



## **One Calgary Budget Adjustments Background Information: Civic Partner Compensation Strategies**

Civic Partners were asked to provide their compensation strategies for 2019-2022, particularly in regards to how their organization were managing expenses including salary increases through compensation strategies. The information contained in this memo is a compilation of the information provided by the organizations.

### **Aerospace Museum Society of Calgary (The Hangar Flight Museum)**

- In the past three years six (6) full-time staff have received cost of living increases each year as follows: 2017 (3%), 2018 (3%) and 2019 (1.5%). Part-time employees received a minimum wage increase in 2019 as per new Alberta legislation.
- Board is reviewing the 2020 Budget and performing a full review and comparison of wages within the non-profit industry. It should be noted that in 2019, the Museum added a much needed Collections Manager increasing the organization to seven (7) full-time positions. The Hangar Flight Museum is growing successfully. At minimum, a cost of living increase will be considered again in 2020 as per the Calgary cost of living index. Proposed increase for full-time staff is approximately \$10,000.00. Employee retention is top of mind for the Museum to ensure continued exciting and successful growth.

### **Calgary Arts Development Authority**

- With fiscal year 2019 almost at an end, we were able to hold the line on our staffing numbers to 2018 levels. As a result we were able to administer the additional duties and efforts associated with our budget increase to 15 FTE which includes all of our employees and contractors; thereby finding a way to invest more dollars into the arts sector to the benefit of Calgarians.
- For 2020 we plan to re-allocate duties and services among employees and contractors but will still maintain 15 FTE so that we may provide better service to the arts sector and thereby do better on behalf of citizens. Further we will be freezing salaries and fees for 2020; and cutting a planned introduction of an RRSP matching program for staff. Something that has not been in place since Calgary Arts Development was first created in 2004.

#### *November 2018 information:*

- The proposed 4-year budget to City Council includes an increase to Calgary Arts Development's base grant to \$11.4M from \$6.4M. As a result increases are planned in staffing and compensation.
- Salary increases for existing staff are based on COLA and have been 2% – 3% including a freeze in 2016. Further we are planning adjustments to existing salaries that are in line with the average compensation levels for not for profit organizations of our increased size according to the Boland and Osborne surveys.
- 2018/19 Season – 0% COLA
- Anticipate future increase at a minimum of COLA.



### **Calgary Convention Centre Authority (Calgary TELUS Convention Centre- CTCC)**

- Over the past four years, the CTCC has frozen wage increases as we re-vamped the organization's compensation philosophy and strategic objectives.

### **Calgary Centre for Performing Arts (Arts Commons)**

- We have had to freeze salaries in the 18-19 and 19-20 fiscal years, we have reduced salaried staff by 3.6 FTE, cut one planned position and are not filling a current vacancy
- We are facing significantly decreased revenues in 19-20 and flat revenues for the two years following that meaning limited ability (if any) to provide COLA increases during that period

### **Calgary Economic Development**

- CED has not provided the entire team a cost of living or merit increase since 2015.
- For the four year period starting at the beginning of 2016 through until the end of 2019, CED salaries and ranges have been frozen with no increases. There have been a handful of salary adjustments made over the past four years to reflect increased responsibilities, retention of high performing staff or to address significant salary discrepancies where employees with lengthy tenure were below the 50% of the market range. It is important to note that CED has not conducted a market salary comparison since 2016 and therefore the ranges have not been adjusted in four years.
- Although the 2019 - 2022 four year budget submission to the City included a modest 3% annual merit/cost of living increase, in both 2019 and 2020, aligned with the need to further manage cost, management and the board did not recommend or approve a cost of living or merit increases for the entire CED team.
- It is important to note that after four full years of salary freezes, voluntary attrition has escalated every year for the same period. Although we will continue to invest in employees through professional development, we anticipate that our fifth year of salary freezes in 2020 will see further increase in attrition.

### **Calgary Heritage Authority**

- 2017 – no increase to salary.
- 2018 – 2% increase to salary.
- 2019 – a market adjustment was made based on benchmarked salary ranges from the Boland Report.
- Based on the Boland Report, 76.4% of participating organizations were predicting a salary increase of 2.5% for 2019.

### **Calgary Public Library**

- Calgary Public Library has 854 positions, of which 62 are Exempt or Management positions. Due to unfilled vacancies resulting from recent budget reductions the Library currently has 784 employees.



