

# BUILDING TEAMS BUILDING VALUE

2012 BOMA Annual Industry Compensation Survey Report



# ABOUT BOMA CANADA

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Through its regional associations, the Building Owners and Managers Association (BOMA) of Canada represents building owners, managers, developers, facilities managers, asset managers, leasing agents, brokers, and their product and service providers.

As the voice of the Canadian commercial real estate industry, BOMA facilitates national initiatives and the exchange of ideas that support our member associations in the promotion of education, advocacy, recognition of excellence and networking.

The combined BOMA association membership across the country creates a critical mass and focus of

resources to push for change on advocacy issues. BOMA facilitates the sharing of information and pooling of expertise, ideas and resources for the benefit of the local associations, individual members and the industry at large.

This Industry Compensation Survey Report is the result of the cooperation of the members in:





# A MESSAGE FROM BOMA

The Building Owners and Managers Associations (BOMA) of Canada is the voice of the commercial real estate industry with over 3,200 members in the 11 regional associations across Canada.

On behalf of the building owners, managers, developers, facilities managers, asset managers, leasing agents, brokers, and the product and service providers to over 2.1 billion square feet of commercial real estate across Canada, BOMA addresses issues of local, regional and national concern, and promotes excellence in the industry through information, education, advocacy and recognition.

This guide was developed with the cooperation of all 11 regional associations across Canada as part of our mandate to share information, pool expertise, ideas and resources for the benefit of these local associations, their members, BOMA Canada and the commercial real estate industry as a whole.

# ABOUT HAYS

The right job can transform a person's life.  
The right person can transform a business.

By truly understanding our clients and candidates, locally and globally, we help companies and people achieve lasting impact. This is what made us Hays – the world's leading recruiting experts in qualified, professional and skilled work.

Opening our first Canadian office in 2001, Hays has since grown to become a national recruiting presence. We have offices in Calgary, Mississauga, North York, Ottawa, Toronto and Vancouver.

Working closely with our private and public sector clients across the country, we place candidates into the right permanent positions, contract roles and temporary assignments. In addition to serving the needs of the Property & Facilities Management industry, the expert Hays Construction & Property team serves these sectors:

- **Architecture & Interior Design**
- **Civil, Structure & Environmental**
- **Engineering**
- **Construction & Development**
- **Mechanical & Electrical Engineering**

# NATIONAL FOCUS REGIONAL RESPONSE

Thank you to everyone who took time to complete the 2012 BOMA Canada Annual Industry Compensation Survey.

It is because of you that we are now able to offer the most up to date, topical and accurate information anywhere in the country.

As the voice of building owners and managers in Canada, the involvement of BOMA in this project has been invaluable as it has afforded us access to the gatekeepers of industry information from St. John's to Victoria.

Our expert knowledge of the recruitment landscape means Hays can translate the information provided and illustrate the effect of compensation and benefits on employee recruitment and retention.

We are pleased to be able to share our knowledge of the challenges facing your industry in terms of hiring and staff retention and look forward to strengthening our relationships with you over the coming year.

**Rowan O'Grady**  
**President, Hays Canada**

# ABOUT THIS REPORT

## INDUSTRY COMPENSATION SURVEY REPORT

Organizations of all sizes in the Property Management industry can utilize the following base salary, non-salary compensation and vacation information to help with your recruitment planning.

The report aims to provide a cross section of typical salaries showing a minimum-maximum wage range. We also comment on the current state of the market.

We have sourced the information in this report from:

1. Qualitative and quantitative data gathered in the Summer of 2012 in a voluntary, confidential digital survey sent to BOMA members and Hays clients.
2. Hays' current market knowledge of temporary and permanent placements made in across Canada.

**PLEASE NOTE:**

While every care is taken in the collection and compilation of data, this report is interpretive and indicative, not conclusive. This information should be used as a guideline only.

# RECRUITMENT & HIRING TRENDS

As expert recruiters to the Property & Facilities Management industry, Hays are in constant communication with industry professionals who are looking for work or looking to hire staff.

Through our most recent survey, conversations with industry professionals and observations drawn from our daily interactions with the industry, we have been able to paint a picture of what the Property & Facilities Management landscape looks like in the different regions of Canada.

## Vancouver

Overall the Vancouver property management market is relatively stable. There is some adjustment occurring as a result of the acquisition and merger of a number of major groups both from a residential and commercial perspective. Lots of mixed use and retail development is occurring across the Lower Mainland which will have a big impact on property management operations in the next 2-4 years. Coupled with this, a number of national groups look towards contingency planning for the future by identifying young professionals and the potential for promotion.

Salaries remain relatively consistent with the previous 2-3 years despite economic uncertainty. Organizations have had to look to expanding their salary brackets in order to attract candidates with proven success and experience in a particular position. While there are many marketing, sales and building operation graduates emerging onto the market, there is a shortage in commercial property managers with experience in building operations. This may be a result of more attractive salaries and relative cost of living in neighboring Alberta.

Experienced Lease Administrators remain in short supply as do Operations Supervisors with practical experience in producing operational budgets. Opportunities within residential rental and strata have increased, although it can be challenging for companies to identify experienced managers among the influx of newly licensed candidates. Attracting top candidates in today's market goes beyond salary; other important factors include payment of cell phones, parking, mileage or car allowance, home access or remote functionality, flexibility of working hours and administrative and accounting support. Organizations that consider these incentives will have a better chance of attracting and retaining top managers.

## Alberta

The commercial and residential property industry is growing steadily as a result of the construction and development work throughout the province. There is a healthy movement of professionals across the market due to a number of company acquisitions, buying and selling of buildings and facility contracts changing hands. With higher wages and growth opportunities, we are seeing more candidates wanting to relocate to Alberta within the Property & Facilities market.



**Edmonton:** Clients are making quick decisions in regards to hiring candidates as well as giving lesser qualified candidates opportunities. This is due to the shortage of candidates, creating a more competitive market than previous years. This trend is a consequence of the fluctuations in the Oil and Gas industry. Additionally, we are seeing salary increases for operational staff which will soon be on par with the Calgary market.

