

Research Report

Millier Dickinson Blais

2007- 2008 National Salary Survey of the Economic Development Profession

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millierdickinsonblais inc.

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1 Introduction & Methodology

In the fall of 2007 and spring of 2008, Millier Dickinson Blais conducted an online salary survey of economic development organizations across Canada. The survey, conducted in both English and French, was designed to be the first in a series of annual salary surveys of the economic development profession.

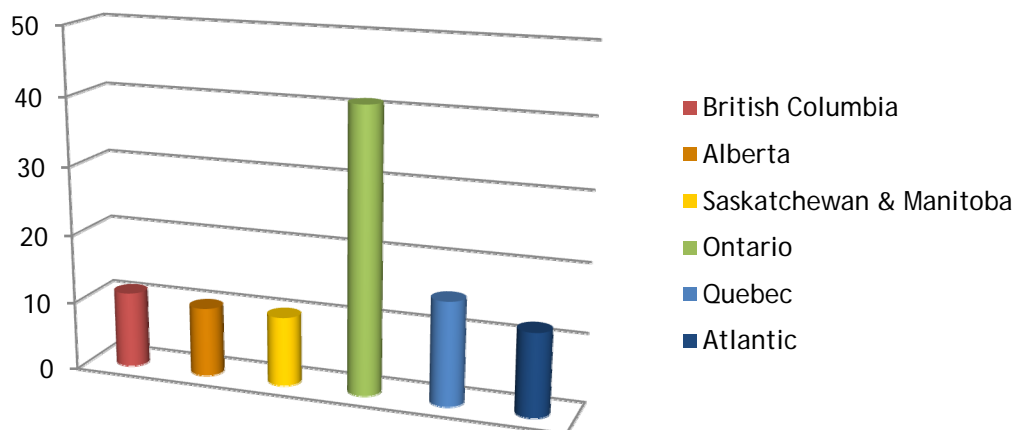
As the largest economic development specialist consultancy in Canada, Millier Dickinson Blais is active in the economic development community and is committed to supporting the growth of this field through its involvement in professional bodies and training programs and by promoting dialogue about emerging ideas and issues in the broader Canadian economy. The firm conducted the salary survey in this spirit and is making it freely available to economic developers across the country as a tool that will enhance and benefit the profession as a whole.

Some 240 organizations across Canada were contacted, with 99 of them completing the portions of the survey relating to salary levels and 79 responding to questions about staffing levels.

Millier Dickinson Blais attempted to balance participation in the survey by region, but to reflect the overall population patterns of Canada in the process. To this end, the aim was to garner about 35% of the responses from Ontario, 20% from Quebec, 10-12% each from British Columbia, Alberta, the Atlantic provinces and a combined Saskatchewan/Manitoba sample, and a small sample from Northern Canada. Several rounds of survey invitations were sent to achieve this balance. In the final count, Ontario is slightly over-represented and Québec slightly under-represented, though not so significantly as to undermine results. It should also be pointed out that there were no complete responses from Northern Canada.

Responses from Québec proved particularly problematic, with as many as five rounds of invitations being sent to organizations in that province to participate in the survey. This may reflect, in part, the fact that provincial structures already engage in a Québec-based salary survey of their own.

No. Of Responses



Care was also taken to develop a balance between communities and organizations of different sizes. Communities (and the economic development organizations serving them) were divided into groups on the basis of population: “small” communities comprised of service areas with less than 50,000 people, mid-sized communities with 50,000 to 150,000 people, and large communities with populations in excess of 150,000. The responses came approximately 37% from small communities, 37% from mid-sized communities and 26% from large communities.

To facilitate the division of jobs at multiple levels within economic development organizations, five separate job types were identified and described:

- Directors of Economic Development
- Economic Development Officers
- Business Development Officers
- Tourism Development Officers
- Economic Development Researchers

Millier Dickinson Blais’ research team was aware of the fact that these positions might be described by different titles within different organizational structures. Descriptions of each position and its responsibilities were developed and included in the survey to ensure that respondents understood where specific positions might fall within their own organizations. Given that economic developers are increasingly “jacks (or jills) of all trades” the research team recognized that no brief job description could fully describe the activities of economic development professionals; however, these descriptions served to stream positions with similar levels of responsibility into similar bands of salary research. These job descriptions – and indeed, the entire survey structure – may be found in Appendices A & B, reproduced in both French and English, at the end of this report.

