

***Canadian Professional Planners
National Compensation and Benefits Survey***

REPORT FOR THE ALBERTA PROFESSIONAL PLANNERS INSTITUTE

Prepared For:



Alberta Professional Planners Institute

Prepared By:



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Canadian Professional Planners
National Compensation and Benefits Survey
Report for the Alberta Professional Planners Institute

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Canadian Professional Planners

National Compensation and Benefits Survey

Report for the Alberta Professional Planners Institute

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.

Specifically for APPI, there are 222 respondents from Alberta and 7 from NWT and Nunavut.

	MEMBERS #	RESPONSES #	RESPONSE RATE %
PIBC	1,291	297	23%
APPI	870	229	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 229 and a population of 870, the margin of error is plus or minus 5.7 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 +/- 5.7%. This means that a total census of all regulated members would reveal an answer of not less than 44.3% and not more than 55.7%.

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:

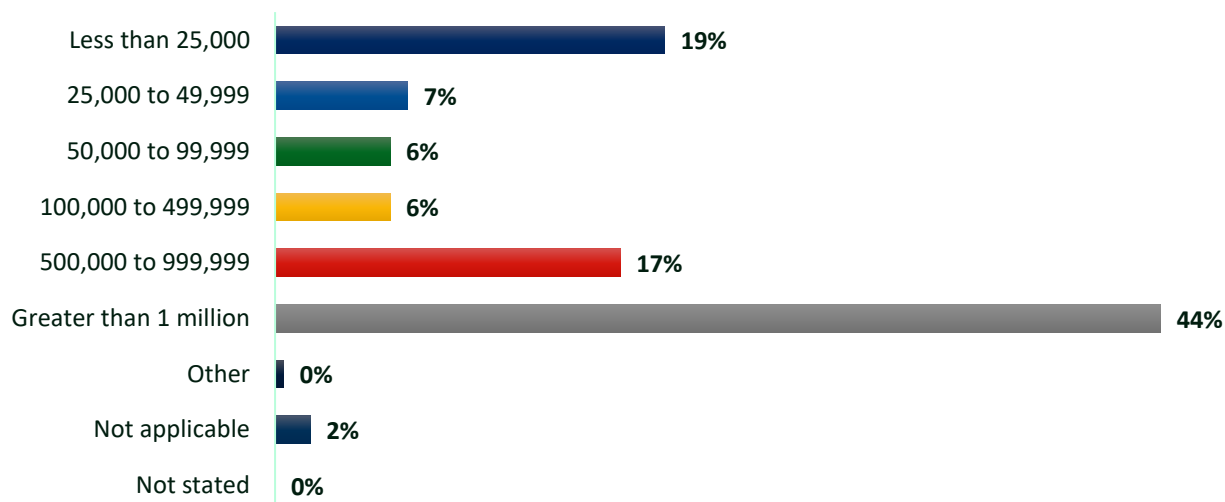
- Almost all charts are shown with rounding to the closest whole number.
- For a few geographic charts, one decimal place is shown in the percentages.
- Categories that are labelled as 0% in charts are sometimes 0%, but are also sometimes greater than 0% and less than 0.5%.
- The **group cut-off size** 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, 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 60% of APPI respondents were employed in population centres of 500,000 or more, with most of those in population centres of greater than one million.

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



	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1850	229	229	\$103,125	\$103,000
<i>Less than 25,000</i>	15%	19%	44	\$99,840	\$97,000
<i>25,000 to 49,999</i>	7%	7%	15	n/a	n/a
<i>50,000 to 99,999</i>	9%	6%	13	n/a	n/a
<i>100,000 to 499,999</i>	24%	6%	13	n/a	n/a
<i>500,000 to 999,999</i>	15%	17%	39	\$110,473	\$106,000
<i>Greater than 1 million</i>	28%	44%	100	\$104,156	\$105,000
Estimated average (000's)	554	715	715		

Name of municipality where employer is located

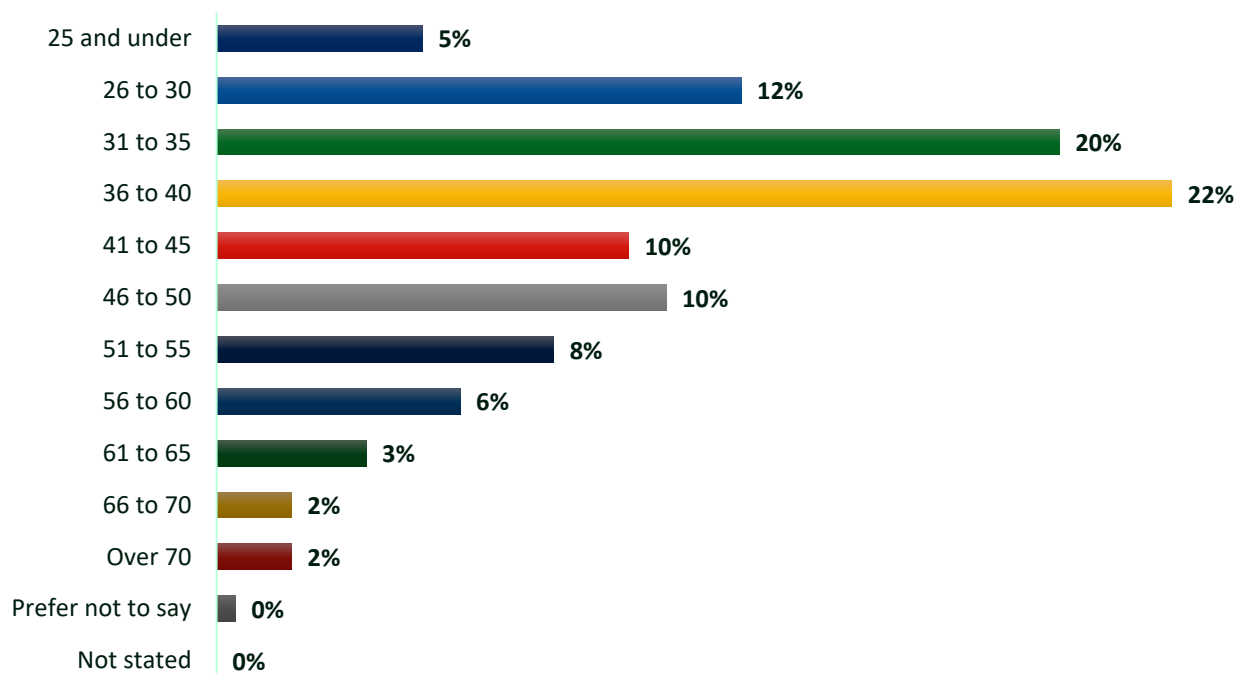
Median and mean salaries were higher in Edmonton than in in other parts of Alberta.

	<i>Total Canada %</i>	<i>Total APPI %</i>	<i>Total APPI N</i>	<i>APPI Mean</i>	<i>APPI Median</i>
TOTAL RESPONDENTS	1850	229	229	\$103,125	\$103,000
Calgary	4%	28%	65	\$99,991	\$102,000
Edmonton	4%	30%	69	\$113,250	\$108,000
Misc. AB	4%	33%	76	\$99,962	\$97,900
Misc. Territories	1%	3%	6	n/a	n/a
Not applicable	5%	4%	10	n/a	n/a

Age

Forty-two percent of APPI respondents were in their 30s. Mean base salaries/ incomes appear to have increased with age, topping out at over \$126k in the age bracket of 41 to 45, and then decreasing after that, but some of the base sizes are small so caution should be applied to this finding. The estimated average age reported for males was 43.4 and for females was 38.2.

What is your age category?



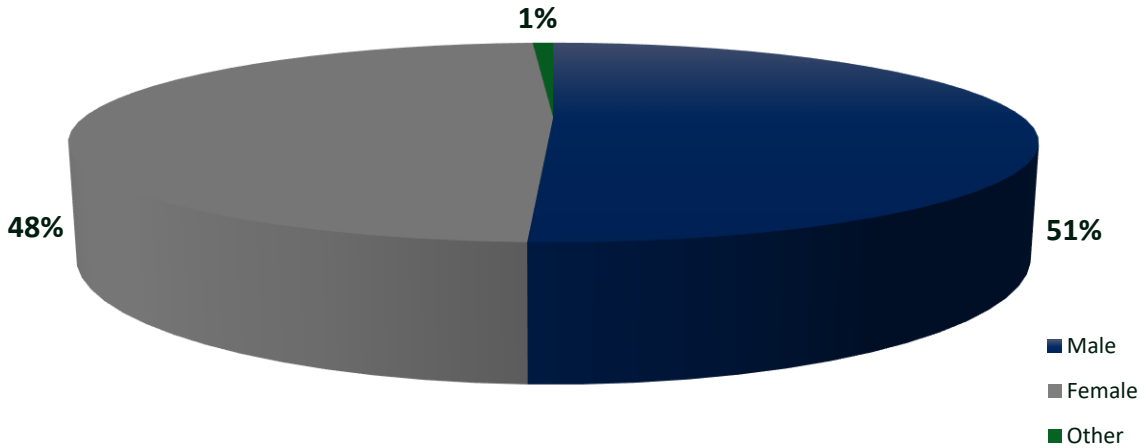
	Total Canada %	Total APPI %	Total APPI N	APPI Males %	APPI Females %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1850	229	229	116	111	\$103,125	\$103,000
30 and under	18%	17%	39	14%	21%	\$73,873	\$69,170
31 to 35	19%	20%	45	18%	21%	\$97,223	\$99,000
36 to 40	19%	22%	51	17%	28%	\$110,362	\$108,644
41 to 45	12%	10%	22	8%	12%	*\$126,547	*\$116,600
46 to 55	19%	18%	42	24%	12%	\$117,380	\$114,305
Over 55	14%	13%	29	19%	6%	*\$99,656	*\$105,706
Estimated average	41.3	40.8	40.8	43.4	38.2		

*Showing some small base sizes <30.

Gender

Slightly more males than females responded from APPI. With regard to mean base salaries/ incomes, males reported an average salary that was approximately \$9,000 higher than females. The median difference was slightly lower than that, at \$5,000.

What is your gender identity?

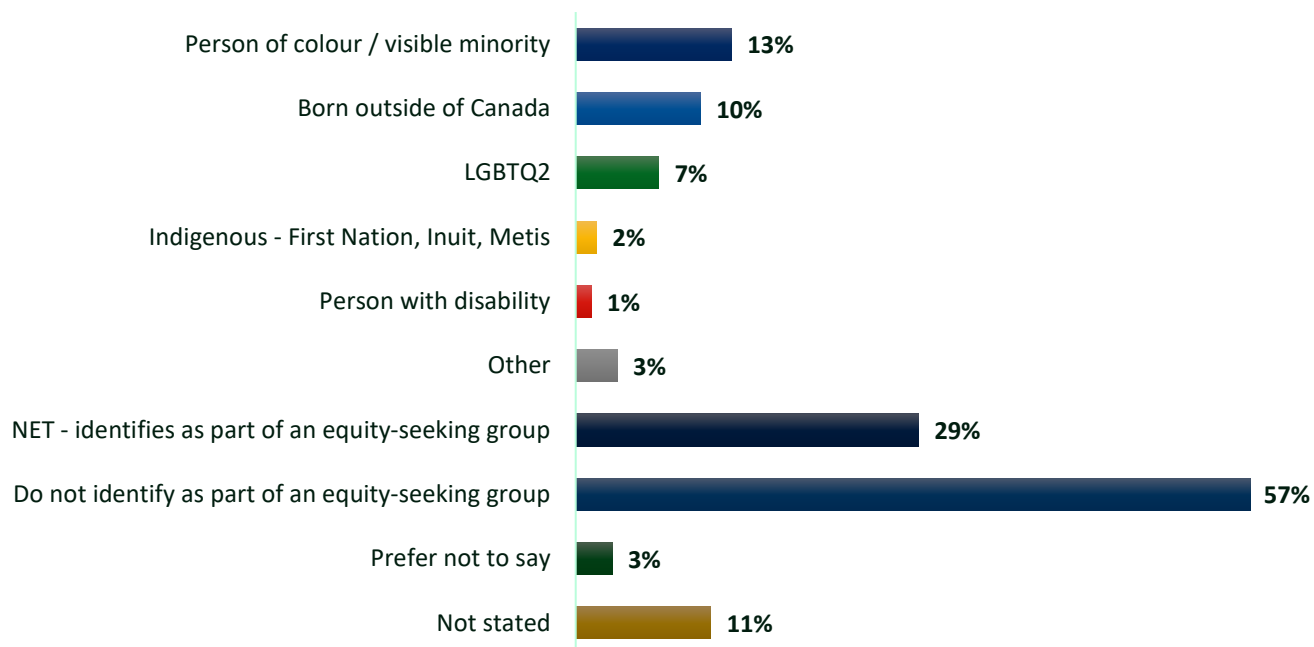


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1850	229	229	\$103,125	\$103,000
Male	51%	51%	116	\$107,736	\$105,000
Female	47%	48%	111	\$98,311	\$100,800

Identifies as part of an equity-seeking group

Twenty-nine percent of APPI respondents (66) chose to self-identify as being part of an equity-seeking group. The mean annual base salary/income for those 66 respondents was reported as \$104,296.

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



	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1850	229	229	\$103,125	\$103,000
<i>Person of colour / visible minority</i>	8%	13%	30	\$98,718	\$102,000
<i>Born outside of Canada</i>	7%	10%	24	n/a	n/a
<i>LGBTQ2</i>	5%	7%	16	n/a	n/a
<i>Indigenous - First Nation, Inuit, Metis</i>	1%	2%	4	n/a	n/a
<i>NET - identifies as part of an equity-seeking group</i>	21%	29%	66	\$104,296	\$103,000
<i>Do not identify as part of an equity-seeking group</i>	64%	57%	130	\$102,887	\$102,500
<i>Not stated</i>	12%	3%	7	n/a	n/a

Has an accredited Canadian planning degree

Seventy-eight percent of APPI respondents reported having an accredited Canadian degree, lower than the 86% reported nationally. However, the percentage of APPI with a master’s level degree was slightly higher than nationally: 49% to 47%.

At first glance, it appears that having an accredited Canadian planning degree might be detrimental to earning power since the highest salary – around \$108k – belonged 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” was related very strongly to increase in salary, as shown in the table below, where those with less than 5 years experience averaged \$75.8k in salary, and those with 31+ years, \$144.7k.

And since those **without** an accredited degree have been in a planning position for a longer time, on average, (Bachelor’s level: 13.3 years, Master’s level: 13.1 years, No degree: 14.8 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: 36% have an accredited bachelor’s degree, 52% have a master’s, and only 16% 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?

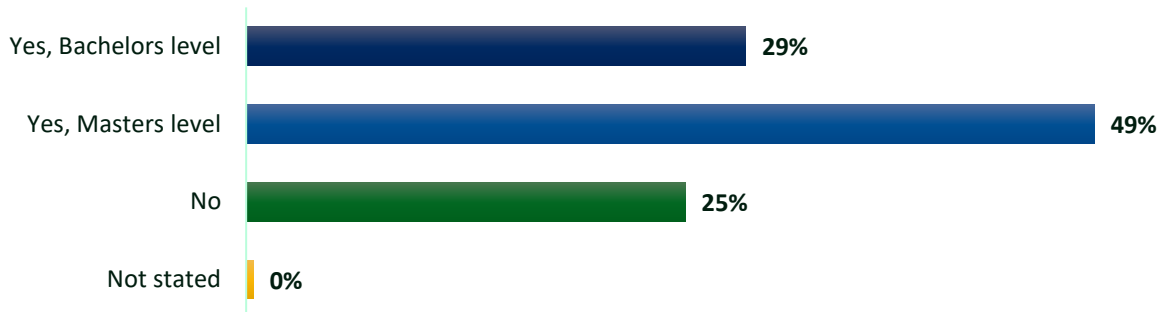


Table showing detail of accredited degree data by years in planning for APPI respondents

	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI 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	229	229	\$103,125	\$103,000	50	55	57	24	20	10	13
Yes, bachelor’s level	39%	29%	66	\$99,782	\$103,000	36%	27%	21%	38%	30%	20%	31%
Yes, master’s level	47%	49%	112	\$100,114	\$100,800	52%	53%	44%	42%	60%	30%	54%
No	17%	25%	58	\$112,400	\$108,153	16%	20%	35%	21%	30%	50%	23%
Mean Salary (\$k)						75.8	99.4	110.2	124.9	123.5	143.7	144.7

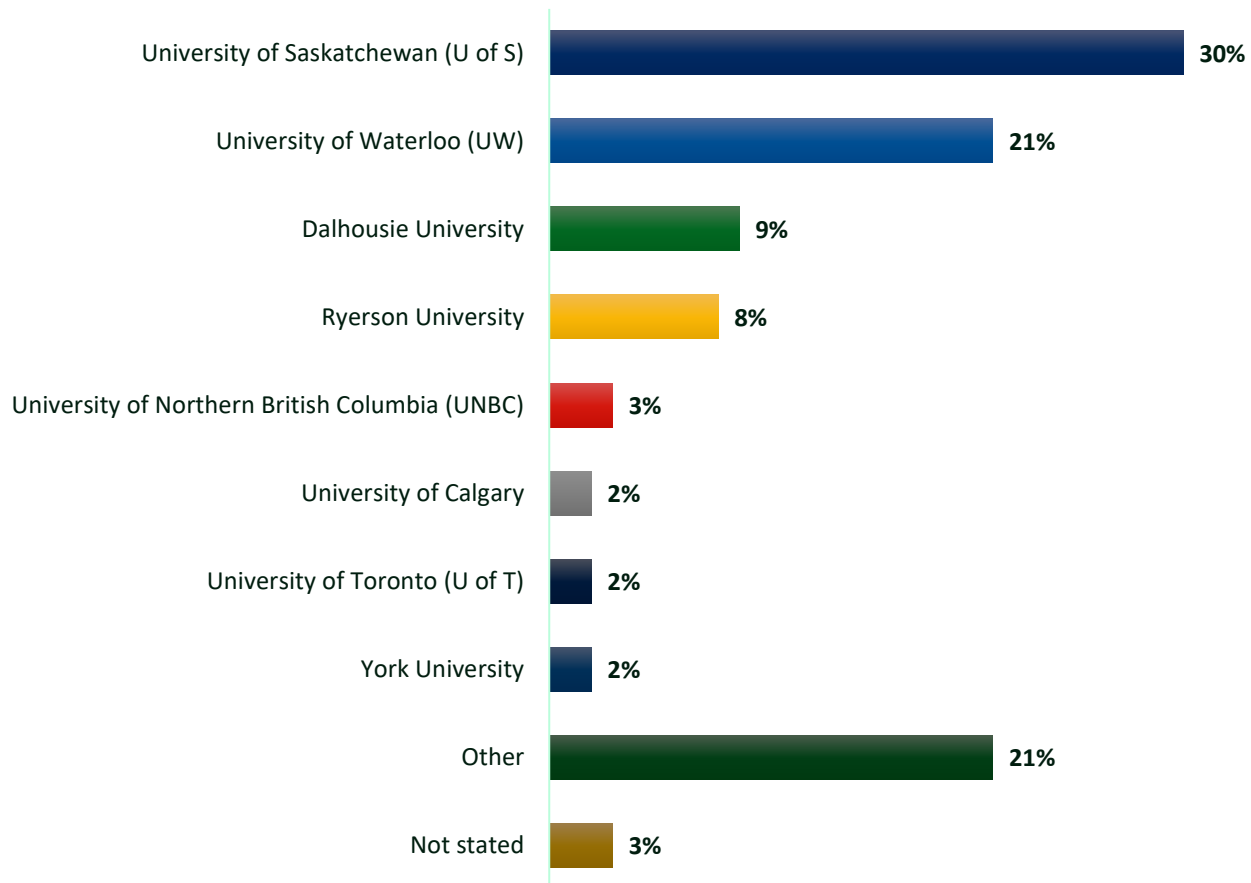
Table showing detail of years in planning by accredited degree data for APPI respondents

	<i>B. level degree %</i>	<i>M. level degree %</i>	<i>NO degree %</i>
TOTAL RESPONDENTS	66	112	58
<i>5 or less years in planning</i>	27%	23%	14%
<i>6 to 10</i>	23%	26%	19%
<i>11 to 15</i>	18%	22%	34%
<i>16 to 20</i>	14%	9%	9%
<i>21 to 25</i>	9%	11%	10%
<i>26 to 30</i>	3%	3%	9%
<i>31 to 35</i>	2%	2%	5%
<i>36 to 40</i>	2%	2%	0%
<i>41 or more</i>	3%	3%	0%
Mean years in planning	13.3	13.1	14.8

Accredited Canadian bachelor’s degree – school

Almost 1/3 of those who reported an accredited bachelor’s degree had a degree from University of Saskatchewan.

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

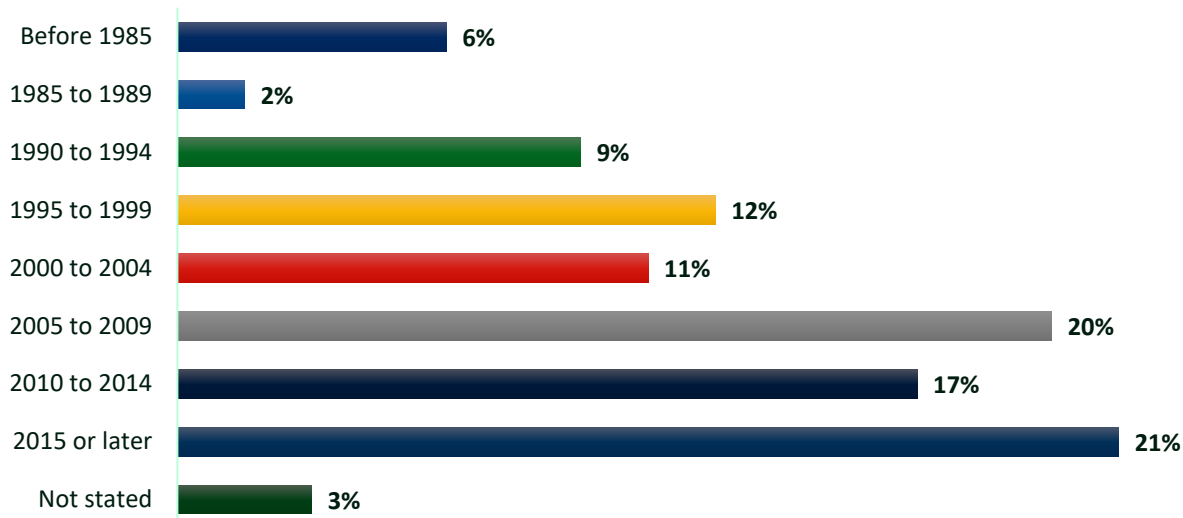


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	716	66	66	\$99,782	\$103,000
<i>University of Saskatchewan (U of S)</i>	12%	30%	20	n/a	n/a
<i>University of Waterloo (UW)</i>	30%	21%	14	n/a	n/a
<i>Dalhousie University</i>	4%	9%	6	n/a	n/a
<i>Ryerson University</i>	18%	8%	5	n/a	n/a
<i>Other</i>	6%	21%	14	n/a	n/a

Accredited Canadian bachelor’s degree – year

More than half of APPI’s bachelor’s level degree holders – 58% - graduated since 2005.

