

Compensation and Benefits Survey

Final Report

Prepared For:

Alberta Professional Planners Institute



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Date: May 2015

Compensation and Benefits Survey

Final Report

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Compensation and Benefits Survey

Final Report

Background and Objectives

This survey was designed to gather information regarding the demographics, job responsibilities and compensation and benefits of regulated members of the Alberta Professional Planners Institute (APPI).

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

Benefits

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

Method

An email invitation to participate in this survey was sent to 860 regulated members of APPI. Contained within the email was a link to an online survey. The fieldwork for this survey ran from February 13th to March 9th, 2015.

In total, we had 405 fully completed surveys. This represents a response rate of 47%. In our experience, a response of the magnitude is above average.

Margin of Error

With a total sample of 405, the margin of error is plus or minus 5.0 percentage points at the 95 percent confidence level. If, for example, 50% of the respondents report achieving a certain level of education, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 5.0%. This means that a total census of all regulated members would reveal an answer of not less than 45% and not more than 55%.

Definitions: Mean, Median and Percentiles

Throughout this report are tables that use the terms “mean”, “median” and “percentiles”. 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. 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. Unless otherwise stated, we quote the median in this report.

Tables in this report also use the terms 25th percentile (25th P) and 75th percentile (75th P). If we rank order all salaries from the lowest salary to the highest salary, 25% of the reported salaries will fall below the 25th percentile and 75% of the salaries will fall below the 75th percentile.

Explanation of Tables Used in this Report

Here is an example of a table from the report. It provides information on total sample and shows the annual base compensation by females and males. For example, we see that the median salary for the total sample is \$95,000. Females make up 43% of membership and their reported annual base salary is \$90,750. Males make up 55% of the sample and their annual base salary is \$98,104.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Female | 176 | 43 | \$90,750 | \$92,997 | \$77,000 | \$106,000 |
| Male | 222 | 55 | \$98,104 | \$106,687 | \$86,285 | \$116,000 |
| Not Stated | 7 | 2 | \$116,000 | \$111,571 | \$90,000 | \$127,500 |

N Column – In this column you will find the raw numbers that percentages are based on. For example, 405 respondents completed the survey. The number of females completing the survey was 176 and the number of males was 222.

% Column – This column gives the percentage breakdown of the responses. The total sample (100%) is comprised of 43% females, 55% males and 2% not stated.

Median Column – As mentioned above, unless otherwise noted salaries quoted in this report are medians. This is a more reliable statistic than is the mean or average salary as it is not affected by extreme values. The overall median annual salary for our sample is \$95,000.

Mean Column – This column provides the mean or average salary. The overall average annual base salary of our sample is \$100,822.

25th P Column and 75th P Column – These two columns provide additional salary information. The annual base salary of \$81,500 sits at the 25th percentile. The annual base salary of \$112,000 is at the 75th percentile.

The Report

This report contains four sections plus an appendix. The four sections are:

1. About You
2. About Your Compensation
3. About Your Work Week
4. Your Benefits

Each section contains charts, tables and a write-up of the key findings.

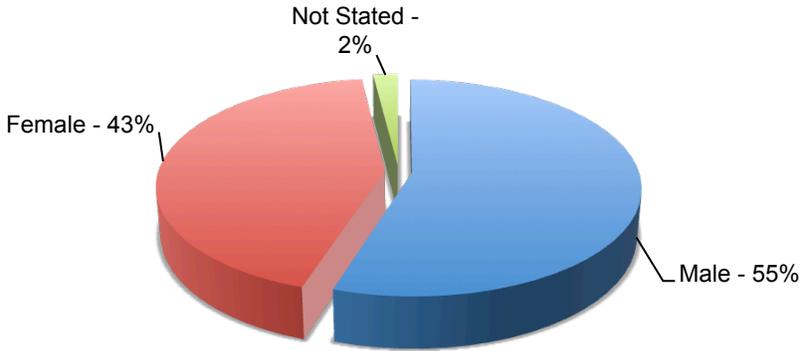
The appendix to this report contains the verbatim responses to the following questions:

11. Please describe your primary job responsibilities.
14. Are there certain responsibilities that you would like to focus on or would like to be doing more of in your current job?
22. In your opinion, are there aspects of your job that you are not being properly compensated for e.g. overtime, expenses, sick pay etc?
23. 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?
28. Are there other benefits that you receive not listed above?

1. About You

1.1 Gender and Compensation

1. Your gender...



Our total sample of 405 members consisted of 55% males and 43% females. Two percent of the respondents did not provide a response to this question.

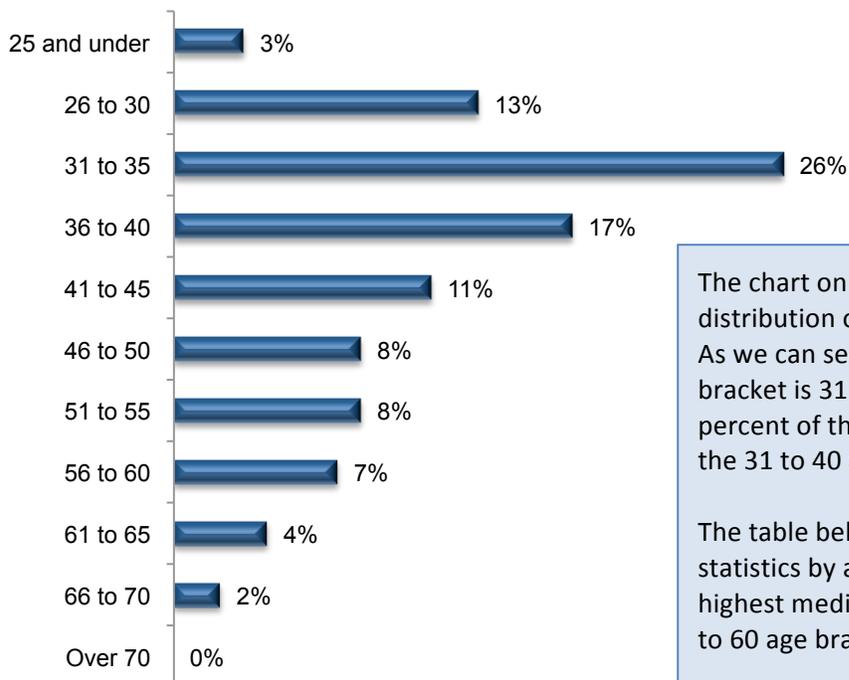
The table below provides a breakdown of the annual salary for the total sample, females and males.

As shown, the median salary for the total sample is \$95,000. The median salary for females is \$90,750 while the median salary for males is \$98,104.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Female | 176 | 43 | \$90,750 | \$92,997 | \$77,000 | \$106,000 |
| Male | 222 | 55 | \$98,104 | \$106,687 | \$86,285 | \$116,000 |
| Not Stated | 7 | 2 | \$116,000 | \$111,571 | \$90,000 | \$127,500 |

1.2 Age and Compensation

2. What is your age category?



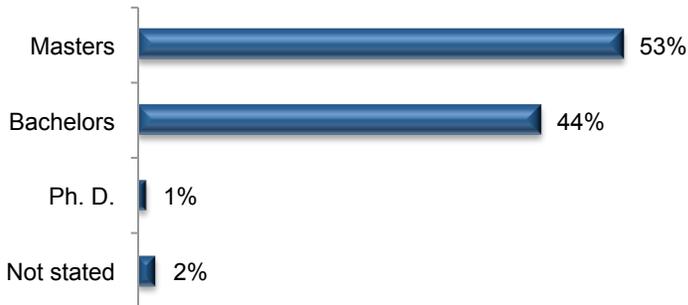
The chart on the left shows the distribution of the total sample by age. As we can see, the single largest age bracket is 31 to 35 (26%). Forty-three percent of the total sample falls within the 31 to 40 age bracket.

The table below provides compensation statistics by age category. We see the highest median salary falls within the 56 to 60 age bracket. (\$122,500)

| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| 25 and under | 13 | 3 | \$70,000 | \$66,222 | \$58,000 | \$76,950 |
| 26 to 30 | 53 | 13 | \$75,500 | \$76,836 | \$68,000 | \$89,000 |
| 31 to 35 | 105 | 26 | \$91,500 | \$90,135 | \$80,000 | \$98,000 |
| 36 to 40 | 69 | 17 | \$98,000 | \$101,320 | \$88,000 | \$109,000 |
| 41 to 45 | 46 | 11 | \$106,880 | \$113,088 | \$90,000 | \$121,595 |
| 46 to 50 | 32 | 8 | \$105,000 | \$117,062 | \$91,371 | \$130,250 |
| 51 to 55 | 33 | 8 | \$110,000 | \$117,402 | \$103,000 | \$125,000 |
| 56 to 60 | 30 | 7 | \$122,500 | \$132,322 | \$103,750 | \$153,750 |
| 61 to 65 | 16 | 4 | \$106,000 | \$112,977 | \$93,750 | \$134,000 |
| 66 to 70 | 7 | 2 | \$96,000 | \$107,857 | \$82,500 | \$121,000 |
| Over 70 | 1 | 0 | \$90,000 | \$90,000 | \$90,000 | \$90,000 |

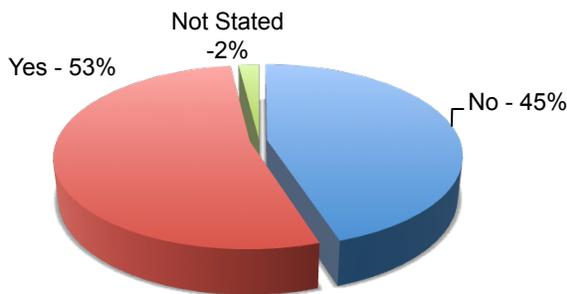
1.3 Education and Compensation

3. What is the highest level of education that you have attained related to your planning career?



As reflected in the chart to the left a slightly higher percentage of members have a masters degree (53%) versus a bachelors degree (44%).

Made specific reference to Environmental Science/ Design/ Planning, Urban Planning/ Development/ Science, Community Design, Planning



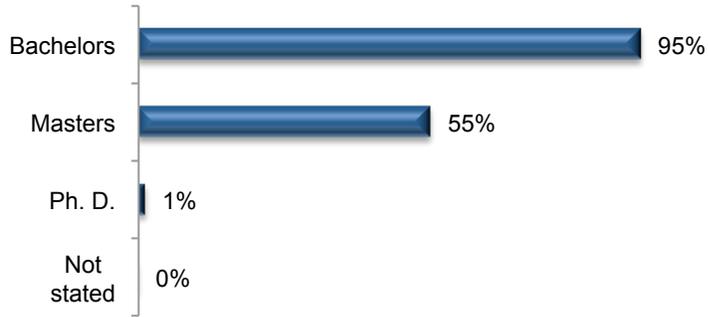
In the chart on the left we see that approximately half (53%) of members mentioned a degree that included reference to: Environmental Science/ Design/ Planning, Urban Planning / Development/ Science, Community Design, Planning.

Outlined in the table below are compensation statistics by degree type. We don't see a difference in compensation between those with a masters degree and those with a bachelors. There are likely other factors involved e.g. older respondents may be making more money but could be less likely to have a masters degree.

| | N | % | Median | Mean | 25th P | 75th P |
|---|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Degree | | | | | | |
| Bachelors | 178 | 44 | \$95,000 | \$102,310 | \$81,125 | \$111,945 |
| Masters | 216 | 53 | \$95,056 | \$98,889 | \$81,500 | \$110,275 |
| Ph. D. | 3 | 1 | \$116,157 | \$132,719 | \$106,579 | \$150,579 |
| Not stated | 8 | 2 | \$109,750 | \$107,938 | \$98,750 | \$119,250 |
| Made specific reference to Environmental Science/ Design/ Planning, Urban Planning/ Development/ Science, Community Design, Planning | | | | | | |
| No | 183 | 45 | \$95,648 | \$102,763 | \$85,000 | \$114,000 |
| Yes | 215 | 53 | \$94,000 | \$98,930 | \$80,000 | \$110,000 |
| Not stated | 7 | 2 | \$95,648 | \$108,214 | \$85,000 | \$114,000 |

1.3 Education and Compensation (Cont'd)

4. Are there other degrees or designations that you have earned?

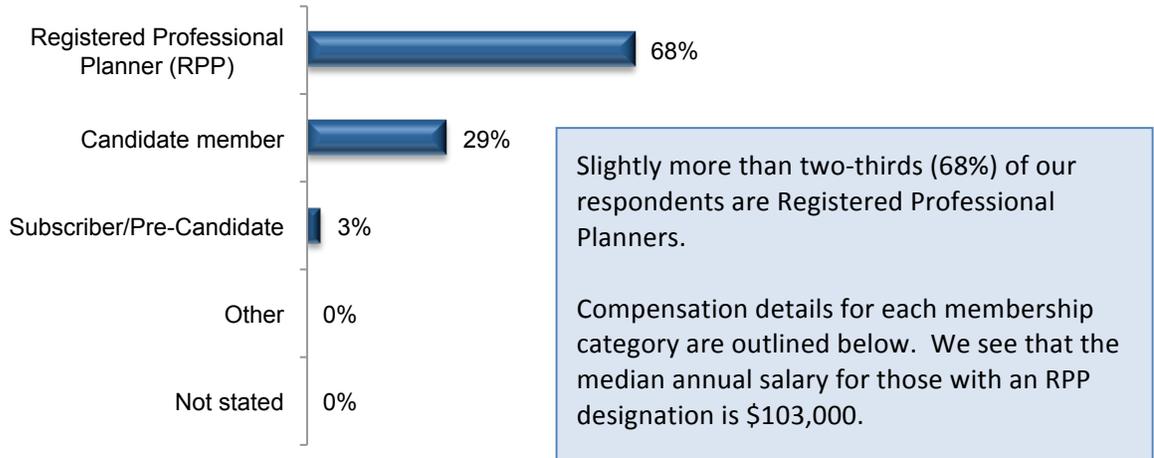


Respondents were given an opportunity to reference other degrees/designations that they have earned. Virtually all (95%) mention a bachelors degree. Over half (55%) have a masters degree.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Bachelors | 385 | 95 | \$95,000 | \$100,173 | \$81,000 | \$111,500 |
| Masters | 224 | 55 | \$95,056 | \$99,126 | \$82,000 | \$110,275 |
| Ph. D. | 6 | 1 | \$103,000 | \$116,276 | \$97,750 | \$113,618 |
| Not stated | 1 | 0 | \$113,500 | \$113,500 | \$113,500 | \$113,500 |

1.4 Professional Status and Compensation

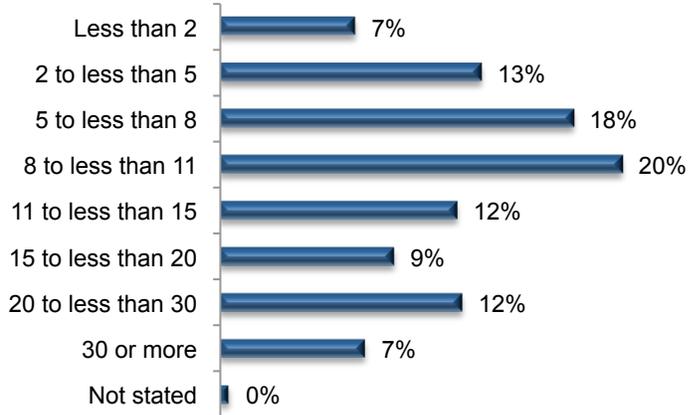
5. What is your professional status?



| | N | % | Median | Mean | 25th P | 75th P |
|---------------------------------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Registered Professional Planner (RPP) | 274 | 68 | \$103,000 | \$109,783 | \$90,000 | \$120,000 |
| Candidate member | 116 | 29 | \$80,918 | \$83,127 | \$72,000 | \$95,000 |
| Subscriber/Pre-Candidate | 12 | 3 | \$69,750 | \$70,222 | \$62,250 | \$79,590 |
| Other | 2 | 0 | \$91,000 | \$91,000 | \$88,000 | \$94,000 |
| Not stated | 1 | 0 | \$85,000 | \$85,000 | \$85,000 | \$85,000 |

1.5 Planning Experience and Compensation

6. How many years have you been employed as a professional planner?



The chart on the left provides a percentage breakdown of members based on the number of years that they have been employed as a professional planner.

One-half (50%) of members have been employed from five to fifteen years.