**Calgary:** Clients are predominantly seeking experienced candidates that can hit the ground running. Companies are being more selective in the hiring process and on average are interviewing a higher number of candidates before issuing an offer. Candidates are increasingly more open to new job opportunities that will expand their portfolios. There has been a steady increase in salaries and incentives, due to candidate requests for higher compensation, better vacation and more flexibility in their job.

In both cities, we find candidates inquiring about long term opportunities with pension benefits. As a result, employers are focusing on company incentive plans as a retention mechanism. As companies begin their succession planning, they are hiring more junior level candidates at a lower cost, while investing in skills training as a plan for long-term retention.

## Prairies

Saskatchewan continues to experience unprecedented economic growth and new employment sectors are emerging creating new opportunities. Similar to Edmonton versus Calgary, Regina and Saskatoon are emerging as having different needs as there seems to be more of a demand within Regina for operational staff.

Currently we are growing our business in the Manitoba region. As we engage with clients, we are finding that benefits packages are seemingly less competitive than Alberta's. For example, standard benefit packages in Alberta are a 70-30 split for the employee, where in Manitoba we are seeing a 50-50 split.

## Ottawa

There has been a consistent level of new employment opportunities in the Ottawa market over the past 2-3 years and we can expect much of the same this year as over 50% of the respondents stated they intend to increase their headcount. Overall this was a stable year for the Ottawa/Gatineau recruitment market, minus the Federal Government announcing their sweeping budget cuts which impacted all sectors of the local market. With an increase in lay offs, the Ottawa region took a collective breath. Nonetheless, despite the large

number of people affected, the majority were absorbed in other industries without too much of a disruption.

Last year, despite an increase in number of candidate resume submissions there were proportionately fewer granted interviews for the same number of new hires made (compared to the previous year.) Meaning, employers were more selective in their candidate review but were efficient in their decision making. Interestingly, there were more opportunities for lower level or contractual positions than previous years, perhaps a signal of a future trend? There is still a need for sourcing top candidates; predominantly in the lower levels due to internal promotions.

Salary levels continue to remain constant, rising only with the cost-of-living in most cases.

Building Operations continues to be an in-demand area with employers often seeking better quality or more experienced candidates than what is readily available in the market – seeking certifications and other similar post secondary education such as BES programs. Compared to previous years, there was a higher demand for senior level executives and managers than mid to-senior level managers.

Succession planning is a growing trend as the market is showing signs of strengthening. Executives are being groomed for higher level roles, opening the door for their junior counterparts.

## Toronto

The Toronto Property & Real Estate market remains steady with glimmers of growth as recent announcements of plans for further commercial construction in downtown Toronto, highlight opportunity for expansion creating 'new' jobs for the market.

Property Administrators & Lease Administrators continue to be in high demand, with continued movement due to lack of growth opportunities offered by existing employers. Poor succession planning, lack of up-skill training, as well as limited growth is forcing skilled candidates to seek opportunities externally.

Salaries remain steady, but as key skills become increasingly in short supply this will create upward pressure. To be competitive, employers may have to consider alternatives to their recruitment approach, including offering clearly defined career paths, training and development opportunities, plus non financial rewards such as increased vacation days.

The intermediate market for Operations roles in the GTA remains a challenge. There is an overall shortage of jobs and strong candidates. Compared to last year, there has been relatively little movement of Building Operators. Salaries have remained stable, while

many of the currently employed candidates are static due to limited perceived growth opportunities in the market overall.

Candidates that are perceived as most attractive possess: relevant experience, good communication and interpersonal skills, and relevant education such as a BES I & II certificate.

Overall we expect the market to pick up over the next year as the industry has seen some major acquisitions, such as Dundee purchasing Whiterock and Scotiaplaza.

## Montreal

This was a busy year for Property & Facilities in Montreal. The summer time especially was an active one with a number of mandates at all levels from Building Operator up to and including General Manager in sectors – Commercial Office, Residential and Retail. Salaries remained largely unchanged except for some small increases, indicating a stable market overall. Positions are in demand across all sectors for mandatory bilingual candidates. Lease Administrators and Building Operators are good examples where it has been difficult to find candidates that speak French fluently.

## Atlantic

This was a stable year for the Atlantic provinces in terms of demand for staff. While it is not a very active market traditionally there were circumstances where portfolio's changed hands requiring complete new teams to be assembled and put into place. Hard to find skills are usually Building Operators with a good knowledge of up-dating building systems and senior staff with knowledge and experience in the commercial office space. As a less active market historically, candidates may be hesitant to change employers as the market is stable and quality of life issues are paramount.

Because of the newly announced government projects in both ship building and hydro electric there will potentially be higher than normal demand in the next 2-3 years for qualified staff in all areas.

# TYPICAL SALARY RANGES COMMONLY HELD ROLES

The salary ranges shown are exclusive of any additional bonuses, compensation or benefits which are discussed separately. Salaries are expressed in Canadian dollars (thousands, annual gross). Other factors such as personal work experience and individual performance influence actual salaries.

The data presented is for informational purposes only and is not intended to raise, lower, stabilize or otherwise affect prices, fees, terms or other aspects of compensation.