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

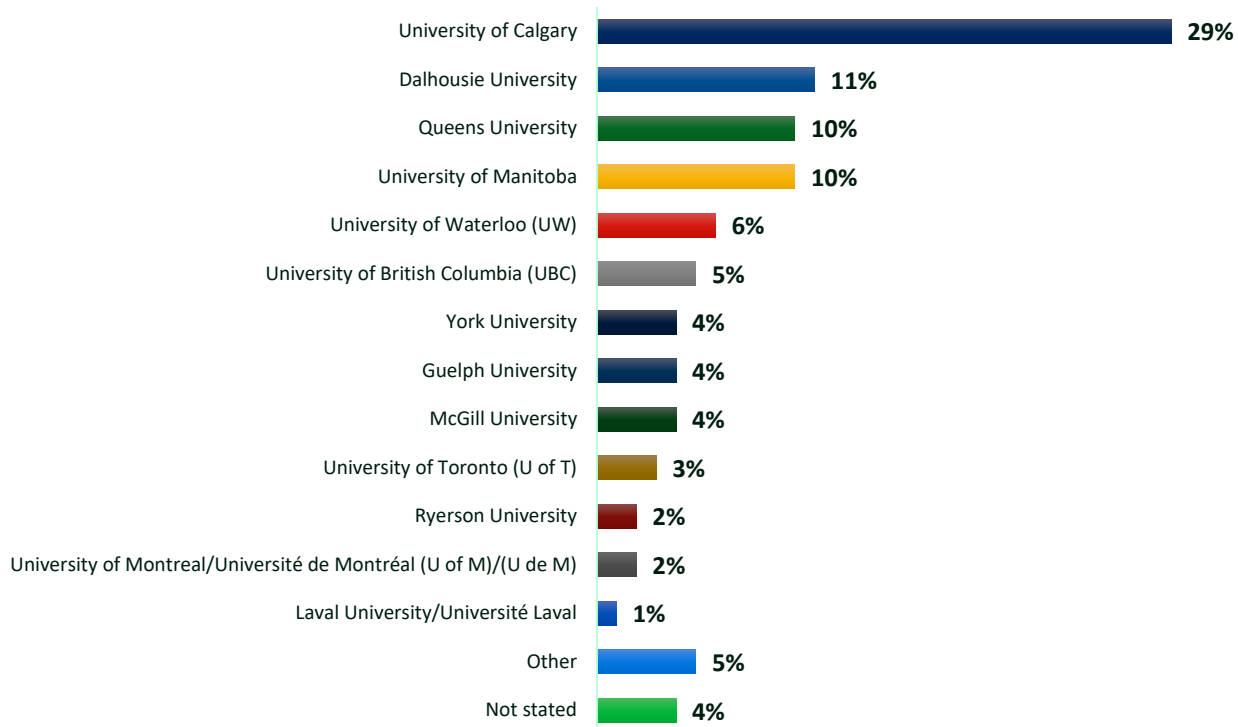


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	716	66	66	\$99,782	\$103,000
<i>Before 1985</i>	8%	6%	4	n/a	n/a
<i>1985 to 1989</i>	6%	2%	1	n/a	n/a
<i>1990 to 1994</i>	9%	9%	6	n/a	n/a
<i>1995 to 1999</i>	9%	12%	8	n/a	n/a
<i>2000 to 2004</i>	12%	11%	7	n/a	n/a
<i>2005 to 2009</i>	18%	20%	13	n/a	n/a
<i>2010 to 2014</i>	21%	17%	11	n/a	n/a
<i>2015 or later</i>	13%	21%	14	n/a	n/a

Accredited Canadian master’s degree – school

There was a much longer list of schools reported at the master’s level than at the bachelor’s level for APPI members, and the most frequently mentioned was the University of Calgary.

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

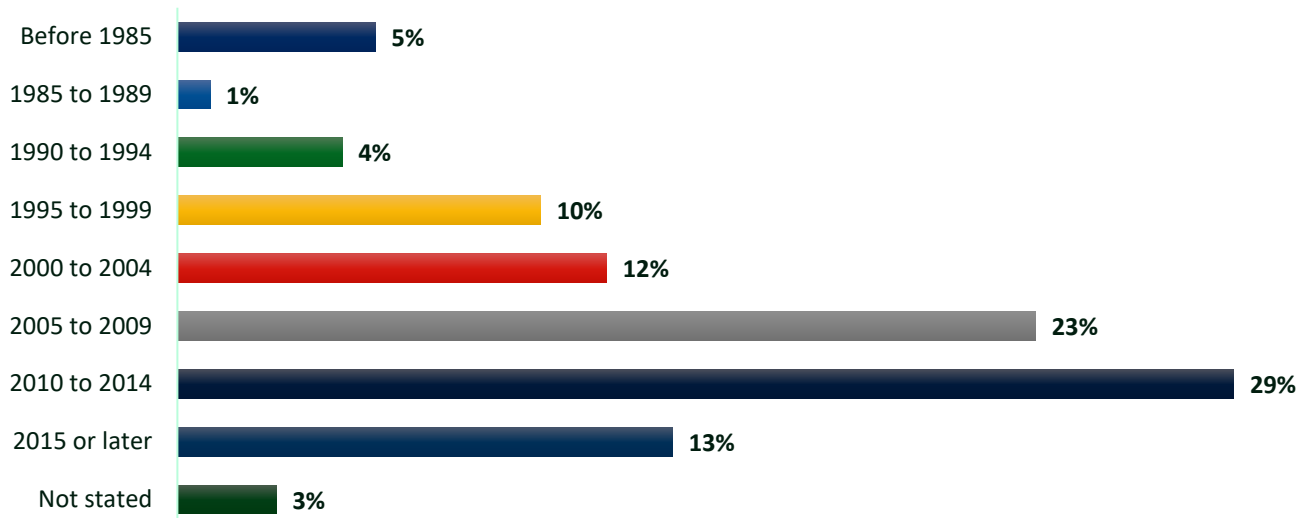


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	876	112	112	\$100,114	\$100,800
<i>University of Calgary</i>	6%	29%	33	\$84,437	\$85,000
<i>Dalhousie University</i>	9%	11%	12	n/a	n/a
<i>Queens University</i>	14%	10%	11	n/a	n/a
<i>University of Manitoba</i>	6%	10%	11	n/a	n/a
<i>University of Waterloo (UW)</i>	6%	6%	7	n/a	n/a
<i>University of British Columbia (UBC)</i>	8%	5%	6	n/a	n/a
<i>York University</i>	9%	4%	5	n/a	n/a
<i>Guelph University</i>	8%	4%	4	n/a	n/a
<i>McGill University</i>	4%	4%	4	n/a	n/a
<i>University of Toronto (U of T)</i>	7%	3%	3	n/a	n/a
<i>Ryerson University</i>	4%	2%	2	n/a	n/a

Accredited Canadian master's degree – year

Sixty-five percent of master's level planners graduated since 2005.

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

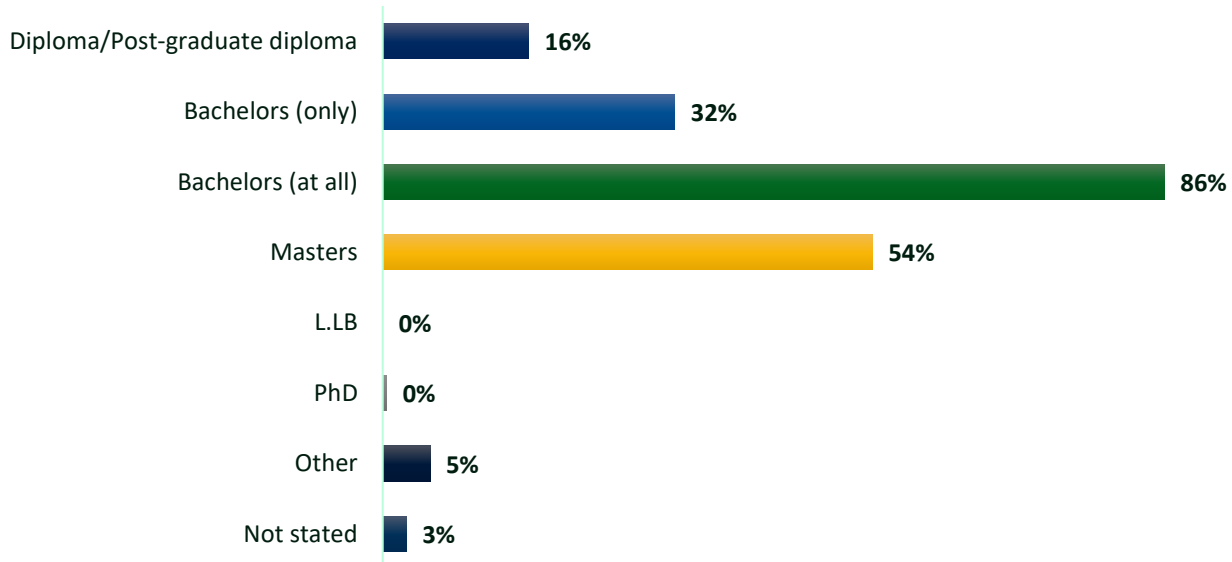


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	876	112	112	\$100,114	\$100,800
<i>Before 1985</i>	4%	5%	6	n/a	n/a
<i>1985 to 1989</i>	5%	1%	1	n/a	n/a
<i>1990 to 1994</i>	5%	4%	5	n/a	n/a
<i>1995 to 1999</i>	8%	10%	11	n/a	n/a
<i>2000 to 2004</i>	11%	12%	13	n/a	n/a
<i>2005 to 2009</i>	17%	23%	26	n/a	n/a
<i>2010 to 2014</i>	25%	29%	32	\$91,896	\$90,000
<i>2015 or later</i>	21%	13%	15	n/a	n/a

Degrees/Diplomas earned

Eighty-six percent of APPI respondents reported having a bachelor's degree and 54% had gone on to earn a master's level degree.

What degrees or diplomas have you earned?

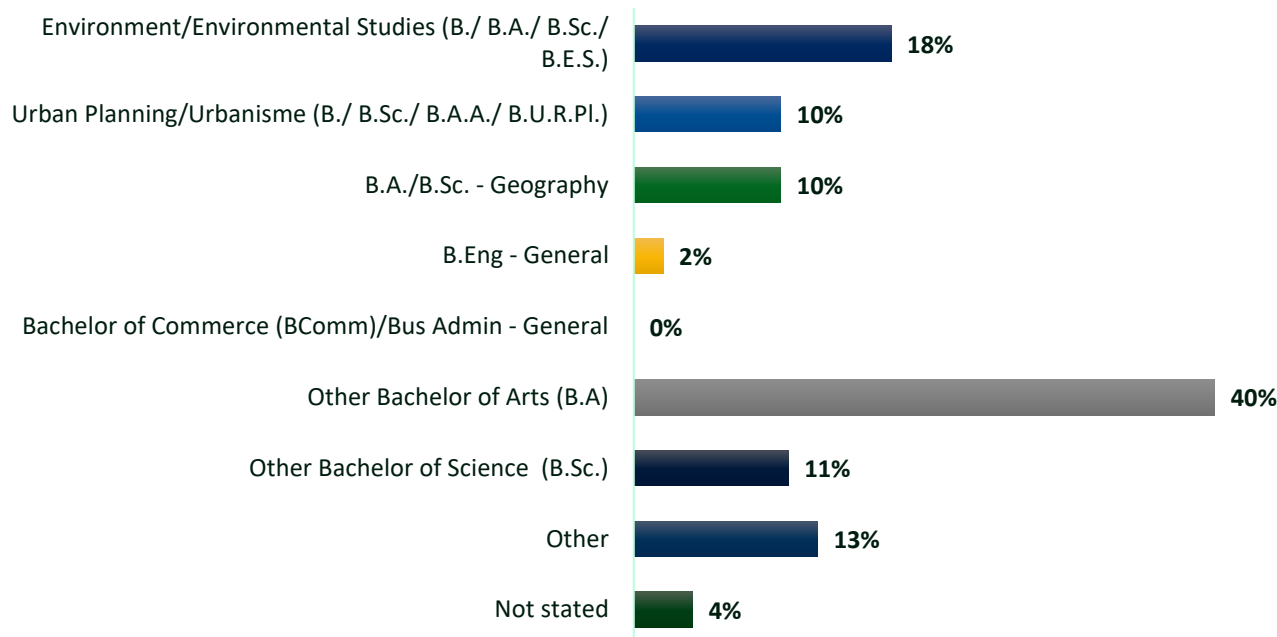


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1850	229	229	\$103,125	\$103,000
<i>Diploma/Post-graduate diploma</i>	14%	16%	37	\$114,667	\$106,910
<i>Bachelors (only)</i>	34%	32%	74	\$99,119	\$104,000
<i>Bachelors (at all)</i>	85%	86%	198	\$102,019	\$103,000
<i>Masters</i>	56%	54%	124	\$101,224	\$102,000
<i>PhD</i>	2%	0%	1	n/a	n/a

Bachelor's degree earned

Among APPI respondents, 40% reported having bachelor's degrees that are **not** in Environment/Environmental Studies, Urban Planning, or Geography –higher than what is seen nationally.

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

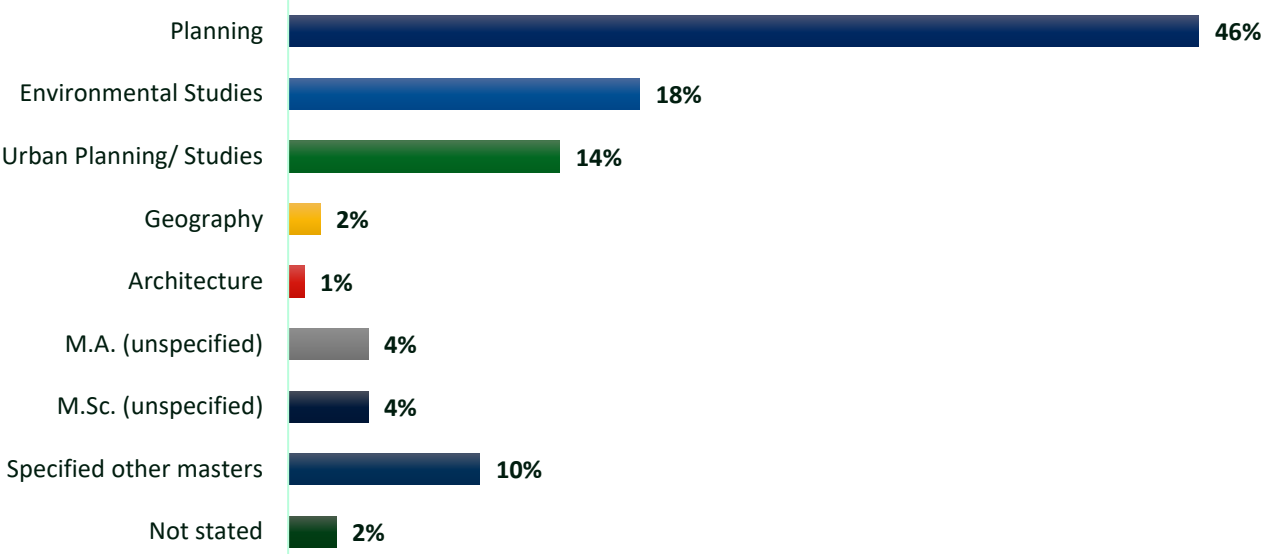


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1576	198	198	\$102,019	\$103,000
<i>Environment/Environmental Studies (B./ B.A./ B.Sc./ B.E.S.)</i>	23%	18%	35	\$109,632	\$108,000
<i>Urban Planning/Urbanisme (B./ B.Sc./ B.A.A./ B.U.R.Pl.)</i>	9%	10%	20	n/a	n/a
<i>B.A./B.Sc. - Geography</i>	10%	10%	20	n/a	n/a
<i>B.Eng - General</i>	2%	2%	4	n/a	n/a
<i>Bachelor of Commerce (BComm)/Bus Admin - General</i>	2%	0%	0	n/a	n/a
<i>Other Bachelor of Arts (B.A.)</i>	32%	40%	79	\$103,483	\$102,000
<i>Other Bachelor of Science (B.Sc.)</i>	12%	11%	21	n/a	n/a
<i>Other</i>	10%	13%	25	n/a	n/a

Master's degree earned

Similar to the national results, 77% of APPI 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]

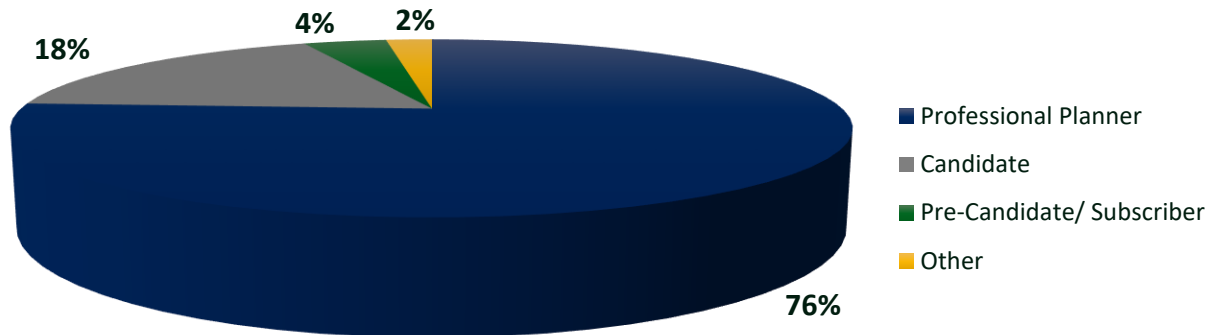


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1036	124	124	\$101,224	\$102,000
<i>Planning</i>	41%	46%	57	\$98,529	\$94,300
<i>Environmental Studies</i>	15%	18%	22	n/a	n/a
<i>Urban Planning/ Studies</i>	17%	14%	17	n/a	n/a
<i>Geography</i>	2%	2%	2	n/a	n/a
<i>Architecture</i>	2%	1%	1	n/a	n/a
<i>M.A. (unspecified)</i>	5%	4%	5	n/a	n/a
<i>M.Sc. (unspecified)</i>	5%	4%	5	n/a	n/a
<i>Specified other masters</i>	9%	10%	12	n/a	n/a

Professional status

“Professional Planners” made up 77% of those who responded to the survey, and their mean annual base salary/income was over \$30k higher than those who did 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.

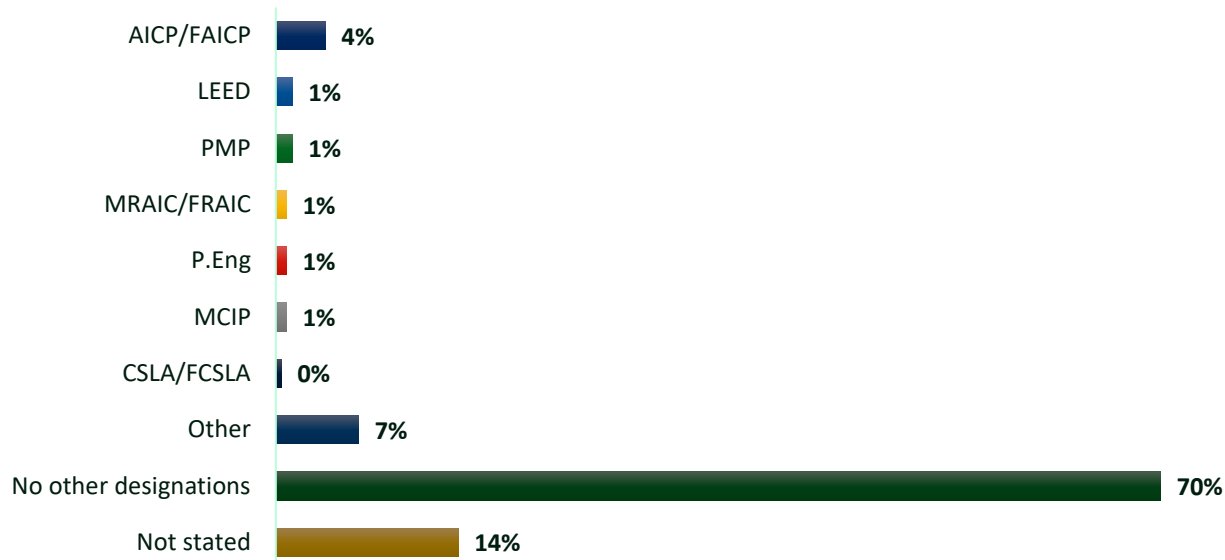
Pre-Candidate/Subscriber - An individual who is pursuing a career in planning but is not yet eligible to apply for Candidate status with their Provincial or Territorial Institute.

	<i>Total Canada %</i>	<i>Total APPI %</i>	<i>Total APPI N</i>	<i>APPI Mean</i>	<i>APPI Median</i>
TOTAL RESPONDENTS	1850	229	229	\$103,125	\$103,000
<i>Professional Planner</i>	79%	77%	635	\$110,617	\$108,153
<i>Candidate</i>	17%	19%	153	\$77,051	\$80,598
<i>Pre-Candidate/Subscriber</i>	3%	4%	29	n/a	n/a
<i>Other</i>	2%	1%	7	n/a	n/a

Additional professional designations

Among APPI respondents, those with no other designations made up 70% of respondents.

Do you hold any additional professional designations?

