0. The mean and median salary overall trends increase with the number of years at the organization.

How many years have you been employed with this organization?



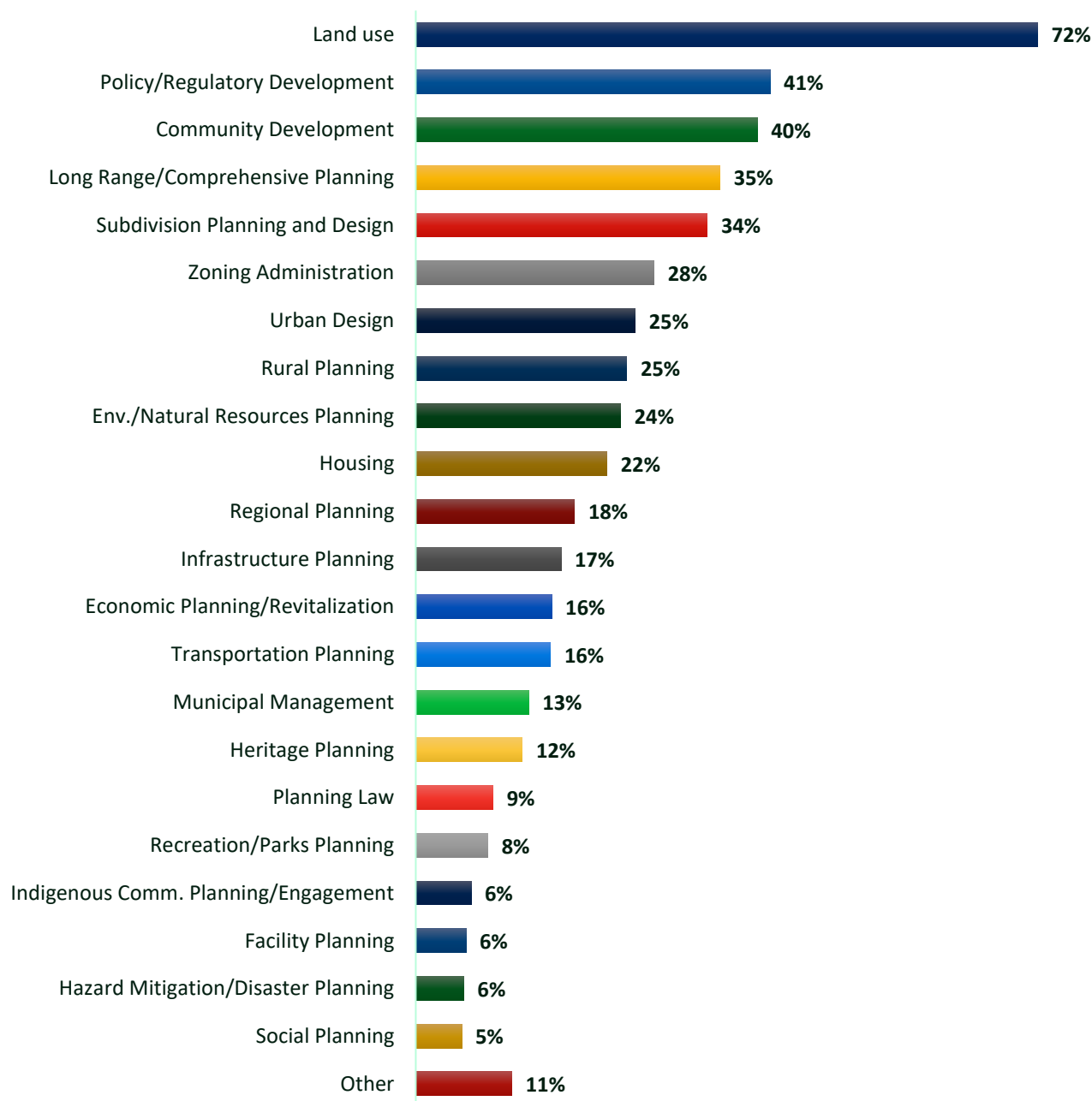
	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	\$98,991	\$90,500
<i>Less than 2 years</i>	20%	20%	166	\$81,785	\$76,000
<i>2 years to less than 4 years</i>	21%	22%	185	\$85,174	\$78,000
<i>4 years to less than 8 years</i>	21%	17%	140	\$94,990	\$90,000
<i>8 years to less than 16 years</i>	23%	22%	183	\$103,810	\$97,036
<i>16 years or more</i>	15%	18%	150	\$132,753	\$120,000
Average years	8.0	8.6	8.6		

The experience categories have been collapsed in order to be able to show salary information

Areas of specialization

In Ontario, as with national respondents, the most often mentioned area of specialization is “Land use.” The least mentioned is “Social planning.” In Ontario vs. nationally, there is a proportionally lower number of planners who specialize in “Policy/Regulatory Development” (-10%) and “Long Range/Comprehensive Planning” (-8%).

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

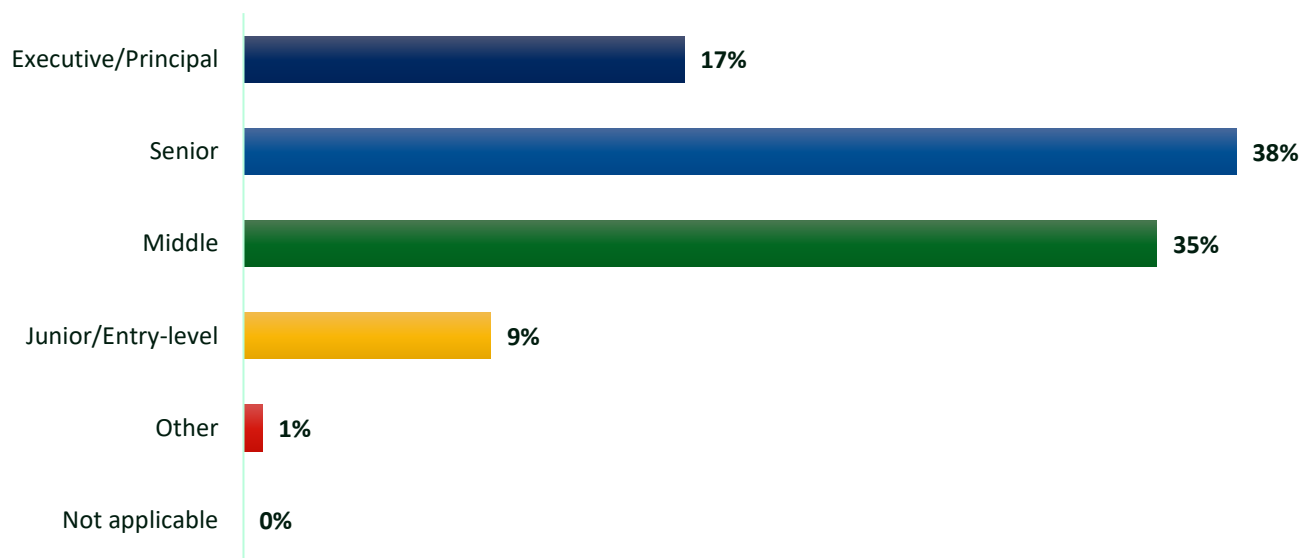


	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>	<i>ON Mean</i>	<i>ON Median</i>
TOTAL RESPONDENTS	1835	824	824	\$98,991	\$90,500
<i>Land use</i>	73%	72%	595	\$99,945	\$91,900
<i>Policy/Regulatory Development</i>	51%	41%	339	\$100,600	\$95,000
<i>Community Development</i>	38%	40%	327	\$99,677	\$94,000
<i>Long Range/Comprehensive Planning</i>	43%	35%	291	\$106,377	\$99,000
<i>Subdivision Planning and Design</i>	32%	34%	279	\$106,259	\$98,000
<i>Zoning Administration</i>	35%	28%	228	\$98,788	\$93,000
<i>Urban Design</i>	25%	25%	210	\$105,414	\$95,000
<i>Rural Planning</i>	26%	25%	202	\$95,277	\$87,500
<i>Env./Natural Resources Planning</i>	22%	24%	196	\$99,513	\$95,000
<i>Housing</i>	22%	22%	183	\$110,588	\$99,000
<i>Regional Planning</i>	26%	18%	152	\$101,301	\$95,000
<i>Infrastructure Planning</i>	18%	17%	139	\$110,861	\$105,000
<i>Economic Planning/Revitalization</i>	21%	16%	130	\$109,598	\$102,000
<i>Transportation Planning</i>	17%	16%	129	\$101,079	\$90,000
<i>Municipal Management</i>	18%	13%	108	\$113,821	\$110,000
<i>Heritage Planning</i>	14%	12%	102	\$97,940	\$90,000
<i>Planning Law</i>	12%	9%	74	\$105,637	\$96,000
<i>Recreation/Parks Planning</i>	11%	8%	69	\$99,819	\$91,000
<i>Indigenous Comm. Planning/Engagement</i>	10%	6%	53	\$100,411	\$94,000
<i>Facility Planning</i>	7%	6%	48	\$109,658	\$100,000
<i>Hazard Mitigation/Disaster Planning</i>	8%	6%	46	\$93,731	\$89,000
<i>Social Planning</i>	9%	5%	44	\$101,009	\$94,000
<i>Other</i>	12%	11%	92	\$105,543	\$90,282

Management level

Ontario's distribution of planners per management level is very similar to the national distribution. In Ontario, 73% of respondents defined themselves as either "Senior" or "Middle." "Executive/Principals" average approximately \$144k for their base salaries/ incomes while "Junior/Entry-level" employees average around \$61k.

What is your current level of employment?

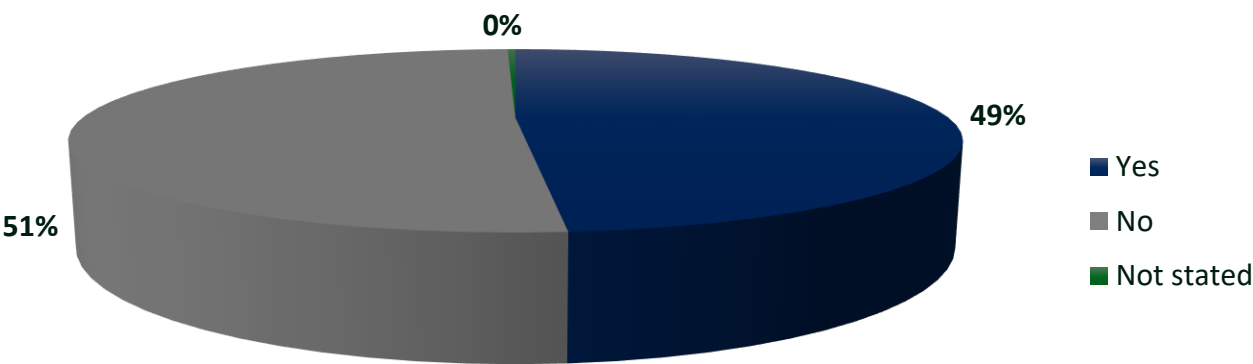


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	\$98,991	\$90,500
Executive/Principal	16%	17%	139	\$143,682	\$137,000
Senior	39%	38%	313	\$104,871	\$100,746
Middle	34%	35%	288	\$80,654	\$78,000
Junior/Entry-level	10%	9%	78	\$61,426	\$60,000

Supervises or manages others

Slightly less than half of Ontario respondents reported that they supervise and/or manage other staff, and they get paid, on average, over \$34k more than those who don't.

Do you supervise and/or manage other staff or employees?



	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	\$98,991	\$90,500
Yes	48%	49%	400	\$116,374	\$108,709
No	51%	51%	421	\$82,038	\$78,100

Net satisfaction levels

This page outlines the top two box scores (%Satisfied+%Very Satisfied) for each of the nine statements asked in this part of the survey. The highest satisfaction ratings, at 95%, goes to “Your relationship with your peers” and “Your relationship with those who report to you.” Respondents are least satisfied with “opportunity for advancement.”

How satisfied are you with the following...? (%Satisfied + %Very Satisfied)



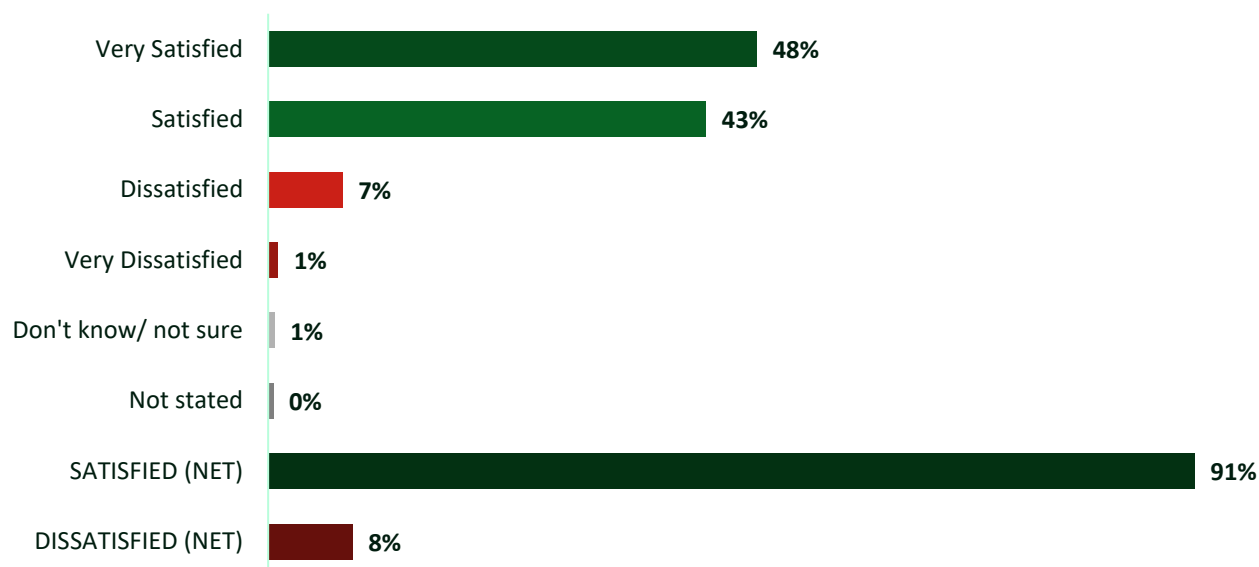
	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	\$98,991	\$90,500
<i>Your relationship with your peers</i>	95%	95%	784	\$99,355	\$90,500
<i>Your relationship with those who report to you*</i>	96%	95%	379	\$116,764	\$110,000
<i>Your job overall</i>	90%	91%	747	\$100,393	\$91,955
<i>Your relationship with those you report to</i>	84%	87%	715	\$98,806	\$90,000
<i>The balance of responsibilities in your current position</i>	81%	82%	679	\$101,454	\$92,715
<i>Your base salary</i>	79%	79%	652	\$104,112	\$95,000
<i>Your work/life balance</i>	80%	79%	651	\$98,741	\$91,096
<i>Performance recognition you receive</i>	73%	73%	600	\$101,411	\$93,000
<i>Your opportunity for advancement</i>	66%	69%	566	\$103,427	\$94,000

**filtered on those with reports, n=400*

Satisfaction with: Your job overall

Ninety-one percent of Ontario respondents are satisfied with their job overall. Ninety-eight percent of Executives are satisfied with their job overall, with 74% being very satisfied. That percentage is twice as high as in junior or middle positions.

How satisfied are you with the following... Your job overall?