## Salaries | Property Management

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Vice President, Property/Operations/Asset Management</b> Department head. Has Senior Property Manager(s) reporting to this position. Responsible for all aspects of Property Management including Leasing and Financial Reporting. Accountable for the profitability of the department.	0-5 years	<90	90-109	110-129	90-109	90-109	130-149	130-149	90-109
	5-10 years	110-129	90-109	170-189	110-129	110-129	150-169	150-169	130-149
	10-15 years	130-149	150-169	170-189	110-129	130-149	150-169	150-169	130-149
	15 years +	150-169	150-169	170-189	130-149	150-169	150-169	150-169	150-169
<b>Director of Property Management</b> Reports to VP of Real Estate / Property Management. Supervising other Property Managers and support staff and all areas of property management.	0-5 years	90-99	<90	100-109	<90	90-99	90-99	110-119	90-99
	5-10 years	100-109	110-119	120-129	90-99	100-109	100-109	120-129	110-119
	10-15 years	120-129	110-119	130-139	90-99	120-129	110-119	130-139	110-119
	15 years +	120-129	110-119	130-139	100-109	130-139	120-129	140-149+	130-139
<b>Senior Property Manager (Commercial)</b> Responsible for all areas of Property Management. Responsible for more than 1 million sf. Supervises other Property Managers, Operators and staff for the portfolio. Minimum 10 years experience.	10-15 years	90-94	90-94	94-99	85-89	90-94	85-89	90-94	85-59
	15 years +	100-104	100-104	100-104	94-99	100-104	105-109	110-114	90-94
<b>Property Manager (Commercial)</b> Assigned to a specific building or portfolio with a min 500,000 sf. Has overall functional responsibility for building operations, records and budgets. Reports to a Senior Property Manager or to Senior Management. Minimum 5 years experience.	5-10 years	70-74	70-74	85-89	75-79	70-74	70-74	70-74	<70
	10-15 years	85-89	85-89	85-89	90-94	80-84	80-84	80-84	75-79
	15 years +	100-104	90-94	95-99	90-94	90-94	85-89	90-94	80-84
<b>Assistant Property Manager</b> Responsible for a building or portfolio of less than 500,000 sf. Reports to a Senior Property Manager or similar senior management. Less than five years experience in the industry.	0 - 2 years	<50	<50	60-64	<50	55-59	50-54	<50	50-54
	2 - 4 years	60-64	<50	60-64	55-59	60-64	60-64	55-59	55-59
	4 years +	65-69	60-64	60-64	55-59	60-64	65-69	60-64	60-64
<b>Residential Property Manager, Strata/Condominium</b> Responsible for a portfolio of up to 1,000 units. Dealing with strata / condominium requests, attending strata / board meetings, budgeting.	0 - 5 years	45-49	45-49	45-49	40-44	60-64	55-59	40-44	40-45
	5 - 10 years	50-54	50-59	50-60	45-49	60-64	60-64	45-49	45-50
	10 - 15 years	65-69	60-70	60-75	65-69	75-79	70-74	50-54	50-60
	15 years +	70-74	70-75	75-80+	70-75	80+	80+	55-59	60+
<b>Residential/Rental Property Manager</b> Managing a portfolio of up to 1,000 units. Dealing with tenant requests, budgeting and supervising Resident Managers and contractors.	0 - 5 years	54-59	55-59	55-59	50-54	50-54	<50	55-59	<50
	5 - 10 years	60-74	58-63	50-54	<50	65-69	50-54	55-59	50-54
	10 - 15 years	75-79	60-64	55-64	60-64	65-69	55-59	60-64	50-54
	15 years +	75-79	70-74	65-75	65-70	70-74	60-64	65-69	55-59
<b>Property Management Administrator</b> Supports Property Management positions. Deals directly with property management, tenants and property financing requirements.	0 - 3 years	35-39	40-44	45-49	35-39	40-44	40-44	35-39	35-39
	3- 6 years	40-44	45-49	50-54	40-44	45-49	40-44	40-44	40-44
	6 - 10 years	45-49	50-54	50-54	40-44	45-49	45-49	45-49	40-44
	10 years+	50-54	55-59	55-59	50-54	50-54	50-54	55-59	45-49
<b>Tenant Services Representative</b> A customer service oriented position and may be the primary liaison with tenants. Co-ordinates tenant requests and services either by phone or internet. Coordinates tenant benefits and services to tenant employees.	0 - 3 years	45-49	40-44	45-49	40-44	35-39	35-39	35-39	35-39
	3- 6 years	55-59	40-44	50-54	45-49	40-44	35-39	40-44	35-39
	6 - 10 years	55-59	40-44	50-54	50-54	45-49	35-39	40-44	45-49
	10 years+	55-59	45-49	60+	55-59	50-54	40-44	45-49	50-54

## Salaries | Asset Management

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Vice President, Asset Management</b> Most senior asset management position. Has direct responsibility for portfolio performance. Liaises directly with clients at senior level and is responsible for the ongoing partnership activities. Responsible for financial planning and execution to develop and/or maintain the asset value. Analyzing and negotiating terms of syndication/partnerships.	5 - 10 years	130-139	110-129	120-129	<120	140-149	140-149	130-139	140-149
	10 - 15 years	150-159	130-145	170-179	<120	150-159	150-159	140-149	150-159
	15 years +	170-179	150-180	170-179	<120	180-189	150-159	160-179	160-169
<b>Director/Manager, Asset Management</b> Five years industry experience. Responsible for the asset performance of a portion of a larger portfolio. Supervises Property Managers. Participates in design development. Markets and negotiates leases and/or negotiates brokerage agreements to market spaces. Assesses need for additional capital improvements.	0-5 years	90-99	<90	100-109	<90	90-99	90-99	110-119	90-99
	5-10 years	100-109	110-119	120-129	90-99	100-109	100-109	120-129	110-119
	10-15 years	120-129	110-119	130-139	90-99	120-129	110-119	130-139	110-119
	15 years +	120-129	110-119	130-139	100-109	130-139	120-129	140-149+	130-139
<b>Asset Manager</b> Entry/junior Asset Manager level position. Less than five years industry experience. Works under the supervision of a Director/Manager – asset management.	0-5 years	80-89	85-95	90-99	<60	80-89	80-89	70-79	90-99
	5 - 10 years	90-99	95-110	100-109	60-69	100-109	90-99	80-89	100-109
	10 - 15 years	100-109	115-130	120-130	70-79	110-119	100-109	90-99	110-119
	15 years +	120-140	135-150	140-160	70-79	120+	110-119	100-109	120+