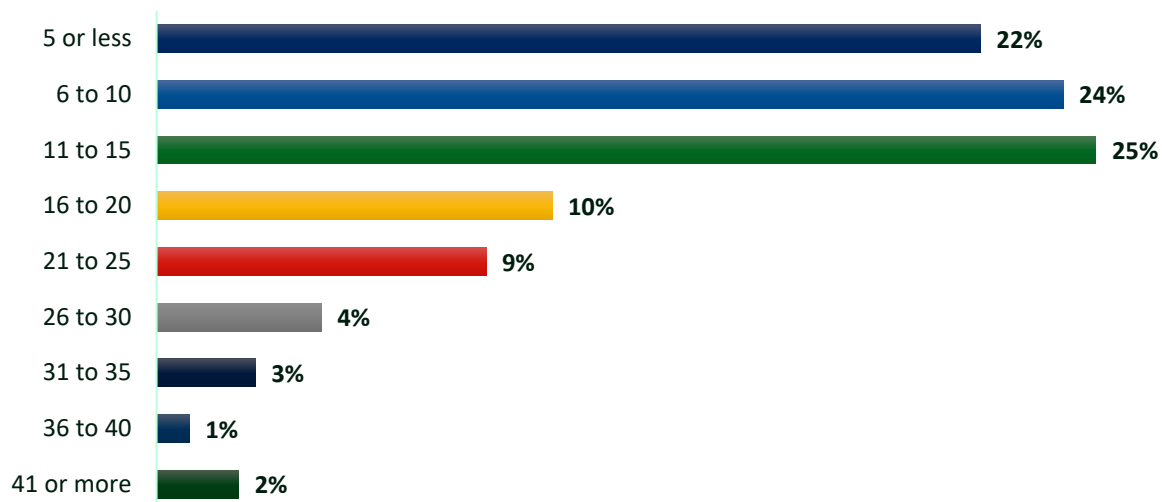


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1850	229	229	\$103,125	\$103,000
AICP/FAICP	2%	4%	9	n/a	n/a
LEED	1%	1%	3	n/a	n/a
PMP	1%	1%	3	n/a	n/a
MRAIC/FRAIC	0%	1%	2	n/a	n/a
P.Eng	1%	1%	2	n/a	n/a
MCIP	1%	1%	2	n/a	n/a
CSLA/FCSLA	1%	0%	1	n/a	n/a
Other	15%	7%	15	n/a	n/a
No other designations	63%	70%	160	\$102,535	\$102,060

Years employed in a planning position

Among APPI respondents, 71% of respondents had been employed in a planning position for 15 years or less – higher than the national numbers. For males, 59% had 15 years experience or less – for females, 83%. The overall average experience was 13.4 years, slightly lower than the national average. For males it was 15.5 and for females, 11.2. Once again, there was a pattern in which the mean base salaries/ incomes increase with experience.

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



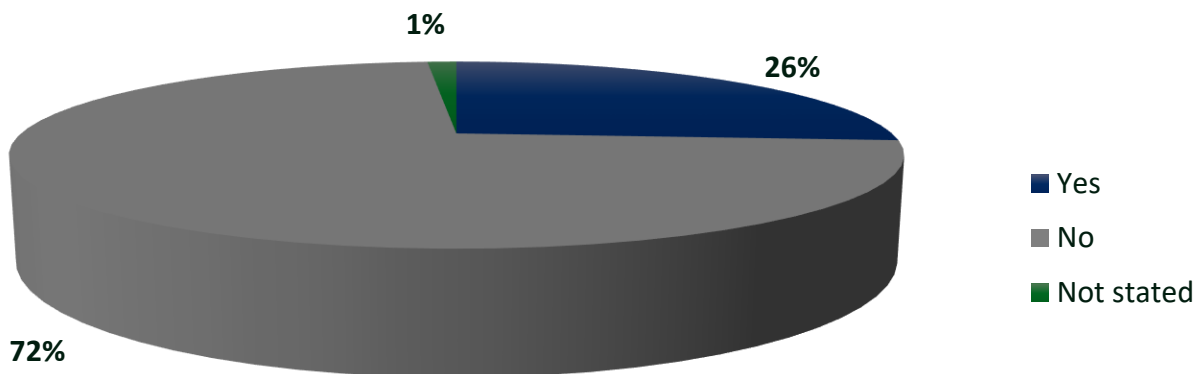
	Total Canada %	Total APPI %	Total APPI N	APPI Males %	APPI Females %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1850	229	229	427	391	\$103,125	\$103,000
5 or less	23%	22%	50	18%	26%	\$75,831	\$74,000
6 to 10	21%	24%	55	25%	23%	\$99,386	\$101,000
11 to 15	20%	25%	57	16%	34%	\$110,194	\$109,000
16 to 20	11%	10%	24	12%	9%	*\$124,916	*\$120,000
21 to 25	8%	9%	20	11%	5%	*\$123,522	*\$120,000
26 to 30	8%	4%	10	8%	1%	n/a	n/a
31 to 35	4%	3%	6	4%	1%	n/a	n/a
36 to 40	2%	1%	2	2%	0%	n/a	n/a
41 or more	2%	2%	5	3%	1%	n/a	n/a
Average years	14.5	13.4	13.4	15.5	11.2		

*Showing some small base sizes <30.

Belongs to a union

Among APPI respondents, 26% of respondents belonged to a union – close to the national average of 29%. At the junior and mid-management level, union membership appeared to be advantageous – junior union members were paid around \$12k than those who were not in a union, and mid-managers \$6k. Because of small base sizes, it is difficult to make any conclusions, but averages at the national level show that at higher management levels, there was either no advantage or there was a disadvantage to union membership.

Do you belong to a union?

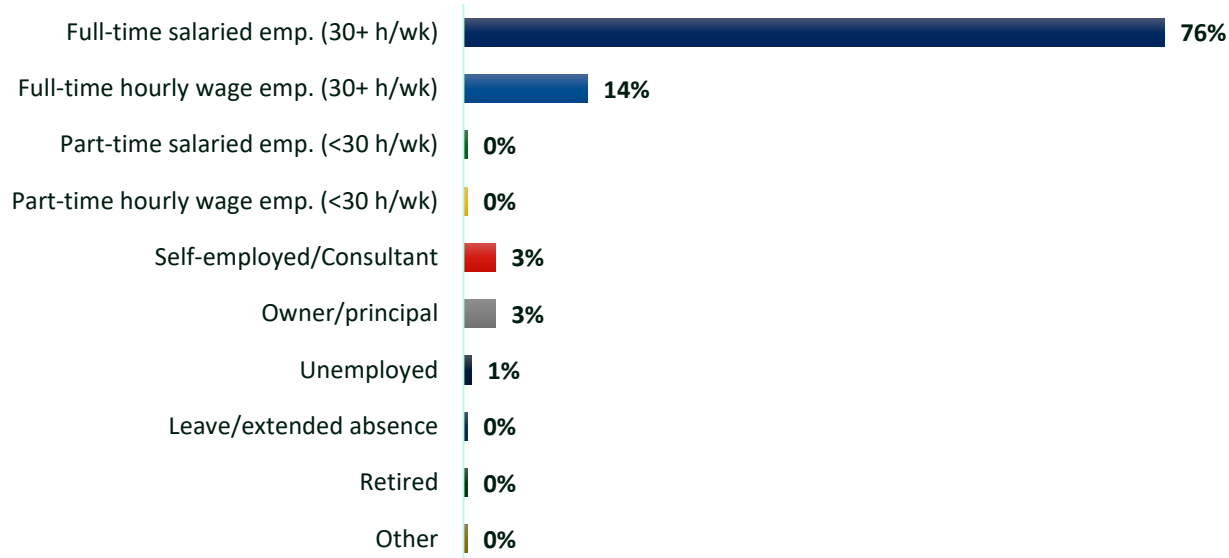


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median	APPI Exec Mean	APPI Sr. Mean	APPI Mid. Mean	APPI Jr. Mean
TOTAL RESPONDENTS	1850	229	229	\$103,125	\$103,000	\$124,020	\$114,335	\$93,922	\$63,685
Yes	29%	26%	60	\$98,554	\$102,060	n/a	n/a	\$97,229	\$72,724
CUPE	12%	8%	19	n/a	n/a	n/a	n/a	n/a	n/a
Other	12%	13%	29	n/a	n/a	n/a	n/a	n/a	n/a
No	70%	72%	166	\$104,199	\$104,000	n/a	\$114,698	\$91,337	\$60,861

Employment status

The large majority (90%) of APPI respondents were full-time salaried employees. Salaried employees among APPI respondents averaged around \$17k more than their hourly counterparts.

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

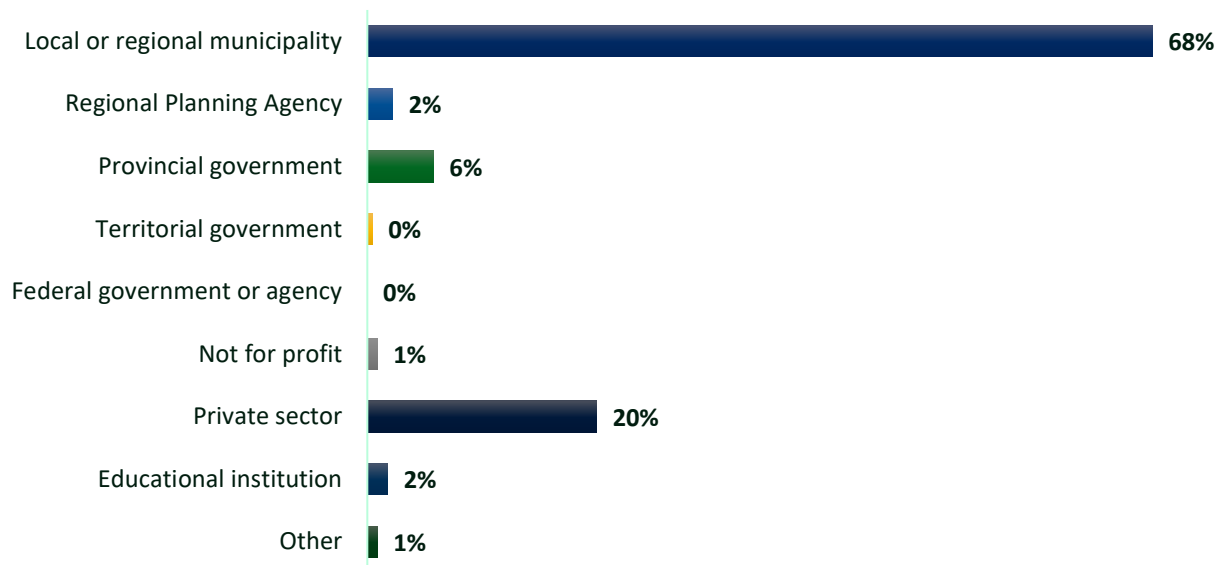


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1850	229	229	\$103,125	\$103,000
<i>Full-time salaried emp. (30+ h/wk)</i>	78%	76%	175	\$108,715	\$107,000
<i>Full-time hourly wage emp. (30+ h/wk)</i>	12%	14%	31	\$91,704	\$102,000
<i>Self-employed/Consultant</i>	4%	3%	8	n/a	n/a
<i>Owner/principal</i>	2%	3%	8	n/a	n/a

Type of organization

The percentage of APPI planners in a local or regional municipality was 68%, compared with 53% in the rest of Canada. The average local or regional municipality wage of around \$107k was \$15k higher than that of those 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?

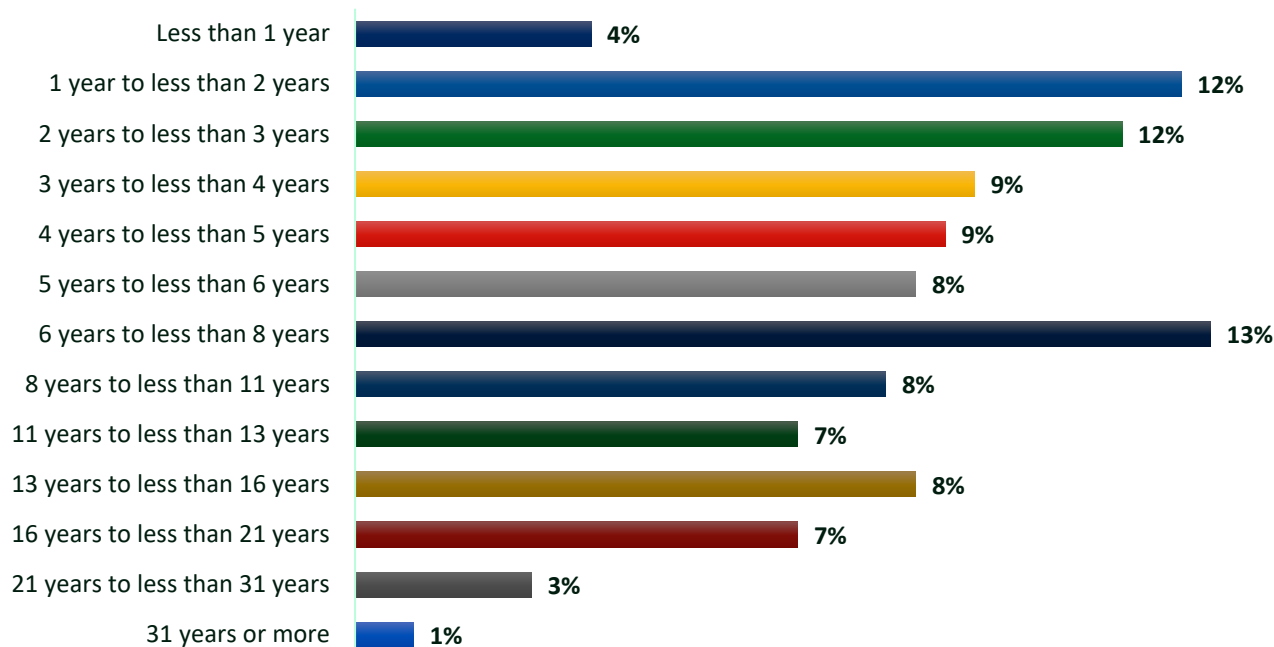


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median	Not APPI %
TOTAL RESPONDENTS	1835	226	226	\$103,125	\$103,000	1609
<i>Local or regional municipality</i>	55%	68%	154	\$107,277	\$108,000	53%
<i>Regional Planning Agency</i>	3%	2%	5	n/a	n/a	3%
<i>Provincial government</i>	5%	6%	13	n/a	n/a	5%
<i>Territorial government</i>	0%	0%	1	n/a	n/a	0%
<i>Federal government or agency</i>	1%	0%	0	n/a	n/a	1%
<i>Not for profit</i>	2%	1%	2	n/a	n/a	2%
<i>Private sector</i>	28%	20%	45	\$92,343	\$82,000	29%
<i>Educational institution</i>	2%	2%	4	n/a	n/a	3%
<i>Other</i>	3%	1%	2	n/a	n/a	3%

Years with organization

Although the average number of years in the industry was 13.4, the respondents' average number of years with their current organization was 8.6 – slightly higher than the national average of 8.0. The mean and median salary overall trends increased with the number of years at the organization.

How many years have you been employed with this organization?



	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	\$103,125	\$103,000
<i>Less than 2 years</i>	20%	16%	36	\$82,254	\$82,000
<i>2 years to less than 4 years</i>	21%	21%	47	\$94,551	\$93,000
<i>4 years to less than 8 years</i>	21%	30%	68	\$107,407	\$106,000
<i>8 years to less than 16 years</i>	23%	23%	52	\$111,349	\$108,644
<i>16 years or more</i>	15%	10%	23	*\$122,918	*\$111,600
Average years	8.0	8.6	8.6		

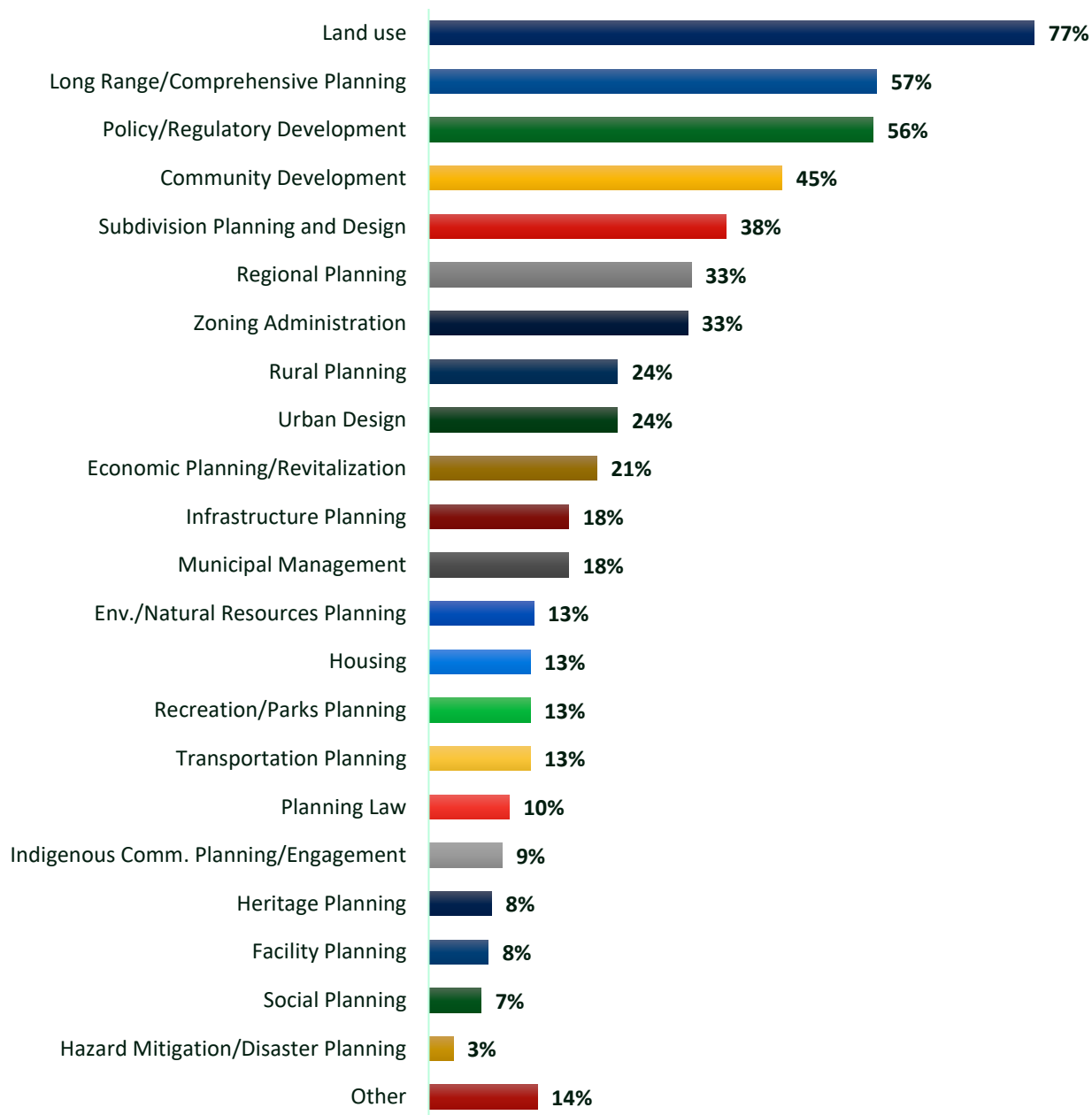
***Showing some small base sizes <30.**

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

Areas of specialization

Among APPI respondents, as with national respondents, the most often mentioned area of specialization was “Land use.” The least mentioned was “Hazard Mitigation/Disaster Planning.” Among APPI respondents vs. nationally, there was a proportionally lower number of planners who specialize in “Housing” (-9%) and “Env./Natural Resources Planning” (-9%), while a higher number in the area of “Long Range/Comprehensive Planning,” at +14%.

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

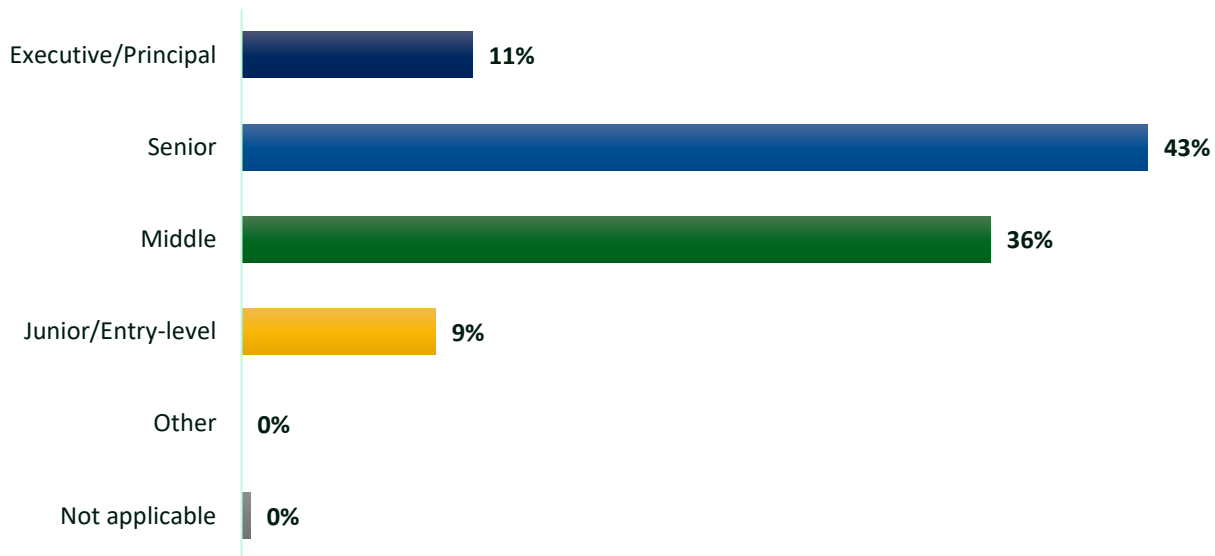


	<i>Total Canada %</i>	<i>Total APPI %</i>	<i>Total APPI N</i>	<i>APPI Mean</i>	<i>APPI Median</i>
TOTAL RESPONDENTS	1835	226	226	\$103,125	\$103,000
Land use	73%	77%	173	\$105,084	\$103,000
Long Range/Comprehensive Planning	43%	57%	128	\$105,147	\$104,000
Policy/Regulatory Development	51%	56%	127	\$106,271	\$105,000
Community Development	38%	45%	101	\$103,441	\$100,003
Subdivision Planning and Design	32%	38%	85	\$102,044	\$100,000
Regional Planning	26%	33%	75	\$102,181	\$97,000
Zoning Administration	35%	33%	74	\$110,827	\$108,153
Rural Planning	26%	24%	54	\$93,182	\$91,000
Urban Design	25%	24%	54	\$106,247	\$100,000
Economic Planning/Revitalization	21%	21%	48	\$107,203	\$102,060
Infrastructure Planning	18%	18%	40	\$101,849	\$100,000
Municipal Management	18%	18%	40	\$118,992	\$120,000
Env./Natural Resources Planning	22%	13%	30	\$102,741	\$100,500
Housing	22%	13%	29	\$110,650	\$108,000
Recreation/Parks Planning	11%	13%	29	\$100,435	\$97,000
Transportation Planning	17%	13%	29	\$98,201	\$97,900
Planning Law	12%	10%	23	n/a	n/a
Indigenous Comm. Planning/Engagement	10%	9%	21	n/a	n/a
Heritage Planning	14%	8%	18	n/a	n/a
Facility Planning	7%	8%	17	n/a	n/a
Social Planning	9%	7%	15	n/a	n/a
Hazard Mitigation/Disaster Planning	8%	3%	7	n/a	n/a
Other	12%	14%	31	\$106,787	\$105,000

Management level

APPI's distribution of planners per management level was similar to the national distribution, although there appeared to be slightly less representation by executives and slightly more by senior managers. Among APPI respondents, 79% of respondents were either "Senior" or "Middle." "Executive/Principals" average approximately \$124k for their base salaries/ incomes while "Junior/Entry-level" employees averaged around \$64k, although both bases sizes were a bit small.