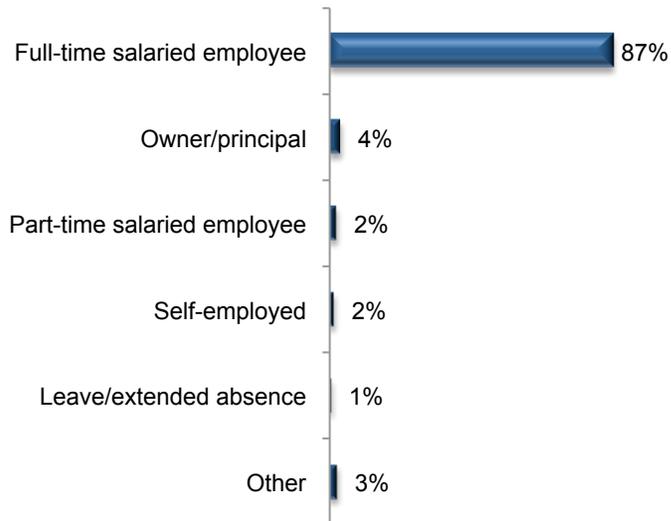


This chart shows the median salaries based on years employed as a professional planner. As one would expect we see a steady increase in median salary based on length of employment.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Less than 2 | 28 | 7 | \$63,500 | \$65,706 | \$57,250 | \$74,649 |
| 2 to less than 5 | 54 | 13 | \$77,000 | \$78,618 | \$70,050 | \$87,667 |
| 5 to less than 8 | 73 | 18 | \$90,000 | \$88,966 | \$80,000 | \$96,000 |
| 8 to less than 11 | 83 | 20 | \$95,000 | \$96,914 | \$86,200 | \$104,118 |
| 11 to less than 15 | 49 | 12 | \$105,000 | \$107,510 | \$95,648 | \$120,000 |
| 15 to less than 20 | 36 | 9 | \$112,278 | \$123,854 | \$100,000 | \$139,000 |
| 20 to less than 30 | 50 | 12 | \$122,500 | \$132,609 | \$106,000 | \$153,725 |
| 30 or more | 30 | 7 | \$116,000 | \$121,050 | \$90,875 | \$144,500 |
| Not stated | 2 | 0 | \$63,500 | \$110,400 | \$57,250 | \$74,649 |

1.6 Employment Status and Compensation

7. What is your current employment status as of January 1, 2015?



Our sample base was comprised primarily of full-time salaried employees (87%).

Owner/principals made up 4% of the sample. As shown in the table below, their reported median annual base salary was \$130,000.

| | N | % | Median | Mean | 25th P | 75th P |
|-----------------------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Full-time salaried employee | 353 | 87 | \$95,000 | \$100,377 | \$82,337 | \$110,000 |
| Owner/principal | 15 | 4 | \$130,000 | \$128,467 | \$113,000 | \$150,000 |
| Part-time salaried employee | 10 | 2 | \$88,320 | \$101,114 | \$79,250 | \$100,000 |
| Self-employed | 7 | 2 | \$90,000 | \$108,143 | \$66,500 | \$132,000 |
| Leave/extended absence | 4 | 1 | \$77,050 | \$66,025 | \$60,575 | \$82,500 |
| Other | 11 | 3 | \$93,456 | \$85,405 | \$80,000 | \$96,000 |

1.7 Employer Type and Compensation

8. Where are you currently employed?



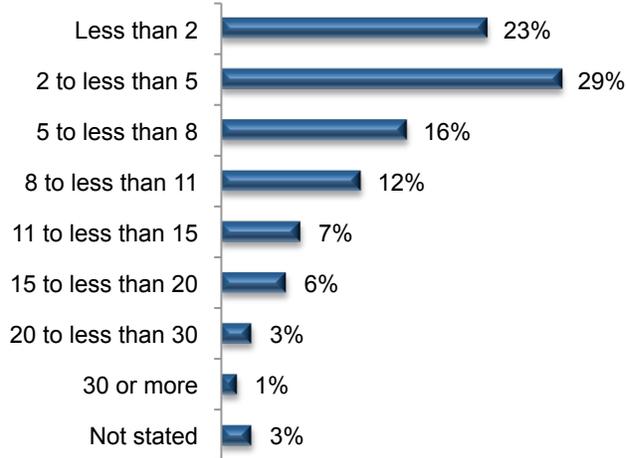
Municipalities employ the majority of members (60%). Their median salary is reported to be \$95,380.

Twenty-two percent of our sample is employed by a private firm. Their reported median salary is virtually identical - \$95,000.

| | N | % | Median | Mean | 25th P | 75th P |
|-------------------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| A municipality | 244 | 60 | \$95,380 | \$100,632 | \$81,940 | \$111,500 |
| Provincial government | 25 | 6 | \$93,000 | \$95,719 | \$90,000 | \$100,000 |
| Territorial government | 3 | 1 | \$120,000 | \$115,667 | \$108,500 | \$125,000 |
| Federal government | 3 | 1 | \$85,000 | \$91,078 | \$85,000 | \$94,118 |
| Not for profit | 11 | 3 | \$76,500 | \$89,670 | \$62,436 | \$116,000 |
| Private firm | 89 | 22 | \$95,000 | \$100,507 | \$80,000 | \$120,000 |
| Educational institution | 3 | 1 | \$97,000 | \$117,667 | \$84,000 | \$141,000 |
| Other | 26 | 6 | \$94,750 | \$110,231 | \$82,940 | \$136,250 |

1.8 Years of Experience and Compensation

9.a) How many years have you been employed with this organization?



The chart to the left provides a breakdown of the length of time that members have been employed by their current organization. We note that 42% in total have been with their organization for less than five years.

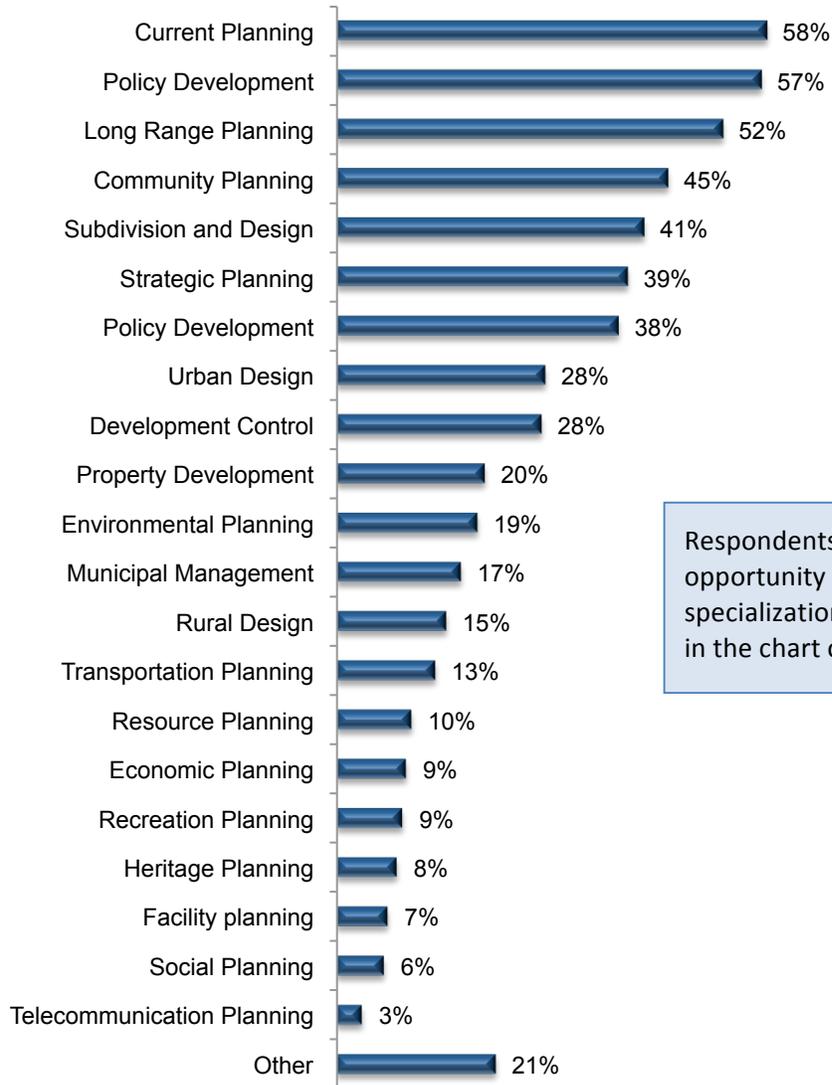


This chart provides a breakdown of median annual salary by years with an organization.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Less than 2 | 93 | 23 | \$90,000 | \$92,423 | \$73,899 | \$101,850 |
| 2 to less than 5 | 119 | 29 | \$92,000 | \$92,466 | \$79,000 | \$103,000 |
| 5 to less than 8 | 65 | 16 | \$93,000 | \$99,250 | \$81,758 | \$108,000 |
| 8 to less than 11 | 49 | 12 | \$103,000 | \$111,588 | \$95,000 | \$120,000 |
| 11 to less than 15 | 28 | 7 | \$108,750 | \$118,945 | \$98,155 | \$122,000 |
| 15 to less than 20 | 23 | 6 | \$115,310 | \$126,917 | \$102,500 | \$147,500 |
| 20 to less than 30 | 11 | 3 | \$116,000 | \$111,332 | \$93,000 | \$122,500 |
| 30 or more | 6 | 1 | \$121,175 | \$133,225 | \$109,500 | \$138,588 |
| Not stated | 11 | 3 | \$90,000 | \$94,687 | \$73,899 | \$101,850 |

1.9 Area(s) of Specialization

9.b) Within your current job, what are your areas of specialization?



Respondents were given the opportunity to indicate their area(s) of specialization. These have been ranked in the chart on the left.

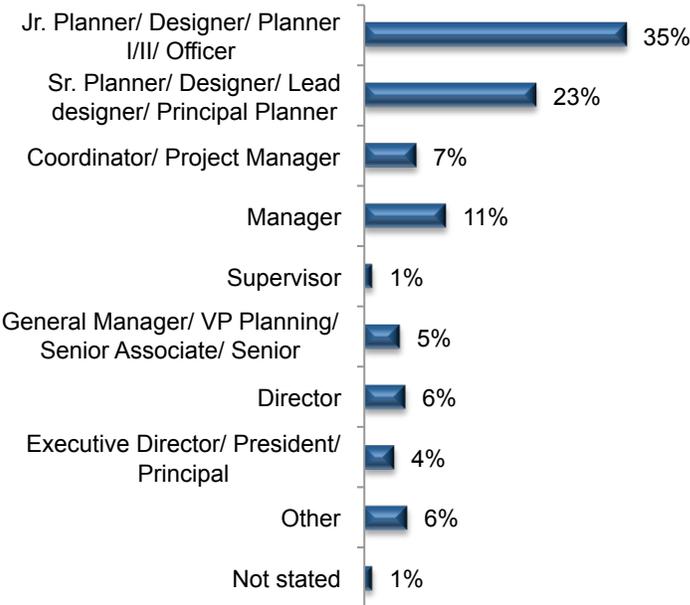
1.10 Area(s) of Specialization and Compensation

The table below provides detail on areas of specialization and current base annual salary. We note the highest median salaries (\$100,000+) for those specializing in municipal management, economic planning, strategic planning and property development .

| | N | % | Median | Mean | 25th P | 75th P |
|----------------------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Current Planning | 235 | 58 | \$95,000 | \$98,620 | \$80,000 | \$110,000 |
| Policy Development | 232 | 57 | \$95,000 | \$99,662 | \$82,000 | \$113,875 |
| Long Range Planning | 211 | 52 | \$95,000 | \$100,522 | \$81,500 | \$117,000 |
| Community Planning | 181 | 45 | \$95,000 | \$98,851 | \$80,000 | \$115,310 |
| Subdivision and Design | 168 | 41 | \$95,000 | \$101,546 | \$78,800 | \$117,000 |
| Strategic Planning | 159 | 39 | \$103,000 | \$109,462 | \$90,000 | \$120,000 |
| Policy Development | 154 | 38 | \$97,000 | \$101,589 | \$85,820 | \$118,750 |
| Urban Design | 114 | 28 | \$95,000 | \$104,398 | \$83,931 | \$115,310 |
| Development Control | 112 | 28 | \$95,000 | \$100,994 | \$81,500 | \$111,325 |
| Property Development | 81 | 20 | \$100,000 | \$107,023 | \$85,760 | \$114,000 |
| Environmental Planning | 77 | 19 | \$95,000 | \$101,750 | \$83,574 | \$120,000 |
| Municipal Management | 68 | 17 | \$112,750 | \$121,989 | \$96,750 | \$146,500 |
| Rural Design | 60 | 15 | \$95,000 | \$101,276 | \$76,463 | \$120,000 |
| Transportation Planning | 54 | 13 | \$96,800 | \$99,940 | \$80,100 | \$114,983 |
| Resource Planning | 41 | 10 | \$95,000 | \$103,898 | \$86,246 | \$120,000 |
| Economic Planning | 38 | 9 | \$105,000 | \$112,267 | \$89,612 | \$124,013 |
| Recreation Planning | 36 | 9 | \$89,741 | \$92,088 | \$78,250 | \$105,250 |
| Heritage Planning | 33 | 8 | \$89,500 | \$92,606 | \$80,000 | \$105,000 |
| Facility planning | 28 | 7 | \$94,250 | \$96,330 | \$84,685 | \$103,926 |
| Social Planning | 26 | 6 | \$89,000 | \$90,778 | \$75,875 | \$104,500 |
| Telecommunication Planning | 14 | 3 | \$90,000 | \$95,692 | \$76,015 | \$95,100 |
| Other | 87 | 21 | \$98,000 | \$104,012 | \$88,500 | \$113,500 |

1.11 Position in the Organization

10. What is your job title?



In an open-ended question, respondents were asked to provide their job title. In this chart we have grouped these responses into categories and provided a percentage that fall into each category.

1.12 Compensation by Position in the Organization

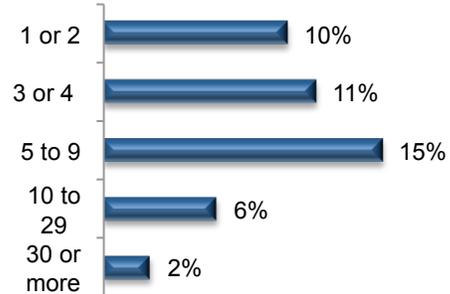
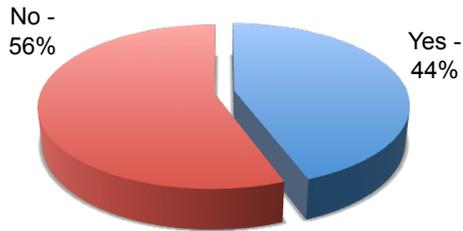


This chart provides median salaries for each job position. The table below provides additional detail for each position.

| | N | % | Median | Mean | 25th P | 75th P |
|--|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Jr. Planner/ Designer/ Planner I/II/ Officer | 143 | 35 | \$80,835 | \$80,502 | \$70,800 | \$90,500 |
| Sr. Planner/ Designer/ Lead designer/ Principal Planner | 94 | 23 | \$103,000 | \$103,208 | \$93,000 | \$111,400 |
| Coordinator/ Project Manager | 29 | 7 | \$95,000 | \$96,544 | \$87,000 | \$108,000 |
| Manager | 45 | 11 | \$110,000 | \$120,676 | \$96,000 | \$130,000 |
| Supervisor | 5 | 1 | \$126,800 | \$124,207 | \$103,235 | \$146,000 |
| General Manager/ VP Planning/ Senior Associate/ Senior Manager | 20 | 5 | \$129,000 | \$142,700 | \$109,500 | \$155,250 |
| Director | 23 | 6 | \$131,000 | \$135,224 | \$112,500 | \$154,650 |
| Executive Director/ President/ Principal | 17 | 4 | \$145,000 | \$126,294 | \$90,000 | \$150,000 |
| Other | 24 | 6 | \$89,000 | \$89,052 | \$72,750 | \$97,500 |
| Not stated | 5 | 1 | \$106,000 | \$104,000 | \$97,000 | \$115,000 |

1.13 Number of Reports and Compensation

12. Do you manage people?



Forty-four percent of respondents indicated that they manage people. The chart in the upper right provides a break-down of this group by the number of people they manage.

