



OBIAA 2021 MEMBER SALARY SURVEY

Survey of BIAs

In February 2021, OBIAA conducted a Salary Survey of Members. The data was compiled from 73 respondents out of approximately 310 BIAs.

Date: June 16, 2021
Completed by: Paradigm Sample, LLC

OBIAA 2021 Member Salary Survey

SALARY SURVEY OF BIAS

Since 2001 OBIAA has been acting as an important resource for education, partnership and collaboration to each BIA across the province. OBIAA recognizes the power of networking, the strength in numbers and the value of sharing common concerns and finding resolutions specific to its individual communities.

OBIAA, through membership, represents, supports and encourages member business improvement areas to increase their effectiveness and their contribution to the economic and social well-being of communities in Ontario.

OBIAA is a member driven, not-for-profit organization that represents the over 310 BIAs in Ontario. Those BIAs have a combined levy of more than \$55M that is spent keeping Ontario's communities vital. Collectively Ontario's BIAs, which are local boards of their municipality, represent more than 110,000 businesses and 18,000 properties and are managed by volunteer management boards and more than 300 staff. BIAs are governed by the Ontario Municipal Act.

The first BIA Legislation, in the world, was created in 1970 in a partnership with the Ministry of Municipal Affairs (the Government of Ontario), Bloor West Village and the City of Toronto.

OBIAA conducted its third salary survey, via the OBIAA E-Blast system, using Tellwut Survey Software. We anticipate approximately 234 *member* BIAs had the potential to receive the E-Blast and respond to the survey. Of the 234 member BIAs there were 73 respondents, a response rate of 31%. This survey sample therefore provides an acceptable level of response. The survey is not considered 100% accurate or conclusive and should be accepted as a guideline only. This information is a member service provided every 2 years by OBIAA, therefore the next Salary Survey is expected to be conducted in the fall of 2022.

The global economy, and the way we work, has been severely impacted by the COVID pandemic as declared by the WHO in March 2020. This survey includes a new section covering impacts to our BIAs and related responses.

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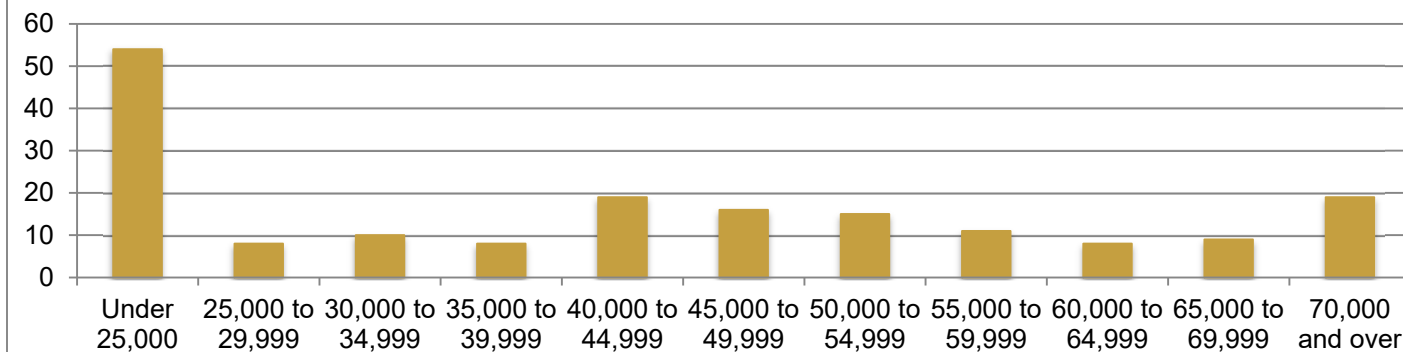
The following charts represent the overall data from the compensation survey regarding BIA positions and their salary ranges.

BIA Salary Ranges Summary

OBIAA 2021 Salary Survey	Under 25,000	25,000 to 29,999	30,000 to 34,999	35,000 to 39,999	40,000 to 44,999	45,000 to 49,999	50,000 to 54,999	55,000 to 59,999	60,000 to 64,999	65,000 to 69,999	70,000 and over	Counts
Executive	6	0	2	3	2	7	6	5	6	6	16	59
Events	8	1	2	0	5	1	4	1	0	1	1	24
Social Media	16	1	4	2	5	3	2	2	1	0	0	36
Admin	13	3	1	3	3	2	0	1	0	1	1	28
Marketing	5	0	0	0	1	2	2	2	1	0	0	13
Other	6	3	1	0	3	1	1	0	0	1	1	17
Total	54	8	10	8	19	16	15	11	8	9	19	177

OBIAA 2021 Salary Survey	Under 25,000	25,000 to 29,999	30,000 to 34,999	35,000 to 39,999	40,000 to 44,999	45,000 to 49,999	50,000 to 54,999	55,000 to 59,999	60,000 to 64,999	65,000 to 69,999	70,000 and over
Total	54	8	10	8	19	16	15	11	8	9	19
Salary Medians	\$15,000	\$26,000	\$32,000	\$38,000	\$42,000	\$47,000	\$51,000	\$58,000	\$62,000	\$65,000	\$86,000
Median multiplied by # of Respondents	\$810K	\$208K	\$320K	\$304K	\$798K	\$752K	\$765K	\$638K	\$496K	\$585K	\$1,634k

All Respondents Salary Ranges



Total BIA Respondent's Salaries	\$7,261,409
Total BIA Respondent's Levy	\$22,215,584
Total BIA Respondent's Budget	\$27,068,797
Respondent BIA Salaries as a % of Budget	27%

How has your staff changed over the last year?

Staff Change	Count	%
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Decreased	9	12%
Increased	18	25%
Stayed the same	46	63%
Total	73	100%

Note: 25% of reporting BIA's indicated that staff increased over prior year and 12% indicated a decrease. Decreases related mostly to COVID, re lack of events and reduction in hiring of summer students.

Demographics of Respondents

Respondents per Population

Population	Respondents	%
< 100,000	31	42%
100,000 – 500,000	17	23%
> 500,000	25	34%
Total	73	100%

Respondents per Levy

Levy	Respondents	%
Under \$150,000	25	34%
\$150,000 – \$299,999	24	33%
\$300,000 - \$500,000	16	22%
> \$500,000	8	11%
Total	73	100%

Respondents per Budget Value

Budget	Respondents	%
Under \$150,000	24	33%
\$150,000 – \$300,000	27	37%
\$301,000 - \$500,000	12	16%
> \$500,000	10	14%
Total	73	100%

Demographics cont'd**Area Category Respondent BIA is Situated**

Area Category	Respondents	%
Rural	29	40%
Suburban	9	12%
Urban	35	48%
Total	73	100%

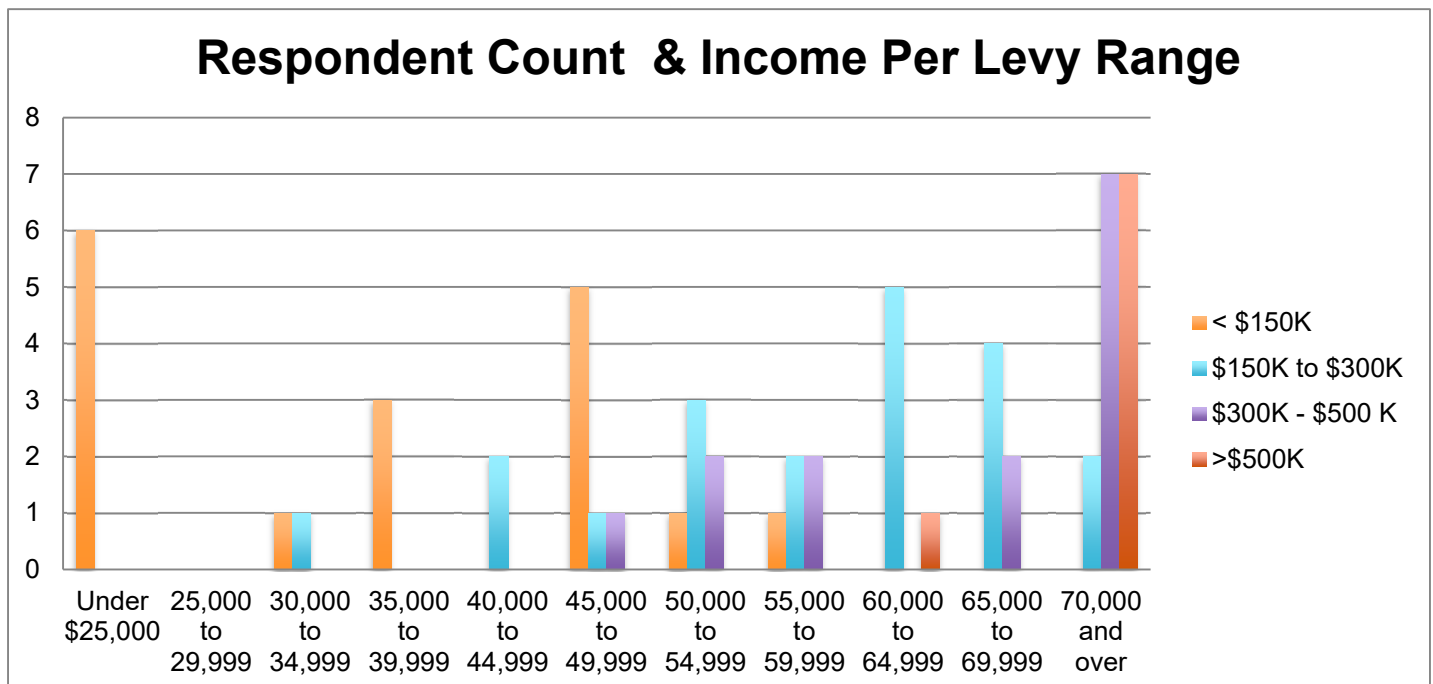
Region where Respondent BIA is Located

Region	Respondents	%
West	13	18%
Toronto	11	15%
East	12	16%
GTA	10	14%
Near North	8	11%
Ottawa	6	8%
Hamilton	5	7%
Niagara	5	7%
North	3	4%
Total	73	100%

Executive Director

The following charts relate to responses for BIAs within a City or Municipality who have the Executive Director/Manager position. Of the 73 respondents 59 report having an Executive Director with details as follows: 44 Full-time (FT), 9 Part-time (PT) and 6 Contract. Contract positions have been allocated to FT or PT based on hours. Below Chart includes FT, PT and Contract counts.

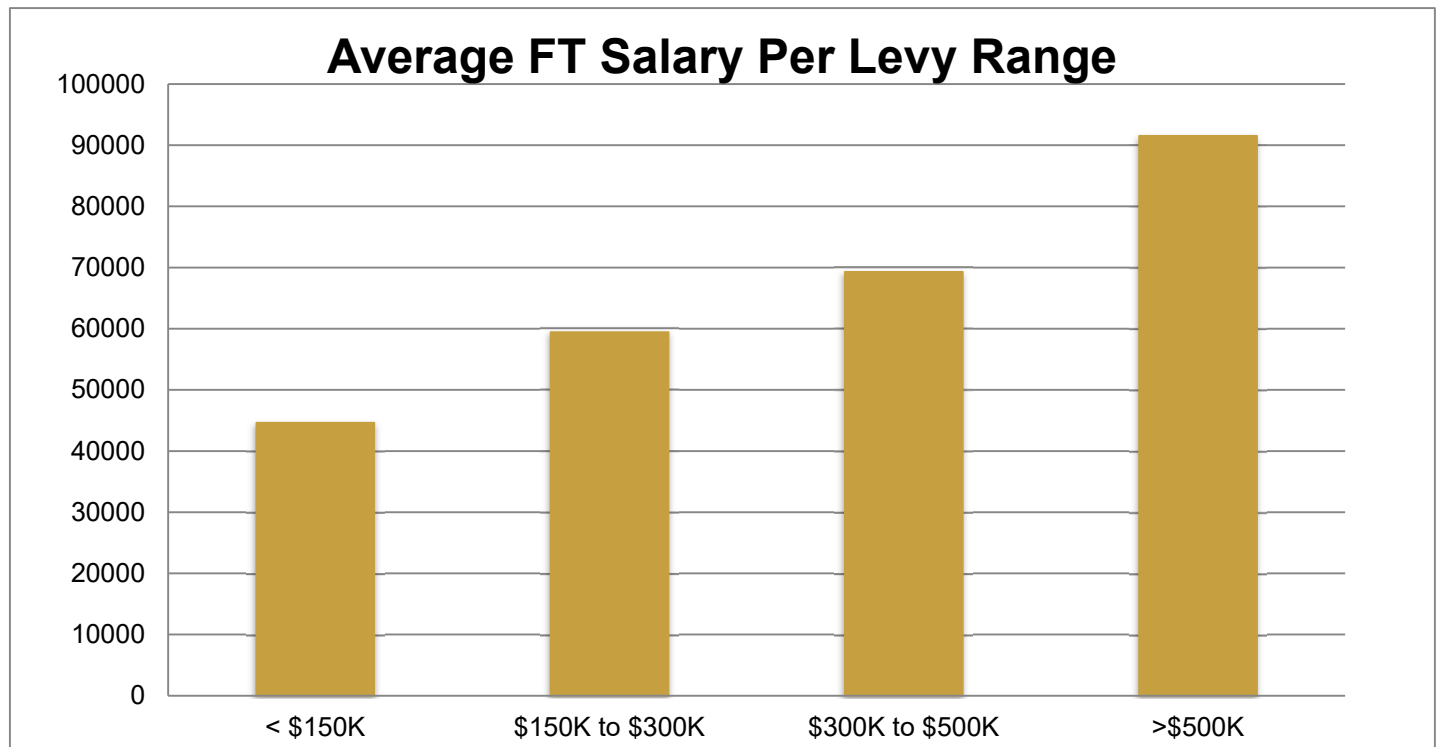
Executive Director / Manager				
	Levy up to \$150K	Levy \$150K - \$300K	Levy \$300K – \$500K	Levy > \$500K
Under \$25,000	6			
25,000 to 29,999				
30,000 to 34,999	1	1		
35,000 to 39,999	3			
40,000 to 44,999		2		
45,000 to 49,999	5	1	1	
50,000 to 54,999	1	3	2	
55,000 to 59,999	1	2	2	
60,000 to 64,999		5		1
65,000 to 69,999		4	2	
70,000 and over		2	7	7
Grand Total	17	20	14	8



Executive Director (cont'd):

Executive Director / Manager Salary Average Per Levy Category			
Levy	Count – FT/PT	Average – FT/PT	Bonuses Paid *
< \$150,000	10 / 7	\$44,642 / \$19,669	2
\$150,000 - \$300,000	18 / 2	\$59,428 / \$41,500	4
\$300,001 - \$500,000	14	\$69,309	5
>500,000	8	\$91,525	2

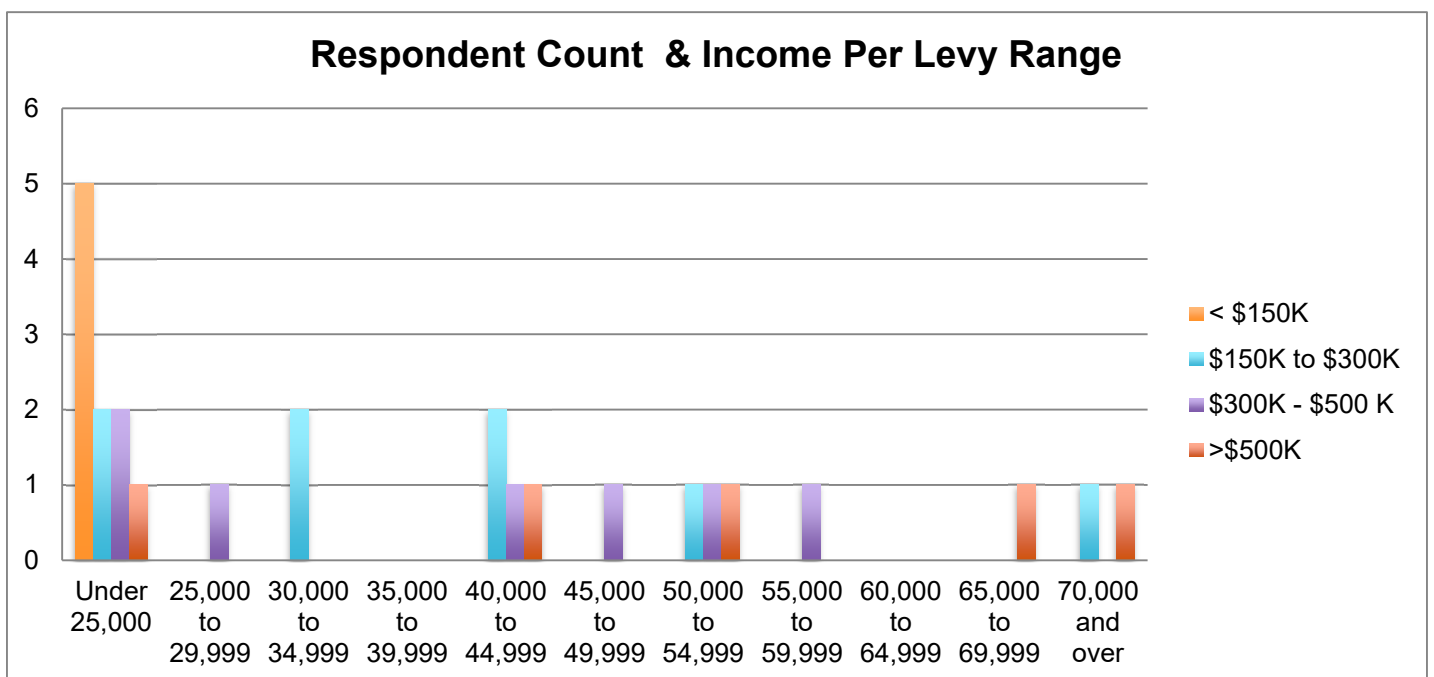
* Note – Of the 13 receiving bonuses, 3 are always paid and 10 are paid but not guaranteed. Amounts ranged from \$500 - \$6,000.