What is your current level of employment?



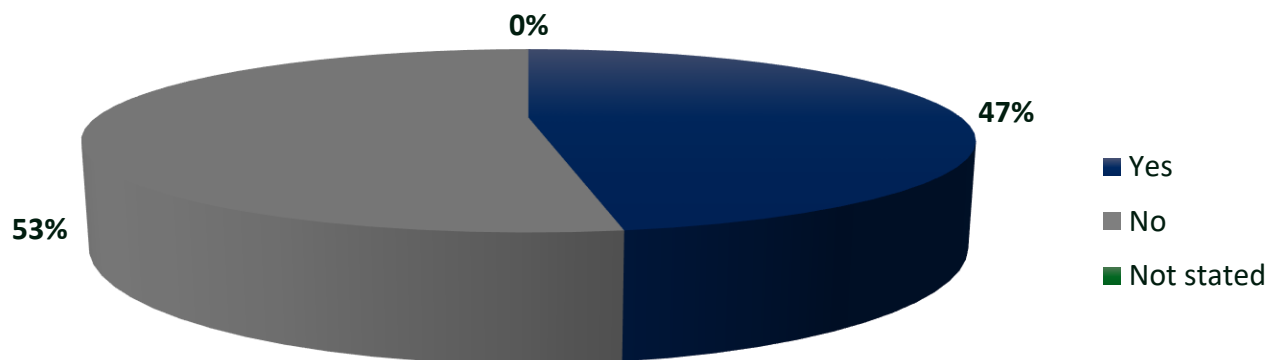
	Total Canad a %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	\$103,125	\$103,000
<i>Executive/Principal</i>	16%	11%	25	*\$124,020	*\$120,000
<i>Senior</i>	39%	43%	98	\$114,335	\$114,305
<i>Middle</i>	34%	36%	81	\$93,922	\$95,000
<i>Junior/Entry-level</i>	10%	9%	21	*\$63,685	*\$63,000

***Showing some small base sizes <30.**

Supervises or manages others

Slightly less than half of APPI respondents reported that they supervised and/or managed other staff, and they got paid, on average, over \$36k more than those who did not manage anyone.

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



	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	\$103,125	\$103,000
Yes	48%	47%	107	\$122,282	\$115,899
No	51%	53%	119	\$86,060	\$90,692

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. Satisfaction with “Your relationship with those who report to you” scored the highest, at 97%. Respondents were least satisfied with “opportunity for advancement.”

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



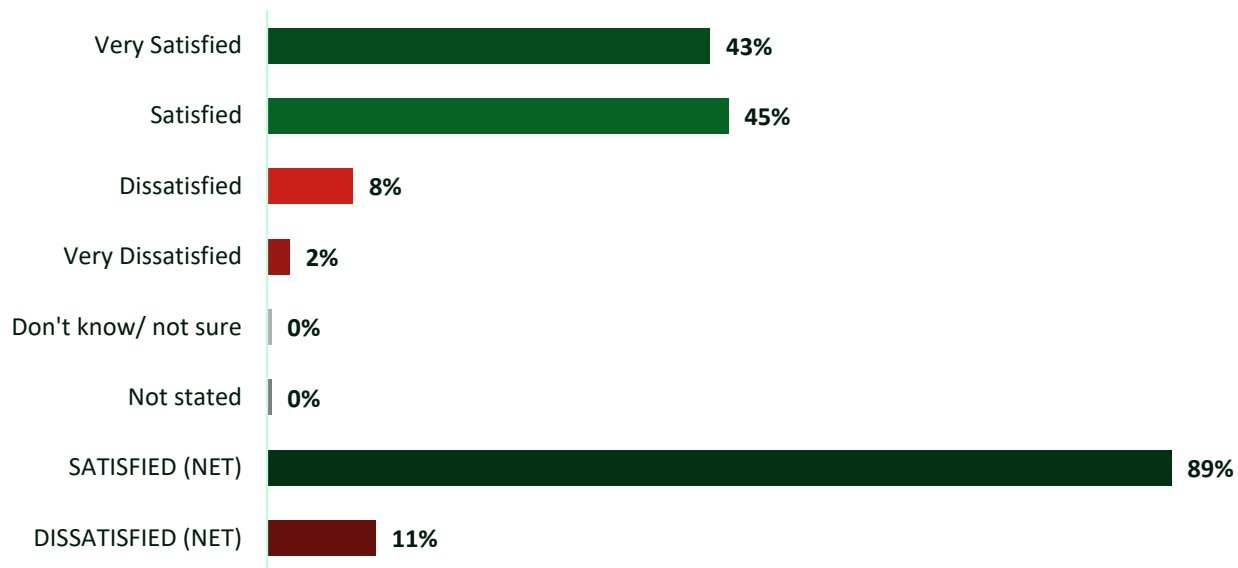
	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	\$103,125	\$103,000
<i>Your relationship with those who report to you*</i>	96%	97%	104	\$122,882	\$117,000
<i>Your relationship with your peers</i>	95%	94%	212	\$104,247	\$105,000
<i>Your job overall</i>	90%	89%	200	\$104,122	\$104,000
<i>Your base salary</i>	79%	87%	197	\$105,913	\$105,000
<i>Your work/life balance</i>	80%	85%	191	\$103,009	\$102,060
<i>The balance of responsibilities in your current position</i>	81%	82%	185	\$103,956	\$102,500
<i>Your relationship with those you report to</i>	84%	81%	184	\$105,934	\$105,000
<i>Performance recognition you receive</i>	73%	75%	170	\$104,540	\$103,000
<i>Your opportunity for advancement</i>	66%	66%	149	\$108,031	\$107,000

*filtered on those with reports, n=107

Satisfaction with: Your job overall

Eighty-nine percent of APPI respondents were satisfied with their job overall. Ninety-six percent of executives were satisfied with their job overall, with 72% being very satisfied. That percentage is much higher than those in senior or middle management, and there's even more of a gap when compared with junior planners.

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



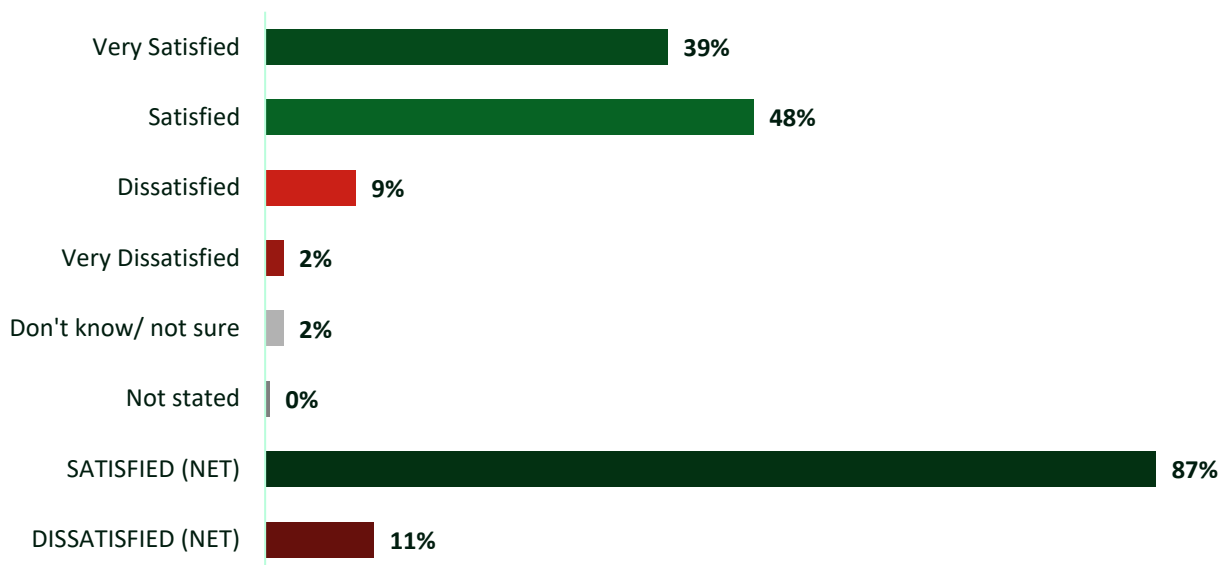
	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Very Satisfied	47%	43%	98	72%	42%	40%	29%	\$104,582	\$101,000
Satisfied	44%	45%	102	24%	51%	44%	48%	\$103,676	\$105,000
Dissatisfied	7%	8%	19	0%	7%	12%	10%	n/a	n/a
Very Dissatisfied	2%	2%	5	4%	0%	1%	14%	n/a	n/a
Don't know/ not sure	0%	0%	1	0%	0%	1%	0%	n/a	n/a
Not stated	0%	0%	1	0%	0%	1%	0%	n/a	n/a
SATISFIED (NET)	90%	89%	200	96%	93%	84%	76%	\$104,122	\$104,000
DISSATISFIED (NET)	9%	11%	24	4%	7%	14%	24%	*\$94,897	*\$94,300

**Showing some small base sizes <30.*

Satisfaction with: Your base salary

Among APPI respondents, 87% of respondents were satisfied with their base salary – higher than at the national level. Base salary satisfaction seemed excellent across all management levels, while nationally, it increased as employees move into more senior roles.

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



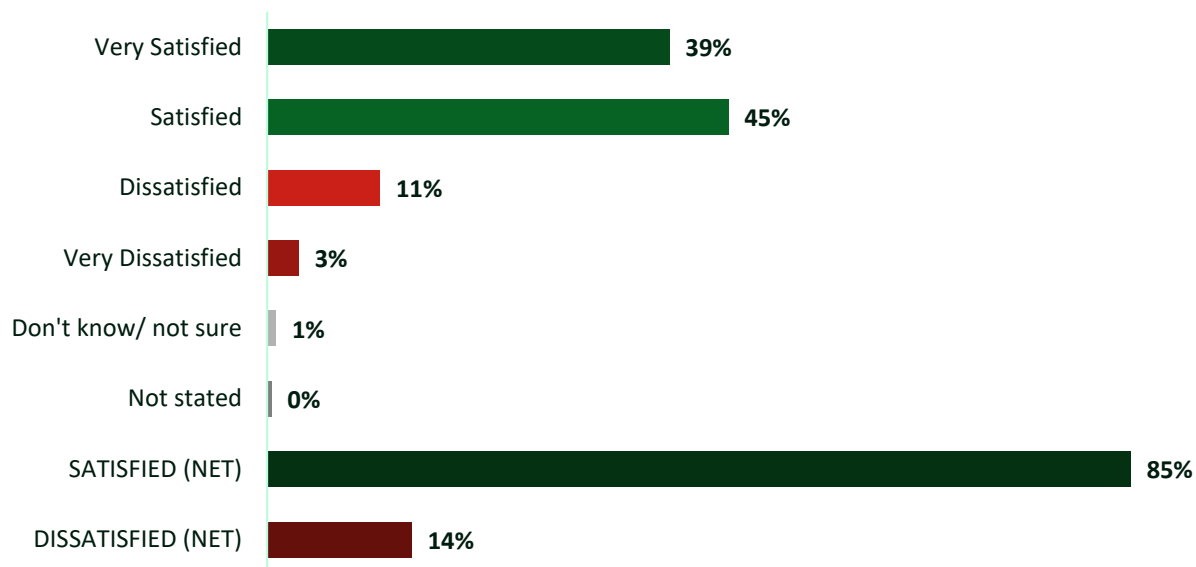
	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Very Satisfied	30%	39%	89	56%	32%	44%	38%	\$111,714	\$108,000
Satisfied	50%	48%	108	28%	57%	43%	43%	\$101,088	\$100,000
Dissatisfied	16%	9%	20	8%	8%	9%	14%	n/a	n/a
Very Dissatisfied	3%	2%	4	4%	1%	1%	5%	n/a	n/a
Don't know/ not sure	1%	2%	4	4%	2%	1%	0%	n/a	n/a
Not stated	1%	0%	1	0%	0%	1%	0%	n/a	n/a
SATISFIED (NET)	79%	87%	197	84%	89%	88%	81%	\$105,913	\$105,000
DISSATISFIED (NET)	19%	11%	24	12%	9%	10%	19%	*\$92,046	*\$97,000

**Showing some small base sizes <30.*

Satisfaction with: Your work/life balance

Among APPI respondents, 85% of respondents were satisfied with their work/life balance. Looking at management level, there was no apparent trend, while nationally, junior planners were more satisfied than anyone more senior.

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

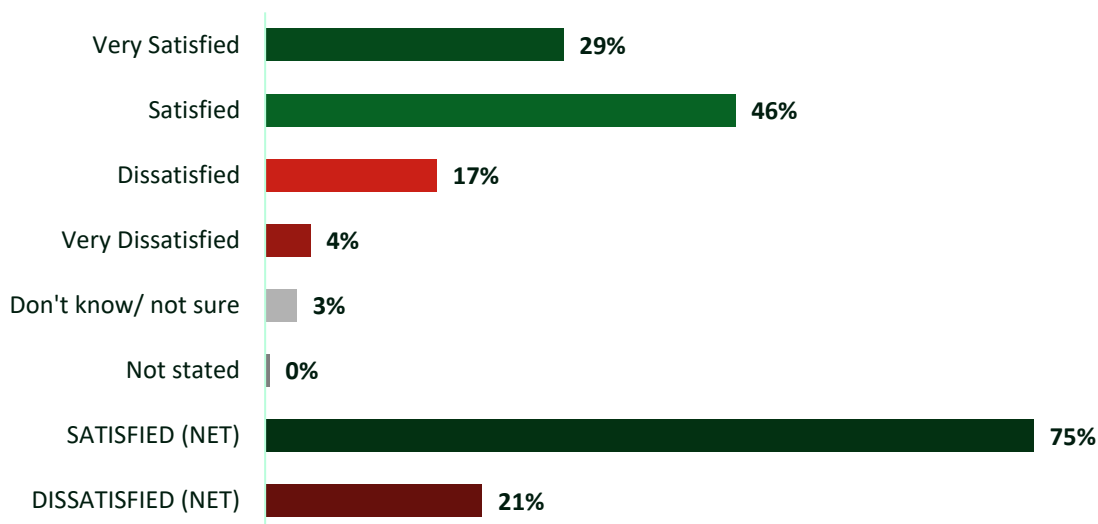


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Very Satisfied	32%	39%	89	44%	35%	42%	48%	\$97,963	\$97,900
Satisfied	48%	45%	102	36%	52%	41%	38%	\$107,456	\$107,000
Dissatisfied	16%	11%	25	16%	11%	11%	5%	n/a	n/a
Very Dissatisfied	3%	3%	7	4%	1%	4%	10%	n/a	n/a
Don't know/ not sure	1%	1%	2	0%	1%	1%	0%	n/a	n/a
Not stated	1%	0%	1	0%	0%	1%	0%	n/a	n/a
SATISFIED (NET)	80%	85%	191	80%	87%	83%	86%	\$103,009	\$102,060
DISSATISFIED (NET)	19%	14%	32	20%	12%	15%	14%	\$103,164	\$108,000

Satisfaction with: Performance recognition you receive

This was one of the lowest ranked dimensions with regard to satisfaction, both nationally and among APPI respondents. Around 1 in 5 employees were dissatisfied with performance recognition.

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

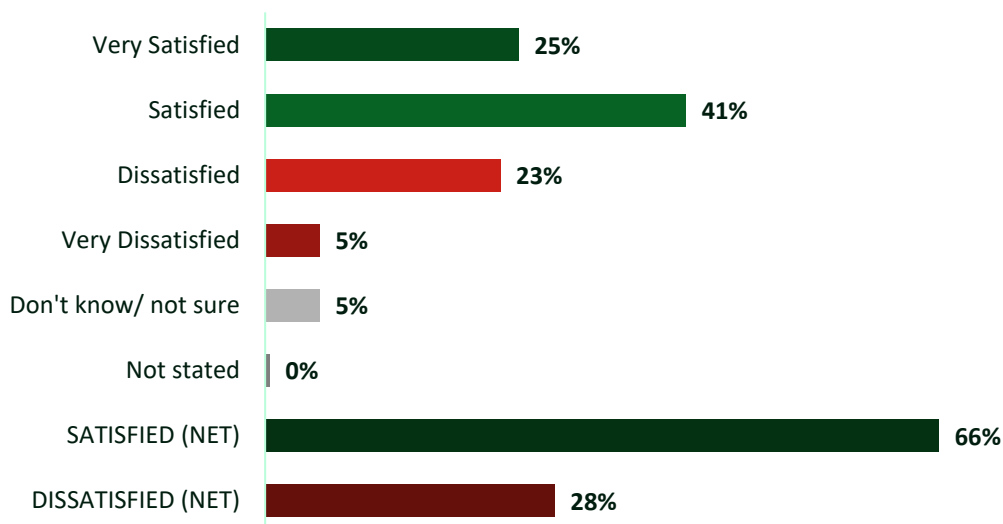


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Very Satisfied	26%	29%	66	48%	27%	28%	24%	\$99,873	\$95,000
Satisfied	47%	46%	104	36%	54%	40%	43%	\$107,501	\$106,000
Dissatisfied	19%	17%	38	12%	13%	22%	19%	\$102,303	\$104,000
Very Dissatisfied	5%	4%	10	4%	3%	5%	10%	n/a	n/a
Don't know/ not sure	3%	3%	7	0%	3%	4%	5%	n/a	n/a
Not stated	0%	0%	1	0%	0%	1%	0%	n/a	n/a
SATISFIED (NET)	73%	75%	170	84%	81%	68%	67%	\$104,540	\$103,000
DISSATISFIED (NET)	24%	21%	48	16%	16%	27%	29%	\$101,000	\$105,000

Satisfaction with: Your opportunity for advancement

Advancement was the lowest rated area with regard to satisfaction. Across management levels, the **dissatisfaction** scores were: Executive – 16% dissatisfaction, Senior – 23%, Middle – 36%, and Junior – 38%.

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

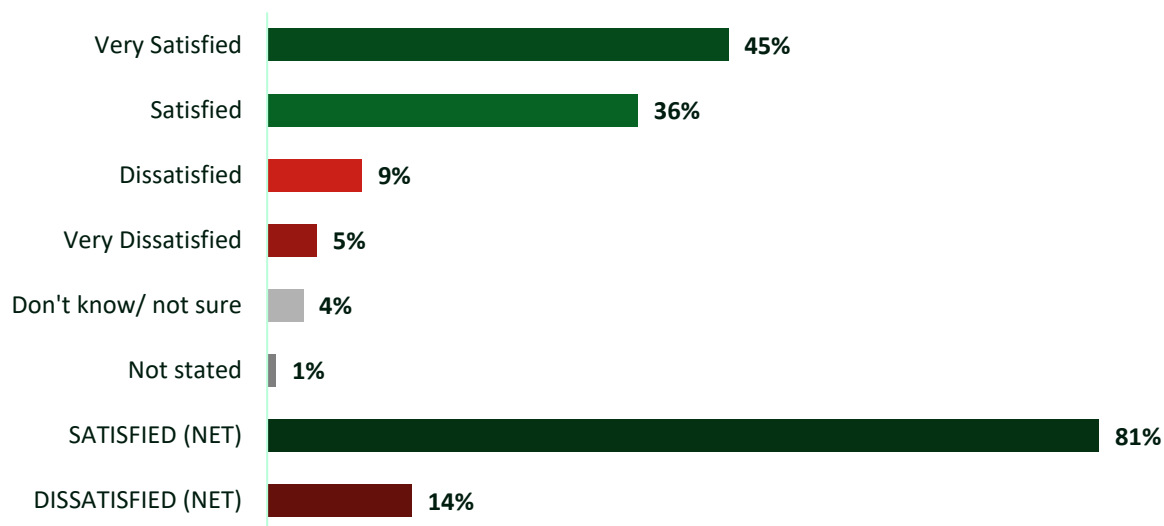


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Very Satisfied	23%	25%	56	48%	22%	25%	10%	\$111,216	\$104,000
Satisfied	43%	41%	93	24%	50%	36%	43%	\$106,147	\$108,000
Dissatisfied	22%	23%	52	12%	20%	28%	29%	\$101,568	\$101,000
Very Dissatisfied	6%	5%	12	4%	3%	7%	10%	n/a	n/a
Don't know/ not sure	5%	5%	12	12%	4%	2%	10%	n/a	n/a
Not stated	1%	0%	1	0%	0%	1%	0%	n/a	n/a
SATISFIED (NET)	66%	66%	149	72%	72%	60%	52%	\$108,031	\$107,000
DISSATISFIED (NET)	29%	28%	64	16%	23%	36%	38%	\$100,443	\$101,000

Satisfaction with: Your relationship with those you report to

81% of APPI respondents report that they are at least satisfied with their relationship with those they report to.