Millier Dickinson Blais believes that the 2007-2008 National Salary Survey of the Economic Development Profession is a small but important first step in developing more powerful and accurate tools to assist in the growth of our field. In future years, the survey itself will become more complex, more inclusive and more accurate. We welcome feedback – and partners – who will help us to improve both the survey and this report of its results in future years. In the meantime, we trust that the profession will receive this effort in the spirit with which it was undertaken, namely that this work represents a first step towards greater knowledge and improved information about issues that affect us all.

2 National Results

The primary results of the 2007-2008 National Salary Survey are easily summarized in aggregate form through the following chart:

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	78,505.48	50,266.96	42,511.16	44,646.48	38,466.21
Average Maximum Salary	97,688.72	66,531.67	59,241.91	58,022.70	50,634.33
Low Median Salary	75,000.00	50,000.00	40,000.00	41,300.00	39,000.00
High Median Salary	86,000.00	68,066.00	59,837.00	55,000.00	50,000.00

To calculate these figures, responses from all 99 participating economic development organizations have been collated. The Average Minimum Salary figure represents the sum of all indicated starting salaries for a given position, divided by the number of organizations reporting the presence of such a position within their structures. Similarly, the Average Maximum Salary figure represents the sum of all indicated salary caps for a given position, divided by the number of organizations reporting the presence of such a position within their structures.

The Low Median Salary is the level of starting compensation for a position in which half of the respondents pay more, and half pay less. Similarly, the How Median Salary is the level of maximum compensation for a position in which half of the respondents pay more, and half pay less.

Averages may be skewed by a small number of high or low salaries, and therefore inadequately reflective of the true mid-point of the national salary range. Median figures correct this dilemma to some extent by articulating results at the 50th percentile; that is, by indicating the true mid-point of a set of figures.

The following sections of the report examine regional and size-based variations in compensation levels across the country, as well as the average size of economic development organizations.

3 Regional Salary Results

3.1 British Columbia

Responses to the Salary Survey were received from 11 British Columbia economic development organizations. All five economic development roles described within the survey structure were present in the province.

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	72,050.00	50,812.50	41,250.00	38,500.00	42,667.67
Average Maximum Salary	87,937.50	64,000.00	52,250.00	50,000.00	53,000.00
Low Median Salary	70,000.00	52,500.00	42,500.00	38,500.00	47,000.00
High Median Salary	84,750.00	70,000.00	52,500.00	50,000.00	53,000.00

Salary levels in British Columbia were generally close to but slightly below national averages, with the exception of Economic Development Researchers, who earned more than the national average, and Tourism Development Officers who earned less.

Directors of Economic Development – Approximately 91% of the national average

Economic Development Officers – 99%

Business Development Officers – 93%

Tourism Development Officers – 86%

Economic Development Researchers – 108%

3.2 Alberta

Responses to the Salary Survey were received from 10 Alberta economic development organizations. Four of the economic development roles described within the survey structure were present in the province, but the position of Business Development Officer was not generally found in Alberta organizations.

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	86,840.13	66,094.83	NA	50,000.00	35,250.00
Average Maximum Salary	105,170.90	82,186.83	NA	65,000.00	45,250.00
Low Median Salary	77,833.50	69,035.00	NA	50,000.00	36,000.00
High Median Salary	85,833.50	83,833.50	NA	65,000.00	46,000.00

Salary levels in Alberta were generally higher than the national averages, in keeping with the province's tight labour markets. The notable exception was Economic Development Researchers, who earned less than the national average.

Directors of Economic Development – Approximately 109% of the national average

Economic Development Officers – 128%

Business Development Officers – Not Applicable

Tourism Development Officers – 112%

Economic Development Researchers – 90%

3.3 Saskatchewan & Manitoba

Responses to the Salary Survey were received from 10 Saskatchewan and Manitoba economic development organizations. Four of the economic development roles described within the survey structure were present in the province, but the position of Tourism Development Officer was not generally found in this region.

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	50,895.70	37,664.44	32,356.00	NA	26,333.33
Average Maximum Salary	71,613.56	52,652.33	52,200.20	NA	38,000.00
Low Median Salary	46,000.00	32,880.00	32,880.00	NA	26,000.00
High Median Salary	70,000.00	52,000.00	52,000.00	NA	36,000.00

Salary levels in Manitoba and Saskatchewan were significantly below national averages in all cases.