Event Management

The following charts relate to responses for BIAs within a City or Municipality who have an **Event Management** position. Of the 73 respondents, 25 have an Event Management position, broken out as follows: 13 Full-time (FT), 12 Part-time or PT Contract (PT). Contract positions have been allocated to FT or PT based on hours. Below charts includes FT, PT and Contract counts.

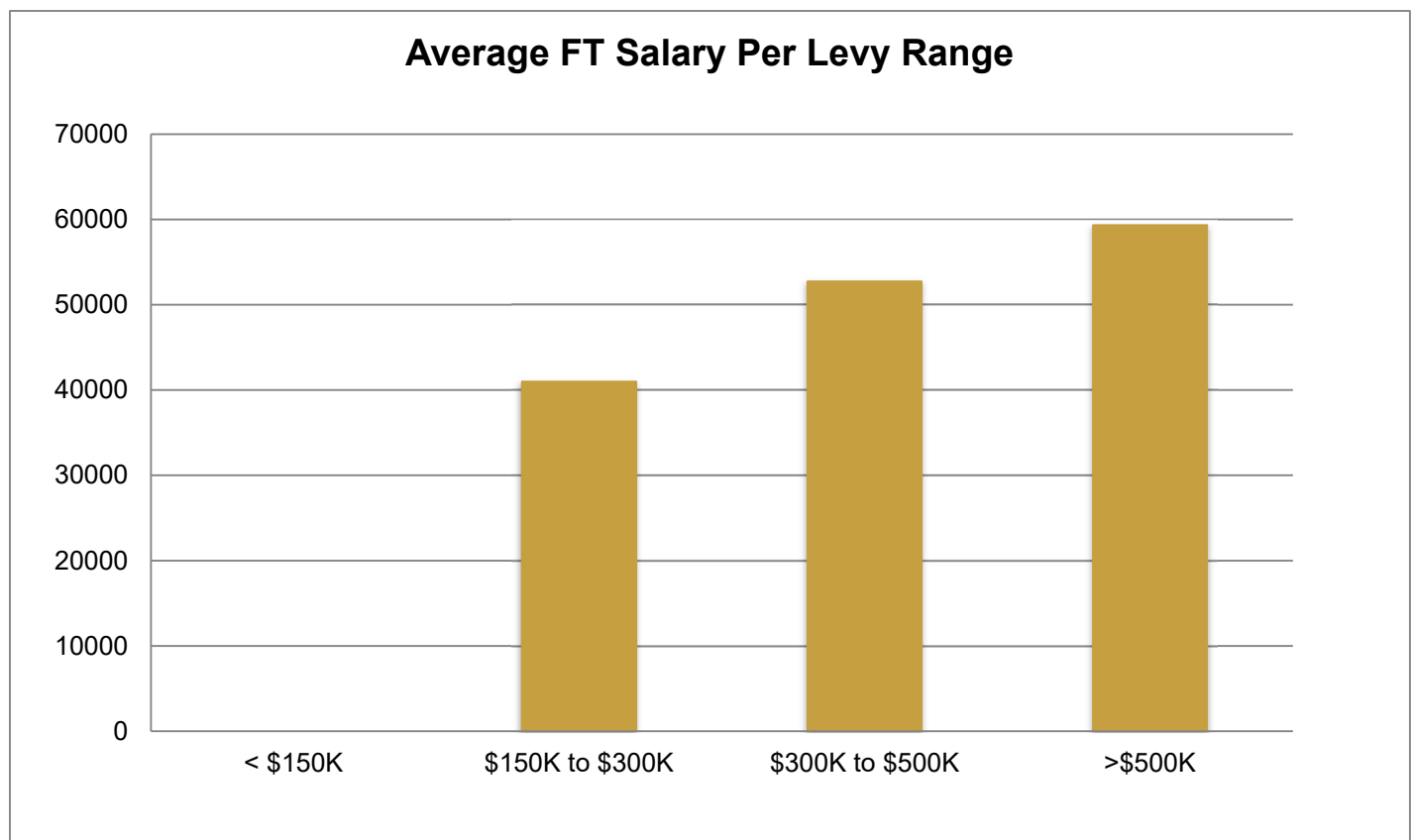
Event Management				
	Levy up to \$150K	Levy \$150K - \$300K	Levy \$300K – \$500K	Levy > \$500K
Under \$25,000	5	2	2	1
25,000 to 29,999			1	
30,000 to 34,999		2		
35,000 to 39,999				
40,000 to 44,999		2	1	1
45,000 to 49,999			1	
50,000 to 54,999		1	1	1
55,000 to 59,999			1	
60,000 to 64,999				
65,000 to 69,999				1
70,000 and over				1
Salary not reported		1		
Grand Total	5	8	7	5



Event Management (cont'd):

Event Management Staff Salary Average			
Levy	Count – FT/PT	Average – FT/PT	Bonuses Paid
< \$150,000	0 / 5	NA / \$17,800	0
\$150,000 - \$300,000	6 / 2	\$ 40,980 / \$25,200	1
\$300,001 - \$500,000	3 / 4	\$52,723 / 27,200	1
>\$500,000	4 / 1	\$59,325 / \$41,600	1

* Note – Bonuses paid are not guaranteed and ranged up to \$1,500.

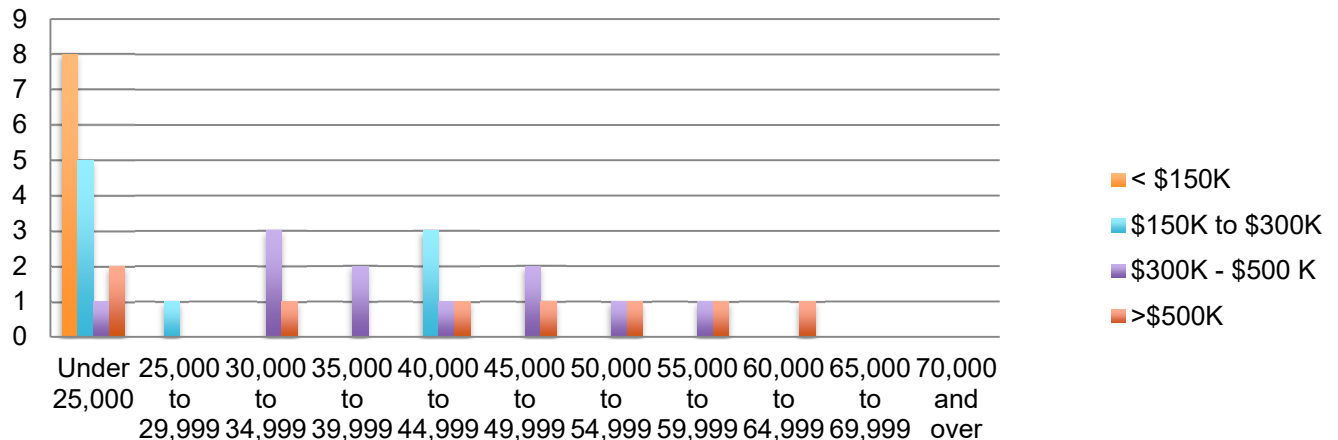


Social Media Management

The following charts relate to responses for BIAs within a City or Municipality who have a **Social Media Management** position. Of the 73 respondents, 36 have a Social Media Management position, broken out as follows: 16 Full-time (FT), 21 Part-time (PT). Contract positions have been allocated to FT or PT based on hours. Below charts includes FT, PT and Contract counts.

Social Media Management				
	Levy up to \$150K	Levy \$150K - \$300K	Levy \$300K – \$500K	Levy > \$500K
Under \$25,000	8	5	1	2
25,000 to 29,999		1		
30,000 to 34,999			3	1
35,000 to 39,999			2	
40,000 to 44,999		3	1	1
45,000 to 49,999			2	1
50,000 to 54,999			1	1
55,000 to 59,999			1	1
60,000 to 64,999				1
65,000 to 69,999				
70,000 and over				
Salary not reported				
Grand Total	8	9	11	8

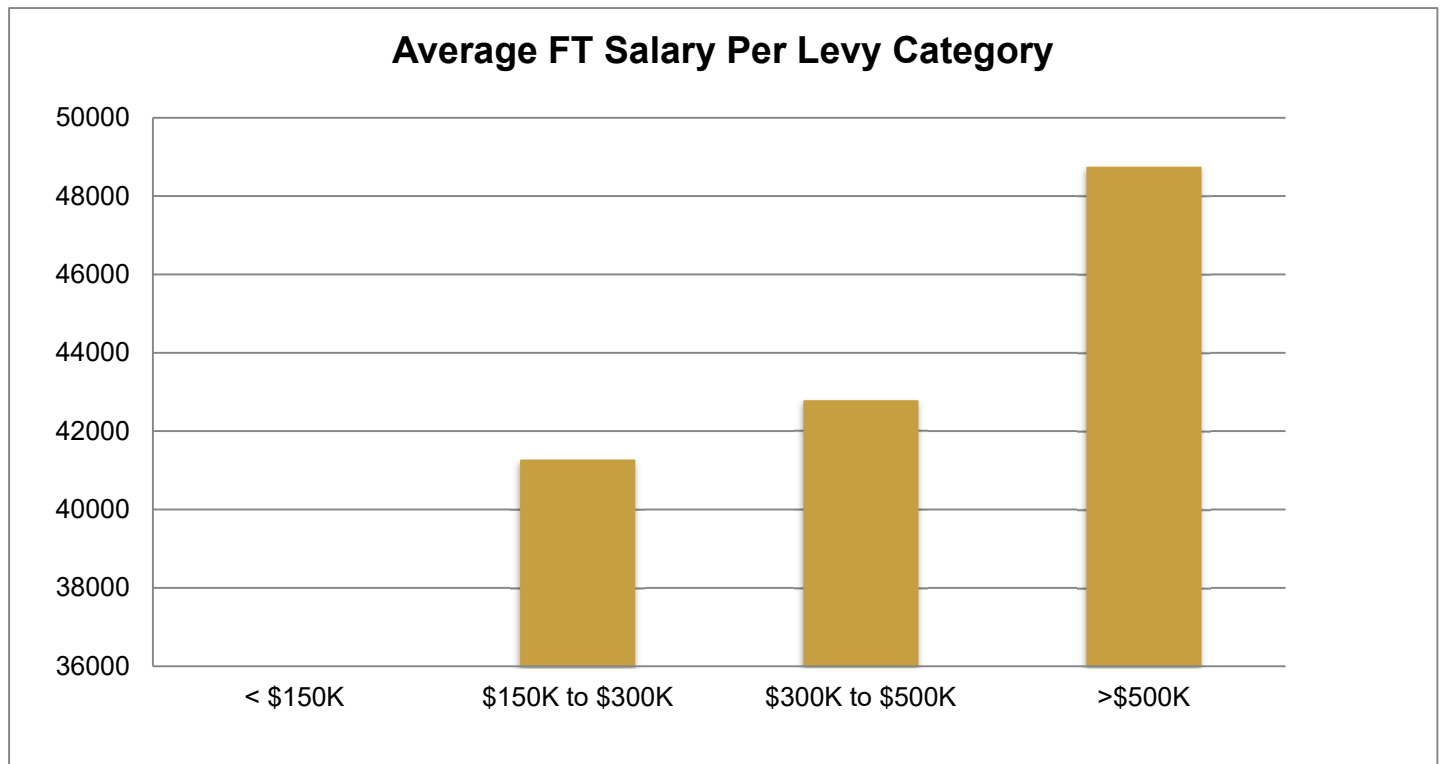
Respondent Count & Income Per Levy Range



Social Media Management (cont'd):

Social Media Staff Salary			
Levy	Count	Average – FT/PT	Bonuses Paid *
< \$150,000	NA/ 8	NA / \$13,555	
\$150,000 - \$300,000	3/ 6	\$41,253 / \$13,141	2
\$300,001 - \$500,000	9/ 2	\$42,767 / \$22,200	2
>\$500,000	4 / 4	\$48,725 / 32,258	1

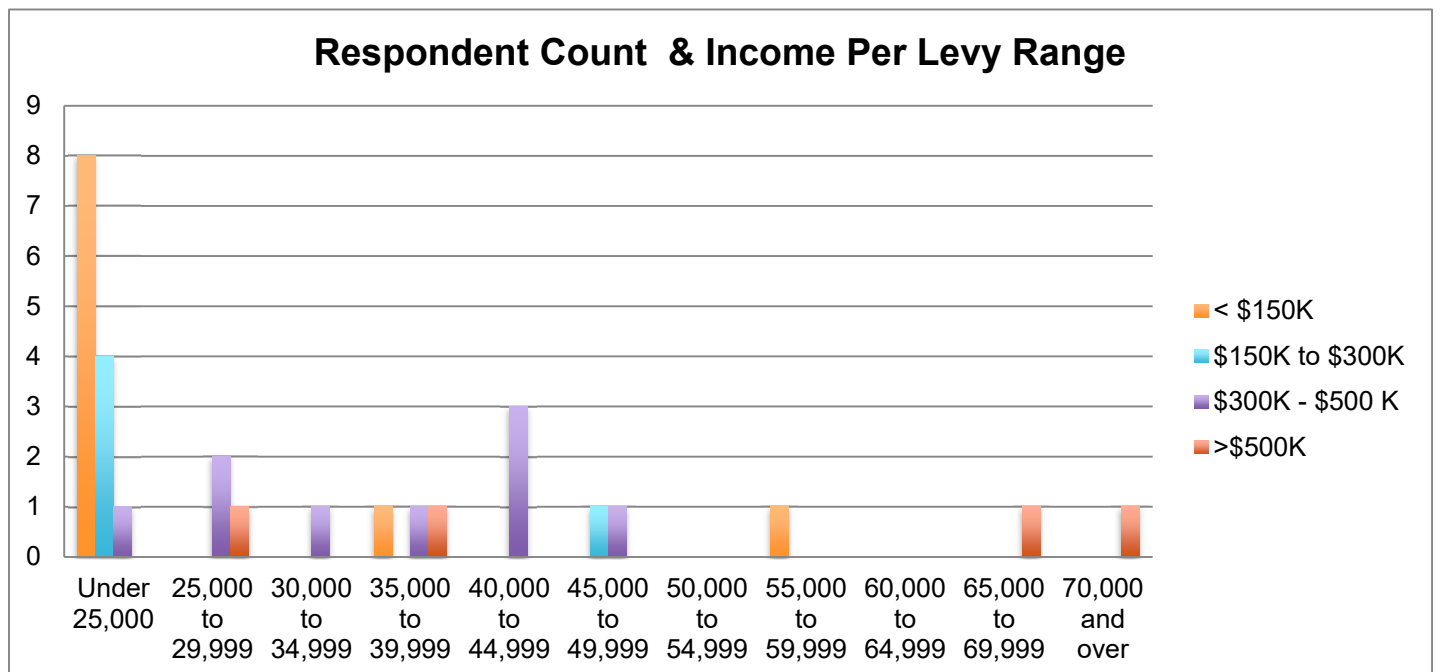
* Note – Bonuses paid are not guaranteed and range from \$300 to \$1,500.



Administrative Staff

The following charts relate to responses for BIAs within a City or Municipality who have an Administrative position. Of the 73 respondents, 28 have an Administrative Staff position, broken out as follows: 11 Full-time (FT), 17 Part-time or Contract (PT). Contract positions have been allocated to FT or PT based on hours. Below charts includes FT, PT and Contract counts.

