

# Research Report

## Millier Dickinson Blais

### 2009 National Salary Survey of the Economic Development Profession

September 20, 2009



millierdickinsonblais inc.

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## 1 Introduction & Methodology

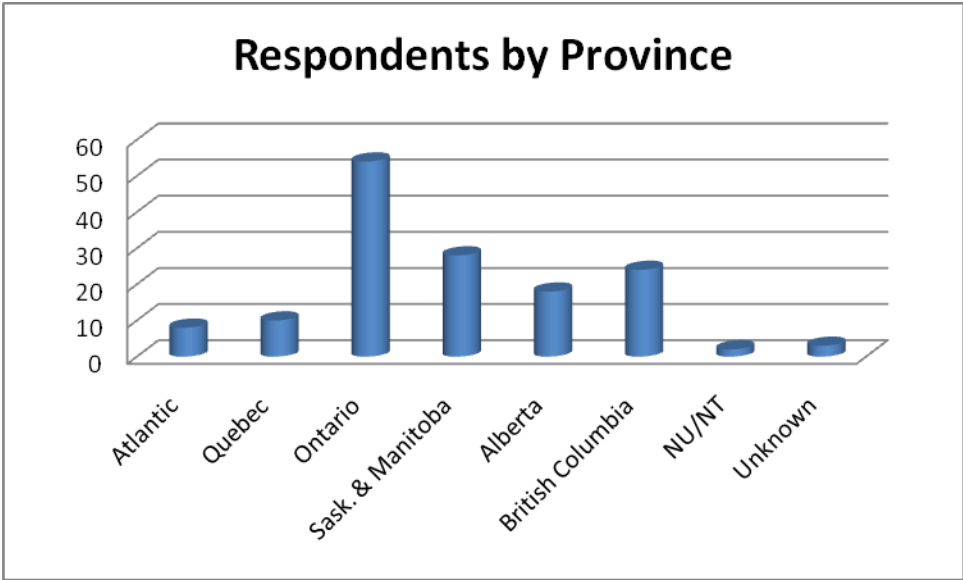
In 2008, Millier Dickinson Blais conducted an online salary survey of economic development organizations across Canada. The survey, conducted in both English and French, was designed to be the first in a series of annual salary surveys of the economic development profession.

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.

Again in 2009, Millier Dickinson Blais conducted an online salary survey with a broader range of questions providing more information on benefit programs and packages, vacation allowances and pension plans. The sample size was increased with a greater response rate indicating a growing interest in the information available through this report.

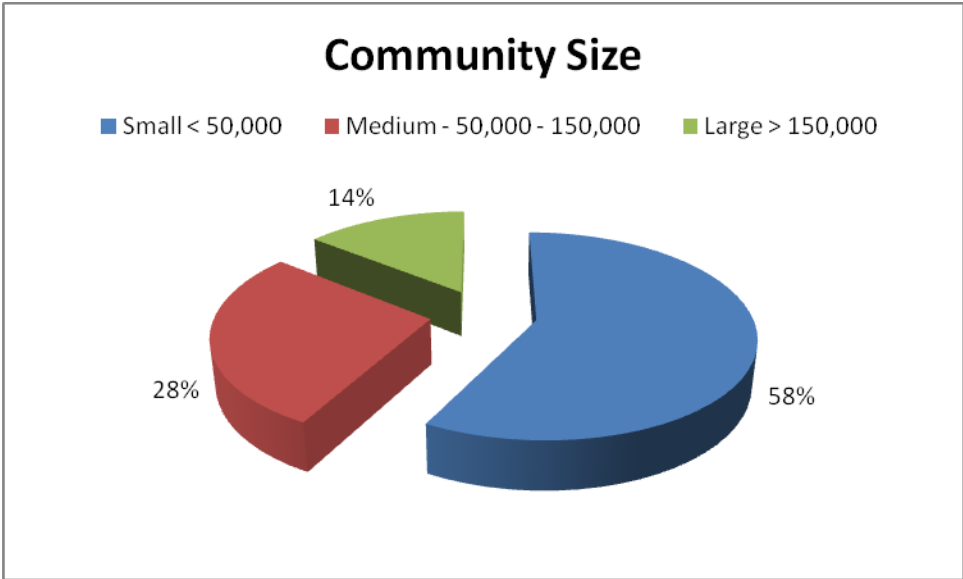
Millier Dickinson Blais attempted to balance participation in the survey by region, reflecting the overall population patterns of Canada. To this end, the aim was to garner approximately one third of the responses from Ontario, one fifth from Quebec, with the remainder divided equally between British Columbia, Alberta, the Atlantic Provinces, a combined Saskatchewan/Manitoba sample, and a small sample from Northern Canada. Several rounds of survey invitations were sent to achieve this balance as well as a general e-mail out through the data base of the Economic Developers Association of Canada (EDAC). In the final count, Ontario is slightly over-represented and Québec slightly under-represented, though not so significantly as to undermine results. In 2009, we were pleased to also receive a sample of the respondents from the Northwest Territories and Nunavut. The survey sample also included 3 regions which included several first nations municipalities. In total, 147 responses were received from across Canada.

Figure 1



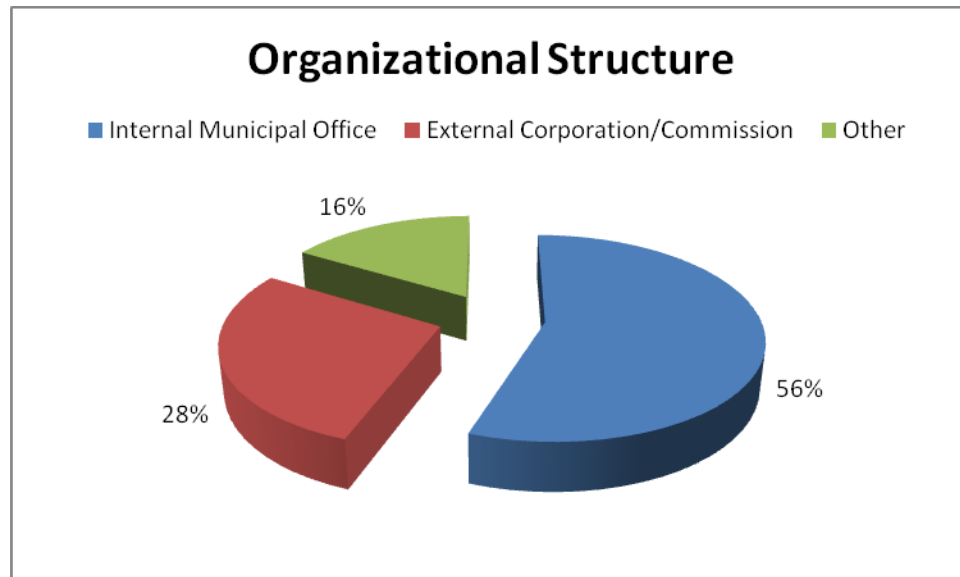
Care was also taken to develop a balance between communities and organizations of different sizes. Communities (and the economic development organizations serving them) were divided into groups on the basis of population: “small” communities comprised of service areas with less than 50,000 people, “mid-sized” communities with 50,000 to 150,000 people, and “large” communities with populations in excess of 150,000. The responses came approximately 58% from small communities, 28% from mid-sized communities and 14% from large communities.

Figure 2



This year, respondents were asked the current structure of their organization. The responses are shown below in Figure 3. The 'other' category included structures such as Chamber of Commerce, Federal/Provincial governments and regional economic development organizations.

**Figure 3**



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

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. While economic developers are increasingly called on for a variety of roles and responsibilities, the research team developed descriptions to stream positions with similar levels of responsibility into similar bands of salary research. These job descriptions – and the complete survey structure - can be found in Appendices A & B, reproduced in both French and English, at the end of this report.

Millier Dickinson Blais believes that the 2009 National Salary Survey of the Economic Development Profession is another important step in developing more powerful and accurate tools to assist in the growth of our profession. Already for 2010 we are anticipating changes that will give us even more valuable information. We welcome feedback – and partners – who will help us to improve both the survey and this report of its results in future years.

## 2 National Results

The primary results of the 2009 National Salary Survey are easily summarized in aggregate form through the chart below.

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
<b>Average Minimum Salary</b>	78,615	52,660	45,262	39,955	42,053
<b>Average Maximum Salary</b>	95,121	69,625	59,831	51,150	54,615
<b>Median Minimum Salary</b>	74,165	53,412	44,000	42,000	42,000
<b>Median Maximum Salary</b>	90,000	67,415	57,393	53,565	53,000

To calculate these figures, responses from all 147 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 results for the Average Minimum/Maximum Salary have been weighted based on targeted provincial goals.

The Median Minimum Salary is the level of starting compensation for a position in which half of the respondents pay more, and half pay less. Similarly, the Median Maximum 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 50<sup>th</sup> 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 24 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	77,957	55,541	52,400	45,667	42,542
Average Maximum Salary	91,682	70,391	65,500	57,200	64,384
Median Minimum Salary	70,000	55,000	44,000	43,500	47,000
Median Maximum Salary	84,868	72,500	57,000	55,000	53,768

Salary levels in British Columbia were generally higher than the national average with the exception of the position of Director of Economic Development which was slightly below the national average. 2008 figures are in parenthesis for comparison.