Directors of Economic Development – Approximately 74% of the national average

Economic Development Officers – 77%

Business Development Officers – 82%

Tourism Development Officers – Not Applicable

Economic Development Researchers – 72%

3.4 Ontario

Responses to the Salary Survey were received from 41 Ontario economic development organizations. This sample size slightly overweights the national survey findings towards Ontario salaries. All five economic development roles described within the survey structure were present in the province.

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	89,513.89	55,859.71	48,074.80	47,012.00	40,939.53
Average Maximum Salary	104,577.90	71,593.14	62,940.10	60,895.19	52,259.63
Low Median Salary	82,000.00	58,000.00	50,000.00	43,528.50	40,000.00
High Median Salary	101,628.50	73,330.00	61,394.00	60,000.00	52,000.00

Salary levels in Ontario were consistently higher than national averages, though the variation was marginal in the cases of Tourism Development Officers and Economic Development Researchers.

Directors of Economic Development – Approximately 111% of the national average

Economic Development Officers – 109%

Business Development Officers – 110%

Tourism Development Officers – 105%

Economic Development Researchers – 105%

3.5 Québec

Responses to the Salary Survey were received from 15 Québec economic development organizations. One of these responded to the English language version of the survey, and 14 to the French-language version. This sample size slightly underweights Québec within the national survey results. All five economic development roles described within the survey structure were present in the province.

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	73,078.46	44,298.06	39,773.89	40,590.46	42,500.00
Average Maximum Salary	99,692.85	64,273.30	59,272.44	54,671.89	58,500.00
Low Median Salary	60,000.00	42,370.94	38,500.00	40,000.00	42,500.00
High Median Salary	80,000.00	58,500.00	60,000.00	55,000.00	58,500.00

Salary levels in Québec were generally close but slightly below national averages, with the exception of Economic Development Researchers, who earned more than the national average.

Directors of Economic Development – Approximately 98% of the national average

Economic Development Officers – 92%

Business Development Officers – 97%

Tourism Development Officers – 93%

Economic Development Researchers – 113%

3.6 Atlantic Provinces

Responses to the Salary Survey were received from 12 Atlantic region economic development organizations. All five economic development roles described within the survey structure were present in the province.

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	75,050.00	41,250.00	37,500.00	44,000.00	32,333.33
Average Maximum Salary	98,889.89	56,444.44	59,000.00	52,333.33	53,333.33
Low Median Salary	72,750.00	39,000.00	38,000.00	45,000.00	32,000.00
High Median Salary	80,000.00	60,000.00	60,000.00	52,000.00	45,000.00

Salary levels in Atlantic Canada were generally close to but slightly below national averages, with the exception of Economic Development Officers, who earned substantially less than the national average.