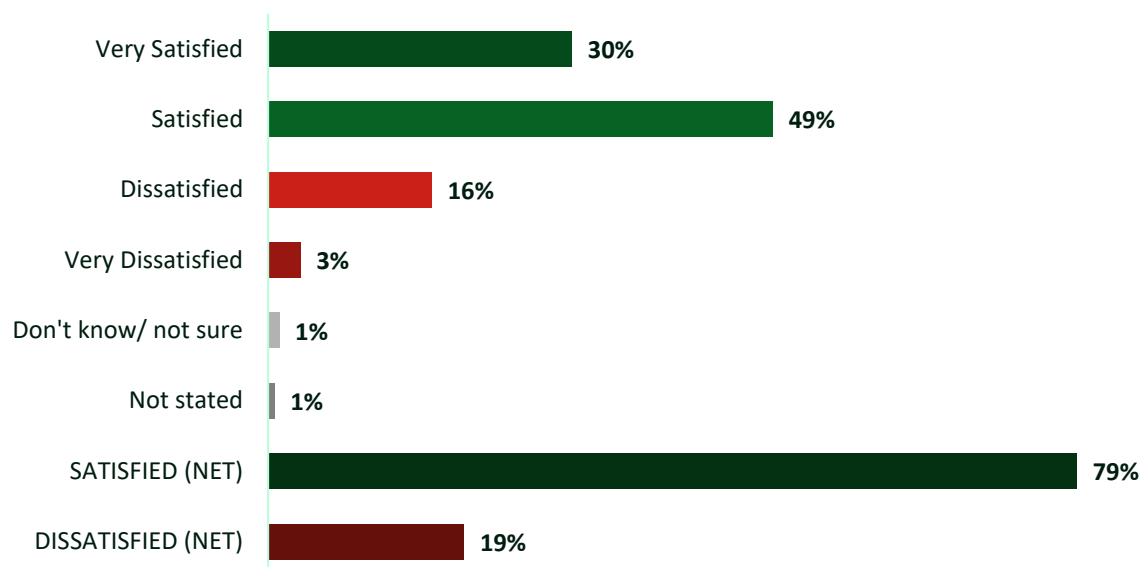


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Very Satisfied	47%	48%	394	74%	49%	36%	38%	\$109,471	\$99,000
Satisfied	44%	43%	353	24%	40%	55%	46%	\$90,174	\$85,000
Dissatisfied	7%	7%	60	1%	8%	8%	14%	\$81,877	\$78,000
Very Dissatisfied	2%	1%	8	0%	2%	0%	0%	n/a	n/a
Don't know/ not sure	0%	1%	5	1%	1%	0%	1%	n/a	n/a
Not stated	0%	0%	4	1%	0%	1%	0%	n/a	n/a
SATISFIED (NET)	90%	91%	747	98%	89%	91%	85%	\$100,393	\$91,955
DISSATISFIED (NET)	9%	8%	68	1%	11%	8%	14%	\$85,201	\$79,036

Satisfaction with: Your base salary

In Ontario, 79% of respondents were satisfied with their base salary. Base salary satisfaction increases as employees “move up the ladder” as follows: Junior – 68% satisfaction, Middle – 76%, Senior – 81%, and Executive – 87%.

How satisfied are you with the following... Your base salary?

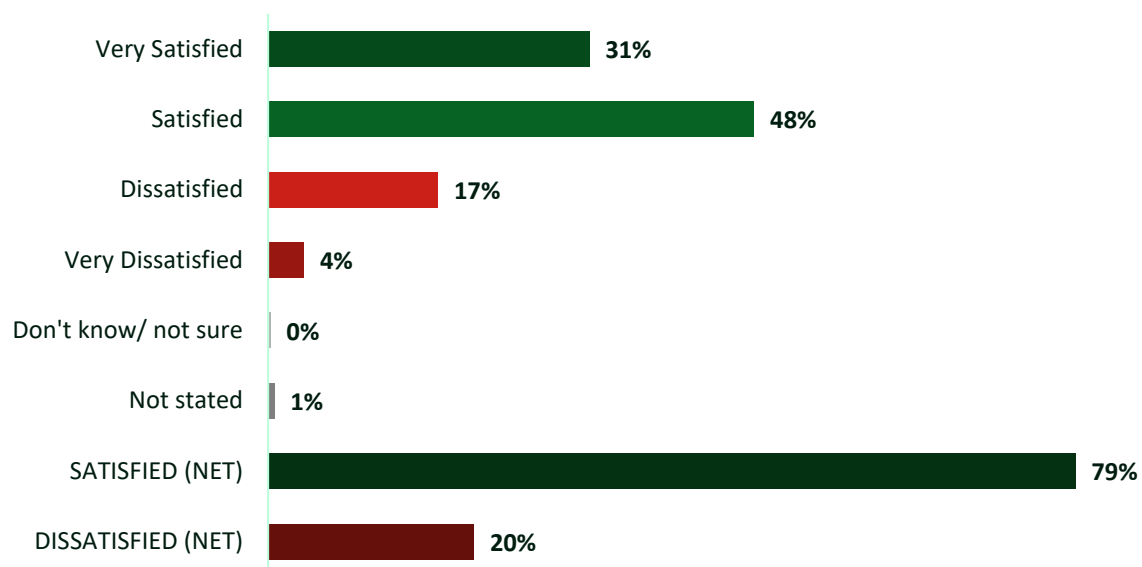


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Very Satisfied	30%	30%	245	45%	31%	24%	18%	\$116,966	\$103,000
Satisfied	50%	49%	407	42%	50%	52%	50%	\$96,316	\$91,000
Dissatisfied	16%	16%	132	6%	14%	20%	24%	\$79,256	\$75,000
Very Dissatisfied	3%	3%	26	1%	3%	4%	4%	n/a	n/a
Don't know/ not sure	1%	1%	9	4%	0%	0%	4%	n/a	n/a
Not stated	1%	1%	5	1%	1%	0%	0%	n/a	n/a
SATISFIED (NET)	79%	79%	652	87%	81%	76%	68%	\$104,112	\$95,000
DISSATISFIED (NET)	19%	19%	158	8%	18%	24%	28%	\$78,804	\$74,604

Satisfaction with: Your work/life balance

In Ontario, 79% of respondents were satisfied with their work/life balance. Looking at management level, Junior planners were the most satisfied with work/life balance (85% satisfaction) while Senior managers were least satisfied (76%).

How satisfied are you with the following... Your work/life balance?

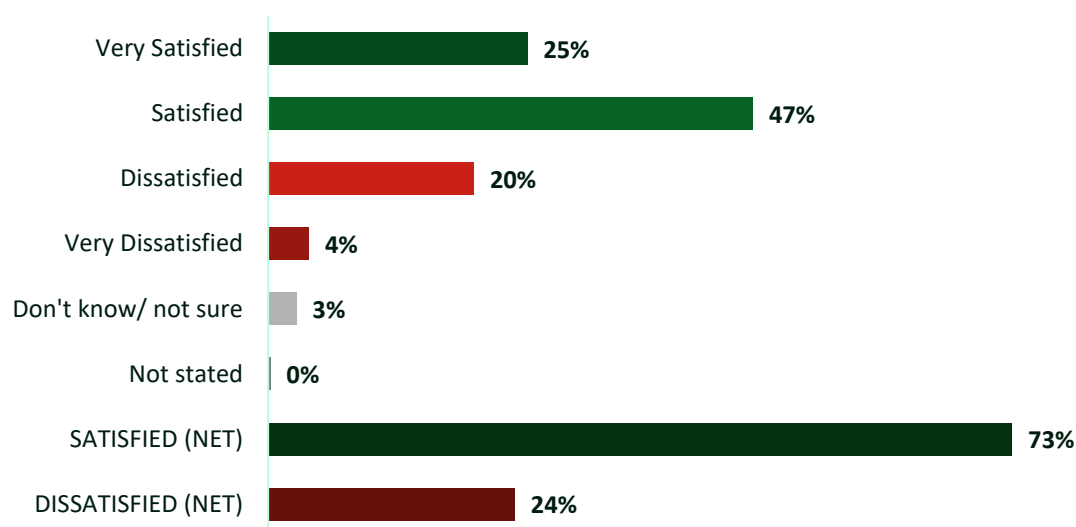


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Very Satisfied	32%	31%	259	34%	27%	34%	37%	\$95,293	\$85,000
Satisfied	48%	48%	392	47%	49%	45%	47%	\$101,036	\$94,772
Dissatisfied	16%	17%	137	13%	19%	17%	10%	\$96,713	\$87,000
Very Dissatisfied	3%	4%	29	3%	4%	3%	4%	n/a	n/a
Don't know/ not sure	1%	0%	2	1%	0%	0%	1%	n/a	n/a
Not stated	1%	1%	5	2%	0%	0%	0%	n/a	n/a
SATISFIED (NET)	80%	79%	651	81%	76%	80%	85%	\$98,741	\$91,096
DISSATISFIED (NET)	19%	20%	166	16%	24%	20%	14%	\$97,900	\$88,000

Satisfaction with: Performance recognition you receive

This is one of the lowest ranked dimensions with regard to satisfaction both nationally and in Ontario. In Ontario, it is the lowest ranked dimension in terms of those who are “Very Satisfied.” Almost 1 in 4 employees are dissatisfied with performance recognition.

How satisfied are you with the following... Performance recognition you receive?

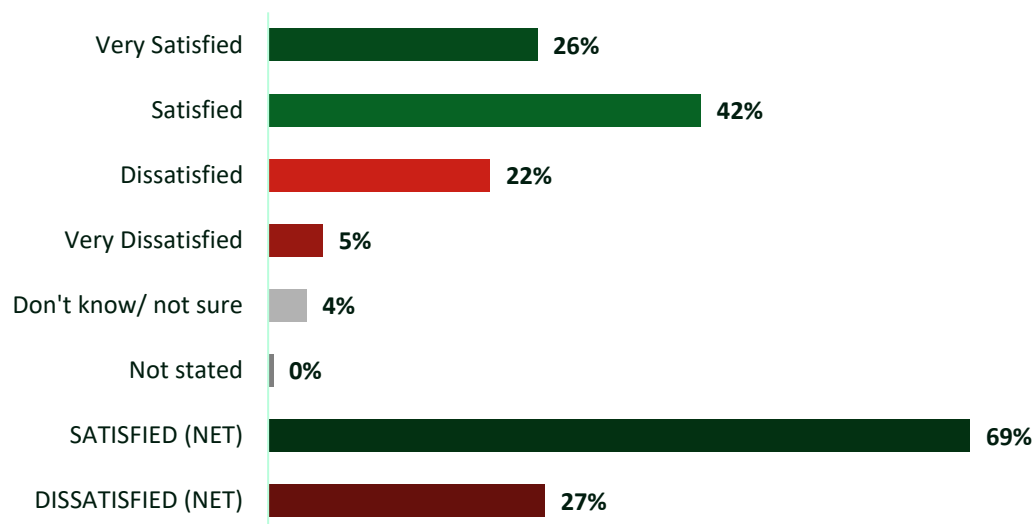


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Very Satisfied	26%	25%	209	40%	22%	22%	27%	\$106,344	\$95,000
Satisfied	47%	47%	391	38%	50%	50%	45%	\$98,753	\$91,984
Dissatisfied	19%	20%	166	14%	22%	22%	17%	\$94,605	\$90,000
Very Dissatisfied	5%	4%	33	1%	5%	4%	6%	\$89,555	\$81,000
Don't know/ not sure	3%	3%	23	6%	1%	2%	5%	n/a	n/a
Not stated	0%	0%	2	1%	0%	0%	0%	n/a	n/a
SATISFIED (NET)	73%	73%	600	78%	72%	72%	72%	\$101,411	\$93,000
DISSATISFIED (NET)	24%	24%	199	15%	27%	25%	23%	\$93,767	\$89,000

Satisfaction with: Your opportunity for advancement

*Advancement is the lowest rated area with regard to satisfaction. Across management levels, the **dissatisfaction** scores are: Executive – 11% dissatisfaction, Senior – 32%, Middle – 28%, and Junior – 32%.*

How satisfied are you with the following... Your opportunity for advancement?

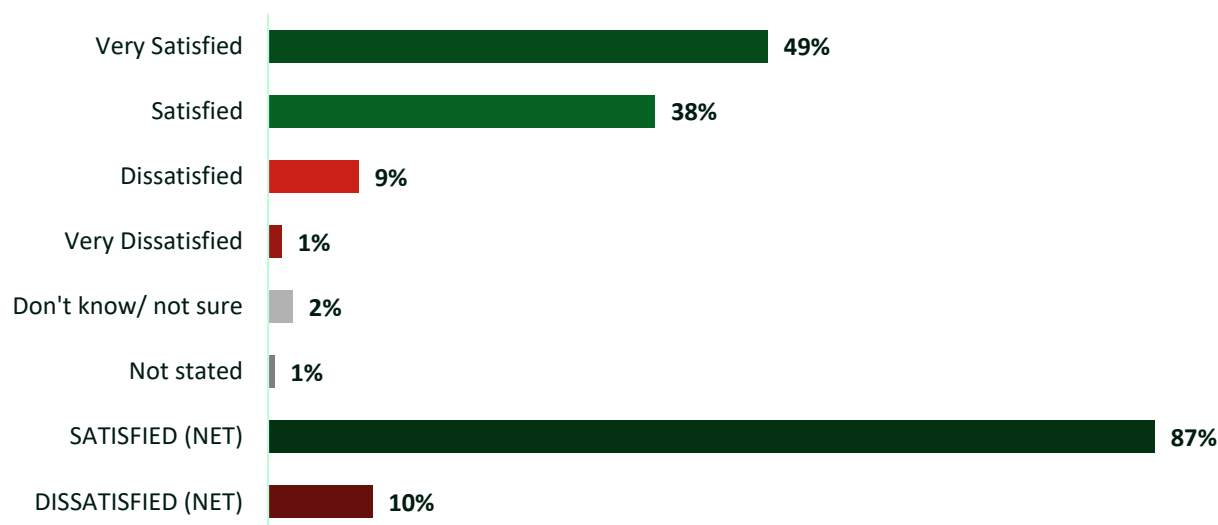


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Very Satisfied	23%	26%	217	50%	22%	20%	24%	\$113,178	\$100,000
Satisfied	43%	42%	349	34%	41%	49%	38%	\$97,358	\$91,984
Dissatisfied	22%	22%	179	9%	24%	24%	27%	\$89,134	\$85,000
Very Dissatisfied	6%	5%	44	2%	8%	4%	5%	\$89,893	\$82,000
Don't know/ not sure	5%	4%	31	5%	4%	2%	5%	\$85,047	\$85,000
Not stated	1%	0%	4	1%	0%	1%	0%	n/a	n/a
SATISFIED (NET)	66%	69%	566	83%	64%	68%	63%	\$103,427	\$94,000
DISSATISFIED (NET)	29%	27%	223	11%	32%	28%	32%	\$89,283	\$83,690

Satisfaction with: Your relationship with those you report to

87% of Ontario respondents report that they are “satisfied” with their relationship with those they report to.

How satisfied are you with the following... Your relationship with those you report to?