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

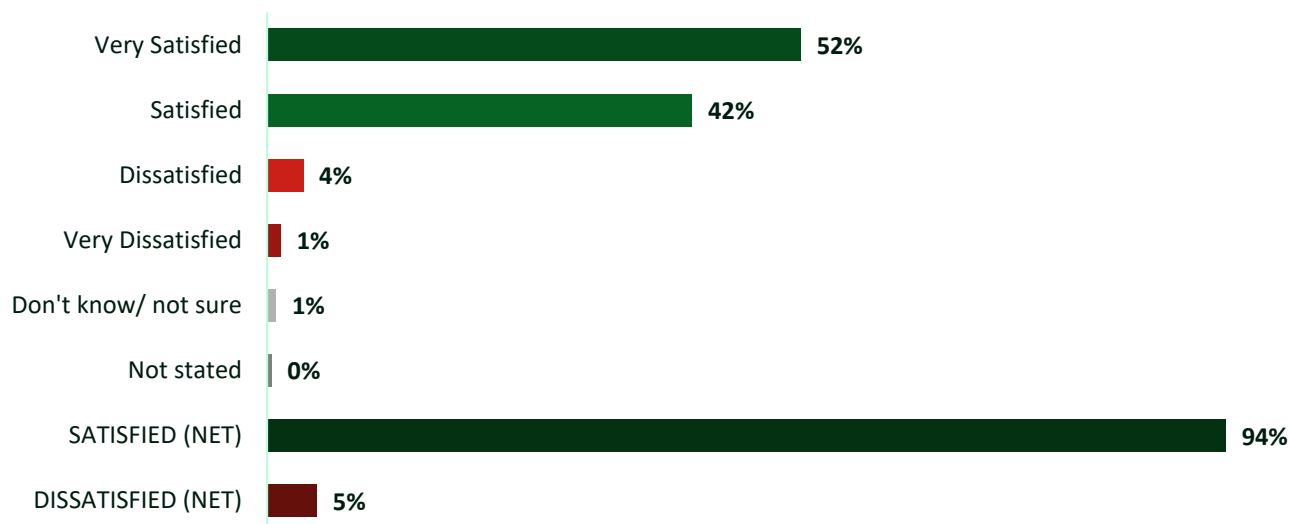


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Very Satisfied	47%	45%	102	52%	45%	42%	48%	\$103,852	\$102,000
Satisfied	37%	36%	82	20%	44%	33%	33%	\$108,556	\$108,000
Dissatisfied	10%	9%	21	4%	6%	17%	0%	n/a	n/a
Very Dissatisfied	3%	5%	11	4%	3%	5%	14%	n/a	n/a
Don't know/ not sure	3%	4%	8	16%	2%	1%	5%	n/a	n/a
Not stated	1%	1%	2	4%	0%	1%	0%	n/a	n/a
SATISFIED (NET)	84%	81%	184	72%	89%	75%	81%	\$105,934	\$105,000
DISSATISFIED (NET)	13%	14%	32	8%	9%	22%	14%	\$97,909	\$101,000

Satisfaction with: Your relationship with your peers

“Relationships with peers” was reported at a very high satisfaction rate: 94% for APPI respondents and 95% nationally. Senior-level planners reported satisfaction at 99%.

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

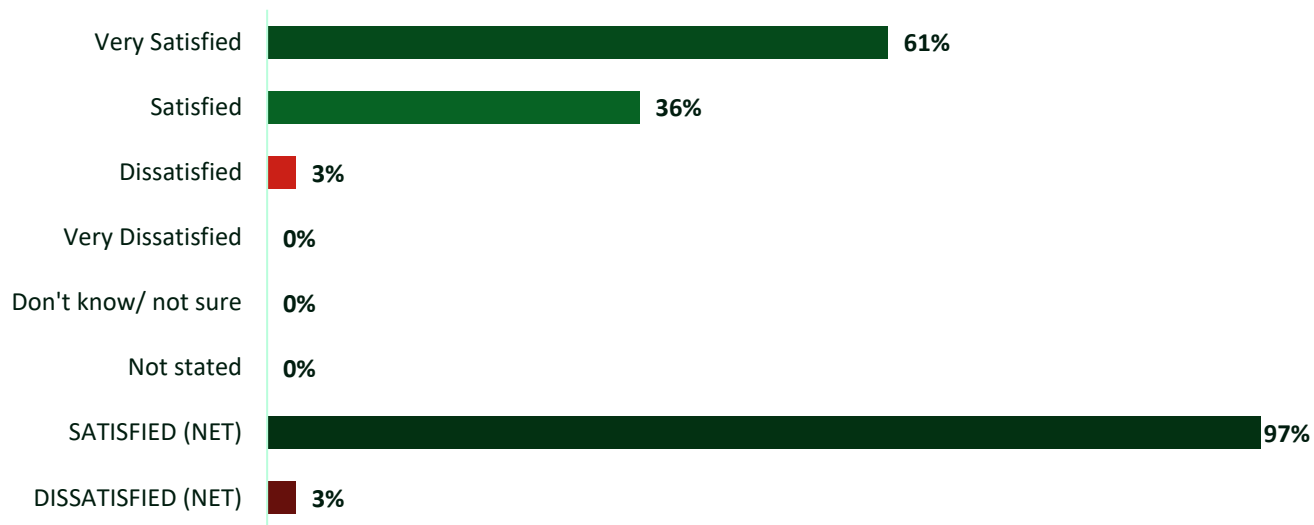


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Very Satisfied	58%	52%	118	64%	53%	49%	48%	\$102,387	\$100,800
Satisfied	37%	42%	94	32%	46%	40%	38%	\$106,562	\$107,000
Dissatisfied	3%	4%	8	0%	1%	7%	5%	n/a	n/a
Very Dissatisfied	1%	1%	3	4%	0%	1%	5%	n/a	n/a
Don't know/ not sure	1%	1%	2	0%	0%	1%	5%	n/a	n/a
Not stated	1%	0%	1	0%	0%	1%	0%	n/a	n/a
SATISFIED (NET)	95%	94%	212	96%	99%	89%	86%	\$104,247	\$105,000
DISSATISFIED (NET)	4%	5%	11	4%	1%	9%	10%	n/a	n/a

Satisfaction with: Your relationship with those who report to you

This was the highest scoring dimension for APPI respondents: 97% reporting being satisfied.

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

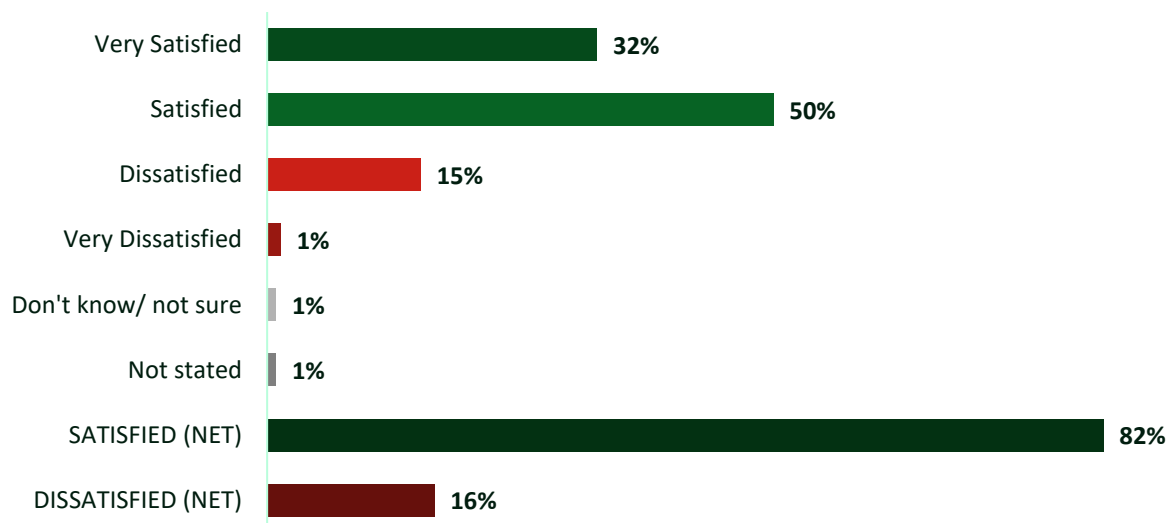


<i>(base: Those with reports)</i>	<i>Total Canada %</i>	<i>Total APPI %</i>	<i>Total APPI N</i>	<i>APPI Exec %</i>	<i>APPI Sr. %</i>	<i>APPI Mid. %</i>	<i>APPI Jr. %</i>	<i>APPI Mean</i>	<i>APPI Median</i>
TOTAL RESPONDENTS	889	107	107	18	65	24	0	\$122,282	\$115,899
<i>Very Satisfied</i>	55%	61%	65	72%	63%	46%	0%	\$123,785	\$117,679
<i>Satisfied</i>	40%	36%	39	28%	34%	50%	0%	\$121,401	\$115,899
<i>Dissatisfied</i>	3%	3%	3	0%	3%	4%	0%	n/a	n/a
<i>Very Dissatisfied</i>	1%	0%	0	0%	0%	0%	0%	n/a	n/a
<i>Don't know/ not sure</i>	1%	0%	0	0%	0%	0%	0%	n/a	n/a
<i>Not stated</i>	0%	0%	0	0%	0%	0%	0%	n/a	n/a
SATISFIED (NET)	96%	97%	104	100%	97%	96%	0%	\$122,882	\$117,000
DISSATISFIED (NET)	3%	3%	3	0%	3%	4%	0%	n/a	n/a

Satisfaction with: The balance of responsibilities in your current position

This is another dimension that had high overall satisfaction, but even higher among executives. Among APPI respondents, the executive-level planners had a satisfaction score of 89%, with senior and mid-level managers in the low 80s, and junior planners at 71%.

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

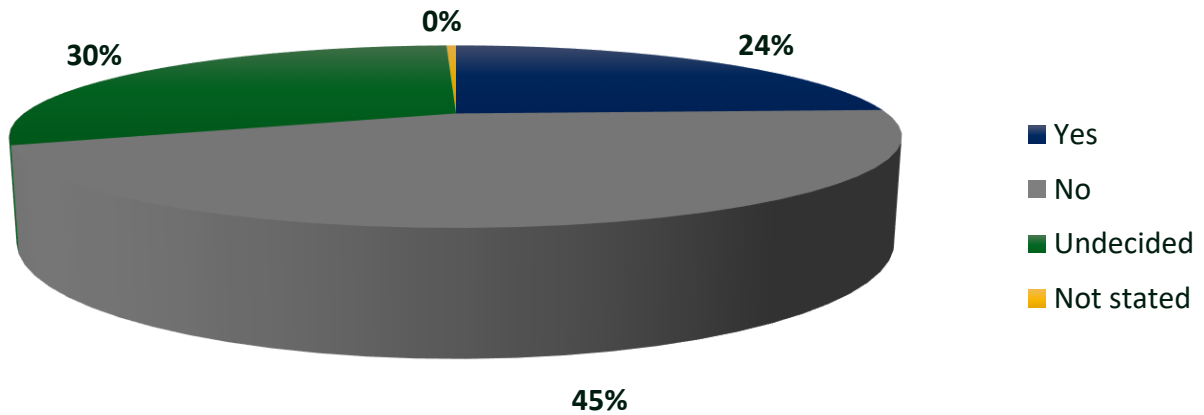


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Very Satisfied	28%	32%	73	56%	27%	32%	29%	\$101,149	\$97,000
Satisfied	54%	50%	112	32%	55%	51%	43%	\$105,802	\$105,758
Dissatisfied	15%	15%	34	8%	16%	16%	14%	\$101,826	\$105,000
Very Dissatisfied	2%	1%	3	4%	0%	0%	10%	n/a	n/a
Don't know/ not sure	1%	1%	2	0%	1%	0%	5%	n/a	n/a
Not stated	1%	1%	2	0%	1%	1%	0%	n/a	n/a
SATISFIED (NET)	81%	82%	185	88%	82%	83%	71%	\$103,956	\$102,500
DISSATISFIED (NET)	17%	16%	37	12%	16%	16%	24%	\$99,651	\$105,000

Looking for a job

Forty-five percent of APPI respondents said that they would not be looking for other work in the next 12 to 18 months, meaning that more than half might be on the move during that time frame. Once again, there was a trend by management level: Junior – 62% said “Yes,” Middle – 30%, Senior – 15%, and Executive – 12%.

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

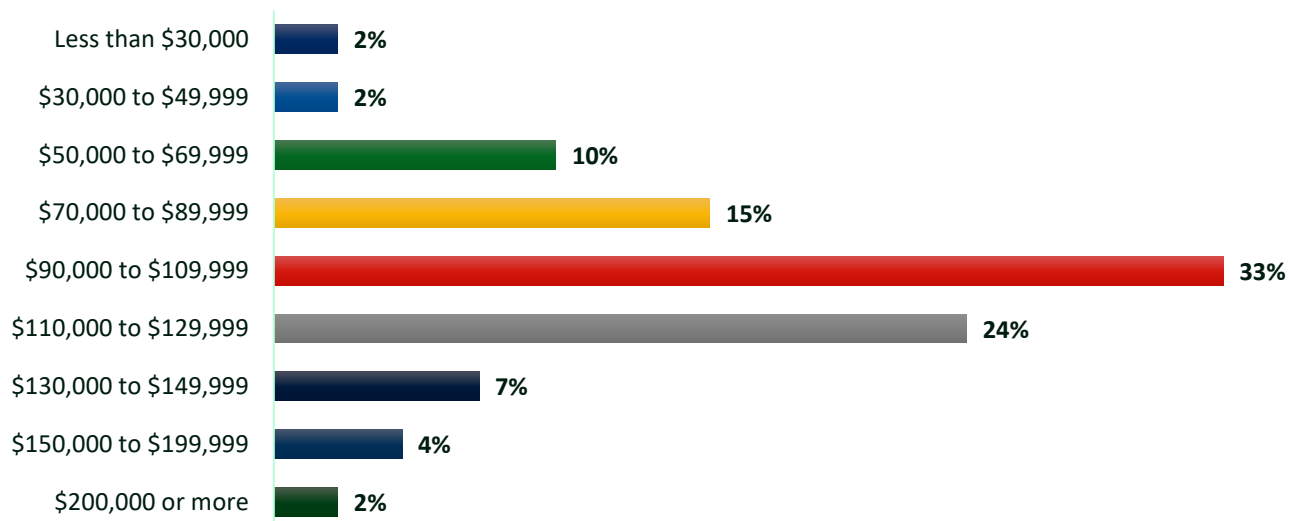


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Yes	20%	24%	55	12%	15%	30%	62%	\$96,777	\$100,000
No	51%	45%	102	72%	51%	35%	24%	\$104,535	\$102,500
Undecided	29%	30%	68	16%	34%	35%	14%	\$106,280	\$105,000

Section 2: About Your Compensation

Annual base salary/income

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

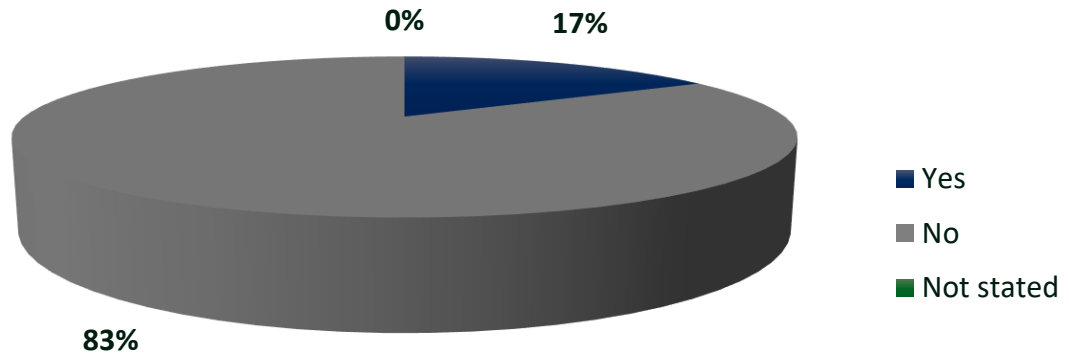


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	\$103,125	\$103,000
<i>Less than \$50,000</i>	4%	4%	10	n/a	n/a
<i>\$50,000 to \$69,999</i>	17%	10%	22	n/a	n/a
<i>\$70,000 to \$89,999</i>	28%	15%	34	\$81,906	\$82,000
<i>\$90,000 to \$109,999</i>	24%	33%	74	\$100,682	\$101,000
<i>\$110,000 to \$129,999</i>	13%	24%	54	\$117,726	\$117,000
<i>\$130,000 to \$149,999</i>	6%	7%	16	n/a	n/a
<i>\$150,000 to \$199,999</i>	5%	4%	10	n/a	n/a
<i>\$200,000 or more</i>	2%	2%	5	n/a	n/a
Average	\$95,078	\$103,125	\$103,125		
Median	\$90,000	\$103,000	\$103,000		

Received a bonus

Only 17% of APPI respondents reported receiving a bonus in 2018 – 6% less than nationally. By management level, the rates were: Junior – 14%, Middle – 15%, Senior – 15%, and Executive – 32%.

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

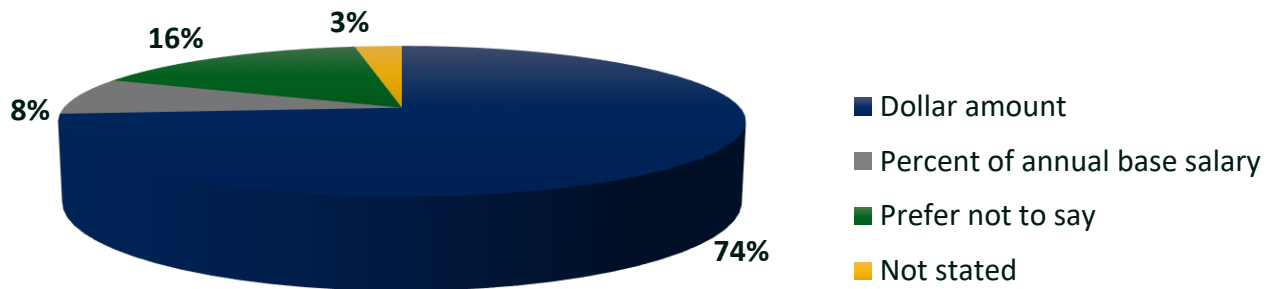


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Yes	23%	17%	38	32%	15%	15%	14%	\$109,665	\$104,000
No	77%	83%	188	68%	85%	85%	86%	\$101,795	\$103,000

Type of bonus

Almost ¾ of those who received bonuses received a dollar amount.

Type of bonus or other financial incentive received

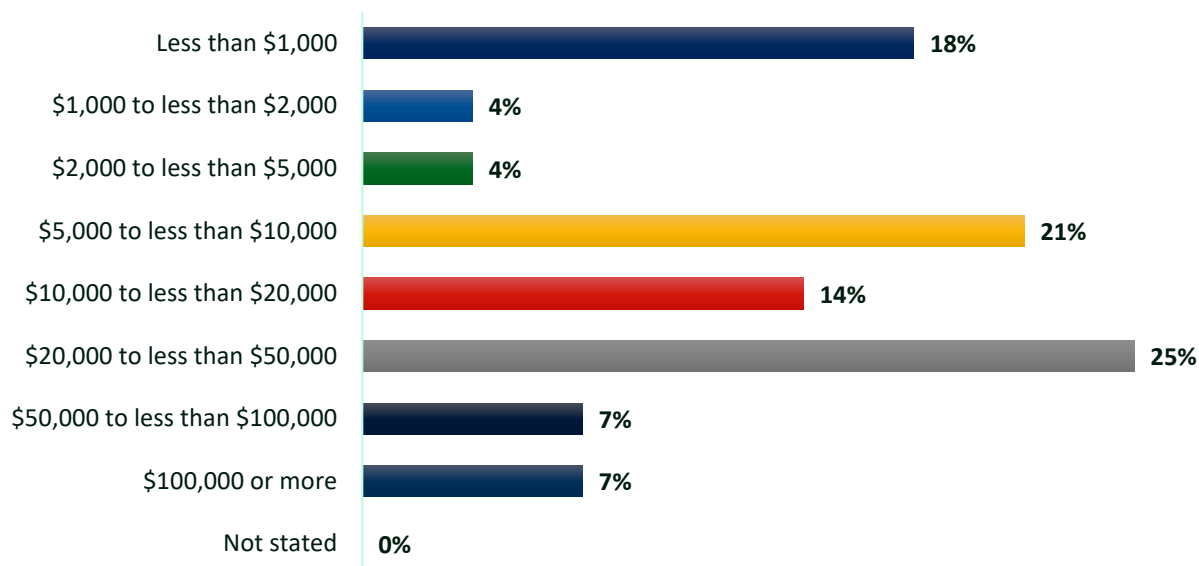


(base: Received bonus in Q25a)	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	415	38	38	8	15	12	3	\$109,665	\$104,000
Dollar amount	68%	74%	28	88%	60%	83%	67%	n/a	n/a
Percent of annual base salary	18%	8%	3	0%	13%	8%	0%	n/a	n/a
Prefer not to say	14%	16%	6	13%	20%	8%	33%	n/a	n/a

Bonus amount - dollar

The average bonus amount was \$26,245. However, the median amount (\$10,000) suggests that the average is being influenced by some larger bonus amounts.