Directors of Economic Development – Approximately 98% of the national average

Economic Development Officers – 83%

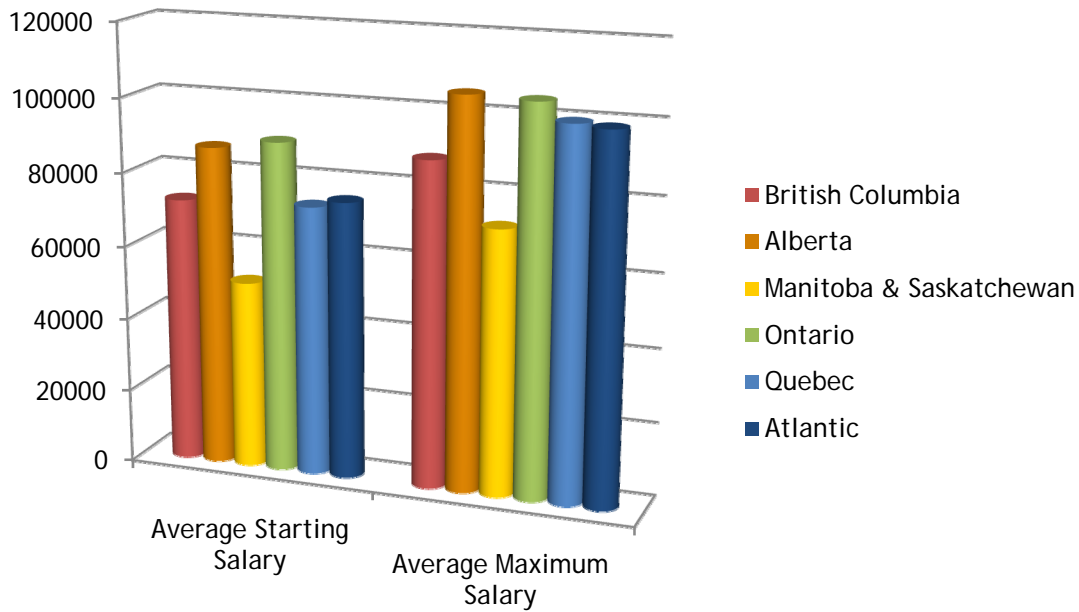
Business Development Officers - 94%

Tourism Development Officers - 95%

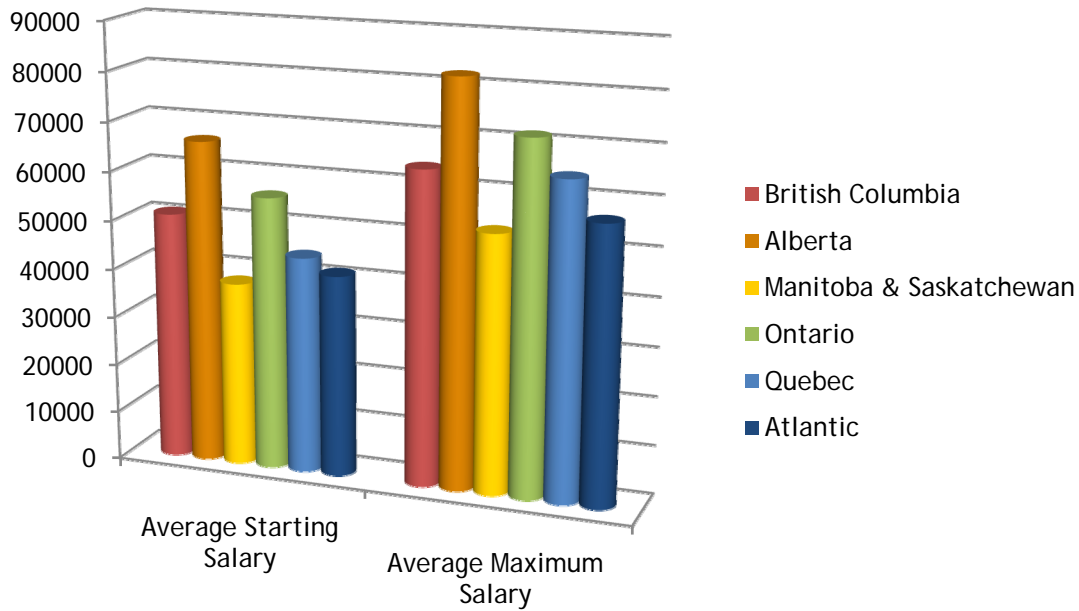
Economic Development Researchers - 95%