Directors of Economic Development – Approximately 98% of the national average (91%)

Economic Development Officers – 103% (99%)

Business Development Officers – 112% (93%)

Tourism Development Officers – 113% (86%)

Economic Development Researchers – 111% (108%)

### 3.2 Alberta

Responses to the Salary Survey were received from 18 Alberta economic development organizations. All five economic development roles described within the survey structure were present in the province. In 2008 the position of Business Development Officer was not generally found in Alberta organizations.

	<b>Director of Economic Development</b>	<b>Economic Development Officer</b>	<b>Business Development Officer</b>	<b>Tourism Development Officer</b>	<b>Economic Development Researcher</b>
<b>Average Minimum Salary</b>	84,381	63,004	50,793	42,181	49,878
<b>Average Maximum Salary</b>	100,604	77,443	67,438	52,126	60,760
<b>Median Minimum Salary</b>	86,000	65,000	50,793	44,500	52,338
<b>Median Maximum Salary</b>	109,500	75,000	67,438	46,000	59,000

Salary levels in Alberta were generally higher than the national averages, in keeping with the province's tight labour markets. The notable exception was Tourism Development Officers, who earned less than the national average. 2008 figures are in parenthesis for comparison.

Directors of Economic Development – Approximately 106% of the national average. (109%)

Economic Development Officers – 115% (128%)

Business Development Officers – 112% (n/a)

Tourism Development Officers – 104% (112%)

Economic Development Researchers – 114% (90%)

### 3.3 Saskatchewan & Manitoba

Responses to the Salary Survey were received from 28 Saskatchewan and Manitoba economic development organizations. All five of the economic development roles described within the survey structure were present in the provinces of Saskatchewan and Manitoba.

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Average Minimum Salary	61,579	41,155	36,990	37,600	38,400
Average Maximum Salary	85,082	57,424	52,525	55,400	50,400
Median Minimum Salary	57,569	40,000	34,545	35,000	38,000
Median Maximum Salary	74,500	52,117	52,233	45,000	48,000

Salary levels in Saskatchewan and Manitoba were somewhat below national averages in all cases. 2008 figures are in parenthesis for comparison.

Directors of Economic Development – Approximately 84% of the national average. (74%)

Economic Development Officers – 81% (77%)

Business Development Officers – 85% (82%)

Tourism Development Officers – 102% (n/a)

Economic Development Researchers – 92% (72%)

### 3.4 Ontario

Responses to the Salary Survey were received from 54 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.

	<b>Director of Economic Development</b>	<b>Economic Development Officer</b>	<b>Business Development Officer</b>	<b>Tourism Development Officer</b>	<b>Economic Development Researcher</b>
<b>Average Minimum Salary</b>	84,935	58,717	47,436	47,437	39,918
<b>Average Maximum Salary</b>	102,762	70,976	59,939	58,786	50,174
<b>Median Minimum Salary</b>	80,200	59,500	50,000	44,675	40,000
<b>Median Maximum Salary</b>	95,447	68,000	58,000	56,000	51,000

Salary levels in Ontario were consistently higher than national averages, with the exception of and Economic Development Researchers who earned salaries below the national average. 2008 figures are in parenthesis for comparison.

Directors of Economic Development – Approximately 108% of the national average. (111%)

Economic Development Officers – 106% (109%)

Business Development Officers – 102% (110%)

Tourism Development Officers – 116% (105%)

Economic Development Researchers – 93% (105%)

### 3.5 Québec

Responses to the Salary Survey were received from 10 Québec economic development organizations. 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
<b>Average Minimum Salary</b>	79,087	48,107	40,705	38,883	45,000
<b>Average Maximum Salary</b>	91,597	77,366	55,532	51,873	60,000
<b>Median Minimum Salary</b>	67,000	52,500	40,000	39,929	45,000
<b>Median Maximum Salary</b>	75,000	75,000	54,500	51,245	60,000

Salary levels in Québec were generally close but slightly below national averages, with the exceptions of Economic Development Researchers and Economic Development Officers, who earned more than the national average. 2008 figures are in parenthesis for comparison.

Directors of Economic Development – Approximately 98% of the national average. (98%)

Economic Development Officers – 102% (92%)

Business Development Officers – 92% (97%)

Tourism Development Officers – 99% (93%)

Economic Development Researchers – 108% (113%)

### 3.6 Atlantic Provinces

Responses to the Salary Survey were received from 8 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
<b>Average Minimum Salary</b>	68,788	41,672	34,000	33,162	30,000
<b>Average Maximum Salary</b>	82,972	56,843	50,000	40,141	35,000
<b>Median Minimum Salary</b>	73,000	40,000	34,000	33,162	30,000
<b>Median Maximum Salary</b>	73,000	60,000	50,000	40,141	35,000

Salary levels in Atlantic Canada were below national averages in all positions with the positions of Tourism Development Officers and Economic Development Researchers coming in at well below the national average. 2008 figures are in parenthesis for comparison.

Directors of Economic Development – Approximately 87% of the national average. (98%)

Economic Development Officers – 81% (83%)

Business Development Officers - 80% (94%)

Tourism Development Officers - 80% (95%)

Economic Development Researchers - 67% (95%)

### 3.7 Nunavut/Northwest Territories

Responses to the Salary Survey were received from 2 economic development organizations from Nunavut and the Northwest Territories. These organizations indicated representing a total of 33 communities. The position of Tourism Development Officer was not represented in this sample.

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
<b>Average Minimum Salary</b>	76,000	47,000	62,000	N/A	30,000
<b>Average Maximum Salary</b>	96,000	62,000	84,000	N/A	35,000
<b>Median Minimum Salary</b>	76,000	47,000	62,000	N/A	60,000
<b>Median Maximum Salary</b>	96,000	62,000	84,000	N/A	80,000

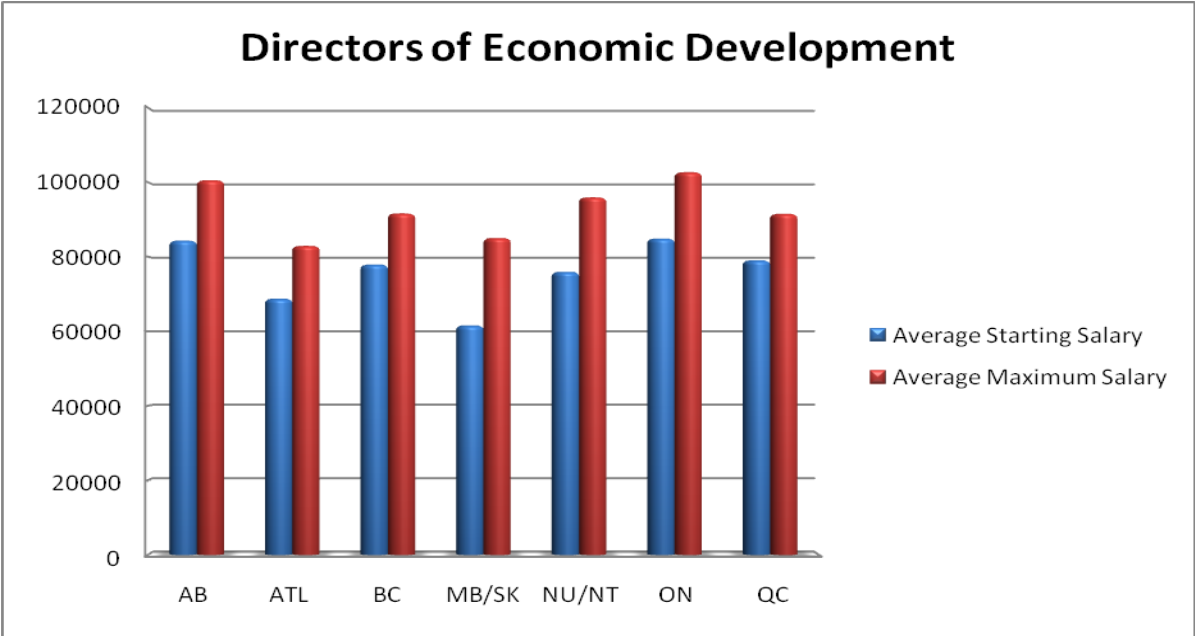
Salary levels varied greatly in NU/NT. The position of Economic Development Director was on a par with the national average, the Economic Development Officer and Economic Development Researcher salaries were significantly below and the Business Development Officer's salaries were significantly higher than the national average. There are no percentages for NU/NT for 2008 for comparison.