In the chart on the right we see a correlation between the number of people managed and salary.



| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Yes | 179 | 44 | \$108,000 | \$118,948 | \$95,556 | \$130,500 |
| 1 or 2 | 39 | 10 | \$95,000 | \$97,754 | \$86,500 | \$107,000 |
| 3 or 4 | 45 | 11 | \$106,000 | \$112,267 | \$97,500 | \$120,000 |
| 5 to 9 | 59 | 15 | \$113,500 | \$120,333 | \$100,000 | \$130,000 |
| 10 to 29 | 24 | 6 | \$130,500 | \$146,210 | \$120,000 | \$151,825 |
| 30 or more | 10 | 2 | \$163,000 | \$172,100 | \$151,250 | \$201,250 |
| No | 225 | 56 | \$87,360 | \$86,340 | \$75,000 | \$97,000 |

1.14 Regularly Performed Tasks and Compensation

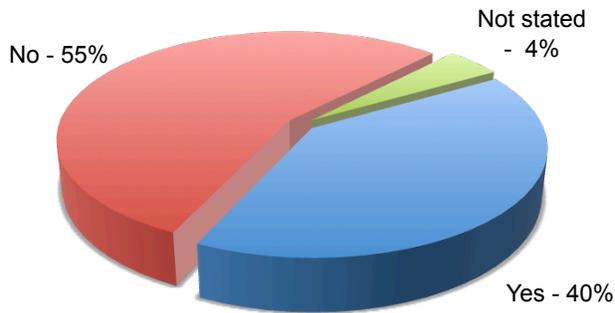
13. *Listed below are various tasks that you may perform as part of your job. Please indicate if you perform this task regularly.*

Respondents were given a list of tasks and asked to indicate which ones they perform regularly. In the table below we have rank ordered these tasks, from the most frequently mentioned to the least frequently mentioned. The table also provides salary information related to each task.

| | N | % | Median | Mean | 25th P | 75th P |
|---|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Work collectively with other professions like engineering and landscape Architecture | 292 | 72 | \$97,000 | \$103,116 | \$85,000 | \$114,000 |
| Respond to inquiries and provide advice on planning matters to the general public, members of Council, private clients, developers | 271 | 67 | \$95,000 | \$99,197 | \$80,918 | \$110,000 |
| Preparation of recommendations and reports for presentation to Council, boards and committees | 252 | 62 | \$96,324 | \$101,408 | \$81,375 | \$115,310 |
| Prepare and/or facilitate amendments to statutory planning documents, i.e. Land Use Bylaw, Area Structure Plans, Area Redevelopment Plans, etc. | 193 | 48 | \$95,000 | \$99,716 | \$81,000 | \$112,000 |
| Develop plans and strategies to achieve objectives of policy related initiatives | 189 | 47 | \$102,000 | \$106,984 | \$90,000 | \$120,000 |
| Conduct public engagement sessions regarding planning applications, new policy initiatives etc. | 181 | 45 | \$97,600 | \$102,428 | \$85,000 | \$116,000 |
| Review and processing of planning applications, including Development Permits, Subdivision applications etc. | 169 | 42 | \$93,500 | \$94,298 | \$80,000 | \$104,500 |
| Monitor and ensure compliance with municipal bylaws and regulations, provincial regulations including the Municipal Government Act and any other relevant federal legislation, as related to planning and development | 141 | 35 | \$93,000 | \$96,613 | \$80,835 | \$108,500 |
| Prepare and interpret land use, development and subdivision agreements | 100 | 25 | \$95,000 | \$97,816 | \$79,750 | \$106,250 |
| The development of site plans, outlines plans and neighbourhood plans | 97 | 24 | \$96,500 | \$102,195 | \$85,000 | \$115,310 |
| Preparation and submission of planning applications | 91 | 22 | \$95,000 | \$99,931 | \$80,200 | \$109,650 |
| Work with regional partners to achieve goals as outlined in provincial plans such as the South Saskatchewan Regional Plan or Intermunicipal Development Plan | 84 | 21 | \$105,000 | \$113,555 | \$90,000 | \$130,250 |
| Conduct site inspections to confirm compliance with Land Use Bylaw regulations | 57 | 14 | \$92,000 | \$91,657 | \$75,000 | \$100,000 |

1.15 Desire to Expand Upon Current Responsibilities and Compensation

14. *Are there certain responsibilities that you would like to focus on or would like to be doing more of in your current job?*



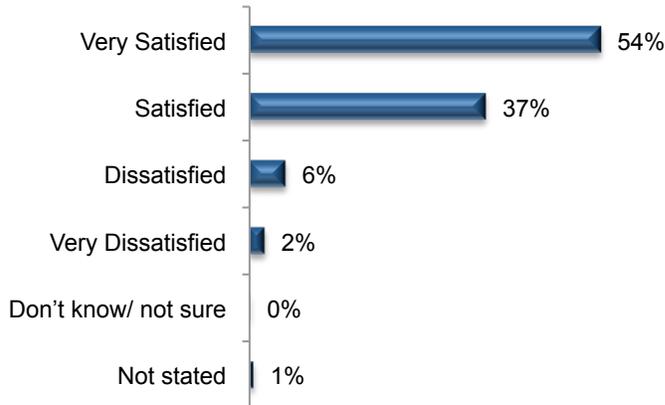
Respondents were asked if there are other responsibilities that they would like to focus on.

Forty percent responded “yes” to this question. However, from a salary standpoint, we don’t see any significant differences between those who responded “yes” versus those who were happy with the status quo. Other tasks that respondents would like to focus on will be found in the appendix.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Yes | 163 | 40 | \$95,000 | \$98,938 | \$80,217 | \$110,590 |
| No | 224 | 55 | \$95,500 | \$102,408 | \$82,834 | \$112,666 |
| Not stated | 18 | 4 | \$94,000 | \$98,148 | \$85,417 | \$114,125 |

1.16 Job Satisfaction and Compensation

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



Respondents were asked to rate their job satisfaction on six attributes.

This chart provides detail on overall job satisfaction. Over half of members who responding to this survey said that they are “very satisfied” with their job overall.

Based on the table below, those who place themselves in this category earn more than those who are “satisfied” or “dissatisfied”.

Ironically, those who are “very dissatisfied” are the highest earners. Although the base size is quite small and potentially unreliable, it may suggest that overall job satisfaction is not necessarily tied to salary.

| | N | % | Median | Mean | 25th P | 75th P |
|----------------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Very Satisfied | 220 | 54 | \$98,000 | \$105,923 | \$85,000 | \$117,500 |
| Satisfied | 148 | 37 | \$93,000 | \$93,893 | \$78,000 | \$107,000 |
| Dissatisfied | 23 | 6 | \$90,000 | \$95,555 | \$80,918 | \$107,250 |
| Very Dissatisfied | 10 | 2 | \$103,000 | \$102,000 | \$92,500 | \$116,250 |
| Don't know/ not sure | 1 | 0 | \$110,000 | \$110,000 | \$110,000 | \$110,000 |
| Not stated | 3 | 1 | \$109,000 | \$102,000 | \$95,500 | \$112,000 |

1.17 Job Satisfaction Based on Six Attributes

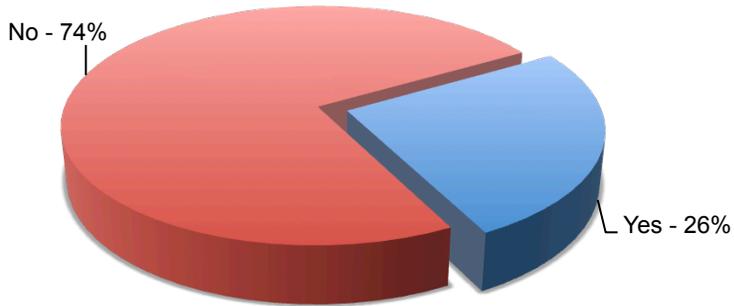
The table below examines satisfaction based on the six attributes measured. We see the highest percentage of those who are “very satisfied” for “your relationship with your superiors” and “your salary”. Levels of dissatisfaction tend to rise for “performance recognition” and “opportunities for advancement”.

We undertook a correlation analysis to more thoroughly understand the relationship between overall satisfaction and other attributes. It revealed that salary was not highly correlated with job satisfaction. A stronger correlation exists for elements related to “performance recognition”, “opportunities for advancement” and “your relationship with your superiors”. Furthermore, these three attributes are all correlated with each other. In other words, those who are satisfied in one area also tend to be satisfied in the other two.

| | Your Job Overall | Your Relationship With Your Superiors | Your Salary | Your Work/Life Balance | Performance Recognition You Receive | Your Opportunity For Advancement |
|--------------------------|------------------|---------------------------------------|-------------|------------------------|-------------------------------------|----------------------------------|
| Total Respondents | 405 | 405 | 405 | 405 | 405 | 405 |
| | % | % | % | % | % | % |
| Very Satisfied | 54 | 47 | 42 | 38 | 31 | 29 |
| Satisfied | 37 | 36 | 48 | 47 | 49 | 43 |
| Dissatisfied | 6 | 10 | 7 | 11 | 14 | 17 |
| Very Dissatisfied | 2 | 3 | 2 | 3 | 3 | 7 |
| Don't know/ not sure | 0 | 3 | 0 | 0 | 3 | 4 |
| Not stated | 1 | 1 | 0 | 0 | 0 | 0 |

1.18 Incidence of Job Seeking and Compensation

16. Will you be looking for a job with another employer in 2015?



The majority of respondents said that they will not be looking for a job with another employer in 2015.

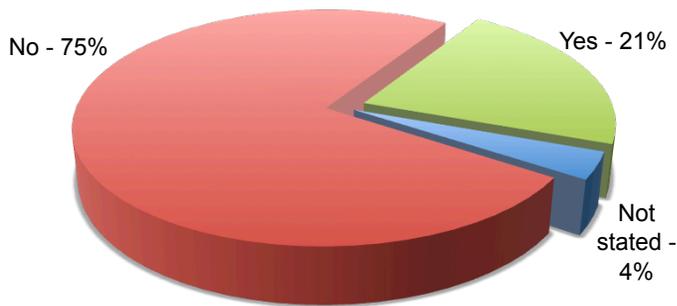
The median salary of those who say that they will be looking for another job is slightly less than those who are not in market for a new job.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Yes | 104 | 26 | \$94,228 | \$96,559 | \$80,000 | \$107,000 |
| No | 300 | 74 | \$96,550 | \$102,253 | \$83,431 | \$114,000 |
| Not stated | 1 | 0 | \$115,000 | \$115,000 | \$115,000 | \$115,000 |

2.0 About Your Compensation

2.1 Bonuses and Incentives

18. *Did you receive any bonuses or other financial incentives in 2014?*

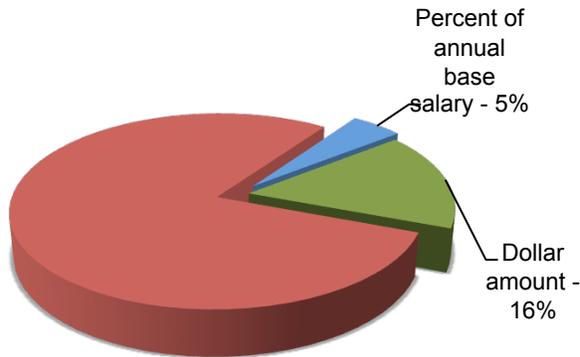


A minority (21%) said that they received a bonus or other financial incentive in 2014.

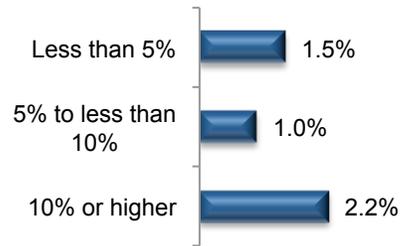
Additional information will be found on the following page.

2.1 Bonuses and Incentives (Cont'd)

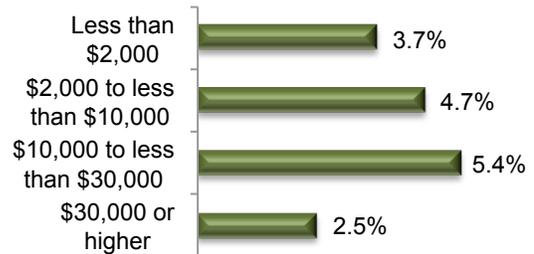
18.b) Please describe the bonus amount you received. First of all, could it best be described as a dollar amount or as a percentage of your annual base salary? Secondly, what was the amount or percentage?



Percentage of Annual Base Salary



Dollar Amount



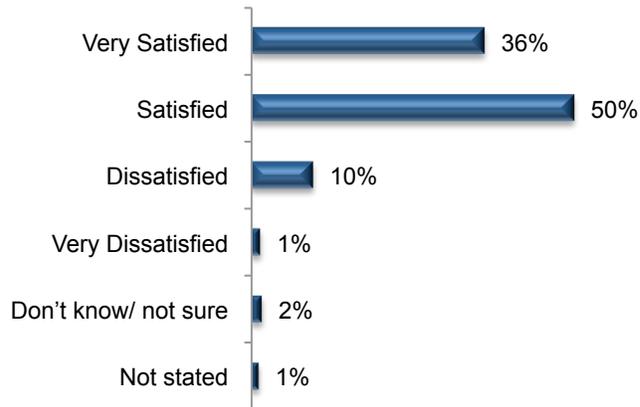
As noted on the previous page, 21% of the sample report receiving a bonus. This breaks down to 16% who receive a dollar amount and 5% who receive a percentage of their annual base salary.

The charts to the right provide details on how these amounts break down.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------------------------|------------|------------|------------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Yes | 87 | 21 | \$110,000 | \$115,345 | \$92,500 | \$130,000 |
| Dollar amount | 66 | 16 | \$106,500 | \$112,472 | \$90,000 | \$129,500 |
| Less than \$2,000 | 15 | 4 | \$97,600 | \$100,564 | \$79,500 | \$115,778 |
| \$2,000 to less than \$10,000 | 19 | 5 | \$93,500 | \$93,276 | \$78,570 | \$104,500 |
| \$10,000 to less than \$30,000 | 22 | 5 | \$110,040 | \$114,385 | \$100,250 | \$123,750 |
| \$30,000 or higher | 10 | 2 | \$147,500 | \$171,800 | \$132,250 | \$195,000 |
| Percent of annual base salary | 19 | 5 | \$110,000 | \$117,817 | \$94,550 | \$126,064 |
| Less than 5% | 6 | 1 | \$117,064 | \$119,688 | \$86,500 | \$128,032 |
| 5% to less than 10% | 4 | 1 | \$105,000 | \$105,750 | \$98,250 | \$112,500 |
| 10% or higher | 9 | 2 | \$109,300 | \$124,822 | \$97,000 | \$130,000 |
| No | 303 | 75 | \$93,000 | \$96,503 | \$80,017 | \$106,880 |
| Not stated | 15 | 4 | \$95,000 | \$103,842 | \$82,500 | \$108,750 |

2.2 Satisfaction with Overall Compensation

19. How satisfied are you with your overall level of compensation in 2014?



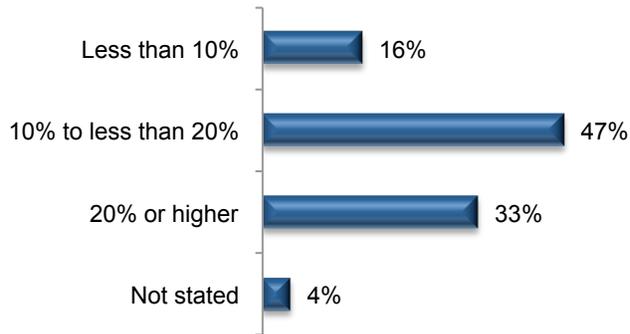
Slightly over one-third of the sample (36%) say that they are “very satisfied” with their overall compensation. An additional 50% are “satisfied”.

In the table below, as we would expect, we see that higher levels of satisfaction are correlated with a higher median salary. This correlation appears to break down for those who are “very dissatisfied”. However, we note that the base size is very small and therefore unreliable.

| | N | % | Median | Mean | 25th P | 75th P |
|----------------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Very Satisfied | 146 | 36 | \$98,104 | \$106,398 | \$85,000 | \$114,000 |
| Satisfied | 202 | 50 | \$95,000 | \$99,035 | \$80,009 | \$113,264 |
| Dissatisfied | 39 | 10 | \$92,600 | \$91,967 | \$79,000 | \$105,000 |
| Very Dissatisfied | 6 | 1 | \$99,585 | \$87,195 | \$78,793 | \$103,750 |
| Don't know/ not sure | 7 | 2 | \$92,000 | \$88,129 | \$80,950 | \$101,000 |
| Not stated | 5 | 1 | \$92,000 | \$113,400 | \$90,000 | \$130,000 |

2.3 Additional Compensation Required

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



Those who are dissatisfied with their salary were asked to indicate what additional amount would be satisfactory.

Almost one-half (47%) are looking for an increase of 10% to 20%. An additional one-third (33%) seek an increase in the 20%+ range.

| | N | % | Median | Mean | 25th P | 75th P |
|----------------------|-----------|------------|-----------------|-----------------|-----------------|------------------|
| TOTAL | 45 | 100 | \$93,000 | \$90,416 | \$75,750 | \$105,000 |
| Less than 10% | 63 | 16 | \$99,170 | \$100,047 | \$91,500 | \$108,500 |
| 10% to less than 20% | 189 | 47 | \$97,000 | \$93,583 | \$75,000 | \$105,000 |
| 20% or higher | 135 | 33 | \$87,000 | \$81,487 | \$71,000 | \$96,750 |
| Not stated | 18 | 4 | \$95,000 | \$111,000 | \$81,879 | \$114,000 |

2.4 Attitudes Towards Compensation

20. With regards to your compensation, do you agree or disagree with the following statements:

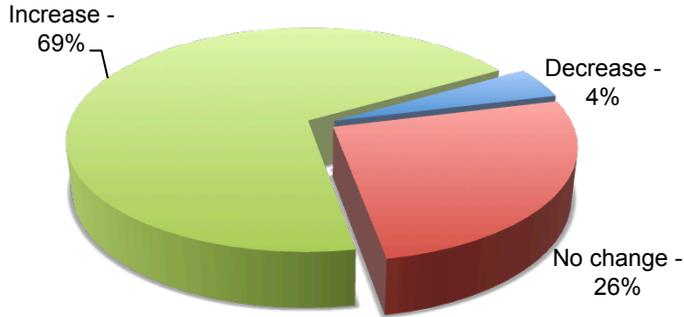
Respondents were asked to express their level of agreement with four statements that related to their compensation. As the table below indicates, members generally believe that their compensation has kept up with their responsibilities and that they are fairly compensated.

Having said that, slightly more than one-third agree that while their compensation is fair other benefits are lacking. A slightly smaller percentage agree that their compensation has not kept pace with colleagues at other organizations.