## Salaries | Leasing

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Vice President / Director / Manager of Leasing</b> Most senior position responsible for property or portfolio leasing. Develops marketing plan. Accountable for leasing program. Supervises other Leasing Representatives and/or Independent Brokers.	0-5 years	120-129	<100	135-149	<100	110-119	13<100	110-119	120-129
	5 - 10 years	140-149	120-129	150-159	110-119	120-129	110-119	120-129	130-139
	10 - 15 years	160-169	120-129	160-169	110-119	140-149	110-119	140-149	130-139
	15 years +	200+	130-139	170-179	120-129	170-179	120-129	150-159	140-149
<b>Leasing Manager/ Representative</b> Formulates marketing strategies and leasing assumptions for the relevant portfolio and executes the marketing program, including the negotiation of Offers to Lease with potential tenants. Reporting and evaluation of the program either internally or to clients on an ongoing basis.	0-5 years	<60	80-89	90-99	70-79	60-69	<60	60-69	<60
	5-10 years	70-79	90-99	90-99	80-89	80-89	70-79	70-79	60-69
	10-15 years	70-79	100-109	120-129	90-99	90-99	90-99	80-89	80-89
	15 years +	80-89	110-130	120-129	100-109	110-119	100-109	90-99	90-99
<b>Leasing Assistant</b> Preparing Offers to lease and subject removals. Managing the websites for the Leasing Team. Reports to the Leasing Manager.	0 - 3 years	<30	45-49	40-44	40-44	35-39	30-34	35-39	35-39
	3- 6 years	35-34	45-49	50-54	45-49	40-44	35-39	45-49	40-44
	6 - 10 years	30-34	55-59	55-60	45-49	45-49	35-39	55-59	40-44
	10 years+	35-39	55-65	60-64	50-54	60-64	55-59	60-64	45-49
<b>Lease Administrator</b> Supports the Leasing and Property Managers. Drafts, edits, formats and finalizes all lease documentation for new leases and renewals. Tracks leases and deals directly with tenants.	0 - 3 years	40-44	<35	50-54	35-39	35-39	35-39	40-44	40-44
	3- 6 years	45-49	<35	55-59	40-44	45-49	40-44	45-49	45-49
	6 - 10 years	50-54	<35	55-59	50-54	50-54	50-54	50-54	45-49
	10 years+	55-59	35-39	60-64	55-59	65+	50-54	55-59	50-54

## Salaries | Building Operations

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Director of Operations / Operations Manager</b> Responsible for overseeing the operations and maintenance of the portfolio. Ensures building codes are adhered to, supervises and manages all operations staff. Responsible for preventative maintenance programs, OH&S programs, energy management and environment.	0 - 5 years	80-89	<80	80-89	<80	<80	180-89	<80	<80
	5 - 10 years	90-99	100-109	90-99	80-89	80-89	90-99	80-89	80-89
	10 - 15 years	90-99	110-119	90-99	80-89	90-99	100-109	90-99	80-89
	15 years +	120-129	110-119	120-129	90-99	110-119	100-109	110-119	90-99
<b>Chief Engineer / Plant / Maintenance Manager</b> Assists the Operations Manager / Director to provide technical support to all staff. Will oversee preventative maintenance, OH&S, life safety requirements and environmental programs within the portfolio. Coordinates training, perform annual reviews, ensure all documentation is complete and compliant with all by-laws, codes and regulations. Will contribute to the budgeting process. Will hold 4th or 5th class power engineering ticket or equivalent.	0-5 years	60-64	65-69	65-69	60-64	65-69	55-59	70-74	<55
	5-10 years	70-74	70-74	75-79	65-69	70-74	60-64	75-79	55-59
	10-15 years	75-79	70-74	80-84	70-74	75-79	75-79	80-84	60-64
	15 years +	80-84	75-79	85-89	75-79	80-84	85-89	80-84	65-69
<b>Assistant Operations Manager / Assistant Chief Engineer</b> Has responsibilities similar to Chief Engineer / Operations Manager, with building or portfolio less than 400,000 sf, or is subordinate to and in support of the senior operator in complexes greater than 400,000 sf. (For BC and Alberta will usually hold minimum 4th class power engineering ticket).	0 - 5 years	55-59	50-54	60-64	60-64	50-54	<50	50-54	<50
	5 - 10 years	60-69	55-59	65-69	65-69	50-54	<50	60-64	50-54
	10 - 15 years	70-79	60-68	70-74	65-69	60-64	50-54	70-74	50-54
	15 years +	70-79	70-80	80-84	70-74	65-69	50-54	70-74	50-54
<b>Senior Building Operator</b> Senior level position must have a 5th or 4th class Power Engineer's certification or equivalent. Under the direction of a Chief Engineer or management personnel, will appropriately engage in the safe operations, maintenance and or direct contractors to do repairs on all equipment related to providing a comfortable work environment and to the physical plants equipment manufacturer recommendations. Will act as Team Leader for the Building Operators. May be required to fill in for Chief Engineers when absent. Ensures all governing authorities rules and regulations are followed and recorded.	0 - 5 years	55-59	50-54	60-64	<50	50-54	50-54	50-54	<50
	5 - 10 years	60-64	55-59	60-64	50-54	60-64	50-54	55-59	50-54
	10 - 15 years	65-69	55-59	60-64	55-59	60-64	60-64	60-64	55-59
	15 years +	70-74	65-69	65-69	60-64	65-69	65-69	70-74	60-64
<b>Building Operator</b> Intermediate level must have or obtain a 5th class Power Engineers Certification or equivalent. Reports to a Senior Operator or management personnel. Responsible for the maintenance of a building or portfolio, including all building systems. Will deal with tenant requests.	0 - 5 years	45-49	50-54	50-54	45-49	40-44	40-44	50-54	40-44
	5 - 10 years	50-54	50-54	55-59	50-54	45-49	45-49	55-59	45-49
	10 - 15 years	55-59	55-59	55-59	55-59	50-54	50-54	60-64	50-54
	15 years +	60-64	55-59	60-64	60-64	55-59	60-64	60-64	50-54
<b>Junior Building Operator</b> Entry level position no prerequisite required. Works under the direct supervision of a Building Operator or higher. Responsible for the maintenance of a building or portfolio. Includes some basic maintenance of building systems, attending to the safe, clean and efficient operations of the property including tenant requests and general maintenance.	0 - 5 years	35-39	40-44	45-49	40-44	35-39	35-39	35-39	<35
	5 - 10 years	40-44	40-44	50-54	45-49	40-44	40-44	40-44	35-39
	10 - 15 years	45-49	45-49	45-49	50-54	45-49	45-49	45-49	40-44
	15 years +	45-49	45-49	45-49	55-59	45-49	50-54	45-49	45-49
<b>Maintenance Worker</b> Responsible for general building and grounds maintenance of building or small portfolio of buildings. May include basic plumbing, electrical and mechanical repairs. Will typically not hold a trade certificate.	0 - 3 years	30-34	40-44	35-39	30-34	30-34	30-34	35-39	<30
	3 - 6 years	35-39	40-44	40-44	35-39	35-39	35-39	40-44	30-34
	6 -10 years	40-44	45-49	45-49	35-39	40-44	35-39	45-49	35-39
	10 years+	40-44	50-54	50-54	40-44	40-44	40-44	50-54	40-44
<b>Electrician</b> Install, maintains, and repairs electrical wiring and control systems. Troubleshoots and tests electrical systems and equipment. Has Journeyman Electrician qualification.	0 - 5 years	50-54	70-75	60-64	60-64	45-49	50-54	65-69	45-49
	5 - 10 years	55-59	75-80	65-69	65-69	55-59	50-54	70-74	50-54
	10 - 15 years	60-69	75-80	60-64	70-74	50-54	60-64	75-79	50-54
	15 years +	70-79	85+	75-79	75-79	60-64	70-74	80+	50-54