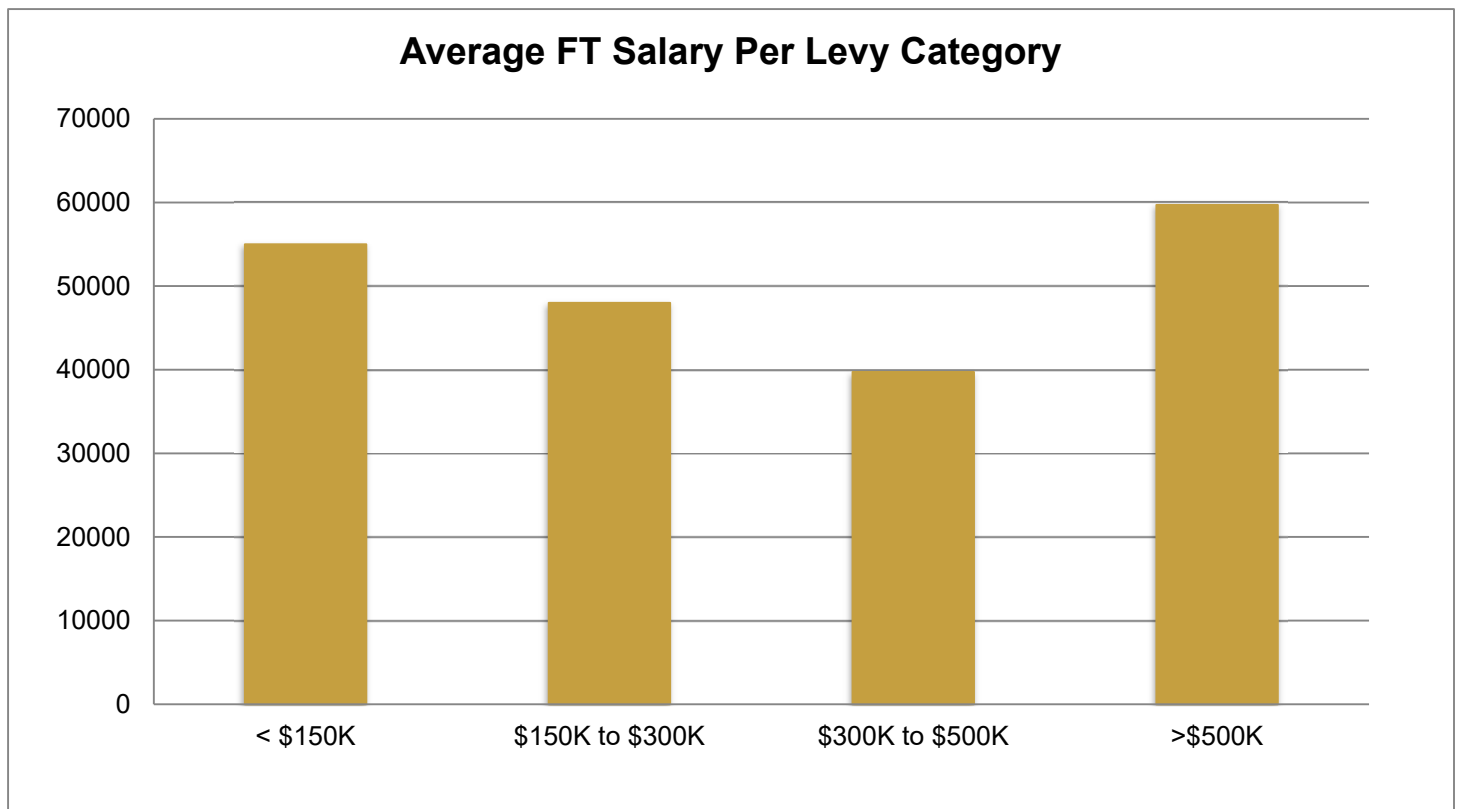
Administrative Staff				
	Levy up to \$150K	Levy \$150K - \$300K	Levy \$300K – \$500K	Levy > \$500K
Under \$25,000	8	4	1	
25,000 to 29,999			2	1
30,000 to 34,999			1	
35,000 to 39,999	1		1	1
40,000 to 44,999			3	
45,000 to 49,999		1	1	
50,000 to 54,999				
55,000 to 59,999	1			
60,000 to 64,999				
65,000 to 69,999				1
70,000 and over				1
Salary not reported				
Grand Total	10	5	9	4



Administrative Staff (cont'd):

Admin Staff Salary Average			
Levy	Count	Average – FT/PT	Bonuses Paid *
< \$150,000	1 / 9	\$55,000 / \$17,314	1
\$150,000 - \$300,000	1 / 4	\$48,000 / \$9,000	0
\$300,001 - \$500,000	6 / 3	\$39,733 / \$21,706	3
>\$500,000	3 / 1	\$59,707 / \$38,000	1

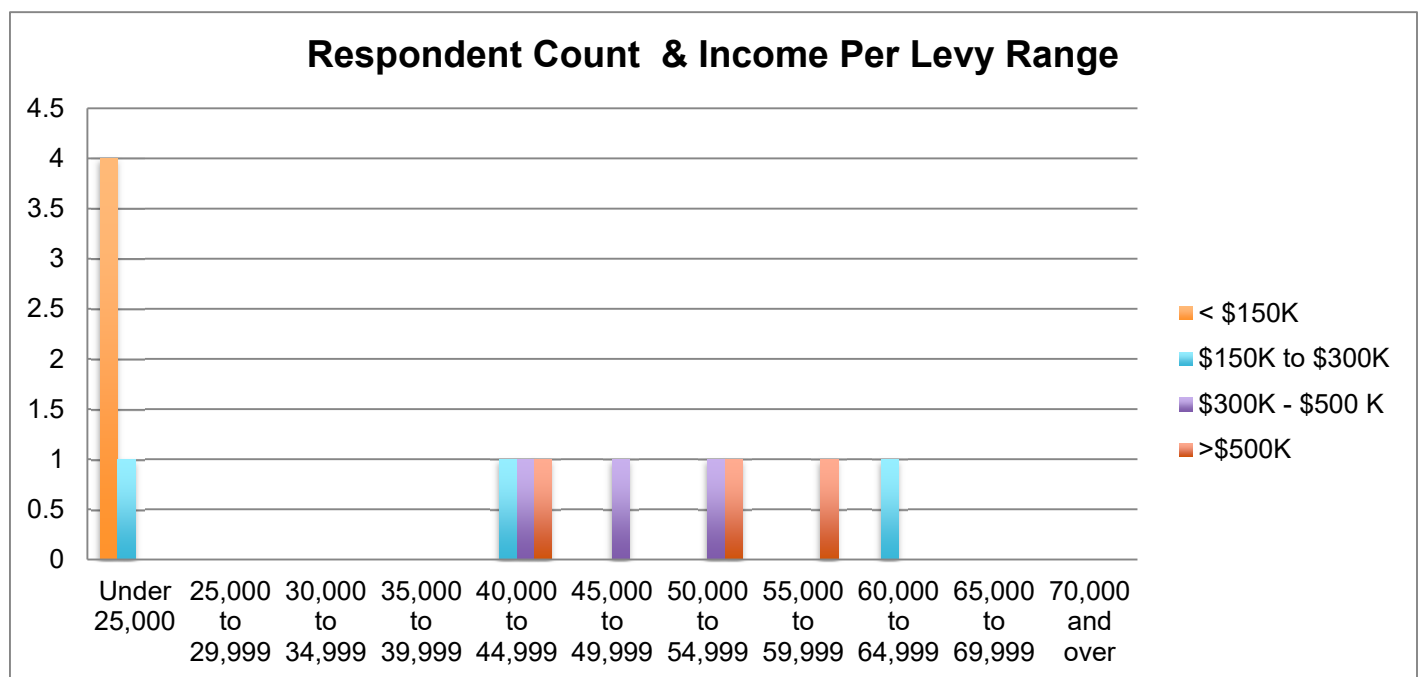
* Note – Bonuses paid are not guaranteed and ranged from \$300 - \$2,500



Marketing

The following charts relate to responses for BIAs within a City or Municipality who have a Marketing position. Of the 73 respondents, 13 have a Marketing Staff position, broken out as follows: 8 Full-time (FT), 5 Part-time (PT). Contract positions have been allocated to FT or PT based on hours. Below charts includes FT, PT and Contract counts.

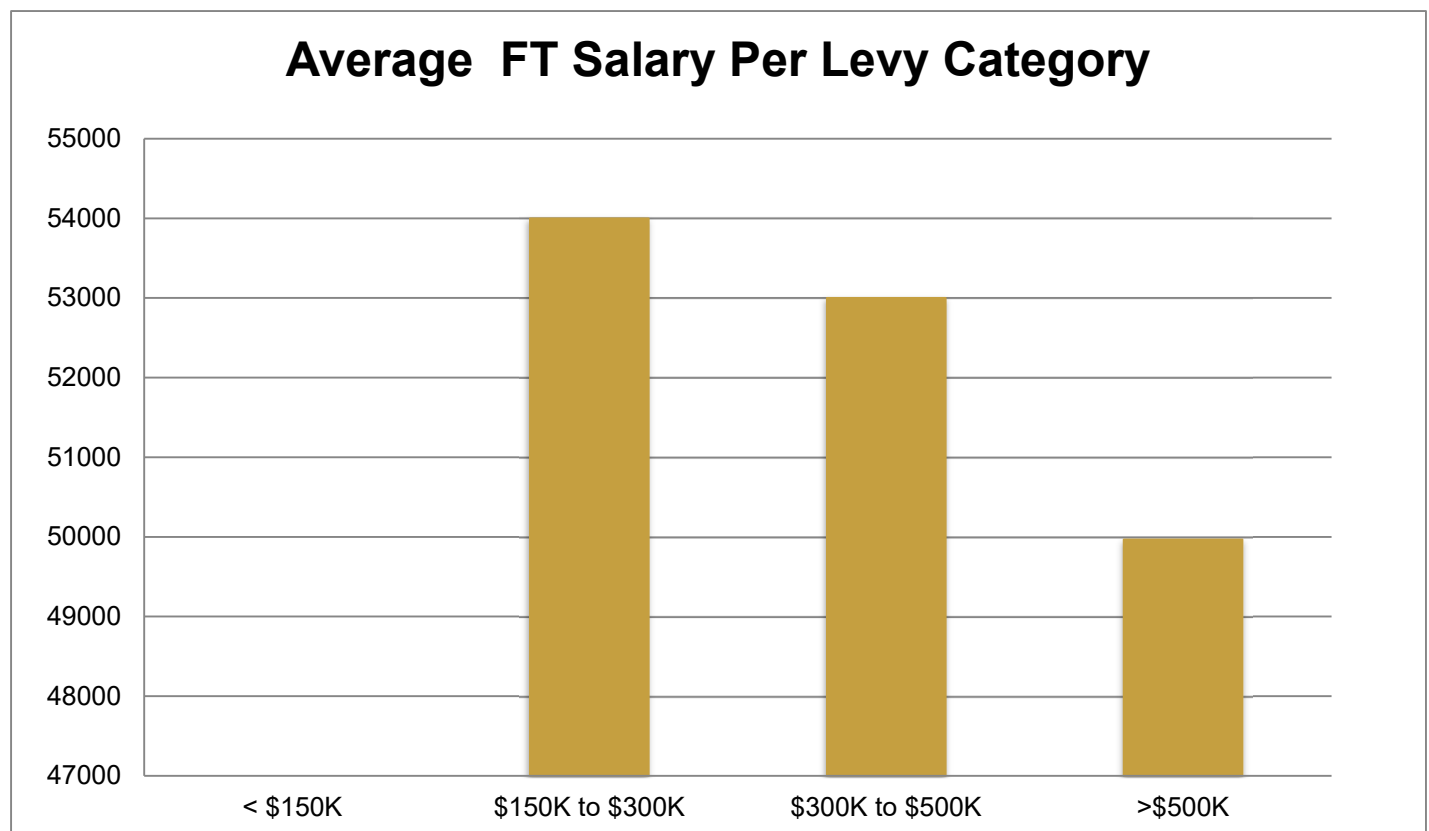
Marketing				
	Levy up to \$150K	Levy \$150K - \$300K	Levy \$300K – \$500K	Levy > \$500K
Under \$25,000	4	1		
25,000 to 29,999				
30,000 to 34,999				
35,000 to 39,999				
40,000 to 44,999				1
45,000 to 49,999		1	1	
50,000 to 54,999			1	1
55,000 to 59,999			1	1
60,000 to 64,999		1		
65,000 to 69,999				
70,000 and over				
Salary not reported				
Grand Total	4	3	3	3



Marketing (Cont'd)

Marketing Staff Salary Average			
Levy	Count	Average – FT/PT	Bonuses Paid*
< \$150,000	0 / 4	NA / \$18,500	0
\$150,000 - \$300,000	2 / 1	\$54,000 / 17,847	0
\$300,001 - \$500,000	3 / 0	\$53,000 / NA	1
>\$500,000	3 / 0	\$49,967 / NA	1

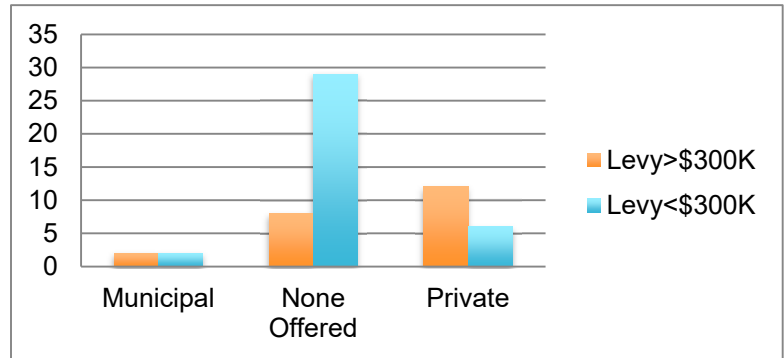
* Note – Bonuses paid are not guaranteed.



The following are the results of questions on Employee Benefits and Insurance from Respondents of Cities or Municipalities with the Executive Director / Manager position.

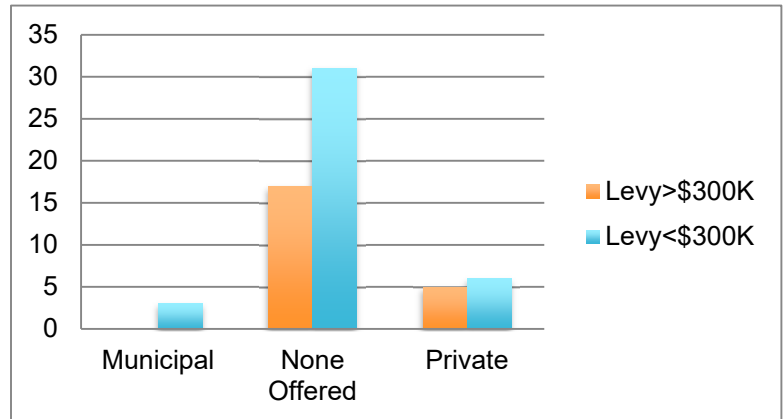
Employee Benefits

Benefits Offered	Levy>300K	Levy<300K
Municipal	2	2
None Offered	8	29
Private	12	6
Grand Total	22	37
% with Benefits	64%	22%



Insurance

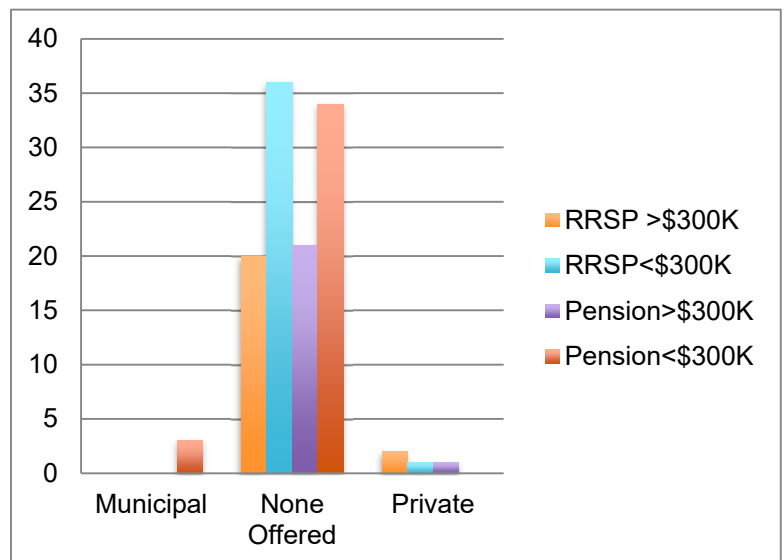
Employees with Insurance	Levy>300K	Levy<300K
Municipal	0	3
None Offered	17	31
Private	5	3
Grand Total	22	37
% with Insurance	23%	16%



RRSP and Pension

Employees with RRSP	Levy>300K	Levy<300K
Municipal	0	0
None Offered	20	36
Private	2	1
Grand Total	22	37
% with RRSP	9%	3%

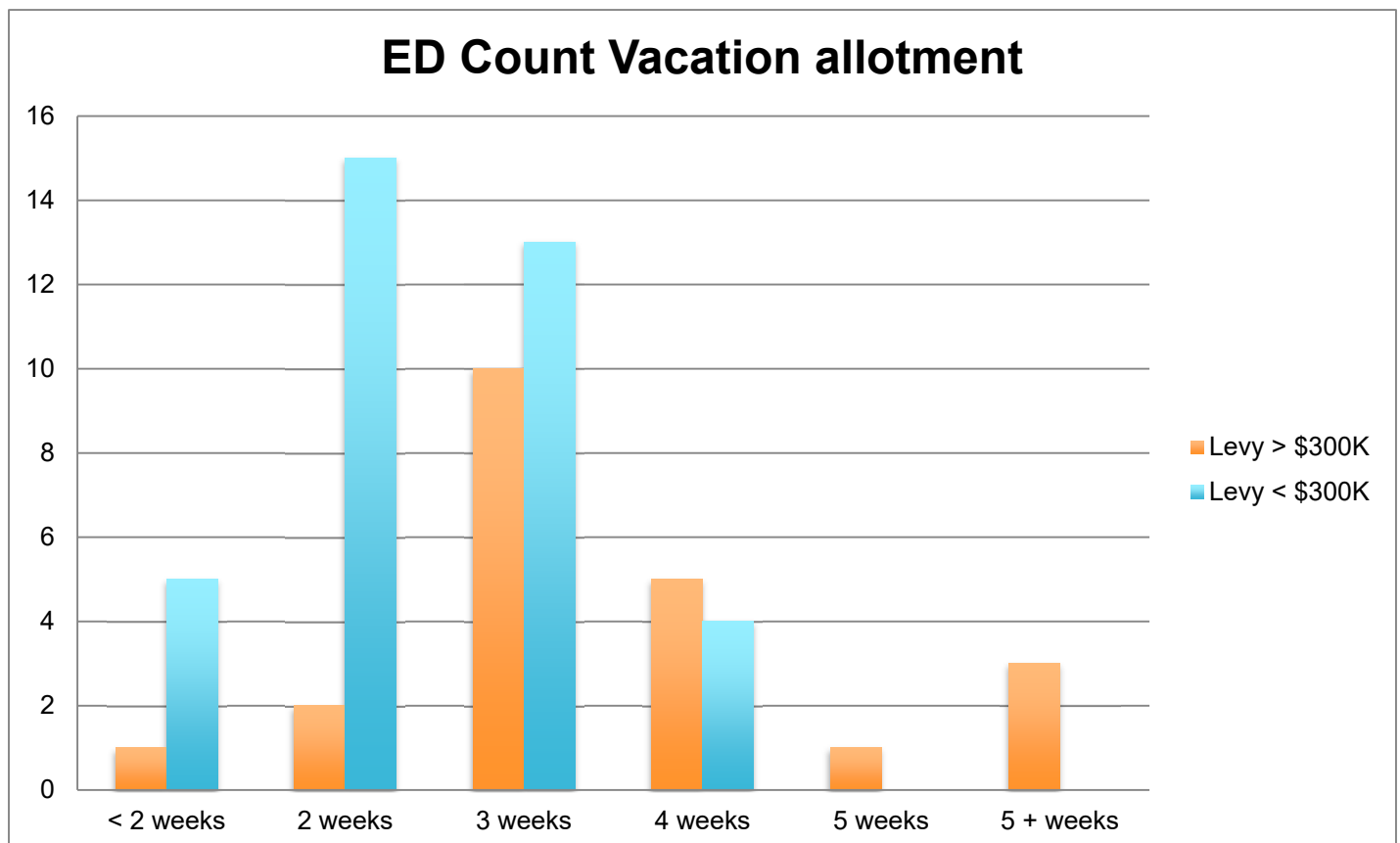
Employees with Pension	Levy>300K	Levy<300K
Municipal	0	3
None Offered	21	34
Private	1	0
Grand Total	22	37
% with Pension	5%	8%



The following is the result of the question on Vacation Benefits from respondents of Cities or Municipalities at the Executive Director / Manager position.