Bonus - dollar amount

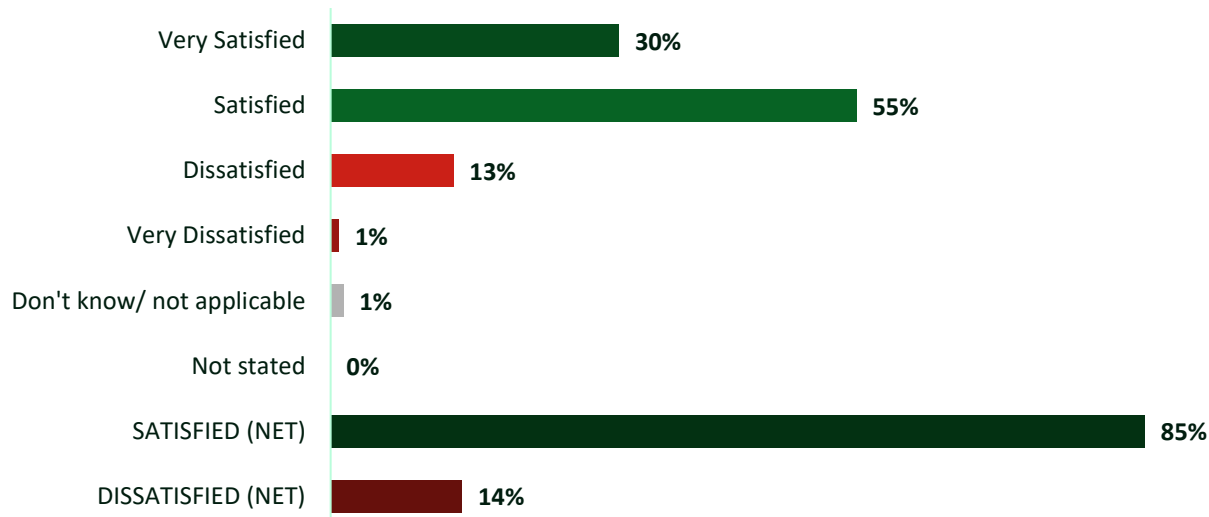


(base: Received dollar amount in Q25b)	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	281	28	28	\$111,439	\$100,000
Less than \$1,000	9%	18%	5	n/a	n/a
\$1,000 to less than \$2,000	10%	4%	1	n/a	n/a
\$2,000 to less than \$5,000	23%	4%	1	n/a	n/a
\$5,000 to less than \$10,000	18%	21%	6	n/a	n/a
\$10,000 to less than \$20,000	15%	14%	4	n/a	n/a
\$20,000 to less than \$50,000	13%	25%	7	n/a	n/a
\$50,000 or more	10%	14%	4	n/a	n/a
Average	\$21,721	\$26,245	\$26,245		
Median	\$6,000	\$10,000	\$10,000		

Satisfaction with total compensation

Eighty-five percent of APPI respondents were satisfied or very satisfied with their total compensation from 2018. As with the **base** salary satisfaction, there did not appear to be a trend by management level, as was seen at the national level.

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

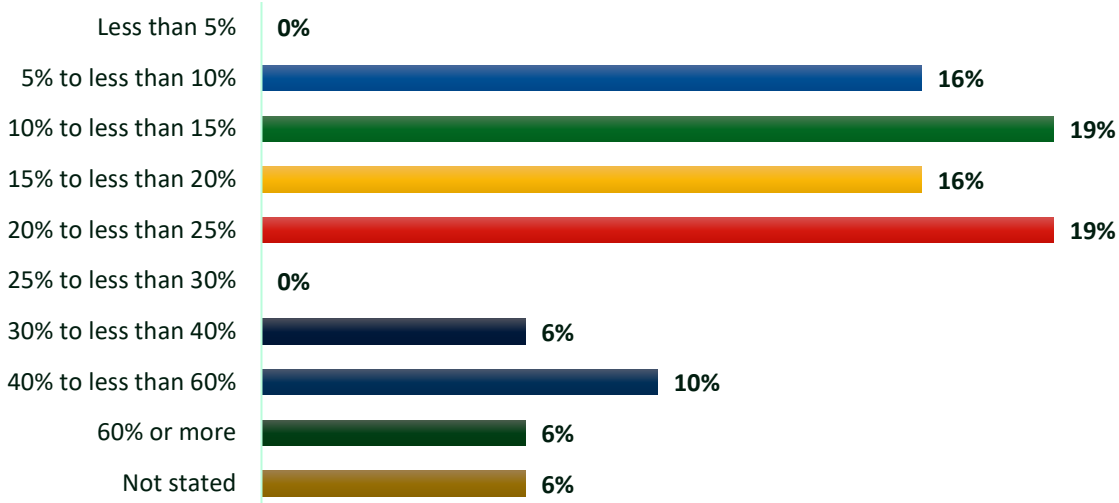


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
<i>Very Satisfied</i>	23%	30%	68	52%	26%	25%	48%	\$106,061	\$108,000
<i>Satisfied</i>	52%	55%	124	32%	60%	59%	38%	\$103,739	\$102,060
<i>Dissatisfied</i>	20%	13%	29	16%	13%	12%	10%	n/a	n/a
<i>Very Dissatisfied</i>	3%	1%	2	0%	0%	1%	5%	n/a	n/a
SATISFIED (NET)	75%	85%	192	84%	86%	84%	86%	\$104,566	\$104,000
DISSATISFIED (NET)	23%	14%	31	16%	13%	14%	14%	\$95,837	\$100,500

Percentage required for satisfactory salary

Among APPI respondents, those who found their total compensation to be unsatisfactory vary greatly in their proposed increase that would bring them up to a satisfactory level. The average desired increase was close to 28%.

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

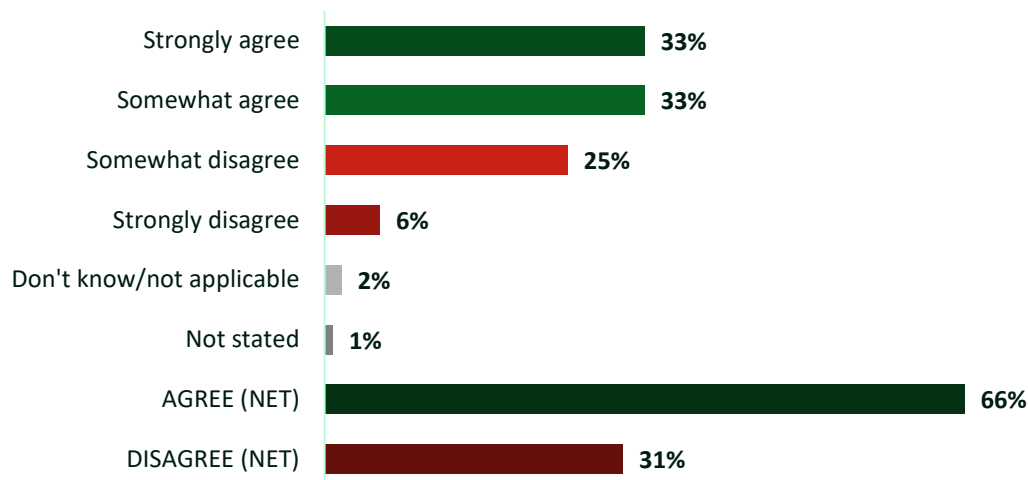


(base: Dissatisfied/ Very Dissatisfied with 2018 salary)	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	419	31	31	\$95,837	\$100,500
Less than 10%	13%	16%	5	n/a	n/a
10% to less than 15%	21%	19%	6	n/a	n/a
15% to less than 20%	20%	16%	5	n/a	n/a
20% to less than 25%	18%	19%	6	n/a	n/a
25% to less than 40%	12%	6%	2	n/a	n/a
40% or more	10%	16%	5	n/a	n/a
Average	22.7	27.9	27.9		
Median	15	16	16		

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

Among APPI respondents, 66% agree and 31% disagree that compensation has kept up with job responsibilities. There does not appear to be a great deal of variation between management levels.

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

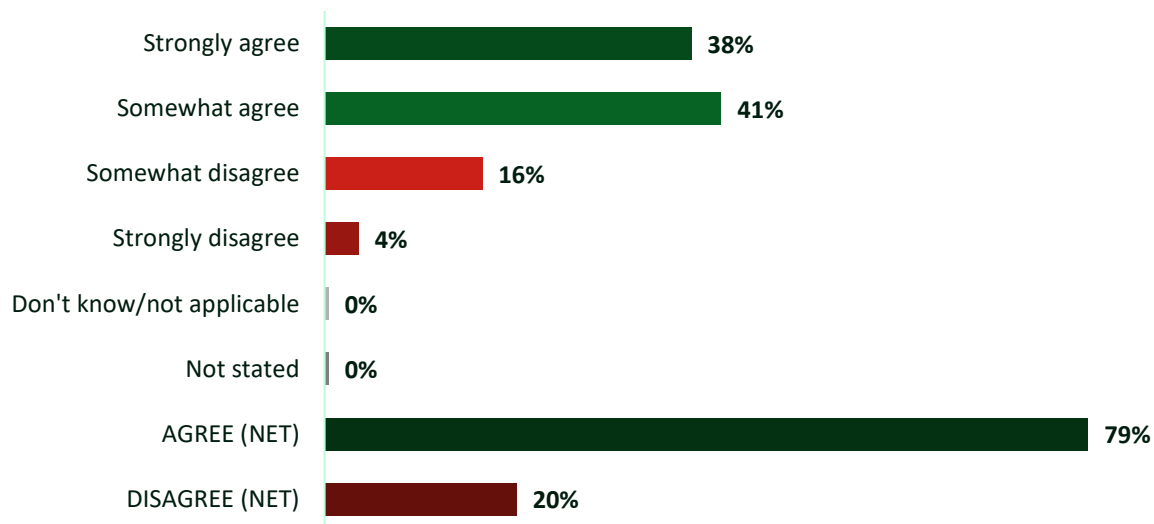


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
<i>Strongly agree</i>	23%	33%	75	48%	36%	26%	33%	\$113,864	\$110,000
<i>Somewhat agree</i>	41%	33%	75	20%	32%	41%	24%	\$99,848	\$102,060
<i>Somewhat disagree</i>	23%	25%	57	16%	28%	27%	19%	\$100,860	\$100,500
<i>Strongly disagree</i>	10%	6%	13	8%	4%	5%	14%	n/a	n/a
AGREE (NET)	65%	66%	150	68%	67%	67%	57%	\$106,856	\$105,000
DISAGREE (NET)	33%	31%	70	24%	32%	32%	33%	\$99,430	\$100,000

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

Among APPI respondents, 79% of respondents feel fairly compensated for the work that they do, higher than the national rate of 72%. Once again, although there appear to be differences there do not appear to be any trends among management levels, as shown nationally or in other provinces.

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

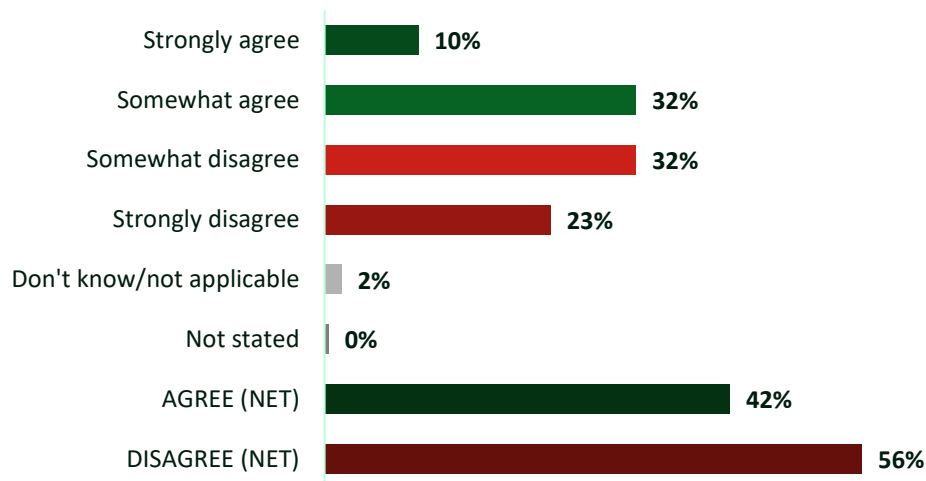


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
<i>Strongly agree</i>	27%	38%	86	52%	38%	35%	38%	\$110,709	\$108,000
<i>Somewhat agree</i>	45%	41%	93	32%	40%	47%	33%	\$100,862	\$100,800
<i>Somewhat disagree</i>	19%	16%	37	16%	20%	11%	19%	\$95,831	\$100,500
<i>Strongly disagree</i>	8%	4%	8	0%	2%	5%	10%	n/a	n/a
AGREE (NET)	72%	79%	179	84%	78%	81%	71%	\$105,620	\$104,000
DISAGREE (NET)	27%	20%	45	16%	22%	16%	29%	\$93,283	\$98,000

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

Respondents from APPI agreed with this statement at a slightly higher rate than nationally: 42% vs. 36%. There appears to be a trend by management level, with 57% of junior-level planners agreeing, but only 36% of executives doing likewise.

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

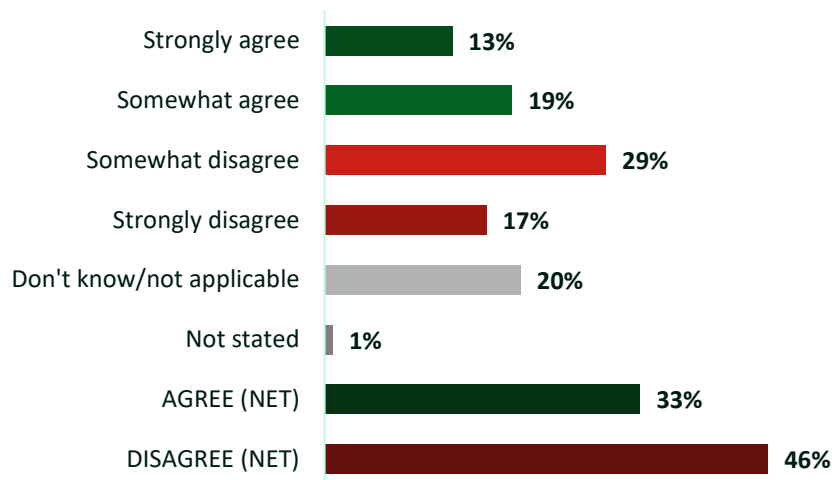


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
<i>Strongly agree</i>	10%	10%	22	0%	7%	12%	19%	n/a	n/a
<i>Somewhat agree</i>	26%	32%	73	36%	29%	35%	38%	\$100,928	\$102,060
<i>Somewhat disagree</i>	38%	32%	73	20%	38%	33%	19%	\$107,336	\$107,000
<i>Strongly disagree</i>	21%	23%	53	40%	23%	19%	24%	\$108,052	\$109,000
AGREE (NET)	36%	42%	95	36%	36%	47%	57%	\$98,487	\$99,000
DISAGREE (NET)	60%	56%	126	60%	61%	52%	43%	\$107,637	\$108,000

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

Among APPI respondents, 20% admitted to not knowing about compensation of peers at other organizations, but among the rest, 33% agree while 46% 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

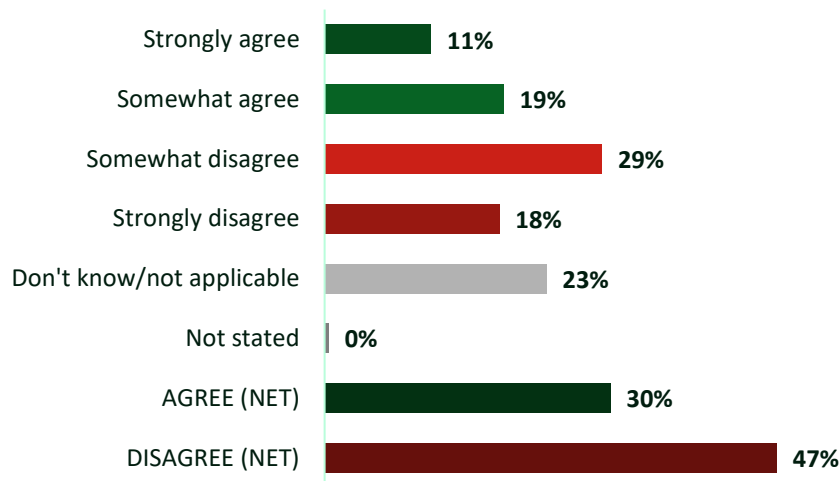


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
<i>Strongly agree</i>	16%	13%	30	12%	12%	11%	24%	\$89,331	\$95,000
<i>Somewhat agree</i>	26%	19%	44	24%	19%	19%	19%	\$104,792	\$105,000
<i>Somewhat disagree</i>	26%	29%	66	12%	30%	40%	10%	\$99,683	\$102,500
<i>Strongly disagree</i>	16%	17%	38	24%	15%	14%	29%	\$120,405	\$111,182
<i>Don't know/not applicable</i>	16%	20%	46	24%	23%	16%	19%	\$100,049	\$104,000
AGREE (NET)	42%	33%	74	36%	32%	30%	43%	\$98,524	\$98,000
DISAGREE (NET)	42%	46%	104	36%	45%	53%	38%	\$107,254	\$105,706

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

Among APPI respondents, almost ¼ felt that they did not know enough to answer this question, but among the rest, more disagree than agree (46% to 37%) that their compensation has not kept up with others with similar credentials. The largest gap between disagreement and agreement is among mid-level planners (53% vs. 25%).

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

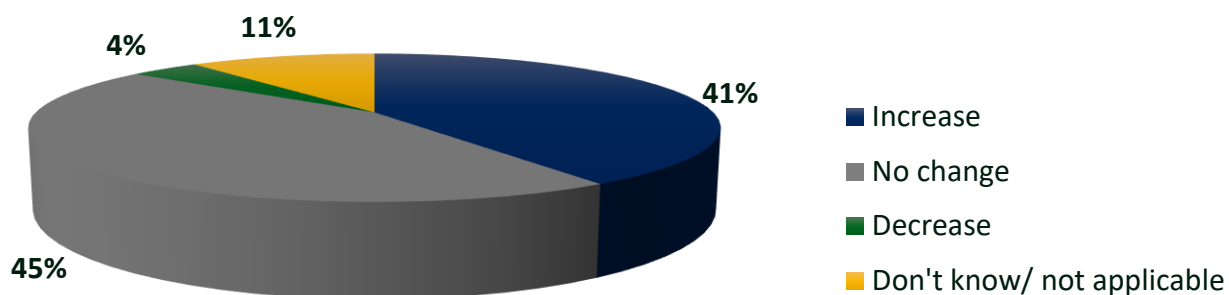


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
<i>Strongly agree</i>	16%	11%	25	4%	12%	11%	14%	n/a	n/a
<i>Somewhat agree</i>	27%	19%	42	24%	20%	14%	19%	\$94,822	\$98,000
<i>Somewhat disagree</i>	24%	29%	65	20%	27%	38%	14%	\$104,538	\$105,000
<i>Strongly disagree</i>	14%	18%	41	32%	15%	15%	29%	\$117,752	\$110,000
<i>Don't know/not applicable</i>	17%	23%	52	20%	26%	21%	24%	\$103,803	\$105,758
AGREE (NET)	44%	30%	67	28%	33%	25%	33%	\$92,377	\$96,772
DISAGREE (NET)	38%	47%	106	52%	42%	53%	43%	\$109,649	\$106,910

Anticipates change in base salary

Among APPI respondents, only 41% expect an increase in base salary in 2020, compared with 67% nationally.

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

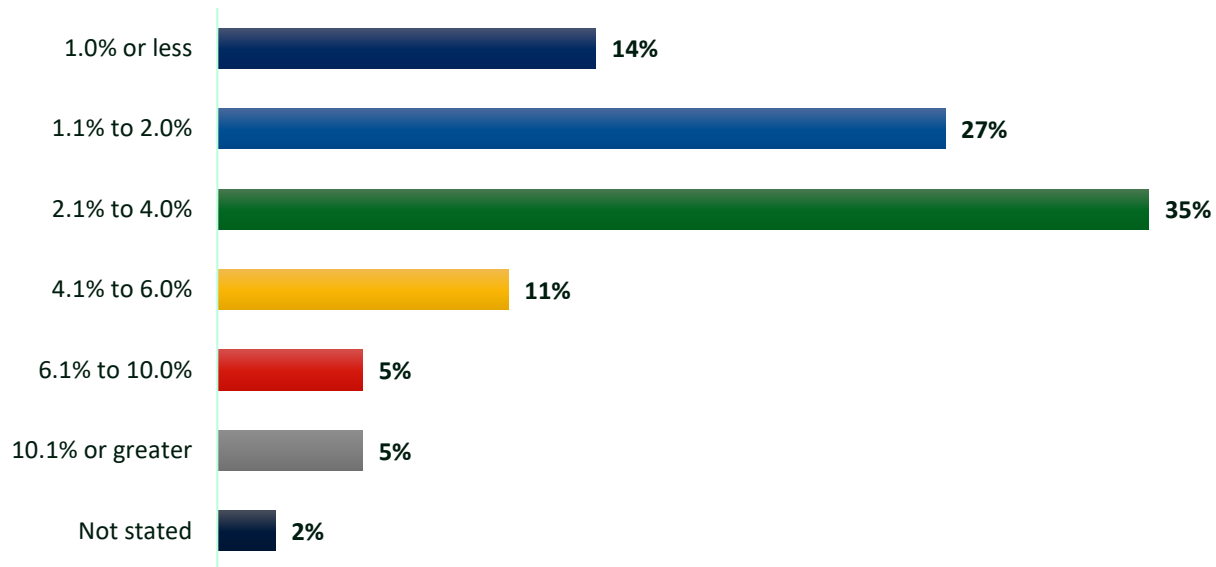


	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	\$103,125	\$103,000
<i>Increase</i>	67%	41%	92	\$100,917	\$99,000
<i>No change</i>	23%	45%	101	\$108,575	\$108,000
<i>Decrease</i>	2%	4%	9	n/a	n/a
<i>Don't know/ not applicable</i>	9%	11%	24	n/a	n/a

Percentage increase expected

Of those expecting an increase among APPI respondents in 2020, a majority (62%) are expecting an increase of 1.1% to 4%. The approximate average increase expected is 3.2%.

What percentage increase are you expecting?

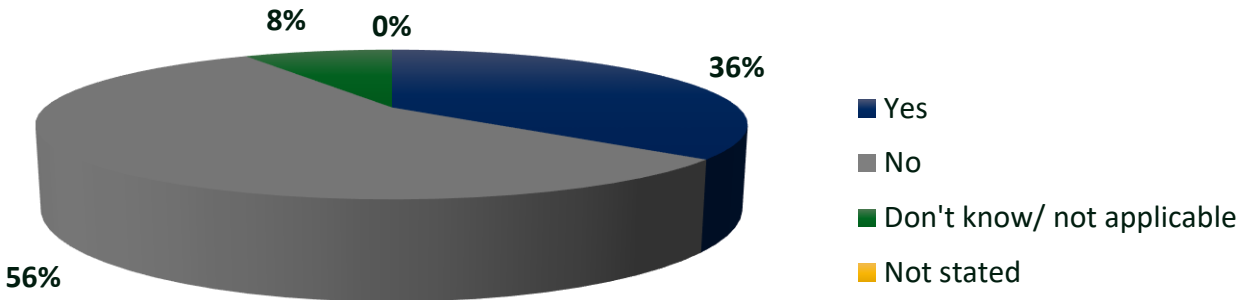


(base: Expect increase in base salary)	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1227	92	92	\$100,917	\$99,000
1.0% or less	9%	14%	13	n/a	n/a
1.1% to 2.0%	40%	27%	25	n/a	n/a
2.1% to 4.0%	30%	35%	32	\$105,279	\$101,000
4.1% to 6.0%	11%	11%	10	n/a	n/a
6.1% to 10.0%	5%	5%	5	n/a	n/a
10.1% or greater	5%	5%	5	n/a	n/a
Estimated average	3.1	3.2	3.2		

Not properly compensated for some aspects of job

Among APPI respondents, 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.?