3.7 Regional Comparisons

3.7.1 Directors of Economic Development

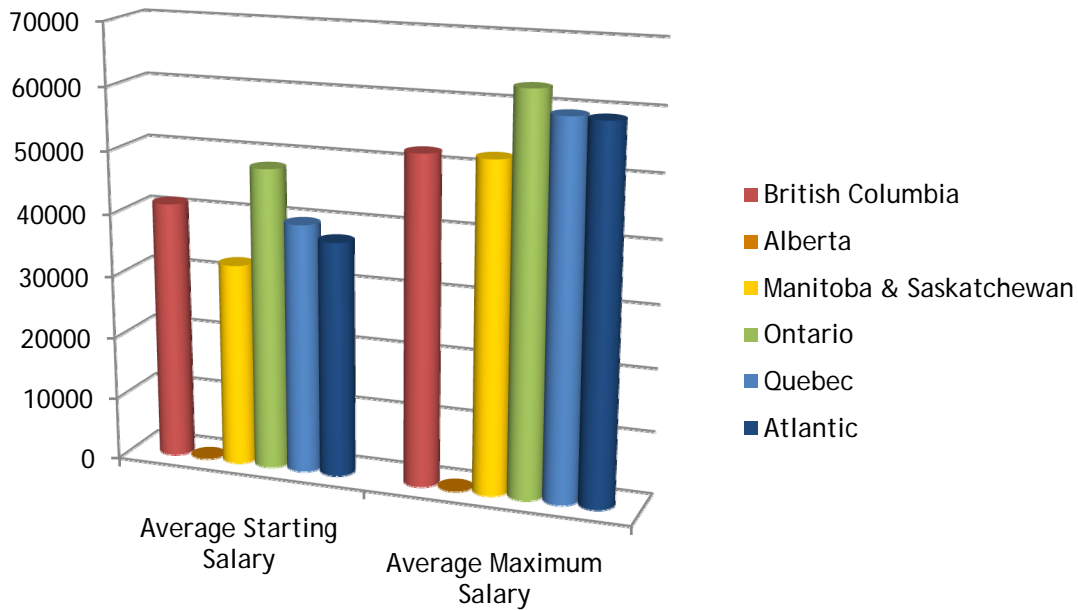


3.7.2 Economic Development Officers



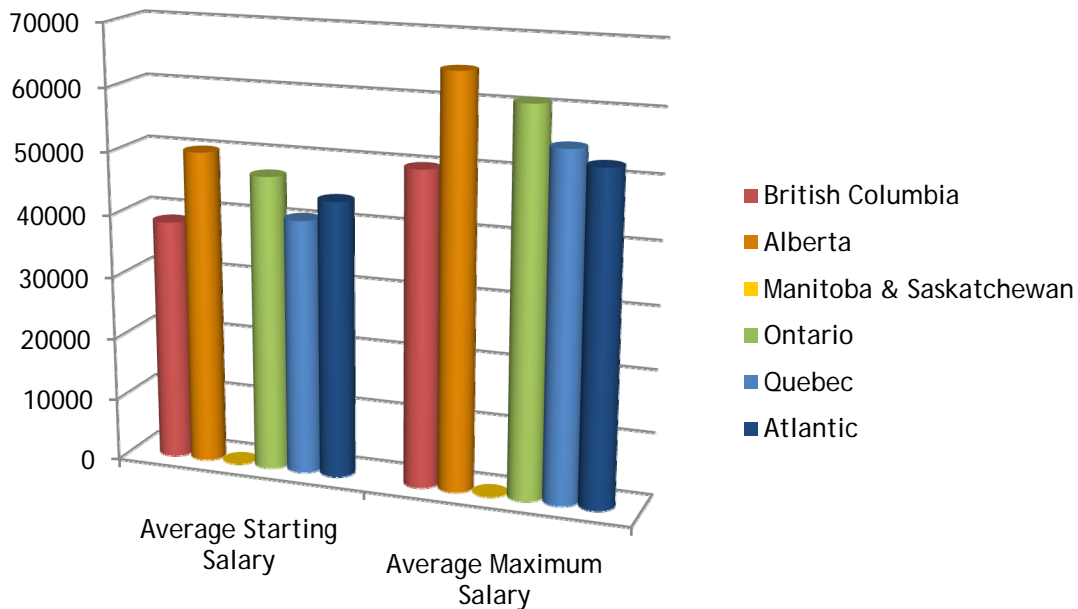
3.7.3 Business Development Officers

Note that this position is not generally present in Alberta economic development organizations.