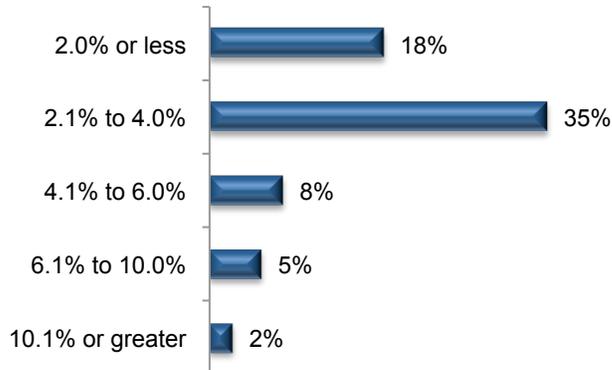
| | Strongly Agree | Somewhat Agree | Somewhat Disagree | Strongly Disagree |
|---|----------------|----------------|-------------------|-------------------|
| Total Respondents | 405 | 405 | 405 | 405 |
| | % | % | % | % |
| My compensation level has kept up with my job responsibilities | 38 | 40 | 18 | 4 |
| I am fairly compensated for the work that I do | 40 | 43 | 14 | 1 |
| My compensation is fair but other benefits are lacking | 9 | 31 | 35 | 24 |
| My compensation has not kept pace with my colleagues at other organizations | 10 | 26 | 39 | 22 |

2.5 Anticipated Salary Increase

21. Do you anticipate an increase or decrease in your base salary in 2015?



21.b) What percentage increase are you expecting?

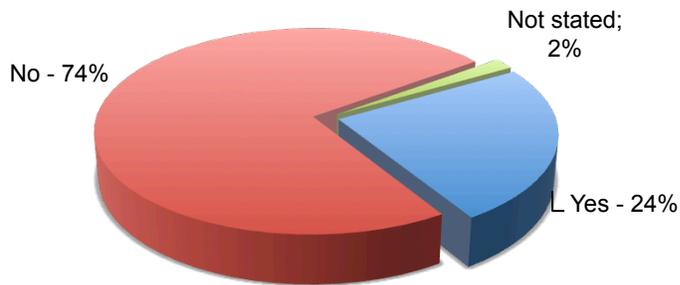


Over two-thirds (69%) of respondents anticipate an increase in their salary this year. Amongst these, the majority (53%) expect an increase of 4% or less.

| | N | % | Median | Mean | 25th P | 75th P |
|------------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Increase | 280 | 69 | \$95,380 | \$99,375 | \$80,959 | \$110,000 |
| 2.0% or less | 73 | 18 | \$94,000 | \$98,611 | \$80,000 | \$110,000 |
| 2.1% to 4.0% | 141 | 35 | \$97,000 | \$101,956 | \$82,337 | \$111,500 |
| 4.1% to 6.0% | 31 | 8 | \$100,000 | \$96,111 | \$87,500 | \$105,880 |
| 6.1% to 10.0% | 22 | 5 | \$89,250 | \$93,465 | \$78,125 | \$105,500 |
| 10.1% or greater | 10 | 2 | \$95,000 | \$94,500 | \$82,500 | \$112,750 |
| No change | 105 | 26 | \$95,000 | \$104,305 | \$83,000 | \$116,157 |
| Decrease | 18 | 4 | \$95,500 | \$103,189 | \$86,250 | \$116,250 |
| Not stated | 2 | 0 | \$99,250 | \$99,250 | \$96,375 | \$102,125 |

2.6 Areas in Which Compensation is Lacking

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



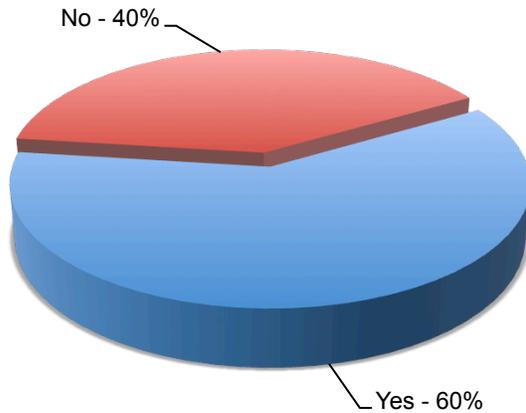
A minority of respondents (24%) felt that there were aspects of their job in which they were not being properly compensated.

The appendix contains verbatim responses related to areas in which respondents feel that they are not being properly compensated.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Yes | 99 | 24 | \$96,100 | \$100,640 | \$85,000 | \$108,750 |
| No | 299 | 74 | \$95,000 | \$100,647 | \$80,200 | \$111,890 |
| Not stated | 7 | 2 | \$115,000 | \$110,901 | \$97,500 | \$115,655 |

2.7 Other Rewards

23. *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?*



A majority (60%) felt that there were other ways, apart from money, in which they could be rewarded for their work.

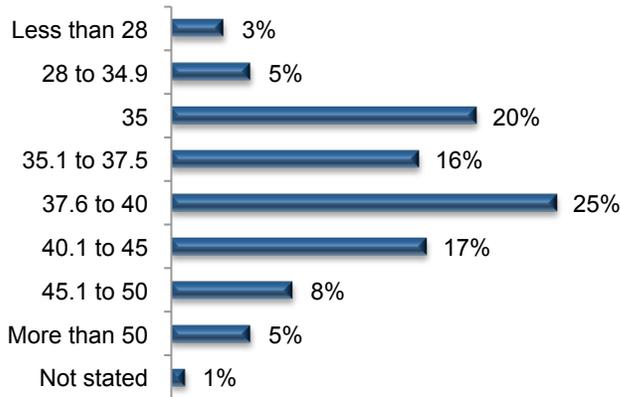
Verbatim responses related to other rewards work will be found in the appendix.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Yes | 243 | 60 | \$95,000 | \$97,232 | \$80,017 | \$110,000 |
| No | 160 | 40 | \$97,800 | \$105,941 | \$85,000 | \$116,000 |
| Not stated | 2 | 0 | \$127,500 | \$127,500 | \$116,250 | \$138,750 |

3.0 About Your Work Week

3.1 Hours Per Week and Compensation

24. Over the course of 2014, how many hours did you work in an average work week?



We note that 61% of our respondents report that their average work week is 35 to 40 hours. An additional 30% are working more than 40 hours.

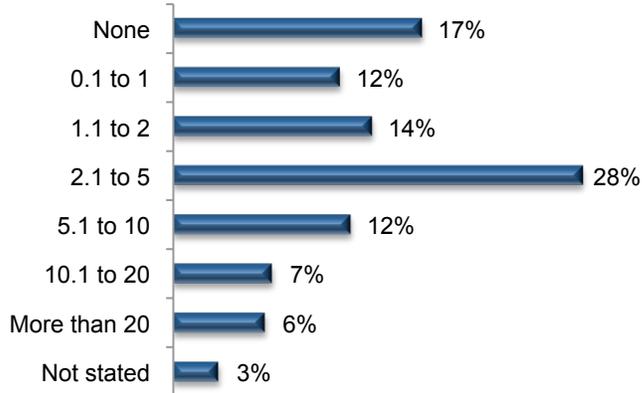
This latter group report earning an annual base salary of \$100,000 or more.



| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Less than 28 | 14 | 3 | \$80,000 | \$77,857 | \$66,750 | \$97,500 |
| 28 to 34.9 | 21 | 5 | \$85,000 | \$80,088 | \$74,500 | \$96,000 |
| 35 | 80 | 20 | \$95,000 | \$95,780 | \$81,125 | \$110,275 |
| 35.1 to 37.5 | 65 | 16 | \$87,000 | \$89,701 | \$76,500 | \$102,000 |
| 37.6 to 40 | 101 | 25 | \$93,000 | \$97,437 | \$81,758 | \$108,000 |
| 40.1 to 45 | 67 | 17 | \$100,000 | \$108,464 | \$90,000 | \$125,000 |
| 45.1 to 50 | 32 | 8 | \$116,579 | \$124,749 | \$100,000 | \$146,250 |
| More than 50 | 21 | 5 | \$145,000 | \$146,474 | \$106,760 | \$155,000 |
| Not stated | 4 | 1 | \$97,500 | \$98,000 | \$86,750 | \$108,750 |

3.2 Overtime and Compensation

25. *Although workloads will vary throughout the year how many overtime hours did you work in a typical week over the course of 2014?*



Seventy-one percent of our sample indicate that they typically work five or fewer overtime hours a week.

The remainder are working more than 5 overtime hours a week. These individuals report earning more than \$100,000 a year.

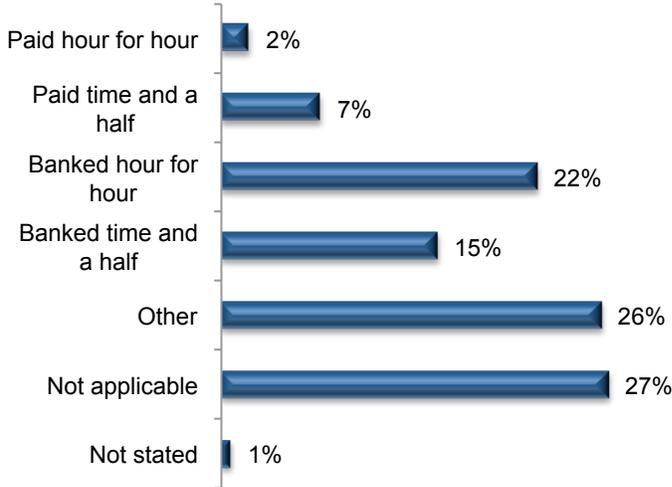
The exception are those reporting more than 20 overtime hours a week. Their median annual salary is \$98,000.



| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| 0 | 70 | 17 | \$90,000 | \$92,158 | \$80,000 | \$106,500 |
| 0.1 to 1 | 47 | 12 | \$86,246 | \$86,688 | \$75,700 | \$96,324 |
| 1.1 to 2 | 56 | 14 | \$92,500 | \$95,312 | \$79,550 | \$112,139 |
| 2.1 to 5 | 115 | 28 | \$94,000 | \$99,566 | \$80,217 | \$110,750 |
| 5.1 to 10 | 50 | 12 | \$101,000 | \$114,441 | \$95,250 | \$123,750 |
| 10.1 to 20 | 28 | 7 | \$121,000 | \$128,455 | \$99,125 | \$150,000 |
| More than 20 | 26 | 6 | \$98,000 | \$101,805 | \$81,876 | \$105,750 |
| Not stated | 13 | 3 | \$90,000 | \$119,562 | \$80,000 | \$106,500 |

3.3 Compensation for Overtime Hours

26. How are you most often compensated for your overtime hours?

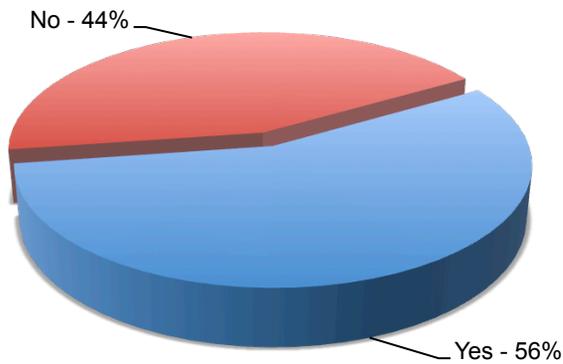


As the chart on the left demonstrates, we see a variety of methods for being compensated for overtime hours.

| | N | % | Median | Mean | 25th P | 75th P |
|------------------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Paid hour for hour | 8 | 2 | \$72,000 | \$76,375 | \$61,500 | \$90,250 |
| Paid time and a half | 28 | 7 | \$105,500 | \$103,363 | \$91,500 | \$112,828 |
| Banked hour for hour | 89 | 22 | \$86,000 | \$88,095 | \$76,000 | \$100,000 |
| Banked time and a half | 61 | 15 | \$87,900 | \$87,166 | \$75,000 | \$100,000 |
| Other | 107 | 26 | \$96,100 | \$102,835 | \$88,500 | \$106,000 |
| Not applicable | 109 | 27 | \$111,779 | \$118,302 | \$95,000 | \$135,000 |
| Not stated | 3 | 1 | \$90,000 | \$90,667 | \$83,500 | \$97,500 |

3.3 Overtime Compensation (Cont'd)

26.b) (For those that hold Management Positions) Are you exempt from the arrangements outlined above?



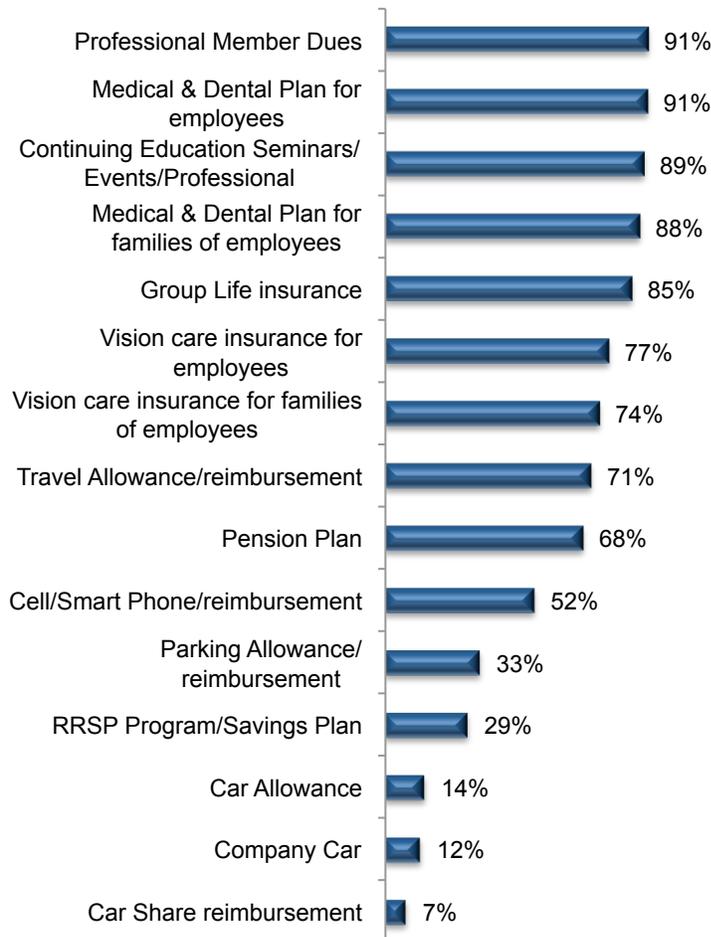
Slightly more than one-half of those holding a management position are exempt from arrangements related to overtime compensation.

| | N | % | Median | Mean | 25th P | 75th P |
|--------------|------------|------------|------------------|------------------|-----------------|------------------|
| Total | 198 | 100 | \$108,000 | \$116,943 | \$95,250 | \$130,000 |
| Yes | 111 | 56 | \$118,000 | \$127,630 | \$102,500 | \$147,000 |
| No | 87 | 44 | \$100,000 | \$103,309 | \$89,730 | \$114,500 |

4.0 Your Benefits

4.1 Benefits Paid Partially or Completely By Employer

27. Which of the following benefits are provided by your employer?*



This chart provides a summary of benefits provided by employers. It shows, in rank order, the percentage of employers who make some contribution to these benefits. They may cover 100% of the benefit or contribute a percentage of total cost.

* Respondents were shown a list of possible benefits and asked to indicate if their employer pays all, pays more than 50%, pays half 50%, pays less than 50% or does not offer this particular benefit. This chart shows the percentage whose employer makes some contribution to that benefit.