- Directors of Economic Development – Approximately 99% of the national average
- Economic Development Officers – 89%
- Business Development Officers - 139%
- Tourism Development Officers – N/A
- Economic Development Researchers - 67%

### 3.8 Regional Comparisons

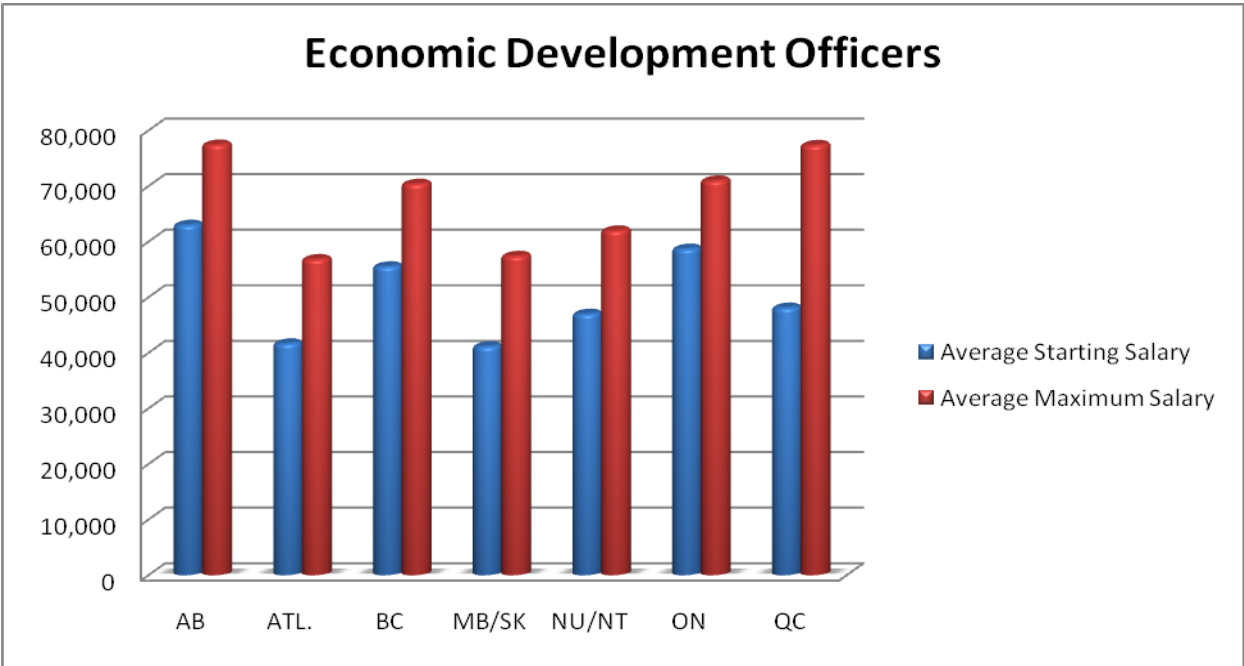
#### 3.8.1 Directors of Economic Development

Figure 4



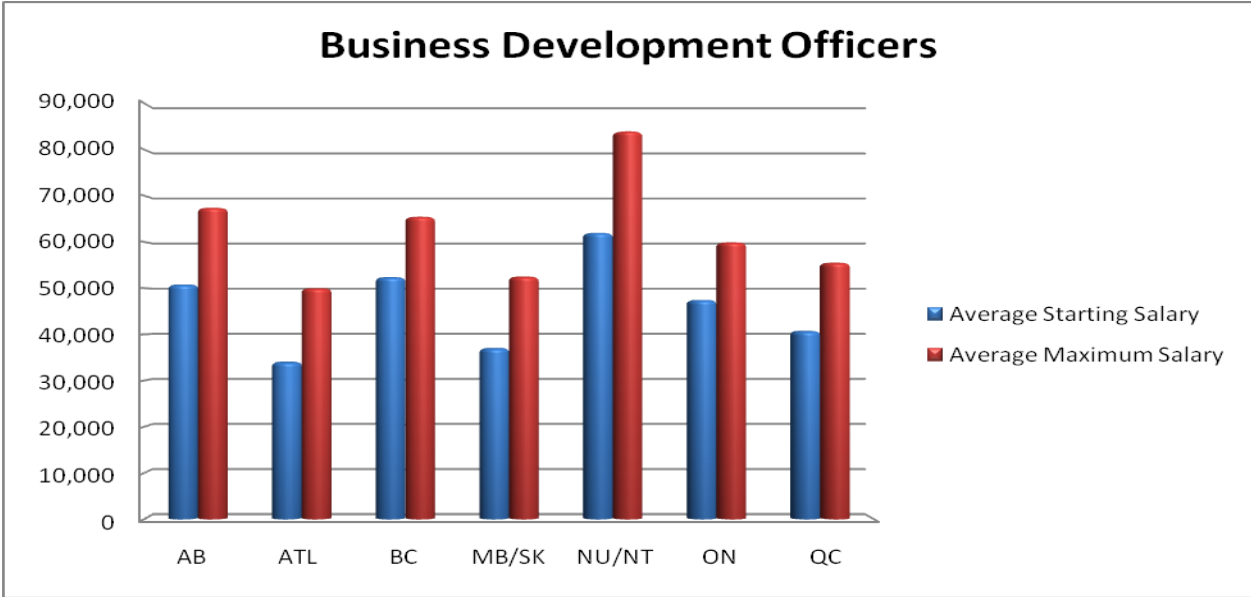
#### 3.8.2 Economic Development Officers

Figure 5



### 3.8.3 Business Development Officers

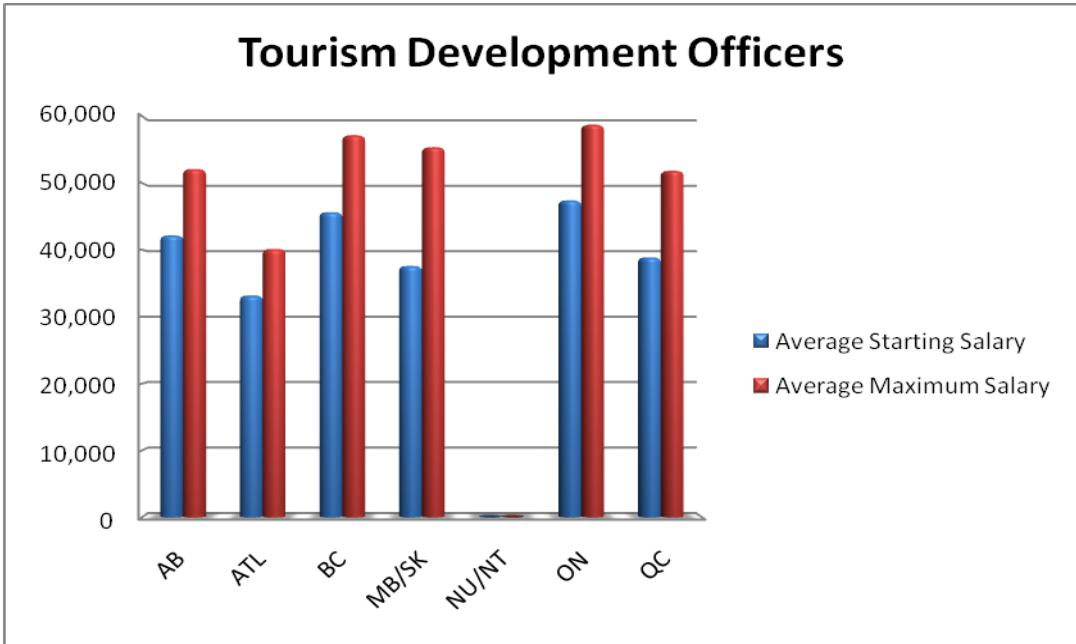
Figure 6



### 3.8.4 Tourism Development Officers

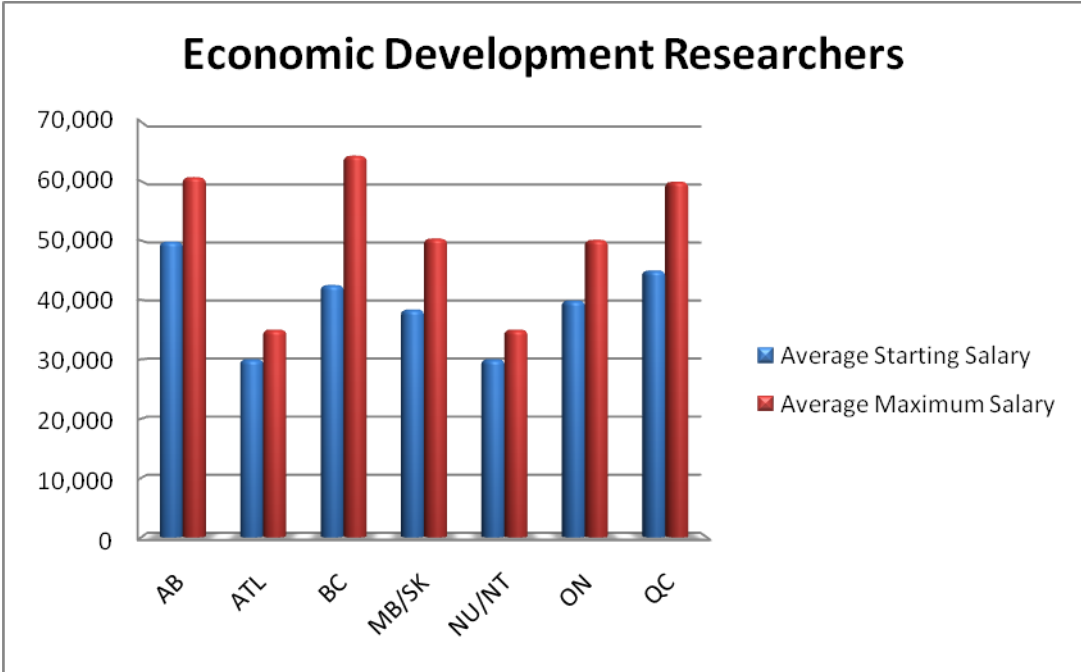
Note that this position was not present in the sample of Nunavut/Northwest Territories economic development organizations.