Vacation Provided by BIA

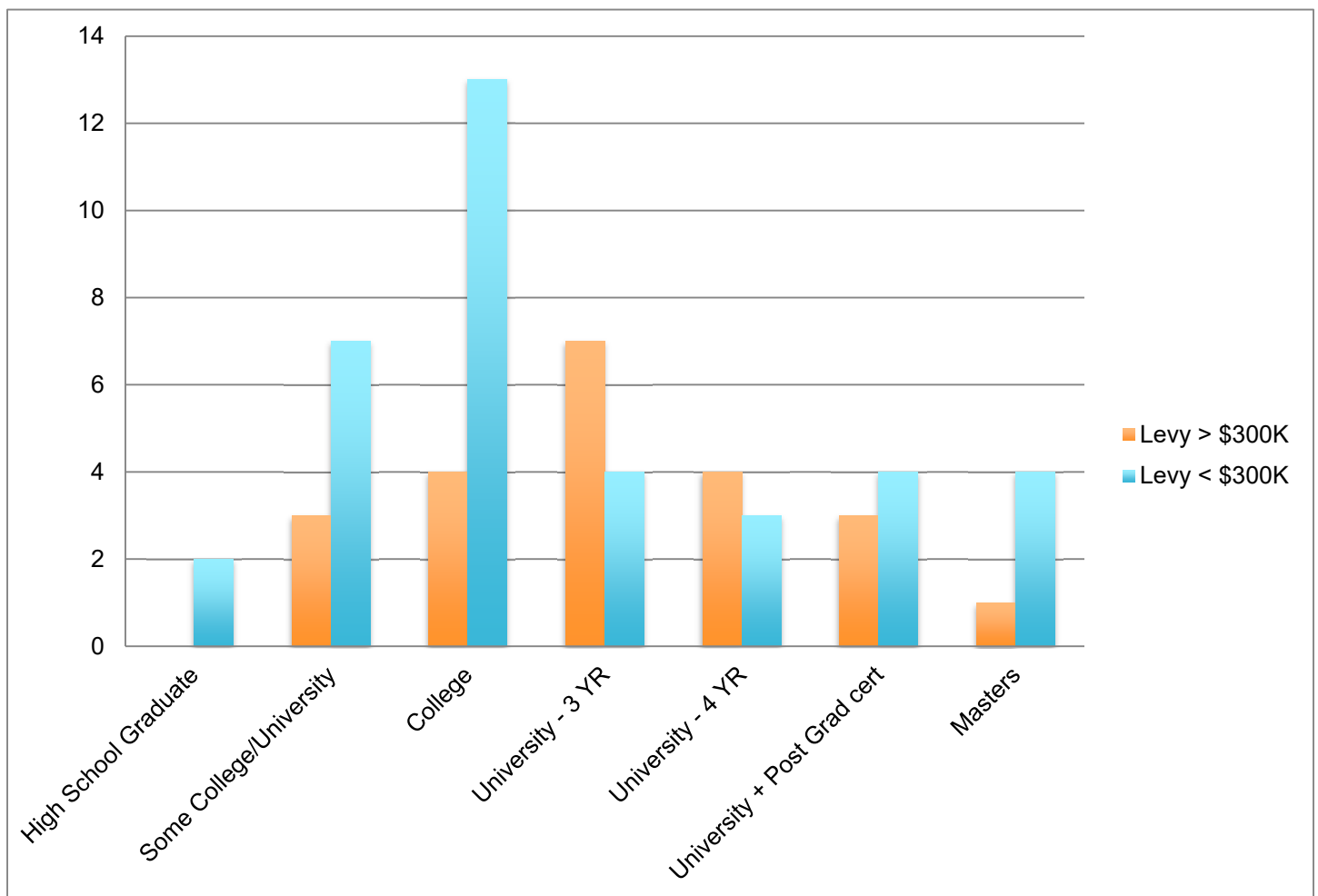
Sum of # of Respondents Type of Employee Vacation	Total for Levy >\$300,000	Total for Levy <\$300,000
< 2 weeks	1	5
2 weeks	2	15
3 weeks	10	13
4 weeks	5	4
5 weeks	1	0
5 + weeks	3	0
N/A	0	0
Grand Total	22	37



The following is the result of the question on Education Level from respondents of Cities or Municipalities at the Executive Director / Manager position.

Educational Level

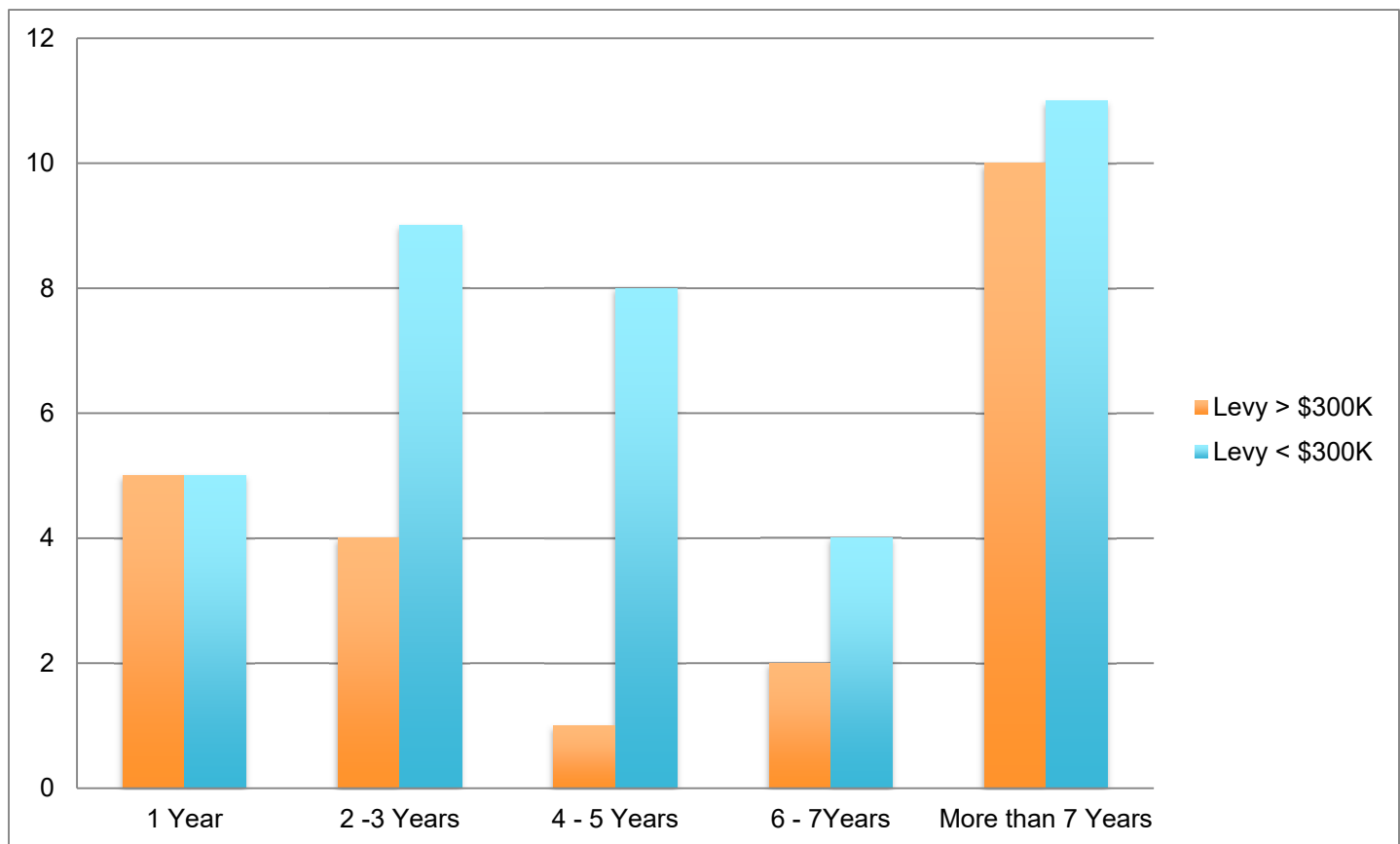
Sum of # of Respondents Type of Education Level	Total for Levy >\$300,000	Total for Levy <\$300,000
High School Education		2
Some College/University/Vocational	3	7
College	4	13
University Degree (3 Yr)	7	4
University Degree (4 Yr)	4	3
University Degree, plus Post Grad Cert or Diploma	3	4
Masters Degree	1	4
Grand Total	22	37



The following is the result of the question on Years of Employment from respondents of Cities or Municipalities who have the Executive Director / Manager position.

Years of Employment

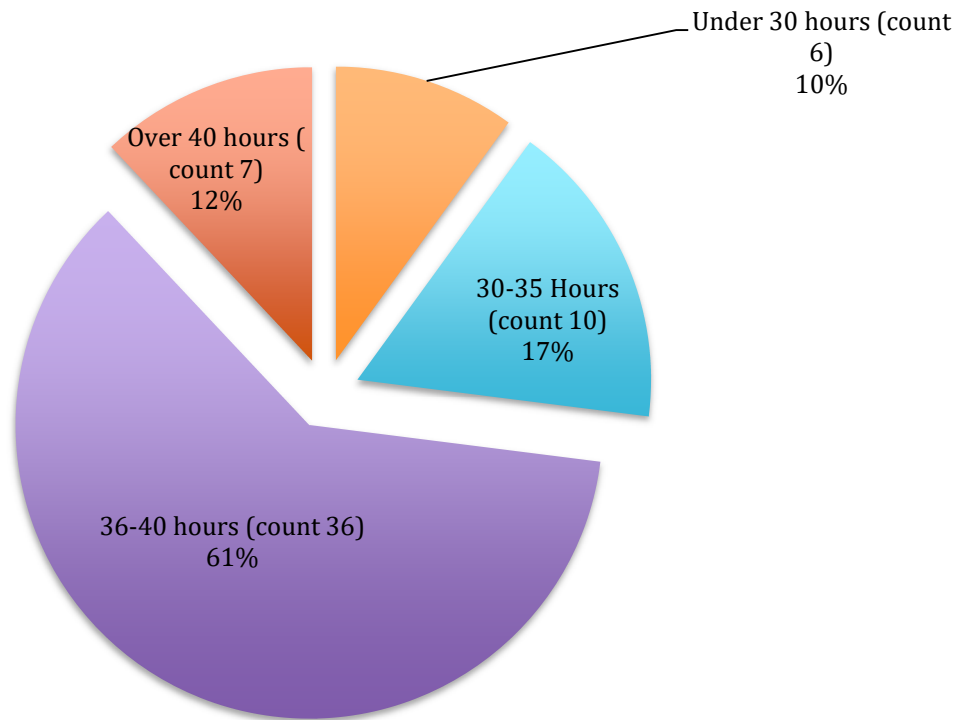
Sum of # of Respondents Years of Employment	Total for Levy >\$300,000	Total for Levy <\$300,000
1 Year	5	5
2 -3 Years	4	9
4 - 5 Years	1	8
6 - 7 Years	2	4
More than 7 Years	10	11
Grand Total	22	37



The following is the result of the question on 'Average Hours Worked' from respondents of Cities or Municipalities who have a **full time** Executive Director (ED) / Manager.

Average Hours Worked

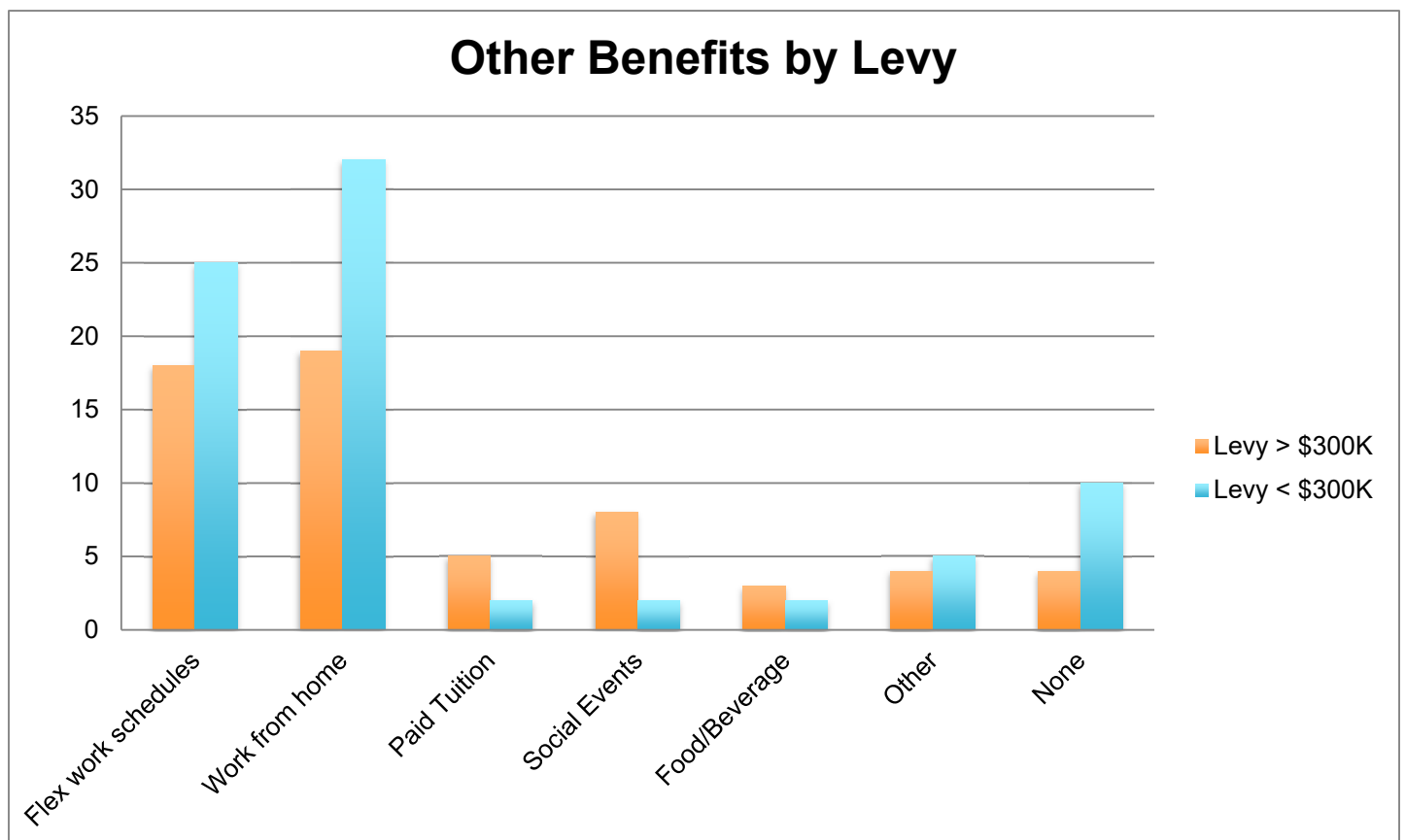
ED Average Hours worked



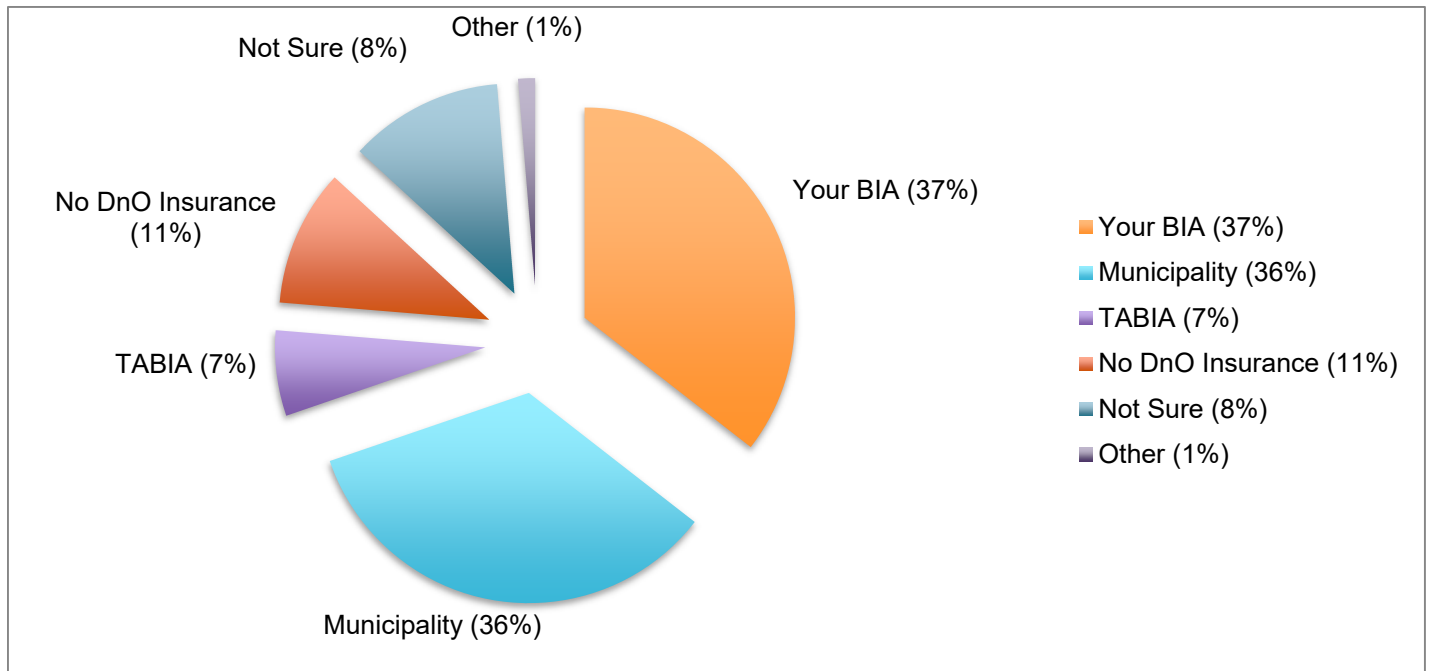
Other Benefit Perks

Sum of # of Respondents Type of Other Benefits	Total for Levy >\$300,000	Total for Levy <\$300,000
Flexible work schedules (i.e. summer hours)	18	25
Work from home flexibility	19	32
Paid tuition	5	2
Regular social events	8	2
Food and beverages provided	3	3
Other	4	5
None	4	10