## Salaries | Sustainability – Refers to a structure and using process that is environmentally responsible and resource-efficient throughout a building’s life-cycle

Typical salary ranges for qualified, professional and skilled workers.

Please note that there is insufficient data to complete the below section in full. We are putting forth efforts to obtain this information for future reports.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Director of Sustainability</b> Responsible for the direction and coordination of the environmental sustainability activities. Develop and supervise the implementation of policies and procedures related to the sustainability of all internal operations.	5-10 years	80-84	-	80-84	-	85-89	100-120	70-84	110-120
	10 - 15 years	85-99	-	90-110	-	121-130	121-145	85-110	131-140
	15 years +	100-110	-	131-140	-	121-130	150-160+	115+	145+
<b>Manager of Sustainability</b> Performs responsible professional and administrative work organizing and coordinating environmental sustainability efforts and does related work as required.	0-5 years	55-59	-	-	70-74	<60	75-79	60-64	70-85
	5-10 years	60-69	121-130	-	75-79	85-89	90-94	65-69	90-94
	10-15 years	70-74	-	-	80-84	90-110	95-110	70-74	95-105
	15 years +	75-80	-	-	80-84	110-115+	111-120	70-74	105+
<b>Project Manager</b> Will work closely with Clients to ensure that all tasks associated with green building projects are on track. Responsibilities: coordination of tasks and deliverables such as progress reports, approval forms, green building research and the investigation of technologies and pricing.	0-5 years	60-64	70-74	75-85	55-59	75-79	60-64	70-74	65-69
	5-10 years	65-69	75-95	85-89	60-64	85-90	70-74	75-79	75-79
	10 - 15 years	70-79	95-105	90-94	65-69	90-95	75-79	90-94	80-84
	15 years +	80-89	110+	90-94	75-79	95+	80-84	100+	85-89

## Salaries | Facilities

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Facilities Manager</b> Overseeing the daily operations and maintenance of the buildings as well as preparing the annual budgets for the portfolio. Overseeing tenders for service contracts.	0-5 years	70-74	85-89	65-75	65-69	75-79	75-79	65-69	55-59
	5-10 years	75-79	90-94	80-84	70-74	75-79	80-84	75-79	65-69
	10 - 15 years	80-84	90-94	85-95	80-84	80-90	85-89	80-84	65-69
	15 years +	100+	90-94	95-99	85-89	90-95	90-94	90-94	70-740
<b>Facilities Coordinator</b> Supporting and assisting the Facility Managers, managing work orders, assisting with budget preparation, issuing purchase orders, financial reporting.	0 - 3 years	40-49	49-55	60-64	45-49	45-49	50-54	40-44	<35
	3 - 6 years	50-54	55-59	62-68	50-54	55-59	55-59	45-49	35-39
	6-10 years	55-59	60-65	65+	55-59	55-59	60-64	50-54	40-44
	10 years+	60-65	65-70	65+	60-64	65+	60-64	50-54	40-44

## Salaries | Marketing

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Marketing Director</b> Please check the value that represents direct cash compensation for this position in each experience category.	0 - 5 years	50-54	60-64	55-59	60-64	50-54	60-64	<50	60-64
	5 - 10 years	60-64	75+	70-74	65-69	70-74	65-69	50-54	65-69
	10 - 15 years	60-64	75+	75+	70-74	70-74	65-69	55-59	70-74
	15 years +	60-64	80-90	85-100	75+	75+	70-74	60-75+	75+
<b>Marketing / Promotions Manager</b> Implements building marketing and promotional activities within major buildings or portfolios. Retail or commercial properties.	0 - 5 years	40-44	52-58	55-60	50-54	40-44	55-59	40-44	40-44
	5 - 10 years	40-44	57-62	60-64	55-59	45-49	60-64	45-49	45-49
	10 - 15 years	45-49	65-70	70+	55-59	50-54	60-64	55-59	50-54
	15 years +	50-54	70-75	75-85	60-64	55-59	60-64	55-59	55-59