Figure 7



3.8.5 Economic Development Researchers

Figure 8



## 4 Salary Results by Community Size

Salaries were compared of all five positions by size of community showing variations based on budget and need. The results for the Average Minimum/Maximum Salary have been weighted based on targeted provincial goals.

### 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
<b>Average Minimum Salary</b>	64,636	48,891	36,639	38,124	30,114
<b>Average Maximum Salary</b>	77,785	59,982	49,444	47,606	37,571
<b>Low Median Salary</b>	62,750	48,000	37,000	39,250	33,000
<b>High Median Salary</b>	76,500	61,750	50,500	45,000	45,000
<b>Does this position exist in your organization</b>	Yes = 73%	Yes = 71%	Yes = 24%	Yes = 29%	Yes = 20%

Based on responses from 85 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	.73
Economic Development Officer	.91
Business Development Officer	.27
Tourism Development Officer	.29
Economic Development Researcher	.27
<b>Total Average Staffing Levels</b>	<b>2.47</b>

## 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	63,985	43,799	25,619	27,876	27,143
Average Maximum Salary	79,171	54,887	31,331	37,367	28,505
Low Median Salary	83,994	55,284	40,000	43,175	39,000
High Median Salary	108,500	72,500	59,000	57,500	51,000
Does this position exist in your organization	Yes = 85%	Yes = 83%	Yes = 37%	Yes = 24%	Yes = 46%

Based on responses from 41 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	.85
Economic Development Officer	1.27
Business Development Officer	.39
Tourism Development Officer	.34
Economic Development Researcher	.46
<b>Total Average Staffing Levels</b>	<b>3.31</b>

### 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	80,260	43,879	35,238	36,134	36,556
Average Maximum Salary	98,854	64,509	44,345	42,952	51,653
Low Median Salary	92,522	58,000	50,000	45,672	55,000
High Median Salary	125,000	79,500	65,000	70,000	80,000
Does this position exist in your organization	Yes = 86%	Yes =86%	Yes = 43%	Yes = 33%	Yes = 33%

Based on responses from 20 large communities, the average staffing level of an economic development organization in small community is as follows:

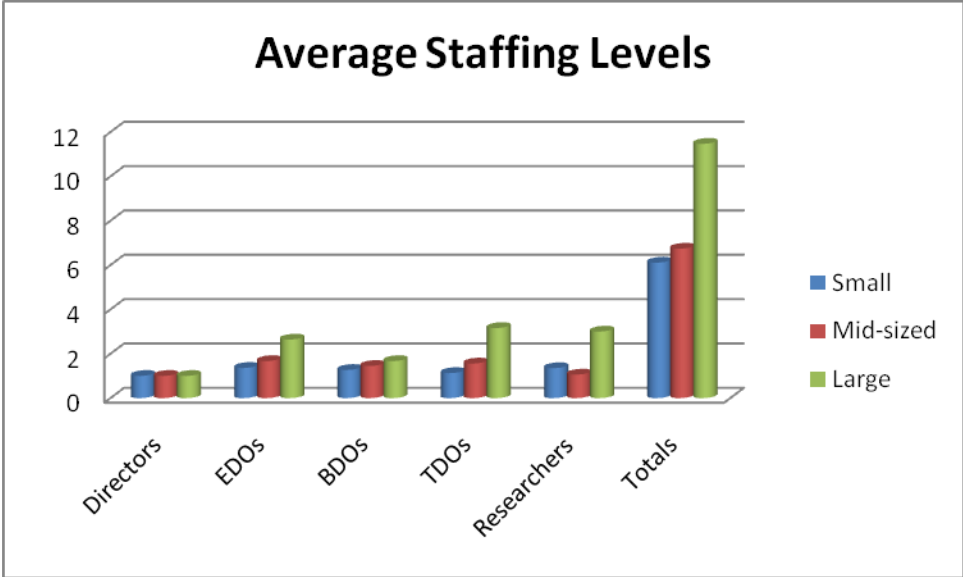
Job Type	Average Number Present
Director of Economic Development	.90
Economic Development Officer	2.25
Business Development Officer	.75
Tourism Development Officer	.95
Economic Development Researcher	1.20
<b>Total Average Staffing Levels</b>	<b>6.05</b>

### 4.4 Community Comparisons by Size

Staffing levels, pension plans, vacation allocations, health benefits and bonus structures were analyzed by size of community based on number of responses received to each individual question.

#### 4.4.1 Average Staffing Levels

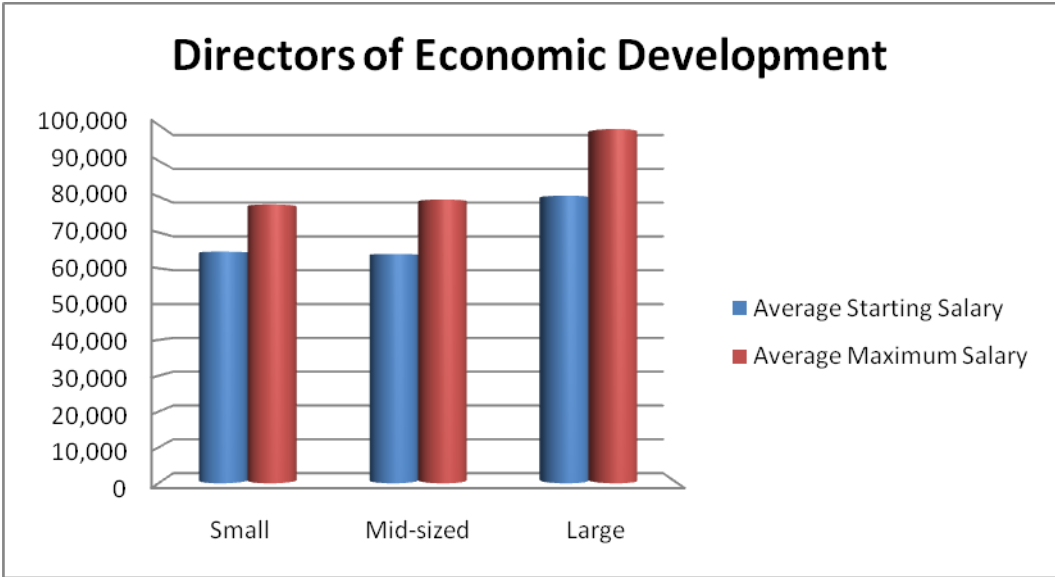
Figure 9



### 4.4.2 Average Salaries

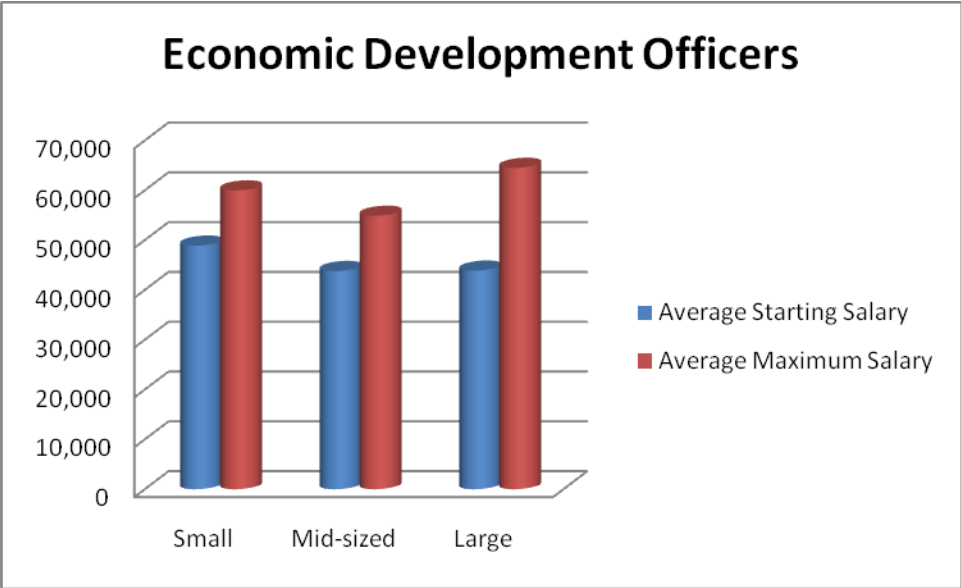
#### 4.4.2.1 Average Salaries of Directors of Economic Development