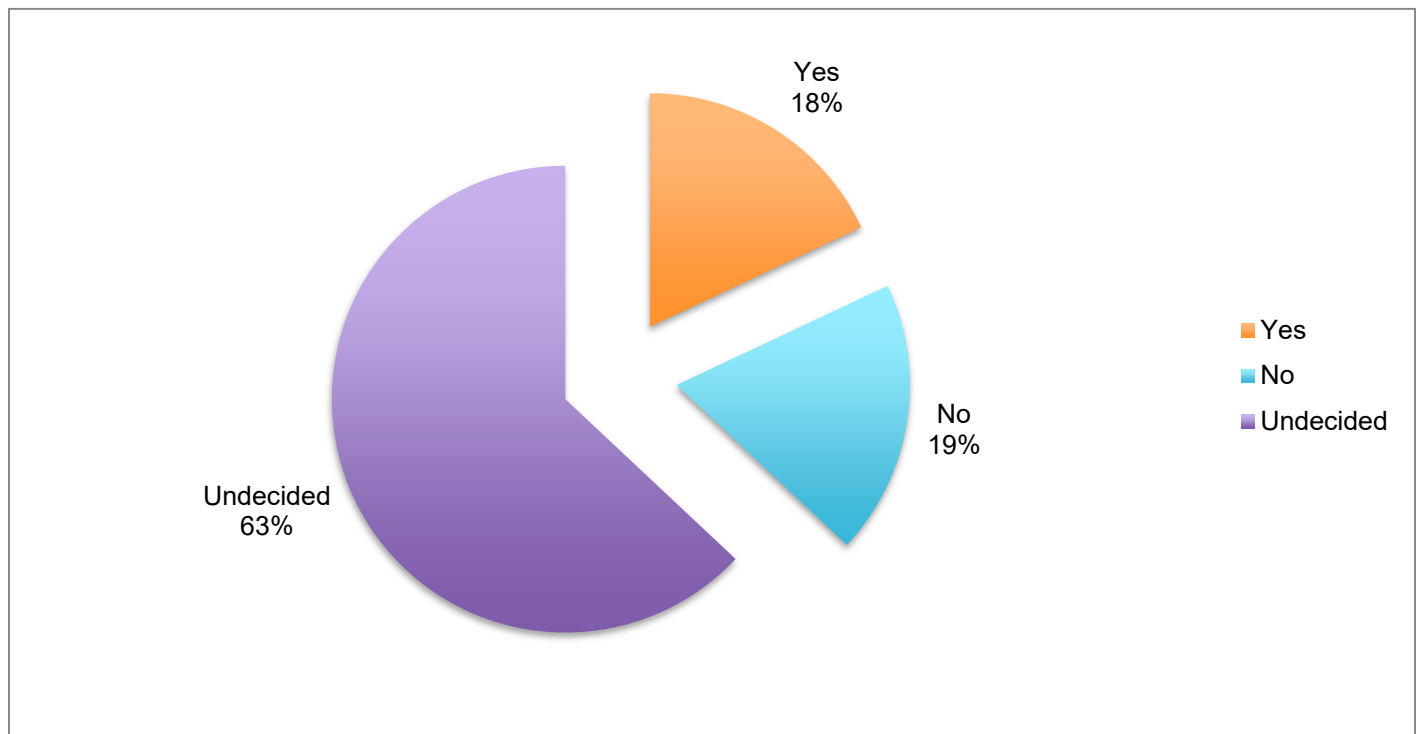
Note - Other benefits included paid cell phone (2), parking (2), gym access (3).



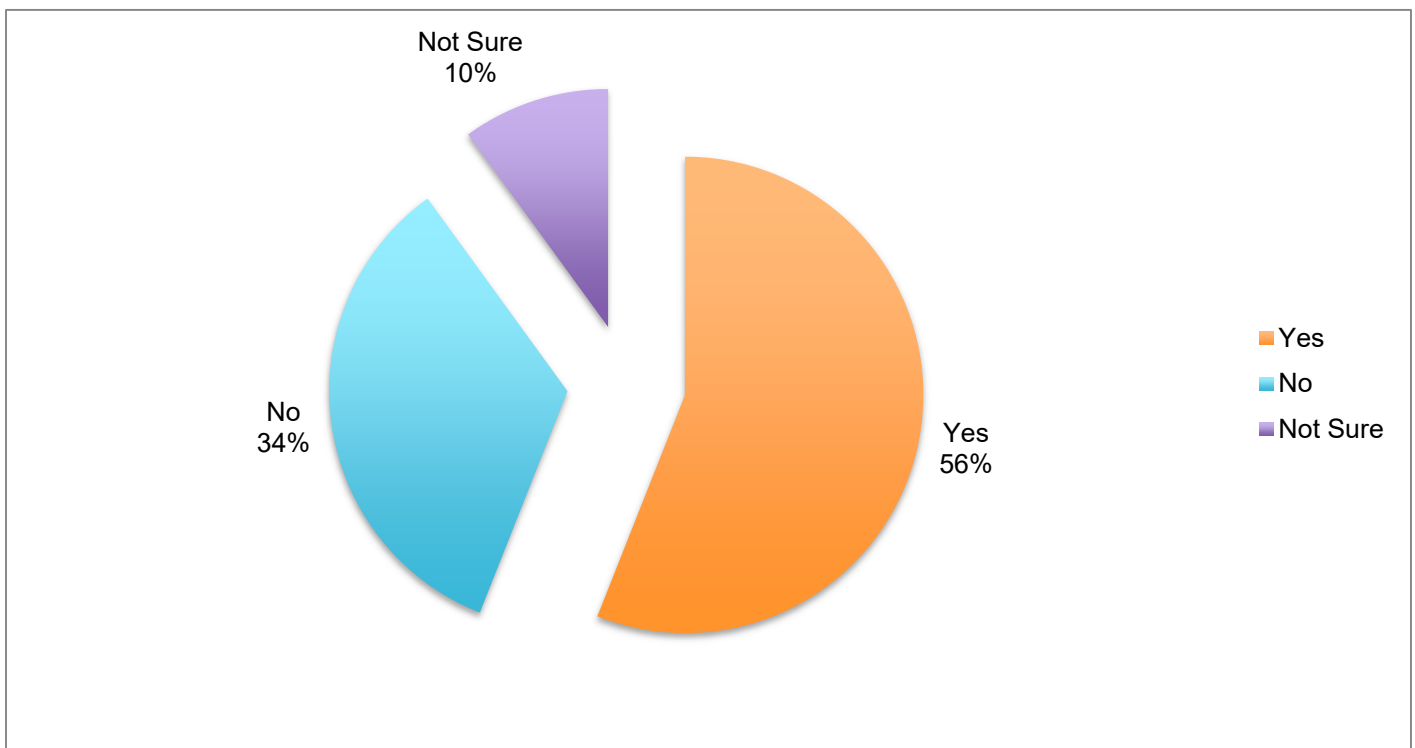
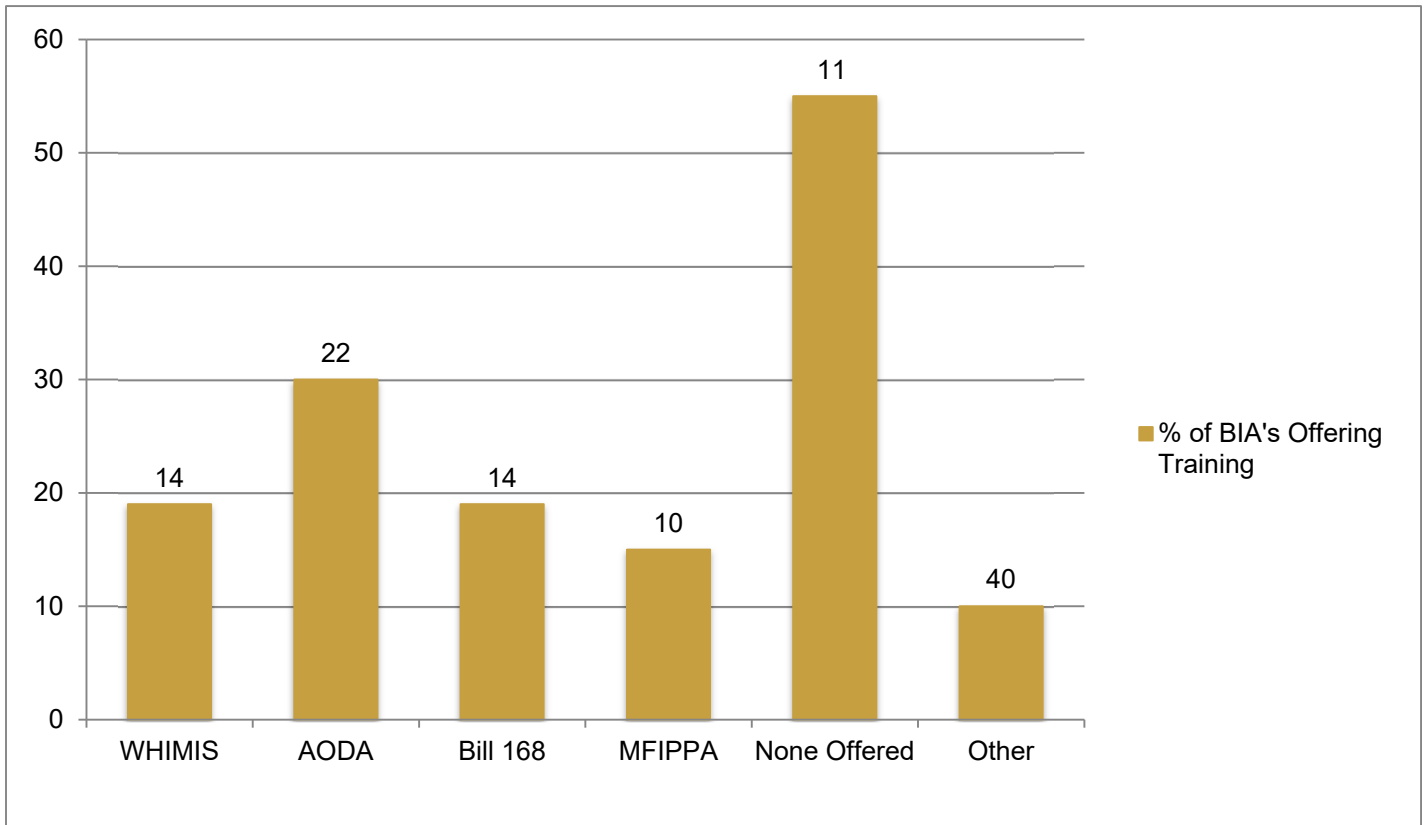
Who coordinates your Directors and Officers Insurance?



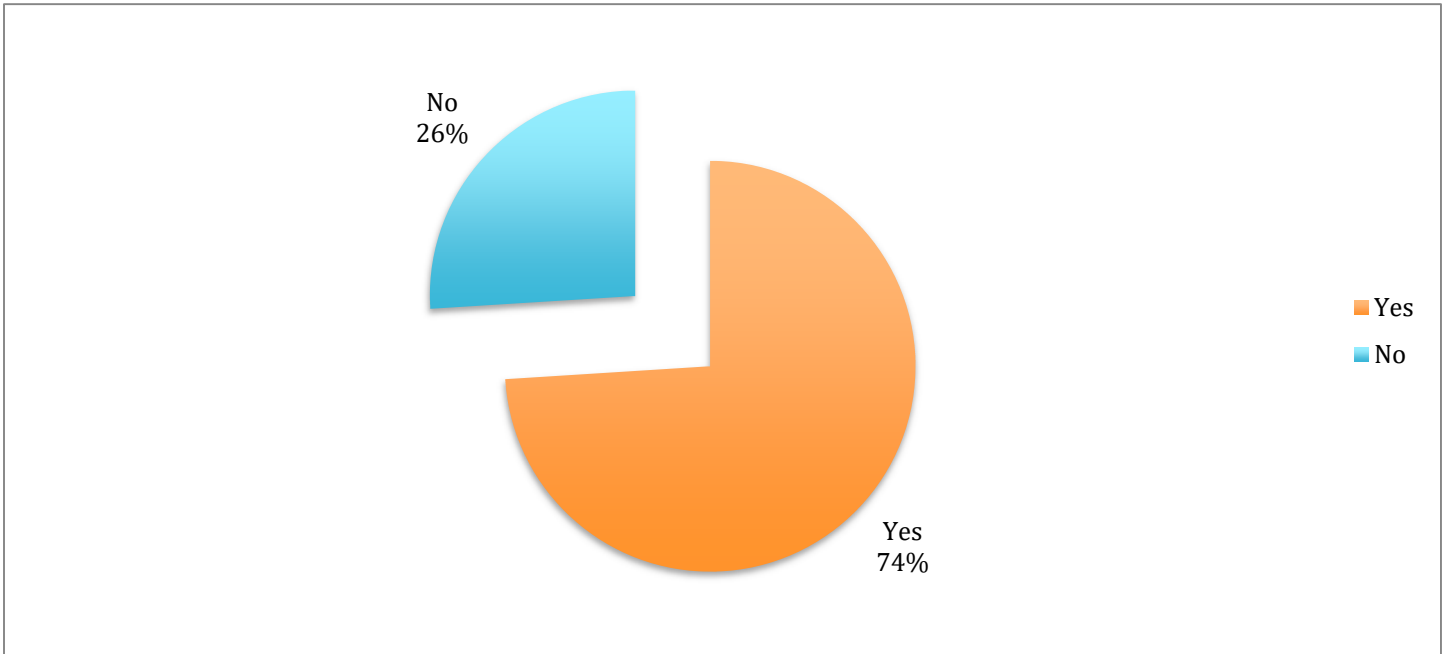
If OBIAA were able to negotiate a group rate would your BIA participate?



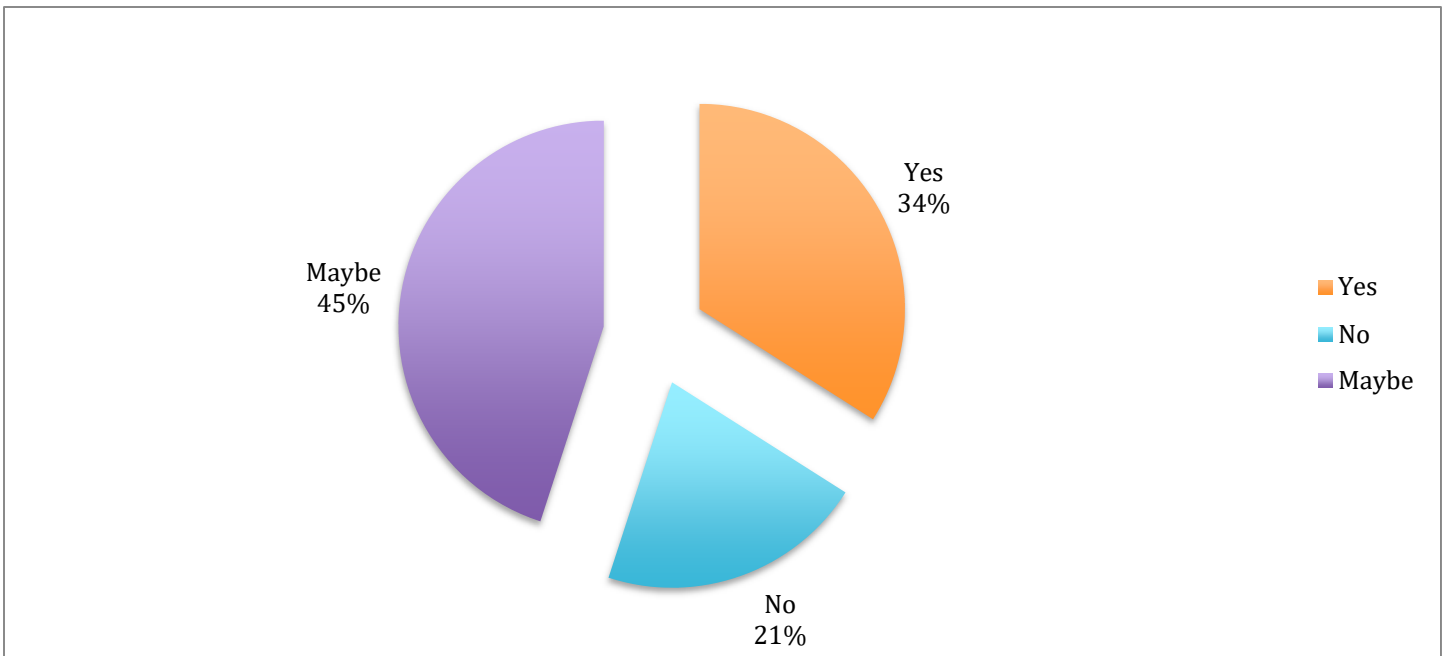
Percentage of BIA's offering training in following areas:



Did you know that the OBIAA can provide Governance Training to your board?