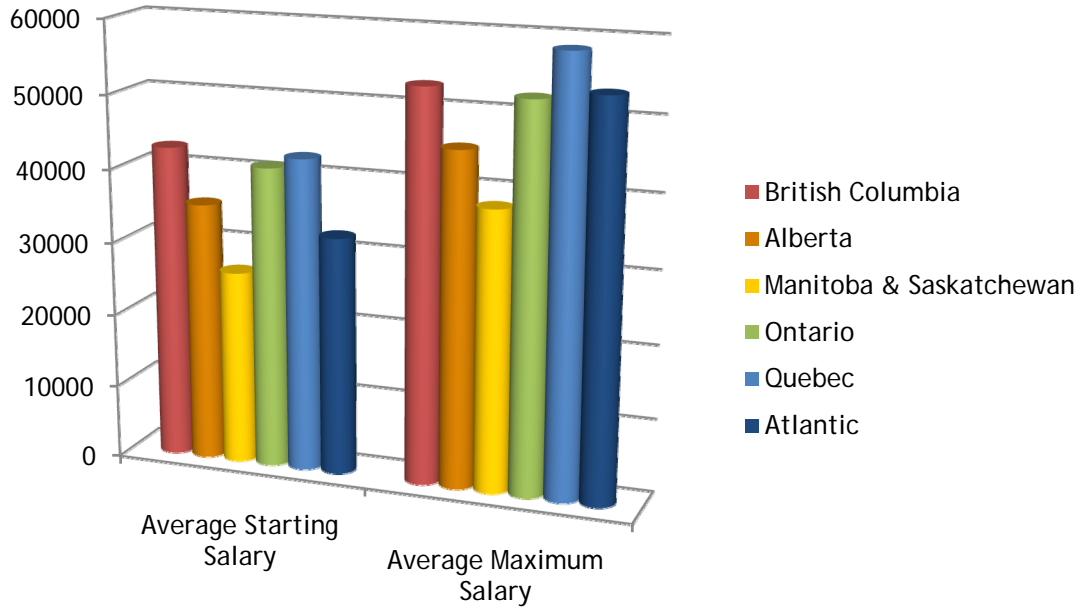


3.7.4 Tourism Development Officers

Note that this position is not generally present in Saskatchewan and Manitoba economic development organizations.



3.7.5 Economic Development Researchers



4 Salary Results by Community Size

4.1 Small Communities (less than 50,000 people)

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	58,169.35	43,464.70	38,529.59	39,995.94	27,500.00
Average Maximum Salary	75,840.47	56,533.43	52,054.88	52,254.57	38,166.67
Low Median Salary	58,527.00	40,000.00	38,000.00	39,000.00	25,500.00
High Median Salary	75,000.00	52,536.22	52,000.00	51,000.00	34,000.00
Does this position exist in your organization	Yes = 89%	Yes = 63%	Yes = 37%	Yes = 13%	Yes = 13%

Based on responses from 29 small communities, the average staffing level of an economic development organization in small community is as follows:

Job Type	Average Number Present
Director of Economic Development	1.00
Economic Development Officer	1.48
Business Development Officer	0.66
Tourism Development Officer	0.62
Economic Development Researcher	0.21
Total Average Staffing Levels	3.97

4.2 Mid-Sized Communities (50,000 to 150,000 people)

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	81,478.57	52,969.07	43,890.00	43,355.70	38,767.73
Average Maximum Salary	101,134.70	70,328.74	61,629.13	57,406.11	47,152.40
Low Median Salary	79,500.00	55,000	42,000.00	41,528.50	40,000.00
High Median Salary	98,000.00	70,738.00	62,000.00	55,000.00	45,000.00
Does this position exist in your organization	Yes = 94%	Yes =91%	Yes = 45%	Yes = 30%	Yes = 30%

Based on responses from 29 mid-sized communities, the average staffing level of an economic development organization in mid-sized community is as follows:

Job Type	Average Number Present
Director of Economic Development	1.00
Economic Development Officer	1.93
Business Development Officer	1.17
Tourism Development Officer	0.34
Economic Development Researcher	0.48
Total Average Staffing Levels	4.92

4.3 Large Communities (more than 150,000 people)

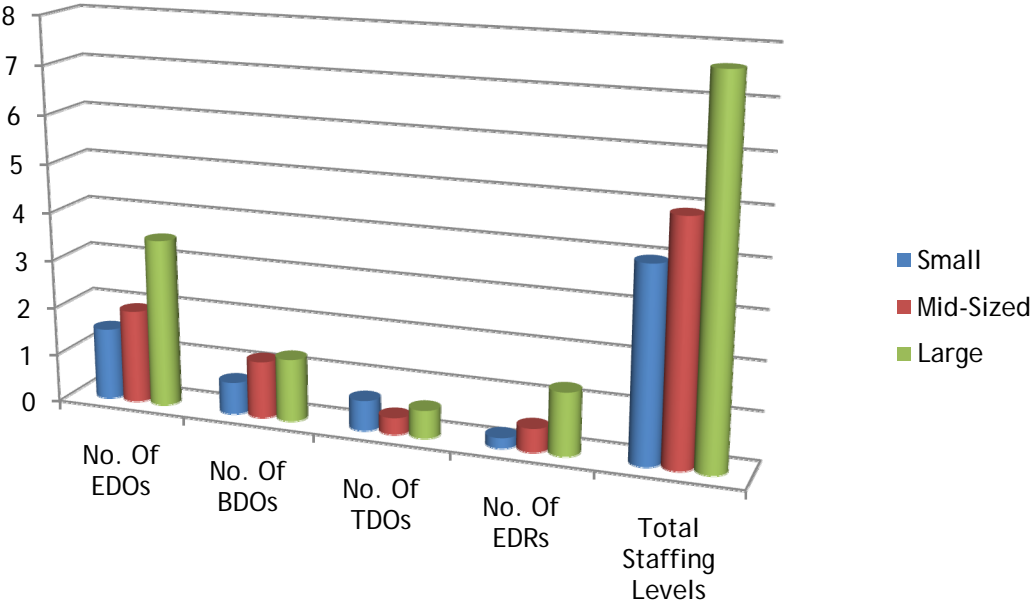
	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	114,718.10	57,006.76	46,428.17	57,120.29	42,141.53
Average Maximum Salary	137,638.30	76,412.48	66,439.50	70,351.71	57,082.88
Low Median Salary	109,504.00	59,000.00	48,869.00	55,000.00	40,000.00
High Median Salary	137,000.00	75,000.00	63,500.00	73,330.00	58,777.00
Does this position exist in your organization	Yes = 100%	Yes = 100%	Yes = 57%	Yes = 33%	Yes = 81%