## Salaries | Accounting

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Controller</b> The most senior regional accounting position. Oversees the financial operations and assets of the company. Prepares trading accounts, profit and loss accounts and balance sheets. Manages the accounting function. Holds a professional accounting designation	0 - 5 years	95-99	85-90	90-94	85-89	75-79	75-79	75-79	80-84
	5 - 10 years	100-104	90-100	95-99	85-89	85-89	80-84	80-84	85-89
	10 - 15 years	105-109	100-104	95-99	95-99	105-109	85-89	90-94	100-104
	15 years +	110+	105+	110+	100-104	110+	95-99	100-104	110+
<b>Accounting Manager</b> Manages the company's day to day accounts and bookkeeping. Responsible for the accounting team. Reporting to the Controller or CFO.	0 - 5 years	55-59	50-54	75-79	60-64	55-59	60-64	60-64	50-54
	5 - 10 years	60-64	75-79	80-84	65-69	65-69	65-69	65-69	60-64
	10 - 15 years	65-69	55-59	85	70-74	75-79	70-74	75-79	60-64
	15 years +	80-84	80-85	85-90	70-74	80-84	75-79	80-84	60-64
<b>Senior Property Accountant</b> Responsible for all financial records, reports, bookkeeping and audit. Responsible for a large portfolio and/or manages and supervises one or more property accountants. Has, or is studying towards a professional accounting designation. Reporting to the Accounting Manager or Controller.	0 - 3 years	50-54	60-64	60-64	50-54	55-59	<50	60-64	50-54
	3 - 6 years	60-64	65-70	70-74	55-59	60-64	50-54	65-69	50-54
	6-10 years	65-69	70-74	72-77	55-59	65-69	60-64	65-69	60-64
	10 years+	70-74	75-79	75-79	60-64	75-79	60-64	70-74	60-64
<b>Property Accountant</b> Responsible for all financial records, reports and CAM calculations for a large building or portfolio of smaller buildings. Reports to a Senior Property Accountant or similar management	0 - 3 years	45-49	40-44	50-54	35-39	40-44	35-39	40-44	35-39
	3 - 6 years	50-54	50-54	55-59	35-39	50-54	40-44	50-54	40-44
	6-10 years	55-59	55-58	60+	40-44	55-59	40-44	50-54	45-49
	10 years+	60+	58-60	60+	45-49	55-59	40-44	55-59	50-54
<b>Property Accounting Assistant</b> Performs AP and/or AR functions for a building or portfolio of buildings. Provides information for a Property Accountant.	0 - 3 years	35-39	35-39	30-34	35-39	35-39	25-29	30-34	25-29
	3 - 6 years	35-39	35-39	45-49	35-39	40-44	40-44	35-39	25-29
	6-10 years	45-49	40-44	47-50	40-44	45-49	40-44	40-44	35-39
	10 years+	50+	45-48	47-50	45-49	45-49	45-49	45-49	35-39

## Salaries | Life Safety Security

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Senior Manager, Director of Security</b> Develop, implement and maintain security policies and procedures and asset protection plan for the regional/national portfolio. Ensure management and maintenance of all equipment and supplies connected with safety and security in the building(s) is completed as required. Liaise with external agencies (ie. Police / Fire / Medical and Security officials) and maintain professional associations. Develop emergency response plans and procedures. Coordinate and maintain operating and short & long term capital budgets. Five years or more industry experience.	5-10 years	80-89	80-90	80-89	60-69	70-79	50-59	80-89	60-69
	10 - 15 years	80-89	90-110	80-89	70-79	80-89	60-69	90-99	70-79
	15 years +	90-99	110-115	90-99	80+	90-99	90-99	110-119+	80+
<b>Security Manager</b> Develop and implement security policies and procedures. Provide direction to security supervisors and officers. Initiate emergency contingency plans and provide general direction and control. Responsible for the selection, employment, promotion, discipline and termination of employees. Provide direction and supervise contract service providers. Liaise with tenant contact personnel and corporate security on Fire Warden training, security audits, etc. Conduct when required, reviews of tenant and in-house alarm systems, risk assessments and generally provide expertise and hold seminars as needed. Liaise with external agencies. (i.e. Police / Fire / Medical and Security officials). Create, implement and monitor a yearly operational and capital expenditure budget and participate in building wide capital projects from the planning stages forward (i.e. CCTV, Access Control, Fire Alarms, etc.) Coordinate implementation of capital equipment to ensure the long term viability, appropriateness and integrity of design criteria for security and life safety related systems. Three years or more industry experience.	3-5 years	50-59	70-80	60-69	50-59	50-59	70-79	60-69	<40
	5-8 years	50-59	90-99	60-69	50-59	60-69	70-79	70-79	50-59
	8-10 years	60-69	90-110	70-79	50-59	60-69	80-89	80-89	50-59
	10 years+	70-79	80-99	70-79	50-59	70-79	80-89	80-89	60-69
<b>Security Supervisor</b> Oversee and maintain all aspects of daily security and life safety operations including supervision, access control, tenant and customer inquiries and emergency response. Establish a rapport with tenants, contractors and the public. Answer telephones. Supervise security staff and ensure dress and deportment, public relations etc. Supervise security staff report writing to ensure proper recording of events is taking place. Follow up on major incident reports (i.e. thefts, fire alarms etc.). Working with management, provide training for the shift for the various security positions and responsibilities. (Fire alarm system response, floor patrols, emergency procedures and manuals, etc.). Review all reports and review for accuracy before forwarding to the Coordinator. Oversee control of the building life safety systems. (i.e. access control, fire alarms, monitoring systems, etc.). Conduct investigations as directed or required.	0 - 3 years	30-39	50-55	40-49	30-39	40-49	30-39	30-39	30-39
	3 - 6 years	40-49	55-60	50-59	30-39	40-49	40-49	40-49	30-39
	6-10 years	50-59	40-49	50-59	30-39	50-59	50-59	50-59	40-49
	10 years+	50-59	60-70	50-59	30-39	50-59	50-59	50-59	50-59