Figure 10



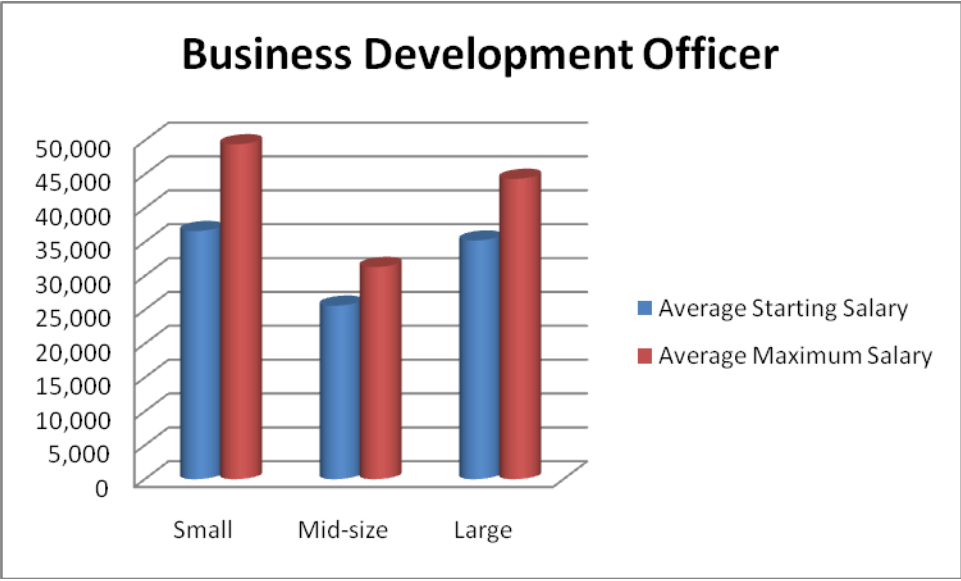
4.4.2.2 Average Salaries of Economic Development Officers

Figure 11



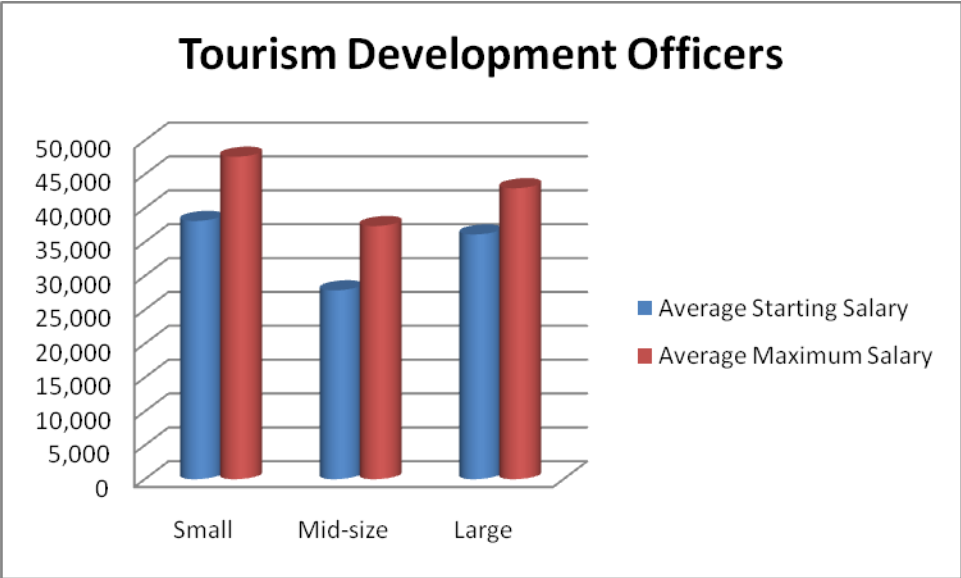
4.4.2.3 Average Salaries of Business Development Officers

Figure 12



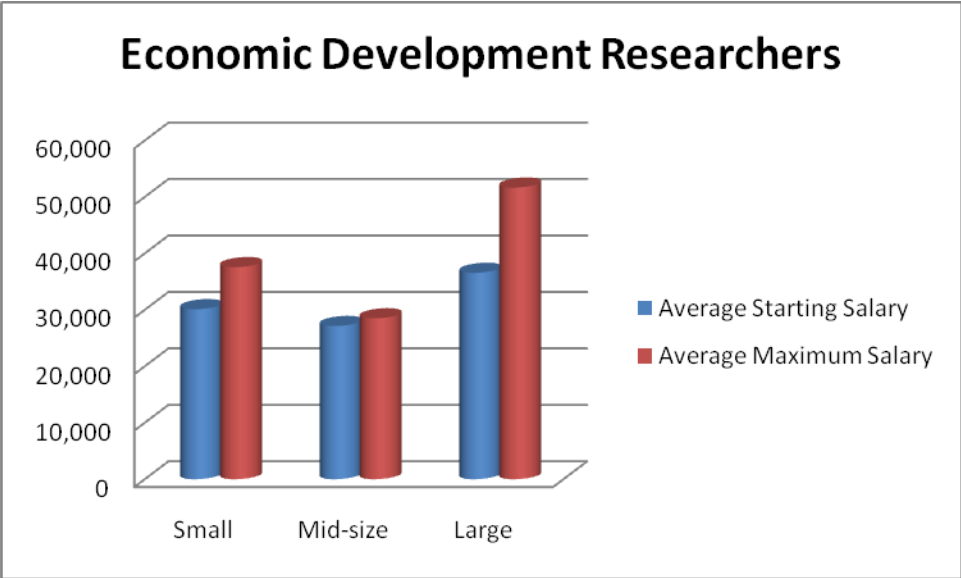
4.4.2.4 Average Salaries of Tourism Development Officers

Figure 13



4.4.2.5 Average Salaries of Economic Development Researchers

Figure 14



### 4.4.3 Retirement Contribution Plans

#### 4.4.3.1 Small Communities

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
No Plan	22%	17%	21%	25%	38%
Formal Pension Plan	55%	57%	42%	50%	50%
Employer Contributions to an RRSP	8%	8%	11%	4%	
Employer/employee matching contributions to an RRSP	13%	18%	26%	17%	
Other	2%			4%	12%

#### 4.4.3.2 Mid-sized Communities

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
No Plan	11%	12%	13%		22%
Formal Pension Plan	52%	50%	40%	50%	50%
Employer Contributions to an RRSP	11%	12%	20%	20%	11%
Employer/employee matching contributions to an RRSP	20%	26%	27%	30%	17%
Other	6%				

4.4.3.3 Large Communities

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
No Plan	5%	5%	20%		
Formal Pension Plan	63%	58%	30%	63%	50%
Employer Contributions to an RRSP	11%	16%	20%	25%	
Employer/employee matching contributions to an RRSP	21%	21%	30%	12%	50%
Other					