Based on responses from 21 large communities, the average staffing level of an economic development organization in small community is as follows:

Job Type	Average Number Present
Director of Economic Development	1.00
Economic Development Officer	3.48
Business Development Officer	1.29
Tourism Development Officer	0.57
Economic Development Researcher	1.29
Total Average Staffing Levels	7.63

4.4 Community Comparisons by Size

4.4.1 Average Staffing Levels



4.4.2 Salaries of Directors of Economic Development



4.4.3 Salaries of Economic Development Officers



4.4.4 Salaries of Business Development Officers



4.4.5 Salaries of Tourism Development Officers



4.4.6 Salaries of Economic Development Researchers



5 Looking Forward

Millier Dickinson Blais intends to continue its efforts with the National Salary Survey, and will shortly launch the survey and research component of the 2008-2009 study. In doing so, it will begin to look to a range of additions and improvements, including:

- An increased sample size
- An increased response rate
- The introduction of questions related to vacation allowances
- The introduction of questions related to benefits programs and packages
- The introduction of questions related to RRSP contributions, pension plans and retirement programs
- The financial value of professional certifications, including the EcD and (F) designations from the University of Waterloo
- Comparisons with salary surveys of economic development professionals in other countries, particularly the United States

Millier Dickinson Blais hopes to work with a range of additional partners on this initiative in future years, and welcomes the possible participation of economic developers at all levels of the initiative. If you had additional thoughts, suggestions, comments or ideas please contact Brock Dickinson at bdickinson@millierdickinsonblais.com.

6 Appendix A: Survey Format (English Version)

The economic development consulting firm of Millier Dickinson Blais is preparing a national salary survey of economic development professionals, the first of its kind in Canada. This project is designed to help economic development professionals understand the state of the industry, better plan their human resources budgets, and understand regional variations in compensation levels.

SURVEY FORM

Following is a list of economic development positions, with a brief job description of each. Please indicate (a) whether this position or a similar position exists within your organization, (b) how many such positions exist within your organization, and (c) what the current salary range for this position is within your department or organization.

Title: Director of Economic Development (also Executive Director, General Manager, CEO, etc.)

Description: Manages and directs a department or agency and its staff in the delivery of economic development programs, including strategic planning, budgeting, reporting, etc.

- (a) Does this position exist within your organization? ___ Yes ___ No
- (b) What is the current salary range for this position within your organization? starts at \$ _____ and caps at \$ _____

Title: Economic Development Officer (or other similar title)

Description: Frontline, field-oriented position that focuses on working directly with business clients, community groups, site selectors and investors; also engaged in project work and promotional activities.

- (a) Does this position exist within your organization? ___ Yes ___ No
- (b) How many of these positions exist within your department or organization? ___
- (c) What is the current salary range for this position within your organization? starts at \$ _____ and caps at \$ _____

Title: Business Development Officer (also Small Business Officer, Business Analyst, etc.)

Description: Coordinates business counselling and entrepreneurship training and outreach programs, particularly with an emphasis on small business.

- (a) Does this position exist within your organization? ___ Yes ___ No
- (b) How many of these positions exist within your department or organization? ___
- (c) What is the current salary range for this position within your organization? starts at \$ _____ and caps at \$ _____

Title: Tourism Marketing Officer (also Tourism Co-ordinator, Tourism Officer, etc.)

Description: Coordinates tourism marketing and promotion activities, including trade shows, marketing materials and tourism industry partnerships.

- (a) Does this position exist within your organization? ___ Yes ___ No
- (b) How many of these positions exist within your department or organization? ___
- (c) What is the current salary range for this position within your organization? starts at \$ _____ and caps at \$ _____

Title: Economic Development Researcher (also Research Assistant, Research Analyst, etc.)