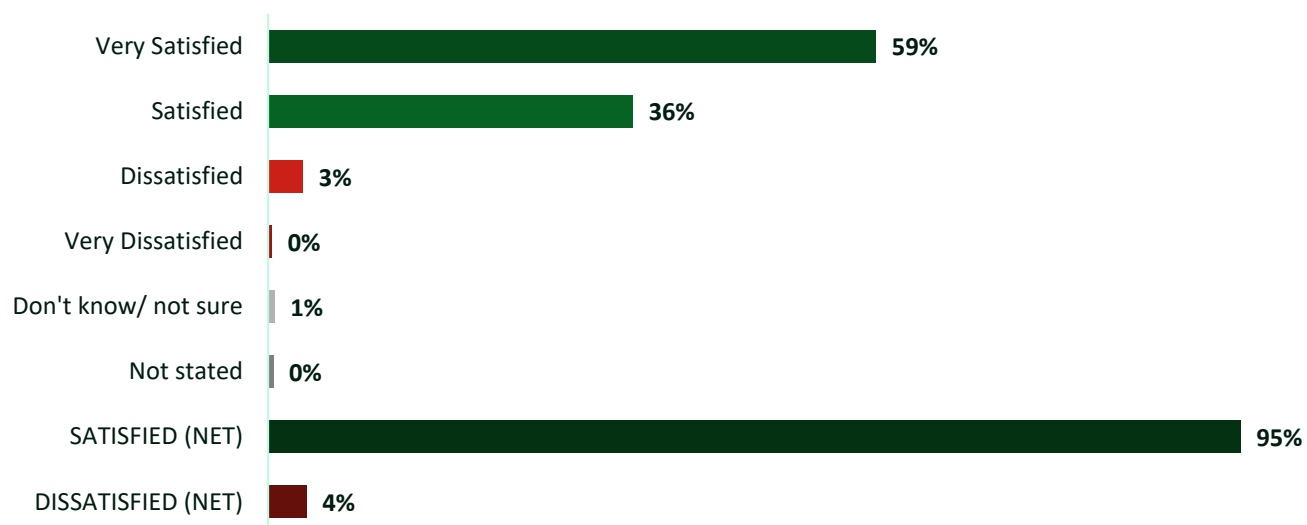


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Very Satisfied	47%	49%	403	53%	46%	49%	54%	\$102,146	\$91,000
Satisfied	37%	38%	312	28%	41%	41%	29%	\$94,474	\$90,000
Dissatisfied	10%	9%	73	6%	10%	7%	15%	\$93,780	\$90,000
Very Dissatisfied	3%	1%	11	0%	2%	1%	1%	n/a	n/a
Don't know/ not sure	3%	2%	20	9%	1%	2%	0%	n/a	n/a
Not stated	1%	1%	5	4%	0%	0%	0%	n/a	n/a
SATISFIED (NET)	84%	87%	715	81%	87%	90%	83%	\$98,806	\$90,000
DISSATISFIED (NET)	13%	10%	84	6%	12%	8%	17%	\$95,188	\$90,000

Satisfaction with: Your relationship with your peers

Relationships with peers are being reported at a very high satisfaction rate: 95% both nationally and in Ontario.

How satisfied are you with the following... Your relationship with your peers?

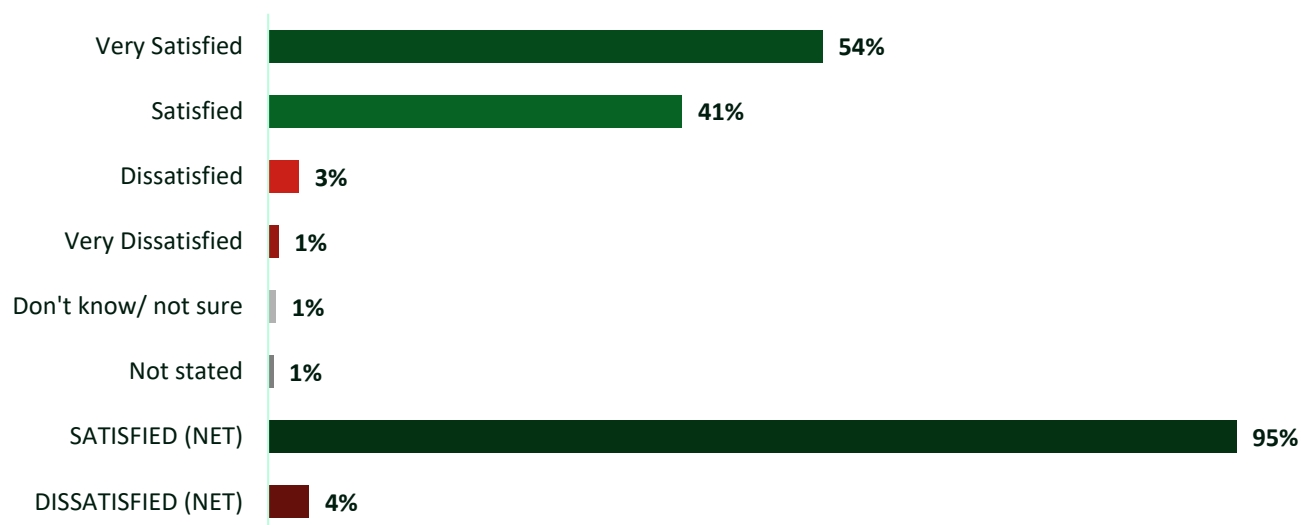


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Very Satisfied	58%	59%	490	68%	60%	57%	56%	\$100,868	\$92,715
Satisfied	37%	36%	294	27%	35%	40%	38%	\$96,823	\$89,500
Dissatisfied	3%	3%	28	1%	4%	3%	4%	n/a	n/a
Very Dissatisfied	1%	0%	3	0%	1%	0%	0%	n/a	n/a
Don't know/ not sure	1%	1%	5	3%	0%	0%	0%	n/a	n/a
Not stated	1%	0%	4	1%	0%	0%	1%	n/a	n/a
SATISFIED (NET)	95%	95%	784	95%	94%	96%	95%	\$99,355	\$90,500
DISSATISFIED (NET)	4%	4%	31	1%	5%	3%	4%	\$90,888	\$85,000

Satisfaction with: Your relationship with those who report to you

This is the one of the highest scoring dimensions related to satisfaction, at 95%.

How satisfied are you with the following... Your relationship with those who report to you?

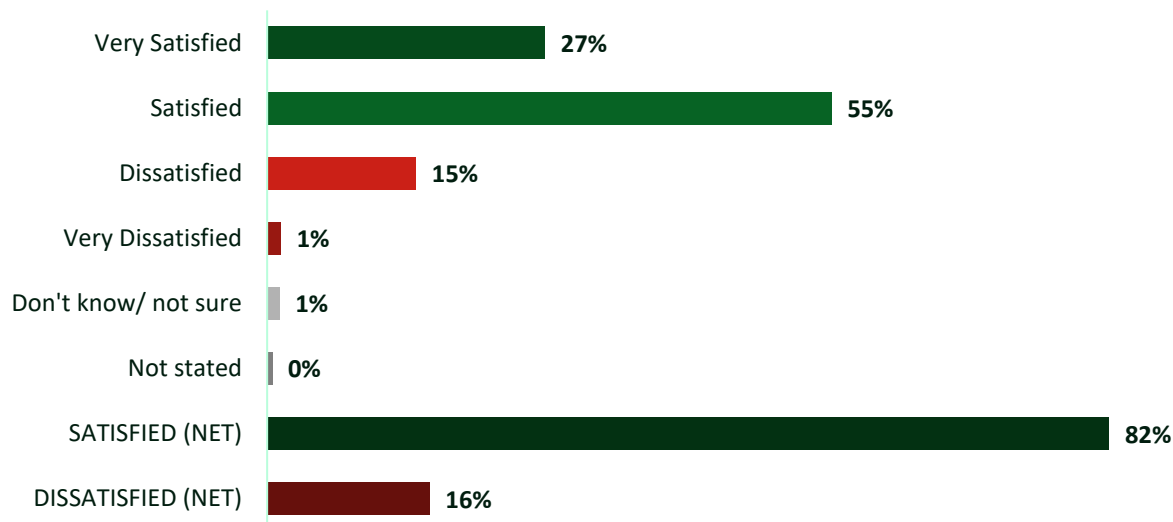


<i>(base: Those with reports)</i>	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>	<i>ON Exec %</i>	<i>ON Sr. %</i>	<i>ON Mid. %</i>	<i>ON Jr. %</i>	<i>ON Mean</i>	<i>ON Median</i>
TOTAL RESPONDENTS	889	400	400	110	195	85	6	\$113,209	\$110,000
<i>Very Satisfied</i>	55%	54%	217	61%	55%	46%	0%	\$123,454	\$111,657
<i>Satisfied</i>	40%	41%	162	36%	40%	45%	100%	\$107,804	\$105,000
<i>Dissatisfied</i>	3%	3%	12	0%	4%	6%	0%	n/a	n/a
<i>Very Dissatisfied</i>	1%	1%	4	0%	2%	1%	0%	n/a	n/a
<i>Don't know/ not sure</i>	1%	1%	3	1%	0%	2%	0%	n/a	n/a
<i>Not stated</i>	0%	1%	2	2%	0%	0%	0%	n/a	n/a
SATISFIED (NET)	96%	95%	379	97%	95%	91%	100%	\$116,764	\$110,000
DISSATISFIED (NET)	3%	4%	16	0%	5%	7%	0%	\$105,250	\$96,000

Satisfaction with: The balance of responsibilities in your current position

This is another dimension that has high overall satisfaction, but even higher among Executives. In Ontario, the Executive level planners have a satisfaction score of 89%, while all three other levels come in at 81%.

How satisfied are you with the following... The balance of responsibilities in your current position?

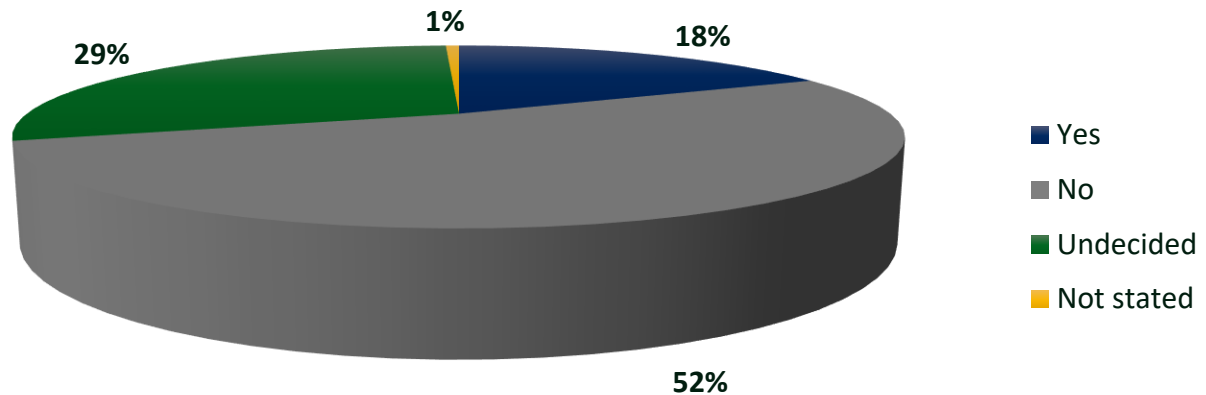


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Very Satisfied	28%	27%	224	47%	26%	21%	21%	\$109,787	\$98,500
Satisfied	54%	55%	455	42%	56%	60%	60%	\$97,325	\$90,000
Dissatisfied	15%	15%	120	6%	16%	17%	13%	\$87,543	\$82,882
Very Dissatisfied	2%	1%	11	0%	2%	1%	3%	n/a	n/a
Don't know/ not sure	1%	1%	10	4%	1%	0%	3%	n/a	n/a
Not stated	1%	0%	4	1%	0%	0%	1%	n/a	n/a
SATISFIED (NET)	81%	82%	679	89%	81%	81%	81%	\$101,454	\$92,715
DISSATISFIED (NET)	17%	16%	131	6%	18%	19%	15%	\$88,024	\$83,000

Looking for a job

Fifty-two percent of Ontario respondents said that they would **not** be looking for other work in the next 12 to 18 months, meaning that **up to almost half** might be on the move during that time frame. Once again, there is a trend by management level: Junior – 41% said “No,” Middle – 46%, Senior – 50%, and Executive – 76%.

Will you be looking for a job with another employer in in the next 12-18 months?



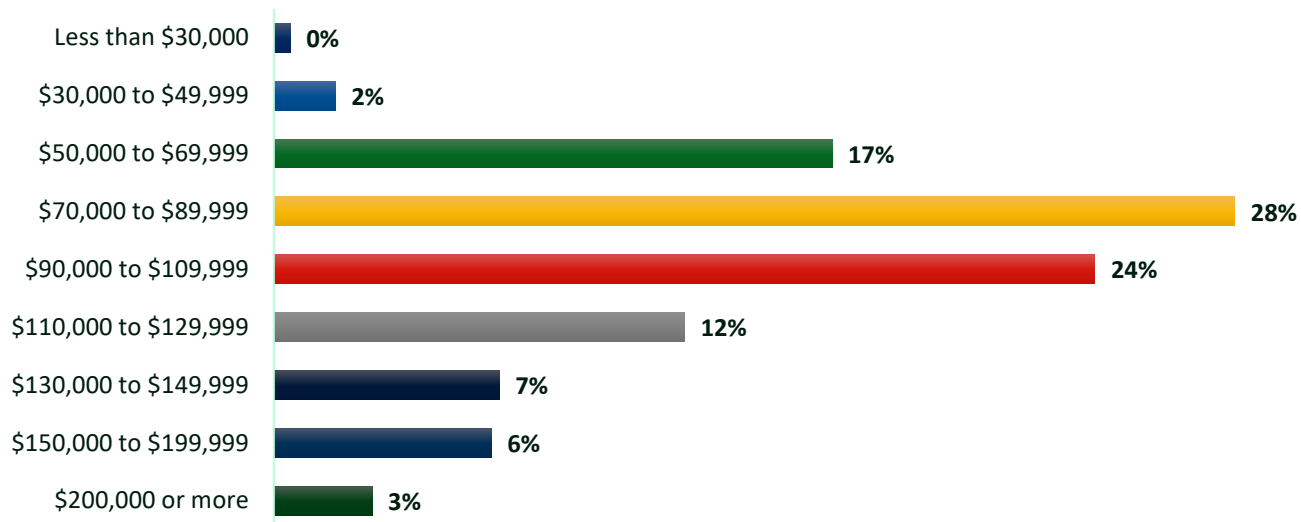
	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Yes	20%	18%	148	9%	19%	18%	32%	\$86,280	\$80,000
No	51%	52%	431	76%	50%	46%	41%	\$107,608	\$98,000
Undecided	29%	29%	240	15%	31%	34%	27%	\$91,865	\$85,000

Section 2: About Your Compensation

Annual base salary/income

Consistent with the rest of Canada, slightly more than half (52%) of reported annual salaries range from \$70,000 to \$110,000

What was your annual base salary/income as of December 31st, 2018 (excluding bonuses, profit-sharing, or incentives)?