Figure 15

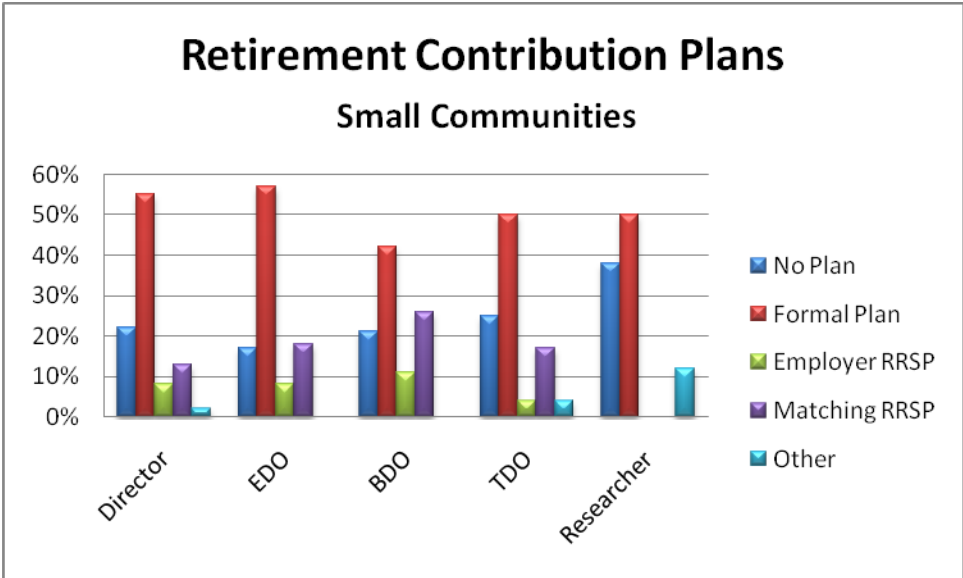


Figure 16

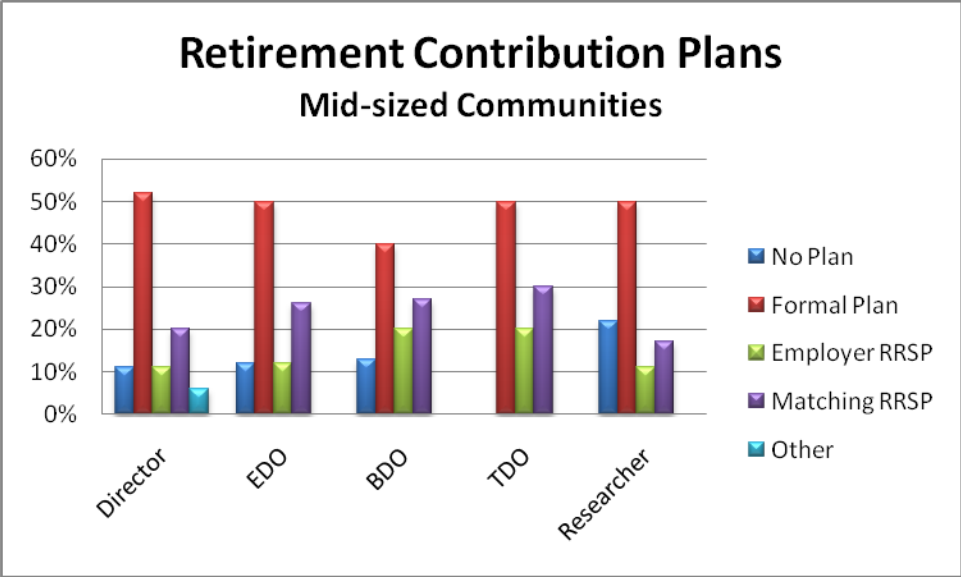
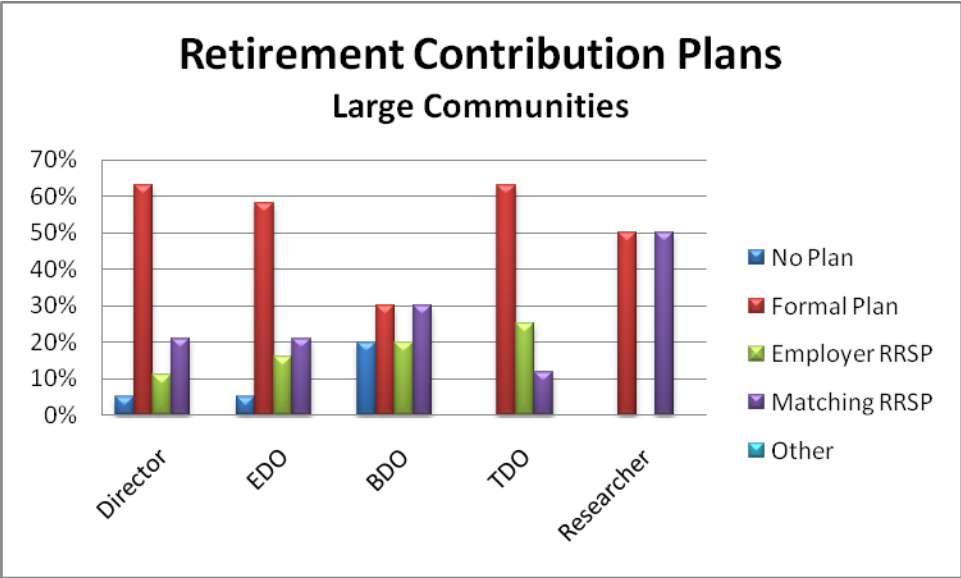


Figure 17



#### 4.4.4 Annual Vacation Time

##### 4.4.4.1 Small Communities

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
<b>1 week</b>					
<b>2 weeks</b>	3%	19%	16%	33%	56%
<b>3 weeks</b>	34%	45%	58%	53%	38%
<b>4 weeks</b>	36%	24%	21%	14%	6%
<b>5 weeks</b>	19%	7%	5%		
<b>6+ weeks</b>	8%	5%			
<b>Average weeks</b>	<b>3.95</b>	<b>3.34</b>	<b>3.15</b>	<b>2.81</b>	<b>2.50</b>

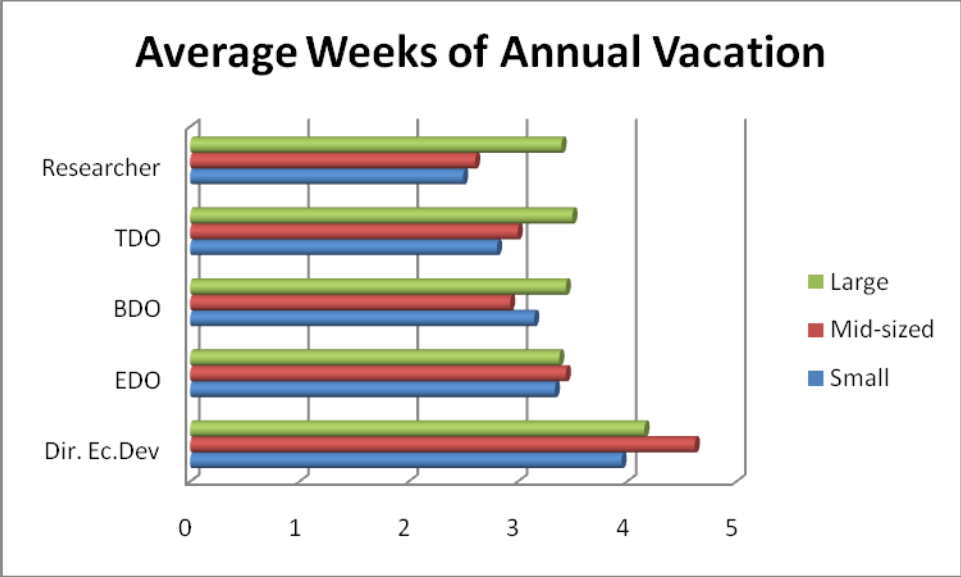
##### 4.4.4.2 Mid-sized Communities

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
<b>1 week</b>					
<b>2 weeks</b>		9%	21%	20%	22%
<b>3 weeks</b>	19%	55%	65%	60%	72%
<b>4 weeks</b>	35%	24%	14%	20%	
<b>5 weeks</b>	40%	6%			
<b>6+ weeks</b>	6%	6%			6%
<b>Average weeks</b>	<b>4.62</b>	<b>3.44</b>	<b>2.93</b>	<b>3.00</b>	<b>2.61</b>

##### 4.4.4.3 Large Communities

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
<b>1 week</b>					
<b>2 weeks</b>		11%			
<b>3 weeks</b>	28%	44%	56%	50%	60%
<b>4 weeks</b>	39%	39%	44%	50%	40%
<b>5 weeks</b>	22%	6%			
<b>6+ weeks</b>	11%				
<b>Average weeks</b>	<b>4.16</b>	<b>3.38</b>	<b>3.44</b>	<b>3.50</b>	<b>3.40</b>

Figure 18



4.4.5 Health Benefits

4.4.5.1 Small Communities

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
None	6%	3%	11%	13%	25%
Medical	1%			4%	
Dental					
Medical & Dental	84%	90%	84%	83%	63%
Partial Medical		2%	5%		
Partial Dental					
Partial Medical and Partial Dental	6%	5%			6%
Other*	3%				6%

\*additional financial contribution by employer; long & short term long term disability

4.4.5.2 Mid-sized Communities

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
None	3%	6%			13%
Medical					
Dental					
Medical & Dental	79%	79%	80%	100%	81%
Partial Medical					
Partial Dental					
Partial Medical and Partial Dental	18%	12%	13%		6%
Other		3%	7%		

4.4.5.3 Large Communities

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
None					
Medical					
Dental					
Medical & Dental	77%	84%	78%	72%	72%
Partial Medical	6%	5%	11%	14%	
Partial Dental					
Partial Medical and Partial Dental	17%	11%	11%	14%	28%
Other					