4.2 Benefits and Compensation

This table provides salary information by the percentage of respondents who report that their employer pays all or percentage of a particular benefit.

| | N | % | Median* | Mean | 25th P* | 75th P* |
|--|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| Professional Member Dues | 368 | 91 | \$95,244 | \$101,326 | \$82,933 | \$112,161 |
| Medical & Dental Plan for employees | 367 | 91 | \$95,372 | \$101,841 | \$84,360 | \$113,492 |
| Continuing Education Seminars/ Events/ Professional Development | 362 | 89 | \$97,282 | \$101,691 | \$84,366 | \$113,307 |
| Medical & Dental Plan for families of employees | 356 | 88 | \$96,191 | \$102,307 | \$84,978 | \$113,200 |
| Group Life insurance | 345 | 85 | \$96,273 | \$102,699 | \$84,596 | \$112,901 |
| Vision care insurance for employees | 313 | 77 | \$96,261 | \$101,790 | \$83,849 | \$114,519 |
| Vision care insurance for families of employees | 300 | 74 | \$96,101 | \$102,139 | \$84,315 | \$114,633 |
| Travel Allowance/reimbursement | 288 | 71 | \$97,517 | \$103,258 | \$84,920 | \$114,572 |
| Pension Plan | 277 | 68 | \$96,140 | \$101,500 | \$85,682 | \$110,554 |
| Cell/Smart Phone/reimbursement | 209 | 52 | \$105,737 | \$111,248 | \$90,172 | \$127,110 |
| Parking Allowance/reimbursement | 133 | 33 | \$101,056 | \$106,268 | \$84,685 | \$119,739 |
| RRSP Program/Savings Plan | 116 | 29 | \$95,043 | \$102,133 | \$82,545 | \$112,208 |
| Car Allowance | 56 | 14 | \$97,873 | \$106,043 | \$82,766 | \$114,986 |
| Company Car | 50 | 13 | \$90,670 | \$88,887 | \$76,270 | \$99,690 |
| Car Share reimbursement | 30 | 8 | \$91,367 | \$100,336 | \$80,417 | \$104,800 |

*estimated

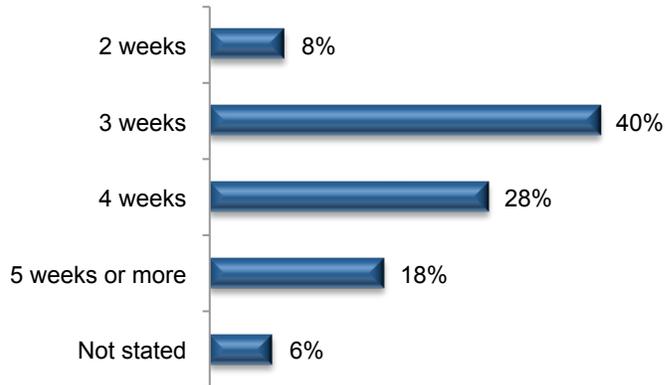
4.3 Benefits (Additional Detail)

This table shows the breakdown of employer coverage for all of the benefits that we asked about. For example, 88% of employers pay all (100%) of professional dues.

| | Employer Pays All | Employer Pays More Than 50% | Employer Pays Half (50%) | Employer Pays Less Than 50% | Not Offered By Employer | Not Stated |
|---|-------------------|-----------------------------|--------------------------|-----------------------------|-------------------------|------------|
| Total Respondents | 405 | 405 | 405 | 405 | 405 | 405 |
| | % | % | % | % | % | % |
| Professional Member Dues | 88 | 1 | 1 | 1 | 4 | 5 |
| Continuing Education Seminars/ Events/ Professional Development | 69 | 13 | 6 | 2 | 5 | 6 |
| Travel Allowance/reimbursement | 65 | 4 | 1 | 1 | 20 | 9 |
| Cell/Smart Phone/reimbursement | 46 | 3 | 2 | 0 | 41 | 7 |
| Parking Allowance/reimbursement | 29 | 2 | 1 | 0 | 59 | 8 |
| Medical & Dental Plan for employees | 22 | 46 | 21 | 2 | 4 | 5 |
| Group Life insurance | 22 | 33 | 25 | 5 | 8 | 7 |
| Medical & Dental Plan for families of employees | 19 | 46 | 20 | 3 | 5 | 7 |
| Vision care insurance for employees | 16 | 32 | 17 | 12 | 17 | 5 |
| Vision care insurance for families of employees | 13 | 33 | 17 | 11 | 19 | 7 |
| Company Car | 12 | 0 | 0 | - | 79 | 9 |
| Car Allowance | 11 | 2 | 0 | 0 | 78 | 9 |
| Car Share reimbursement | 6 | 0 | 1 | - | 82 | 11 |
| Pension Plan | 6 | 35 | 25 | 3 | 23 | 8 |
| RRSP Program/Savings Plan | 4 | 7 | 13 | 5 | 61 | 10 |

4.4 Vacation Time

29. How much vacation time are you paid for per year?



This chart provides a breakdown of paid vacation time. Over two-thirds (68%) of the sample receive between two and three weeks of paid vacation a year.

As one would expect, the median annual salary increases by the amount of paid vacation that is received.

| | N | % | Median | Mean | 25thP | 75thP |
|-----------------|------------|------------|-----------------|------------------|-----------------|------------------|
| Total | 405 | 100 | \$95,000 | \$100,822 | \$81,500 | \$112,000 |
| 2 weeks | 31 | 8 | \$78,200 | \$76,898 | \$68,000 | \$90,000 |
| 3 weeks | 161 | 40 | \$89,460 | \$87,718 | \$78,000 | \$96,500 |
| 4 weeks | 115 | 28 | \$106,000 | \$109,337 | \$95,324 | \$120,000 |
| 5 weeks or more | 72 | 18 | \$120,000 | \$131,150 | \$104,250 | \$151,250 |
| Not stated | 26 | 6 | \$82,500 | \$88,846 | \$70,000 | \$105,000 |

Appendix

This appendix contains the open-ended responses to the following questions.

- 11. Please describe your primary job responsibilities.**

- 14. Are there certain responsibilities that you would like to focus on or would like to be doing more of in your current job?**

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

- 23. 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?**

- 28. Are there other benefits that you receive not listed above?**

11. Please describe your primary job responsibilities:

1. guide innovative industrial planning projects including risk management approach 2. provide specialized advice for the Edmonton Energy and Technology Park 3. assist in Edmonton's Industrial Land Strategy Update 4. coordinate the Eco-Industrial Approach Implementation 5. Analyse complex atypical development applications

1. Supervise a team of professional planners for planning analysis and policy development. 2. Participate in cross ministry teams in the development of provincial policy. 3. Provide advice to senior management and elected officials on planning and development related matters, such as Municipal Government Act.

Accountable to public and council, processing current planning applications, responding to inquiries from the public, developing area structure plans

Address a broad range of regional and inter-municipal planning matters. Review and supervise intermunicipal planning referrals from neighbouring municipalities, including proposals for new land use bylaws, statutory plans and development applications. Develop and maintain agreements with adjacent municipalities. Attend and organize meetings as required, including Council Meetings, Public Hearings and Committees. Periodically undertake specialized ad hoc assignments as assigned by the Director of Development Services or the Chief Administrative Officer. Review commercial/institutional and multi-family development applications to ensure compliance with existing policy documents and bylaws to achieve overall community vision. Assist in developing and implementing planning process improvements. Promote effective community consultation and involvement in planning exercises undertaken.

Administer intermunicipal disputes under s 690 of the MGA. Coordinate and manage hearings, assist panel to review materials and evidence to make a decision. I also work with two other case managers-- annexation and subdivision to train new board members, law students and contribute to the lifelong learning of current board members.

Administer the Calgary Transportation Utility Corridor program; long range, regional and strategic planning for provincial government land assets; oversee due diligence work for disposition of provincial lands; supervise other planners and planning technologists.

Advise municipalities on planning matters and develop bylaws as required while supervising junior planner advise project teams on public engagement activities

Advisory for Area Structure Plans Municipal Development Plan amendments application reviews project management regional planning

All forms of municipal planning

All planning related activities for municipality's: development permits, strategic studies planning, hamlet/rural planning, long range planning, intermunicipal planning

application processing, policy development, informal leadership, coaching and mentorship

Applies risk-based methodologies to land and facility assets to support service decisions and adhere to legislative requirements. Provides information and develops long range plans and budget requests to meet The Corporation's long-term strategic land requirements as well as meeting The Corporation's sustainability policies.

Area structure plan development with a focus on the transportation network

As noted in 9b

ASPs, Outline Plans, LUB amendments, subdivision and design, applications, transportation planning (TIAs, road design), Presentations and Open House hosting.

Assessment and determination of Development Permit and Land Use Amendment applications. Mentoring and coaching junior staff members. Presentation to Planning Commissions and Appeals Boards.

Assist Development Managers with the development of greenfield residential, commercial, and industrial land. From acquisition to sale, all points in between, including planning, construction, marketing, etc..

Assist municipalities with setting up heritage conservation programs, promoting heritage conservation, administering the Alberta Main Street Program

assist our clients in realizing their planning and design objectives to build vibrant communities

Assisting with the processing of Neighbourhood Area Structure Plans, Land Use Bylaw amendments, and development permit applications.

attracting investment to an identified development area, helping developers navigate the permitting system, reviewing streetscape designs, doing rezoning and plan amendments, preparing policy documents.

Balance of Policy and Development Control

Building environmental operating procedures for company staff to follow - ensuring regulatory compliance - reducing conflict between environmental issues, company operations and local stakeholders

Building my consulting practice through client service and team development

Business development, project consulting, project management

business development, quality control, supervision, planning work, client liaison

Business development, staff mentoring & recruitment, project management, topic specific project advice.

Coach and support project engineers Business process improvement and development Value Management for capital projects

Coach/mentor/mentor a team of planners. File work (policy, development, subdivision, land use).

Collaboration between municipalities

Community Consultant

Conduct environmental reviews and assessments for proposed projects for federal, provincial and municipal review.

Conducting or overseeing research related to social policy development and implementation; evaluation research; strategic planning

Consultant providing professional planning services for land developers and municipalities - writing Area Structure Plans, coordinating technical sub-consultants, designing subdivisions and residential, commercial and industrial site development, and navigating application and approval processes.

Consultant to municipalities, mainly working on policy development for Area Structure Plans

Consulting Planner to several municipalities

Coordinate and monitor development approvals with municipal staff and within our multi-disciplinary teams. Prepare ASP amendments. Conceptual neighbourhood and detailed subdivision design.

Coordinate Government of Canada participation in the Development of a territory-wide plan for Nunavut. Advise senior management on planning issues including policy.

Coordination of responses to annexation notices and applications served on the municipality

coordinator and facilitator of resiliency initiatives for the municipality, seek funding programs, liaison with government agencies regarding funding and policy programs, research and recommend directions for corporate resiliency initiatives

Creating design concepts and presentation materials for member municipalities, including park design, downtown revitalization and concept plans Coordinating the design, implementation and management of varying types of long-range planning projects Researching, evaluating, and analyzing land use planning/development issues Providing municipal and subdivision planning advice to member municipalities, including the preparation of statutory plans and bylaws, related amendments and applications

Creating policy.

Current and long-range planning.

Current planning (Development Permits and Tenancy Permits); Land Use Amendments; Professional Development (On and off site courses and training sessions).

Current Planning and Long-range planning for greenfield development areas.

Current planning: Processing subdivisions, endorsements, plan and Bylaw amendments Long Range:

Intermunicipal planning, policy development, ASP development, downtown redevelopment, public engagement

Day to day tasks include business development, proposal preparation, project management, work on planning projects and coordination of staff. Projects range from private sector developments (residential, commercial and industrial) and municipal projects such as preparing municipal plans, land use bylaws, downtown revitalization, economic development strategies, growth management strategies, processing development permits and municipal processes / organization.

Department management and oversight. Long range planning.

Depends upon the project. Typically, I lead the strategic planning and direct the plan development and manage the municipal approval process as a private consultant working in-house for large developers with large land holdings.

design and develop strategies, policies and plans to divert waste from landfills, support the circular economy and protect natural resources. - project management - Research and analysis - Public Engagement - Negotiations

Design review Providing urban design advise on concept master plans, guidelines and policies Writing reports to Council Art coordinator

Determine the number of school sites required based on projected population/housing units within an ASP. Work with developers to secure future school sites and during outline plan stage work with city staff (parks, transportation, transit) to site plans meet school board standards.

Develop and foster relationships with key officials from the Capital Region Board as well as neighboring municipalities, different orders of government, Corporate Leadership Team (CLT) and with the extended management team to support the advancement of City priorities Coordinate the City of Edmonton's participation in the work of the Capital Region Board and other intergovernmental bodies in alignment with City Council's strategic vision and The Way Ahead Provide strategic advice to Chief Advisor and other senior leaders on intergovernmental and external affairs issues and act as a facilitator of policy coordination within the organization Provide support and advice to City Council, CLT and departmental staff across the corporation in support of the Capital Region Board and other regional relationships Analyze relevant trends/data and gather information on the policies and actions of other orders of government, performing ongoing environmental scanning on issues and trends with an intergovernmental or external affairs dimension Ensure timely correspondence with key department contacts on matters of intergovernmental nature that may impact their business Represent the Intergovernmental and External Affairs Branch at meetings with diverse groups such as the federal, provincial and municipal orders of government, associations and other external stakeholders Develop proactive and innovative strategies, business processes, policy options and negotiation tactics to support the advancement of the City's strategic priorities Undertake and coordinate intergovernmental research projects to build business cases for the City of Edmonton based on best practices, current academic research and industry trends

Develop routes, substation sites, etc. to be submitted to the Alberta Utilities Commission

Develop strategies to manage land asset owned by the municipality.

Developing local area plans / leading a project team / mentoring & coaching junior planners / Reviewing current planning applications

Developing long term transportation plan scenarios for Alberta Transportation as well as for the Government of Alberta on a cross ministry basis. Developing Capital Plan scenarios for consideration by government executive.

Developing policies and bylaws. Processing statutory plan amendment applications. Conducting community engagement.

Development Authority

development feasibility analysis, policy review, policy writing, outline plan/land use applications, site design Development of an overall project plan that is inclusive of pre-work preparation, completion of the ZBR framework and establishment of a sustainment plan. • Determining lines of service and sub-services to be considered for process review • Collecting and reviewing performance measures and benchmark information that supports these lines of services • Conducting a risk-assessment of the project and developing a supporting risk mitigation plan • Preparing all reports and documents required of the ZBR process throughout the project • Collaborating with Communications to create a communication plan for internal stakeholders that will support the project from its early phases through completion.

Development of ASPs Rezoning Demographic Analysis Development Review

Development of long-range plans, planning policies, review of development proposals.

Development Permit application review Area Structure Plan and Neighbourhood Structure Plan policy and amendment reviews Assist with subdivision application reviews Provide process and Land Use Bylaw amendment reviews

Development Permit Approvals, Supporting tasks of Planner II

Development Permitting

Development Planner, Policy Planner, Development Authority, File Manager for DP and LOC files.

Development planning and policy work

Development review of non-residential Development Permit applications. Advise subdivision, zoning, and long-range planners of development planning implications of their proposals. Sit on urban design review committee for Facade Improvement and Development Incentive Programs. Participate in other projects as a development planning advisor as required.

Downtown Revitalization

Draft and amend planning documents, LUB's and policy. Negotiates with applicants, owners and consultants. Recommendations, advice, reports to the Municipal Planning Commission and Council, consultation with staff

and the public. Research, analysis, mentoring, quality customer service, team leader.

Education, advocacy and representation for Community Associations on planning matters.

Ensure statutory plan consistency Maintain up to date Municipal Development Plan (MDP) and Intermunicipal Development Plan (IDP) Conduct special planning processes and projects Provide input and support in the City's master plans and strategic documents Conduct yearly IDP sustainability analysis Prepare growth projections

Ensure the purchase, disposal, development and redevelopment of City-owned land and buildings result in an efficient use of the Corporation's resources Provide professional expertise in the planning, design and analysis of land use Prepare and manage zoning, subdivision and road closure projects Prepare NSP/ASP

(Neighbourhood/Area Structure Plans) for City-owned lands Review development proposals affecting corporate land holdings Conduct comprehensive planning for surplus lands Monitor the land development industry City-wide in relation to corporate land development activities and objectives Liaise with the development industry and other public sector interests as required Prepare Terms of Reference and Professional Service Agreements for the hiring of consultants needed to conduct various studies, assessments and reports Undertake evaluation of consultants, recommend consultant selection and provide direction and professional guidance to consultants hired by the City

Ensuring compliance with federal regulations for telecommunications development, reviewing municipal policies, proposed development plans, advising project managers of anticipated risks, timelines, and process.

Ensuring the LUB is being followed

Everything required to run a small consulting firm!

Everything: administrative, planning, managing, business development. (Small office)

Executive Administration responsible for Development Services Division covering areas of Planning and Development, Development Engineering, Economic Development and Tourism, Community Sustainability and Environmental Services, and Intelligent Communities Initiative

Facilitate and enable creation of new affordable "non-market" housing. Supervise staff. Public engagement. Policy development. Residential development pro-formas.

Facilitating review and approval of regulatory applications

facilities and strategic planning for municipal departments

File officer Land Use Bylaw Creation

Forecasting, review ASP, OP, report on MDP indicators

Frequent public contact requiring extensive knowledge and judgment to explain statutory plans and policies. Research, review, recommend, produce, and present statutory planning documents for consideration by Council. Provide planning advice, recommendations, and presentation to Council on applications to amend the Land Use Bylaw, statutory plans, and town policies related to planning issues. Perform Development Permit approvals (including larger complex applications) and review Building Permits for compliance as required. Perform Site Investigations as required. Process subdivision, road closure, encroachment, and similar applications. Negotiate and draft Development Agreements. Review and Optimize system processes on an ongoing basis. Provide information to the general public, Administration, Provincial & Federal Agencies, and other municipalities as appropriate. Ensure compliance with and enforcement of provisions of the Land Use Bylaw, Municipal Government Act, and Town Bylaws and policies as they apply to the full range of municipal planning services. Where violations occur, enforce compliance with the provisions of the Land Use Bylaw (illegal suites, signage, etc.). Review Letters of Compliance as required. Provide assistance and liaison with other departments on specific projects as required. Research and draft reports on special projects as assigned by the Manager. With regard to safety: Perform work safely; look out for co-workers; follow procedures; bring forward concerns; participate in hazard identification, inspections, meetings, and training; reporting incidents; and set a positive example. Liaise with external committees as necessary (i.e. Canmore Planning Commission, Subdivision and Development Appeal Board, etc.). Assist in moving the Town towards a more sustainable built form while encouraging activities that are consistent with the principles of the Natural Step Strong communication skills – demonstrated listening, negotiation, written and oral abilities Present at public meetings (e.g. Council, committees, community engagement) Intermediate to advance computer skills including MS Office Suite, basic mapping/GIS knowledge, ability to learn the LDO software; web site updating and/or graphic software skills would be an asset. Knowledge of urban design principles Ability to collect data by both quantitative and qualitative survey methods

Further the development of current landholdings and the acquisition of lands for residential & commercial development.

Growing the planning business and leading planners.

Growth Data Collection and Communication, Coordination of Growth related policy, Planning Intelligence for Municipal Development Plan, Comments and review of LDAs from our work unit's perspective

Heritage designations, review of LDAs affecting heritage buildings, review of development applications affecting heritage buildings, managing over 112 designated buildings and over 750 historic resources in the Inventory of Historic Resources

I assist developers and landowners with various and diverse land enquiries and proposals - primarily involving subdivision applications and rezoning applications. Through the process, I make informed recommendations to the approving authorities (Council, Municipal Planning Commission, Appeal Boards, etc).