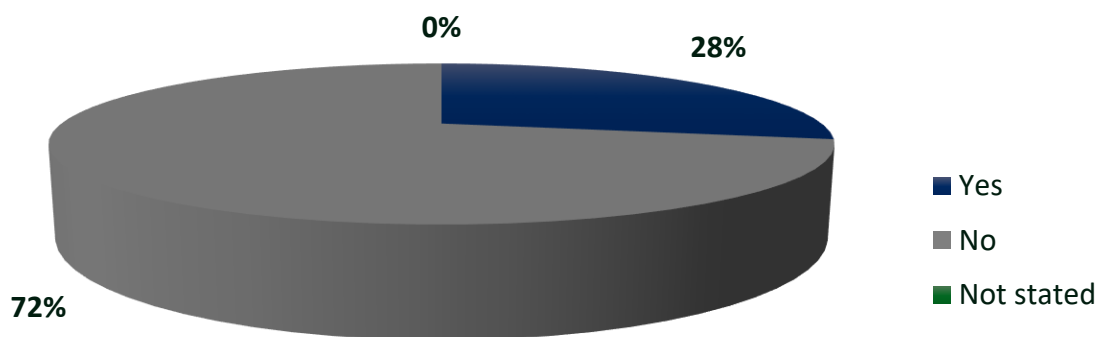


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	\$98,991	\$90,500
Less than \$50,000	4%	2%	19	n/a	n/a
\$50,000 to \$69,999	17%	17%	136	\$61,063	\$62,000
\$70,000 to \$89,999	28%	28%	234	\$78,771	\$80,000
\$90,000 to \$109,999	24%	24%	200	\$98,498	\$98,500
\$110,000 to \$129,999	13%	12%	100	\$118,140	\$119,000
\$130,000 to \$149,999	6%	7%	55	\$137,744	\$139,000
\$150,000 to \$199,999	5%	6%	53	\$166,774	\$165,000
\$200,000 or more	2%	3%	24	n/a	n/a
Average	\$95,078	\$98,991	\$98,991		
Median	\$90,000	\$90,500	\$90,500		

Received a bonus

More than one in four Ontario respondents reported receiving a bonus in 2018 – 10% more than in the rest of Canada. By management level, the rates were: Junior – 22%, Middle – 23%, Senior – 28%, and Executive – 43%.

Did you receive any bonuses or other financial incentives in 2018?

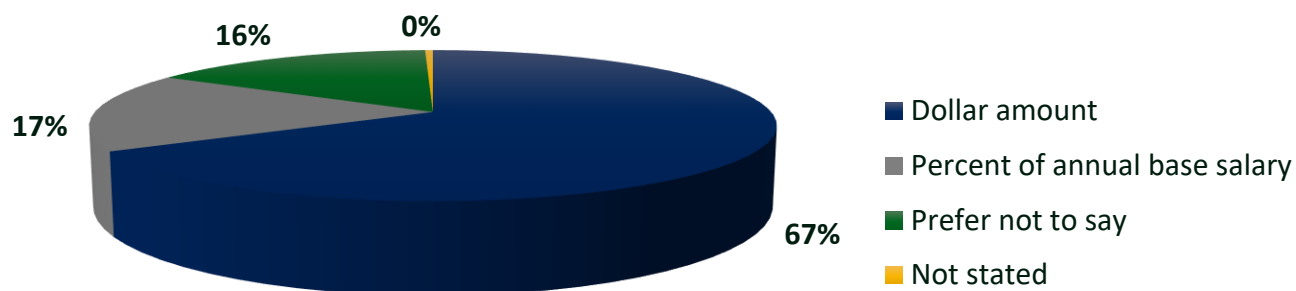


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median	Not ON %
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500	1011
Yes	23%	28%	232	43%	28%	23%	22%	\$111,490	\$100,000	18%
No	77%	72%	592	57%	72%	77%	78%	\$94,097	\$88,000	82%

Type of bonus

Bonuses were typically a dollar amount or a percentage of annual base salary.

Type of bonus or other financial incentive received

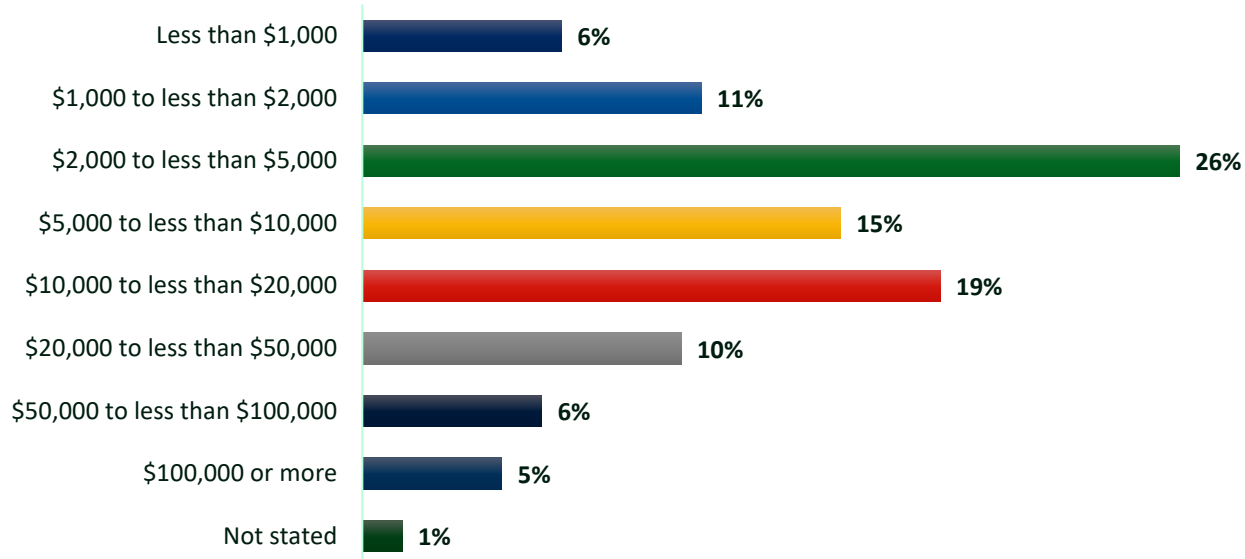


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	415	232	232	60	87	66	17	\$111,490	\$100,000
<i>Dollar amount</i>	68%	67%	155	57%	66%	73%	82%	\$104,175	\$95,000
<i>Percent of annual base salary</i>	18%	17%	39	13%	20%	17%	18%	\$128,081	\$116,700
<i>Prefer not to say</i>	14%	16%	37	30%	14%	11%	0%	\$125,608	\$110,000

Bonus amount - dollar

The average bonus amount was \$24,934. However, looking the median amount (\$6,000) suggests that the average is being influenced by some very large bonus amounts.

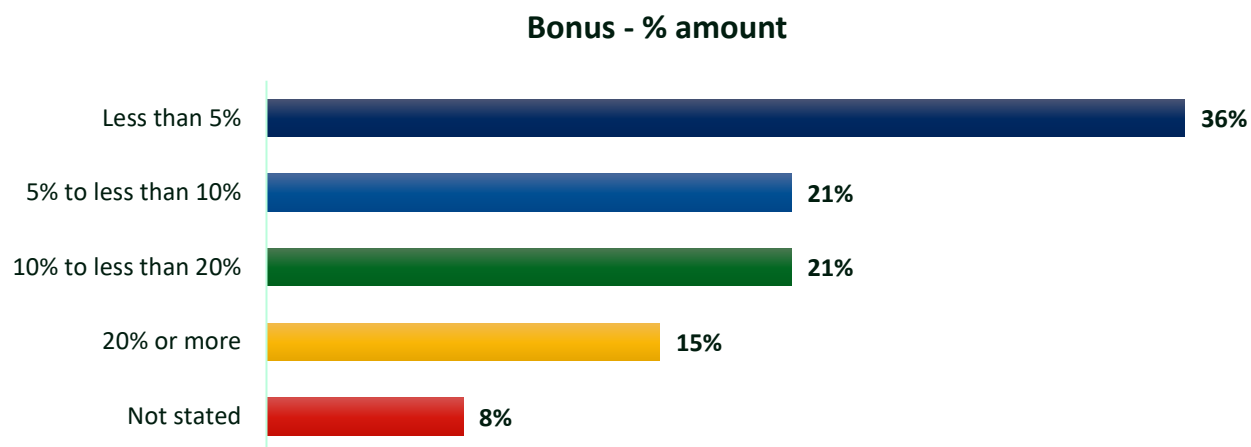
Bonus - dollar amount



(base: Received dollar amount in Q25b)	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	281	155	155	34	57	48	14	\$104,175	\$95,000
Less than \$1,000	9%	6%	10	3%	5%	6%	21%	n/a	n/a
\$1,000 to less than \$2,000	10%	11%	17	0%	9%	17%	29%	n/a	n/a
\$2,000 to less than \$5,000	23%	26%	41	3%	19%	48%	43%	\$82,048	\$83,353
\$5,000 to less than \$10,000	18%	15%	24	15%	19%	10%	7%	n/a	n/a
\$10,000 to less than \$20,000	15%	19%	29	18%	26%	17%	0%	n/a	n/a
\$20,000 to less than \$50,000	13%	10%	16	18%	16%	2%	0%	n/a	n/a
\$50,000 or more	10%	10%	16	41%	4%	0%	0%	n/a	n/a
Average	\$21,721	\$24,934	\$24,934	\$87,665	\$11,464	\$4,870	\$2,338		
Median	\$6,000	\$6,000	\$6,000	\$25,000	\$7,500	\$3,000	\$1,500		

Bonus amount – percentage

In terms of a percentage amount, the average is 8.4% of one's salary.



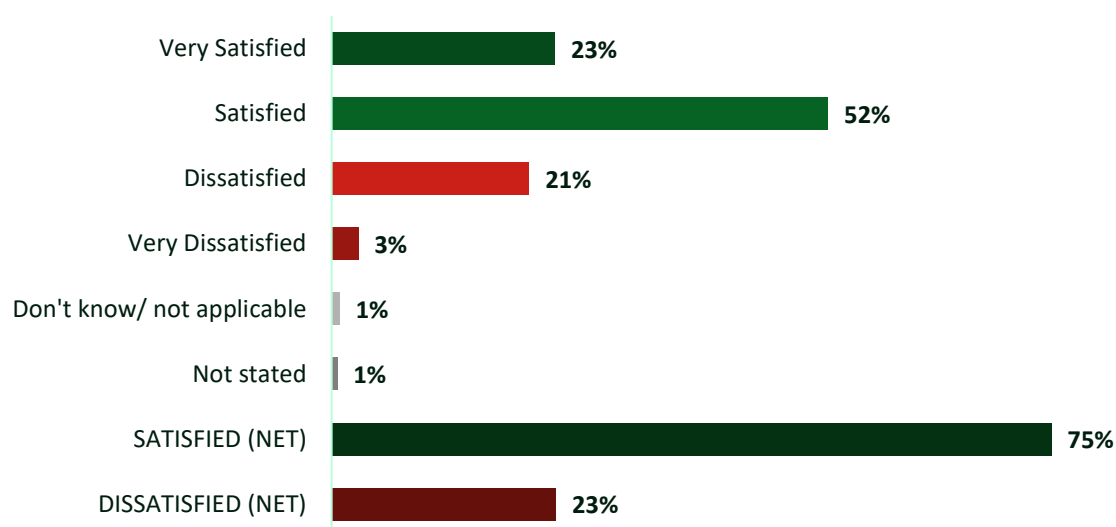
<i>(base: Received percentage in Q25b)</i>	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>	<i>ON Exec %</i>	<i>ON Sr. %</i>	<i>ON Mid. %</i>	<i>ON Jr. %</i>	<i>ON Mean</i>	<i>ON Median</i>
TOTAL RESPONDENTS	74	39	39	8	17	11	3	\$128,081	\$116,700
<i>Less than 10%</i>	55%	56%	22	25%	59%	73%	67%	n/a	n/a
<i>10% or more</i>	39%	36%	14	75%	24%	27%	33%	n/a	n/a
Average	9.2	8.4	8.4	14.3	7.0	6.6	6.3		
Median	6	5	5	10	4	5	5		

Because of extremely small base sizes, there is no commentary on this page.

Satisfaction with total compensation

Three out of four Ontario respondents were satisfied or very satisfied with their total compensation from 2018. As with the **base** salary, satisfaction increases as employees “move up the ladder” as follows: Junior – 64% satisfaction, Middle – 72%, Senior – 76%, and Executive – 86%.

How satisfied are you with your overall level of total compensation in 2018?

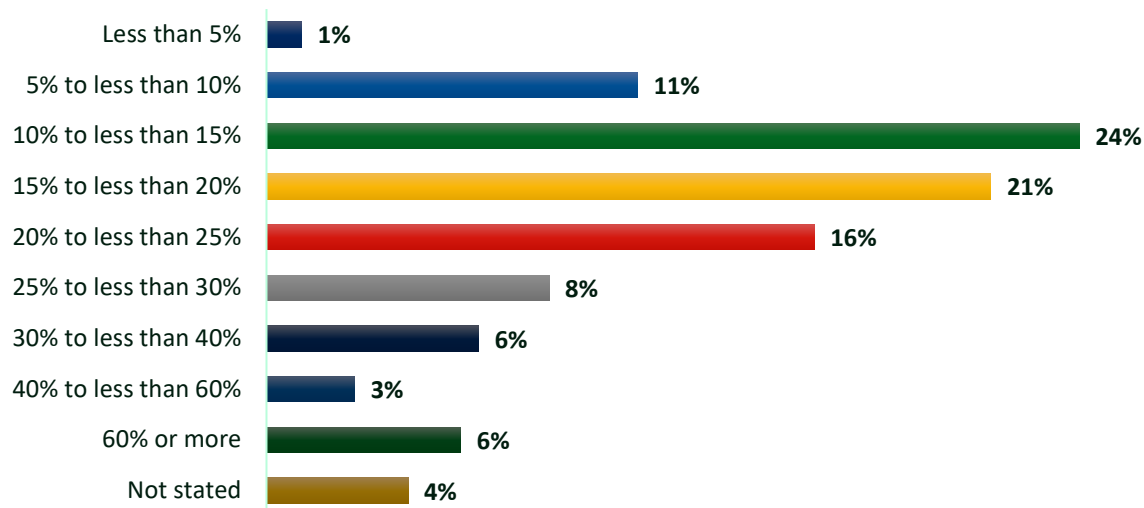


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
<i>Very Satisfied</i>	23%	23%	192	39%	25%	17%	10%	\$122,368	\$107,000
<i>Satisfied</i>	52%	52%	427	47%	52%	55%	54%	\$96,388	\$90,000
<i>Dissatisfied</i>	20%	21%	170	9%	20%	24%	29%	\$80,234	\$77,000
<i>Very Dissatisfied</i>	3%	3%	23	3%	3%	2%	3%	n/a	n/a
SATISFIED (NET)	75%	75%	619	86%	76%	72%	64%	\$104,486	\$95,000
DISSATISFIED (NET)	23%	23%	193	12%	23%	27%	32%	\$82,240	\$75,488

Percentage required for satisfactory salary

In Ontario, those who found their total compensation to be unsatisfactory vary greatly in their proposed increase that would bring them up to a satisfactory level. Sixty-one percent would be satisfied if they received between 10% and 25% more. The average desired increase was 22.1%.