Figure 19

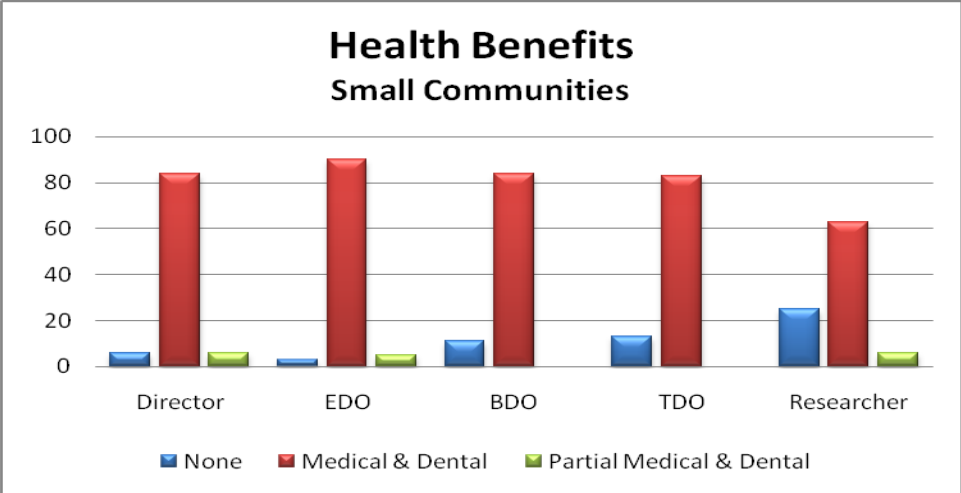


Figure 20

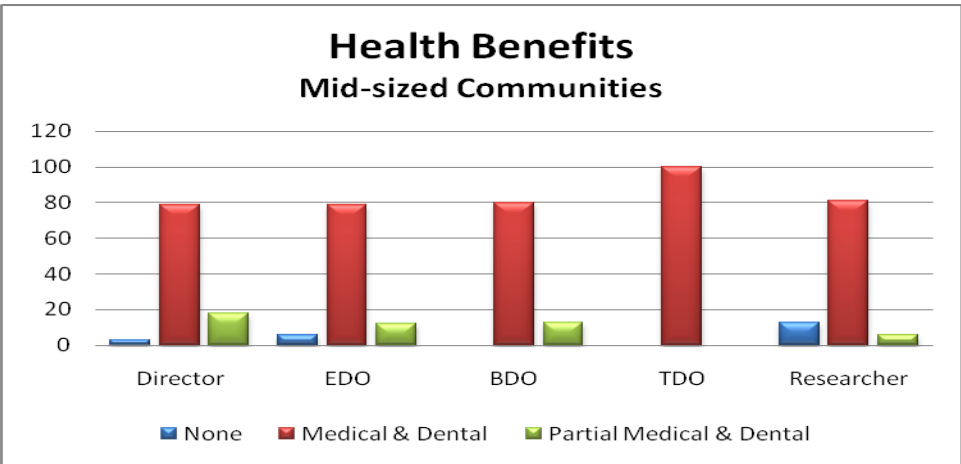
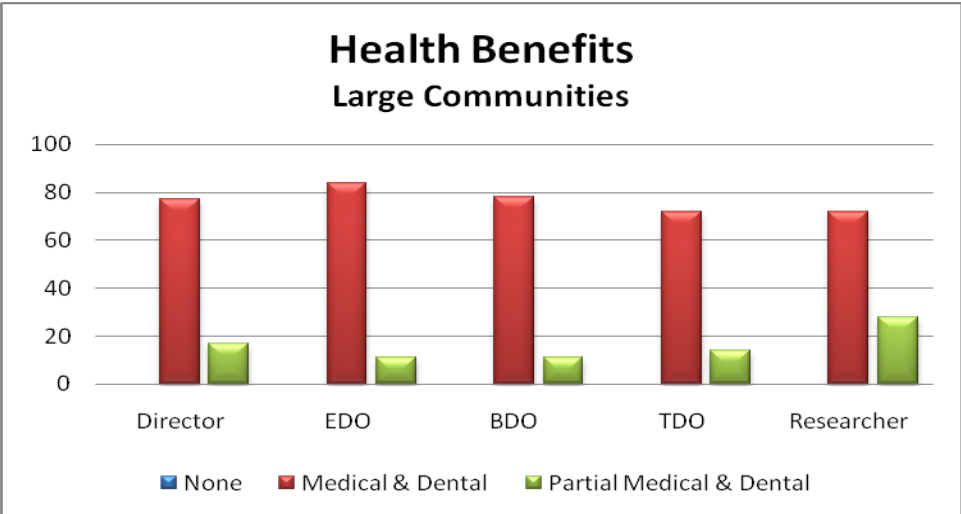


Figure 21



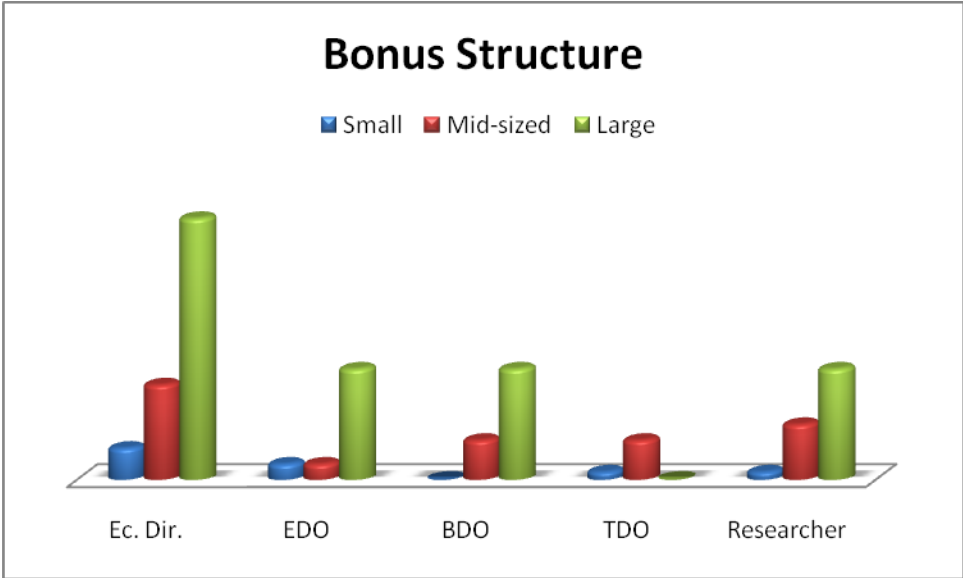
4.4.6 Bonus Structure

4.4.6.1 Small, Mid-sized and Large Communities

Respondents were asked if their organization has a bonus structure in place for all positions. These results were based on the total sample in each size of community.

	Director of Economic Development	Economic Development Officer	Business Development Officer	Tourism Development Officer	Economic Development Researcher
Small (86)	4%	2%	0	1%	1%
Medium (41)	12%	2%	5%	5%	7%
Large (20)	33%	14%	14%	0	14%

Figure 22



## 5 U.S. 2008 Salary Survey of Economic Development Professionals

The International Economic Development Council of the United States regularly undertakes a Salary Survey and its most recent survey was completed in 2008. This survey is highly defined and has a survey sample of 4300 economic development professionals and contains information on regional variances, operating budgets and highest degrees earned. The average salary for economic developers (CEcDs) was noted at \$98,200 in 2008.

A summary article referencing the (U.S.) 2008 Salary Survey of Economic Development Professionals (“Do You Know Your Worth?”) is contained in Appendix C.

## 6 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 2010 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 financial value of professional certifications, including the EcD and (F) designations from the University of Waterloo

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 have additional thoughts, suggestions, comments or ideas please contact Paul Blais at [pblais@millierdickinsonblais.com](mailto:pblais@millierdickinsonblais.com).

## Appendix A: Survey Format (English Version)

Millier Dickinson Blais, the largest specialist economic development consultancy in Canada, is in the process of collecting information for the 2nd annual national economic development salary survey. 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 Respondent Profile

1. What current structure best describes your organization? Internal municipal office / External corporation/commission / Other
2. What is the population of your organization's service area?

### Survey Description

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.

1. Does this position exist within your organization? Yes /No
2. What is the current salary range for this position within your organization?
3. What kind of retirement contribution plan does your organization provide for this position?  
None/ Formal pension plan/ Employer contributions to an RRSP/Employer/employee matching contributions to an RRSP
4. What is the allotted annual vacation time for this position? 1 week 2 weeks 3 weeks 4 weeks 5 weeks 6+ weeks
5. Which of the following health benefit plans does your organization provide for this position?  
None/Medical/Dental/Medical and Dental/Partial Medical/Partial Dental/Partial Medical and Partial Dental/Other
6. Do you have a bonus structure in place for this position? (e.g. performance incentives) Yes/No

**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.

1. Does this position exist within your organization? Yes/No

2. How many of these positions exist within your department or organization?

3. What is the current salary range for this position within your organization?

4. What kind of retirement contribution plan does your organization provide for this position?  
None/Formal pension plan/Employer contributions to an RRSP/Employer/employee matching contributions to an RRSP/Other

5. What is the allotted annual vacation time for this position? 1 week2 weeks3 weeks4 weeks5 weeks6+ weeks

6. Which of the following health benefit plans does your organization provide for this position?

None/Medical/Dental/Medical and Dental/Partial Medical/Partial Dental/Partial Medical and Partial Dental/Other

7. Do you have a bonus structure in place for this position? (e.g. performance incentives) Yes/No

**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.

1. Does this position exist within your organization? Yes/No

2. How many of these positions exist within your department or organization?

3. What is the current salary range for this position within your organization?

4. What kind of retirement contribution plan does your organization provide for this position?  
None/Formal pension plan/Employer contributions to an RRSP/Employer/employee matching contributions to an RRSP/Other

5. What is the allotted annual vacation time for this position? 1 week 3 weeks4 weeks5 weeks6+ weeks

6. Which of the following health benefit plans does your organization provide for this position?  
None/Medical/Dental/Medical and Dental/Partial Medical/Partial Dental/Partial Medical and Partial Dental/Other

7. Do you have a bonus structure in place for this position? (e.g. performance incentives) Yes/No

**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.

1. Does this position exist within your organization? Yes/No

2. How many of these positions exist within your department or organization?
3. What is the current salary range for this position within your organization?
4. What kind of retirement contribution plan does your organization provide for this position?  
None/Formal pension plan/Employer contributions to an RRSP/Employer/employee matching contributions to an RRSP/Other
5. What is the allotted annual vacation time for this position? 1 week2 weeks3 weeks4 weeks5 weeks6+ weeks
6. Which of the following health benefit plans does your organization provide for this position?  
None/Medical/Dental/Medical and Dental/Partial Medical/Partial Dental/Partial Medical and Partial Dental/Other
7. Do you have a bonus structure in place for this position? (e.g. performance incentives) Yes/No

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.