Description: Largely desk-based role focused on data collection, database management, fulfilling inquiries and preparing standard marketing and information packages such as community profiles.

- (a) Does this position exist within your organization? Yes No
- (b) How many of these positions exist within your department or organization?
- (c) What is the current salary range for this position within your organization? starts at \$
and caps at \$

Thank you very much for your assistance!

Please check here if you would like a copy of the survey results

7 Appendix B: Survey Format (French Version)

La firme Millier Dickinson Blais a préparé un sondage afin de vérifier le niveau de salaires des intervenants en développement économique au Canada. Le projet a pour but de fournir des renseignements aux intervenants en développement économique qui leurs permettront de mieux connaître la situation actuelle de leur profession, de fournir des informations qui permettront de mieux planifier leurs ressources humaines et de prendre connaissance des disparités régionales en matière des salaires qui influencent le recrutement des professionnels en développement économique.

Description

Une liste des fonctions est offerte afin de mieux identifier les différents postes comblés par les intervenants en développement économique. Veuillez indiquer (a) si ces fonctions sont présentement comblées au sein de votre organisation, (b) le nombre de postes qui existe au sein de votre organisation pour comblés ces fonctions, et (c) le barème des salaires pour chaque postes au sein de votre organisation.

Poste: Directeur du développement économique (aussi gérant ou gestionnaire du développement économique, etc).

Fonctions: Gère l'agence ou le département et son personnel dans la livraison des services de développement économique incluant la planification stratégique.

1. Est-ce que ce poste existe au sein de votre organisation?

Oui Non

2. Quel niveau de salaire est présentement en vigueur pour le poste de Directeur au sein de votre organisation?

Entre (minimum) \$_____ et (maximum) \$_____.

Poste: Agent de développement économique (ou poste similaire)

Fonctions: Principaux intervenants sur le sentier qui travaille directement avec les gens d'affaires, et les groupes communautaires; parfois impliquer dans le marketing et la promotion de la région économique.

1. Est-ce que ce poste existe au sein de votre organisation?

Oui Non

2. Combien de ces postes existent au sein de votre organisation?

1 2 3 4 5 6 7 8 9 10+

3. Quel niveau de salaire est présentement en vigueur pour le poste d'agent de développement économique au sein de votre organisation?

Entre (minimum) \$_____ et (maximum) \$_____.

Poste: Agent de développement des entreprises (aussi agent de développement des PME, etc.)

Fonctions: Coordination des consultations au niveau des plans d'affaires, formation en entrepreneurship et programme d'intervention au niveau de la communauté surtout en matière du développement des PME.

1. Est-ce que ce poste existe au sein de votre organisation?

Oui Non

2. Combien de ces postes existent au sein de votre organisation?

1 2 3 4 5 6 7 8 9 10+

3. Quel niveau de salaire est presentement en vigueur pour le poste d'agent de développement des entreprises au sein de votre organisation?

Entre (minimum) \$_____ et (maximum) \$_____.

Poste: Agent de développement du tourisme (aussi Coordinateur du tourisme, Intervenant en tourisme, etc.)

Fonctions: Coordination des activités de promotion du tourisme, le marketing touristiques, incluant la participation au salon touristique, la production des matériaux de promotion du tourisme.

1. Est-ce que ce poste existe au sein de votre organisation?

Oui Non

2. Combien de ces postes existent au sein de votre organisation?

1 2 3 4 5 6 7 8 9 10+

3. Quel niveau de salaire est présentement en vigueur pour le poste d'agent de développement du tourisme au sein de votre organisation?

Entre (minimum) \$_____ et (maximum) \$_____.

Poste: Agent de recherche (aussi analyste en développement économique, etc.)

Fonctions: Collecte de données, gestion de base de données, sondage et entrevus et préparation des profils économiques.

1. Est-ce que ce poste existe au sein de votre organisation?

Oui Non

2. Combien de ces postes existent au sein de votre organisation?

1 2 3 4 5 6 7 8 9 10+

3. Quel niveau de salaire est présentement en vigueur pour le poste d'agent de recherche au sein de votre organisation?

Entre (minimum) \$_____ et (maximum) \$_____.

Quelle région ou communauté est desservie par votre organisation?

Etes-vous intéressés de recevoir une copie des résultats de ce sondage?

Oui Non

Si oui, veuillez indiquer votre courriel ci dessous.

Courriel