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

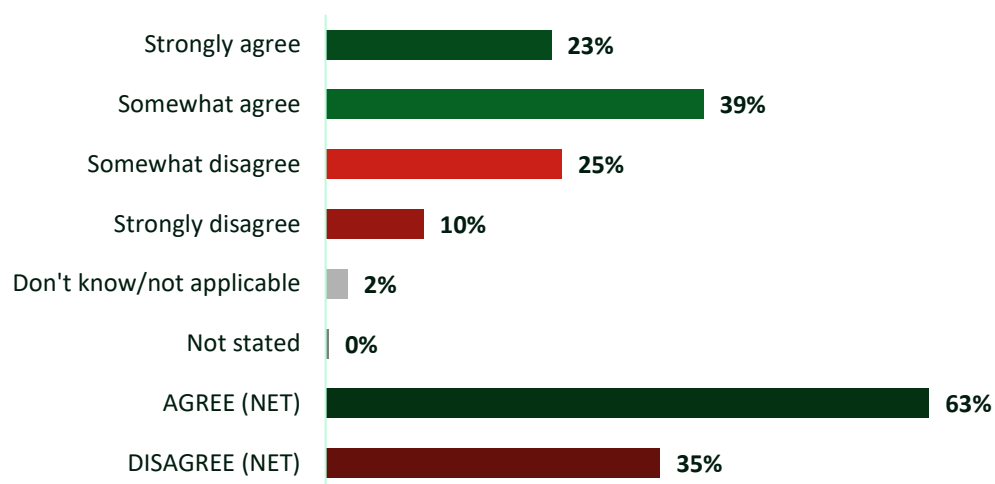


<i>(base: Dissatisfied/ Very Dissatisfied with 2018 salary)</i>	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>	<i>ON Exec %</i>	<i>ON Sr. %</i>	<i>ON Mid. %</i>	<i>ON Jr. %</i>	<i>ON Mean</i>	<i>ON Median</i>
TOTAL RESPONDENTS	419	193	193	17	72	77	25	\$82,240	\$75,488
<i>Less than 10%</i>	13%	12%	23	12%	11%	10%	16%	n/a	n/a
<i>10% to less than 15%</i>	21%	24%	46	18%	19%	30%	24%	\$79,628	\$75,488
<i>15% to less than 20%</i>	20%	21%	41	6%	26%	23%	12%	\$83,000	\$79,036
<i>20% to less than 25%</i>	18%	16%	31	12%	17%	13%	24%	\$76,467	\$70,273
<i>25% to less than 40%</i>	12%	15%	28	18%	15%	13%	16%	n/a	n/a
<i>40% or more</i>	10%	8%	16	18%	7%	9%	4%	n/a	n/a
Average	22.7	22.1	22.1	34.0	20.9	21.8	20.5		
Median	15	15	15	20	15	15	15		

Agreement with: My compensation level has kept up with my job responsibilities

In Ontario, 63% agree and 35% disagree that compensation has kept up with job responsibilities. **Disagreement** by management level: Junior – 42%, Middle – 39%, Senior – 36%, and Executive – 19%.

With regards to your compensation, do you agree or disagree with the following statements: My compensation level has kept up with my job responsibilities

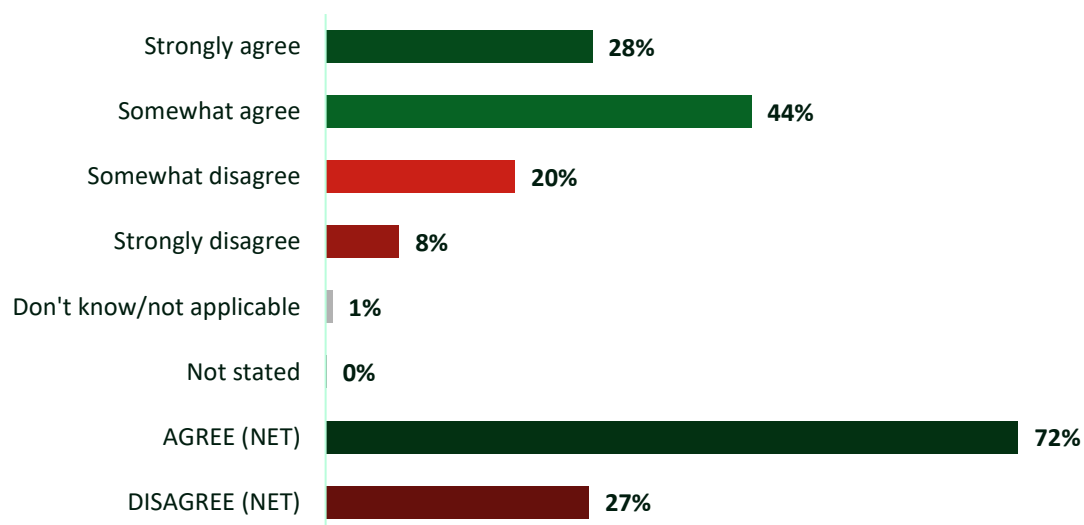


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
<i>Strongly agree</i>	23%	23%	193	40%	21%	19%	15%	\$119,563	\$105,141
<i>Somewhat agree</i>	41%	39%	323	35%	42%	40%	37%	\$98,499	\$91,000
<i>Somewhat disagree</i>	23%	25%	202	17%	26%	24%	35%	\$89,085	\$82,000
<i>Strongly disagree</i>	10%	10%	84	2%	10%	15%	8%	\$78,813	\$75,000
AGREE (NET)	65%	63%	516	75%	63%	59%	53%	\$106,409	\$96,000
DISAGREE (NET)	33%	35%	286	19%	36%	39%	42%	\$86,068	\$80,000

Agreement with: I am fairly compensated for the work that I do

In Ontario, 72% of respondents feel fairly compensated for the work that they do. Once again, by management level, there is an agreement trend from low to high: Junior – 62%, Middle – 68%, Senior – 73%, and Executive – 84%.

With regards to your compensation, do you agree or disagree with the following statements: I am fairly compensated for the work that I do

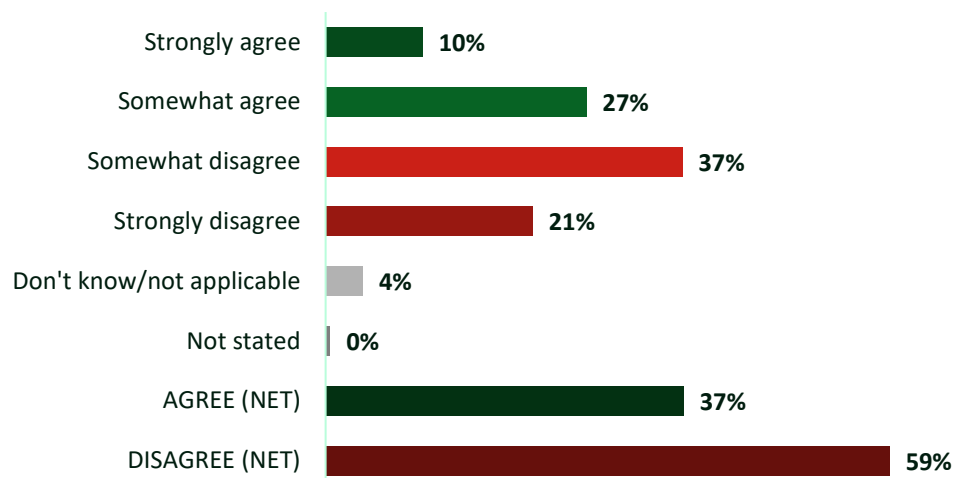


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
<i>Strongly agree</i>	27%	28%	228	47%	25%	22%	21%	\$118,250	\$105,000
<i>Somewhat agree</i>	45%	44%	364	37%	48%	46%	41%	\$96,983	\$90,126
<i>Somewhat disagree</i>	19%	20%	162	11%	19%	22%	29%	\$84,936	\$80,476
<i>Strongly disagree</i>	8%	8%	63	1%	8%	10%	8%	\$78,901	\$75,488
AGREE (NET)	72%	72%	592	84%	73%	68%	62%	\$105,202	\$95,000
DISAGREE (NET)	27%	27%	225	12%	27%	32%	37%	\$83,246	\$80,000

Agreement with: My compensation is fair but other benefits are lacking

Both in Ontario and nationally, around 60% of respondents disagreed with this statement.

With regards to your compensation, do you agree or disagree with the following statements: My compensation is fair but other benefits are lacking

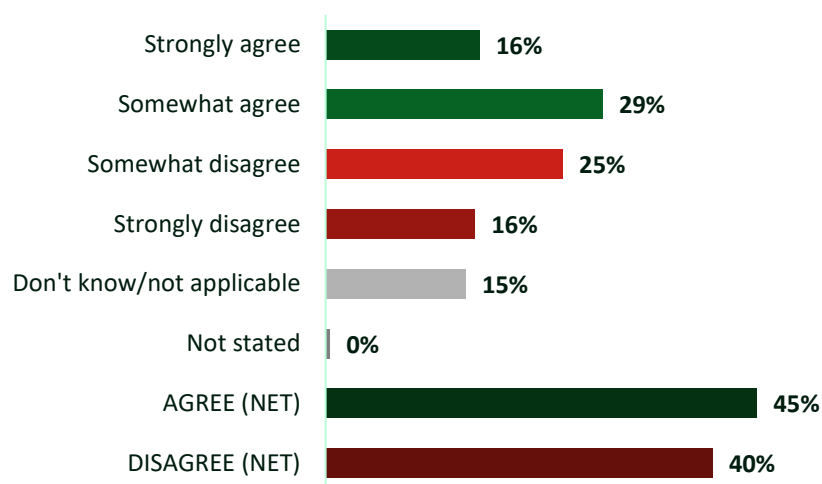


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
<i>Strongly agree</i>	10%	83	9%	10%	12%	8%	83	\$97,521	\$91,000
<i>Somewhat agree</i>	26%	223	29%	31%	25%	17%	223	\$103,229	\$94,997
<i>Somewhat disagree</i>	38%	305	24%	37%	42%	42%	305	\$92,534	\$90,000
<i>Strongly disagree</i>	21%	177	28%	20%	17%	28%	177	\$107,530	\$96,000
AGREE (NET)	36%	37%	306	37%	41%	37%	24%	\$101,681	\$93,000
DISAGREE (NET)	60%	59%	482	52%	57%	60%	71%	\$98,064	\$90,000

Agreement with: My compensation has not kept pace with my peers at other organizations

In Ontario, 15% of respondents admitted to not knowing about compensation of peers at other organizations, but among the rest, 45% agree while 40% disagree.

With regards to your compensation, do you agree or disagree with the following statements: My compensation has not kept pace with my peers at other organizations

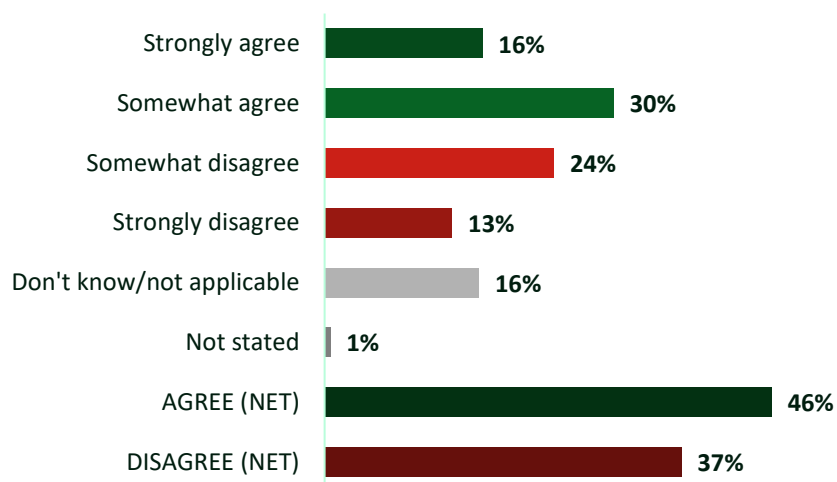


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
<i>Strongly agree</i>	16%	16%	132	8%	17%	19%	17%	\$88,605	\$80,000
<i>Somewhat agree</i>	26%	29%	237	24%	31%	30%	23%	\$94,765	\$90,000
<i>Somewhat disagree</i>	26%	25%	203	24%	23%	25%	29%	\$102,043	\$93,700
<i>Strongly disagree</i>	16%	16%	128	23%	15%	13%	15%	\$116,233	\$100,000
<i>Don't know/not applicable</i>	16%	15%	120	18%	14%	14%	15%	\$93,953	\$90,000
AGREE (NET)	42%	45%	369	32%	48%	49%	40%	\$92,549	\$85,000
DISAGREE (NET)	42%	40%	331	47%	38%	37%	45%	\$107,530	\$95,000

Agreement with: My compensation has not kept pace with others with similar professional credentials

In Ontario, 16% of respondents felt that they did not know enough to answer this question, but among the rest, there's a slight lean to agreeing (46% to 37%) that their compensation has not kept up with others with similar credentials. Junior level planners in Ontario are more likely to agree than disagree (55% to 28%).

With regards to your compensation, do you agree or disagree with the following statements: My compensation has not kept pace with others with similar professional credentials

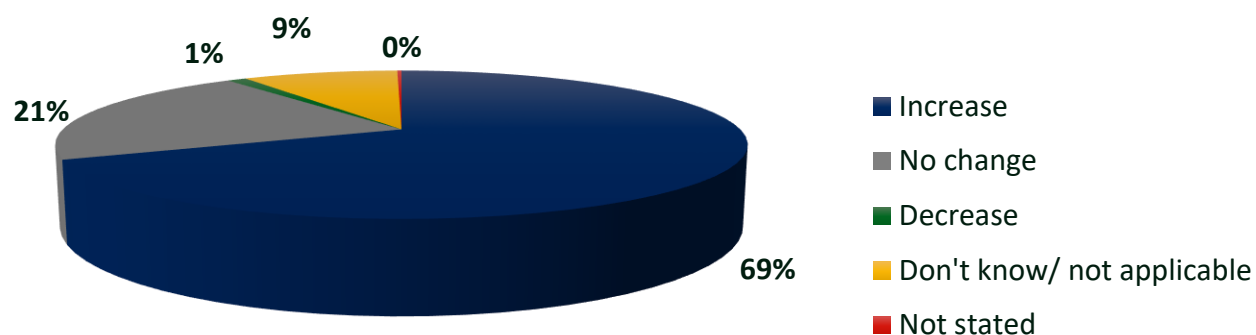


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
<i>Strongly agree</i>	16%	16%	135	9%	15%	21%	21%	\$84,768	\$78,000
<i>Somewhat agree</i>	27%	30%	247	22%	34%	28%	35%	\$93,969	\$87,500
<i>Somewhat disagree</i>	24%	24%	196	25%	23%	26%	18%	\$104,425	\$95,000
<i>Strongly disagree</i>	14%	13%	109	23%	12%	10%	10%	\$120,369	\$101,000
<i>Don't know/not applicable</i>	17%	16%	132	19%	16%	14%	17%	\$96,416	\$93,000
AGREE (NET)	44%	46%	382	31%	49%	49%	55%	\$90,718	\$82,000
DISAGREE (NET)	38%	37%	305	48%	35%	36%	28%	\$110,161	\$98,600

Anticipates change in base salary

In Ontario, 69% expect an increase in base salary in 2020, almost at par with the national average of 67%.

Do you anticipate an increase or decrease in your base salary in 2020?