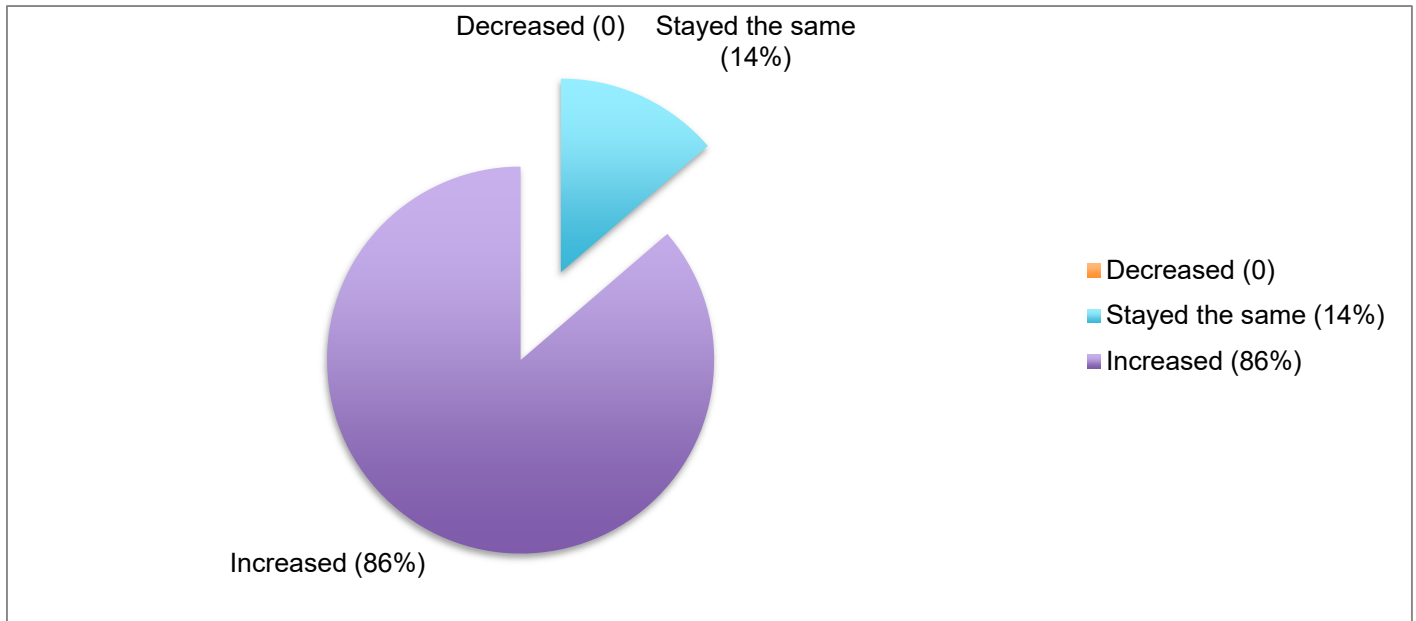


Would you be interested in participating in the OBIAA Governance Training Program?

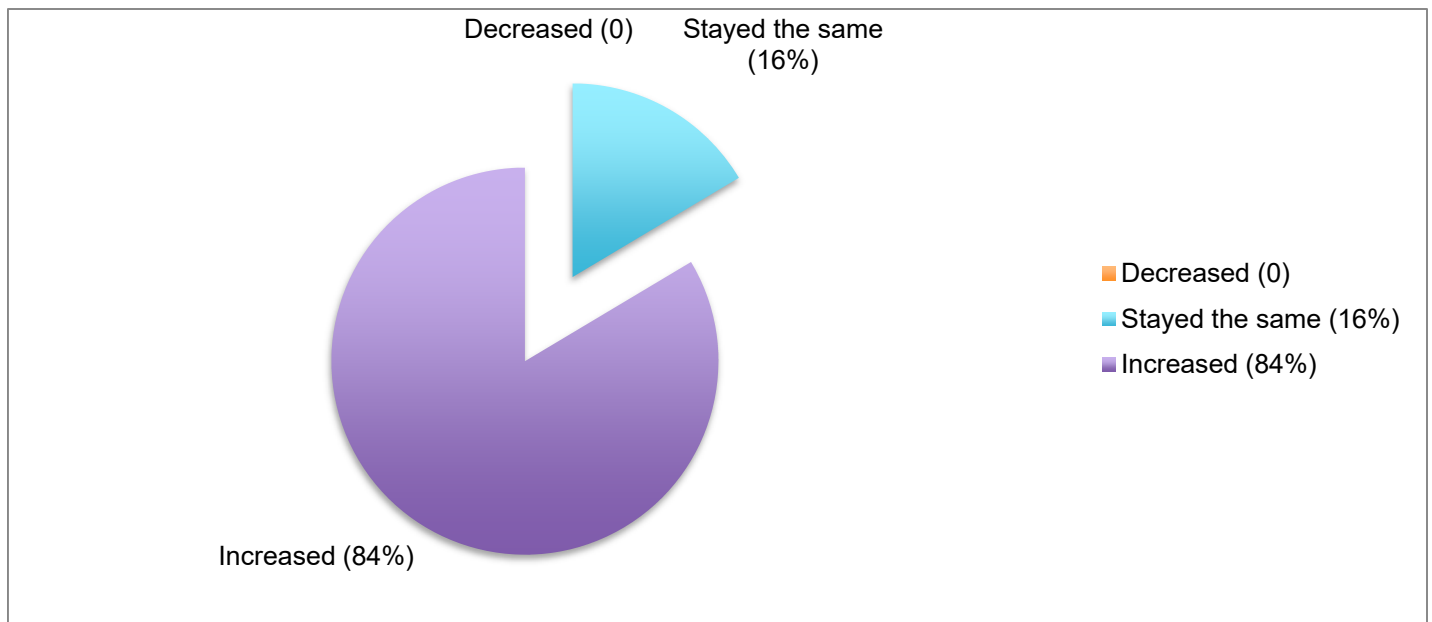


BIA's COVID IMPACT & RESPONSE:

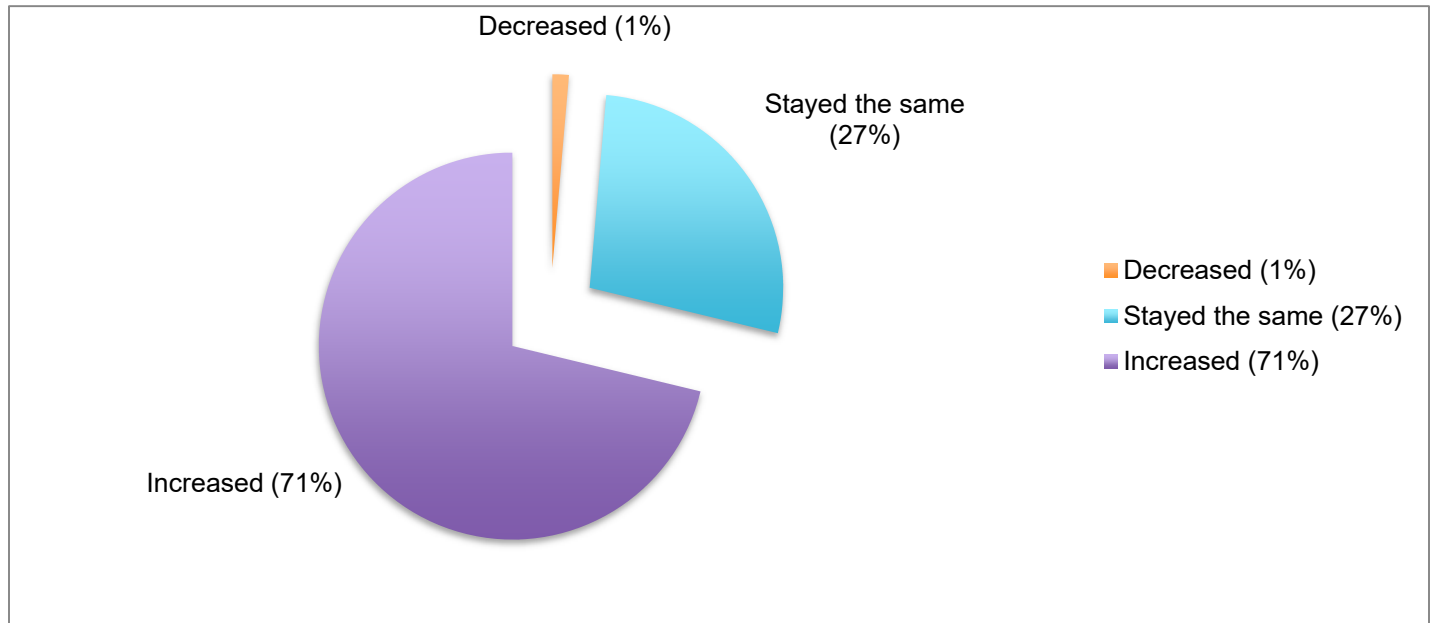
**How did your job change because of the COVID-19 lockdown?
Support for members?**



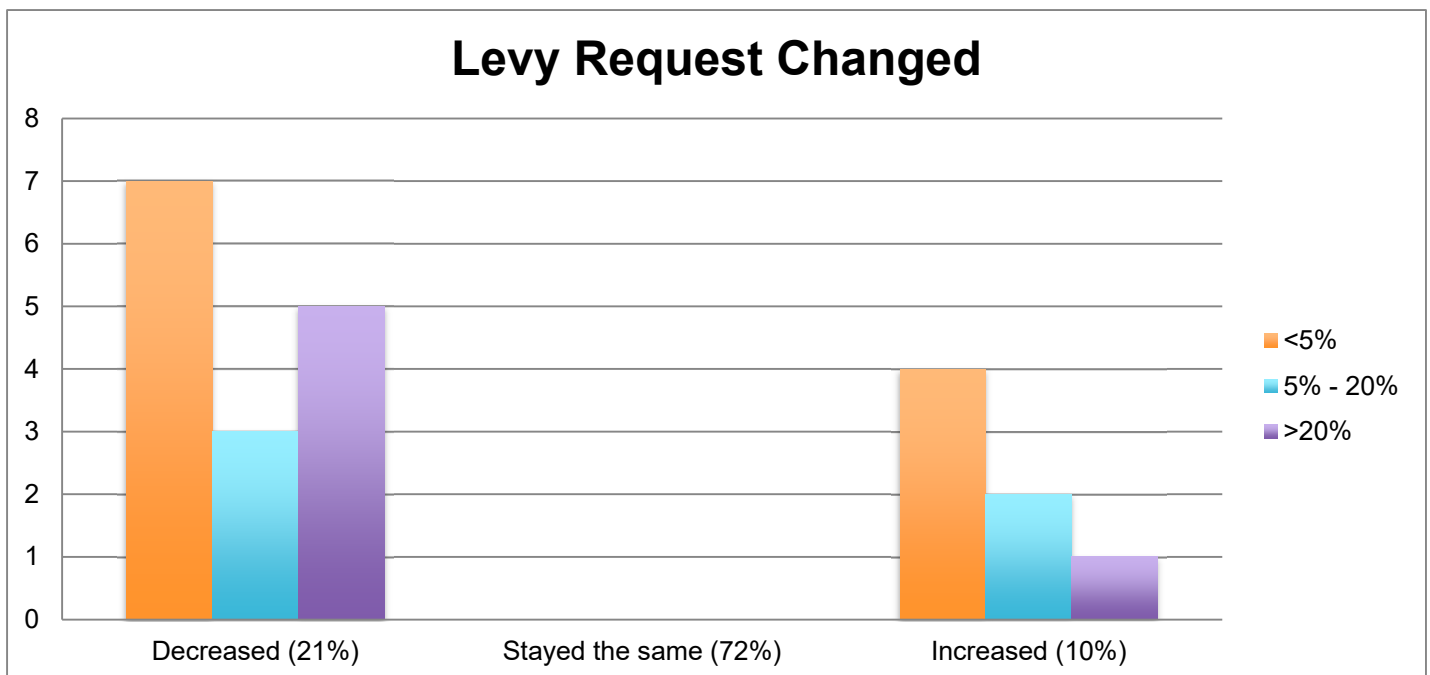
Retail pivoted to Online Shopping?



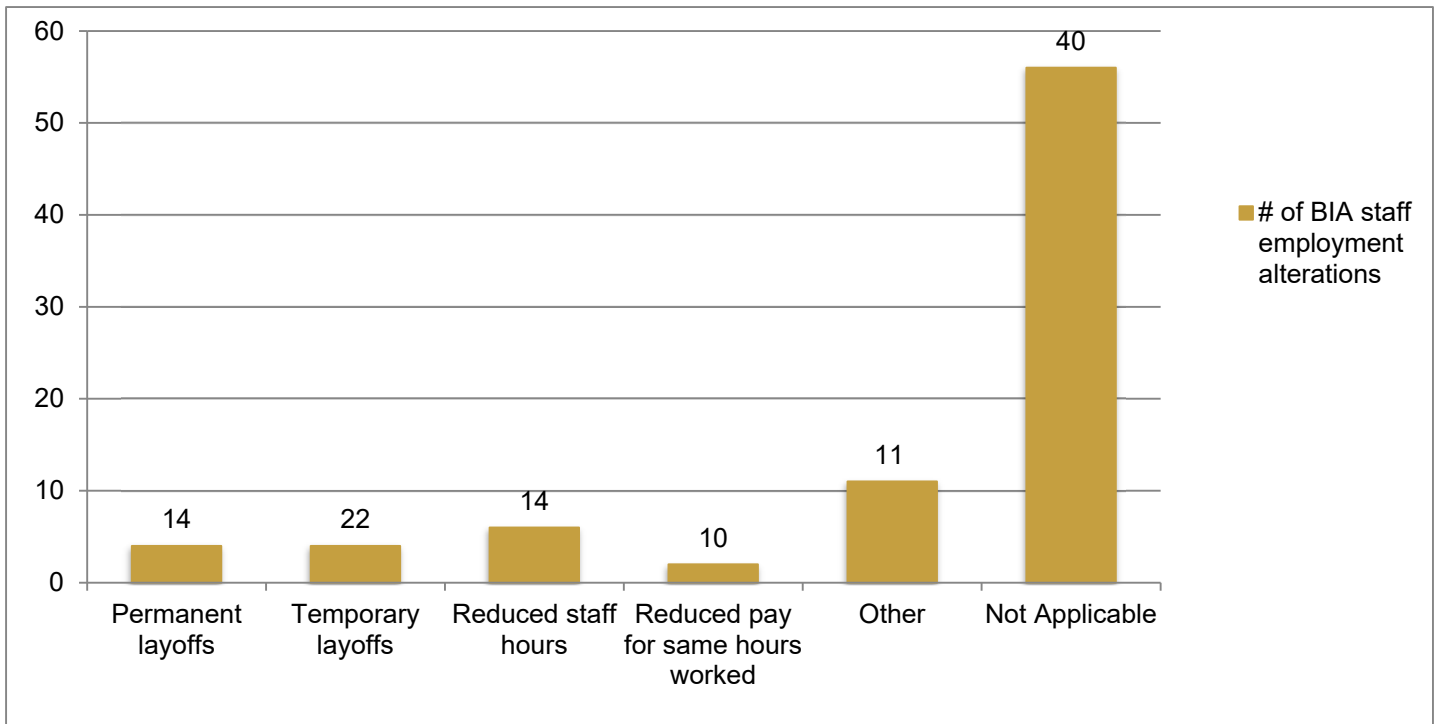
Social Issues?