1. Does this position exist within your organization? Yes/No
2. How many of these positions exist within your department or organization?
3. What is the current salary range for this position within your organization?
4. What kind of retirement contribution plan does your organization provide for this position?  
None/Formal pension plan/Employer contributions to an RRSP/Employer/employee matching contributions to an RRSP/Other
5. What is the allotted annual vacation time for this position? 1 week2 weeks3 weeks4 weeks5 weeks6+ weeks
6. Which of the following health benefit plans does your organization provide for this position?  
None/Medical/Dental/Medical and Dental/Partial Medical/Partial Dental/Partial Medical and Partial Dental/Other
7. Do you have a bonus structure in place for this position? (e.g. performance incentives) Yes/No

## Appendix B: Survey Format (French Version)

En 2008, la firme Millier Dickinson Blais a préparée un sondage afin de vérifier le niveau de salaires des intervenants en développement économique au Canada. Le projet avait 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.

### Survey Respondent Profile

1. Quelle structure décrit le mieux votre organisation? Direction municipale/Direction/commission régionale/Autre
2. Quelle est la population du territoire des services offerts?

### Description d'aperçu

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.

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

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?
3. Est-ce que l'organisation offre un programme d'épargne retraite pour ce poste?  
Aucun/Plan d'épargne retraite de l'organisation/Contribution de l'organisation a un REER/Contribution partager (organisation/employé) a un REER/Autre
4. Quelle est la durée du congé annuel consacrée pour ce poste?  
Une semaine/Deux semaines/Trois semaines/Quatre semaines/Cinq semaines/Six semaines ou plus
5. Lesquels des bénéfices suivants sont offerts par l'organisation pour ce poste? Bénéfices médicaux/Bénéfices dentaires/Bénéfices médicaux/dentaires/Bénéfices partages médicaux/Bénéfices partages dentaires/Bénéfices partages médicaux et dentaires/Autres

6. Est-ce que l'organisation offre un programme de bonis de performance pour ce poste? Oui/Non

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

3. Est-ce que l'organisation offre un programme d'épargne retraite pour ce poste?

Aucun/Plan d'épargne retraite de l'organisation/Contribution de l'organisation a un REER/Contribution partager (organisation/employé) a un REER/Autre

4. Quelle est la durée du congé annuel consacrée pour ce poste?

Une semaine/Deux semaines/Trois semaines/Quatre semaines/Cinq semaines/Six semaines ou plus

5. Lesquels des bénéfices suivants sont offerts par l'organisation pour ce poste?

Bénéfices médicaux/Bénéfices dentaires/Bénéfices médicaux/dentaires/Bénéfices partages médicaux/Bénéfices partages dentaires/Bénéfices partages médicaux et dentaires/Autres

6. Est-ce que l'organisation offre un programme de bonis de performance pour ce poste? Oui/Non

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

3. Est-ce que l'organisation offre un programme d'épargne retraite pour ce poste? Aucun/Plan d'épargne

retraite de l'organisation/Contribution de l'organisation a un REER/Contribution partager (organisation/employé) a un REER/Autre

4. Quelle est la durée du congé annuel consacrée pour ce poste? Une semaine/Deux semaines/Trois semaines/Quatre semaines/Cinq semaines/Six semaines ou plus

5. Lesquels des bénéfices suivants sont offerts par l'organisation pour ce poste?

Bénéfices médicaux/Bénéfices dentaires/Bénéfices médicaux/dentaires/Bénéfices partages

médicaux/Bénéfices partages dentaires/Bénéfices partages médicaux et dentaires/ Autres

6. Est-ce que l'organisation offre un programme de bonis de performance pour ce poste? Oui/Non

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

3. Est-ce que l'organisation offre un programme d'épargne retraite pour ce poste?

Aucun/Plan d'épargne retraite de l'organisation/Contribution de l'organisation a un REER/Contribution partager (organisation/employé) a un REER/ Autre

4. Quelle est la durée du congé annuel consacrée pour ce poste?

Une semaine/Deux semaines/Trois semaines/Quatre semaines/Cinq semaines/Six semaines ou plus

5. Lesquels des bénéfices suivants sont offerts par l'organisation pour ce poste? Bénéfices médicaux/Bénéfices dentaires/Bénéfices médicaux/dentaires/Bénéfices partages médicaux/Bénéfices partages dentaires/Bénéfices partages médicaux et dentaires/ Autres

6. Est-ce que l'organisation offre un programme de bonis de performance pour ce poste? Oui/Non

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

3. Est-ce que l'organisation offre un programme d'épargne retraite pour ce poste?

Aucun/Plan d'épargne retraite de l'organisation/Contribution de l'organisation a un REER/Contribution partager (organisation/employé) a un REER/ Autre

4. Quelle est la durée du congé annuel consacrée pour ce poste?

Une semaine/Deux semaines/Trois semaines/Quatre semaines/Cinq semaines/Six semaines ou plus

5. Lesquels des bénéfices suivants sont offerts par l'organisation pour ce poste?

Bénéfices médicaux/Bénéfices dentaires/Bénéfices médicaux/dentaires/Bénéfices partages  
médicaux/Bénéfices partages dentaires/Bénéfices partages médicaux et dentaires/utres

6. Est-ce que l'organisation offre un programme de bonis de performance pour ce poste? Oui/Non

## Appendix C: U.S. 2008 Salary Survey of Economic Development Professionals – Summary Article

### **Do You Know Your Worth?**

By Talib Hudson

*The economic downturn is impacting areas across the country. As budgets tighten, many communities may seek to save money by trimming funds for economic development funding, a self-defeating move that may do more harm than good. In the current financial climate, it is crucial for economic development organizations to stay competitive and retain the top talent that will lead their community through the storm. How will your community know if it is offering adequate compensation and benefits to attract and retain the best employees that will help your community survive? As an economic developer, how do you know your fair market value?*

*The 2008 Salary Survey of Economic Development Professionals can answer these questions for you, giving you the information you need to stay competitive and arm your community with the best talent to lead you through the recession.*

*Following the 2006 salary survey, this latest edition is based on over 4,300 responses from economic development professionals across the country. IEDC teamed with over 30 state and regional associations and Readex Research to create the largest and most comprehensive salary and compensation survey conducted for the economic development profession. New to the 2008 edition are salary summary tables, which provide compensation information by region, operating budget, population and highest degree earned. Now you can better gauge your market value by comparing yourself others in the Northeast, Midwest, South, and West. Salary and compensation information based on personal, occupation, and organization related characteristics are also included.*

Select findings include:

- *Certified Economic Developers (CEcD) earn over \$21,000 more than professionals without any certification, on average, and nearly \$3,000 more than professionals with non-executive certifications.*
- *Female economic developers earn over \$20,000 less than male economic developers on average*
- *Black/African-American respondents (5%) and those of Asian descent (1% of respondents) earn nearly \$3,000 more on average than white (non-Hispanic) professionals (87% of respondents).*
- *Executives in the Northeast earn the most at an average of \$94,200, while executives in the Midwest earn the least at an average of \$82,900.*
- *Economic developers with a master's degree or higher fare best in the West with an average salary of \$94,900.*

*The 2008 edition provides interesting comparisons with data from the 2006 edition. For example:*

- *The average salary for economic developers increased by from \$77,200 in 2006 to \$80,600 in 2008 (4% change) yet –*
- *The average salary for CECD's increased three times as fast, from \$87,500 in 2006 to \$98,200 in 2008 (12% change).*
- *The average salary for executives in 2006 (\$87,300) grew by 6% compared with 2008 (\$92,300).*

*IEDC retained MemberSurvey.com, a division of Readex Research, to protect individual compensation information and to assist in the survey design, implementation, data analysis and final report production. The survey was distributed electronically to over 27,146 recipients in October and November of 2008, and 4,355 people (16 percent) responded. Data for questions with less than 10 respondents was suppressed to protect individual compensation information.*

*IEDC thanks all of the state and regional associations that participated, as well as all of the individual survey respondents.*