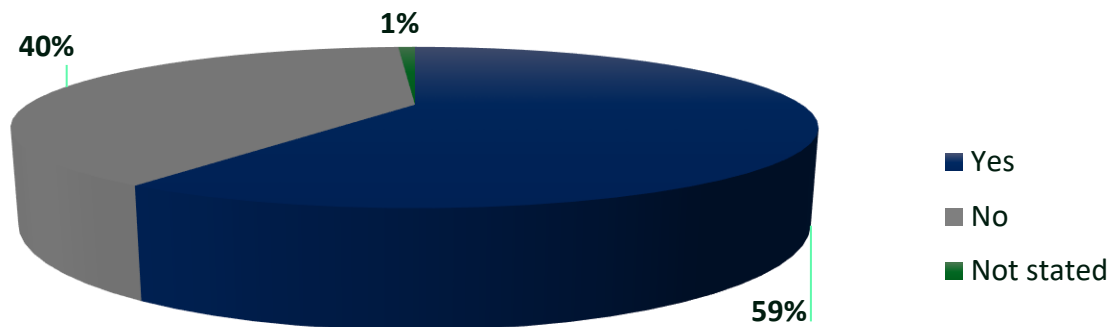


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Yes	36%	36%	81	28%	40%	36%	29%	\$104,116	\$105,758
No	51%	56%	126	64%	52%	53%	71%	\$104,232	\$102,000
Don't know/ not applicable	12%	8%	19	8%	8%	11%	0%	n/a	n/a

Alternate rewards for work

Among APPI respondents, 59% feel that there are other ways that they would like to be rewarded for their work. This statement is agreed with more often by younger APPI planners than older ones.

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 APPI %	Total APPI N	<=30 yrs. old %	31 to 45 yrs. old %	46 to 55 yrs. old %	56+ yrs. old %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	38	118	41	28	\$103,125	\$103,000
Yes	63%	59%	134	63%	67%	49%	39%	\$101,299	\$102,060
No	36%	40%	90	37%	32%	51%	57%	\$106,159	\$108,000

Some alternate rewards suggested by APPI respondents:

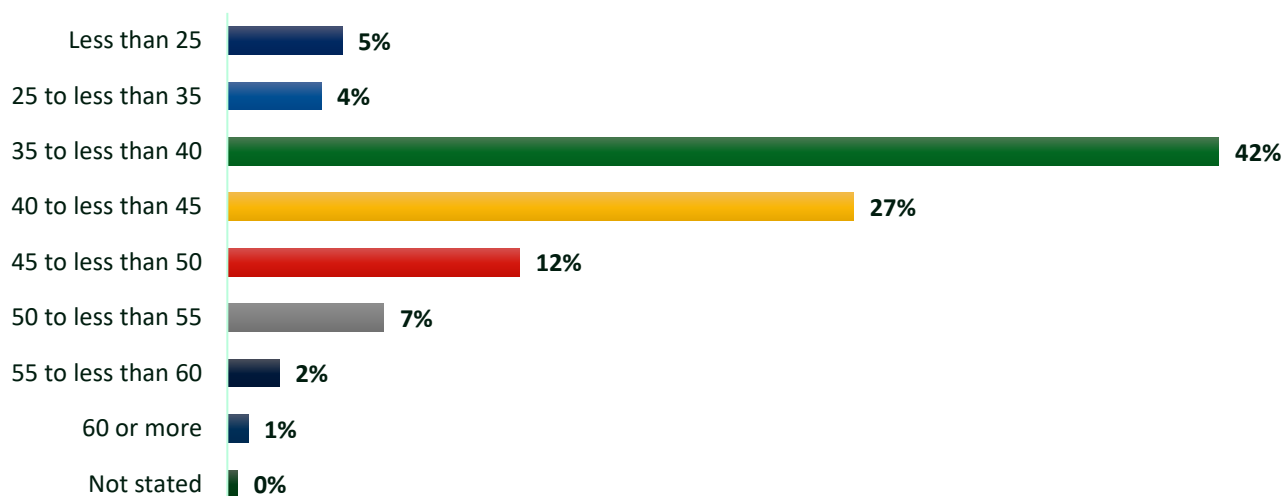
- \$ for preventative health i.e. gym membership (also flex time is great)
- Ability to bank time
- Ability to telework would be great
- Additional responsibility with a commensurate job title
- additional time off
- annually attend a conference
- Family care days
- Improved work-life balance.
- It's too bad that union protocol here can't be flexible with vacation time (i.e. everybody starts with a base 2 weeks, regardless of how much experience they had previously).
- More responsibility, more diverse projects
- more responsibility, opportunity for advancement
- Recognition
- Vacation

Section 3: About Your Work Week

Hours worked in average week

Among APPI respondents, 64% of respondents (143 of 225) work a standard week of 35 through 40 hours, with the average being 39.1 and the median being 39. There is slight variation between executives and other management levels, with the medians being: Junior – 38, Middle – 38, Senior – 40, and Executive – 45. These numbers are close to national levels.

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



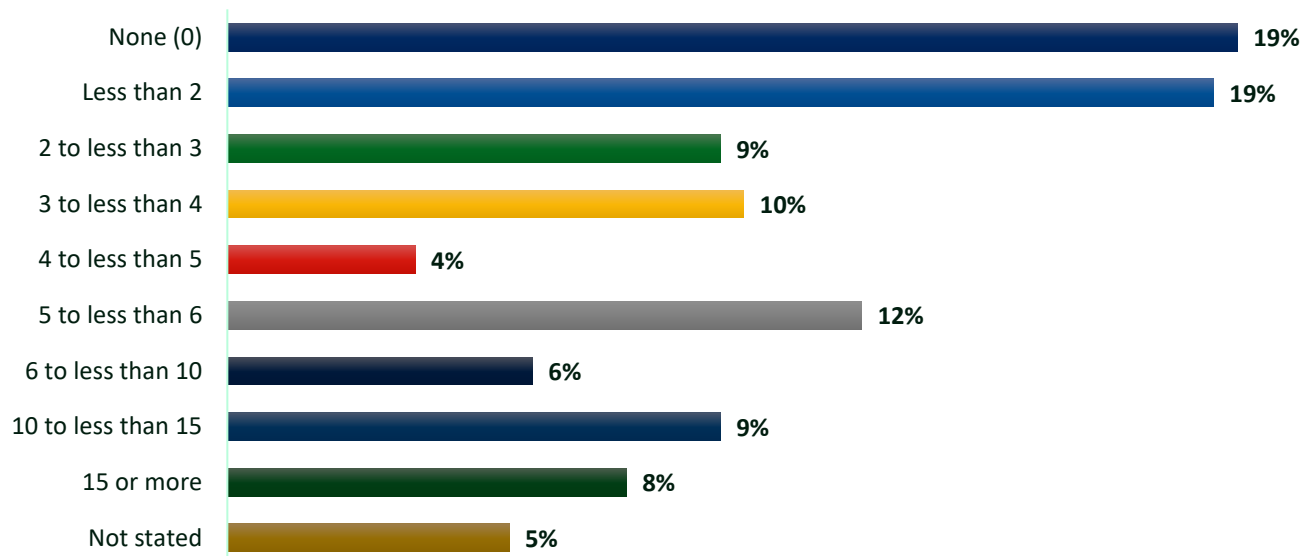
	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
Less than 25	2%	5%	11	20%	4%	2%	0%	n/a	n/a
25 to less than 35	3%	4%	9	4%	0%	7%	10%	n/a	n/a
35 to less than 40	41%	42%	95	0%	37%	54%	67%	\$95,256	\$98,000
40 to less than 45	29%	27%	60	16%	36%	21%	19%	\$108,938	\$109,000
45 to less than 50	13%	12%	28	12%	18%	9%	0%	*\$115,956	*\$114,305
50 to less than 55	7%	7%	15	28%	4%	4%	5%	n/a	n/a
55 to less than 60	2%	2%	5	16%	0%	1%	0%	n/a	n/a
60 or more	2%	1%	2	4%	1%	0%	0%	n/a	n/a
Average	39.8	39.1	39.1	41.5	39.7	38.0	37.4		
Median	40	39	39	45	40	38	38		

*Showing some small base sizes <30.

Overtime hours worked in a typical week

Nineteen percent of APPI respondents said that they typically work no overtime hours – nationally, the number is 15%. The median number of overtime hours worked is four and the mean is 6.5. Among executive-level planners, 56% report working 10 or more overtime hours per week, while percentages among other levels are: Senior (12%), Middle (10%), and Junior (19%).

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?

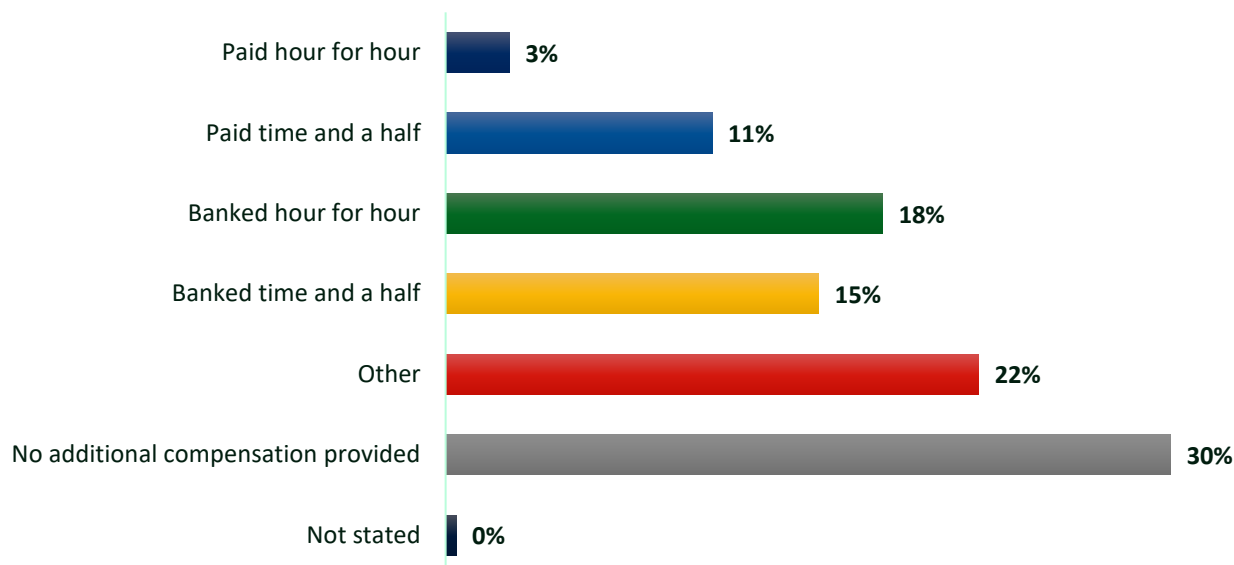


	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
None (0)	15%	19%	43	24%	16%	20%	24%	\$83,289	\$92,934
Less than 2	13%	19%	42	0%	19%	20%	33%	\$98,244	\$102,000
2 to less than 3	13%	9%	21	0%	12%	11%	0%	n/a	n/a
3 to less than 4	8%	10%	22	0%	11%	12%	5%	n/a	n/a
4 to less than 5	5%	4%	8	0%	5%	2%	5%	n/a	n/a
5 to less than 6	15%	12%	27	12%	13%	14%	0%	n/a	n/a
6 to less than 10	7%	6%	13	4%	7%	5%	5%	n/a	n/a
10 to less than 15	9%	9%	21	32%	8%	5%	5%	n/a	n/a
15 or more	9%	8%	17	24%	4%	5%	14%	n/a	n/a
Mean	5.8	5.1	5.1	8.3	4.8	4.2	6.3		
Med	3	3	3	10	3	2	1		

Compensation for overtime hours

Among APPI respondents, 30% receive no compensation for overtime hours. The most common compensation methods, totalling 34%, are banking hour-for-hour or banking time and a half. By management level in APPI, the percentage of those **not** compensated for overtime are reported as: Junior – 10%, Middle – 25%, Senior – 32%, and Executive – 56%.

How are you most often compensated for your overtime hours?



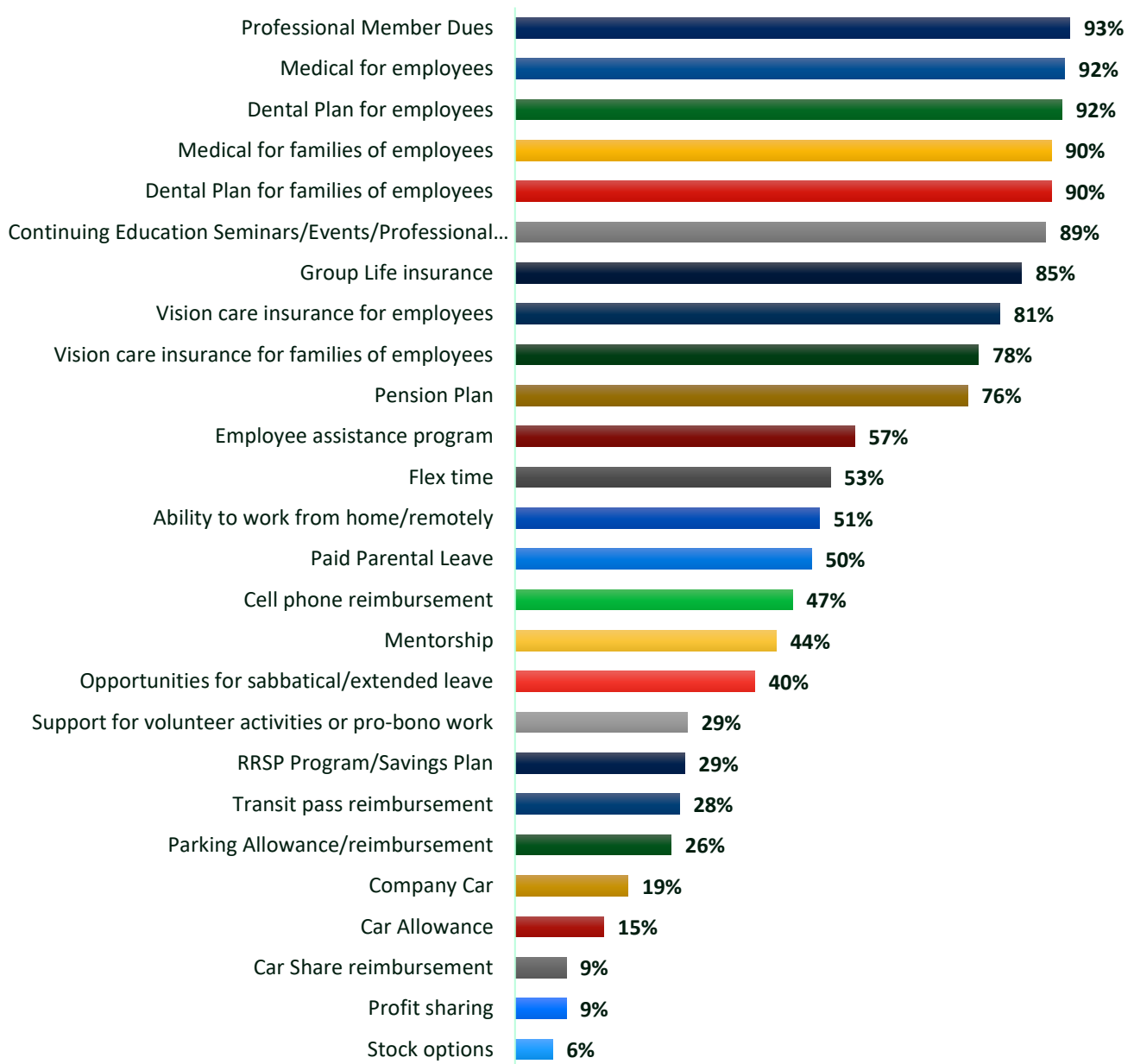
	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
<i>Paid hour for hour</i>	4%	3%	6	4%	3%	1%	5%	n/a	n/a
<i>Paid time and a half</i>	6%	11%	25	0%	9%	17%	10%	n/a	n/a
<i>Banked hour for hour</i>	24%	18%	41	4%	18%	16%	43%	\$93,990	\$98,000
<i>Banked time and a half</i>	13%	15%	35	4%	15%	19%	19%	\$93,112	\$93,000
<i>Other</i>	18%	22%	50	32%	22%	21%	14%	\$104,593	\$108,000
<i>No additional compensation provided</i>	34%	30%	68	56%	32%	25%	10%	\$115,342	\$111,600

Section 4: Your Benefits

Benefits provided by employer

The top 4 most often offered benefits to APPI planners 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 stocks.

Which of the following benefits are provided by your employer?



The table below is sorted from highest to lowest in the “Total APPI” 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 -7%, meaning that that around 85% of Junior level respondents said that this was offered by their firm. For each management level, the highest differences are shown in **blue**.

	Total CDN %	Total APPI %	Total APPI N	Exec./ Prncpl. %	Sr. %	Mid. %	Jr. %	Mean	Median
TOTAL RESPONDENTS	1761	221	221	25	96	78	21	\$103,142	\$103,000
Professional Member Dues	85%	93%	206	-5%	2%	2%	-8%	\$105,117	\$105,000
Medical for employees	90%	92%	204	-16%	4%	4%	-7%	\$106,775	\$105,000
Dental Plan for employees	86%	92%	203	-16%	3%	4%	-6%	\$106,898	\$105,000
Medical for families of employees	87%	90%	199	-18%	4%	5%	-9%	\$107,179	\$105,000
Dental Plan for families of employees	83%	90%	199	-18%	4%	5%	-9%	\$107,062	\$105,000
Continuing Education Seminars/Events/Professional Development	86%	89%	197	-1%	4%	-2%	-8%	\$106,024	\$105,000
Group Life insurance	82%	85%	188	-21%	8%	2%	-14%	\$107,532	\$106,000
Vision care insurance for employees	82%	81%	180	-5%	1%	3%	-5%	\$107,346	\$105,000
Vision care insurance for families of employees	77%	78%	172	-2%	1%	4%	-16%	\$108,386	\$106,000
Pension Plan	68%	76%	168	-40%	13%	3%	-19%	\$108,547	\$108,000
Employee assistance program	59%	57%	126	-9%	8%	-3%	-9%	\$109,926	\$108,153
Flex time	47%	53%	117	11%	-1%	-2%	-5%	\$105,151	\$105,000
Ability to work from home/remotely	48%	51%	113	13%	-3%	7%	-27%	\$102,614	\$103,000
Paid Parental Leave	53%	50%	110	-6%	3%	0%	-7%	\$106,522	\$104,000
Cell phone reimbursement	48%	47%	103	29%	5%	-6%	-37%	\$112,369	\$110,000
Mentorship	39%	44%	97	4%	-7%	7%	-1%	\$102,329	\$101,000
Opportunities for sabbatical/extended leave	31%	40%	89	8%	-4%	7%	-16%	\$106,846	\$105,000
Support for volunteer activities or pro-bono work	28%	29%	64	31%	-4%	-3%	-10%	\$104,972	\$104,000
RRSP Program/Savings Plan	31%	29%	63	11%	-7%	1%	14%	\$101,338	\$96,772
Transit pass reimbursement	22%	28%	61	4%	-5%	7%	-9%	\$112,066	\$108,000
Parking Allowance/reimbursement	29%	26%	58	6%	4%	-2%	-17%	\$112,693	\$114,305
Company Car	14%	19%	42	-15%	-3%	9%	0%	\$96,348	\$98,000
Car Allowance	16%	15%	33	1%	7%	-7%	-5%	\$110,946	\$103,000
Car Share reimbursement	10%	9%	19	3%	-3%	3%	1%	n/a	n/a
Profit sharing	11%	9%	19	27%	-5%	-2%	1%	n/a	n/a
Stock options	7%	6%	14	2%	-3%	0%	13%	n/a	n/a

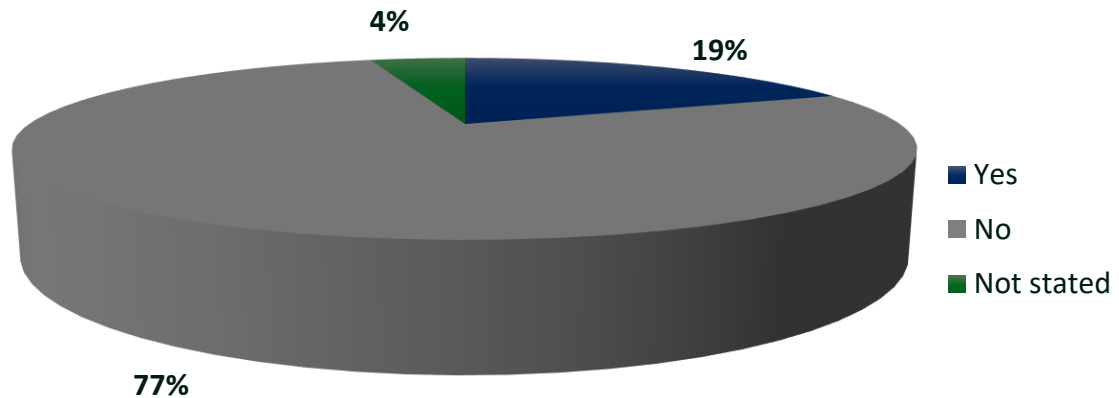
Benefits provided by employer – detail of pay sharing level (APPI)

	<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>Professional Member Dues</i>	5%	93%	91%	1%	0%	0%	2%
<i>Medical for employees</i>	6%	92%	26%	46%	18%	2%	1%
<i>Dental Plan for employees</i>	7%	92%	21%	50%	19%	2%	1%
<i>Medical for families of employees</i>	7%	90%	24%	44%	19%	3%	3%
<i>Dental Plan for families of employees</i>	6%	90%	19%	49%	19%	4%	4%
<i>Continuing Education Seminars/Events/Professional Development</i>	9%	89%	67%	11%	5%	6%	2%
<i>Group Life insurance</i>	11%	85%	22%	35%	22%	6%	4%
<i>Vision care insurance for employees</i>	17%	81%	16%	34%	15%	16%	1%
<i>Vision care insurance for families of employees</i>	19%	78%	14%	33%	14%	16%	3%
<i>Pension Plan</i>	22%	76%	4%	36%	33%	4%	2%
<i>Employee assistance program</i>	39%	57%	44%	7%	5%	1%	4%
<i>Flex time</i>	43%	53%	48%	1%	2%	1%	4%
<i>Ability to work from home/remotely</i>	45%	51%	45%	1%	2%	3%	4%
<i>Paid Parental Leave</i>	44%	50%	23%	8%	12%	7%	6%
<i>Cell phone reimbursement</i>	52%	47%	38%	2%	4%	3%	1%
<i>Mentorship</i>	52%	44%	37%	2%	3%	2%	4%
<i>Opportunities for sabbatical/extended leave</i>	55%	40%	17%	3%	4%	17%	5%
<i>Support for volunteer activities or pro-bono work</i>	69%	29%	21%	1%	3%	4%	2%
<i>RRSP Program/Savings Plan</i>	67%	29%	2%	9%	14%	4%	5%
<i>Transit pass reimbursement</i>	71%	28%	11%	2%	5%	10%	2%
<i>Parking Allowance/reimbursement</i>	72%	26%	22%	3%	1%	1%	2%
<i>Company Car</i>	79%	19%	19%	0%	0%	0%	2%
<i>Car Allowance</i>	83%	15%	13%	0%	1%	0%	2%
<i>Car Share reimbursement</i>	89%	9%	8%	0%	0%	0%	3%
<i>Profit sharing</i>	90%	9%	5%	1%	1%	2%	2%
<i>Stock options</i>	91%	6%	1%	0%	2%	2%	3%

Receives other benefits

Nineteen percent mentioned receiving other benefits beyond the ones listed on the survey, and that is almost twice the 10% nationally.