I lead subregional planning that is enabled by regional plans that focuses on water, land and biodiversity management.

I lead the Office of Sustainability for the City of Calgary. Responsible for long term strategy, community engagement and collaboration, reporting, local food systems policy and pilot project development, supervise two senior planner equivalent staff.

I manage a unit of 3 full time staff and additional term staff. The unit leads regional land use planning activities for the Government of the Northwest Territories.

I own my own company of one. I manage active community development projects as well as developing new suburban and infill plans and carrying through for municipal entitlement and provincial approvals where necessary. I also provide services to help entrepreneurs acquire land. My role is very much as a project manager so I manage many people and activities but they all work for other companies - consultants, contractors, builders or government organizations.

I work in Long Range Planning facilitating Area Structure Plans, processing subdivision applications, and working on various strategic policy creation and adoption.

I work primarily for private developers. I create full neighbourhood designs and work with engineering, geotech, stormwater people etc etc. to ensure that all designs can be approved through municipalities, are cost effective and can be implemented and constructed.

In the past I have been responsible for writing rules for the land use bylaw, project management work, and implementation planning through development permits and land use amendments. Currently I work on an implementation program for the Municipal Development Plan

Industrial planning

Integrate a riparian strategy into land use planning and development plans, policies, processes and tools

Inter municipal development review, regional planning issue resolution, policy & process development, inter municipal relationships

Interpreting and explaining current planning documents (LUB, MDP) to advise Council, County Staff and the public of the meaning and implications of the documents. Reviewing, analyzing and in some cases deciding on Land Use By-law Amendments, Subdivision Applications, and Development Permit Applications. In addition I also manage the IT infrastructure of the County and the GIS data of the County.

Investigating and sustaining the land use bylaw so that it remains current. Responding to enquiries and researching land use bylaw issues.

Involved in all current and long range planning tasks.

Issue development permits, process zoning amendments and outline plans for municipal approval. Advise applicants at pre-application meetings on municipal requirements. Write council reports and attend council meetings. Liaise with other departments such as Engineering and Parks.

Keep all projects on the rails and all people busy and effective

Key responsibilities in this position are (1) effectively coordinating processes associated with area structure, concept, outline, and subdivision plans, and land use bylaw amendment applications including formulation of professional recommendations for such applications; (2) ensuring the compatibility of planning proposals with relevant provincial and municipal statutory plans; and (3) undertaking special project research or policy document preparation as required.

Land acquisition and due diligence evaluation

Land Developer - oversee all things planning, engineering, construction, legal, marketing

Land development

Land development application responses (or consolidate responses from many work units), project manager of various small projects in my department (On-boarding, Standard Operating Procedures), strategic planning for

branch, a bit of a jack of all trades

land development management

Land development planning, urban design, rural planning, business development, project management, staff supervision

Land development, land acquisitions,

Land Use Bylaw, ASP, OP Amendments, research projects, annexation and Downtown Enhancement assistance.

Land use planning and planner supervision

Land Use Redesignations, Area Redevelopment Plan Amendments

Land Use Redesignations, Development Permit Applications

Lead / manage branch with mandate to develop, maintain, and adapt policy, plans, guidelines, and programs to support formulation/implementation of Municipal Development Plan and Municipal Environmental/Sustainability Plan, with specific accountabilities for growth strategy, land use policy, geomatics, regional and inter-municipal planning, urban design, heritage conservation, community and area planning, industrial land planning, environmental policy and planning, parkland and ecology planning, and parks development.

Lead a multidisciplinary team and develop projects mostly related to open space and recreation planning

Lead a team of planners in the planning, acquisition and development of the city of edmonton's parks and open space system. Collaborate with internal and external stakeholders on the review and approval of land development applications to plan and secure park land. Develop new parks to a base level of development.

Lead and supervise a team to review proposed changes in land use through statutory plans, zoning, and subdivision to accommodate development or re-development. Present bylaws to City Council and Public Hearings and manage Public Meetings.

Lead and support teams to develop and implement regional plans; draft regional plan sections and policies; research geographical regions re: economics, ecology and socio-cultural aspects; coordinate, manage and facilitate internal-government and public workshops; coordinate and chair interdisciplinary cross-ministry committees; review and analyze data and information from public consultations, economic and industry assessments, environmental reports, etc, etc.

Lead business unit emergency management & business continuity preparedness, planning and response.

Lead multi-disciplinary teams on a variety of planning and development related projects.

Lead regional scale planning, environment and infrastructure long range strategy and policy development.

Lead the development of regional land use plans

Leading a team of environmental planners and professionals to minimize environmental impact of transmission development. Policy and process development, staff development and training, program management - budget and resource allocation, engagement of internal and external stakeholders including regulatory agencies.

Leading regional planning initiatives for a major urban centre in a metropolitan context

leading strategic city items including four year business plans and budgets and the city response to the current economic downturn.

Lease requests, oil & gas requests, land inventory, purchases and sales, requests for decisions from Council, registering land interests, residential community planning.

Liaise with clients and municipalities. Prepare and submit rezoning and subdivision application. Prepare and submit Area and Neighbourhood Structure Plans. Develop policies for Area and Neighbourhood Structure Plans. Prepare and submit Municipal Development Plans and Land Use Bylaws.

Long range planning and policy development and intermunicipal planning but also manage current planning files and coordinate compliance and relaxations of setbacks.

long range plans for new residential areas

Long range policy drafting and subdivision approvals

Long Range policy planning; consultant management

Make decisions on Development Permits

Manage a County Planning and Development department. 24 people. Responsible for delivery of Current planning/Development planning/Long Range planning/Safety Codes and Development Engineering

Manage a group of 7 planners/geographers and produce planning statistics, forecasts and other indicators for the corporation.

Manage all aspects of a land development and commercial development company as well as support operations of housing company responsible for all aspects contributing to profit and loss

Manage amendment applications, subdivision application and oversee residential permitting.

Manage both private and public planning and development projects across the province. Oversee 4 junior and intermediate planning staff.

Manage government owned assets including land and facilities.

Manage implementation of Capital City Downtown CRL

manage land use redesignations, outline plans, ASP amendments, Development permit applications. Mentorship of junior staff in these areas is also important.

Manage regulatory applications/requirements for new and existing oil and gas pipelines and facilities.

Manage rezoning and subdivision applications, manage consultants, provide input into urban design, negotiate development agreements, manage subdivision registration process

Manage risks, resources and budgets to deliver City of Calgary projects (primarily planning related) on time to meet / exceed business expectations.

-manage team, consultants -project management -obtain municipal approvals -oversee community design/concept plan -

Manage the Planning Department

Manage the planning department including long range, heritage, regional, budgeting, subdivision, oil and gas

Manage urban planning projects, develop and review concept/development plans, represent clients at public meetings/hearings, develop communications and engagement strategies, produce planning reports, provide clients with strategic advice relative to development plans, liaise/negotiate with approving authorities, participate in business development.

Manage various land development projects including Neighbourhood Structure Plans, Zoning, and subdivisions.

Manage, compliance, reviews, compensation, variances, and complaints in relation to the provincial regional plans and the Alberta Land Stewardship Act. Extensive engagement with stakeholders and governing bodies, formal registration of legal statutory declarations, support for assessments and improvements of regulatory instruments such as policies, bylaws or plans, investigation into complaints, requests and appeals, issuance of ministerial and public reports of compliance and non-compliance, recommending actions and potentially representing government interests in a court of law. -Consultation with First Nations. Policy Development and Implementation.

Management

Management - discipline leader for urban planning group of 10 people. QAQC on planning projects; proposal writing and QAQC; people management and administration; marketing and business development; overseeing and coordinating planning staff and workloads; client and regulatory body engagement.

-management of all matters related to planning -project management -liason with City Administration -business development -managing and mentoring 12+ planners and urban designers

Management of applications for redesignation and subdivision, day to day public relations, longer term planning (ASP development)

Management of department overseeing development approvals (including safety codes) and policy planning.

Management of land use policy amendments, land use bylaw amendments and development permit applications. Research and public and stakeholder consultation.

Management of planning and landscape architecture team

management of projects relating to all aspects of community planning, as indicated by the fields selected in question 9

Management of three departments: planning, sustainability and engineering

Managerial responsibility for all community planning functions in the municipality, including Current Planning and Long Range Planning. Responsibility also includes all Safety Codes functions and annexations.

Managing a group of 20 individuals for the city of Edmonton to develop policies, implement programs and analyze city growth and change. We steward the city's MDP.

Managing a group of planners, ecologists, landscape architects, and technicians to develop and implement City policy

Managing a municipal planning department.

Managing a section of ecological planners, parks planners, and landscape architects and technician.

Managing a team of planners charged with creating transit-oriented communities in Edmonton.

Managing a variety of project mostly community engagement but including strategy development and other facets of planning, graphic design, data analysis, drafting policy, engagement, communications, client management

Managing and coaching a staff to undertake day-to-day planning and development tasks, including subdivision, development permits, statutory plans. Overall organization of the department, including staffing, job functions and budgeting.

Managing consultants that are contracted for specific planning and infrastructure studies. Dealing with potential investors and/or developers who wish to locate in our special project area. Preparing businesses cases for council investment in capital projects.

managing growth management and analysis, land development and planning advisory services projects

Managing land use policy projects, project managing consultants, some general supervisory work, providing strategic input to a variety of initiatives.

Managing planning department and provide advises to Council on critical planning issues

Managing regional planning projects and their related public participation and Aboriginal engagement.

Mentoring junior land use planning staff. Supporting other Senior Planning and Executive staff.

Managing sustainable transportation initiatives and transportation demand management strategy in the city and region.

Managing the day to day operations of 12 development project as well as an office of 15

Managing the review of land use rezoning applications on a city-wide basis

Managing the urban design unit design guidance and policy development on design & heritage matters implementation of design projects (streetscape, special projects, etc)

Marketing industrial assest

Mentoring of junior-level planners in the area of development applications and policy development. Acting as the Development Authority for the municipality.

Municipal advisory services relating to the Municipal Government Act. Regional planning and policy development under the Alberta Land Stewardship Act. Research on urban planning areas such as suburbanization and land use efficiency.

My portfolio consists of 4 departments: Planning and Development, Economic Development, Operational Services and Community Services. I direct and manage the staff in these departments, plan and manage the capital and operating budgets and provide strategic planning and direction to the CAO and Council.

Negotiation and preparation of Rehabilitation Incentive and Maintenance grants for historic resources; land use review and negotiations; policy development; public advisory services; report writing; staff supervision; current planning/rezonings; heritage/urban design conceptual development; promotion; special project development and implementation

No longer in traditional planning field. I lead a team of people that coordinates 4-year, cross departmental business planning, conducts accountability reporting (mid-year and year end reports on progress the organization is making on Council's Priorities, includes business plans, performance measurement, and budget). My team also manages the annual budget adjustments process.

o Support, design, promote, administer and assess government/community plans and policies affecting land use, zoning, public utilities, community facilities, housing, and transportation; o Participate and lead cross-ministry and provincial/municipal (internal / external) committees on matters related to land use planning, represent municipal planning interest, provide options, recommendations, reports; participate and lead inter-ministry committees / task teams and contribute reports and recommendations to the review of the provincial land use policy framework to promote to ensure municipal planning interest is represented; o Hold public meetings and confer with government departments, academia and scientists, lawyers, development industry, the public, and interest/community groups to formulate and develop land use or community plans / projects/policies; o Participate in the review of Planning part of the Act (Municipal Government Act) and planning regulations. Provide reports about economic and legal issues involved in local planning regulations, zoning codes, building codes, and environmental regulations. Provide impact analysis on the effects of regulatory limitations on projects/development; o Respond to complex inquiries from public, municipal officials, senior management on the meaning and application of the planning legislation and regulations and contribute reports, briefings and critiquing documents on behalf of the ministry. Advise municipal and planning officials on project feasibility, cost-effectiveness, regulatory conformance, and possible alternatives; o Investigate, analyze and recommend

planning approaches to address disputes or concerns between municipalities relating to annexations, growth management and the regional planning context to address regional concerns; o Conduct and coordinate field inquiries, impact studies or other research in order to compile and analyze data on economic, social, regulatory and physical factors affecting land use. Create, prepare, or requisition graphic and narrative reports on land use data, GIS studies, for instance land area maps overlaid with geographic variables such as population density, property availability; o Supervise and coordinate the work of junior urban planners, urban planning technicians and technologists.

Oversee a department of four. Work closely with Council, staff, developers and the public on a number of rural and urban planning issues - policy development, subdivision, land use, statutory plans, development permits, environmental, heritage and social/community planning. Part of the Sr. Administrative team - report to the CAO.

Oversee a team of Planners and Technicians in the review and processing of land development applications

Oversee all subdivision and amendment review/processing for the municipality.

oversee operations of the agency including policy development, subdivision, GIS, Safety codes

Oversee planning across the territory.

Oversee planning and development operations within urban municipality Develop long range planning and development documents Enforcement Business plan development

oversee processes for redesignation; subdivision; asp preparation and review; mdp monitoring; gis; engineering for subdivision and development. manage long range planning staff and ensure intermunicipal planning is conducted as per agreements.

Oversee rezoning, subdivision, road closure, plan adoption, plan amendment applications.

Oversee the operations of the Planning Department and Serve as Development Authority,

Oversee the planning of downtown and suburban civic owned and leased facilities.

Oversee work of department

Overseeing the current planning function and lending support to policy development initiatives.

overseeing the division operation and producing planning policies, plans, memos

Overseeing the Planning department by assisting the Director

Oversight of all planning, development related matters for the county. Secretary to the SDAB. Management of Public Lands. Coordination of all development infrastructure requirements with Public Works department.

Management of 4 professional staff and 3 administrative support. Direct support-report to CAO.

oversight of planning

Perform data analysis; write reports; carry out engagement; guide infrastructure planning; comment on development applications

Plan amendments, rezoning, subdivision, road closure and new area plans.

plan and execute public engagement sessions, facilitate corporate and stakeholder workshops, client and stakeholder correspondence, context research, response analysis, writing for various projects-- a Sustainability Framework, a Food Strategy, multiple What We Heard Reports, social media posting, and so on...

Plan and implement all conservation programs - Plan conservation corridors and target specific land parcels - outreach, consultation, negotiation with landowners - land/resource management

Plan right of ways, consult with public, review and engage in long term planning policies, permitting and AUC applications, environmental mitigation, land acquisition.

Plan, Zoning, and Subdivision review

Planner responsible for concept approval for development and re-development on City owned parkland. Park Master Planning, Concept Review and Approval, Budget/Capital Planning, Public Consultation, Long-term land use planning, recreation-based strategies, policy review and development

planning

planning

Planning

Planning and directing all aspects of the design studio's policies, objectives and initiatives. Manage highly complex design projects, achieve departmental budget targets, formulate innovative strategies, create sustainable relationships through partnerships, associations and the community at large. Provide leadership, vision and quality control.

Planning officer for a small urban municipality. Responsible for all planning and development meters for the Town.

planning policy writing, researching, communications, office management

Planning review; liaison with clients and project members; subdivision design; ASP design; draft plans; draft policies

Planning support for a variety of projects including subdivision and development, and policy development

Planning utility right of ways, public consultation, obtaining permits, writing and submitting applications to a commission for approval.

Planning work, engagement, business development

Planning, project management

Policy Development

Policy development and support for the Senior Planner and Manager of Long Range Planning

Policy projects (statutory plans, outline plans, amendments, providing policy review) and manage files for development (development permits, amendment applications)

Policy review and amendments of statutory plans including Municipal Development Plan, Intermunicipal Development Plans, Area Structure Plans, and Area Redevelopment Plans. Collaborate with other municipalities and organizations with regards to Planning matters of mutual interests. Provide Administrative support in the form of educating Council with regards to technical planning issues. Provide support to Current Planning with regards to interpretation of statutory plans.

Policy review and development, management, planning advisor to municipal clients of long range and short range planning matters

Policy, applications

Preparation of municipal statutory and non statutory plans and amendments, land use bylaws and amendments, growth studies, regional and municipal growth management strategies, land development applications for ASPs, rezonings, subdivisions, annexation negotiation support, conducting municipal statutory plan evaluations for the Capital Region Board, municipal planning advisory services, land use planning and analyses for LRT Planning Studies, regional planning, public consultation program design and implementation for land use, transportation and parks planning projects

Prepare proposals, manage projects, assign tasks to team members, mentor team members, client relationships, research and analysis, report writing, presentations, advise other staff, encourage interdisciplinary relationships, encourage cross-country team development.

Prepare station area plans around transit facilities (bus and LRT). Provide direction on development applications received that fall within the TOD zone of a station. Enforce TOD Guidelines. Community consultation.

Prepares reports, plans, recommendations and provides information in support of planning matters. Assists in the completion of statutory and non-statutory plans, studies and reports, and provides project and contract management assistance in preparing plans, studies and reports. Provides long range planning advice and recommendations.

Preparing land use planning and related projects, research studies, reports and analysis required to develop policy and long range plans. Acting as Development Officer for the City and is responsible for reviewing and issuing development permits and investigating and following-up on by-law and permit violations.

process applications regarding Concept Plan, Redesignation and Subdivision; participate in Land Use Bylaw amendment and other policy development.