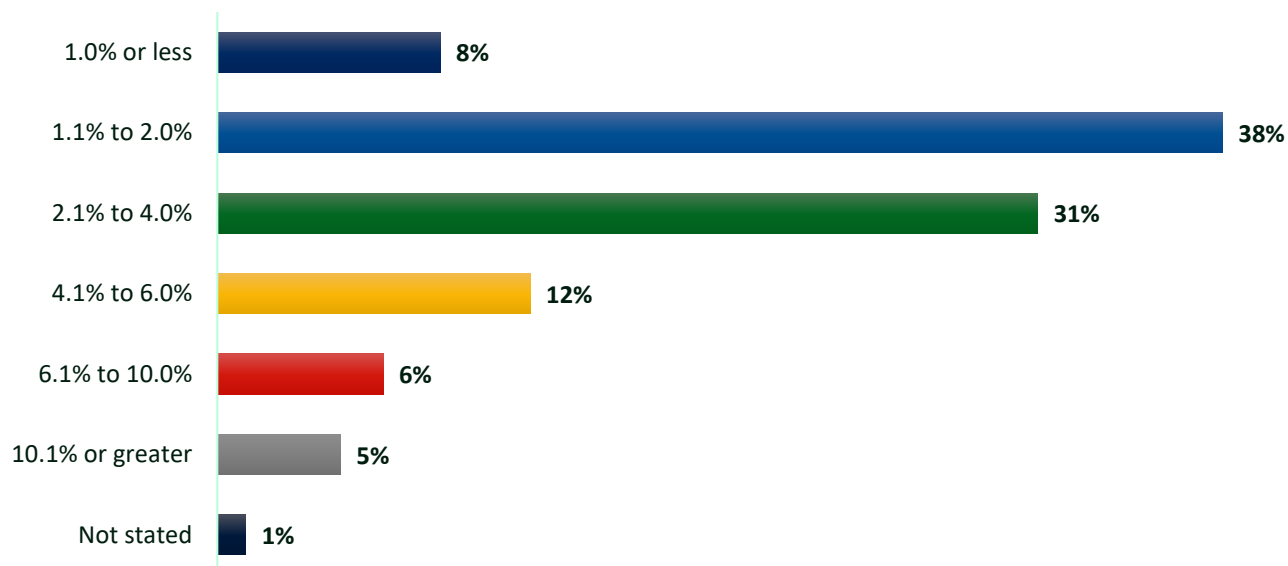


	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	\$98,991	\$90,500
<i>Increase</i>	67%	69%	565	\$97,895	\$89,000
<i>No change</i>	23%	21%	175	\$101,364	\$95,000
<i>Decrease</i>	2%	1%	9	n/a	n/a
<i>Don't know/ not applicable</i>	9%	9%	73	\$99,000	\$93,000

Percentage increase expected

Of those expecting an increase in Ontario in 2020, over two-thirds (69%) are expecting an increase of 1.1% to 4%. The average increase expected is 3.2%.

What percentage increase are you expecting?

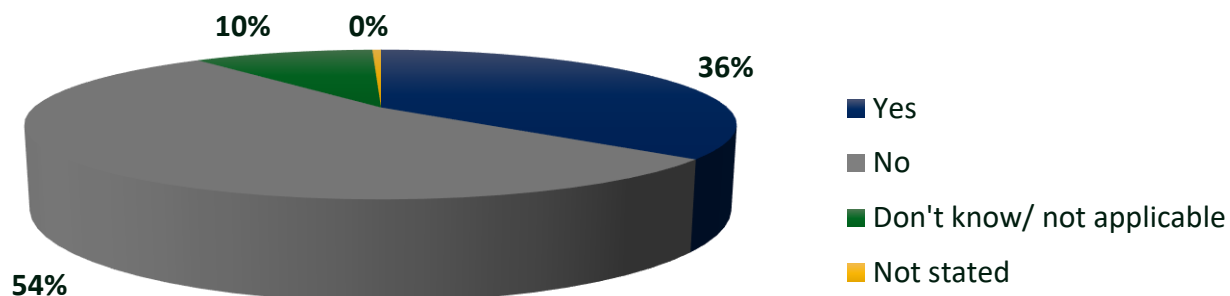


<i>(base: Expect increase in base salary)</i>	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>	<i>ON Mean</i>	<i>ON Median</i>
TOTAL RESPONDENTS	1227	565	565	\$97,895	\$89,000
<i>1.0% or less</i>	9%	8%	47	\$91,672	\$82,882
<i>1.1% to 2.0%</i>	40%	38%	212	\$101,146	\$95,000
<i>2.1% to 4.0%</i>	30%	31%	173	\$98,070	\$87,000
<i>4.1% to 6.0%</i>	11%	12%	66	\$100,528	\$87,500
<i>6.1% to 10.0%</i>	5%	6%	35	\$88,788	\$71,000
<i>10.1% or greater</i>	5%	5%	26	n/a	n/a
<i>Estimated average</i>	3.1	3.2	3.2		

Not properly compensated for some aspects of job

In Ontario, 36% feel that they are not being properly compensated for some aspects of their job, the same as the national rate.

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

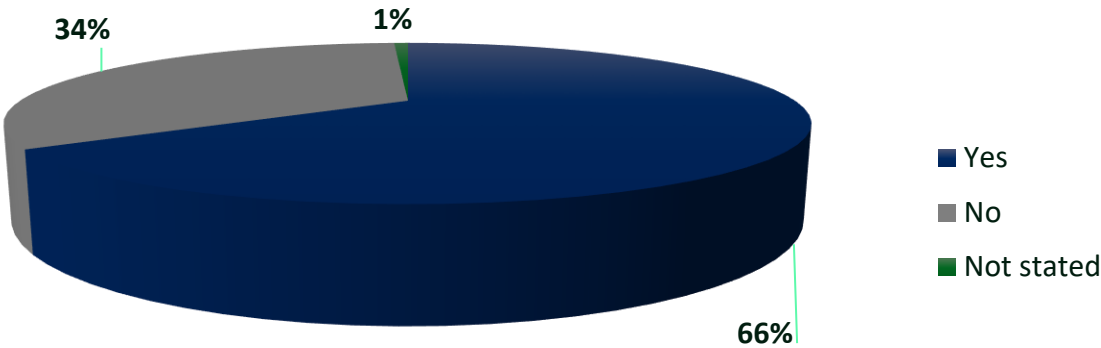


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Yes	36%	36%	295	27%	44%	33%	28%	\$98,009	\$95,000
No	51%	54%	441	54%	48%	57%	65%	\$100,371	\$90,000
Don't know/ not applicable	12%	10%	84	19%	8%	9%	6%	\$95,772	\$89,000

Alternate rewards for work

In Ontario, 66% feel that there are other ways that they would like to be rewarded for their work. We note that this sentiment is strongest within the younger age groups.

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



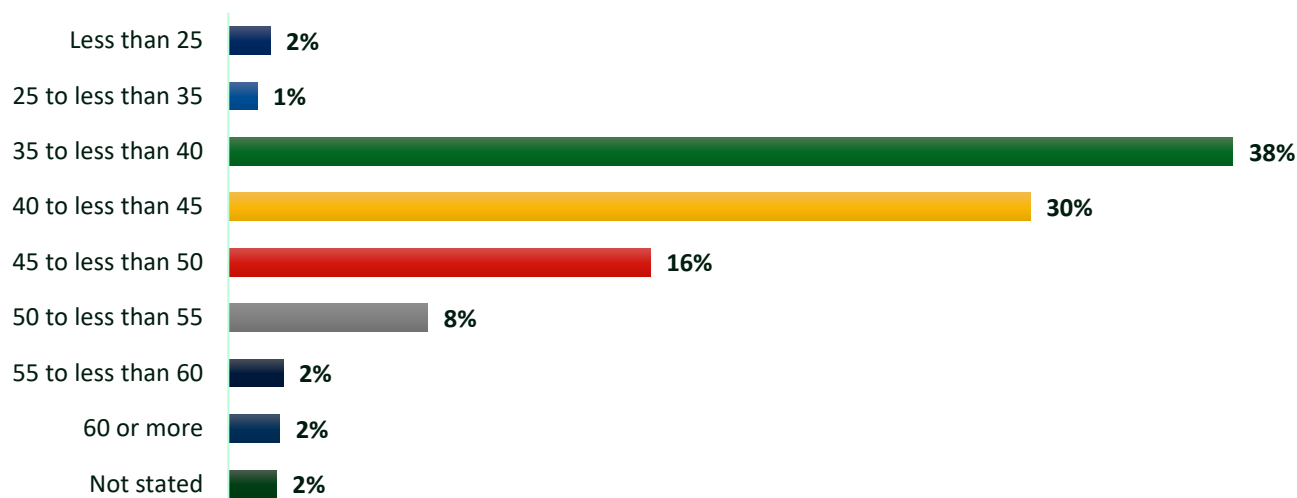
	Total Canada %	Total ON %	Total ON N	<=30 yrs. old %	31 to 45 yrs. old %	46 to 55 yrs. old %	56+ yrs. old %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	154	389	148	131	\$98,991	\$90,500
Yes	63%	66%	541	76%	69%	60%	49%	\$94,525	\$87,500
No	36%	34%	277	23%	30%	39%	50%	\$107,610	\$98,600

Section 3: About Your Work Week

Hours worked in average week

In Ontario, 61% of respondents work a standard week of 35 through 40 hours, with the average being 40.5 and the median being 40. There is slight variation between executives and other management levels, with the medians being: Junior – 38, Middle – 39, Senior – 40, and Executive – 45. These numbers are on par with national levels.

Over the course of 2018, how many hours did you work in an average work week?

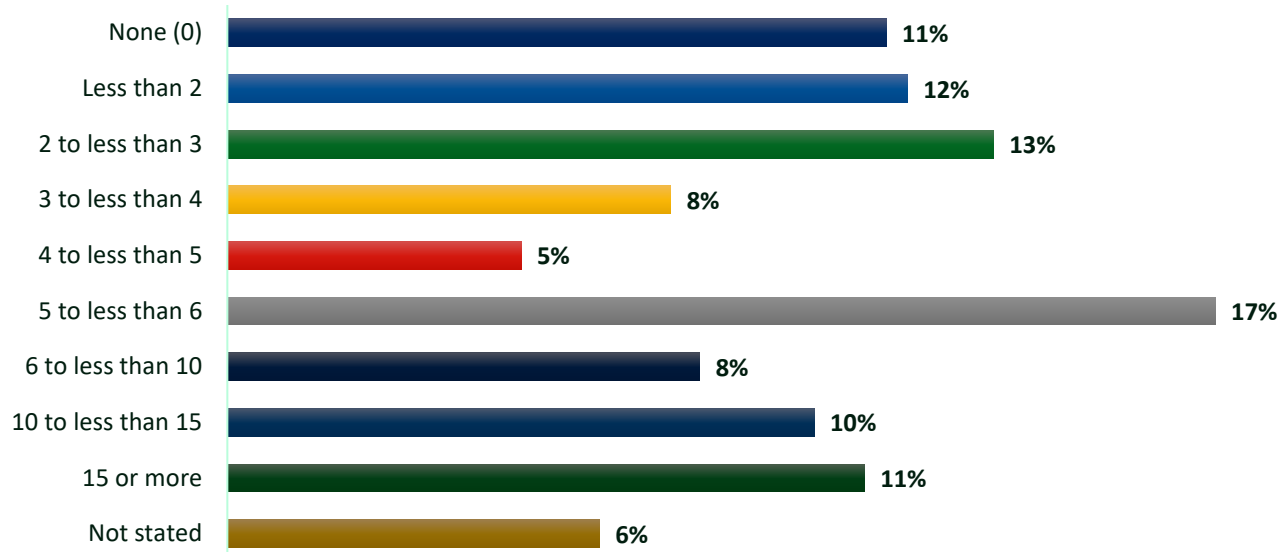


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
Less than 25	2%	2%	13	5%	2%	0%	0%	n/a	n/a
25 to less than 35	3%	1%	9	3%	0%	1%	1%	n/a	n/a
35 to less than 40	41%	38%	312	9%	35%	50%	56%	\$85,193	\$82,000
40 to less than 45	29%	30%	249	24%	33%	30%	29%	\$94,793	\$90,000
45 to less than 50	13%	16%	131	22%	19%	11%	10%	\$111,206	\$105,000
50 to less than 55	7%	8%	62	19%	6%	5%	3%	\$136,358	\$120,000
55 to less than 60	2%	2%	17	6%	2%	0%	0%	n/a	n/a
60 or more	2%	2%	16	6%	1%	1%	0%	n/a	n/a
Average	39.8	40.5	40.5	43.7	40.7	39.3	38.6		
Median	40	40	40	45	40	39	38		

Overtime hours worked in a typical week

Eleven percent of Ontario respondents said that they typically work no overtime hours – in the rest of Canada, the number is 17%. The median number of overtime hours worked is four and the mean is 6.5.

Although workloads will vary throughout the year, on average, how many overtime hours did you work in a typical week over the course of 2018?

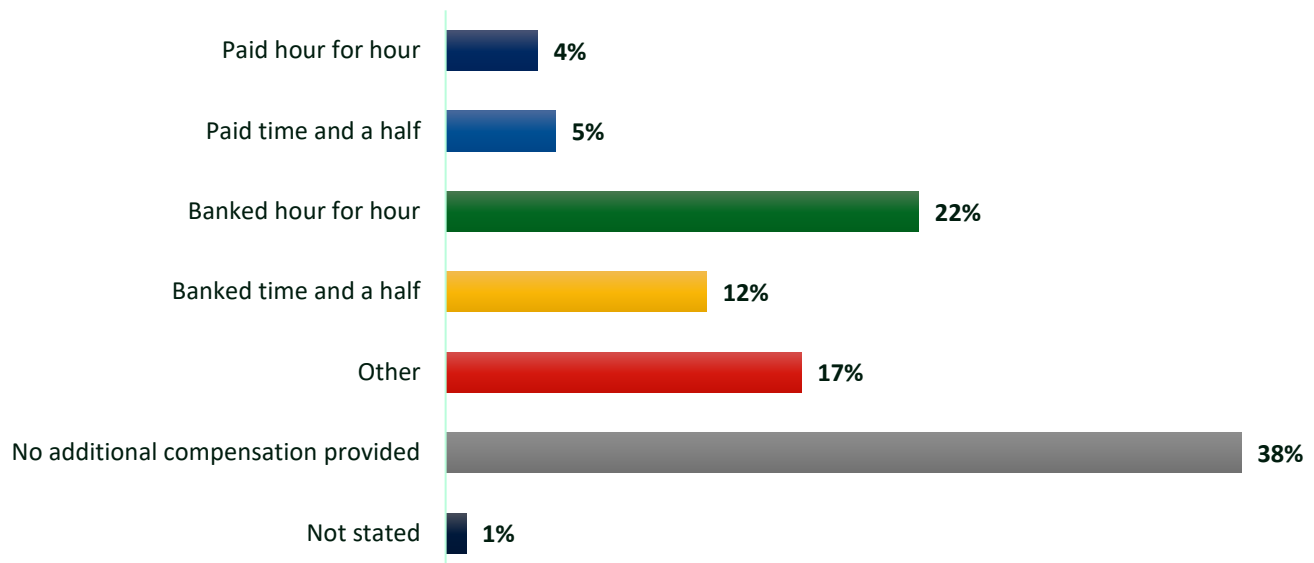


	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median	Not ON %
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500	1011
None (0)	15%	11%	92	11%	9%	14%	12%	\$92,781	\$77,500	17%
Less than 2	13%	12%	95	3%	10%	15%	23%	\$81,471	\$82,000	14%
2 to less than 3	13%	13%	107	2%	16%	16%	12%	\$88,500	\$85,000	14%
3 to less than 4	8%	8%	62	3%	8%	10%	6%	\$89,136	\$87,000	9%
4 to less than 5	5%	5%	41	2%	6%	6%	5%	\$94,078	\$96,500	4%
5 to less than 6	15%	17%	138	19%	17%	15%	18%	\$100,347	\$95,000	14%
6 to less than 10	7%	8%	66	8%	11%	6%	5%	\$104,259	\$99,600	6%
10 to less than 15	9%	10%	82	19%	11%	7%	5%	\$115,572	\$109,000	8%
15 or more	9%	11%	89	19%	8%	8%	12%	\$117,372	\$114,000	8%
Mean	5.8	6.5	6.5	8.9	6.0	5.6	6.6			5.2
Med	3	4	4	7	4	3	3			

Compensation for overtime hours

In Ontario, 38% receive no compensation for overtime hours. The most common compensation methods, totalling 35%, are banking hour-for-hour or banking time and a half. By management level in Ontario, the percentage of those **not** compensated for overtime are reported as: Junior – 23%, Middle – 28%, Senior – 40%, and Executive – 60%.