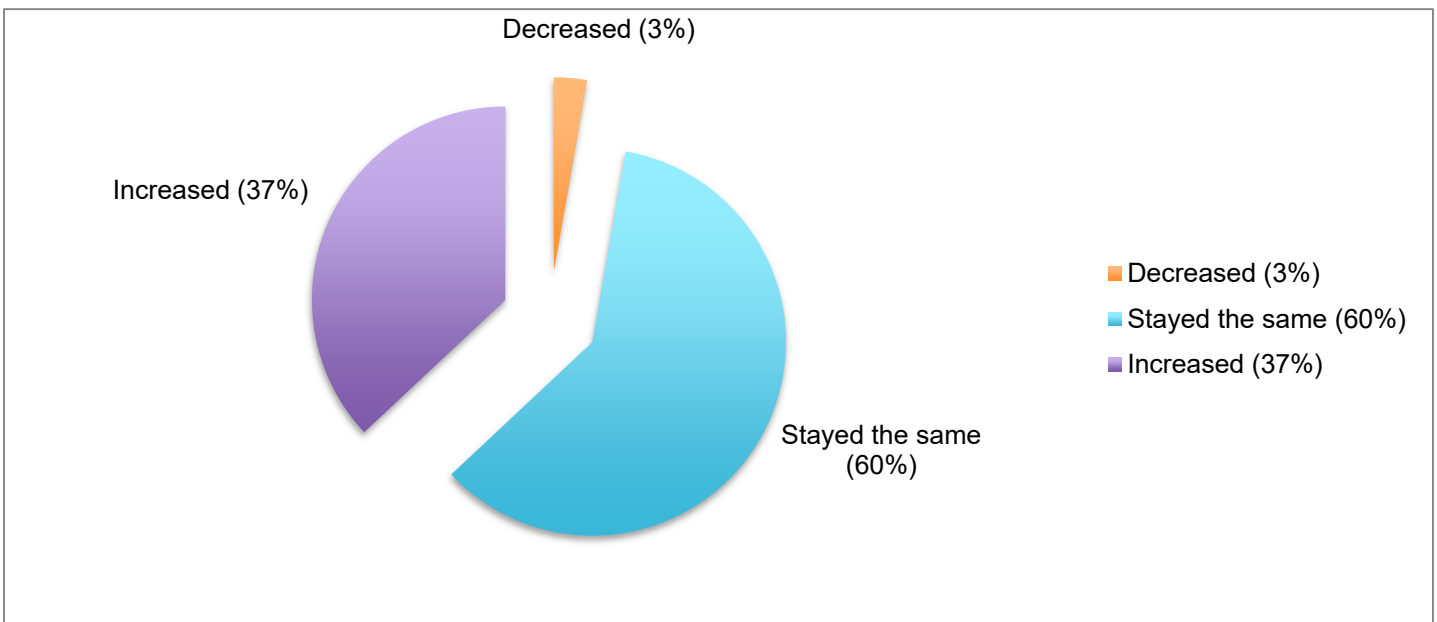
Has your 2021 levy request changed due to Covid-19?



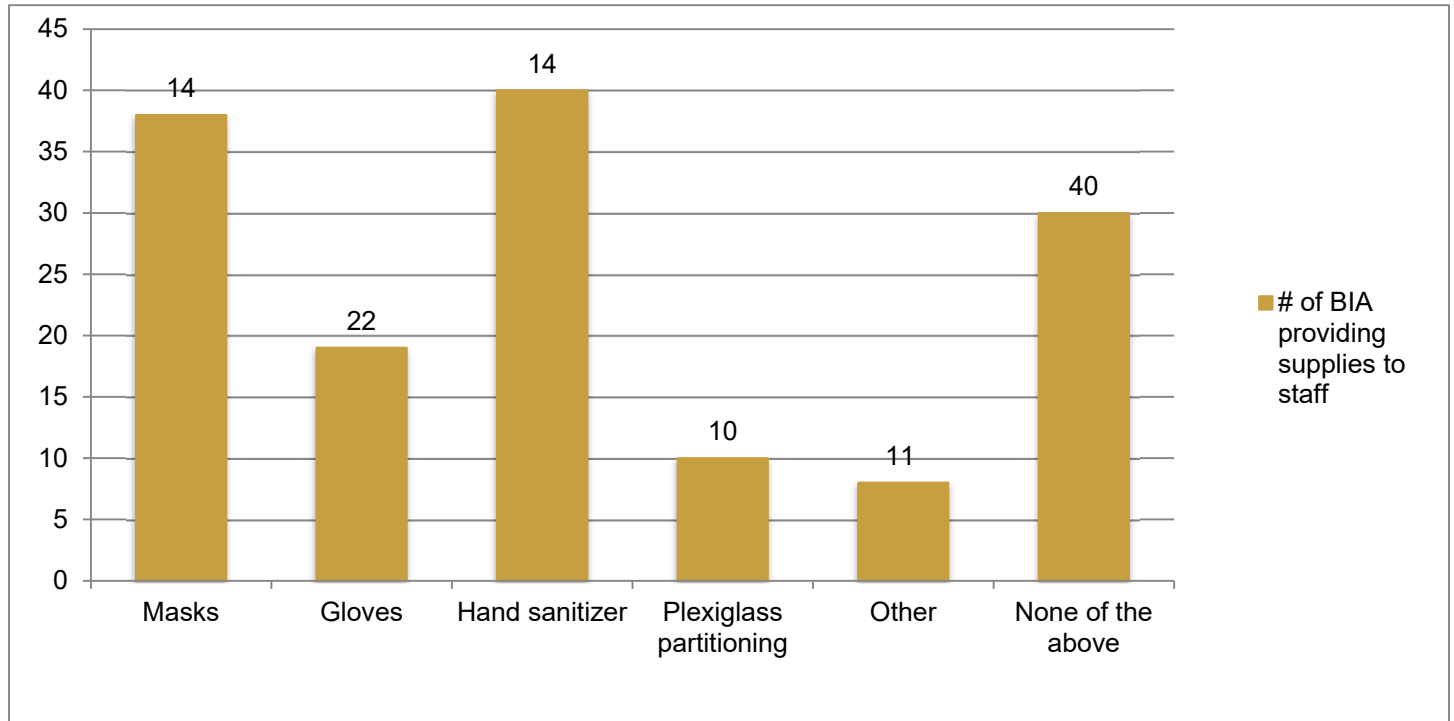
Has your BIA had to alter staff employment?



Have your BIA staff wages changed for the 2021 budgeted year?

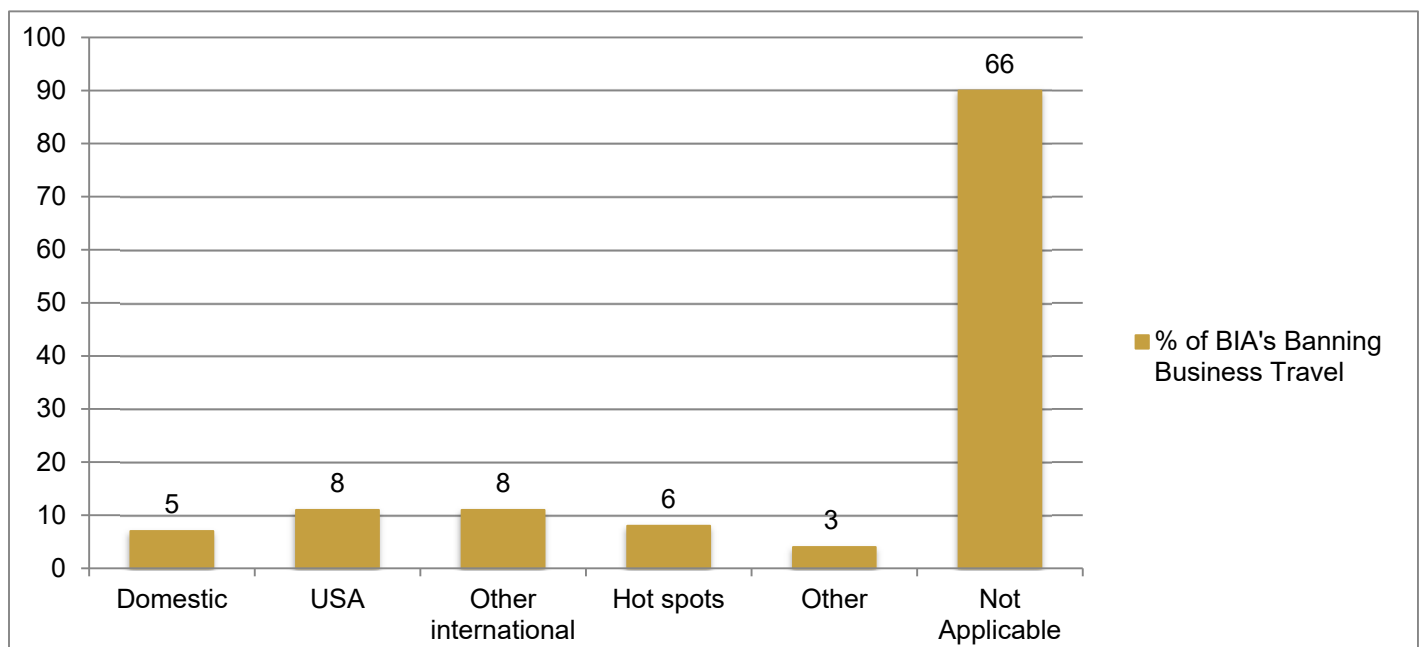


Has your BIA or Municipality supplied your staff with any of the following?

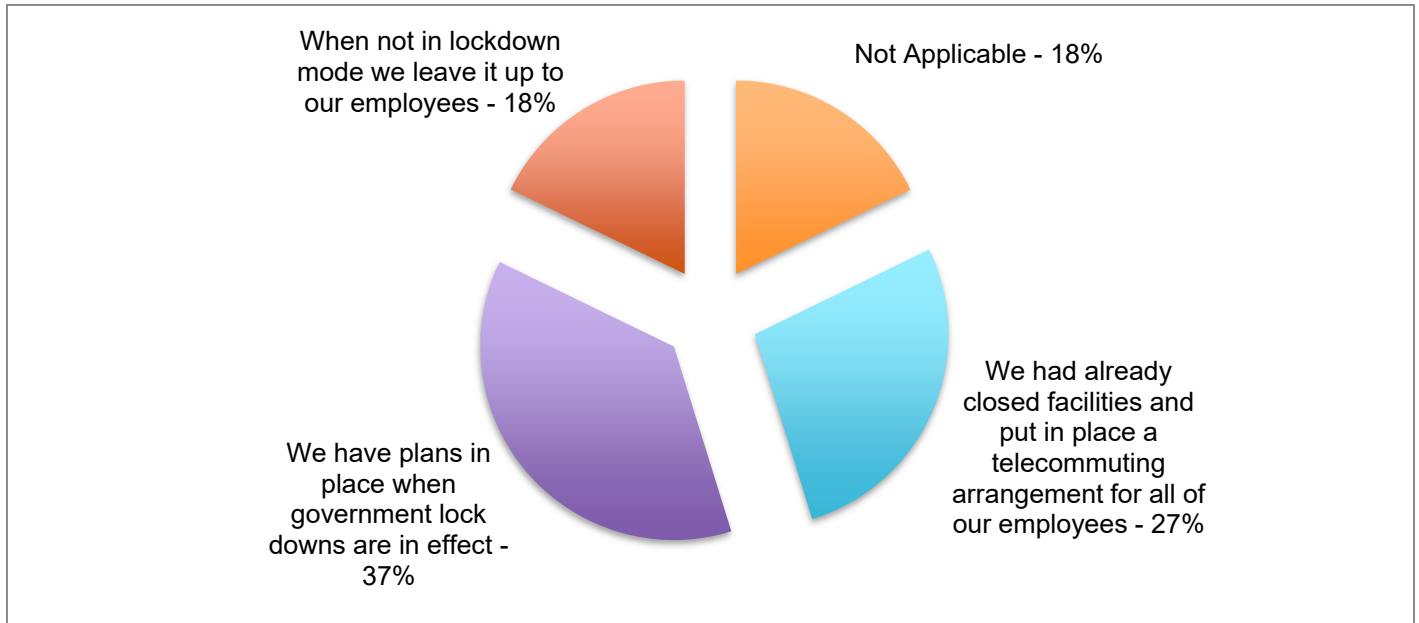


* Signage and cleaning supplies also supplied.

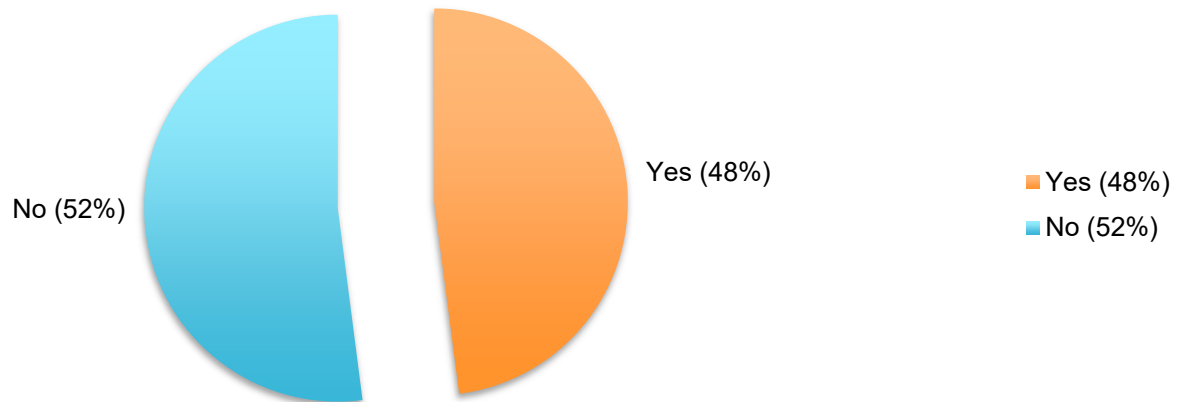
Have you banned your employees from all nonessential business travel to?



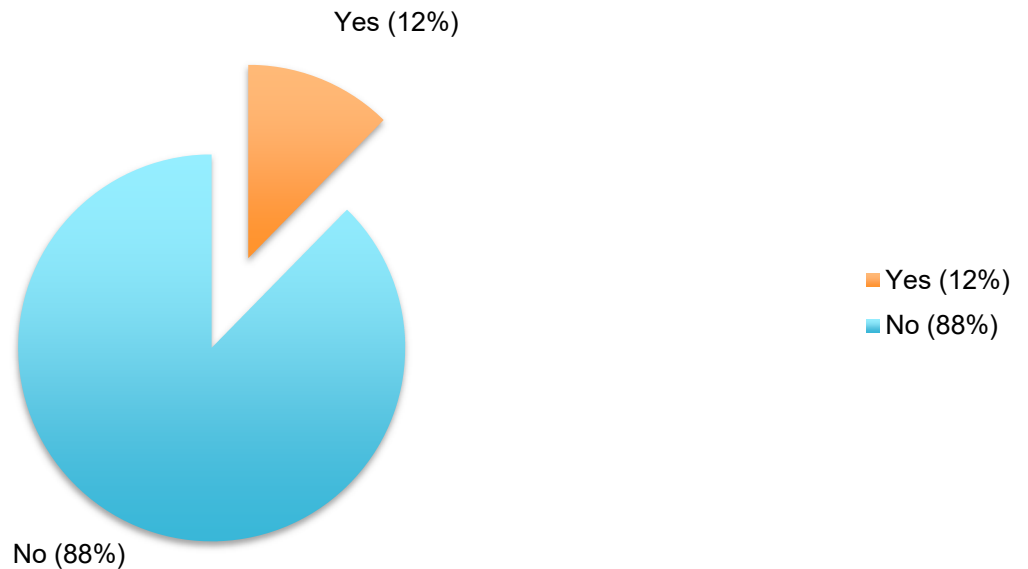
Which most closely represents telecommuting arrangement with your employees?



Have you relaxed attendance policies in light of COVID-19?



Have you issued a policy providing for advancing paid time off if employees are sick or quarantined?



The following pages (33 to 35) outline the 73 respondents and staff by position.

BIA	Levy	Executive	Events Manager	Social Media	Admin	Marketing Coordinator	Staff change
Under \$150,000							
BIA 1	16,000	V	V	V	V		Increased
BIA 2	23,000						Stayed the same
BIA 3	34,333	V					Increased
BIA 4	38,500				V		Stayed the same
BIA 5	40,000				V		Stayed the same
BIA 6	41,000	V			V		Stayed the same
BIA 7	56,000	V					Stayed the same
BIA 8	57,000		V	V		V	Stayed the same
BIA 9	70,000		V	V	V		Stayed the same
BIA 10	70,318	V	V	V	V		Stayed the same
BIA 11	70,650	V					Stayed the same
BIA 12	71,500	V					Stayed the same
BIA 13	73,000	V	V	V	V	V	Stayed the same
BIA 14	78,950	V					Stayed the same
BIA 15	83,000	V					Stayed the same
BIA 16	91,500				V		Increased
BIA 17	93,280						Increased
BIA 18	104,468	V					Stayed the same
BIA 19	115,000	V					Increased
BIA 20	119,300				V		Increased
BIA 21	125,000	V		V	V		Stayed the same
BIA 22	125,500	V					Stayed the same
BIA 23	127,160	V		V	V		Stayed the same
BIA 24	139,450	V		V		V	Increased
BIA 25	142,176	V					Stayed the same
BIA 26	143,500	V	V	V		V	Stayed the same

Staff by position cont'd:

BIA	Levy	Executive	Events Manager	Social Media	Admin	Marketing Coordinator	Staff change
\$150,000 - \$299,999							
BIA 27	160,000	✓					Decreased
BIA 28	163,464		✓		✓		Stayed the same
BIA 29	167,000	✓		✓	✓		Increased
BIA 30	170,000	✓		✓			Stayed the same
BIA 31	170,000						Stayed the same
BIA 32	180,000	✓	✓				Increased
BIA 33	180,000		✓				Stayed the same
BIA 34	181,400	✓					Stayed the same
BIA 35	196,726	✓					Stayed the same
BIA 36	197,000	✓	✓				Increased
BIA 37	200,240	✓	✓				Increased
BIA 38	223,800	✓	✓	✓	✓		Increased
BIA 39	232,000	✓		✓	✓		Stayed the same
BIA 40	238,600	✓				✓	Increased
BIA 41	242,042	✓		✓			Increased
BIA 42	245,652	✓	✓				Increased
BIA 43	250,000	✓		✓			Increased
BIA 44	251,000	✓		✓			Stayed the same
BIA 45	258,391	✓		✓		✓	Increased
BIA 46	260,000	✓					Stayed the same
BIA 47	275,000	✓				✓	Stayed the same
BIA 48	280,000			✓	✓		Stayed the same
BIA 49	289,698	✓	✓				Increased
BIA 50	290,000	✓					Increased
BIA 51	299,786				✓		Stayed the same

Staff by position cont'd:

BIA	Levy	Executive	Events Manager	Social Media	Admin	Marketing Coordinator	Staff change
\$300,000 - \$500,000							
BIA 52	320,000	✓		✓		✓	Increased
BIA 53	323,910	✓	✓	✓			Stayed the same
BIA 54	327,000	✓		✓		✓	Increased
BIA 55	350,000	✓		✓	✓		Stayed the same
BIA 56	350,000	✓					Stayed the same
BIA 57	370,000	✓		✓	✓		Stayed the same
BIA 58	390,000	✓	✓	✓			Increased
BIA 59	400,000	✓	✓	✓	✓		Decreased
BIA 60	400,000	✓		✓	✓		Stayed the same
BIA 61	406,750	✓			✓		Increased
BIA 62	450,000	✓	✓	✓			Increased
BIA 63	450,000		✓		✓		Increased
BIA 64	460,000	✓			✓		Increased
BIA 65	500,000	✓	✓	✓		✓	Stayed the same

BIA	Levy	Executive	Events Manager	Social Media	Admin	Marketing Coordinator	Staff change
> 500000							
BIA 66	540,000	✓	✓	✓		✓	Stayed the same
BIA 67	565,000	✓	✓	✓	✓		Stayed the same
BIA 68	635,000	✓		✓	✓		Stayed the same
BIA 69	660,000	✓	✓	✓			Increased
BIA 70	764,955	✓		✓			Stayed the same
BIA 71	1,382,865	✓	✓	✓		✓	Stayed the same
BIA 72	1,877,082	✓	✓	✓	✓	✓	Stayed the same
BIA 73	2,541,638	✓		✓	✓		Stayed the same

Below outlines the respondents and their Salary Range for the **Executive Director** position

BIA	Levy	Member Base	Years Employed	Salary	Weeks Vacation	Education
01 - Under \$150,000						
BIA 1	16,000	300 FT	Over 7 Years	50,000 to 54,999	2	College
BIA 3	34,333	128 PT	2 - 3 Years	Under 25000	2	Masters degree
BIA 6	41,000	182 PT	3 - 5 Years	Under 25000	0	Some College/University/Vocational training
BIA 7	56,000	125 PT	3 - 5 Years	Under 25000	2	High school graduate
BIA 10	70,318	260 FT	5 - 7 Years	35,000 to 39,999	3	University degree - Honours Degree (4 years)
BIA 11	70,650	250 PT	5 - 7 Years	35,000 to 39,999	2	Some College/University/Vocational training
BIA 12	71,500	200 FT	5 - 7 Years	45,000 to 49,999	3	College
BIA 13	73,000	250 PT	1 Year	Under 25000	0	High school graduate
BIA 14	78,950	165 PT	Over 7 Years	Under 25000	0	Masters degree
BIA 15	83,000	225 FT	1 Year	35,000 to 39,999	2	College
BIA 18	104,468	250 FT	2 - 3 Years	45,000 to 49,999	2	University degree plus Post graduate certificate/diploma
BIA 19	115,000	272 FT	2 - 3 Years	45,000 to 49,999	2	University degree plus Post graduate certificate/diploma
BIA 21	125,000	105 PT	1 Year	Under 25000	0	College
BIA 22	125,500	189 FT	Over 7 Years	50,000 to 54,999	3	University degree - General BA (3 Years)
BIA 23	127,160	149 FT	3 - 5 Years	30,000 to 34,999	4	College
BIA 24	139,450	191 FT	2 - 3 Years	55,000 to 59,999	2	University degree - General BA (3 Years)
BIA 25	142,176	200 FT	1 Year	45,000 to 49,999	2	College
BIA 26	143,500	165 FT	5 - 7 Years	45,000 to 49,999	3	College

BIA	Levy	Member Base	Years Employed	Salary	Weeks Vacation	Education
02 - \$150,000 - \$299,999						
BIA 27	160,000	135 FT	2 - 3 Years	60,000 to 64,999	2	University degree - Honours Degree (4 years)
BIA 29	167,000	130 PT	Over 7 Years	65,000 to 69,999	2	Some College/University/Vocational training
BIA 30	170,000	150 FT	Over 7 Years	65,000 to 69,999	3	Some College/University/Vocational training
BIA 32	180,000	350 FT	2 - 3 Years	55,000 to 59,999	3	College
BIA 34	181,400	195 FT	Over 7 Years	40,000 to 44,999	3	College
BIA 35	196,726	150 PT	2 - 3 Years	40,000 to 44,999	3	College
BIA 36	197,000	65 PT	Over 7 Years	30,000 to 34,999	0	Masters degree
BIA 37	200,240	105 FT	3 - 5 Years	65,000 to 69,999	2	University degree plus Post graduate certificate/diploma
BIA 38	223,800	250 PT	3 - 5 Years	55,000 to 59,999	2	University degree - General BA (3 Years)
BIA 39	232,000	250 FT	1 Year	50,000 to 54,999	3	University degree - General BA (3 Years)
BIA 40	238,600	220 PT	2 - 3 Years	50,000 to 54,999	3	Masters degree
BIA 41	242,042	350 FT	3 - 5 Years	60,000 to 64,999	4	Some College/University/Vocational training
BIA 42	245,652	297 FT	3 - 5 Years	45,000 to 49,999	2	University degree - Honours Degree (4 years)
BIA 43	250,000	250 FT	3 - 5 Years	50,000 to 54,999	3	University degree - General BA (3 Years)
BIA 44	251,000	360 FT	Over 7 Years	60,000 to 64,999	4	Some College/University/Vocational training
BIA 45	258,391	125 FT	Over 7 Years	60,000 to 64,999	3	Completed some graduate, but no degree
BIA 46	260,000	50 FT	Over 7 Years	70,000 and over	4	College
BIA 47	275,000	200 FT	2 - 3 Years	70,000 and over	3	College
BIA 49	289,698	300 FT	Over 7 Years	60,000 to 64,999	3	College
BIA 50	290,000	250 FT	2 - 3 Years	45,000 to 49,999	2	University degree plus Post graduate certificate/diploma

Executive Director cont'd

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
03 - \$300,000 - \$500,000							
BIA 52	320,000	575	FT	Over 7 Years	70,000 and over	4	University degree - Honours Degree (4 years)
BIA 53	323,910	274	FT	5 - 7 Years	65,000 to 69,999	3	University degree - General BA (3 Years)
BIA 54	327,000	400	FT	Over 7 Years	65,000 to 69,999	3	Some College/University/Vocational training
BIA 55	350,000	200	FT	1 Year	70,000 and over	4	University degree - General BA (3 Years)
BIA 56	350,000	1	PT	1 Year	65,000 to 69,999	2	University degree plus Post graduate certificate/diploma
BIA 57	370,000	285	FT	1 Year	70,000 and over	3	University degree - Honours Degree (4 years)
BIA 58	390,000	120	FT	1 Year	55,000 to 59,999	3	Masters degree
BIA 59	400,000	600	PT	5 - 7 Years	70,000 and over	3	University degree plus Post graduate certificate/diploma
BIA 60	400,000	453	FT	Over 7 Years	70,000 and over	3	University degree plus Post graduate certificate/diploma
BIA 61	406,750	400	FT	2 - 3 Years	55,000 to 59,999	3	College
BIA 62	450,000	600	FT	Over 7 Years	70,000 and over	6	University degree - Honours Degree (4 years)
BIA 64	460,000	250	FT	Over 7 Years	50,000 to 54,999	4	University degree - General BA (3 Years)

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
04 - > \$500,000							
BIA 66	540,000	450	FT	2 - 3 Years	70,000 and over	3	University degree - Honours Degree (4 years)
BIA 67	565,000	600	FT	Over 7 Years	70,000 and over	3	Some College/University/Vocational training
BIA 68	635,000	615	PT	Over 7 Years	60,000 to 64,999	0	College
BIA 69	660,000	600	FT	Over 7 Years	70,000 and over	4	University degree - General BA (3 Years)
BIA 70	764,955	500	FT	2 - 3 Years	70,000 and over	2	College
BIA 71	1,382,865	700	FT	Over 7 Years	70,000 and over	7	University degree - General BA (3 Years)
BIA 72	1,877,082	1260	FT	1 Year	70,000 and over	6	University degree - General BA (3 Years)
BIA 73	2,541,638	3000	FT	Over 7 Years	70,000 and over	5	Some College/University/Vocational training

Below outlines the respondents and their Salary Range for the **Event Management** position

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
01 - Under \$150,000							
BIA 1	16,000	300	FT	20	50,000 to 54,999	2	College
BIA 8	57,000	90	PT	1	Under 25000	0	College
BIA 9	70,000	140	PT	2	Under 25000	2	College
BIA 10	70,318	260	PT	1	Under 25000	3	University degree - Honours Degree (4 years)
BIA 13	73,000	250	PT	1	Under 25000	0	High School graduate
BIA 26	143,500	165	PT	0	Under 25000	2	College

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
02 - \$150,000 - \$299,999							
BIA 28	163,464	300	PT	3	25,000 to 29,999	2	University degree - General BA (3 Years)
BIA 32	180,000	350	FT	2	40,000 to 44,999	2	College
BIA 33	180,000	260	FT	2	50,000 to 54,999	2	College
BIA 36	197,000	65	PT	9	30,000 to 34,999	0	Masters degree
BIA 37	200,240	105	FT	5	NA	2	University degree plus Post graduate certificate/diploma
BIA 38	223,800	250	PT	2	Under 25000	2	College
BIA 42	245,652	297	FT	1	30,000 to 34,999	2	College
BIA 49	289,698	300	FT	1.5	40,000 to 44,999	2	University degree - General BA (3 Years)

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
03 - \$300,000 - \$500,000							
BIA 53	323,910	274	FT	2.25	45,000 to 49,999	2	University degree - General BA (3 Years)
BIA 58	390,000	120	PT	1	Under 25000	2	University degree - Honours Degree (4 years)
BIA 59	400,000	600	PT	3	40,000 to 44,999	2	Completed some graduate, but no degree
BIA 62	450,000	600	PT	1.5	Under 25000	2	College
BIA 63	450,000	500	FT	4	50,000 to 54,999	0	University degree - Honours Degree (4 years)
BIA 65	500,000	65	FT	1	55,000 to 59,999	3	University degree - General BA (3 Years)

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
04 - > \$500,000							
BIA 66	540,000	450	FT	2	50,000 to 54,999	2	University degree - Honours Degree (4 years)
BIA 67	565,000	600	PT	3	40,000 to 44,999	0	College
BIA 69	660,000	600	FT	8	65,000 to 69,999	3	University degree - Honours Degree (4 years)
BIA 71	1,382,865	700	FT	14	40,000 to 44,999	4	University degree - General BA (3 Years)

Below outlines the respondents and their Salary Range for the **Social Media** position

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
01 - Under \$150,000							
BIA 1	16,000	300	PT	1	Under 25000	1	Some College/University/Vocational training
BIA 8	57,000	90	PT	1	Under 25000	0	College
BIA 9	70,000	140	PT	2	Under 25000	2	University degree - General BA (3 Years)
BIA 10	70,318	260	PT	1	Under 25000	3	University degree - Honours Degree (4 years)
BIA 13	73,000	250	PT	1	Under 25000	0	College
BIA 21	125,000	105	PT	1	Under 25000	0	College
BIA 23	127,160	149	PT	2	Under 25000	0	College
BIA 24	139,450	191	PT	3	Under 25000	2	University degree - Honours Degree (4 years)

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
02 - \$150,000 - \$299,999							
BIA 29	167,000	130	PT	1	25,000 to 29,999	2	College
BIA 30	170,000	150	FT	2	40,000 to 44,999	2	Some College/University/Vocational training
BIA 38	223,800	250	PT	6	Under 25000	2	College
BIA 39	232,000	250	FT	10	35,000 to 39,999	3	College
BIA 41	242,042	350	FT	2	40,000 to 44,999	4	Some College/University/Vocational training
BIA 43	250,000	250	FT	1	40,000 to 44,999	2	University degree - General BA (3 Years)
BIA 44	251,000	360	PT	2.5	Under 25000	0	Masters degree
BIA 45	258,391	125	PT	2	Under 25000	2	College

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
03 - \$300,000 - \$500,000							
BIA 52	320,000	575	FT	2	50,000 to 54,999	2	University degree - General BA (3 Years)
BIA 53	323,910	274	FT	2.25	45,000 to 49,999	2	University degree - General BA (3 Years)
BIA 54	327,000	400	FT	4	45,000 to 49,999	3	College
BIA 55	350,000	200	FT	1	40,000 to 44,999	2	University degree - Honours Degree (4 years)
BIA 57	370,000	285	PT	0	30,000 to 34,999	0	College
BIA 58	390,000	120	FT	1	30,000 to 34,999	3	University degree - Honours Degree (4 years)
BIA 59	400,000	600	FT	2	35,000 to 39,999	3	University degree - General BA (3 Years)
BIA 60	400,000	453	FT	3	30,000 to 34,999	2	University degree plus Post graduate certificate/diploma
BIA 62	450,000	600	PT	0	Under 25000	0	Vocational training
BIA 65	500,000	65	FT	2	55,000 to 59,999	3	University degree - Honours Degree (4 years)

Salary Range (Social Media) cont'd

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
04 - > \$500,000							
BIA 66	540,000	450	FT	2	50,000 to 54,999	2	University degree - Honours Degree (4 years)
BIA 67	565,000	600	PT	1	60,000 to 64,999	0	College
BIA 68	635,000	615	PT	1	Under 25000	0	University degree plus Post graduate certificate/diploma
BIA 69	660,000	600	PT	2	Under 25000	0	University degree - Honours Degree (4 years)
BIA 70	764,955	500	PT	1	30,000 to 34,999	1	University degree - General BA (3 Years)
BIA 71	1,382,865	700	FT	1	40,000 to 44,999	2	University degree - General BA (3 Years)
BIA 72	1,877,082	1260	FT	2	55,000 to 59,999	3	College
BIA 73	2,541,638	3000	FT	2	45,000 to 49,999	2	University degree - General BA (3 Years)

Below outlines the respondents and their Salary Range for the **Administrator** position

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
01 - Under \$150,000							
BIA 1	16,000	300	PT	1	Under 25000	1	Some College/University/Vocational training
BIA 4	38,500	170	PT	1	Under 25000	0	University degree - General BA (3 Years)
BIA 5	40,000	118	PT	13	Under 25000	0	University degree plus Post graduate certificate/diploma
BIA 6	41,000	182	PT	10	N/A	0	High school graduate
BIA 9	70,000	140	PT	1	Under 25000	2	College
BIA 10	70,318	260	PT	0	Under 25000	3	University degree - Honours Degree (4 years)
BIA 13	73,000	250	PT	1	Under 25000	0	High school graduate
BIA 16	91,500	150	FT	2.5	55,000 to 59,999	2	University degree - Honours Degree (4 years)
BIA 20	119,300	200	PT	3	35,000 to 39,999	3	Masters degree
BIA 21	125,000	105	PT	1	N/A	0	College

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
02 - \$150,000 - \$299,999							
BIA 28	163,464	300	PT	2	25,000 to 29,999	2	College
BIA 29	167,000	130	PT	2	Under 25000	2	College
BIA 38	223,800	250	PT	3	N/A	0	High school graduate
BIA 39	232,000	250	FT	10	35,000 to 39,999	3	Some College/University/Vocational training
BIA 48	280,000	200	PT	1.5	Under 25000	0	University degree plus Post graduate certificate/diploma
BIA 51	299,786	120	FT	6	45,000 to 49,999	3	University degree - Honours Degree (4 years)

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
03 - \$300,000 - \$500,000							
BIA 55	350,000	200	FT	1	40,000 to 44,999	2	University degree - Honours Degree (4 years)
BIA 57	370,000	285	FT	1.5	30,000 to 34,999	3	University degree - General BA (3 Years)
BIA 59	400,000	600	FT	2	40,000 to 44,999	3	Completed some graduate, but no degree
BIA 60	400,000	453	FT	3	45,000 to 49,999	2	University degree plus Post graduate certificate/diploma
BIA 61	406,750	400	PT	20	25,000 to 29,999	4	College
BIA 63	450,000	500	FT	1.5	40,000 to 44,999	0	University degree - Honours Degree (4 years)

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
04 - > \$500,000							
BIA 67	565,000	600	PT	2	35,000 to 39,999	0	College
BIA 68	635,000	615	FT	10	25,000 to 29,999	4	Some College/University/Vocational training
BIA 72	1,877,082	1260	FT	13	70,000 and over	4	University degree - General BA (3 Years)
BIA 73	2,541,638	3000	FT	8	65,000 to 69,999	3	College

Below outlines the respondents and their Salary Range for the **Marketing** position

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
01 - Under \$150,000							
BIA 8	57,000	90	PT	1	Under 25000	0	College
BIA 13	73,000	250	PT	1	Under 25000	0	High school graduate
BIA 24	139,450	191	PT	2	Under 25000	2	University degree - Honours Degree (4 years)
BIA 26	143,500	165	PT	0	Under 25000	2	College

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
02 - \$150,000 - \$299,999							
BIA 40	238,600	220	FT	1	45,000 to 49,999	2	Masters degree
BIA 45	258,391	125	PT	2	Under 25000	2	College
BIA 47	275,000	200	FT	1	60,000 to 64,999	2	College

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
03 - \$300,000 - \$500,000							
BIA 52	320,000	575	FT	2	50,000 to 54,999	2	University degree - General BA (3 Years)
BIA 54	327,000	400	FT	1	45,000 to 49,999	3	College
BIA 65	500,000	65	FT	3	55,000 to 59,999	3	University degree - Honours Degree (4 years)

BIA	Levy	Member Base		Years Employed	Salary	Weeks Vacation	Education
04 - > \$500,000							
BIA 66	540,000	450	FT	2	50,000 to 54,999	2	University degree - Honours Degree (4 years)
BIA 71	1,382,865	700	FT	2	40,000 to 44,999	2	University degree plus Post graduate certificate/diploma
BIA 72	1,877,082	1260	FT	2	55,000 to 59,999	3	College