Process development, statutory, and non-statutory applications. Respond to public inquires and issues. Manage policy development projects and public engagement processes. Work with other departments and agencies to comprehensively resolve circulation comments. Present to planning commission and council for approvals. Act as development officer when required.

Process new urban and rural subdivision applications, manage an agency on a daily basic.

Process subdivision applications, site visits, land use planning inquiries. Some long range planning for smaller towns in the area.

Processing decisions on development permits and land use applications.

Processing Development Applications and Subdivision Applications.

Processing development applications, policy development and mentoring junior staff

Processing Development, Subdivision and Land Use Amendment applications. Updating and creating policy.

Working on designation of Heritage sites.

Processing land use planning, development permit, and subdivision applications Drafting reports and presenting to Council/Committees/Boards Identifying required plan and bylaw amendments based on current realities and the community's vision

Processing of rezoning and subdivision applications, community consultation.

processing redistricting application Land Use Bylaw amendments Developing urban design criteria and training staff on how to use them occasional subdivision processing

Producing policy documents, writing zoning bylaw regulations, stakeholder consultation, speaking engagements and processing complex land development applications.

program management for cross-corporate teams -policy development -staff development -operational group design -change management -communications

Project and Program Management

Project enrolment, capital planning, program planning, statutory plan input, school site design input, committee work

Project management

Project management for public sector clients; drafting statutory plans, public consultation plans, proposal writing, drafting zoning regulations and staff management/mentoring

Project Management of planning projects including development of new plans, plan amendments, zonings, subdivisions, and road closures. Writing of policies and zoning. Submission, monitoring and negotiation of planning applications through to Council approval.

Project Management, LUB Amendments, Reports and Presentations to Council

Project management, strategic advisor on projects, preparation of plans and studies.

Project management, urban planning and design, staff supervision, business development, project accounting, client relations.

Project Manager for gas and oil pipelines and facilities applications. Analyze and research regulatory issues affecting company.

Project Manager for a large, multi-disciplinary internal information gathering/resource alignment/prioritization program Manage a team that does older neighbourhood civic alignment and policy planning (redevelopment plans) Provide subject matter expertise into policy, strategic and resource planning for the branch

Project Manager for a range of planning projects supervising the planning team of 8

Project Manager for the Plan Your City Project..the City's Long Range ICSP/MDP, Senior Planner for the Older Neighbourhoods, Expertise as required by Adm.

Project Planning, Mentorship, Staff Management

project/program management, area structure plan development, outline plan development, biophysical overview, BIAs, policy resolution, public engagement, regional planning

proposal writing, ASP and NSP amendments, rezoning applications, policy writing

Provide community energy planning services for the territory. Develop policies for energy conservation and energy efficiency.

Provide current and long range planning services to the Town. This includes updates and implementation of statutory plans, administration of the Land Use Bylaw, subdivision planning, and managing of the development permitting activities.

provide detailed planning analysis and prepare planning applications (land use redesignations, subdivision, development permit) Organize and facilitate public consultation and engagement workshops liaise with municipal planners and consultants

Provide urban design guidance to corporate-wide planning and development projects including area structure plans and area redevelopment plans, develop urban design guidelines, review land use (as in outline plans) and development applications, planning outreach and advocacy, community/public participation

Providing advisory services to municipalities and the public on the matters related to land use planning, Legislative research and analysis, Drafting of policy recommendations related to issues concerning the land use planning policy and legislation, On assignment, assisting the municipalities in review of MDPs for alignment of municipal planning with the provincial land use legislation and policies, Carrying out consultation for bringing new / updated land use legislation and/or regulations, Representing the ministry on cross-ministry groups / initiatives concerning the land use, social, environmental and economic issues.

Rapid transit network design, public engagement, facility planning, budget planning, applications to other levels of government for capital budget.

Recruit, manage and lead 5 professional staff, providing high quality Planning advisory and capacity building services to GoA ministries, municipalities and stakeholders. Support the Municipal Government Act review. Lead the Airport Vicinity Protection Area Act, the Subdivision and Appeal Board Regulations and other supporting planning legislation consultations and review. Developed and implemented a planning advisory tracking system for reporting and quality control purposes. The tool assists with capacity identification and results based analysis. Supervised the Calgary Metropolitan and Capital Region Plan evaluations delegating meaningful responsibilities to staff to synthesize complex fiscal, political and operational policy into approved regulatory and program actions. Represent the Ministry on cross-ministry initiatives such as oil sands and pipelines, regional-metropolitan planning, land disposition, high growth municipalities and infrastructure planning. Represent the Director, Executive Director or the Assistant Deputy Minister on Cross- Ministry committees such as Oil Sands Secretariat, Land Disposition and School sites

Recruit, train and manage 5 professional staff, providing high quality Planning advisory and capacity building services to GoA ministries, municipalities and stakeholders. My team works on a broad spectrum of Planning matters, all provide applied planning and advisory services in addition to addressing: 1. Federally regulated development, regulations renewal 2. Oil Sands Area planning & infrastructure development & capacity building development 3. Regional metropolitan planning & ID 349 planning oversight 4. Water policy (provincial representative) & environmental planning 5. RMWB/Fort McKay, land disposition & energy development near urban areas Conduct and support major legislation and regulation amendment reviews by leading multifaceted policy analysis, cross ministry evaluations and legislative consultations for MGA, Capital Region Board (CRB), Airport Vicinity Protection Area and Aggregate Levy Regulations, Calgary Metropolitan Plan (CMP) legislative adoptions and Responsible Actions policy development. Anticipated reporting and quality control needs for program development and reporting and therefore developed/implemented a planning advisory tracking system that serves capacity identification and results based analysis needs. Lead the Calgary Metropolitan and Capital Region Plan evaluations delegating meaningful responsibilities to staff to synthesize complex fiscal, political and operational policy into approved regulatory and program actions. Currently act as the Provincial Rep. to the Capital Region Growth Plan Review Working Committee. Represent the Ministry on cross-ministry initiatives (Oil Sands Secretariat, Centralized Land Disposition) addressing oil sands and pipelines, regional-metropolitan planning, land disposition, high growth municipalities and infrastructure planning

Redesignation and Subdivision applications Development permit applications Endorsement applications Policy development and implementation Land Use Amendments Special Projects Customer Service/Meetings Site Visits Presentation to Council and various other boards and committees including Council workshops

represent community associations on projects

Representing Parks in the development of Area Structure Plans and other policy plans. Also relieving on file review when required.

Research and report writing in relation to flood recovery and floodway development planning and regulation. research and teaching - environmental planning

Research and writing of statutory plans and documents.

Residential subdivision documents and processes, public consultation, project management

Respond to DP applications related to heritage properties and heritage areas. Facilitate legal processes to protect historic resources. Develop custom zoning for heritage properties and heritage areas. Administer incentives to heritage property owners

Responsible for all municipally held land and to acquire and dispose land as required by capital projects

Responsible for policy creation and implementation. Primarily related to Statutory Plans and ASPs.

Responsible for providing planning and development support services, on behalf of Recreation, Parks and Culture (RPC), at the Corporate, Department, and Section level. This involves representing the RPC Department on planning committees and teams at levels, coordinating those approvals related to the planning and design of recreation/park facilities and open spaces, providing expertise through intra-departmental review and community facilitation through public participation processes.

Responsible for reviewing development permits Development appeals Direct Control development permits Outline and Area Structure plan review and project management Redistricting for development Subdivision approvals

Responsible for the management of Planning & Development, Public Services, Engineering, Facilities and Public

Transportation

retired from daily firm management; now work on project specific basis

Review analyze, and make recommendations to City Council or Subdivision Authority for plan adoption, plan amendment, rezoning, subdivision, and road closure applications. Review and make decisions on development permit applications. Negotiate and resolve land use issues with applicants, civic departments, and the public. Provide professional advisory and consultative service for various stakeholders including the general public, civic departments, consulting firms, and developers.

Review and coordinate environmental reviews under the North Saskatchewan River Valley Area Redevelopment Plan. Review land development applications with an ecology perspective

Review and make recommendations on variety of development applications including land use amendments, development permits, and outline plans (subdivision).

Review and process plan amendment, rezoning, road closure, and subdivision applications, prepare reports to City Council and Subdivision Authority, community consultation, and provide professional planning advisory services on land use, zoning and subdivision matters to the public.

Review applications, develop policies

Review Development Permit applications as they apply to the various policy instruments of the province and the city.

review development permits and land use amendments -Attend and facilitate community engagements

Review Land Development Applications: Plans (ASP, NSP, etc.), Amendments to Plans, Rezoning, Subdivisions, Road Closures

Review of Development Permit applications, Land Use amendment applications, work on Outline Plans

Reviewing and approving changes to municipal parkland.

reviewing and updating the land use bylaw based on evolving planning theory and practice, to more effectively implement policy or to respond to changes in market or industry practice providing expert advice and interpretation regarding LUB questions engagement with LUB stakeholders (internal departments, industry, communities)

Reviewing applications for Ministerial Consent and acquiring land in support of other ministries' program areas.

Reviewing development applications on Crown lands - Working with municipal agencies to regulate development adjacent to Crown lands - Leading due diligence work on acquisition and disposition of Crown lands

Rezoning, Subdivision and Development Permit applications; Statutory Plan and Policy development

Roadway Numbering and Naming, and naming Parks, Neighbourhoods, and other municipal facilities.

Run the organization on behalf of board of directors.

see 9.b

Senior Manager of Planning and Urban Design Group

Service tax payers in the provision of day to day planning advice, work collaboratively with government agencies and developers, provide recommendations to Council, Subdivision Authorities and Committees. Preparation and update of Long Range Planning, Presentations to organizations and residents. Research topics and present to Council.

Single person firm, so the whole gamut of planning consulting responsibilities

Socio-economic, housing market and public policy research and analysis, program monitoring and evaluation, developing housing programs/policies, working with private and non profit sector on joint initiatives, planning and facilitation of community engagement processes.

Sole practitioner

Special Projects

Strategic advice and support to senior planners and managers / facilitation / writing / coaching teaching process to engage stakeholders

Strategic Business Planning for the Agency Operational Planning Facility Planning and Operations

Strategic direction to the City as well as financial and planning oversight

Strategic land planning services community design Project strategy and management business operations mentorship and training director of our non-profit organization

Strategic leadership of planning, development and safety codes

Strategic Planning, policy analysis, engagement, project management, report writing

Subdivision and Development

Subdivision application processing; review of LUBs, IDPs, MDPs; MPC meetings and public hearings; daily correspondence

Subdivision applications, Area Structure Plan applications, redistricting applications (ASP, LUB and MDP), council planning advisories, developed urban design standards in specific sites downtown, policy development and city-wide administrative procedures for naming, liaison with public and developers, research and report writing for pedestrian and cycling best practices

Subdivision design and control Development agreements, sales agreements Land transfers Land policy drafting Subdivision files, rezoning files, file manager for ASPs, assist with long range planning projects, heritage planning and municipal designation,

Subdivisions and Area Structure Plans

Subdivisions, Area Structure and Development Concept Plans, Land Use Bylaw and Municipal Development Plan development

Subdivisions, processing statutory plan amendments, policy development.

supervise current planning staff, process complex application

Supervise unit of 5 staff. Development and monitoring of municipal development plan. Growth Analysis.

Supervising 6 Senior Planners in a current planning branch

Supply and demand analysis, including demographic trends in housing and spending. Benefit/cost and pro-forma analysis for major public and private projects.

support and enable urban planning and placemaking projects; creatively engage citizens; support other policy initiatives related to infill and food and agriculture.

Support City Council, prepare strategic plans, oversee policy development, budgeting

Support our executive, facilitate projects, project management, policy development, manage my staff

Support the Branch Manager for Intergovernmental and External Affairs; Author of the Branch Business Plan

Taking raw land through planning process to fully serviced land.

Teaching and research

the policy work regarding congregate Use classes and the effects of our neighbourhood. I work extremely closely with the Ministry for Health, Municipal Affairs is trying to resolve issues between our groups (communication with stakeholder and the public)

To guide Planning Techs, Planner-I's and Planner-II's though the process of development permitting and subdivisions and to deal with large scale subdivision and development projects

To promote the firms planning, development, engineering and other skills to municipalities; undertake any planning work (subdivision, land use, statutory plans, etc.) awarded to the company.

Train, mentor, and supervise a group of planners as they negotiate and process planning applications. Liaise with other municipal departments to advance planning interests and promote planning principles. Review and comment on draft policies. Participate in department management initiatives. Business lead for the Accela automated permit system.

Transit Oriented Development / Brown Field Redevelopment

Translate City Council policies into action, leadership of staff, overall responsibility of >\$110 million operating budget

Transmission line and substation routing and siting.

undertake planning projects as project planner, project manager

Urban Design, Masterplanning, Planning Approvals

Value-add and develop city-owned surplus lands. Identify market and development opportunities of city-owned lands. Provide development and planning guidance on work necessary to bring lands to marketable and saleable state.

Verify that homes are being built according to a set of prescribed design guidelines. Check drainage of lots.

WinterCity Coordinator - project manager, facilitator, strategic planner, community engagement, marketing consultant, writer, networker, maker

Work with CAO Strategic Leadership Team to develop and implement Corporate Vision and guide strategic plans for Planning, Engineering, Safety Codes, Assessment and Economic Development Services

Work with developers to create or amend land use plans, policy and/or regulations to implement their land development projects. Advise and consult our municipal clients on land use planning matters regarding approvals, and assist in their municipal projects that require land use planning expertise.

Working collaboratively with 5 other planners, we provide Planning Services for 12 municipalities. My primary responsibilities are to provide Current Planning services including answering planning inquiries, writing planning reports, subdivision application review. We are currently changing the way we work as a team, splitting Current and Long Range Planning. I am finalizing work on the review and revision of Land Use Bylaw. Previously I worked on several legislative and regulatory documents including the development and/or rewriting of Municipal Development Plans, Land Use Bylaws, Area Structure Plans, as well as working on RFP proposals, as well as other special studies including a Senior's Housing Study.

Working with land development clients on a wide variety of planning and engineering scopes from long range planning, visioning, community planning, to subdivision design, outline plans, and land use redesignations. Also specializing in environmental conflicts with urban development, wetland management, and urban stormwater drainage.

Working with municipal to create policies and regulations for future growth and private sector clients to add value to their land or to develop. Public consultation is a big part.

Write policy

Write text amendment to the Zoning Bylaw. Provide updated regulations to meet changing needs and trends and to implement policy. Engage with internal and external stakeholders to develop amendments that address a wide range of interests. Write information and Bylaw reports to Council and Executive Committee. Respond to internal and external Zoning inquiries. Support other sections within the Department, including those developing policy and plans.

writing area structure plans, rezonings, subdivisions, teaching new planners, liaising with other city departments, presentations to Council, MDP updates.

Writing MDPs, area structure plans, land use bylaws, and subdivision and development applications

Writing municipal bylaw, consultation & negotiation with external agencies, liaising with communications & other departments, project/file management, reviewing special area/direct control zones submitted by applicants.

Writing planning documents, reviewing planning documents, supervision of planning team of 4 to 6, business development, presentations to the clients and municipal councils

Writing policy and community plans

Writing policy.

14. Are there certain responsibilities that you would like to focus on or would like to be doing more of in your current job?