How are you most often compensated for your overtime hours?



	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
<i>Paid hour for hour</i>	4%	4%	36	5%	4%	5%	5%	\$85,465	\$79,000
<i>Paid time and a half</i>	6%	5%	43	0%	5%	8%	5%	\$81,731	\$80,000
<i>Banked hour for hour</i>	24%	22%	185	6%	20%	30%	37%	\$82,742	\$80,866
<i>Banked time and a half</i>	13%	12%	102	0%	13%	15%	21%	\$84,605	\$84,690
<i>Other</i>	18%	17%	139	25%	18%	14%	9%	\$105,795	\$102,000
<i>No additional compensation provided</i>	34%	38%	311	60%	40%	28%	23%	\$114,190	\$105,579

Section 4: Your Benefits

Benefits provided by employer

The top four most often offered benefits to planners in Ontario are: “Medical for employees,” “Dental Plan for employees,” “Vision care insurance for employees,” and “Continuing Education Seminars/Events/Professional Development,” all being offered at the 90%+ level. The least offered benefits involve profit sharing, cars, and stock options.

Which of the following benefits are provided by your employer?



The table below is sorted from highest to lowest in the “Total ON” column. In order to highlight variation across management levels, the **differences** in percentages are shown. For example, “Medical for employees” under the Junior heading shows -1%, meaning that that around 90% of Junior level respondents said that this was offered by their firm. For each management level, the two or three highest differences are shown in **blue**.

	Total CDN %	Total ON %	Total ON N	Exec./ Prncpl. %	Sr. %	Mid. %	Jr. %	Mean	Median
TOTAL RESPONDENTS	1761	796	796	131	307	278	74	\$99,294	\$91,000
Dental Plan for employees	86%	91%	722	-14%	2%	4%	3%	\$99,665	\$91,955
Medical for employees	90%	91%	721	-12%	3%	3%	-1%	\$99,645	\$91,984
Dental Plan for families of employees	83%	87%	693	-10%	3%	2%	-3%	\$100,623	\$93,000
Medical for families of employees	87%	87%	692	-9%	4%	1%	-3%	\$100,242	\$92,715
Vision care insurance for employees	82%	86%	684	-13%	3%	4%	-5%	\$99,753	\$92,000
Professional Member Dues	85%	84%	667	-5%	3%	1%	-3%	\$99,030	\$91,000
Continuing Education Seminars/Events/Professional Development	86%	82%	656	-1%	1%	1%	-5%	\$99,653	\$92,000
Vision care insurance for families of employees	77%	81%	644	-11%	4%	2%	-5%	\$100,534	\$93,000
Group Life insurance	82%	81%	644	-10%	4%	0%	-1%	\$99,797	\$93,000
Pension Plan	68%	66%	523	-19%	6%	4%	-6%	\$99,280	\$93,000
Employee assistance program	59%	58%	463	-5%	7%	-1%	-16%	\$102,709	\$96,000
Ability to work from home/remotely	48%	53%	418	11%	2%	-4%	-12%	\$103,804	\$95,000
Paid Parental Leave	53%	52%	413	-14%	1%	5%	2%	\$99,482	\$92,000
Cell phone reimbursement	48%	49%	391	30%	10%	-19%	-18%	\$111,697	\$105,000
Flex time	47%	46%	368	4%	1%	-2%	-4%	\$101,282	\$95,000
Mentorship	39%	45%	355	3%	-2%	-3%	14%	\$101,430	\$94,997
Parking Allowance/reimbursement	29%	32%	251	12%	3%	-7%	-5%	\$107,722	\$98,500
Support for volunteer activities or pro- bono work	28%	31%	246	13%	0%	-4%	-8%	\$109,741	\$98,000
Opportunities for sabbatical/extended leave	31%	29%	233	-9%	1%	1%	9%	\$98,934	\$92,000
RRSP Program/Savings Plan	31%	27%	214	-6%	-2%	0%	19%	\$96,009	\$85,215
Car Allowance	16%	15%	118	14%	-3%	-3%	-4%	\$116,629	\$99,600
Transit pass reimbursement	22%	14%	115	2%	1%	-3%	3%	\$101,831	\$95,000
Profit sharing	11%	12%	98	17%	-4%	-4%	3%	\$104,625	\$88,000
Car Share reimbursement	10%	11%	86	2%	0%	-2%	5%	\$97,170	\$88,000
Company Car	14%	9%	72	2%	-1%	-1%	4%	\$96,876	\$82,000
Stock options	7%	8%	60	-1%	-1%	-1%	7%	\$101,384	\$80,000

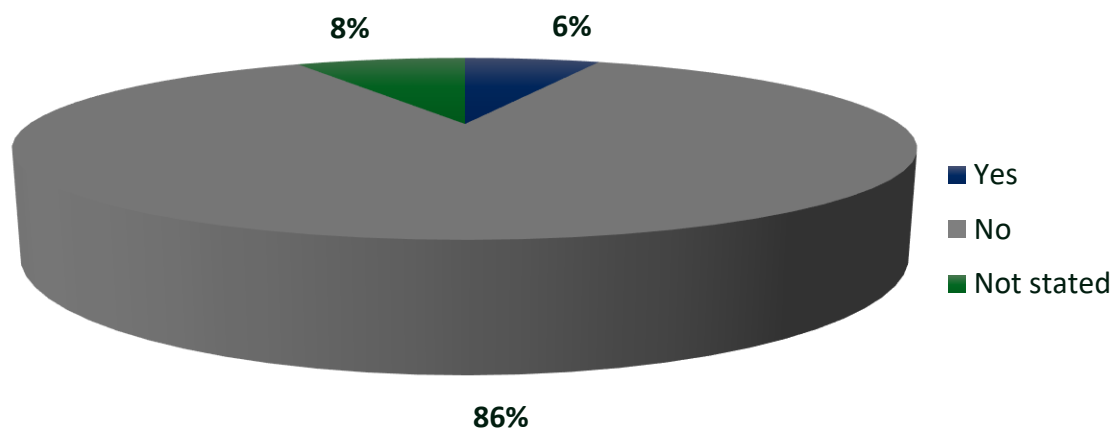
Benefits provided by employer – detail of pay sharing level (ON)

	<i>NOT Offered By Employer</i>	<i>Offered by Employer (NET)</i>	<i>Employer Pays All</i>	<i>Employer Pays More Than 50%</i>	<i>Employer Pays Half (50%)</i>	<i>Employer Pays Less Than 50%</i>	<i>Not stated</i>
<i>Dental Plan for employees</i>	8%	91%	36%	45%	8%	2%	1%
<i>Medical for employees</i>	8%	91%	42%	39%	7%	2%	2%
<i>Dental Plan for families of employees</i>	9%	87%	33%	44%	8%	3%	4%
<i>Medical for families of employees</i>	9%	87%	38%	40%	7%	2%	4%
<i>Vision care insurance for employees</i>	12%	86%	27%	39%	10%	11%	2%
<i>Professional Member Dues</i>	14%	84%	78%	3%	2%	1%	2%
<i>Continuing Education Seminars/Events/Professional Development</i>	14%	82%	63%	10%	5%	4%	4%
<i>Vision care insurance for families of employees</i>	15%	81%	24%	37%	10%	10%	5%
<i>Group Life insurance</i>	14%	81%	38%	29%	10%	3%	5%
<i>Pension Plan</i>	31%	66%	11%	14%	38%	3%	3%
<i>Employee assistance program</i>	37%	58%	46%	7%	3%	3%	5%
<i>Ability to work from home/remotely</i>	44%	53%	44%	3%	3%	4%	4%
<i>Paid Parental Leave</i>	40%	52%	18%	19%	6%	8%	8%
<i>Cell phone reimbursement</i>	47%	49%	40%	4%	2%	3%	4%
<i>Flex time</i>	48%	46%	39%	3%	2%	2%	6%
<i>Mentorship</i>	49%	45%	37%	3%	3%	3%	6%
<i>Parking Allowance/reimbursement</i>	64%	32%	28%	1%	1%	2%	4%
<i>Support for volunteer activities or pro-bono work</i>	64%	31%	21%	3%	4%	4%	5%
<i>Opportunities for sabbatical/extended leave</i>	62%	29%	12%	5%	3%	9%	8%
<i>RRSP Program/Savings Plan</i>	67%	27%	3%	5%	14%	6%	6%
<i>Car Allowance</i>	82%	15%	10%	3%	1%	2%	4%
<i>Transit pass reimbursement</i>	81%	14%	7%	2%	3%	3%	4%
<i>Profit sharing</i>	84%	12%	7%	1%	1%	3%	4%
<i>Car Share reimbursement</i>	84%	11%	10%	0%	0%	0%	5%
<i>Company Car</i>	87%	9%	9%	0%	0%	0%	4%
<i>Stock options</i>	87%	8%	2%	1%	2%	3%	5%

Receives other benefits

Six percent mentioned receiving other benefits beyond the ones listed on the survey, and that is half of the 12% that received other benefits in the rest of Canada.

Are there other benefits that you receive that are not listed above?



	Total Canada %	Total ON %	Total ON N	ON Mean	ON Median	Not ON %
TOTAL RESPONDENTS	1835	824	824	\$98,991	\$90,500	1011
Yes	10%	6%	52	\$102,614	\$96,000	12%
No	83%	86%	707	\$99,017	\$90,282	81%
Not stated	7%	8%	65	\$95,812	\$85,000	7%

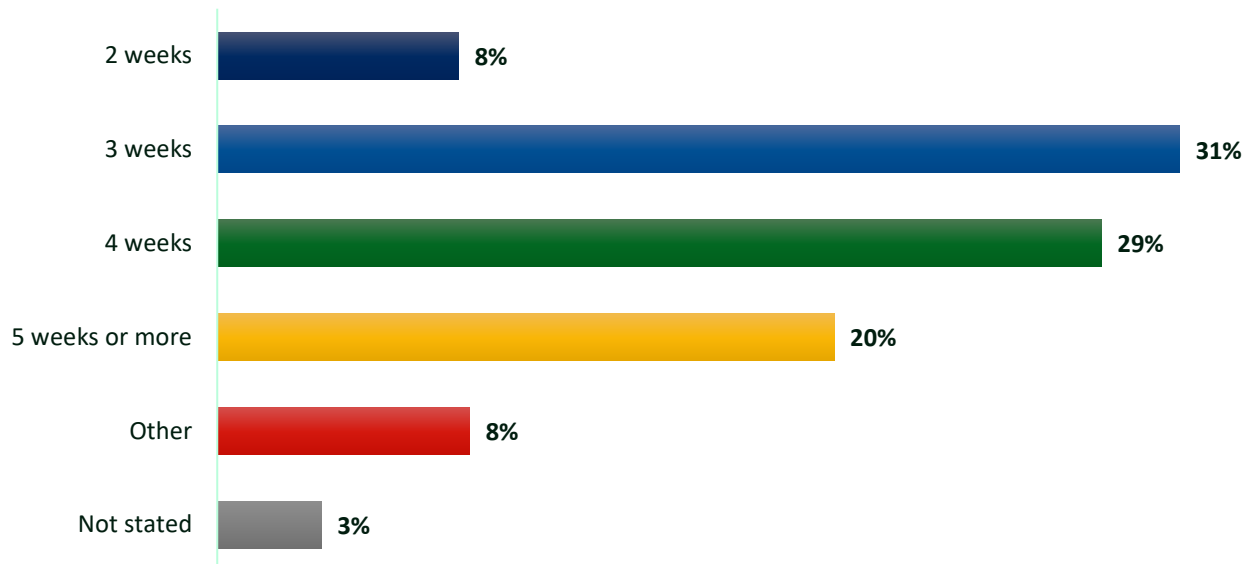
Some benefit descriptions provided by respondents:

- 407 expenses
- 50% tuition reduction for immediate family members
- access to benefits for children over age 24 if in school
- Accidental Death or Dismemberment
- awards for R&D, and professional speaking/writing engagements undertaken outside of working hours. These are more of a stipend than an hourly compensation.
- Bereavement Leave
- Bicycle Repair benefit (\$150 annually)
- Cemetery plot discount
- conservation areas pass
- Discounted transit pass
- expense account
- gas/travel costs
- Job Share when returning from parental leave. ie. if you come back after a year, but don't want to work full time, be given the opportunity to work 3 days a week with a secure position, and the other 2 days be shared by someone else.
- Long term disability plan
- Management leave (5-7 days of paid leave) in lieu of overtime
- Option to purchase vacation
- out of province medical coverage
- Personal Computer purchase
- Schedule Days Off
- social and mental health support services
- Wellness Package - inc. options for gym membership, sports registration and equipment, etc.

Paid vacation received per year

*In Ontario, the large majority of planners (80%) receive three to five weeks of vacation per year. Once again, looking at management level, here are the percentage of respondents who receive **4+ weeks** of vacation: Junior – 6%, Middle – 30%, Senior – 67%, and Executive – 71%.*

How much paid vacation time do receive per year?



	Total Canada %	Total ON %	Total ON N	ON Exec %	ON Sr. %	ON Mid. %	ON Jr. %	ON Mean	ON Median
TOTAL RESPONDENTS	1835	824	824	139	313	288	78	\$98,991	\$90,500
2 weeks	7%	8%	65	1%	1%	13%	28%	\$65,997	\$65,000
3 weeks	30%	31%	259	4%	23%	47%	56%	\$80,765	\$78,000
4 weeks	28%	29%	238	24%	42%	24%	6%	\$105,336	\$99,000
5 weeks or more	23%	20%	166	47%	26%	6%	0%	\$132,795	\$120,000
Other	8%	8%	68	19%	5%	6%	6%	\$98,043	\$87,000
Not stated	3%	3%	28	6%	3%	3%	3%	n/a	n/a

Section 5: Your Business

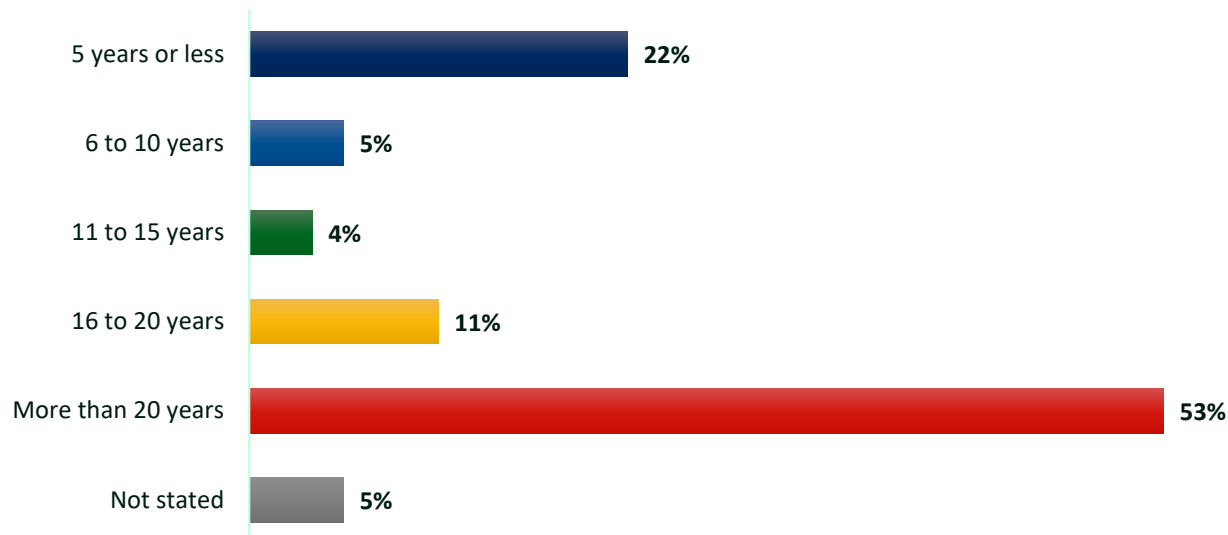
In Ontario, this section was completed only by the 55 respondents who identified themselves as “Self-employed/ Consultant” or “Owner/principal.” There were 117 such respondents nationally.