- Total expenditures on staffing are showing a definitive downward trajectory for 2019 and 2020. Attrition and the reduction in casual hours resulting from recent budget reductions and continuing budget uncertainty have led to a contraction of back of house support and frontline service.
- Compensation for unionized employees has followed the pattern established by City of Calgary settlements, including the 0%/0%/1.5% for 2018/2019/2020. Union employees not at the top of their salary band receive annual step increases.
- Non-union pay bands were adjusted by 1.0% in 2019. Adjustments applied to a limited number of employees and totaled less than \$69,000 in additional expenditures across the organization. Non-union employees do not receive automatic annual increases.
- Calgary Public Library offers a single pension plan (LAPP) and a single benefit plan, common to all eligible employees, and does not pay any form of bonus or retirement allowance.

#### **Calgary Science Centre Society (TELUS Spark)**

- Last year very few employees received an increase based on merit.
- Since the implementation of a scaled job classification system, approximately five positions have been “red circled” as being out of line with industry averages, predominantly lower than standard for the responsibilities and work performed.
- In 2019 – 2020 we will be conducting the comparable assessments again.
- Cost of living allowance is considered when it is financially feasible for the Society, and is approved by the Board and is incorporated in the budgeting process for the upcoming year.

#### **Calgary Technologies Inc. (Platform Calgary)**

- Since the split from Innovate Calgary, our intent is to be a much leaner organization overall. Specifically, we have eliminated our bonus program and perks such as car allowances. Our general aim will be to align our compensation strategy to reflect our non-profit status, recognizing that our services require us to bring in experienced entrepreneurs and executives to provide advice and mentorship.

#### **Calgary Zoological Society**

- Calgary Zoological Society provides market-based compensation. Last several years result has been stagnant wages across Zoo staff due to local market conditions. With mandatory minimum wage increases and City collective bargaining with City union employees, some staff saw required increases.
- Specific adjustments were made to employee salaries that were well below market in their salary range in 2017 and 2018. Most recent overall Society base pay increase was 2016 (+1.2%)
- City union employee collective bargaining adjustments (+3.5% 2016, + 4% 2017, 0% 2018, and 1.5% effective December 23, 2019).
- As local market conditions change our market-based compensation will follow suit. 2020 base pay changes are not final at this time and are dependent on budget approval, Society



performance in 2020, and finalization of funding from various sources (including the City operating grant).

#### **Fort Calgary Preservation Society**

The 2020 operating budget puts forward:

- 0% salary increases in 2020 (including 0% COLA)
- 20% reduction in CEO compensation
- A total salary budget of \$2,142,000 (compared to an actual salary spend of \$1,965,000 in 2019) – difference of \$177,000 being adding back in a fundraiser and a collections manager – both roles have been vacant for about six months now
- Going forward, any wage increases beyond COLA will be tied to results and performance merit

#### **Heritage Park Society**

- We do not have any approved full time or permanent part time wage increases for 2020 and we will not be increasing any hourly wages for the seasonal, on call or casual staff.

#### **Lindsay Park Sports Society (Repsol Sport Centre)**

- With respect to 2019 salaries, we have provided for an increase in the budget however, the increase would not go into effect until May, if at all. Management will monitor financial activity for the first four months of the year. If the Centre is meeting or exceeding budget, the increase would be considered. If the Centre is running a negative variance to budget, the salary increase would not be applied.

#### **Parks Foundation, Calgary**

- Our 2019 budget freezes the number of staff and compensation at the same level as 2018

#### **Silvera for Seniors**

- June 2019, Silvera for Seniors made a 4.8% wage grid increase from our 2017 grid to address wage demands brought on by minimum wage legislation, comparable housing industry market and living wage concerns in Calgary

#### **Calgary Sport Council Society (Sport Calgary)**

- For the period of 2019-2022, Sport Calgary is maintaining current minimal staffing levels and payroll (salaries and contracts) for 4.5 FT staff; hiring and payroll will now remain frozen, with a 2% adjustment under consideration for each of 2021 and 2022.

#### **Tourism Calgary**



- There will not be any increases to Tourism Calgary staff compensation in 2020.

**Vibrant Initiatives Ltd. (Vibrant Communities Calgary)**

- For the period of 2019-2020, VCC will maintain current staffing levels and payroll (salaries and contracts) and consider a minimal 2% adjustment allocated for cost of living. VCC uses the Boland Survey to benchmark salaries for staff members of the organization.