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



	Total Canada %	Total APPI %	Total APPI N	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	\$103,125	\$103,000
Yes	10%	19%	43	\$106,344	\$103,000
No	83%	77%	173	\$102,956	\$103,000
Not stated	7%	4%	10	n/a	n/a

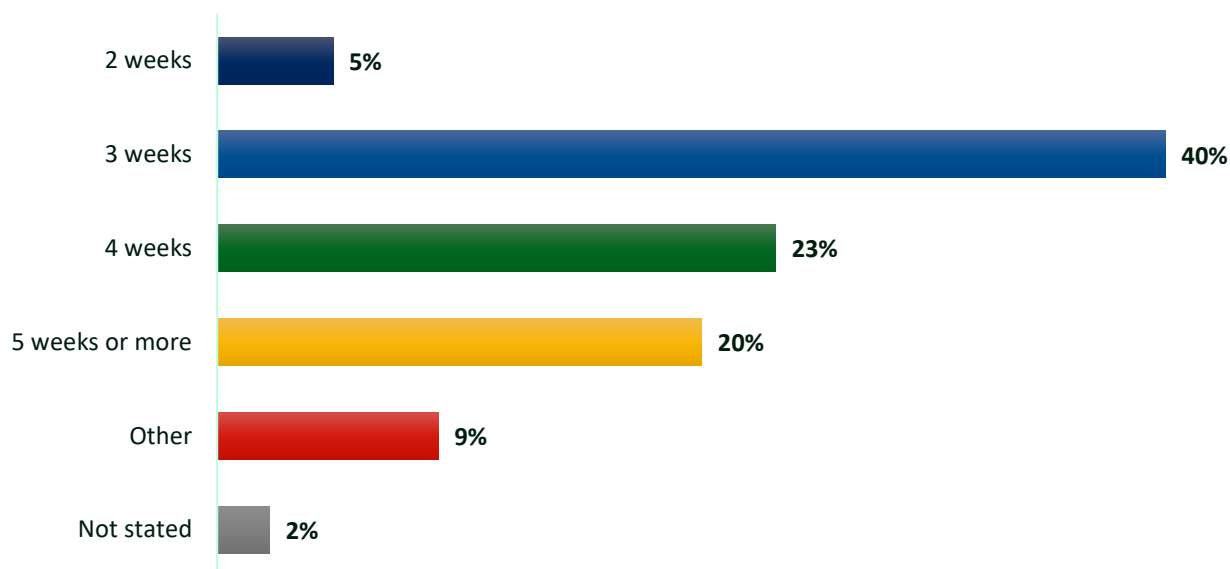
Some benefit descriptions provided by respondents:

- \$25,000 in Northern Living Allowance
- \$250 for active health spending
- \$2700 in Vacation Travel Benefit
- \$7500 in Professional Development
- Access to bike locker
- Access to change room and shower
- Active living pass or reimbursement
- Additional visits to a psychologist over the existing medical plan coverage for employee or family.
- Bereavement leave, Executor Leave, Travel for funeral time,
- EDO/Earned day off/compressed work week
- Executive private healthcare
- Health and Wellness
- Health Spending Account
- Job share
- Long term disability
- Medical Leave (separate from sick time)
- Occasional time off for important family events such as attending school concerts.
- Paramedical (Chiropractor, Massage Therapy)
- personal spending account
- Private purchase of cell phone or computer - employer pays and no interest is charged when paying it off.
- Rec Center pass for me and my family
- safety recognition \$100/year
- Salary top up to 100% for 6 months of parental leave
- Short Term Disability
- Work boots

Paid vacation received per year

Among APPI respondents, the large majority of planners (84%) receive three to five weeks of vacation per year. Looking at management level, here are the percentage of respondents who receive **4+ weeks** of vacation: Junior – 14%, Middle – 32%, Senior – 55%, and Executive – 64%.

How much paid vacation time do receive per year?



	Total Canada %	Total APPI %	Total APPI N	APPI Exec %	APPI Sr. %	APPI Mid. %	APPI Jr. %	APPI Mean	APPI Median
TOTAL RESPONDENTS	1835	226	226	25	98	81	21	\$103,125	\$103,000
2 weeks	7%	5%	11	0%	1%	5%	29%	n/a	n/a
3 weeks	30%	40%	90	8%	33%	57%	48%	\$95,756	\$98,000
4 weeks	28%	23%	53	32%	29%	19%	10%	\$112,718	\$110,000
5 weeks or more	23%	20%	46	32%	27%	14%	5%	\$130,179	\$120,800
Other	8%	9%	21	24%	9%	4%	10%	n/a	n/a
Not stated	3%	2%	5	4%	2%	2%	0%	n/a	n/a

Checked and commentary added up to here

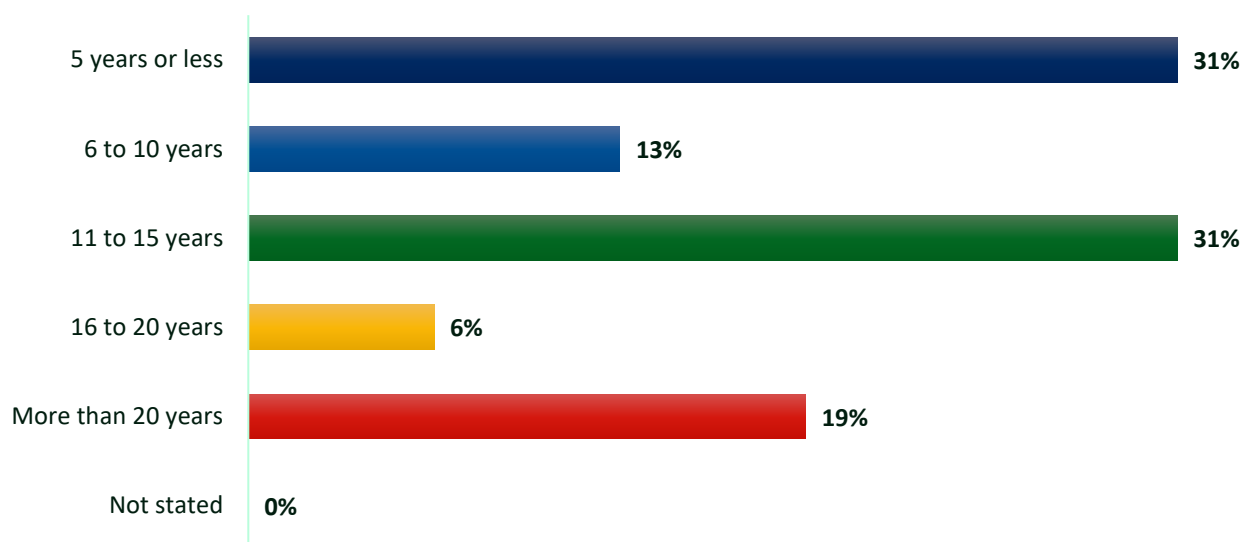
Section 5: Your Business

Among APPI respondents, this section was completed only by the 16 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

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

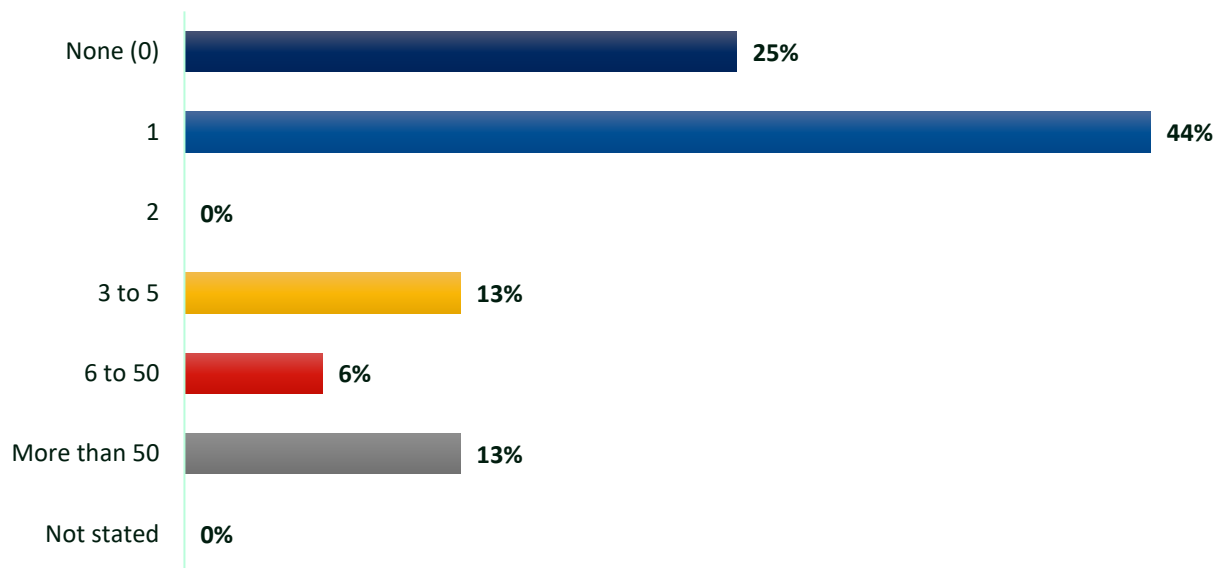


(base: Self-employed/Consultant or Owner/principal)	Total Canada %	Total APPI %	Total APPI N
TOTAL RESPONDENTS	117	16	16
5 years or less	27%	31%	5
6 to 10 years	9%	13%	2
11 to 15 years	9%	31%	5
16 to 20 years	9%	6%	1
More than 20 years	39%	19%	3
Not stated	7%	0%	0
Estimated average	14.9	11.7	11.7

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

Number of full-time staff

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

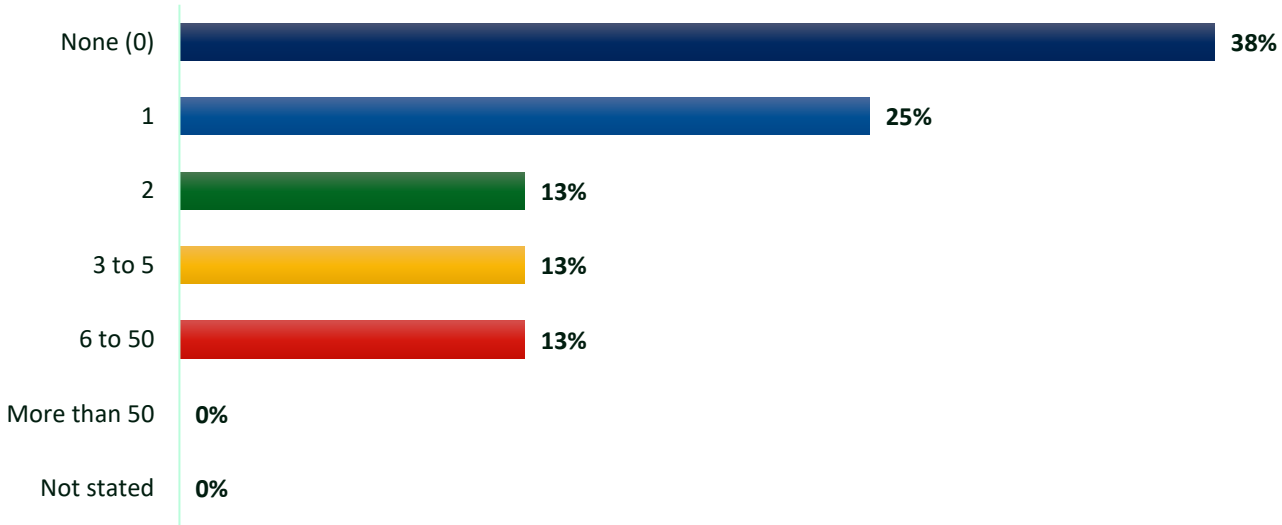


<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total Canada %</i>	<i>Total APPI %</i>	<i>Total APPI N</i>
TOTAL RESPONDENTS	117	16	16
<i>None (0)</i>	10%	25%	4
<i>1</i>	37%	44%	7
<i>2</i>	6%	0%	0
<i>3 to 5</i>	11%	13%	2
<i>6 to 50</i>	13%	6%	1
<i>More than 50</i>	9%	13%	2
<i>Not stated</i>	15%	0%	0
Average	22.0	37.6	37.6
Median	1	1	1

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

Number of part-time staff

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

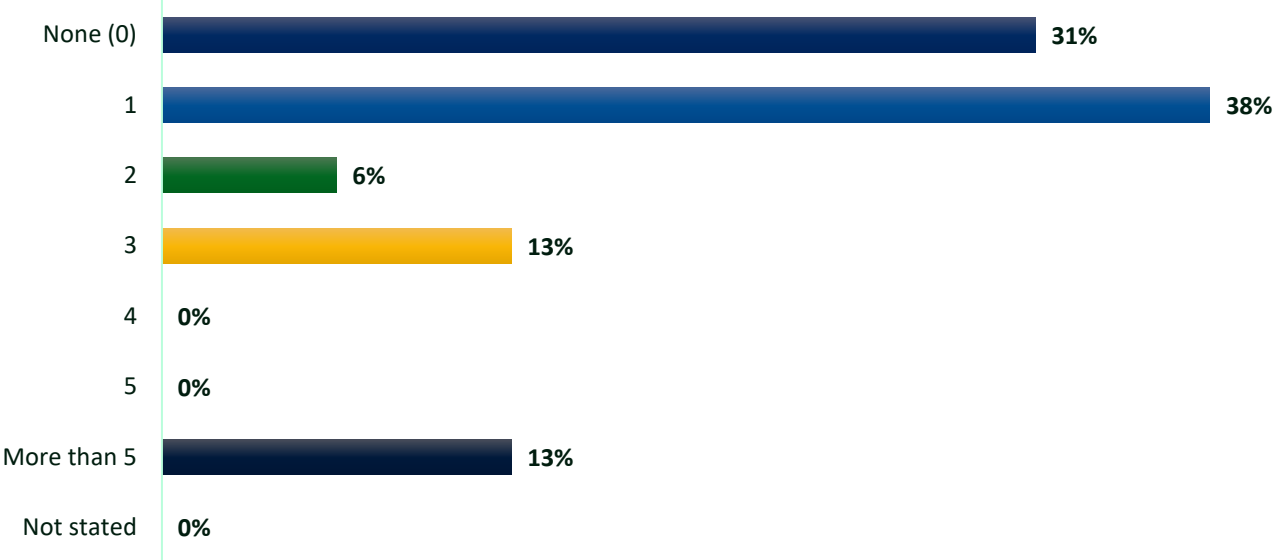


<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total Canada %</i>	<i>Total APPI %</i>	<i>Total APPI N</i>
TOTAL RESPONDENTS	117	16	16
<i>None (0)</i>	38%	38%	6
<i>1</i>	18%	25%	4
<i>2</i>	11%	13%	2
<i>3 to 5</i>	11%	13%	2
<i>6 to 50</i>	7%	13%	2
<i>More than 50</i>	0%	0%	0
<i>Not stated</i>	15%	0%	0
Average	2.5	4.8	4.8
Median	1	1	1

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

Number of professional and candidate planners

Number of professional and candidate planners employed in 2018

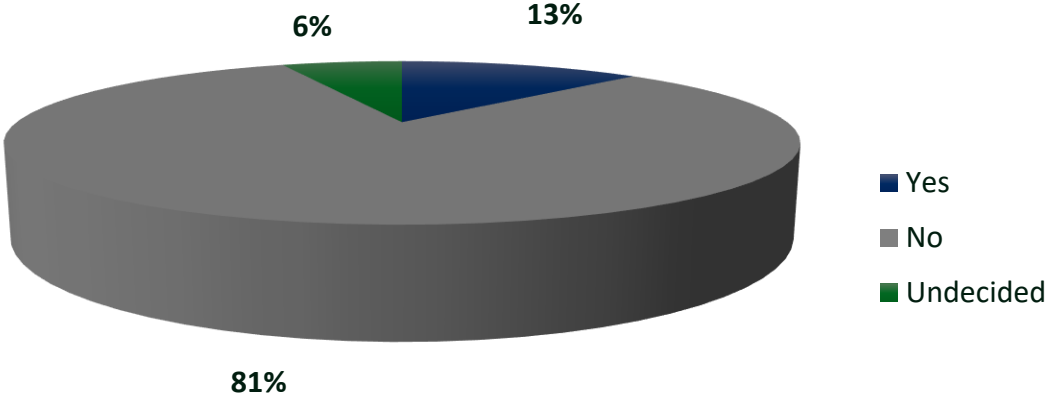


<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total Canada %</i>	<i>Total APPI %</i>	<i>Total APPI N</i>
TOTAL RESPONDENTS	117	16	16
<i>None (0)</i>	29%	31%	5
<i>1</i>	23%	38%	6
<i>2</i>	7%	6%	1
<i>3</i>	7%	13%	2
<i>4</i>	3%	0%	0
<i>5</i>	3%	0%	0
<i>More than 5</i>	12%	13%	2
<i>Not stated</i>	15%	0%	0
Average	4.9	3.7	3.7
Median	1	1	1

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

Hiring more professional and/or candidate planners

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

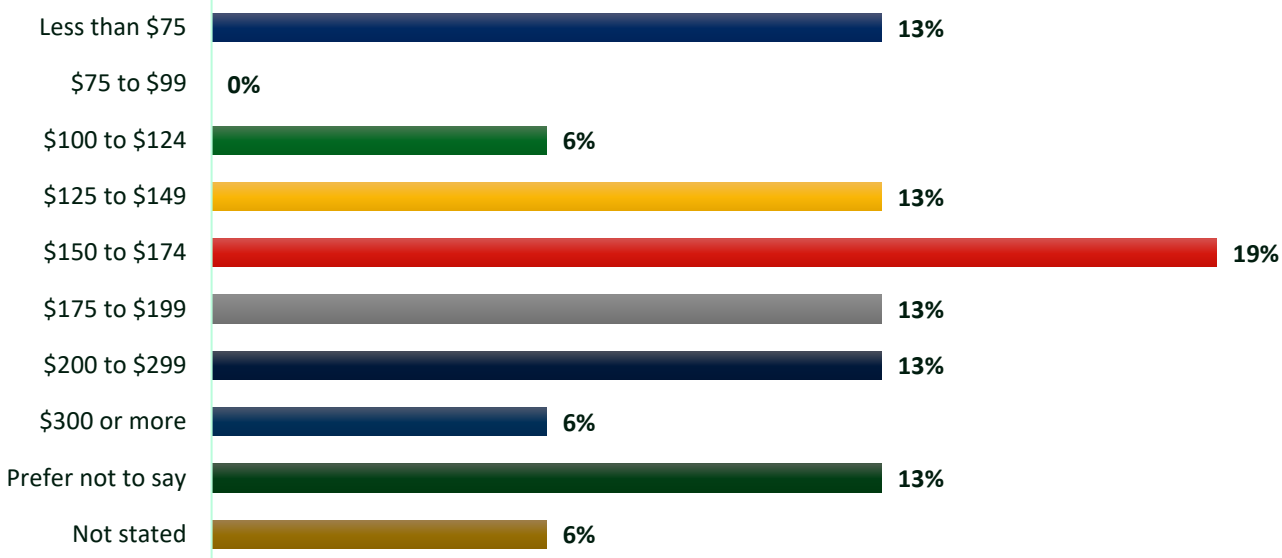


<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total Canada %</i>	<i>Total APPI %</i>	<i>Total APPI N</i>
TOTAL RESPONDENTS	117	16	16
Yes	20%	13%	2
No	61%	81%	13
Undecided	9%	6%	1
Other	3%	0%	0
Not stated	8%	0%	0

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

Hourly billing rate in 2018

Hourly billing rate in 2018



<i>(base: Self-employed/Consultant or Owner/principal)</i>	<i>Total Canada %</i>	<i>Total APPI %</i>	<i>Total APPI N</i>
TOTAL RESPONDENTS	117	16	16
<i>Less than \$75</i>	4%	13%	2
<i>\$75 to \$99</i>	5%	0%	0
<i>\$100 to \$124</i>	4%	6%	1
<i>\$125 to \$149</i>	11%	13%	2
<i>\$150 to \$174</i>	16%	19%	3
<i>\$175 to \$199</i>	12%	13%	2
<i>\$200 to \$299</i>	15%	13%	2
<i>\$300 or more</i>	7%	6%	1
<i>Prefer not to say</i>	18%	13%	2
Average	174	162	162
Median	160	152	152

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