14.b) Please specify those responsibilities.

| | |
|--|---|
| Actually implementing Implementation tasks identified in various plans I've drafted | Future site planning |
| administrative supports and resources planning | Having staff and budget. More autonomy regarding report content/review. Closer to giving presentations to City Council. |
| Anything policy-creation related. | human resource management |
| Being a mentor to junior staff | I currently work on means of strengthening ties between long term plans such as the MDP and mapping of capital projects and am striving to draw stronger connections in these areas and tie them to budgets. |
| better understanding of technical matters that relate to planning such as engineering and building requirements | I like current planning and facilitation, but will be doing more long range planning. Current has shorter deadlines, concerned long range will not get done. |
| broader policy development | I would like to be doing more long range policy planning i would like to do more urban design (from a policy and practical perspective) |
| Business Development | I would like to gain more experience with developing long range planning documents |
| Capacity Building; best practices development; program evaluation and design - to serve the whole province | I would like to get more into policy development when a position opens in my department in 2016` |
| Collaboration with academic institutions on contemporary research on planning matters in Alberta. | I would like to work on more challenging projects. |
| Computer simulations for land use bylaw implementation, form-based coding | Id like to be working more directly with regional planning initiatives and more closely with regional stakeholders. I recently changed positions within my company and I miss this type of work. I particularly miss working with First Nations stakeholders. |
| Concept Plan development - design related activities | I'd like to do more policy related work |
| Construction | improving the integration of policy direction, regulation and process |
| Current Planning | Increased management responsibilities, leading to senior management and directrial roles. |
| Current planning & Climate Change/Environmental Planning | infill projects, community planning |
| Cycling masterplan | Infill work |
| Design and the entitlement process | Intermunicipal Planning |
| design of site plans and neighbourhoods, urban design, and preparation of amendment applications | International planning |
| Development and Subdivision Agreements | It would be nice to have more legislation or policies in place to give us the power to save more of our built heritage |
| development/subdivision review | land acquisition, negotiation, legal and financial structures. |
| Distinguishing between business process initiatives and land use bylaw initiatives | Land acquisitions. |
| enforcement, certain groups of applications | Land planning |
| engage as speaker, teach at the university on planning related matters such as Planning for Healthy Communities, Planning legislation in Alberta and across Canada, develop MOUs with Federal Government on funding for targeted plans | Land policy drafting, agreement writing, project development |
| Environmental Policy Development - such as reducing greenhouse gas emissions. | less of my own case work and more mentoring/leadership |
| Exposure to growth management and regional planning facilitate changes to municipal planning regulations / bylaws to permit "green" development | like to bring together various community groups to advocate broader sense of community |
| Focus on environmental planning | Long Range Planning |
| focus on facilitating positive change in established neighbourhoods undergoing intensification and redevelopment | |
| Forecasting, Policy Development for Upcoming Municipal Development Plan | |
| formal mentor relationship with colleagues (planner 1's) | |
| Further mentoring and supervisory skills | |

| | |
|--|--|
| Long Range Planning | Planning implementation |
| Long range planning | Policy and Plan development |
| Long Range Planning and Policy Development | Policy Development |
| Long range planning and policy development | policy development |
| Long range planning, signing authority for subdivision matters | policy development |
| Long range strategic planning | Policy Development |
| Manage people within the organization, not just projects | Policy development |
| Management of a larger team. | policy development |
| Managing people, mentorship | Policy related projects including ASP development, outline plans and neighbourhood plans |
| Mentoring | Preparation of policy and statutory plans. |
| More consultation and engagement | Preparation Planning Documents eg. MDP, LUBs & ASPs |
| More control over design outcomes | Program development; staff supervision; urban design |
| More emphasis on coordinated strategic and regional planning. | Project Management |
| more growth management and analysis | Project Management |
| More inter-agency planning | project management, larger planning projects. |
| More interdepartmental strategic planning, especially with finance and engineering departments. | Public Realm Mixed Use Regeneration Development |
| More long range planning initiatives | Reform of the planning system. |
| more of the actual due diligence, site selection, proposals and development submissions, and attending public events. My current role is more of reviewing other's work and communicating with government bodies and internal technical experts. | regional land use planning and policy development, growth management strategies,annexation studies and negotiation support, municipal policy development for infill and intensification, agricultural and environmental resource management, LRT statipn area planning, energy and transportation corridor studies and planning, public consultation in transportation and parks planning projects |
| More planning and less development control | Regional partnerships |
| More policy planning and involvement in the development of area structure plants, etc. | regional planning |
| More presentations and more presence with the Public, Media, and City Council. | Regional Planning |
| more statutory document writing | Review neighbourhood structure plans. |
| More strategic planning | Reviewing current planning applications |
| More strategic planning | Routing and siting |
| more time for division management | Shifting from tactical/operational work of land development and towards more strategic and capital planning aspect of development |
| More urban design work and public consultation | Site Planning and other design-oriented initiatives |
| no specific responsibility, but I rarely do the same thing twice, am always evolving in my job | Staff management |
| Not necessarily responsibilities but type of work - I would like to do more work for municipalities (i.e. planning studies, advice on policy development, parks and recreation master plans, etc.) | Stakeholder engagement |
| Organize the training and development of my staff, researching new initiatives and ideas for smarter growth and providing that information to Council and the public. | Strategic and overarching plans, municipal development visioning, placemaking |
| Our organization is in need of restructuring to better align policy formulation and service delivery. | strategic planning |
| outline plan review and policy development | Strategic planning |
| participate in policy preparation | Strategic planning |
| Planning | Strategic Planning |
| Planning | strategic planning and staff development |
| Planning applications. Planning studies / research. More design / lot plans. | strategic planning and urban design; community/public participation |
| | strategic planning, budget planning |
| | Strategic planning, recreation planning, first nations community planning |
| | Strategic Program Management, Value Management |

| | |
|---|--|
| Strategic work to support priorities of my team, negotiation | Urban Design |
| Stronger integration of long-range planning policy work, subdivision, and rezoning into the development planning process. | urban design |
| subdivision design in new neighbourhoods, urban design | Urban design |
| Supervising younger/new planners. | Urban design |
| supporting projects requiring urban design skills/knowledge, conducting pro formas | Urban design; long-range planning. |
| Sustainability, policy and research | urban-rural interface planning, urban agriculture and rural community planning |
| Teach young planners about political elements of planning. | Work plan preparation and management, strategic planning |
| team management, staff retention and hiring | Would like more leadership opportunities |
| The fun pieces - interaction with others, design, | Would like to be involved in the plan adoption process |
| The inter play between the province and our municipalities | would like to be presenting to Council and committee's. |
| Training and education | Currently our Manager prefers to take our work before them. |
| Urban / community design | |

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

22.b) Please specify those aspects of your job.

| | |
|---|--|
| As a consultant planner, I often do background research for which I am not compensated through a contract. | Overtime and professional status. There is a disproportionate number of staff and areas of responsibility between the three planning managers. I have the most staff and greatest breadth of areas to cover. |
| As a temp employee I have no sick days, no benefits, forced to take days off without pay such as non statutory holidays compensation based on amount of work and responsibility | overtime and rate of pay based on performance is capped at a salary maximum |
| deduction of pay on sick days | Overtime compensation is not consistent; sick leave is very inadequate |
| Expenses related to engagement and consultation, training and development | overtime hours can only be banked as vacation time. |
| expenses! | Overtime is considered flex time (to be taken off normal time), but challenging to approve and needed more with workload increases |
| Health supplement | overtime pay/time in lieu |
| high quality work, good performance are not compensated | overtime, additional vacation with more seniority |
| hours of work (e.g. not enough staff) | overtime, expenses including parking |
| hours outside of contract amount uncompensated | overtime, expenses, professional development |
| Hours worked, taking on more work | Overtime, meal expenses and mileage to attend required meetings after normal work hours. Expectation to remain connected to the office after hours and on weekends using personal devices because business phones/computers are not offered. |
| I work more hours than I report every week. | Overtime, responsibilities beyond my position. |
| Last year I was not compensated for a significant amount of overtime, however I did receive an unexpected bonus. | Overtime. |
| Level of responsibility | project accounting, financial reporting, overtime |
| Lots of overtime that I am not compensated for because I am in management. | Properly delivering on job accountabilities/responsibilities requires average 60 hour work week, involves considerable stress and presents ongoing constraints to maintenance of work/life balance. |
| NA | recognition of supervision and overall responsibility of the team lead |
| No full time top up for maternity leave for entire year (partial top up). | requests for volunteer effort from my peers without compensation for various level of government, their employers |
| no overtime - salary based | Sick days. We are allowed three "sick incidents" per year. They can range between 1-3 days in length, all consecutive sick days count as one incident. If you had more than three "incidents", your pay while being sick is reduced to 75%. |
| no overtime in a management capacity | Sick Leave |
| No overtime pay. As a salaried employee I would like to be able to bank overtime. | sick pay |
| no time and a half for overtime; four sick days per year | Sick pay |
| Non union receive no overtime but 5 days extra holiday per year | sick pay over 5 days |
| o.t. | Sick time |
| OT | sick time |
| Other related duties creeping in without compensation, for example this year I began working with Economic Development at no increase. | Sick time |
| Over time [30 mentions] | Specifically the level of responsibility and personal time spent working versus the overall salary. |
| over time is paid as time in lieu, limited training budgets | staff development |
| over time, and time off. I have about 11 weeks of time off annually. But because of requirements of the job I cant use the time i earn. | supervising staff has been added to my job with no compensation. No pay for overtime, but per hour worked |
| Overtime [30 mentions] | |
| overtime - as a senior person you are expected to work as much as it takes to get the job done | |
| Overtime - greater than 50 hrs per week | |
| overtime and level of responsibilities | |
| overtime and professional development are not competitive and are not properly compensated | |

get time off in retire, but they do not want you to work overtime, but with the work load can not keep up.

The soft / people skills - engineering firms tend to focus on the numbers...

there is no sick pay, limited overtime (that's permitted to be compensated), and limited on approval of expenses.

Time in lieu

Vacation pay

We do not have 100% sick pay , also mileage can be difficult to collect

We only get straight overtime while other departments for the same activities get 1.5 or 2 times overtime work many hours a week with limited time off

Work related to compiling information realted to legal cases working from home outside of regular hours

Workload - Unreasonable timelines - Increased responsibilities (work ares)

23. 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?

23.b) Please specify those other ways that you would like to be rewarded.

4 weeks of vacation at 5 years of service as a planner, transferable to any government or municipal job (ie union rules discourage transitioning to other jobs)

5 days vacation

Access to LAPP as a full time temporary employee.

Access to provided office, parking and business machines, corporate events such as UDI and BOMA, APPI Conference.

additional days off - (non-taxable) would be a good way to recognize achievements by employees.

additional vacation and/or flexibility of hours

Additional vacation time [3 mentions]

Additional vacation, increase in rrsp matching, eye care benefits

Adequate staffing levels

An additional week of vacation time.

annual leave

another position

Appreciation

Appreciation from managers and coordinators for our efforts, thank you cards, coffee bonuses, like we used to get

Assistance with work, conferences, educational opportunities, vacation time.

Attend conference and trainings

attended forums or a conference

Awards, Recognition, vacation time, bonus

Banked overtime so essentially more vacation time.

Being assigned work that is appropriate to my skills and knowledge.

Better Benefits

Bonus awards for jobs well done

clear time in lieu policy

Collection of pension and additional vacation time

Creation of an intermediate position, I have a glass ceiling in my current position

Current Planning Branch (within Sustainable Development, City of Edmonton) does a HORRIBLE job of recognition. Whereas other Branchs, type of work, has opportunity to win awards, has management who seem to care more, are aware of their roles within the corporation, and make the effort to recognize them.

EDOs, improved benefits

Flex time

Flex time

flex time, vacations time, temporary leave opportunities

Flexible work arrangements/work from home days

flexible work hours

Formal recognition from superiors.

Holiday time

I do not feel valued as an employee within my department. There is little incentive to be in my workplace except for the compensation.

I have seen other employees move past me in the organization despite the fact that I have consistently performed at a high level. I recognize that I do well where I am, but feel passed over and left behind.

I would appreciate opportunities for growth and professional development

I would like more responsibility

I would like to manage people and be more involved in all aspects of the organization. I would like to see promotional opportunities.

I'd like unused sick days to be available as vacation.

ideally, more than three weeks vacation

improved benefit package ie medical plans

Increase EDO eligibility over a calendar year.

Increased vacation time and matching RRSP contributions.

Larger professional development budget

Management responsibility and vacation time

more flexibility

More flexible vacation time.

more flexible work arrangement

More flexible working arrangements.

More holidays

More opportunities for formal recognition

More opportunities for training and attending conferences

More opportunities to earn flex days or earned days off.

More opportunities to engage in other projects within the organisation

More paid vacation time, more opportunities for employer paid professional development courses

More recognition

More recognition and to be given projects in which I have no experience on.

More responsibility [9 mentions]

More responsibility and direction on what

skills/experience are required to advance to the next pay

band

More responsibility and flexible work schedule

More responsibility and interesting long range planning and ASP applications and advising Council

More responsibility and leadership opportunities

More responsibility and more vacation time

more responsibility and vacation time

more responsibility would be appropriate, would like overtime pay

more responsibility, more involvement in discussion on future direction of the organization and processes

More Responsibility. More vacation for bonuses.

More responsibility. Recognition of the need to provide business equipment to supervisors if expectation is for them to be available outside of office hours.

More support for professional development, personal recognition, more responsibility for mentoring other planners.

More supported time allowed for professional development, personal knowledge growth.

more time off [3 mentions]

more time off, fitness schedule flexibility

More time off, or time in lieu for overtime worked.

More time off, vacation or leave for training and development

More training, more vacation time

More vacation [3 mentions]

More vacation or flex time to ensure good work life balance is encouraged. Allows other interests to be explored

more vacation time [15 mentions]

More vacation time to travel

more vacation time, flex days

more vacation time, flex work schedule

more vacation time, more responsibility

more vacation time, or recognition

more vacation,

more vacation, general recognition when projects have been completed successfully

More vacation. More autonomy. I used to have it but with recent re-org, there is a new focus on bureaucratic structures, my ability to do my job efficiently has greatly diminished.

More variety of work. Possibly lateral transfer to another work unit.

opportunity for time off, learning and training opportunities

opportunity to work less hours

Our organization has recognition awards and a good compensation package.

peer recognition

perks, non monetary bonuses

promotion

Proper sick time compensation

Reclassification of current position or promotion to a higher position

Recognition [12 mentions]

Recognition (informal) and vacation

recognition and more vacation time

Recognition and vacation time.

recognition for quality of work

recognition for work well done, and more responsibility

recognition from senior management about work done well,

Recognition of skill sets and experience, ability to progress career through promotion.

Recognition of work that aligns with strategic direction and good planning practice - not just business practice

recognition within government, academic, professional association events, appointments and more responsibilities, time in lieu not money for overtime, dedicated budget for professional development no matter where the conference I want to attend takes place (in Canada or US)

Recognition, better corporate support on project delivery,

recognition, education opportunities, vacation time, new responsibilities

Recognition, more control of budget.

Recognition, more responsibility and additional time off.

Recognition, more responsibility, and/or vacation time.

recognition, more responsibility, vacation time (I have no paid holidays)

recognition, more responsibility, vacation time, project selection

Recognition, next level of assignment, better prospects of elevation, opportunities for participation in inter-provincial / international events, etc.

recognition, perks like cell phone or parking or transit pass, vacation time is quite low

Recognition, superior to be interested in work.

recognition, vacation time

recognition, vacation, more responsibility

recognize my values and get promotion

recognition among peers and co-workers

respect

Responsibility and being backed up by senior management

Retirement funding/RRSP matching would be great.

Rewards and recognition

shares, additional vacation time

Student loan assistance/repayment, vacation time.

thanks

the work needs to be meaningful, a clear path between

effort and reward and a sense of autonomy over the work. The first two are fine, but there is very little atonomy over the work as managers of planning in my workplace are not trained as planners and are not undertaking accreditation through APPI, so they have little understanding for which they are managing.

Time in lieu of working evening meetings/weekends.

Time off

time off / additional staff to carry the burden

Time off/vacation

timely recognition

training and career development

training opportunities and funding

Training/learning opportunities, flexible work hours, involvement in diverse projects

vacation [14 mentions]

Vacation and flexibility in hours

Vacation days, internal recognition, support for professional development

Vacation levels are too low given long hours expected to work

Vacation pay

Vacation Time [25 mentions]

vacation time / flex time / working from home

Vacation time and promotion. Stock options/profit sharing.

vacation time and/or flexible days off

Vacation time, bonus

Vacation time, bonus reward

vacation time, flex hours, more responsibility

vacation time, flexible hours, opportunities for advancement

vacation time, health spending account

vacation time, more responsibility

vacation time, permanent position

vacation time, recognition [4 mentions]

vacation time. more fridays off. appreciation days. free coffee. free lunches

Vacation, bonus potential based on lot sales

vacation, bonuses, attendance at conferences

Vacation, Earned day off

vacation, flexibility

Vacation, time in lieu

vacation; performance bonus

Would prefer more vacation time increase after fewer years, first increase currentlty after 7 years with the organization.

28. Are there other benefits that you receive not listed above?

| | |
|---|---|
| \$1000 spending allowance/year | Health Care Spending Account |
| \$150 per year fitness allowance. | Health Care Spending Account \$710 |
| \$500 wellness account | Health Care Spending Account/Year |
| \$500.00 health and wellness account | Health Savings Account |
| 3 weeks sick time | Health Spending |
| 750 Health Spending Account | Health spending account |
| Access to company vehicle for work purposes | Health spending account |
| Active Living No Interest Loan | Health Spending account |
| Ample opportunities to attend events | Health spending account |
| annual vacation allowance | Health Spending Account |
| Child care | Health Spending Account |
| Childcare subsidies | Health spending account |
| Chiropractic | Health Spending Account (\$710) |
| City offers free membership to its fitness & recreation facility for all staff. | Health Spending Account \$500 |
| Company matching of not for profit donations and volunteer time | health spending account of \$1100/yr |
| Compressed work week | Health Spending Account: \$950 pa |
| computer purchase program | Heath Spending Account |
| Counselling | holidays |
| Drug Plan - 80% | housing / cost of living allowance |
| Earned Day off - once every two weeks | interest free loans for computer purchases |
| Earned Day Off Program | Learning and wellness benefit (physical activity funds) |
| Earned Days off | maternity leave benefit |
| Exercise programs in the office | Member dues to other organizations |
| Extended medical | option health benefit of \$500 |
| fitness | Performance Bonus |
| Fitness classes | Personal Spending Account |
| Flex account | Reduced transit pass |
| Flex time - 12 days per year | RRSPA matching - 100% up to 3% of salary |
| flexible time | shares |
| Flexible work options - Telework | sporting tickets |
| great bosses that focus on productivity more than face time. | staff discounts at company resort property |
| gym annual pass | transit pass |
| Gym membership | Transit pass |
| Gym, shower and class 2 bicycle facilities | transit pass |
| Health and fitness benefit \$200.- year | Transit Pass |
| Health and fitness programme | Vacation Travel Allowance |
| Health and Wellness | Vision |
| Health and Wellness | Wellness Account |
| Health and Wellness | Wellness Spending |
| Health Care Spending Account | wellness spending account |
| Health care spending account | Wellness up to \$400 per year |