## Salaries | Life Safety Security continued

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Security System Administrator</b> Provide administrative, mechanical and electrical services for access control, CCTV systems and other related systems. Issue access cards, updating and preparing tenant service agreement contracts, manage system installations and provide accurate installation quotes to tenants as well as base building. Coordinate preventative maintenance and repairs with staff as well as contractors. Perform maintenance, repairs and troubleshooting on the security systems. Manage installations of new security equipment for new and expanding tenants. Review tenant drawings for issues related to security. Be familiar with a variety of software related platforms required to perform security related duties such as Windows server 2003, Windows XP computer operating platform and the base building access control software administration of multiple users. Perform software maintenance procedures, archive backups, redundant backup, and instruct others on regular maintenance tasks, time changes etc. Manage purchases for the Security Department. This includes issuing and administration of all purchase orders and paying of all re-occurring invoices. Assist in budget creation for the security operating budget and budget tracking.	0-2 years	40-44	40-45	40-44	30-34	45-49	40-44	30-34	35-40
	2-4 years	45-49	45-50	45-49	35-39	50-54	45-49	35-39	40-50
	4 - 6 years	50-54	50-54	50-54	34-39	55-60	50-54	40-44	50-54
	6+ years	50-59	50-55	50-54	40-44	60-65+	50-54	40-44	55-60+
<b>Security Officer</b> Patrol of premises to ensure the safety of the tenants, contractors and public. Lock and unlock building. Conduct exterior patrols. Respond to emergencies/fire alarms. Ensure current knowledge and familiarity with emergency response plans. Ensure all appropriate reports are documented and communication maintained and the supervisor is aware of any issues. Access control duties. Ensure permits are being filed and the keys and cards are signed out to authorized persons. Ensure a proper inventory of the key system is completed and any issues are reported to a supervisor immediately. Monitor security systems while in the Control Centre. (I.e. Access Control, CCTV, elevator panel, etc.).	0-2 years	25-29	30-34	40-44	25-29	30-34	30-34	30-33	25-29
	2-4 years	20-24	35-39	40-44	25-29	30-34	35-39	33-+35	25-29
	4 - 6 years	25-29	35-39	40-44	25-29	35-39	35-39	35-40	30-34
	6+ years	25-29	35-39	40-44	30-35	40-44	35-39	40+	35-39

## Salaries | Support Staff

Typical salary ranges for qualified, professional and skilled workers.

Job Title and Description	Experience	BC	Edmonton	Calgary	SK/MB	GTA	Ottawa	Quebec	NB/ NF/ NS/ PEI
<b>Administrative Assistant</b> A front-line position. Responsible for word-processing, filing, telephone duties. Supports office functions.	0 - 3 years	30-34	35-39	40-44	35-39	35-39	30-34	35-39	25-29
	3 - 6 years	35-39	40-44	45-49	35-39	40-44	35-39	30-34	35-39
	6-10 years	45-49	35-39	50+	40-44	45-49	40-44	45-49	35-39
	10 years+	50+	45-49	50+	45-49	50+	45-49	50+	40-44
<b>Receptionist (Lobby)</b> A building employee versus a tenant's employee. Directs visitors and provides information as to the location of persons and companies in the building.	0 - 3 years	35-39	35-39	35-39	25-29	30-34	30-34	30-34	25-29
	3 - 6 years	40-44	40-44	40-44	35-39	30-34	30-34	35-39	30-34
	6-10 years	40-44	45-48	40-44	35-39	35-39	35-39	45-49	30-34
	10 years+	45-49	48-55	45-49	45-49	40-44	40-44	50+	30-34

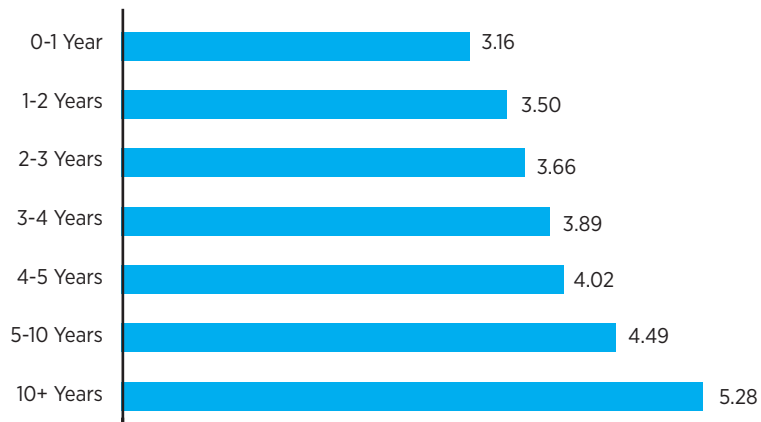
## Vacation

It is official, employers are no longer offering 2 weeks of vacation. To be competitive in today's market three weeks starting vacation is the new standard. One may think that this new standard has affected vacation standards in other brackets, however, the results of this survey prove otherwise, in that 3 weeks stays the standard as an employee progresses from their first year throughout their fourth year of work. In what is being said as a competitive year to come, employers may need to look at their incentive packages and consider non-compensation advantages such as vacation and/or lieu time in order to attain and retain top talent.

These figures on the whole have otherwise remained steady with last years report. For long term employees, vacation trends remain the same thus far, but we suspect potential increases as we enter into the new year.

### Vacation

Please indicate your company's vacation policy by choosing the number of weeks vacation for each category



## Benefits

The below chart indicates what employers are most and least providing as part of their benefits and incentive packages. From the results of this survey we have learned that one of the main requests from candidates is flexible working options. What is interesting is that flexible working options is currently offered by less than 30% of the respondents. In the coming year, it will be interesting to look back at this figure and see if it rises in correlation to an increase in competition for top candidates.

What is not listed here is long-term planning and pension options. Roughly only 50% of employers are providing this benefit, which is quite low. A growing trend for the coming year identified in this survey is succession planning. Candidates will be seeking more options for long-term planning which could lead to an even stronger focus on this trend then employers may be aware of yet.

BENEFIT	RANK	PROVIDED
Individual performance related bonus	1	78%
Extended health benefits	2	77%
More than 10 days vacation	3	48%
RRSP contribution matching	4	60%
Training and/or certification support	5	60%
Time off in lieu	6	42%
Company car	7	58%
Flexible work hours	8	40%

## About the Respondents

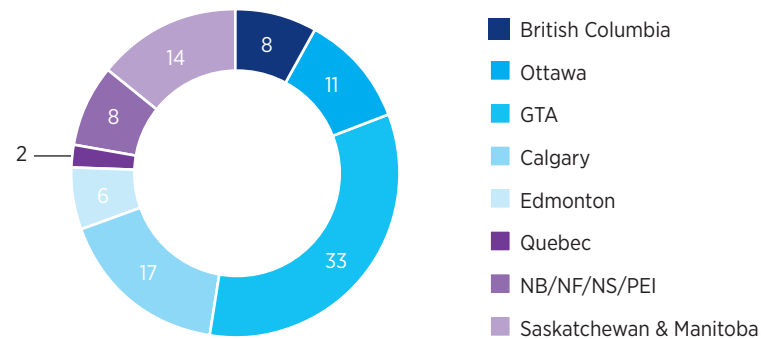
Respondents to this survey came from regions throughout the country, and covered the spectrum of hiring roles and commercial interests represented within the Property Management industry.