Because of the very low base sizes in the tables, salary mean and median columns are not shown for this section.

Number of years in business

More than one-half (53%) of firms have been in business for more than 20 years, with the estimated average being 17.6 years.

How many years have you and/ or your firm been in business?

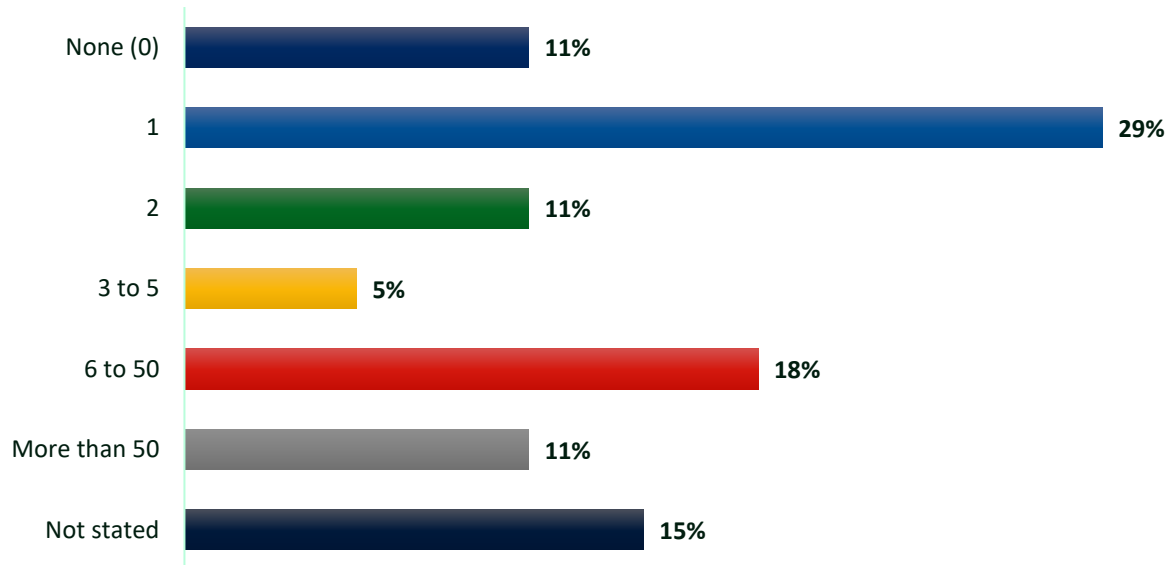


(base: Self-employed/Consultant or Owner/principal)	Total Canada %	Total ON %	Total ON N
TOTAL RESPONDENTS	117	55	55
5 years or less	27%	22%	12
6 to 10 years	9%	5%	3
11 to 15 years	9%	4%	2
16 to 20 years	9%	11%	6
More than 20 years	39%	53%	29
Not stated	7%	5%	3
Estimated average	14.9	17.6	17.6

Number of full-time staff

Over half (51%) of the firms reporting in Ontario had two or fewer full-time employees. The average (15) is being influenced by larger staff sizes

Number of full-time staff employed by your firm in 2018



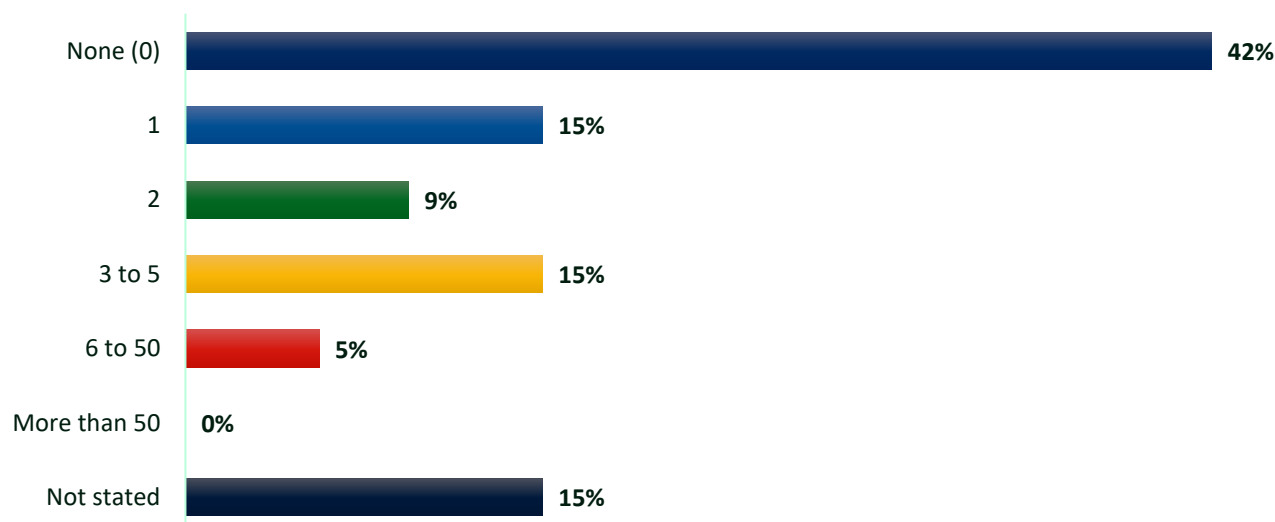
<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>
TOTAL RESPONDENTS	117	55	55
<i>None (0)</i>	10%	11%	6
<i>1</i>	37%	29%	16
<i>2</i>	6%	11%	6
<i>3 to 5</i>	11%	5%	3
<i>6 to 50</i>	13%	18%	10
<i>More than 50</i>	9%	11%	6
<i>Not stated</i>	15%	15%	8
Average	22.0	15.1	15.1
Median	1	2	2

Please note that some of base sizes in the table are small.

Number of part-time staff

Two-thirds of reporting firms said that they have two or fewer part-time staff.

Number of part-time staff (or subcontractors) employed by your firm in 2018



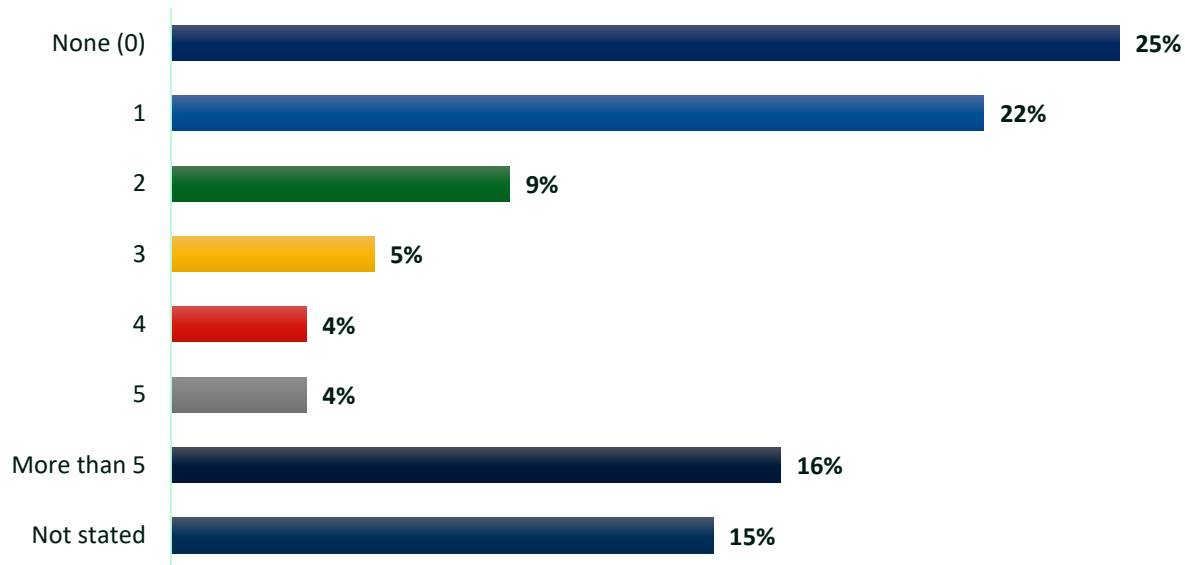
<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>
TOTAL RESPONDENTS	117	55	55
<i>None (0)</i>	38%	42%	23
<i>1</i>	18%	15%	8
<i>2</i>	11%	9%	5
<i>3 to 5</i>	11%	15%	8
<i>6 to 50</i>	7%	5%	3
<i>More than 50</i>	0%	0%	0
<i>Not stated</i>	15%	15%	8
Average	2.5	2.0	2.0
Median	1	1	1

Please note that some of base sizes in the table are small.

Number of professional and candidate planners

Twenty-five percent of firms reported that they have **no** professional and candidate planners and 22% have only one.

Number of professional and candidate planners employed in 2018



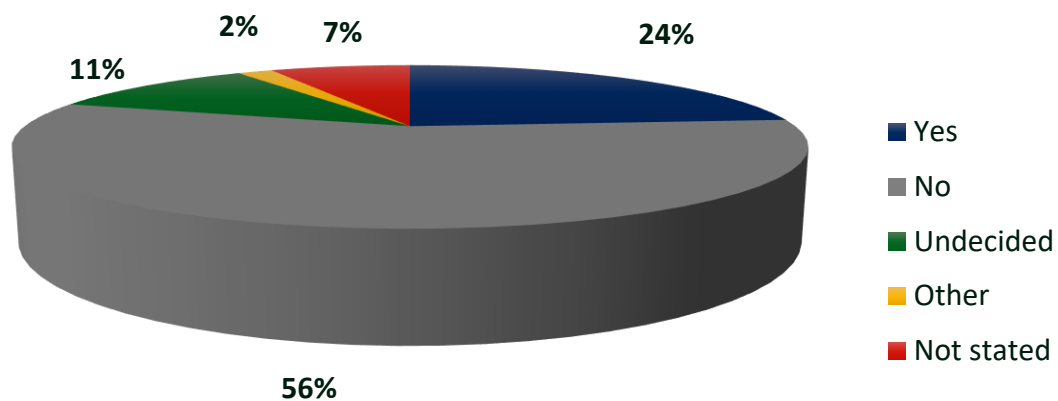
<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>
TOTAL RESPONDENTS	117	55	55
None (0)	29%	25%	14
1	23%	22%	12
2	7%	9%	5
3	7%	5%	3
4	3%	4%	2
5	3%	4%	2
More than 5	12%	16%	9
Not stated	15%	15%	8
Average	4.9	6.6	6.6
Median	1	1	1

Please note that some of base sizes in the table are small.

Hiring more professional and/or candidate planners

Twenty-four percent of firms anticipate hiring **more** professional and/or candidate planners while 56% say they **do not** anticipate hiring any.

Anticipates hiring more professional and/or candidate planners in the next 12-18 months



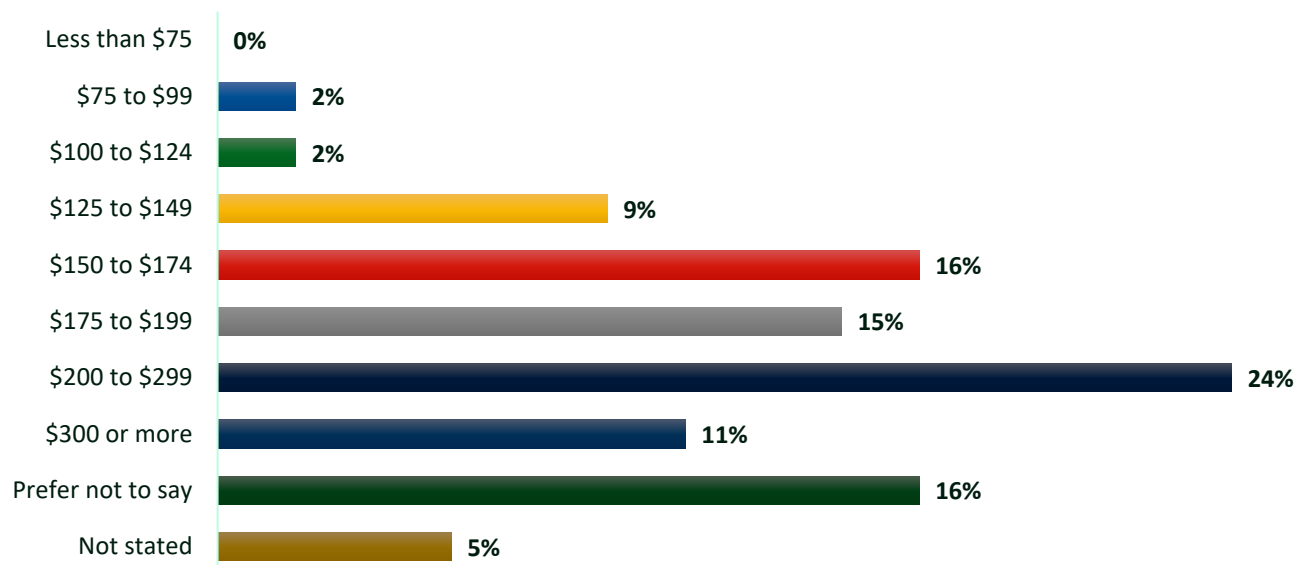
<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>
TOTAL RESPONDENTS	117	55	55
Yes	20%	24%	13
No	61%	56%	31
Undecided	9%	11%	6
Other	3%	2%	1
Not stated	8%	7%	4

Please note that some of base sizes in the table are small.

Hourly billing rate in 2018

Billing rates varied widely, with 24% being between \$200 and \$299 per hour. However, as we've cautioned, base sizes are very small.

Hourly billing rate in 2018



<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total Canada %</i>	<i>Total ON %</i>	<i>Total ON N</i>
TOTAL RESPONDENTS	117	55	55
Less than \$75	4%	0%	0
\$75 to \$99	5%	2%	1
\$100 to \$124	4%	2%	1
\$125 to \$149	11%	9%	5
\$150 to \$174	16%	16%	9
\$175 to \$199	12%	15%	8
\$200 to \$299	15%	24%	13
\$300 or more	7%	11%	6
Prefer not to say	18%	16%	9
Average	174	203	203
Median	160	180	180

Please note that some of base sizes in the table are small.

ONTARIO PROFESSIONAL PLANNERS INSTITUTE

ONTARIO COMPENSATION & BENEFITS SURVEY

2019

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