### Main areas of business

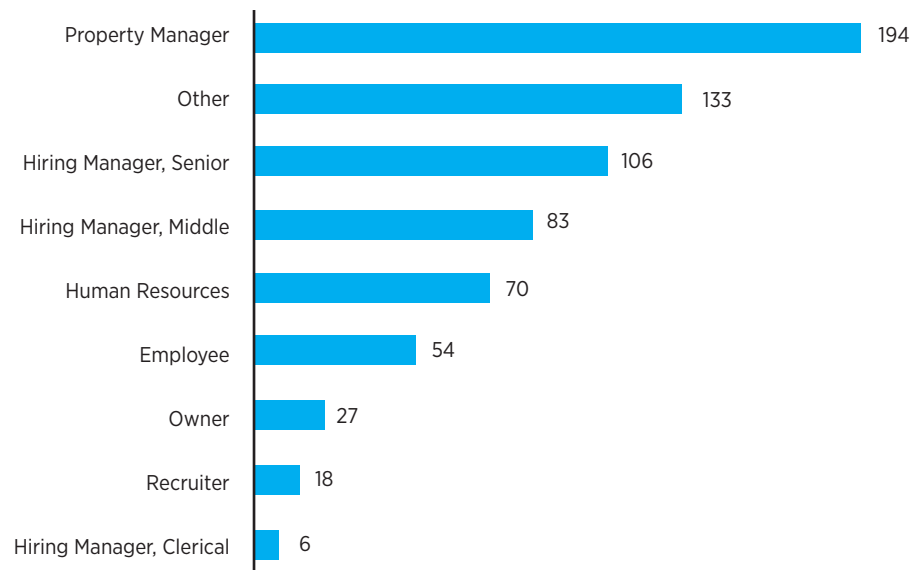


### Participation by Province

Shown as a percentage



### Position with the Company



# USEFUL CONTACTS

## HAYS CANADA

### Calgary

660-630 6th Avenue SW  
Calgary AB T2P 0S8  
T: +1 403 269 HAYS (4297)  
F: +1 403 705 3399

### Mississauga

701-201 City Centre Drive  
Mississauga ON L5B 2T4  
T: +1 905 848 HAYS  
F: +1 905 566 8877

### North York

1802-5775 Yonge Street  
North York ON M2M 4J1  
T: +1 416 223 HAYS  
F: +1 416 223 4232

### Ottawa

320-45 O'Connor Street  
Ottawa ON K1P 1A4  
T: +1 613 288 HAYS  
F: +1 613 288 4298

### Toronto

600-6 Adelaide Street East  
Toronto ON M5C 1H6  
T: +1 416 367 HAYS  
F: +1 416 203 1932

### Vancouver

2150-1050 West Pender Street  
Vancouver BC V6E 3S7  
T: +1 604 648 HAYS  
F: +1 604 648 0588

## BOMA

### BOMA BC

556-409 Granville Street  
Vancouver, BC V6C 1T2  
T: +1 604 684 3916  
F: +1 604 684 4876  
W: boma.bc.ca

### BOMA Calgary

120-4954 Richmond Road SW  
Calgary, AB T3E 6L1  
T: +1 403 237 0559  
F: +1 403 266 5876  
W: boma.ca

### BOMA Canada

1 Dundas Street West  
Suite 1801, PO Box 61  
Toronto, Ontario, Canada  
T: +1 416 214 1912  
F: +1 416 214 1284  
W: bomacanada.ca

### BOMA Edmonton

390 Standard Life Centre  
10405 Jasper Avenue  
Edmonton, AB T5J 3N4  
T: +1 780 428 0419  
F: +1 780 426 6882  
W: bomaedmonton.org

### BOMA Manitoba

109-179 McDermot Avenue  
Winnipeg, MB R3B 0S1  
T: +1 204 777 2662  
F: +1 204 777 0326  
W: bomamanitoba.ca

### BOMA Nova Scotia

PO Box 1597  
Halifax, NS B3J 2Y3  
T: +1 902 425 3717  
F: +1 902 431 7220  
W: bomanovascotia.com

### BOMA Ottawa

1005-141 Laurier Avenue West  
Ottawa, ON K1P 5J3  
T: +1 613 232 1875  
F: +1 613 563 3908  
W: bomaottawa.org

### BOMA Quebec

900-500 rue Sherbrooke  
Ouest  
Montréal QC H3A 3C6  
T: +1 514 282 3826  
F: +1 514 844 7556  
W: boma-quebec.org

### BOMA Regina

2102 11th Avenue  
Regina, SK S4P 4J7  
T: +1 306-761-2833  
F: +1 306-205-3501  
W: bomaregina.ca

### BOMA Toronto

1 Dundas Street West,  
Suite 1800, Toronto,  
ON M5G 1Z3  
T: +1 416 596 8065  
F: +1 416 596 1085  
W: bomatoronto.org

### BOMA Newfoundland and Labrador

P.O. Box 841  
St. John's, NL A1C 5L7  
T: +1 709 722 8765  
F: +1 709 726 1549  
W: bomanl.com

### BOMA New Brunswick

P.O. Box 1  
Moncton, NB E1C 8R9  
T: +1 506 384 2483  
F: +1 506 384 5852  
W: bomanewbrunswick.com

Canadian Headquarters  
402-1500 Don Mills Road  
North York ON M3B 3K4  
T: 416 367 HAYS  
F: 416 203 0277

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